

JIGSAW Young people's
health in mind

Annual Report & Financial Statements 2023

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Our vision

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

National Centre for Youth Mental Health CLG

Trading as: **Jigsaw**

**Annual Report and Audited Financial Statements
for the financial year ended 31st December 2023**

Company registration number: 421016

Registered charity number: 20064846

Charity revenue number: CHY17439

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Our year **Opening messages** **Dr Jacinta Stewart, Chairperson**

A challenging year **2023 has been one of the most challenging years in** **Jigsaw's evolution – certainly my most challenging as Chair.**

Increased demand, maintaining staffing levels and increased funding challenges have all added pressures. Delivering our quality, timely and crucially important youth mental health services and supports in this climate has proved difficult.

Jigsaw operates a mixed funding model with statutory funding and public fundraising - both essential in the running of our organisation. This year, the Jigsaw Board (in light of growing demand and declining income) agreed to invest additional funding from our reserves to what we received from the HSE to support our therapeutic services. This meant more young people were able to avail of our services.

However, by its very nature, this investment was one-off funding, and something we cannot provide on an ongoing basis as our financial reserves are now depleted.

As we emerge from 2023, now is the time to commence a national conversation about what youth mental health services should look like and how they will be funded. At Jigsaw, we are fully

aware that the factors behind the growing demand for mental health services and supports are complex, multifactorial and not easily addressed. However, given what is at stake and a world that has changed like never before we must grasp the opportunities at hand in addressing the challenges before us. While this is a challenge, it does allow the state and Jigsaw to collaborate and develop an adequately resourced, accessible and integrated national youth mental health service.

Ambition

Jigsaw currently has 14 services across Ireland. And this simply is not enough - we have ambitions to increase the number of Jigsaw services across the country, especially in areas where there are clear gaps.

At Jigsaw, we remain committed to exploring and demonstrating how new models of early interventionist care can be expanded in a sustainable manner – to do so,

At Jigsaw, we remain committed to exploring and demonstrating how new models of early interventionist care can be expanded in a sustainable manner – **to do so, Jigsaw needs increased resources.**

Dr Jacinta Stewart, Chairperson

Jigsaw needs increased resources. Resources that can help meet the growing demand for existing services and to further develop new ways of providing our services and supports, such as our online chat service, our ever-expanding digital offerings and our wide range of community programmes.

As we look forward, we plan to further develop Jigsaw Connect, our service evolution project, which seeks to introduce customised supports to young people and their families where, when, and how they want it. This sectorally-significant project must continue, so we can continue to provide seamless and essential services and supports for young people and their families.

In November 2023, we rolled out a new clinical case management system (iaptus) that will help us to better understand the needs of our young people and plan their care. This will also help us answer questions about online versus in-person interventions and measure the impact of our service.

Interest

Throughout 2023, I visited several Jigsaw services across the country. I met with staff committed to helping young people during a challenging period in their lives. I have also met with parents, youth workers, teachers, and coaches and have seen many of them become the One Good Adult® in a young person's life through training provided by Jigsaw.

I met with state and voluntary funders who have supported us over the years, and I particularly acknowledge the support of Lidl in developing the One Good School™ initiative.

What is clear is that the mental health of our young people is hugely important to so many; and this is hugely important to all in Jigsaw.

My thanks

2023 saw our nationwide community of funders, fundraisers, donors, supporters, advocates and activists continue to grow. Increasingly, we understand that we cannot achieve our mission without the tireless efforts of all our supporters - in an increasingly tough fundraising environment, their support cannot be underestimated.

A special word of appreciation and gratitude to the HSE, our primary funder – without your continued commitment, we simply could not continue to do what we do. I would like to especially acknowledge the tireless work of Mary Butler TD, Minister of State in Department of Health (Mental Health and Older People) for her continued and diligent support. In addition, a word of thanks to the Department of Children, Equality, Disability, Integration and Youth; to all our wonderful corporate partners; to our growing community of philanthropic donors and to all those tireless fundraisers and donors across our communities. We are indebted to you all.

Lastly, I wish to sincerely thank our CEO Joseph Duffy, the Senior Management team and all the staff for their unwavering dedication and hard work across the last challenging year. I also want to thank Aoife Geraghty, a Jigsaw Board member for the last nine years and Chairperson of the audit and risk sub-committee, who retired from the board this year. To my fellow board members, my grateful thanks as always for your expertise and dedication.



