

JIGSAW Young people's
health in mind

Annual Report & Financial Statements 2021

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Our year

Opening messages

Dr Jacinta Stewart, Chairperson

Thanks to our many supporters, funds were raised to continue our innovative services and **develop further what we can offer young people and their communities.**

Dr Jacinta Stewart, Chairperson

No doubt 2021 was a difficult time for many. Collectively, we entered the second year of the pandemic, a challenging and unique experience for us all. Jigsaw, as the National Centre for Youth Mental Health, was not untouched by this experience. We saw increasingly high levels of demand across all in-person and online services, and continued to adapt and flex in all areas of our work throughout what, for many, was an incredibly difficult 12 months.

But, for Jigsaw, 2021 was also a year of growth and evolution. We came together – board, staff, youth advocates - to develop our new strategic plan. We offered over 35,000 in-person appointments to young people across our range of therapeutic services; over 15,000 young people took part in our mental health workshops across the country; and close on 300,000 young people visited jigsaw.ie for information, advice, live chat and more.

During 2021, we worked hard to continue to engage with young people and foster their participation in Jigsaw. This engagement has informed our strategic plan; a plan that strives to achieve better mental health outcomes for young people. We continue to embrace and advance a vision of an Ireland where every young person's mental health is valued and supported.

As Chairperson, I am conscious of the range and expertise of people within Jigsaw supporting us in our work - youth advocates, management and staff, supporters, funders and more. Thanks to our many supporters, funds were raised to continue our innovative services and develop further what we can offer young people and their communities. Members of the board and sub-committees all give their time and expertise generously. Indeed, this year we carried out a review of the board to make sure we are doing as good a job as possible. We are carrying out recommendations from that report, including the establishment of an education sub-committee which will work with schools, teachers, students and parents to further develop our One Good School™ and Jigsaw Schools Hub initiatives. We will also establish a new board committee to support our research agenda. This will ensure that we continue to learn from our own experience and garner insights from best practice internationally so the work we do continues to be evidence based.

We saw increasingly high levels of demand across all in-person and online services, and continued to adapt and flex in all areas of our work throughout what, for many, was an incredibly difficult 12 months.

Dr Jacinta Stewart, Chairperson

2021 was a year when Jigsaw staff were severely challenged - increased demand for their services nationwide; need to maintain a flexibility in working practices; difficulties acquiring new premises; a heavy and demanding workload and more. But a high performing organisation is built upon committed staff. During the year, myself and fellow board members have visited services across the country to listen and talk to them. These visits have afforded the board a greater understanding of the challenges facing Jigsaw. Each service was unique and very much reflected their own circumstances and place. Our newest service in Tipperary was observed to be a joyous and vibrant place, where young people experienced a welcoming and professional approach.

I wish to thank Dr Joseph Duffy, the senior management team and all involved in Jigsaw for their hard work and dedication.

Not least, I would like to thank the board for their support and commitment and to thank Mr Eamonn Gaffney, who retired in 2021 after many years' service on the board. We miss his dedication, sincerity and passion. The education initiative is his legacy. Thank you, Eamonn.

Dr Jacinta Stewart, Chairperson

During 2021, we worked hard to **continue to engage with young people and foster their participation in Jigsaw...** we continue to embrace and advance a vision of **an Ireland where every young person's mental health is valued and supported.**

Dr Jacinta Stewart, Chairperson



**Dr Joseph Duffy,
Chief Executive Officer**

It is by working **together we can help shape the future of Jigsaw, and indeed this country**, to better support more young people's mental health.

Dr Joseph Duffy, Chief Executive Officer

This past year has for many merged in memory with 2020 as a time of isolation, restrictions and worry. However, it has also been a time of resilience, innovation and hope. Looking back at the last year for Jigsaw, despite the uncertainties due to Covid-19, there were important milestones achieved which helped us further our vision of an Ireland where every young person's mental health is valued and supported.

In 2021, Jigsaw opened our fourteenth community-based service in Thurles, County Tipperary. This is the second local service we have opened during the pandemic, with Jigsaw in Wicklow opening its doors in late 2020. Alongside this, we further expanded our range of online offerings, with Jigsaw Live Chat and Jigsaw Group Chat continuing to offer differentiated supports to young people across Ireland. Our One Good School™ initiative has continued to expand, and 2021 saw the launch of the Jigsaw Schools Hub™, our online platform that supports children and young people to develop the skills and resilience to manage the mental health challenges they may encounter.

We continued to look forward to a world beyond restrictions, working to ensure that Jigsaw remains at the forefront of supporting young people's mental health. In conjunction with staff and young people, we developed our first Diversity, Equity and Inclusion policy – More than Words. This will help us to really challenge ourselves in the work we do to make sure that we live up to our vision of valuing and supporting every young person's mental health.

A major planning focus for 2021 was the creation of our new strategic plan – Together, Jigsaw's Strategy 2022-2025. This led us to two clear priorities for the next four years:

- 1. Achieving better mental health outcomes for young people**
- 2. Delivering this by building a high performing organisation fit for the future**

Launched by An Taoiseach, Micheál Martin TD, alongside our youth advocates on October 14th, 2021, our new strategy sets out an ambitious path for our future.

We have all now learned to be more adaptive due to the pandemic. This adaptivity has enabled Jigsaw in turn to provide direct supports to young people, even in the height of restrictions. Offering support in-person, by phone or video and online has enabled us to help more young people in 2021 than ever before.

It is a tribute to the staff across Jigsaw that they have delivered so much under difficult circumstances.

2021 has highlighted, once again, that the mental health system in Ireland is under significant pressure, and Jigsaw is no exception. While we are encouraged to see that Jigsaw continues to be recognised as a high quality, safe, youth friendly and impactful service, and that young people are reaching out for support, we are increasingly concerned about the rising levels of demand across the mental health system of care.

While we continue to address the areas under our control, we are aware that too frequently across the past year, we have not been able to see young people as soon as we would have liked.

It has also been a time of
resilience, innovation and hope.

Dr Joseph Duffy, Chief Executive Officer

The shortage of trained mental health professionals has, not just in Jigsaw, but in the wider mental health services, continued to stretch limited resources and the timely support we wish to offer. We are working to further develop our service offering, and to have a greater impact on and support more young people as soon as they need help. Through our international collaborations with headspace in Australia and Foundry in Canada, we are looking at best practice in youth mental health and refining what we do to make an even bigger difference.

I am proud to lead Jigsaw at this exciting juncture. Never before has there been such a need for a mental health service that provides support early for young people, and such buy in from those young people seeking this support. It is by working together we can help shape the future of Jigsaw, and indeed this country, to better support more young people's mental health. I do hope you are, like me, informed, inspired and encouraged by this account of our work over the past year.

But we could not achieve this alone. I wish to thank our staff, young people who volunteer with us, our board and our funders for continuing to make a difference in all that we do together for Jigsaw.

Thank you!

Dr Joseph Duffy

Chief Executive Officer

We continued to look forward to a world beyond restrictions, working **to ensure that Jigsaw remains at the forefront of supporting young people's mental health.**

Dr Joseph Duffy, Chief Executive Officer

Sam Kelly, Youth Advocate

I am very passionate about mental health, and **Jigsaw** has given me a great opportunity to support my friends and community, and given me a way to feel I'm doing my bit to help.

Sam Kelly, Youth Advocate

Hello! I'm Sam, and I am a youth advocate for Jigsaw. Although I am only recently in my current volunteering role, I have been volunteering with Jigsaw for over four years now. So it has been a delight to see how much Jigsaw has grown in that time.

Jigsaw, to me, is a charity for young people that involves young people at every step. Jigsaw ensures that young people's voices are heard. And to me, that's what makes this charity so special.

I first joined Jigsaw in 2018 as a peer educator. So I helped to give talks to people my age in secondary school on how to mind their mental health. I was only sixteen at the time, but Jigsaw gave me a great opportunity to support my friends and community, and a way to feel I'm doing my bit to help.

Never once in Jigsaw have I felt like my contribution was tokenistic, or taken for granted. Whether it is giving input on what suits young people the best for online mental health support, or collaborating on Jigsaw's new strategic plan, I feel like my opinion is heard and taken on board. Young people can recognise the needs of young people, and Jigsaw does everything to ensure that their needs are being met, by listening to young people.

My highlight of 2021 was probably the incredible opportunity to launch Jigsaw's strategy at the government buildings with the Taoiseach. It was a true privilege to meet the leader of our country and be a part of this historic launch. One of my favourite moments was actually being asked to go on live radio to talk about what Jigsaw means to me and the work we do. I had never been on the radio before and so it was really exciting, especially talking about something that I am so passionate about.

In 2022, I am extremely excited to fully settle into my new volunteering role as a youth advocate with the fundraising and communications team, and my new advisory role in the youth reference group. Both of these opportunities are relatively new to me, but I am looking forward to helping work with Jigsaw in a variety of new ways.

I am also eager to see the implementation of Jigsaw's new strategy. I am particularly excited to see Jigsaw try new things, and work holistically for better youth mental health in Ireland. Actions such as increased advocacy and raising awareness, in conjunction with providing much needed clinical support, will hopefully continue to result in improvements in the lives of young people all across Ireland in 2022 and beyond. Here's to a healthier, happier Ireland.

Sam Kelly, Youth Advocate

Why we exist



Our vision

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

Our mission

Together, we will achieve better mental health outcomes for young people (aged 12 to 25) by delivering therapeutic services, promoting youth mental health and mobilising community and societal change, while ensuring our organisation evolves to support all aspects of our work.



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

Our values

We value young people

- 1.** We listen to the voice of young people, meet them with respect and acceptance and acknowledge their expertise in being young
- 2.** We trust and believe in their judgement of their own needs and solutions regarding their mental health
- 3.** We believe in and uphold young people's right to have their voice heard and be given due weight in key decisions that impact on young people's mental health
- 4.** We believe in a young person's right to exercise control and agency in their life and are committed to creating an organisation which supports and facilitates that

We work collaboratively

- 1.** We create meaningful relationships with like-minded organisations in a consistent manner for the benefit of young people
- 2.** We value what others can bring and will acknowledge that we cannot achieve our vision alone
- 3.** We are open in our dealings with others and are open to being wrong

We are progressive

- 1.** We are innovative in thought and action and we challenge the status quo
- 2.** We are open to change, acknowledge what does not work and constantly seek improvement
- 3.** We aim to look at creative ways of working together and with others in the achievement of our vision

We value diversity

- 1.** We believe in, and value, diversity as an essential aspect of our organisation and everyday work
- 2.** We are committed to creating an organisation that actively promotes equality and ensures inclusivity for all

We act with integrity

- 1.** We create compassionate spaces for the young people we support and for those who support us in the execution of our vision
- 2.** We look out for, and after, our people and each other

We are driven by evidence

- 1.** We are open to, and informed by, evidence and remain insights-driven
- 2.** We make as many decisions as possible in line with evidence
- 3.** We know why we do things
- 4.** We will listen and learn from others

We show compassion

- 1.** We do the right thing when no one is looking
- 2.** We respect each other's opinions and those of others we work with and deal with
- 3.** We treat all stakeholders, partners and supporters with honesty and respect
- 4.** We treat our environment with care and endeavour to make decisions that respect and protect our lived environment



Our year at a glance

The challenges of the Covid-19 pandemic continued through 2021. At Jigsaw, we remain unwavering in our commitment to an Ireland where every young person's mental health is valued and supported.

In 2021, we provided our mental health supports to thousands of young people across Ireland:

35,453

appointments offered to young people across our Jigsaw services

293,416!

people visited [jigsaw.ie](https://www.jigsaw.ie) for information, advice, live chat and more

14,985

participants took part in our workshops and training courses

Also...

69 schools across Ireland completed One Good School™, our mental health initiative for post-primary schools

155 schools signed up for One Good School™ 2022/2023

Most rewarding and enjoyable programme completed in Transition Year

Feedback from a young person who took part in Jigsaw's school peer education programme

X16 TIMES

We attended 16 national and international events to present our data and research on young people's mental health

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 we received

€14,860,880

total income

€2,227,534

donations income (excluding grants)

Breakdown:

€784,623 general donations

Income raised from donations
from the general public

€1,281,649 corporate donations

Includes income from corporate
supporters and partners

€161,262 pro-bono donations

Includes provision of services and
facilities donated to us from our
pro-bono supporters

€542,497

grants (government and foundations)

This income comes from specific grants
given to support Jigsaw initiatives

€12,090,849

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

€13,880,368

total expenditure

€13,318,818

on charitable activities

Breakdown:

€11,149,513 delivering

Jigsaw services and supports

€491,204 strengthening communities

€378,727 influencing change

€1,299,374 support and
administrative costs

€561,550

associated fundraising costs



**That was the hardest for me, going through
× the doors. When I did everyone was lovely,**
they offered me a cup of tea, there was
biscuits. Everyone was so lovely.