Dr Joseph Duffy,
Chief Executive Officer

We achieved so much against a background of increasing demand and decreasing resources. In keeping with our vision, mission and values, we continued to focus our resources on achieving better mental health outcomes for young people and continued to build a high performing organisation.

Dr Joseph Duffy, Chief Executive Officer

2023 was very much a post pandemic year. Across Jigsaw we saw a significant return to face-to-face activities for the young people attending our services, for our training and education inputs, for staff and Board meetings and other gatherings. The benefit of a more flexible approach to both service provision and working arrangements were evident in how they are embraced by service users and staff alike to support young people where they live, learn, work and play.

This past year is the second year of the implementation of *Together, Jigsaw's Strategic Plan for 2022 to 2025*. We achieved so much against a background of increasing demand and decreasing resources. In keeping with our vision, mission and values, we continued to focus our resources on achieving better mental health outcomes for young people and continued to build a high performing organisation.

Particular highlights for the year were the significant increase in the number of therapeutic contacts offered 45,376, an increase of 20% on 2022; the evolution of our clinical model focusing on significantly reducing wait times and increasing capacity and the roll out of our new client record system, *iaptus*, in the final quarter. In terms of strengthening the organisation we continued to focus on staff training and development, improving terms and conditions where possible, leading to an increased retention rate and further developing our focus on Equity, Diversity and Inclusion (EDI) through enacting a reasonable accommodation policy and training and embracing a trauma informed approach to our work. Our continuing analysis of the gender pay gap data and policy changes shows we are moving in the right direction.

We maintained a strong focus on mental health promotion continuing our One Good School™ programme with 146 post primary schools across the country. We also co-hosted a mental health in higher education stakeholder event in April and a national stakeholder event on mental health in post primary schools in September. The voice of young people has been significantly strengthened across the organisation from local Youth Advocates to a young person sitting with the Board and Youth Advocates working with the Executive and Board members as part of the Youth Reference Group.

This past year has seen an increased emphasis on using technology both to promote more effective working e.g. new electronic health record system and to increase efficiencies and reduce our carbon footprint. I am proud to say that Jigsaw has again been fortunate to receive external recognition of our work in relation to promoting and maintaining high standards of governance by being shortlisted for the Published Accounts Awards and winning the Good Governance Award for the fourth time.

In line with our vision of an Ireland where every young person's mental health is valued and supported, we have continued to advocate strongly for a better understanding and resources for youth mental health. Public awareness and advocacy has been a key area of work over the past year and we have interacted with all political parties and key stakeholders from the public and civil service. However, despite the obvious need and increased visibility of the issues within the child and young person's mental health sector, there has been no significant increase in financial support for the community and voluntary sector working in this area.

In Jigsaw, despite our best efforts and championing innovative youth mental health practice that is both embraced and recognised by young people and those that support them, we found ourselves struggling to maintain our essential services throughout 2023. To achieve a balanced budget we reviewed and regularly monitored our financial, operational and clinical risks. We reduced spending where we could without impacting on front line services, we achieved efficiencies in how we used both human and technological resources. We spent time making the case for further investment in youth mental health, emphasising the significant advantage of investing early and in supporting an integrated mental health system.

Despite this, we ended 2023 facing a daunting prospect of reducing our services into 2024 – the anticipated investment in youth mental health did not materialise in the Government budget for 2024, the indications are that we will have to do more with less funding. Our mission to deliver therapeutic services, to promote youth mental health and mobilise community and societal change into 2024 will be severely hampered.

As you will read over the coming pages Jigsaw is committed to providing high quality, engaging and impactful prevention and early intervention youth mental health services across Ireland. We can only do so with a dedicated team of staff, youth volunteers and our committed voluntary Board. I want to thank them all sincerely for the effort they have continuously put into valuing and supporting young people's mental health. We will confidently work together in 2024 to further our vision and mission but we can only do so with a greater commitment from the State to better support Jigsaw to support vulnerable young people for the betterment of all.

Sophie Kathryn, Youth Advocate and National Youth Intern

We must be a catalyst for change in a society that often silences discussions about mental health - there are no longer excuses for inaction.

Sophie Kathryn, Youth Advocate and National Youth Intern

Volunteering with Jigsaw holds immense importance for me as it provides a platform to share my personal mental health journey, contributing to the ongoing dialogue surrounding youth mental health in Ireland. Through this volunteer work, I can advocate for change, striving to improve attitudes and resources for young people in need of mental health support.