Lauren, 20, Lauren's story



For full analysis of 2021 see the strategic report on pages
19 to 66 and the financial review on pages 83 to 90.

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.

2021 was the final year of our current strategy, which began in 2018 and originally was to run until the end of 2020. Before the Covid-19 pandemic, the board and senior management team had made the decision to extend the strategy for one further year up to December 2021. This was to allow more time to further implement and learn from a number of objectives that were still ongoing. Our successes and achievements during the lifetime of the current strategy are highlighted later in this report.

Our next strategic chapter began in January 2022, and will lead us through the next four years up to the end of 2025. With a clear set of revised and updated goals and ambitious priorities, we look forward to it helping us deliver on our vision for an Ireland where every young person's mental health is valued and supported. Details on the development, goals and objectives of our new strategy can be found later in this report.

Our strategic priorities for 2018-2021

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 objectives and indicators for 2021

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.

Strategic priority **Influence change**

Objectives

- 1. Be a strong voice in influencing public policy and conversation, through an evidence informed approach.**

- 2. Deliver robust research and evidence to better inform systems change and effective service delivery, and to increase our collective understanding of youth mental health.**

- 3. Communicate widely Jigsaw's prevention and early intervention approach to youth mental health.**

Key performance indicators for 2021

- Maintain and build relationships with government and policymakers. Measured by:
- Number of formal submissions to Oireachtas Committees and government departments
 - Number of contributions to Oireachtas Committees
 - Deliver evaluation of the One Good School™ programme
 - Provide regular reporting for the senior management team to guide decision making in response to the pandemic
 - Share data and research on young people's mental health at both national and international events and conferences
 - Maintain and grow research partnerships
 - Enhance and improve monitoring and reporting functions within Jigsaw's data management system
 - Recruit new representatives to our youth research council
 - Maintain and grow brand awareness and trust
 - Public delivery and launch of a new organisational strategy
 - Deliver two national campaigns to increase awareness of Jigsaw and our services

Strategic priority **Strengthen communities**

Objectives

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

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

Key performance indicators for 2021

Demand for workshops and training, measured by:

- Number of participants
- Number of workshops

Collaborate with the National Youth Council for Ireland (NYCI) to launch first Specialist Certificate in Youth Mental Health Promotion, accredited by National University of Ireland, Galway (NUIG)

Maintain and develop partnership with BelongTo Youth Services to support the mental health of LGBTI+ young people. Measured by:

- Number of participants in online workshop, Supporting the mental health of LGBTI+ Young People. **Target: 200**

Maintain and develop partnerships with sporting bodies to increase engagement in One Good Coach™ and One Good Club™ initiatives. Measured by:


- Number of participants in online One Good Coach™ training. **Target: 1,200**
- Number of LGFA clubs completing the One Good Club™ initiative. **Target: 26**
- Evaluation of satisfaction levels with initiatives among coaches and clubs

Maintain and develop partnership with HSE Health and Wellbeing to support young people's mental health during Covid-19. Measured by:

- Development of online workshop with HSE Health and Wellbeing
- Number of workshops delivered. **Target: 6**
- Number of participants in workshops. **Target: 120**

Objectives

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



Key performance indicators for 2021

Demand for workshops and training, measured by:

- Number of participants
- Number of workshops

Develop an online digital resource for schools to better promote and support mental health and wellbeing in schools. Measured by:

- Creation of new online digital resources - The Jigsaw Schools Hub
- Numbers of teachers and school staff engaging with content
- Percentage of teaching population reached with resources. **Target: 8%**

Implement the One Good School™ initiative across post-primary schools in Jigsaw service areas. Measured by:

- Number of schools completing the pilot. **Target: 80**
- Evaluation of the pilot initiative to determine feasibility and acceptability
- Numbers of schools recruited for 2022/2023 initiative. **Target: 150**

Strategic priority **Deliver services**

Objectives

Key performance indicators for 2021

1. Provide a primary care mental health service for 12 to 25 year olds in local communities that is accessible, visible, impactful, inclusive and timely

Demand for and delivery of services and support. Measured by:

- Appointments offered. **Target: 36,000**
- Number of referrals

Clinical outcomes for young people. Measured by:

- Reduction in levels of psychological distress, using Clinical Outcomes in Routine Evaluation (CORE) **Target: 75% of 17-25 year olds, 60% of 12-16 year olds**
- Progress towards goals using a Goal Based Outcome scale (GBO). **Target: 90% of young people set at least one goal, 70% see a reliable improvement in their GBO score**

Satisfaction levels with services and supports.

Measured by:

- Young people. **Target: 85%**
- Parents/carers. **Target: 85%**



2. Evolve and enhance our Jigsaw services for young people

New plan to evolve the Jigsaw service model to better suit the needs of young people.

3. Open additional Jigsaw services so more young people can access the service in their local community

New Jigsaw service opened in Tipperary

4. Develop e-mental health supports for young people, their families and those around them

Maintain and grow new range of digital supports. Measured by:

- Number of interactions with young people on our live chat services
- Number of participants in online workshops and training

Our impact in 2021

Priority one: 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.

Performance and achievements against indicators

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

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

In 2021, we continued to develop and implement our public affairs strategy. Our focus was on building and maintaining a strong reputation with decision and policymakers, so that we can positively influence public policy and decision making in relation to young people's mental health.

We created engaging and solution-driven proposals, and contributed throughout the year to a range of public fora. Submissions and public contributions were made at various Oireachtas committees, on areas such as the impact of Covid-19 on young people's mental health, bullying, educational reform, the future of mental health care in Ireland, and more. In addition, we put forward a pre-budget submission to encourage and support the government's increased investment in the area of youth mental health.

5 **Formal submissions
to government
departments**

As a young person, it is refreshing to see an organisation like **Jigsaw** **acknowledge the potential of young people in their strategy from the start.**

Youth Advocate, **Jude Pierse**

The voice, opinion and experience of young people is central to our work in Jigsaw. Each formal submission is informed by young people. And where possible, our message is delivered by young people.

Throughout 2021, our youth advocates represented Jigsaw when speaking to policymakers and the general public. In October, Jude Pierse, an 18-year-old youth advocate from Kerry, spoke for Jigsaw from the steps of Government Buildings in Dublin to launch our new organisational strategy, Together, Jigsaw's Organisational Strategy 2022-2025.

Jude spoke alongside An Taoiseach, Micheál Martin TD, and Mary Butler TD, Minister for Mental Health and Older People, and our Chief Executive Officer, Dr Joseph Duffy. Afterwards, Jude was joined by fellow advocates Sam Kelly and Karima Abbes for a number of media engagements.

The year also saw Jigsaw contribute to a range of areas with specific relevance to young people's mental health, including media debate on the impact of the Covid-19 pandemic on young people and their mental health. Gathering together our latest data with the lived experiences of our advocates, experiences of our clinical teams, and national and international research, we aimed to bring a reasoned and informed voice to all public debate.

While Jigsaw's recommendations continue to be broadly welcomed, 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. With this in mind we will continue to engage with policymakers 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 what supports work for young people, and how best we can meet their needs.

Our research and evaluation strategy was launched in 2020, with an ambition to establish Jigsaw as a leading and trusted source on youth mental health. In 2021, we continued to work towards the objectives set out in the strategy, including:

- enhancing and improving the monitoring and reporting functions within Jigsaw's data management systems
- developing new reports and staff training to improve access to and use of data
- completing an evaluation of the One Good School™ programme, demonstrating the acceptability and feasibility of the initiative
- recruiting new representatives to our youth research council
- hosting a public research exchange event to share our data and findings on young people's mental health
- evaluating the Jigsaw model and sharing learnings to inform good practice in youth mental health

Throughout the year, we shared findings from our research on delivering youth mental health services, mental health promotion, and life in the pandemic.

X16 TIMES

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



We developed a variety of different summaries of our work for the public, including videos explaining the research consent process. And we continued to work in partnership with the School of Psychology in UCD 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.



X5 TIMES

we published peer reviewed journal articles

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

We continued to capture and review data to help us better understand and respond to young people's needs during the pandemic. We explored young people's experiences of the pandemic and of engaging with mental health supports during this time. And we provided regular reports to help guide our decisions made in response to the pandemic.

MENTAL HEALTH

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

The year saw us continue to strengthen the Jigsaw brand so that we are better perceived and understood as a youth mental health charity offering a broad range of services and supports.

Our research shows considerable growth in awareness of, and understanding about, Jigsaw as a provider of primary care mental health supports for young people.

61%

Awareness of Jigsaw in 2021

(47% in 2020, 44% in 2019)

71%

Trust in Jigsaw in 2021

(71% in 2020, 35% in 2019)

Particular communications projects and campaigns of note include:

- our multi-award winning 2020 annual report – winning both a Good Governance Award and Published Accounts Award
- the design and media launch of Together, Jigsaw's Organisational Strategy 2022-2025
- our range of digital campaigns leading to significant growth of our online community base
- our Mind Your Noggin campaign with FM104

290,000

Over 290,000 people visited
jigsaw.ie in 2021

Social media in 2021

69,000!

Our social media following increased by 15% in 2021,
with an active community of over 69,000 fans
and followers across all channels

In July, we collaborated with the Irish Wheelchair Association's youth service in Bray to support the #ihaveadream campaign. For many, the easing of Covid-19 restrictions and the promise of an outdoor summer was a thing to look forward to. But, the move towards outdoor dining and facilities were often not accessible for all. And were actually creating more problems for those with wheelchairs and limited mobility. Opening with a simple ask for cars not to block footpaths, young people highlighted the various issues they deal with on a daily basis as wheelchair users that can have an impact on their mental health. And most importantly, they communicated a simple wish - to have access to the things that everyone else was looking forward to as we moved out of restrictions.

In September 2021, for the second year in a row, we partnered with FM104 for Mind Your Noggin. This was a month-long campaign across FM104's broadcast and social media channels. A range of interviews, many involving our youth advocates, ran across all programming, with fundraising opportunities, and our expert mental health support and advice throughout.

Priority two: 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 about young people's mental health.

Performance and achievements against indicators

1. Increase awareness and enhance mental health literacy

In 2019, Jigsaw established a youth mental health promotions department. This led to a new approach for our education and training, and aligned our work with the World Health Organisation (WHO) settings approach.

This revised approach encourages a focus on the broader determinants of health, rather than simply addressing individual and/or population behavioural risk factors. It is underpinned by key health promotion values such as empowerment, participation, equity and partnership.

The establishment of the new department, and adoption of the new approach, has allowed us to increase the range of training, workshops and initiatives we offer to communities. More details of these activities and their impact are outlined in the sections below.

2. Improve collaboration and partnerships

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 2021, we continued to build on our existing partnerships, whilst also developing several new ones.

Specialist Certificate in Youth Mental Health Promotion

In collaboration with NYCI and NUIG, this is the first accredited course to be developed and delivered by Jigsaw.

Over three modules, it offers participants the opportunity to develop knowledge and skills in youth mental health promotion and its implementation in practice. The certificate is a Level 7 award on the National Framework of Qualifications.

The first participants began the course in September 2021, and 13 people had successfully completed the first module by November. The second and third modules will take place in early 2022.

An evaluation of participants' feedback from the first module shows positive findings, and we look forward to continuing our relationship with both NYCI and NUIG in 2022.



The Specialist Certificate in Youth Mental Health Promotion in 2021

91% rated the course overall as 'very good' or 'excellent'

91% agreed the pace of the course was 'just right'

100% said they had acquired new knowledge or skills related to the learning objectives

Evaluation of participants' feedback (no. = 11) from module one

The mental health of LGBTI+ young people

Since 2017, we've collaborated with BelongTo Youth Services with an online course that supports the mental health of LGBTI+ young people. The course is for those who work or volunteer with young people and looks at:

- LGBTI+ terminology
- attitudes around LGBTI+ issues
- mental health and LGBTI+ young people
- strategies for creating LGBTI+ safe and supportive spaces

In 2021, over 500 participants completed the course. This far exceeded our target of 200 participants for the year.

Meeting young people's needs

We ask participants on the course supporting the mental health needs of LGBTI+ young people for their feedback. Here are some of the things that they told us...

“ I found this course to be hugely informative. As a school guidance counsellor, I am learning more about the LGBTI+ community in my own school. I want to be able to support them. I think this course will enable me to do just that. ”

“ I found the theory in general very user friendly, very easy to follow and poignant at certain points. ”

“ It was extremely easy to understand, and covered everything in good detail. ”

Young people's mental health during Covid-19

In 2020, in partnership with HSE Health and Wellbeing we developed an online workshop to support young people's mental health during Covid-19. In 2021 eight online workshops took place with over 100 participants.

Partnering with sporting bodies

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.

Jigsaw currently partners with seven sporting bodies through both our One Good Coach™ initiative, and the One Good Club™ initiative in partnership with Lidl.

X7

Partnerships in place with sporting bodies

GAA, LGFA, FAI, IRFU, ×
Swim Ireland, Basketball
Ireland, Camogie Association



One Good Coach™ aims 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 scope of their coaching role.

In 2021, 733 sports coaches completed One Good Coach™ across five sporting bodies – the GAA, FAI, IRFU, Swim Ireland, and Basketball Ireland. An evaluation of the online course was completed in late 2021, led by Professor James Matthews from University College Dublin (UCD) School of Public Health, Physiotherapy and Sports. The majority of participants reported their satisfaction, and that they would be keen to recommend the course to other coaches.



One Good Coach™ in 2021

97%

of coaches would recommend
the course to fellow coaches

87%

of coaches reported overall
satisfaction with the course

Evaluation of participants' feedback (no. = 781)



In 2021, 25 LGFA clubs took part in the One Good Club™ initiative, delivered in partnership with Lidl. This involved three national webinars delivered direct to 228 club members and viewed over 10,000 times on YouTube.



One Good Club™ in 2021

100%

of coordinators aware of ways their club can promote youth mental health

92%

56% to 92% increase in awareness of Jigsaw support service amongst coordinators

100%

of coordinators reported enjoying the programme

Evaluation of participants feedback (no. = 228)





3. Build confidence and competence within communities

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.

During 2021, the pandemic continued to have a considerable impact on our ability to deliver in-person courses and training. Before Covid-19 we had begun moving towards offering a growing range of our workshops and courses online. The pandemic sped up these efforts, and we were well placed to respond to the challenges.

Total number of workshop participants*

14,985

14,985 participants in 2021

20,685 participants in 2020

28,798 participants in 2019

*both in-person and online



Almost 15,000 people took part in our workshops and courses in 2021. Whilst numbers are lower than in 2019 and 2020, we fully expect participation in our digital courses to continue growing. And, we're confident that where we continue to offer in-person training, the numbers will bounce back as society re-opens.

Evaluation of our workshops continues to show participants find them both useful and enjoyable.



Our programme of workshops and courses in 2021

91%

found them useful or very useful

93%

found them enjoyable or very enjoyable

91%

found them well facilitated or very well facilitated



Meeting young people's needs

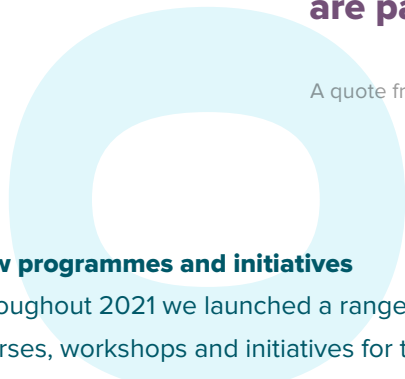
We ask participants of our workshops and training for their feedback. Here are some of the things that they told us...

“ I liked the level of engagement from the facilitator. **I felt everyone was involved and their questions and comments were welcomed.** ”

“ **It provided me with practical tips** on how to be that One Good Adult™. ”

“ It was useful information, **well presented, and the facilitator was friendly.** ”





Initially, when I heard about the One Good Adult™ idea, I used to really worry about being that person. But I think **One Good School™ helped me understand that it's more that you become part of a support network. You're not the only parachute, you are part of a bigger net**

A quote from a teacher who participated in the evaluation focus groups

New programmes and initiatives

Throughout 2021 we launched a range of new courses, workshops and initiatives for those seeking to build skills and knowledge in our communities. These include:

- **The Jigsaw Schools Hub**

Our new online digital hub for schools was supported with funding from the Rethink Ireland Social Innovation Fund. Launched in March 2021, the hub provides teachers and school staff with a range of resources and information to help them better promote and support mental health and wellbeing in schools. By December 2021, it had been used by over 21,000 people, and reached 16% of Ireland's teacher population, exceeding our goal of 8%.

- **Ways4Wellbeing**

This is a pilot programme for delivery by the Jigsaw services to young people in communities across Ireland. In 2021 programme materials were created and training on delivery given to staff from the Jigsaw services. Pilot delivery was initially delayed due to the pandemic, but full rollout is now scheduled for 2022.

- **Mental Health Promotion Champions**

A programme to develop our youth advocates as champions for mental health, so that they can deliver workshops and training in their communities. In 2021, 11 youth advocates were recruited for the programme. Supported by the local Jigsaw service teams, they helped to develop new workshops, were trained on delivery, and to date have delivered:

- five Taking Care of Your Mental Health workshops with 53 participants
- five Rallying Around Young People workshops with 78 participants

100% of participants reported that they liked that the workshop was delivered by a young adult.

- **Supporting further and higher education**

In October 2021, a new role was created for a Youth Mental Health Promotion Manager (Further and Higher Educations Settings). This was followed by a new coordinator and officer role to support this area of work. They began work to understand how Jigsaw might best support young people's mental health in these settings, with plans to progress and evaluate this work in 2022.

Good to get advice from a real person, **helped the class to be more open about mental health**

Feedback from a young person who took part in Jigsaw's One Good School initiative

One Good School™

Launched in September 2019, Jigsaw's One Good School™ provides post-primary schools with a programme to support them in developing a shared responsibility for mental health across the whole school community.

More than 120 schools applied to take part in our first year of the programme across the 13 Jigsaw service catchment areas. Of these, 80 were chosen.

The start of the pandemic in March 2020 meant we had to adapt the delivery of the programme. Working closely with our local Jigsaw services, we developed the resources needed to continue the roll-out of the programme between September and December 2021.

By the end of 2021, 69 schools had completed the programme and achieved One Good School™ status. Evaluation of the programme shows:




- a strongly positive reception to the programme from all participant groups
- participants felt that One Good School™ was beneficial for schools
- students, school staff, and caregivers all felt that the programme was valuable for raising awareness of mental health in schools

Each school that completed the programme was recognised with a One Good School™ plaque. And, in October, we hosted an online national assembly for over 200 participants. This allowed us to recognise and acknowledge the work of both the schools and Jigsaw services in completing the pilot, particularly during the challenges of the pandemic.

Further development of the programme for 2022, based on learnings from the evaluation, will see a new blended programme created and promoted to schools in Jigsaw service areas. The improved two-year programme includes face-to-face and online workshops, access to online courses, webinars, resources and reporting, as well as support from a virtual learning environment officer. Over 150 schools have signed-up for the revised programme. A welcome webinar took place in December 2021, and the full initiative will launch in January 2022.

Meeting schools' needs

We ask participants of our One Good School™ initiative for their feedback. Here are some of the things that they told us...

- 
- 
- “ Talking about mental health, thinking about it, doing things in support of it, making it a normal part of the school day and a normal part of what the school did... We have a lot of initiatives where we concentrate on one thing and then it's gone. Whereas with One Good School™, I felt the idea was it was really going to be embedded. ”
- “ I think it gives structure to the whole school. **It makes it a whole-school approach**, as opposed to a few individuals doing it. ”
- “ **One area that was really successful was the self-care for parents.** Parents told us there was something for them, for once. They felt it gave them a space to meet with each other and maybe talk about their own kids, and relate to each other's issues. ”
- 

Dawn's story...

The Senior Jigsaw Clinician

There is no doubt that **the best part of my job is the young people I get to meet and work with every day.** It's a huge privilege to be part of someone's life when they are going through a difficult time.

Dawn O'Higgins, Senior Jigsaw Clinician.

How did you get started in your role as a mental health clinician?

I did an undergraduate degree in social care in TU Dublin (Formally DIT), and went on to do a masters in social work in UCC. I had experience in a number of different areas of social care and social work before coming to Jigsaw, but have always had a keen interest in young people's mental health. It has been an obvious thread throughout all of the work I've done. Then, with Jigsaw, the chance came up to work as a mental health clinician in a primary care, early intervention service. And I felt that being able to work with and support young people in the earlier stages of distress could affect more change over time.

Why did you choose to work with Jigsaw?

I followed Jigsaw's journey from their early days. I was drawn to the organisation as it defined 'young people' as up to the age of 25. Being in my early 20's at the time, I did not feel equipped to be called an adult and very much appreciated that! It was another eight-ish years before I started working for Jigsaw, but I always kept up with their work through the media and their website. I liked their early intervention and prevention message, and the fact they took a holistic view of mental health. I was aware that young people were involved in ensuring the service was young-person focused, which was unique at that time. And I wanted to be part of an organisation that valued young people's voices, and their expertise on their own mental health.

I am also very lucky to be surrounded by an incredible, supportive team in Jigsaw Dublin City. While there can be tough moments and days, there is also a lot of laughter.

Dawn O'Higgins, Senior Jigsaw Clinician.

What are you working on at present?

My role is a Senior Jigsaw Clinician in one of our busy Dublin services. The main focus is the therapeutic work I do with young people. Jigsaw offers brief, goal focused, therapeutic supports of up to eight sessions for 12 to 25 year olds experiencing mild to moderate mental health difficulties.

The first two sessions involve screening followed by an initial assessment. The focus is on getting to know young people, the things that are going well for them, what brings them to Jigsaw, and making sure that we are the right support for them. The following sessions focus on providing evidence informed therapeutic interventions to work towards a goal of the young person's choice. Examples of this could be reducing anxiety in certain situations, getting a better understanding of their feelings, dealing with low mood, or self-harm. Anything a young person feels they would benefit from.

Our clinicians come from a number of different disciplinary backgrounds. These include social work, occupational therapy, mental health nursing, psychotherapy, and clinical, counselling or educational psychology. All our clinicians draw on their own unique professional training, skills and past experience to work therapeutically and support young people to move towards their goal.

As a Senior Jigsaw Clinician I also provide support to the Clinical Manager, giving clinical leadership in their absence. This involves having oversight of clinical practice, supporting clinicians in managing risk, and liaising with other clinical managers for support.

There are also opportunities to get involved in promoting youth mental health in the community, by facilitating workshops for groups including, professionals, educators, community volunteers, and parents.

What is the best part of your job?

There is no doubt that the best part of my job is the young people I get to meet and work with every day. It's a huge privilege to be part of someone's life when they are going through a difficult time, to support them on their mental health journey and empower them to continue that journey themselves when they leave Jigsaw.

I am also very lucky to be surrounded by an incredible, supportive team in Jigsaw Dublin City. While there can be tough moments and days, there is also a lot of laughter.

Priority three: 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.

Performance and achievements against indicators

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

Our Jigsaw services are based in communities across Ireland. We listen to each young person's judgement of their own needs, and 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 an 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.

✓ ✕

Demand for Jigsaw

Demand for our Jigsaw services and the support we provide continued to increase throughout 2021, with us reaching our highest number of referrals and appointments offered within one year.

Despite the ongoing challenges from the pandemic, we continued to adapt to maintain and grow our support offering to the many young people reaching out. In the first few months of the year, when restrictions were at their tightest, 96% of our appointments were taking place remotely and 4% in-person. By October 2021, as restrictions relaxed and we were able to respond accordingly, this had shifted considerably with 66% of appointments taking place in-person.

35,453

Appointments offered by Jigsaw services

in 2021 (target: 36,000)

23,075 in 2020 (target: 36,000)

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

How appointments were offered to young people

39% **In-person**
(54% in 2020)

49% **Video**
(24% in 2020)

12% **Phone**
(22% in 2020)

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

In 2021

8,897

young people were referred to Jigsaw services

(7,155 were referred in 2020 and 8,120 in 2019)



The main source of referrals (62%) remains parents and carers, as it was in 2019 and 2020. A further 21% 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 (8%), second-level schools (4%), and TUSLA, social work and welfare (2%).

Presenting issues

In 2021, and following recent trends, anxiety remained the number one presenting issue that young people came to our services for support with.

It remains too early to know yet what the longer-term impact of the pandemic will be on young people's mental health. Our experience in both 2020 and 2021 was that young people presented with similar issues as they did in previous years, such as anxiety and low mood, but also that there continued to be pandemic related factors which influenced this, e.g. isolation, loneliness, family conflict, fatigue, etc.



2021

- Anxiety**
- Low mood**
- Sleep issues**
- Stress**
- Thoughts of hurting self**
- Isolation/withdrawal**
- Self-criticism**
- Family problems**
- Panic attacks**
- Suicidal thoughts/gestures**

2020

- Anxiety
- Low mood
- Sleep issues
- Stress
- Thoughts of hurting self
- Isolation/withdrawal
- Panic attacks
- Self-criticism
- Family problems
- Anger

2019

- Anxiety
- Low mood
- Sleep issues
- Stress
- Anger
- Family problems
- Self-criticism
- Isolation/withdrawal
- Thoughts of hurting self
- Suicidal thoughts/gestures



PRESENTING ISSUES

The impact of our services and supports

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

67%

17-25 years old
(target: 75%)

63%

12-16 years old
63% (target: 60%)

***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.

Of those aged 12-16 years, 63% reported a reliable reduction in distress on the YP CORE. Two thirds of young people (67%) aged 17-25 years reported a reliable reduction in distress on the CORE 10. There are many young people who reported clinically significant reductions in their distress but this reduction, whilst personally meaningful, did not achieve statistical significance.