This year, I had the privilege of working as Jigsaw's intern, dedicating several months to various projects across the National Office teams and I was delighted to be engaged in a range of initiatives. I was part of media launches and involved in creating impactful social media campaigns. I participated in discussions regarding digital mental health supports, exploring innovative approaches to enhance accessibility and effectiveness. I had multiple opportunities to engage in political advocacy - speaking twice in Leinster House, to political parties, and to the Minister for Children, Equality, Disability, Integration and Youth - all with the main message to commit to providing better mental health supports to young people in this country.

I had the opportunity to engage in youth-led research projects, particularly focusing on inclusivity and LGBTQ+ advocates within Jigsaw. This project was the first of its kind within Jigsaw, having young people at the front of the research processes. Additionally, I assisted local Jigsaw services in evaluating their advocacy projects, leveraging data to support our ongoing efforts.

I was primarily involved with the Youth Voice and Engagement team, notably the Advocate and Amplify project. The team secured funding from Erasmus+ to empower young people as advocates in their communities. We created and provided training within the organisation to amplify the voices of Youth Advocates, enabling them to target specific issues around mental health and drive meaningful change locally in their communities.

Looking ahead, I am excited to continue my journey with Jigsaw. I want us to revolutionise youth mental health in this country, challenging the status quo and include young people every step of the way in innovative change.

We must be a catalyst for change in a society that often silences discussions about mental health - there are no longer excuses for inaction. My journey as a volunteer has been marked by resilience and determination, fuelled by a relentless pursuit to dismantle inaccessibility and amplify the voices of young people.

I am delighted to be part of Jigsaw and see how the work we do helps an increasing number of people - just as Jigsaw helped me, my family, and my community.

Sophie Kathryn,
Youth Advocate with North Fingal 2019-2021.
National Youth Advocate for Research & Evaluation 2022-present. Jigsaw National Youth Intern summer 2023.



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.



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

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



Our values

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

**YOU ARE
AWESOME!**

Jigsaw, registered charity limited
Registered charity number 1010101
Charity revenue number C01393

JIGSAW
Young people's
health in mind

Our year at a glance

This year, we provided our **mental health support to thousands of young people across Ireland.**

45,376!

appointments offered to young people across our Jigsaw services

494,143!

people visited jigsaw.ie, for information, advice, Live Chat and more

16,018

participants took part in our workshops and training courses



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

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



Our services:

- **14 community-based services**

This includes the 2023 opening of Jigsaw in Swords, which expands our service in North Fingal

- **Online**

Live chat

Group chat

Information and advice

e-learning

- **Workshops and education**



Providing:

- Understanding
- Support
- Advice
- Knowledge
- Learning
- A safe space

Also:

146

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

146

schools signed up for One Good School™ for 2023/2024

12

We attended 12 national and international events to present our research on young people's mental health



How we manage the money we received

€15,788,085

total income

€2,069,795

donations income (excluding grants and other income)

Breakdown:

€494,555 general donations

Income raised from donations from the general public

€1,075,582 corporate donations

Includes income from corporate supporters and partners

€103,357 pro-bono donations

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

€396,301 grants (trusts and foundations)

This income comes from specific grants given to support Jigsaw initiatives



€13,686,000

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

€32,290

other income. From delivery of youth mental health promotion training courses



€17,113,923

total expenditure

€16,555,084

on charitable activities

Breakdown:

€13,834,008 delivering

Jigsaw services and supports

€806,164 mental health promotion

€349,405 public awareness and advocacy

€1,565,507 support and administrative costs

€558,839

associated fundraising costs



For full analysis of 2023 see the strategic report on pages 16 to 58 and the financial review on pages 59 to 64.

“ The anticipated investment in youth mental health did not materialise in the Government budget for 2024, **the indications are that we will have to do more with less funding.** ”

Dr Joseph Duffy, Chief Executive Officer



Fundraiser Team Out of The Blue

We're Mark, Marko, Amir and Paul, also known as Out of the Blue rowing team, and, in late 2023, **we successfully rowed over 3,000 miles across the Atlantic Ocean and fundraised for Jigsaw. This is our story.**

We decided to complete a rowing challenge for a few reasons. We know mental health is really important today, young people really struggle with trying to understand how to get through the early stages of life and finding their place, especially in college. And we had even felt that within the team, we've all had our own struggles with what we wanted for ourselves.