% of young people reporting reliable progress towards their goals**

92%

% of young people setting goals
(target: 90%)

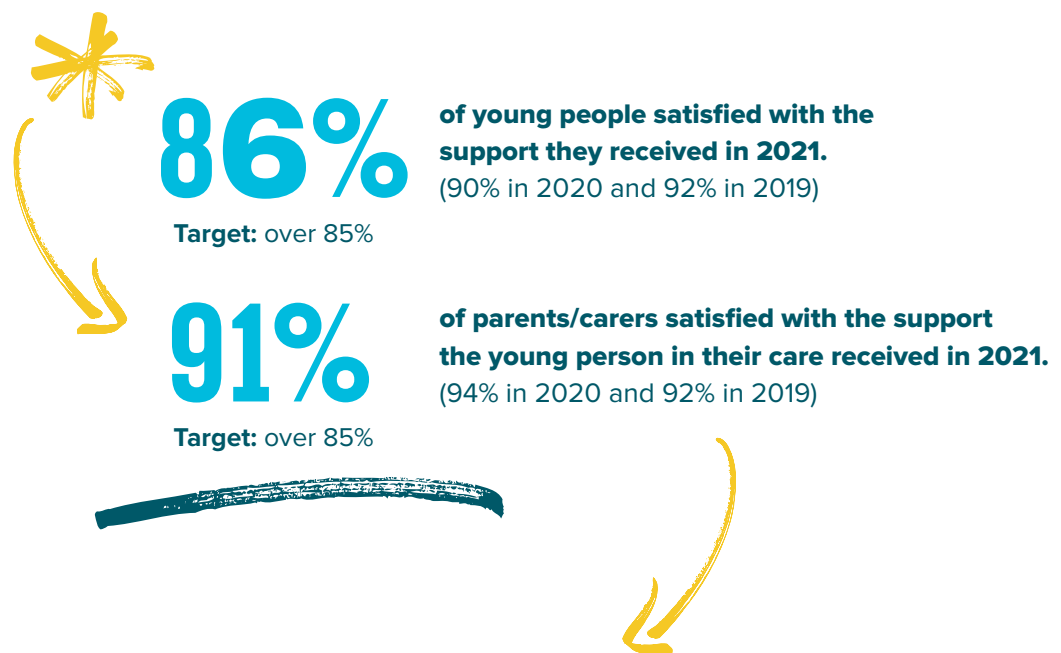
75%

% young people showing reliable progress towards their goals
(target: 70%)

****Goal Based Outcome**

Goal Based Outcomes (GBO) measure young people's progress towards goals that they set that they 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 session. A reliable improvement is an increase of at least three sessions points from the first session to the last session.

Outcomes on the Goal Based Outcome Measure show that 75% of young people who set goals during their brief intervention achieved reliable change and/or made meaningful progress towards achieving those goals.



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

2. Evolve and enhance our services

Throughout 2020, we responded to the pandemic and adapted our services. For 2021, this allowed us to be more agile in our response to the evolving situation while maintaining full service delivery.

A key focus for 2021 was to think about how we could build on all that we've learned to evolve our service model to better suit the needs of young people. The Jigsaw Connect plan for transforming our service model was developed and secured support from a range of key stakeholders. It sets out our ambitious long-term vision to provide a diversified range of therapeutic supports and services to young people and those who support them, both in local communities and online.

Meeting young people's needs



We ask parents and carers for feedback on how our Jigsaw services help the young people in their lives. Here are some of the things that they told us...

“ Since going to Jigsaw, my young person has stopped self-harming and no longer talks about being better off dead. **The care and support we received was literally family and life-saving** and I will forever be grateful. ”

“ My son attended sessions with a Jigsaw clinician, which has helped him tremendously. His ability to cope with his anxiety has greatly improved, as well as his self-confidence and assertiveness. **I cannot speak highly enough of the support provided by the Jigsaw clinician. Their ability to listen, empathise and guide my son in a supportive and non-condescending manner has been the making of him.** He is a happier young man as a result which obviously makes me so happy to see. This service is invaluable for young people. We are incredibly grateful to have had the privilege to attend. Thank you all. ”



3. Open additional Jigsaw services

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 2020 seeing the opening of our service in Wicklow and Tipperary following in 2021.

In February we secured a premises located in Tipperary Technology Park, Racecourse Road, Thurles. Following recruitment, the first members of the Tipperary team began work in April. Clinical service delivery commenced in June, initially using phone and video, delivered from a temporary space while works were ongoing at the permanent premises. The staff team moved into their permanent home in late October, and soon after the service opened its doors for in-person service delivery.

Apart from the direct work with young people, the Tipperary team have begun their work of strengthening communities through a range of workshops and initiatives in schools, colleges, community groups, and sports clubs. The team have also begun the work of recruiting a team of local youth advocates.

Given the size of the county, in 2022 the service will focus on outreach as we continue to prioritise ease of access for all our young people. A blended approach to service delivery, including the continuation of phone and video, onsite and offsite and in-person modalities will continue to be central to how we work as our service evolves. It has been quite a journey since 2019, the Tipperary team look forward to continuing to develop and offer a full programme of work in 2022.

4. Develop e-mental health supports for young people

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

Considerable research and exploration of international best practice, as well as consultation with key audiences, helped us to understand what young people wanted and needed in an online service.

With support from the Sláintecare Integration Fund, our online services and supports have continued to grow in 2021. They are enabling us to reach more young people, many of whom have never accessed a mental health service before.

Our team of online mental health professionals delivered 1,419 anonymous live chats and 765 email based support sessions. This aligns with our aim of providing a range of integrated online and offline mental health supports for young people in line with their level of need.

Number of interactions with young people on our live chat service...

1,419

Individual chats
(694 in 2020)

765

Emails
(313 in 2020)



Meeting young people's needs

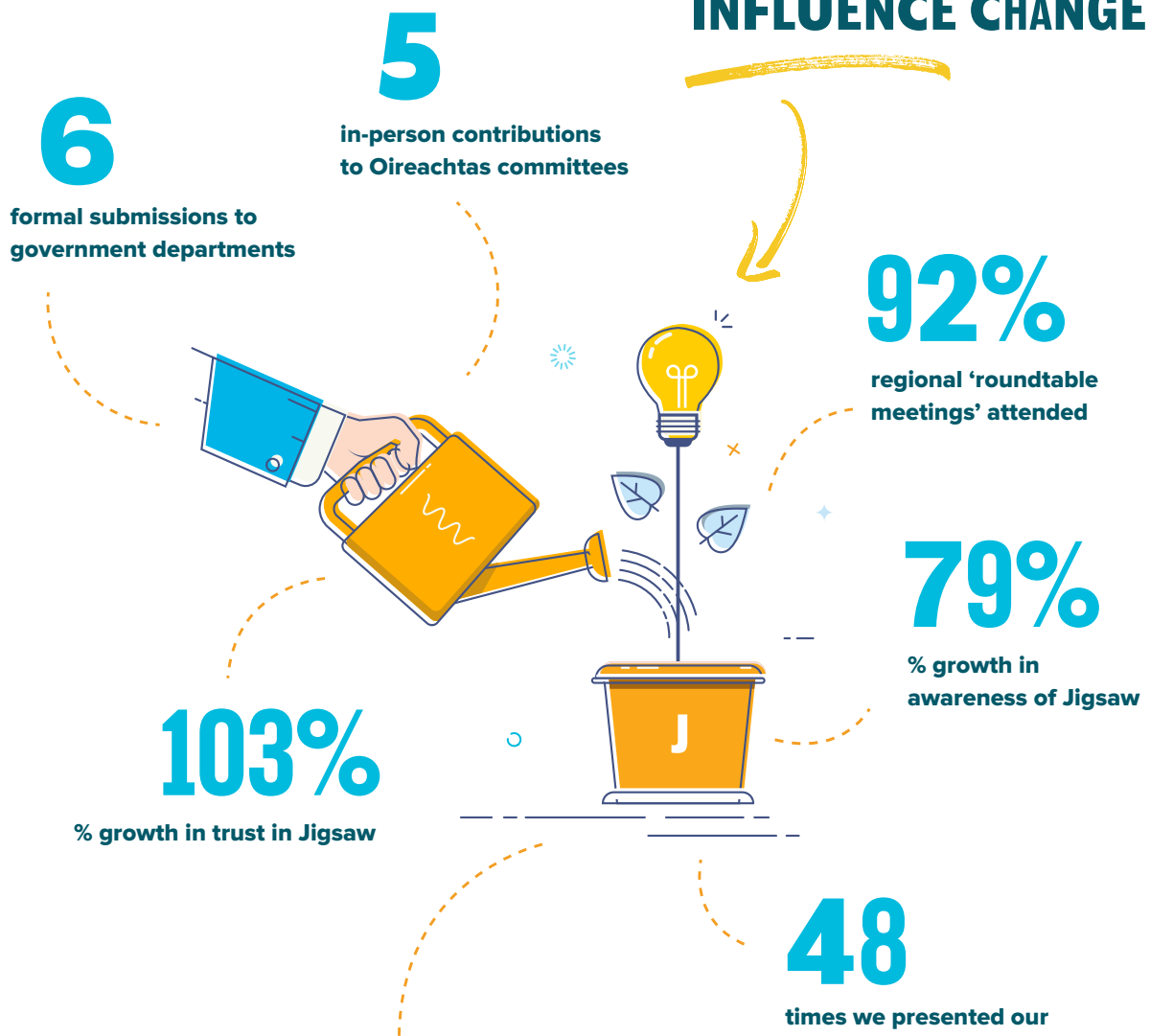
We ask young people for feedback on their experience of our Jigsaw Live Chat service. Here are some of the things that they told us...

- “ This was really nice. It can be hard to communicate via a chat, but **I felt really seen and heard during the session.** It was really helpful. ”
- “ It's so good! I feel so much better, and I feel like I can get back on track. **I felt listened to and it feels great!** People should be shown this website, because it is such a life saver. ”
- “ Thank you so much for such a wonderful service. I have used services like this before, but never had I felt as good after one. **I felt understood, and a weight has been lifted off my shoulders.** Last time I used a chat service like this (not Jigsaw) they stopped replying, so I was afraid it would happen again. The response times are fantastic, I felt listened to and cared for. Thank you. ”

Strategy highlights and achievements 2018-2021

Priority one:

INFLUENCE CHANGE



NEW RESEARCH

New research published, including:

- **My World Survey 2.** Ireland's largest and most comprehensive study of young people's mental health and wellbeing
- **Measuring Parent Satisfaction in Youth Mental Health Services**
- **A rapid review investigating the potential impact of a pandemic on the mental health of young people aged 12 to 25 years**
- **Evolution of Jigsaw** – A National Youth Mental Health Service

Priority two:

STRENGTHEN COMMUNITIES

Over
3,000

workshops ran within
communities across Ireland

Over

90,000

participants took part
in our workshops



PARTNERSHIPS

A growing range of partnerships and
collaborations for workshop and
training delivery

- **7 partnerships in place with sporting bodies.** GAA, LGFA, FAI, IRFU, Swim Ireland Basketball Ireland, Camogie Association
- **HSE Health & Wellbeing**
- **Lidl**
- **BelongTo Youth Services**

PROMOTION

Established a new youth mental health promotion department. Youth mental health promotion in Jigsaw seeks to strengthen communities through promoting and supporting youth mental health in the settings where young people live, learn, work and play.

NEW INITIATIVES & SUPPORTS

New initiatives and supports launched, including:

- **One Good School™**
A programme supporting the mental health and wellbeing of young people by developing a shared responsibility across the whole school community
- **One Good Coach™**
Training to help sports coaches promote and support young people's mental health
- **One Good Club™**
In partnership with Lidl and the LGFA, a programme helping LGFA sports clubs support young people's mental health and wellbeing
- **The Jigsaw Schools Hub™**
Online digital hub for schools nationwide to better promote and support mental health and wellbeing in schools
- **Specialist Certificate in Youth Mental Health Promotion**
Accredited course developed in collaboration with National Youth Council of Ireland (NYCI) and National University for Ireland, Galway (NUIG)

Priority three:

DELIVER SERVICES

Over
110,000
appointments offered to young people across our Jigsaw services

Over
30,000
referrals

GOALS

Number of young people reporting reliable progress towards their goals
GOAL based outcome*

Setting goals:

- 2018 - 89%
- 2019 - 90%
- 2020 - 89%
- 2021 - 92%

Reliable progress towards their goal

- 2018 - 79%
- 2019 - 77%
- 2020 - 75%
- 2021 - 75%

*Goal Based Outcomes (GBO) measure young people's progress towards goals that they set that want help with.

REFERRALS

Top sources of referrals

- 57% - Parents and carers
- 25% - self referrals
- 7% - GPs
- 4% - Second level school
- 2% - Social work/TUSLA

NEW SERVICES & SUPPORTS

New services and supports launched, including:

- **New local services in Laois, Wicklow and Tipperary**
- **jigsaw.ie** Expert mental health support and advice online
- **Jigsaw Live Chat.** 1:1 webchats with our trained staff
- **Jigsaw Group Chat.** Online discussions on mental health themes, facilitated by a clinician
- **Ask Jigsaw.** Online Q&As
- **Clinical sessions by videolink and phone**

PRESENTING

Top presenting issues

- Anxiety
- Low Mood
- Stress
- Sleep changes/issues
- Thoughts of hurting self
- Isolating from others/withdrawal
- Family problems
- Self-criticism
- Anger
- Panic attacks

Looking forward to 2022 and beyond

Our organisational strategy 2022-2025

In January 2022, we began our next strategic chapter with a clear set of goals and ambitious priorities.

Since 2006, through an integrated approach focused on improving mental health outcomes for young people, Jigsaw has remained unwavering in our commitment to help create an Ireland where every young person's mental health is valued and supported. While we are proud of what we have achieved in this regard to date, we are aware that there is still so much more to be done.

Developing a new strategic plan, particularly during a pandemic, is no small task. Through a range of online consultations, we looked at ourselves from inside and out. We thought, and talked, about mental health and wellbeing and the issues facing young people in Ireland today. We looked at the wider charity and health sectors, and we engaged with our colleagues overseas. We listened to each other and spent considerable time thinking.

In developing our new organisational strategy for 2022-2025, we were keenly aware of a number of key drivers of change, including:

- The defining role the Covid-19 pandemic has played, and will continue to play, in all our lives
- The scale and impact of climate change on our lives and the lives of those to come
- The ever increasing role of digital technologies across societies
- The growing global debate on issues of social justice, race and diversity

At Jigsaw, our values guide our daily actions and behaviours and influence the way we work with each other. As we look forward, we strive to embed them in our everyday work. In our actions we are collaborative, compassionate, progressive, and we value young people, diversity, evidence and integrity. We are ambitious and bold about changing the current paradigm in approaches to mental health. We aim to continue to inspire change, and to be pioneering, brave and determined in creating positive change across Ireland.

At Jigsaw, we believe that each of us has strengths to build on, whatever our past experience, life circumstances or current situation. These strengths are found in individuals, families, communities and organisations. Equally, our lives are shaped by the events and traumas we have experienced. Our work is focused on supporting young people as they tell, and understand, their own stories. We help find the best ways for the individual to become independent, connected with their community, nature and themselves.

We are an organisation of people who have a passion for Ireland's youth; people across our communities who daily contribute their energy and experience, and endeavour to make our country more accepting, more open, more supportive; people who truly believe that the world can be different and that our collective vision of a future that values and supports every young person's mental health is within our grasp.

JIGSAW

Together

Together

The concept of togetherness is central to our new strategic plan. Together speaks to our therapeutic work – being together with the young person in their distress.

Together speaks to working collaboratively, breaking down silos, rowing in the same direction and ensuring our work is grounded in the principles of integrity, quality and transparency.

Together speaks to our work in communities across mental health promotion, communications, advocacy, and fundraising.

Our new strategy acknowledges that new ways of working are feasible, and that digital interventions must be central to all future

thinking. It emphasises the true value in our approach at a primary care level. Session rooms, classrooms, lecture halls, sports grounds, workplaces, homes... these settings and more, both physical and digital, remain central to our strategic thinking.

Collectively, our response to Covid-19 has shown that we are capable of making wide-spread and significant changes in a short space of time. As a nation, and an organisation, we must maintain this spirit of flexibility, agility and remaining open to doing things differently. If we do, and we continue to listen, working tirelessly and together, we believe we can achieve our vision of an Ireland that values and supports every young person's mental health.

Our strategic priorities for 2022-2025

Goal one

Achieve better mental health outcomes for young people



Objectives

Services

- Provide a wider range of therapeutic supports and services for young people
- Increase capacity, reach and accessibility of Jigsaw's supports and services
- Ensure Jigsaw's clinical supports and services are high quality and impactful

Mental health promotion

- Increase the range, scope and reach of community-based, mental health promotion workshops and programmes
- Further expand and strengthen our programme of work across all education settings
- Refine and implement a plan for evaluating the outcomes of our mental health promotion work in community and education settings

Public awareness and advocacy

- Develop effective communications that better connect young people to Jigsaw's full range of online and psychoeducation services and supports
- Increase public awareness on, and knowledge of, the wider social determinants of youth mental health in Ireland.
- We will work with, for and on behalf of young people to advocate for better mental health supports and services at a local and national level

REPER

Goal two

Build a high-performing organisation fit for the future

Objectives

People

- Maximise strategic workforce and resource planning to better attract and retain talented people
- Build and support leaders for the future
- Continue to foster a people-focused, values-led workplace
- Build and support Jigsaw's volunteers i.e. board members, young people and community volunteers

Technology

- Strengthen our technological capacity to better deliver on our strategic priorities
- Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint
- Improve public facing offerings by providing seamless digital experiences from first contact to last for all those that interact with us

Funding

- Develop a sustainable, diverse and multi-annual funding structure
- Develop strategic and productive alliances to expand funding opportunities
- Continue to inspire communities to help us fund our ambitious plans
- Maintain and grow our commitments to be accountable, demonstrate cost effectiveness and provide transparency in all areas of our funding

Evidence

- Conduct focused research to drive understanding of youth mental health needs, mental health literacy and effective mental health supports
- Continue to invest in robust evaluation so evidence is driving decision-making across all levels of the organisation
- Produce quality evidence to strengthen our reputation and to influence societal change, policy and practice

How we work

Our employees

At the end of 2021, we employed 201 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.

Working with Covid-19

In some ways, 2021 was a more challenging year than the previous one. We experienced the green shoots of normality at times, only to be followed by new variants that served to see restrictions imposed again. Throughout though, Jigsaw employees continued to demonstrate their commitment, resilience and agility.

By maintaining the highest standards of health and safety, we worked together to contain and mitigate the impact of Covid-19. We continued to deliver our high quality, compassionate, and professional services and supports to young people across the country. And we worked in line with government guidelines at all times.

A growing team through successful recruitment

Jigsaw continued to grow its workforce, beginning the year with 180 employees and ending the year with 201. Our 2021 national clinical recruitment campaign was our most successful one to date. The campaign was a close collaboration between our HR, digital and communications teams, and aimed to authentically articulate our culture, values, and the reality of our positive working environment. Through our website staff shared their personal experiences of working in Jigsaw, showcasing our values and the opportunities that are available to Jigsaw employees.

Exploring new and better ways of working

We continued to adapt procedures and practices to reflect our new ways of working. The introduction of our flexible working policy offers reduced and altered working hours across the whole network. It aims to help our staff to strike a balance between their work and personal lives, which we believe further enables us to attract and retain a motivated and engaged workforce.

Sharing and learning from employee experiences

For the first time, we engaged directly with our staff and asked them to share their experiences of working in Jigsaw.

In summer 2021, we launched an employee experience survey, the purpose of which was to identify some of the key influencing factors that support continued employment in Jigsaw. And more importantly understand, and foster, our employees' connection to Jigsaw and the work that we do. Over 140 staff completed the survey, offering some positive feedback and areas to work on as we continue to grow and evolve as an organisation.

We held our Annual All Staff Day in December 2021, at which some of our service users provided us with a powerful reminder of the value of the work that Jigsaw employees do supporting young people every day.

Our youth advocates

Jigsaw's youth advocates are volunteers who support us in our goal to achieve better mental health outcomes for young people. They help us to mobilise communities and work towards creating societal change in relation to youth mental health.

Youth advocates create understanding and raise awareness of youth mental health within their own community. They make a valuable contribution to our work within Jigsaw.

Sharing experience and knowledge

Throughout 2021 our volunteers remained very active and engaged. At a national level, a number of our youth advocates had the opportunity to share their lived experiences of mental health with the Health Information and Quality Authority (HIQA) and the Mental Health Commission. This was to help inform the new standards for care of children using health and social care services.

Within Jigsaw, as we embarked on the design of our new strategic plan, and a new diversity, equity and inclusion policy, our youth advocates provided significant input and support.

There are many examples from across our services of their impact locally. One example comes from the youth advocates in our Roscommon service. They designed and distributed a resource pack to all 6th class students in the Roscommon area, with the aim of supporting young people through their transition into secondary school.

Internationally, our advocates were engaged in many groups and projects, sharing their voice, opinions and experience. One of our advocates shared their lived experience on an international steering group focused on better understanding the impact of peer support for young people seeking help. Another sat on the Orygen Global Advisory Council, a partnership with The World Economic Forum and many other key organisations from around the world.

The future of youth voice and engagement

Across 2021, and building further on our partnership with Hub na nÓg in the Department of Children, Equality, Disability, Integration, and Youth (DCEDIY), we began the design of our evolved approach to youth voice and engagement.

The process initially involved fifteen youth volunteers joining key decision makers from within Jigsaw in a seven-month consultation and co-design process. Further stages throughout the year involved conversations and consultations with youth advocate groups from across the country.

An initial draft framework was designed, which aims to further strengthen the voice of young people in decision-making in Jigsaw. Furthermore, our new approach will recognise and uphold young people's right to have their voice heard and be given due weight in key issues that impact on their mental health. For 2022, we look forward to launching our new approach for youth voice and engagement.

Daniel's story... The Jigsaw youth advocate

I would hope that **the future is a lot more positive** for young people in Ireland.

Daniel, Jigsaw youth advocate.



When and why did you get involved as a youth advocate for Jigsaw?

I've been a youth advocate for Jigsaw for almost four years now. While I was in my final year of my undergrad in psychology, we had to enrol in a volunteer programme for ten weeks. During my search, I came across the ad to volunteer for Jigsaw in Meath. At the time I had heard of Jigsaw, but didn't know a huge amount about the service. The role caught my attention though. The opportunity to give my voice as a young person to help Jigsaw improve the service was unique, and a role in which I felt I could make a real difference.

What is the best part of being a youth advocate?

The best part about being a youth advocate is having the opportunity to contribute to real change, and have a positive impact on mental health services in Ireland. During my time as a youth advocate I have been involved in various different projects, both locally and nationally. My opinion as a young person is always taken on board and valued, which is one of the best parts about volunteering with Jigsaw compared to other organisations.

What were your 2021 highlights?

It was definitely a different year compared to some of my others with Jigsaw! That being said, there were still plenty of highlights! Being part of the mental health and wellbeing collaborative with the HSE and other mental health groups was very interesting. Especially after I was involved as a co-facilitator during the Youth Talk We Listen event, which the collaborative was based off of. I also really enjoyed being part of the mental health promotion champions project. Helping design and eventually present a workshop for young people was a great experience, and definitely one I'd like to do again.

What are you looking forward to in 2022 and beyond?

I think the relaxation of Covid restrictions will be a real positive. I hope it will give young people back many different aspects of their lives that will be of benefit to their mental health. However, I do feel there is a lot of improvement needed in Ireland to further help young people and give them better opportunities to tackle and understand more about their own mental health. I would hope that the future is a lot more positive for young people in Ireland. From a Jigsaw point of view, the new higher education team is a fantastic idea and much needed for third level students. Having been involved with the students' union while I was in college, I think I could add a lot in this area and I'm certainly looking forward to seeing some of the work that comes from that team.



Championing diversity and equity

In Jigsaw, we are committed to actively challenging discrimination, promoting equality and protecting the human rights of staff, the people who use our services and those we engage with in schools, communities and fundraising.

We believe that Jigsaw has a duty to promote diversity, equity and inclusion in our work, and to account for progress on this in our annual report.

Early in 2021, a consultation group came together to design and deliver a policy that seeks to ensure diversity, equity and inclusion are integrated into our decision-making, planning and implementation throughout all structures, services, policies, procedures and practices in Jigsaw.

In November 2021, we launched our diversity, equity and inclusion policy - More Than Words. Work is now in progress on the implementation of the policy across the organisation and our work.

Its impact can already be seen within our new organisational strategy, with the principles of equality, accessibility, and inclusivity embedded throughout our values, objectives and actions for the next four years.

Caring for the environment

We are committed to working in the most environmentally sustainable manner possible for the good of our planet and all who inhabit it.

In Jigsaw's new organisational strategy, our environmental responsibilities have been explicitly acknowledged for the first time:

Our key values:

- **We act with integrity**

We treat our environment with care and endeavour to make decisions that respect and protect our lived environment

Our objectives and actions:

- **Objective:**

Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint

Specific action

Develop an action plan to reduce our carbon footprint in a measurable way

Our commitment also shows in our everyday actions. We now use less paper as an organisation by providing our information and support materials digitally, where possible. And we encourage employees to recycle in all our offices and services, and provide them with the facilities to do so. To reduce our carbon footprint, we offer employees access to a cycle-to-work scheme, and provide remote collaboration applications (e.g. SharePoint, OneDrive, Teams and Zoom) to help reduce travelling and therefore carbon emissions. We will continue to do our utmost to address the crucial issue of climate change into the future.