It's as important as physical health, although it's often undervalued. We're Dutch, German and Irish, so we all have different upbringings and backgrounds. A few of us had heard of Jigsaw before and wanted to do something for an Irish charity too. The Dutch charity that we partnered with, Mind Us, recommended Jigsaw as the Irish charity partner too.

Part of the reason to do the fundraiser was the challenge – if we could do this, what else could we be capable of? We knew we could inspire the people nearest to us. And we know that's worked – a lot of people have reached out to say they've been inspired to challenge themselves. It's harder than you think for lots of reasons – you're trying to eat 4,000 calories a day, and sleep on a moving boat, and the physical pain, and push through everything so that you weren't letting the team down.

Also, there were times when it seemed we were about to capsize and you're putting all your power into just staying afloat for long stretches for what seemed like no forward momentum. And then it's a mental challenge to get through the uncertainty, particularly before the race even started. You're running through all the worst scenarios in your head, and you've no way of knowing how it'll turn out. You're just hoping your training gets you through.

But there's also really great moments. The feeling of belonging to a team is so strong, not just with the four of us but with everyone else in the race. You're all looking out for each other. You get to see these beautiful sunrises in the middle of the ocean, you're able to jump into the water and feel the relief of that, or you're rowing beside pods of sperm whales.

We'd never have experienced any of that stuff if we hadn't gotten through the difficult parts.

Mental health can be a real challenge. For us, we think it's so important that governments and organisations advocate on behalf of people. It's something that always needs to be more of a focus in society, and it should be on a par with physical health. We need to break down barriers and stigma will help a lot of people. That's why we decided to fundraise for Jigsaw and Mind Us. People are always enthusiastic to talk about mental health, and we decided to put that enthusiasm into action. It's important to take action to help people.

The community aspect is so important. That's what got us through in the end – we were able to work together as a team and then even the ocean didn't seem so vast and impossible. If you just keep pushing through the challenging times together there will be better days ahead. No storm lasts forever.

“ We were able to work together as a team and then even the ocean didn't seem so vast and impossible. If you just keep pushing through the challenging times together there will be better days ahead. No storm lasts forever. ”

Mark, Marko, Amir and Paul, Out of the Blue Rowing Team



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.**

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 to better connect young people with 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





Jigsaw Together, watch the video...



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



[Read more](#) about our strategy for 2022-2025

Our progress and performance in 2023

Goal One

Achieve **better mental health** outcomes for young people

Services

Key performance indicators and highlights

Provide a wider range of therapeutic supports and services for young people

Provided a growing range of supports, including our community-based services offering both in-person and video sessions, online Live Chat, Group Chat and email.

Increase capacity, reach and accessibility of Jigsaw's supports and services

45,376!

Appointments offered to young people across our community-based services. **This is a 20.2% increase on the previous year. This includes appointments offered by our Online team through local services.**

- 36,353 in 2022
- 35,453 in 2021

8,952

Referrals to our community-based services. **This is the highest ever number of referrals in a single year that we have ever received, and an increase of 6% on the previous year.**

- 8,404 in 2022
- 8,897 in 2021



1,260

Live Chats and 366 email support sessions through our online team

- 1,464 Live Chats and 527 emails in 2022
- 1,419 Live Chats and 765 emails in 2021

Ensure Jigsaw's clinical supports and services are high quality and impactful

97%

of **young people satisfied with the support they received** from our community-based services.

- 96% in 2022
- 90% in 2021

98%

of **parents or carers satisfied with the support the young person in their care received** from our community-based services.

- 98% in 2022
- 91% in 2021

76%

of young people attending our community-based services reported **reliable progress towards their goal based outcomes.**

- 73% in 2022
- 75% in 2021



61%

of **young people aged 12-16** attending our community-based services **achieved a reliable reduction in distress.**

67%

of those **aged 17-25** attending our community-based services **achieved a reliable reduction in distress.**



The launch of our new clinical case management system. This will help us to better evaluate and assess the growing range of services and supports we offer. You can read more about the launch of iaptus on page 26.



Summary of progress

We work hard to provide our high-quality services and supports for young people. However, like other mental health services across Ireland, we are facing some challenges.

These include young people presenting with more complex mental health needs and the largest number of referrals Jigsaw has ever seen in a single year. This can result in longer waiting times than we would like, but we have taken steps to make sure this is as low as we can possibly make it. This includes our Online Team pivoting to video sessions, which can be offered in lieu of a place on a longer waiting list. We are determined to overcome the challenges we face so we can keep helping more young people with their mental health needs as quickly as possible.