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 €2.7million in 2021.

A big part of our fundraising relies on people getting together at events. During 2021 Covid-19 restrictions continued to make that a challenge.

Despite everything, last year our dedicated supporters were there for us every step of the way. Across Ireland, they went to extraordinary lengths to fundraise for us while keeping themselves and their communities safe.

And our own fundraising team truly stepped up to the mark. They adapted planned activities and developed new fundraising products to raise thousands of euro, helping to keep our services and supports going when they were needed more than ever.

Our target for the year was €1.3million. And in the end, with the help of our incredible supporters, we managed to exceed all our expectations and raise €2,770,031.

€2.7MILLION!

Over €2.7million raised in 2021, with the dedication, help and generosity of our supporters and donors.

Over
€150,000

In 2021, over €150,000 was raised by 208 groups and 413 individuals who took on a fundraising challenge or organised an event for us.

Over
€12,000

raised by Lucy O'Sullivan, who in July cycled a total of 2,400km following the Wild Atlantic Way.

BELFAST TO DUBLIN

Jake Rowe, one of our youth advocates from our Dublin City service, raised over €3,000 walking from Belfast to Dublin.

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 2021, with the help and generosity of our supporters and donors, we raised €2,608,769, (2020: €1,853,000). This is a 189% increase over the lifetime of our organisational strategy. And year-on-year, even during the tightest of pandemic restrictions, we have reached and surpassed our fundraising targets.

In addition, pro-bono support of €161,262 was received (2020: €594,906).

New activities and products

To increase our income, and to engage our current and new supporters, it's vital that we find new ways for people to fundraise for us. And in 2021, we explored a number of different ways for people to get involved in fundraising for Jigsaw. One of these was Hike for Hope. Organised in partnership with a group of Scout volunteers, the event took place from the 28th to 30th of May and asked people of all ages to run, swim, cycle, row... whatever took their fancy, all in aid of Jigsaw. By the end of the event, over €50,000 was raised.

Our amazing supporters

Throughout the year, our supporters continued to show creativity and commitment, making huge fundraising efforts while keeping to the pandemic restrictions.

In 2021, over €150,000 was raised by 208 groups and 413 individuals who took on a fundraising challenge or organised an event for us.

This includes Lucy O'Sullivan, who in July cycled a total of 2,400km following the Wild Atlantic Way to raise over €12,000. It also includes Johnathan Nally, who having seen the mental health impact of the pandemic on many of his friends, wanted to do something that he felt would help. In October he took on the Ironman event in Cascais, Portugal. He swam, ran, and cycled over 220km to raise over €13,000.

And it includes Jake Rowe, one of our youth advocates from our Dublin City service, who raised over €3,000 walking from Belfast to Dublin. And Damien Coyle, our Jigsaw Service Manager in Donegal, who ran from Galway to Bray raising more than €5,000.

Over €120,000 was raised by 2,400 individuals making a once off or regular donation.

Over
€13,000

raised by Johnathan Nally, who took on the Ironman event in Cascais, Portugal. He swam, ran, and cycled over 220km.

Over
€5,000

raised by Damien Coyle, our Jigsaw Service Manager in Donegal, who ran from Galway to Bray.

Over

€6,000

Highlights also include our new partnership with Penneys, who raised over €6,000 for us by singing their own version of Do They Know It's Christmas.

Vital corporate partnerships

In 2021 over €1,281,649 was raised because of our corporate partnerships. We were supported throughout the year by 95 corporates, either as partnerships or 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 2021 engaged their employees and customers in fundraising activities and helped raise awareness about our work.

Highlights from the last year include our continuing partnership with Lidl. Lidl first partnered with Jigsaw in 2018, and have raised more than €1.8million since then. They are one of our biggest corporate partners, and are passionate about raising money to support our work.

The partnership has also directly supported 69 secondary schools in 2021 (with a total student population of over 38,500) through the rollout of our One Good School™ initiative. Over the next two years, with ongoing support from Lidl, One Good School™ will reach an additional 154 schools across Ireland.

They have helped to 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 the launch of One Good Club™, a training initiative in partnership with the LGFA.

Highlights also include our new partnership with Penneys, who raised over €6,000 for us by singing their own version of Do They Know It's Christmastime. We look forward to working with them more in 2022.

Lidl raised over...

€1.8MILLION


Lidl first partnered with Jigsaw in 2018, and have raised more than €1.8million since then. They are one of our biggest corporate partners, and are passionate about raising money to support our work.




Thank you... all our supporters and partners

- HSE Mental Health
- Sláintecare Integration Fund
- Department of Health
 - Lidl
 - EY
 - Rethink Ireland
- HSE Health and Wellbeing
- BeLonG To Youth Services
 - NYCI
 - IRFU
 - Swim Ireland
 - GAA
 - LGFA
- ESCI - Education Support Centres, Ireland
- The Community Foundation of Ireland
 - ESB Energy for Generation Fund
 - Penneys
 - Deloitte
 - KMPG
 - FAI
 - Pobal
 - The Ireland Funds
 - FM104
 - Happythreads
 - Medtronic
 - Amazon
- BT Ireland
- Wholefood Wholesale
- Deutsche Bank
- Peter O'Brien Landscaping
- Ilac Centre
- ElectroRoute
- British Embassy
- Ulster Bank
- Pluto Communications
- Deloitte
- DublinTown
- Lindt and Butlers Chocolate staff
- Axa Life
- Tobin Engineers
- Avolon Aerospace
- Central Bank of Ireland
- First Tech Credit Union
- Google
- An Post and Postpoint staff
- Little Wax Company
- Kellys Toyota Letterkenny
- HUH Clothing
- Enfer
- IPS
- O'Connell Construction
- Payzone

- Applied Materials
- Credit Union Plus
- Chartered Accountants Leinster Branch
 - Wells Fargo
 - Carne Group
- PMS Pavement Management
- Adam Flavin, Jenny Kerr and KBC Staff
 - Abbey River Cafe in Limerick
 - Irish Farm Centre
 - Beo Events
 - Tony Smurfit
 - Bristol Myers Squibb
 - Core Media
 - Ecclesiastical Insurance
 - Fiserv
 - Gaelforce Events
 - Horizon Therapeutics
 - HRM Recruit
 - IDA
 - WP Engine
 - Basketball Ireland
 - Tribe
 - Head in the Game
 - The Congregation of the Poor Servants of the Mother of God
 - Milltown Golf Club
- TCD Law Society
- Kilbride GAA Club
- Presentation College Headford
- St Pats GAA Club
- Carig Hynes
- Johnathan Nally
- Thurles Music Festival
- Church of Ireland Limerick, Killaloe and Ardferd Diocese
- Jason Rodgers
- Jonathon Simmons
- MSB AC 5km run
- Keith Kelly and the Bands of Ireland
- Cork Camogie Board
- The McCormack family
- Saoirse Boyd and Mícheál Markey aka the Peddling Pair
- Shane Mooney and Stephen Keane
- Offaly Camogie
- Warren Francis
- The Hike for Hope team
- Lucy O'Sullivan
- Chris McAllister
- Mark Donnelly
- Jake Rowe
- Damien Coyle
- St Patricks Cathedral in Dublin



To all of you who have **helped us to support the mental health of Ireland's young people** throughout 2021...
Thank you!



Financial review

How we manage the money you give us €14,860,880 total income

The statement of financial activities and balance sheet for the year ended 31st December 2021 are shown on pages 115 and 116.

Thanks to the generosity of our supporters and the huge efforts of our partners, employees and volunteers, our total income for 2021 was €14,860,880 (2020: €12,916,066).

This was a 15% increase on 2020 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 up by 12% to €13,880,368 in 2021 (2020: €12,407,124).

Overall for the year, we had a €980,512 surplus (2020: €508,942 surplus) between our income and expenditure. The surplus is mainly due to increased government income in 2021.

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 that there are 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 continues 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 section. In 2021 this provided €11,056,463 (2020: €9,120,837) to fund the delivery of our community-based Jigsaw services, currently in 14 locations around Ireland.

The increase on 2020 funding related to an expansion of service delivery into Tipperary during 2021. 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 2021 was €697,267 (2020: €914,954).

Our fundraising income for 2021 was €2,770,031, which is an increase of 13% on 2020 (2020: €2,447,906). 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 17.

The 2021 return on investment in fundraising is 5:1 (excluding pro-bono income) and 6:1 (including pro-bono income), which reflects the increase in fundraising income due to the exceptional generosity of our donors again this year. The 2020 comparative ratios are 5:1 and 7:1 respectively.

	2021 €	2020 €
Fundraising income	2,608,709	1,853,000
Pro-bono support (see further detail below)	161,262	594,906
Total fundraising income	2,770,031	2,447,906
Cost of generating funds	561,550	423,908
Return on Investment in fundraising (excluding pro-bono support)	5:1	4:1
Return on Investment (total fundraising income)	5:1	6:1

Pro-bono support

The value of pro-bono support can vary year on year. In 2021 pro-bono support of €161,262 (2020: €594,906) was achieved and consisted of the following range of supports for services and for premises as follows:

- Premises in a number of Jigsaw service locations are provided free or at a reduced rate. The value of these rent concessions is €94,990.
- We received pro-bono goods and professional services totalling €66,272, which included a significant donation of hand sanitiser and consultation workshops regarding digital strategies.

How we spent our money**€13,380,368 total expenditure**

The summary breakdown on page 18 provides an overview of our €13,380,368 charitable expenditure in 2021. Our strategic report on pages 19 to 66 explains what we did last year and provides the context for this spend.

In 2021, we moved forward new and established programmes of work to provide vital mental health support to young people.

We spent €11,149,513 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 continued to develop more online information and support services for young people, parents and carers, and those who work with young people. This allows Jigsaw to provide supports in all the counties of Ireland to the young people who need us most.

We spent €491,204 during the year on strengthening communities, which included running over 3,000 workshops in which 90,000 people took part and the development of an online schools hub.

We continue to invest in research and ways to share the latest knowledge on youth mental health to influence government and policymakers. In 2021 we spent €378,727 on influencing change, which includes expenditure on research and evaluation. This is an increase of €56,759 on 2020 (€321,968).

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 2021 was €561,504 a 32% increase on 2020 (€423,908), which was mainly due to higher fundraising campaign costs due to increased activity.

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.

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 deliver on all aspects of its work. Any shortfalls 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 2021

The total amount of restricted funds at 31st December 2021 is €1,011,684 (2020: €566,914).

The total amount of unrestricted funds at 31st December 2021 is €3,285,599 (2020: €2,749,857).

At the previous financial year-end, 31st December 2020, Jigsaw had designated funds of €2,022,000 to fund 2021 activities and provide funding for multi-year work programmes.

The board has reviewed the total unrestricted funds held at 31st December 2021 and has considered the level of designated funds within this. It has been decided to re-designate €2,800,000 in total of unrestricted funds as follows:

- €1,425,000 is allocated to support the overall 2022 budgeted activities, as budgeted income for the coming year is not sufficient to support all areas of work
- €500,000 has been designated to provide support post-2022 for the continuation of ongoing and future projects. Within this, €250,000 is designated to ensure funding for multi-year work programmes in the areas of youth mental health promotion (mainly school and community work), €150,000 is allocated towards research activities and €100,000 has been designated to provide a fund towards future innovation projects
- €875,000 is allocated towards a capital expenditure programme for existing and new Jigsaw service premises

After deducting the designated funds above of €2,800,000 from total unrestricted funds of €3,285,599 this leaves a remaining unrestricted general reserve fund balance of €485,599. The board has considered the points outlined in its reserve policy above in deciding on an appropriate level of general reserves to be held at year end and the board believes it is prudent to hold a general reserve equating to three months of targeted fundraising income for 2022 to help protect Jigsaw's activities in the event of any unforeseen circumstances. As such, the level of general reserve at 31st December 2021 is considered sufficient by the board as it is 97% of three months targeted fundraising income for 2022.

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 2022 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 they ought to have taken as a director in order to make themselves 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 Covid-19 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.

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

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

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.

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

Audit and risk sub-committee

Responsible for:

- a regular review of 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

All sub-committees

Responsible for:

- identifying areas of risk and appropriate mitigation measures relevant to their sub-committee area
- overseeing compliance with all regulatory and legal requirements relevant to their sub-committee area
- providing assurance to the audit 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
- bringing a report on an annual basis to the board on organisational risk, which includes 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 audit sub-committee
 - reporting to the audit 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.

US

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.