Offering high quality services and supports

When we began in 2006, the first service we offered was our local community-based Jigsaw service. These services provide free, in-person mental health support to young people in communities throughout Ireland. Back then, there was just one service. Now we have 14 spread across the country. This year, we were able to expand our North Fingal service to open a Jigsaw hub in Swords. This was an important milestone and has provided us with a youth-friendly fit for purpose space in a location accessible to the wider North Fingal catchment area.

Our Jigsaw service was created as a response to the growing awareness of the mental health crisis, and by seeing how other countries were trying to address this through early intervention and prevention. Since our first service opened its doors, we have regularly gathered and assessed data regarding their quality and the effect they have on the young people who use them. The data has consistently shown that our services have a positive impact, and that there are high levels of satisfaction among young people, parents, and caregivers.

We ask young people to complete a questionnaire called the Clinical Outcomes in Routine Evaluation (CORE) at their first and last sessions. The CORE consists of a series of questions that ask a young person how often in the last week they have felt certain ways, such as anxious or hopeless.

This year, 62% of young people aged 17-25 reported experiencing moderate to severe distress levels at their first session, which is slightly lower than the previous year (69%). Among 12-16-year-olds, 64% reported experiencing distress within the clinical range when they attended their first session.

After their last session, data shows that 61% of young people aged 12-16 experienced a reliable reduction in distress, while 67% of those aged 17-25 experienced a reliable reduction in distress. Although many young people experienced clinically significant reductions in distress, these reductions were not always statistically significant.

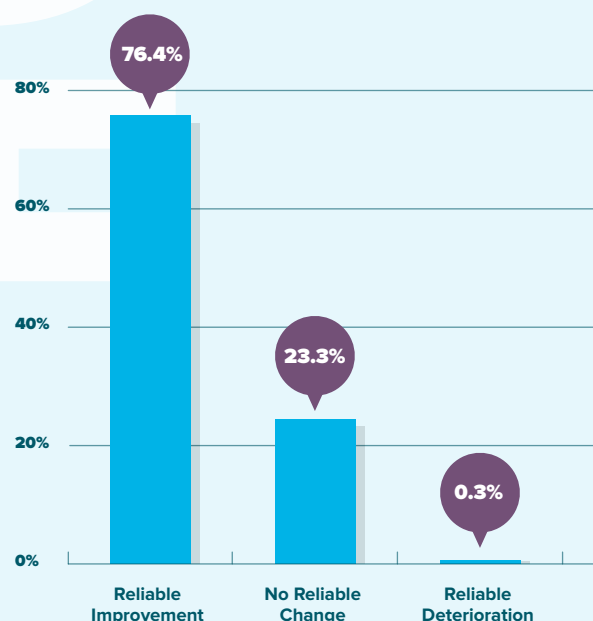
Before coming to our Jigsaw service, 21% of young people aged 17-25 fell into the "non-clinical" range, compared to 60% after they had attended. In contrast, the proportion of young people experiencing moderate to severe or severe distress decreased from 36% before attending the service to 9% afterwards.

Jigsaw has been collating clinically informed data since 2008. Since then, 49% of young people who completed the Core 10 experienced reliable and significant reduction in their distress following their attendance at Jigsaw. Overall, 69% of young people achieved reliable improvement.

We also set Goal Based Outcomes (GBOs) with young people at the beginning of their sessions. Throughout, the progress towards their goals is measured using a scale from zero to ten.

The outcome is determined by how much the young person moves along this scale between the start and end of their sessions. The young person can have up to three different goals during their sessions. GBOs provide a different way of measuring progress compared to standardised measures like the CORE questionnaires and can capture various types of progress. This year, 76% of young people who set goals during their sessions made significant progress towards achieving those goals.

**Reliable change on
Goal Based Outcomes in 2023**



The figure for 2023 mirrors a broader analysis of young people who have attended Jigsaw over the past 17 years. In data captured since 2008, 76% of young people who completed the Goal Based Outcome measure in their sessions reported reliable improvement at the end of their time with Jigsaw.

We ask young people who use our services to complete a short survey at the end of their time with us. Out of the 1,493 young people who provided feedback in 2023, nearly all expressed satisfaction with the service they received. For example, 98.5% of young people agreed or strongly agreed that staff listened to them, 95% agreed or strongly agreed that they would recommend Jigsaw to a friend, 87% agreed or strongly agreed that their mental health improved as a result of attending Jigsaw, and 86% felt they could deal with their problems more effectively after attending.