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

Risk of GDPR data breach

Example of mitigating action:

- Data Protection Officer in place
- Data Protection Specialist employed in part time capacity
- Multi Factor Authentication in use for electronic devices
- Updated Firewall in place
- Servers now hosted in Microsoft Azure (a more secure platform) and are patched monthly

Risk of negative impact on service delivery arising from challenges attracting and retaining sufficient numbers of clinicians to meet our target clinical activity levels

Example of mitigating action:

- Services with gaps in clinical roles being supported through the transfer of cases to other services as video or phone support where appropriate
- Successful national recruitment campaign
- Comprehensive clinical CPD programme

Risk of failure to source suitable affordable premises in which to deliver accessible mental health services, resulting in a negative impact on service delivery, quality of care and staff

Example of mitigating action:

- Property and Facilities Manager in place
- Use of external expert consultants (estate agents, engineers, architects and solicitors) to assist our planning and assessment of property options
- Programme of lease renewals in place

Risk of significant non-adherence to clinical policies, procedures and guidelines (including clinical risk assessment and management) contributing to death of a young person

Example of mitigating action:

- Robust policies, procedures and guidelines in place with which staff are familiar
- Regular clinical supervision and case discussion
- Regular audit of case notes in relation to risk assessment and management

Risk of poor fundraising performance as a result of the potential financial fallout from the Covid-19 pandemic

Example of mitigating action:

- Fundraising strategy in place
- Focus on multi-annual/sustainable income generation

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. Internal auditors were appointed in 2021.
- 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)
- The Charities Governance Code

Board evaluation

As part of our good governance practice, and in line with the HSE Annual Compliance Statement recommendation, in September 2021, the Jigsaw board of directors participated in an independent external evaluation with Better Boards. The aims of the external evaluation were to consider a range of areas, including:

- assurance that the board is fit for purpose with a review of its processes and structures
- considering if the balance of work is appropriate, and ensuring best use is made of knowledge and skills on the board
- a focus on the strategic role the board plays in the development of the organisation
- a review of reserved powers
- strengthening the role of the board sub-committees

Recommendations from the external evaluation have been considered by the board with plans to implement during 2022.

Governance

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 2021 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 and learning

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

In 2021, board members engaged in a number of online and face-to-face meetings with Jigsaw employees to learn more about how the services and supports operated under the Covid-19 restrictions. They explored the diversity among service users and Jigsaw communities, and got to know the two new service teams in our recently opened Wicklow and Tipperary services.

To learn more about issues related to youth mental health in an international context, board members attended a virtual session with Jason Trethowan, Chief Executive Officer of headspace, The National Youth Mental Health Foundation in Australia.

Jason outlined the common issues headspace faces, and also the differences between headspace and Jigsaw. The board members engaged in discussions concerning risk, demand, under-representation of young men attending the services, clinical governance, wait times, funding and branding.

Headspace shares many similar challenges to Jigsaw, and like Jigsaw is exploring different ways of responding to growing demands in the youth mental health services and supports.

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 youth advocate. Following this, recommendations are brought to the board for approval.

Board of directors for 2021

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

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

End of term 24/05/21

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

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.

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

Director of Finance and Operations

Stuart Baldwin

Director of Communications and Fundraising

Mike Mansfield

Director of Human Resources

Celine McNamara

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.

Audit and risk sub-committee

The role of the audit and risk sub-committee is to provide strategic advice and exercise oversight for organisational risk, internal auditing, the annual external audit of the financial statements and any other external audits and reports to the board.

The sub-committee is chaired by a board member, and consists of at least two other board members, and at least one external member. The sub-committee should meet at least once a year, and more times if required. This sub-committee met three times during 2021.

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

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

Chairperson: Aoife Geraghty

Finance sub-committee

The role of the finance sub-committee is to provide strategic advice and exercise oversight for the financial performance of Jigsaw against the financial and fundraising goals and targets.

The sub-committee is chaired by a board member, and consists of at least two other board members, and 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 2021.

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

Chairperson: Martin Scully

TRUSTEES

HR and governance sub-committee

The role of the HR and governance sub-committee is to provide strategic advice and exercise oversight for policies and practices relating to the governance of the organisation, the recruitment of board members and employment of staff.

The sub-committee is chaired by a board member, and consists of at least two other board members, and one external member. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met five times during 2021.

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 provide strategic advice and exercise oversight for 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 at least two other board members, and 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 2021.

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

Chairperson: Martina Moloney



Board and sub-committees meeting attendance during 2021

	Board	Audit and risk	Finance	HR and governance	Quality and safety
Number of meetings	7	3	6	5	4
Dr Jacinta Stewart (Chairperson)	7/7	2/3	3/6	5/5	3/4
Aoife Geraghty	6/7	3/3	5/6		
Eamonn Gaffney	1/2	2/2			
Dr Martina Moloney	6/7			4/5	4/4
Brian Geoghegan	6/7	3/3		5/5	
Dr Justin Brophy	5/7				
Mary Cunningham	5/7			2/5	1/4
Martin Scully	7/7		6/6		
Simonetta Ryan	7/7			5/5	
Dr Emer Smyth	4/7				
Sheelah Ryan (External member)		2/3			
Graham Law (External member)			4/6		
John Crawley (External member)		3/3			
Ruth D'Alton (External member)				4/4	
Ian Daly (External member)					4/4
Michael Drumm (External member)					3/3

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.

From 2021 we formally adopted and adhere to the requirements for the Charities Governance Code, as devised 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 2020 annual report won a Good Governance Award and a Chartered Accountants Ireland Published Accounts Award. Over the past six years we have been shortlisted five times for the Good Governance Awards, and won three times.

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](https://www.jigsaw.ie)

Independent auditors

The auditors, Mazars, Chartered Accountants and Statutory Audit Firm, were appointed in 2020 and will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

Lobbying and political contributions

There were no political contributions in 2021 (2020: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

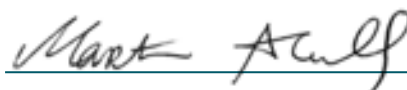
As required under the Regulation of Lobbying Act 2015, Jigsaw records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act during 2021.

The directors' report, including the strategic report on pages 19 to 66, was approved by the board of trustees and authorised for issue on 24th May 2022



Dr Jacinta Stewart
Director

Date: 24th May 2022



Martin Scully
Director

Date: 24th May 2022

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

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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.

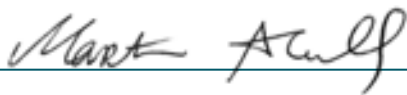
Approved by the board of directors on 24th May 2022 and signed on its behalf by:



Date: 24th May 2022

Dr Jacinta Stewart

Director



Date: 24th May 2022

Martin Scully

Director



Legal and administrative details

(as at 31st December 2021)

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

Bohan Solicitors,
A19 Bracetown Business Park,
Dublin 15.

Board of Directors

Dr Jacinta Stewart (Chairperson)
Eamonn Gaffney (term ended 24/05/21)
Aoife Geraghty,
Dr Martina Moloney
Mary Cunningham
Dr Justin Brophy
Brian Geoghegan
Martin Scully
Simonetta Ryan
Dr Emer Smyth

Company Secretary

Stuart Baldwin

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 2021, 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 2021 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.

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.

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 pages 105 and 106, 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

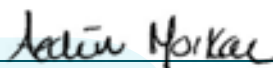
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee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

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.

24th June 2022

Statement of financial activities

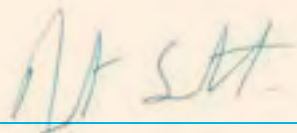
Incorporating an income and expenditure account for the financial year ended 31st December 2021

	Notes	Unrestricted funds €	Restricted funds €	Total 2021 €	Unrestricted funds €	Restricted funds €	Total 2020 €
Income							
Donations and legacies	4.1	2,041,819	728,212	2,770,031	1,583,295	864,611	2,447,906
Charitable activities:							
Grants from governments and other co-funders	4.2	-	12,090,849	12,090,849	88	10,468,072	10,468,160
Total income		2,041,819	12,819,061	14,860,880	1,583,383	11,332,683	12,916,066
Expenditure							
Raising funds	5.1	468,490	93,060	561,550	399,651	24,257	423,908
Charitable activities	5.2	1,037,587	12,281,231	13,318,818	846,092	11,137,124	11,983,216
Total expenditure		1,506,077	12,374,291	13,880,368	1,245,743	11,161,381	12,407,124
Net income		535,742	444,770	980,512	337,640	171,302	508,942
Net movement in funds		535,742	444,770	980,512	337,640	171,302	508,942
Total funds at 1st January		2,749,857	566,914	3,316,771	2,412,217	395,612	2,807,829
Total funds at 31st December	15	3,285,599	1,011,684	4,297,283	2,749,857	566,914	3,316,771

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

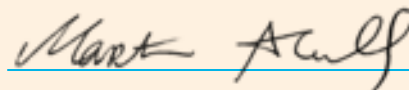
All income and expenditure derive from continuing activities. The notes on pages 118 to 142 form part of these financial statements.

Approved by the board of directors on 24th May 2022 and signed on its behalf by:



Date: 24th May 2022

Dr Jacinta Stewart
Director



Date: 24th May 2022

Martin Scully
Director

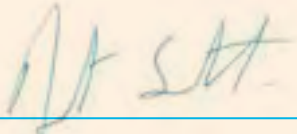
Balance sheet

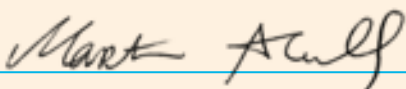
As at 31st December 2021

	Notes	2021 €	2020 €
Fixed assets			
Intangible assets	9	62,529	67,634
Tangible assets	10	389,520	17,487
		452,049	85,121
Current assets			
Debtors	11	587,287	347,162
Cash and cash equivalents	21	5,118,225	5,680,179
		5,705,512	6,027,341
Creditors: Amounts falling due within one year	12	(1,860,278)	(2,795,691)
Net current assets		3,845,234	3,231,650
Total assets less current liabilities		4,297,283	3,316,771
Funds			
Restricted funds		1,011,684	566,914
Unrestricted funds		3,285,599	2,749,857
Total funds	15	4,297,283	3,316,771

The notes on pages 118 to 142 form part of these financial statements.

Approved by the board of directors on 24th May 2022 and signed on its behalf by:


Date: 24th May 2022
Dr Jacinta Stewart
Director


Date: 24th May 2022
Martin Scully
Director

Statement of cash flows

For the financial year ended 31st December 2021

	Notes	2021 €	2020 €
Cash flows from operating activities			
Net movement in funds		980,512	508,942
Adjustments for:			
Depreciation and amortisation	9, 10	83,895	46,369
		1,064,407	555,311
Movements in working capital:			
Movement in debtors		(240,125)	(65,847)
Movement in creditors		(935,413)	(204,835)
Net cash (used in) / provided by operating activities		(111,131)	284,629
Cash flows from investing activities			
Payments to acquire intangible assets	9	(24,800)	(39,434)
Payments to acquire tangible assets	10	(426,023)	(5,695)
Cash used in investing activities		(450,823)	(45,139)
Net (decrease) / increase in cash and cash equivalents		(561,954)	239,500
Cash and cash equivalents at 1st January		5,680,179	5,440,679
Cash and cash equivalents at 31st December	21	5,118,225	5,680,179

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Notes to the financial statements

for the financial year ended 31st December 2021

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 2021 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.

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:

Leasehold Improvements

Lower of estimated useful life and lease term

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.

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 €452,049 as at year end (2020: €85,121).

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)	110,497	432,000	542,497
General donations	784,623	-	784,623
Corporate donations	1,146,699	134,950	1,281,649
Corporate donations - Pro-bono donations	-	161,262	161,262
Other	-	-	-
Total donations and legacies	2,041,819	728,212	2,770,031

Prior year	Unrestricted funds	Restricted funds	Total
	€	€	€
Grants (Government and Foundations)	4,587	268,555	273,142
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
Total donations and legacies	1,583,295	864,611	2,447,906

Corporate donations-Pro-bono donations	2021	2020
	€	€
Audit fees	-	4,084
Premises-rent	94,990	88,488
Premises-fit out costs	-	1,363
Jigsaw-online development	-	100,461
Media campaigns	-	400,510
Professional fees	50,000	-
Donation of hand sanitiser	16,272	-
	161,262	594,906

Restricted Grants (Government and Foundations) increased in 2021 and include a grant of €200,000, The Community Foundation €127,000, NEIC €50,000, Google €20,000, Innovate Together (Rethink Ireland) €20,000 and ESB €15,000. Restricted grants in 2020 included Innovate Together (Rethink Ireland) €80,000, The Community Foundation €103,000, The Ireland Funds America €30,000, an ESB grant of €20,000 and €16,025 from The Ballyfermot Chapelizod Partnership.

The charity is grateful to our pro-bono supporters for the provision of services and premises during the year at a reduced charge. The value of these services was independently estimated at €161,262 (2020: €594,906) and has been recognised within income as a donation and an equivalent charge included within the relevant expense category.

General volunteers

Our regular volunteers are our 10 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	-	11,056,463	11,056,463
HSE - CHO2 - Galway - Section 39 Grant	-	639,340	639,340
Local HSE funding for secondments	-	57,927	57,927
Sláintecare Integration Fund	-	300,119	300,119
Other income	-	37,000	37,000
Total income from charitable activities	-	12,090,849	12,090,849

Prior 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
Sláintecare Integration Fund	-	424,281	424,281
Other income	88	8,000	8,088
Total income from charitable activities	88	10,468,072	10,468,160

4.3. Government grants

Split of government grants by funder:

	2021	2020
	€	€
HSE - National Office, Mental Health Directorate	11,056,463	9,120,837
- Section 39 Grant		
HSE - CHO2 - Galway - Section 39 Grant	639,340	852,540
Sláintecare Integration Fund	300,119	424,281
Irish Research Council	37,000	8,000
Other government grants	50,000	8,600
Total government grants	12,082,922	10,414,258

Income from 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 €12,082,922 in 2021 (2020: €10,414,258). 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 €50,000 (2020: €8,600).

Purpose of the grants

The Service Agreements with HSE NA, CHO2 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 Sláintecare Integration Fund funds the development of jigsaw.ie (previously jigsawonline.ie) 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 government grants comprise a grant of €50,000 from NEIC to enable Jigsaw to refurbish and kit out the new premises in Summerhill, Dublin 1 (2020: ESCI €8,600 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 costs €	Restricted costs €	Total costs €
Staff and related costs	225,721	9,022	234,743
Office and administration costs	38,426	12,033	50,459
Rent	19,477	-	19,477
Fundraising campaigns	92,921	72,005	164,926
Amortisation/depreciation	923	-	923
Support costs (Note 5.3)	91,022	-	91,022
Total expenditure on raising funds	468,490	93,060	561,550

Prior year	Unrestricted costs €	Restricted costs €	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
Total expenditure on raising funds	399,651	24,257	423,908



5.2. Charitable activities

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	9,549,965	9,549,965
Delivering services - HSE locally funded	-	721,007	721,007
Delivering services - Other funded	9,852	868,689	878,541
Influencing change	341,726	37,001	378,727
Strengthening communities	491,204	-	491,204
Support costs (Note 5.3)	194,805	1,104,569	1,299,374
Total expenditure on charitable activities	1,037,587	12,281,231	13,318,818

Prior year	Unrestricted costs €	Restricted costs €	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
Total expenditure on charitable activities	846,092	11,137,124	11,983,216



5.3. Support costs

	2021 €	2020 €
Staff and related costs	1,173,552	965,824
Office and administration costs	123,635	187,689
Rent	63,855	65,667
Governance	26,328	22,056
Amortisation/depreciation	3,026	3,926
Total expenditure on support costs	1,390,396	1,245,162

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.

	2021 €	2020 €
Allocation across Jigsaw's charitable activities and fund generating activities	€	€
Unrestricted		
Delivering services	-	-
Influencing change (Note 5.2)	194,805	173,866
Expenditure on raising funds (Note 5.1)	91,022	66,235
Restricted		
Delivering services - HSE nationally funded	1,104,569	1,000,978
Delivering services	-	-
Influencing change (Note 5.2)	-	4,083
	1,390,396	1,245,162

6. Net income

	2021 €	2020 €
Net income is stated after charging:	€	€
Amortisation of intangible assets (Note 9)	29,905	29,754
Depreciation of tangible assets (Note 10)	53,990	16,615
Lease expense and service charge	692,985	908,879
Auditors remuneration (including VAT)	16,605	16,524
Pro-bono audit services	-	4,084

7. Employees and remuneration

Number of employees

The average number of staff employed in 2021, including part time staff, is 214 (2020: 180).

Staff numbers at year end by area of activity are as follows:	2021 number	2020 number
Influencing change	6	5
Strengthening communities	10	4
Delivering services	162	151
Fundraising	5	4
Support and management	18	16
	201	180

Average number of staff during the year by area of activity are as follows:	2021 ave. number	2020 ave. number
Influencing change	7	4
Strengthening communities	7	3
Delivering services	176	154
Fundraising	6	4
Support and management	19	15
	214	180

Staff costs comprise:

	2021	2020
	€	€
Salaries	9,616,026	7,997,138
Social welfare costs	1,063,449	878,109
Employer pension costs	574,494	503,901
	11,253,969	9,379,148

Reflected as:

	2021	2020
	€	€
Expenditure on charitable activities		
Restricted	9,154,868	7,699,322
Unrestricted	690,807	484,629
Cost of raising funds	234,743	229,374
	10,080,418	8,413,324

Support costs	1,173,552	965,824
	11,253,969	9,379,148

The number of higher paid employees was:	2021, Number of staff		2020, Number of staff	
	Based on salary payments	Based on FTE salary	Based on salary payments	Based on FTE salary
60,000-70,000	27	30	28	30
70,000-80,000	13	14	12	11
80,000-90,000	4	6	5	6
90,000-100,000	4	4	3	3
100,000-110,000	-	-	-	-
110,000-120,000	-	-	-	-
120,000-130,000	1	1	1	1
130,000-140,000	-	-	-	-
	49	55	49	51

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 55 employees above is the senior management team comprising the Chief Executive Officer and six heads of function at 31 December 2021, who are considered part of the key management personnel. The total salary cost (including employer pension and PRSI) paid to the seven members of the senior management team in 2021 was €820,853 (2020: seven staff: €857,257). The variance of €36,404 is the additional cost incurred in 2020 for maternity cover.

The CEO's salary was €125,000 p.a. This is a fixed salary for an initial five-year contract. In 2021 the board agreed to extend the CEO's contract for another fixed and final five-year term on the same salary. 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 did not receive 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 132 staff in the pension scheme at 31 December 2021(2020: 112).

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 costs during the year amounted to €574,494 (2020: €503,901).



9. Intangible fixed assets

Cost	Computer software €
At 1st January 2021	269,781
Additions	24,800
At 31st December 2021	294,581
Accumulated amortisation	
At 1st January 2021	202,147
Charge for financial year (Note 6)	29,905
At 31st December 2021	232,052
Net book value	
At 31st December 2021	62,529
At 31st December 2020	67,634

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

10. Tangible fixed assets

Cost	Leasehold improvement €	Fixtures, fittings and equipment €	Computer equipment €	Total €
At 1st January 2021	-	67,557	143,029	210,586
Additions	419,531	2,898	3,594	426,023
At 31st December 2021	419,531	70,455	146,623	636,609
Depreciation				
At 1st January 2021	-	57,422	135,677	193,099
Charge for financial year (Note 6)	43,219	2,634	8,137	53,990
At 31st December 2021	43,219	60,056	143,814	247,089
Net book value				
At 31st December 2021	376,312	10,399	2,809	389,520
At 31st December 2020	-	10,135	7,352	17,487

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

11. Debtors

	2021 €	2020 €
Trade debtors	180,143	105,632
Other debtors	20,682	11,094
Prepayments and accrued income	386,462	230,436
Total debtors	587,287	347,162

12. Creditors

Amounts falling due within one year

	2021 €	2020 €
Trade creditors	370,848	181,200
Taxation and social security costs (Note 13)	309,713	269,458
Accruals	136,441	214,407
Deferred Income	1,042,360	2,093,126
Other creditors	916	37,500
Total creditors	1,860,278	2,795,691

Trade creditors, accruals and other creditors are payable at various dates in the next 30 days in accordance with the suppliers' usual terms and conditions.

Tax and social insurance are repayable at various dates in accordance with the applicable statutory provisions.

Movements in deferred income are as follow:

	2021 €	2020 €
At 1st January 2021	2,093,126	1,911,218
Deferred during the year	867,955	357,514
Released during the year	(1,918,721)	(175,606)
At 31st December	1,042,360	2,093,126

The deferred income pertains to funding received from the HSE which will be applied to the delivery of services in 2022.

13. Taxation and social security

	2021	2020
Creditors:	€	€
PAYE / PRSI (Note 12)	302,523	269,458
VAT	7,190	-
	309,713	269,458

14. Reserves

	2021	2020
	€	€
At 1st January 2021	3,316,771	2,807,829
Surplus for the financial year	980,512	508,942
At 31st December 2021	4,297,283	3,316,771

15. Funds

15.1 Reconciliation of movement in funds

	Unrestricted funds €	Restricted funds €	Total €
At 1st January 2020	2,412,217	395,612	2,807,829
Movement during the financial year	337,640	171,302	508,942
At 31st December 2020	2,749,857	566,914	3,316,771
Movement during the financial year	535,742	444,770	980,512
At 31st December 2021	3,285,599	1,011,684	4,297,283

15.2. Analysis of movement on funds

Current year					
	Balance 1st January 2021 €	Income €	Expenditure €	Transfers between funds €	Balance 31st December 2021 €
Restricted funds					
Restricted	566,914	12,819,061	(12,374,291)	-	1,011,684
Unrestricted funds					
Designated general	2,022,000	-	-	778,000	2,800,000
Unrestricted general	727,857	2,041,819	(1,506,077)	(778,000)	485,599
	2,749,857	2,041,819	(1,506,077)	-	3,285,599
Total funds	3,316,771	14,860,880	(13,880,368)	-	4,297,283

Prior year					
	Balance 1st January 2020 €	Income €	Expenditure €	Transfers between funds €	Balance 31st December 2020 €
Restricted funds					
Restricted	395,612	11,332,683	(11,161,381)	-	566,914
Unrestricted funds					
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
	2,412,217	1,583,383	(1,245,743)	-	2,749,857
Total funds	2,807,829	12,916,066	(12,407,124)	-	3,316,771

The Designated Reserve of €2,800,000 (2020: €2,022,000) was reviewed and approved by the board. It consists of €1,425,000 to support 2022 budgeted activities as budgeted income for 2022 is not sufficient to support all areas of work. A further €500,000 is designated to provide support post-2022 for multi-annual and innovation projects and €875,000 is allocated towards capital expenditure programme for Jigsaw services. The board, having considered Jigsaw's Reserve policy, believe it is prudent to hold a general unrestricted reserve of €485,599 in the event of any unforeseen circumstances. This reserve equates to nearly 3 months of budgeted fundraising income.

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

	2021	2020
Grant	€	€
HSE National Mental Health Directorate	439,971	61,782
HSE locally funded	211,498	211,202
Innovate Together (Rethink Ireland) Grant	16,230	79,416
The Community Foundation	28,098	113,023
The Ireland Funds America	-	30,000
Ballyfermot Chapelizod Partnership	2,089	16,025
Bon Secours Hospital Galway Community Initiative	9,500	9,500
Deutsche Bank	31,200	-
ESB Energy for Generation Grant	15,000	-
Google Ireland	10,978	-
Other	247,120	45,966
	1,011,684	566,914

15.3 Analysis of net assets by fund

Fund balances at 31st December are represented by:

Current year	Unrestricted funds	Restricted funds	Total 2021
	€	€	€
Fixed assets	452,048	-	452,048
Debtors	587,287	-	587,287
Cash and cash equivalents	3,064,181	2,054,044	5,118,225
Liabilities	(817,918)	(1,042,360)	(1,860,278)
Total net assets	3,285,599	1,011,684	4,297,283

Prior 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)
Total net assets	2,749,857	566,914	3,316,771

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 and capital commitments

There are no contingent liabilities as at 31st December 2021.

18. Operating lease commitments

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

	2021 €	2020 €
Not later than one year	469,928	414,067
Later than one year and not later than five years	1,681,373	1,441,865
Later than five years	3,168,305	3,383,485
	5,319,606	5,239,417

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 2021 there were no expenses reimbursed (2020: €Nil).

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 nine directors (2020: €Nil 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

	2021 €	2020 €
Cash and bank balances	3,039,355	3,601,309
Cash equivalents	2,078,870	2,078,870
Total cash and cash equivalents	5,118,225	5,680,179

22. Financial instruments

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

	2021 €	2020 €
Financial assets that are measured at amortised cost		
Debtors (excluding prepayments) (Note 11)	529,270	282,609
Cash and cash equivalents (Note 21)	5,118,225	5,680,179
	5,647,495	5,962,788
Financial liabilities at amortised cost		
Creditors (excluding deferred income and taxation and social security costs payable) (Note 12)	508,205	433,107
	508,205	433,107

23. Office and administration costs

Office and administration costs comprise:

	2021 €	2020 €
Rent	692,985	908,879
Travel and subsistence costs	27,772	37,112
Professional development and staff support	75,485	68,417
Staff recruitment and agency fees	67,326	36,110
Building and facility costs (including setting up new premises)	264,545	254,670
Insurance, legal and professional services costs	153,566	55,789
IT support & licences	266,293	201,161
General administration	144,212	180,342
Utilities	58,529	46,850
Telephone & internet charges	198,151	166,029
Postage	12,374	10,677
Total office and administration costs	1,961,238	1,966,036

These office and administration costs are reflected as:

Office and administration costs		
Charitable activities	1,144,618	869,468
Included as part of support costs	123,635	187,689
Rent		
Charitable activities	629,130	843,212
Included as part of support costs	63,855	65,667
	1,961,238	1,966,036

24. Reclassification

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

25. Post-balance sheet events

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

26. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on 24/05/22.