Parents or caregivers are also given the opportunity to provide feedback via a short survey. During 2023, 1,081 parents completed the survey, with the vast majority of respondents (98%) expressing satisfaction with the service. High levels of satisfaction were reported in areas such as the amount of support their young person received, the improvements they observed in their young person after attending Jigsaw, their level of involvement, and how they felt they were treated by Jigsaw staff.

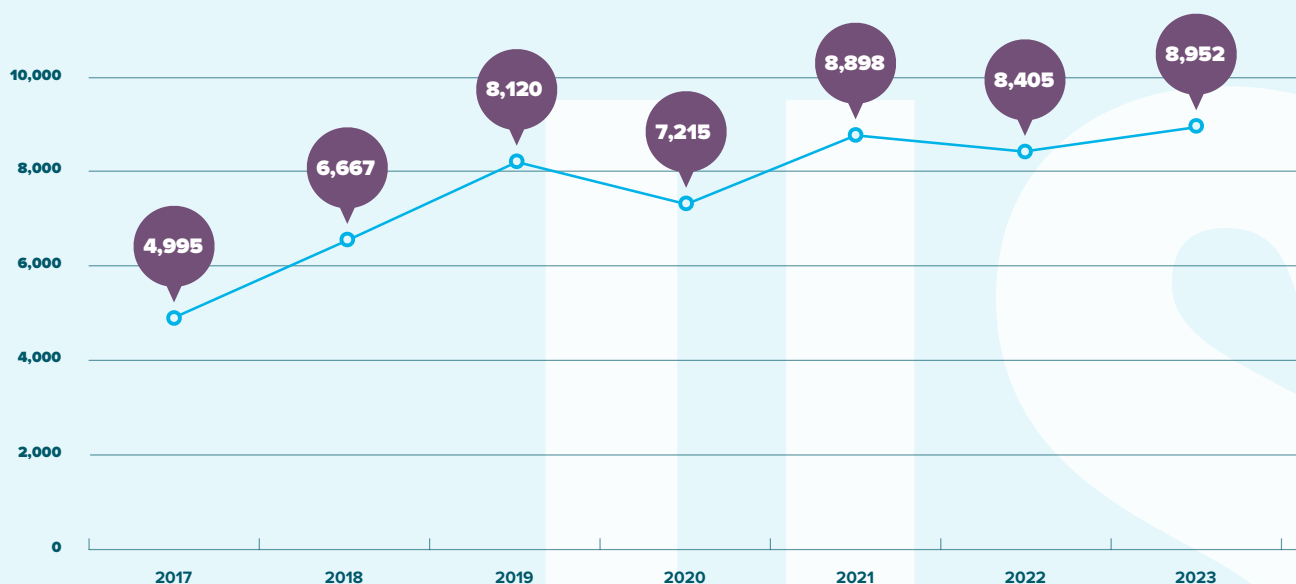
A growing demand for youth mental health services

Like other mental health services across the country, we are experiencing an increase in demand for our supports. This was no clearer than in 2023. This year, we received 8,952 referrals to our community-based services, which is the highest ever number of referrals to Jigsaw in a single year. The chart shows a consistent rise in the number of referrals over the past few years, taking into account fluctuations as a result of the Covid-19 Pandemic.

This year, we offered 45,376 appointments to young people, which is the highest number of appointments offered in a single year, and a 20.2% increase from 2022. This was 5.5% above the Service Level Agreement with the HSE. This number includes all therapeutic contact we made with young people, including in person and video appointments, Live Chat and emails.

As with the trends of the previous years, it is clear that meeting the demand for mental health services remains a big concern, and there is no indication that the number of young people seeking support will ease anytime soon. We know that with the growing pressure on support services, young people are all too often facing longer wait times and limited support options, which only adds to their anxieties.

Total referrals 2017-2023



Meeting the mental health needs of young people

As we grow, Jigsaw faces the challenge of maintaining our high-quality mental health services while also meeting the increasing demand for support among young people. This year, we continued to explore new ideas and leverage technology to expand our support offerings while maintaining our commitment to quality.

Our community-based mental health services continued to offer therapy sessions to young people through both in-person and video appointments. We began using an online video-conferencing platform in 2020 to conduct video appointments in response to the Covid 19 pandemic.

This year, although most appointments were still conducted in-person (79% for the entire year), video appointments were also available for young people who preferred this method or had specific circumstances that made it more convenient. Ultimately, the choice of how to conduct a therapy session is decided with each young person.

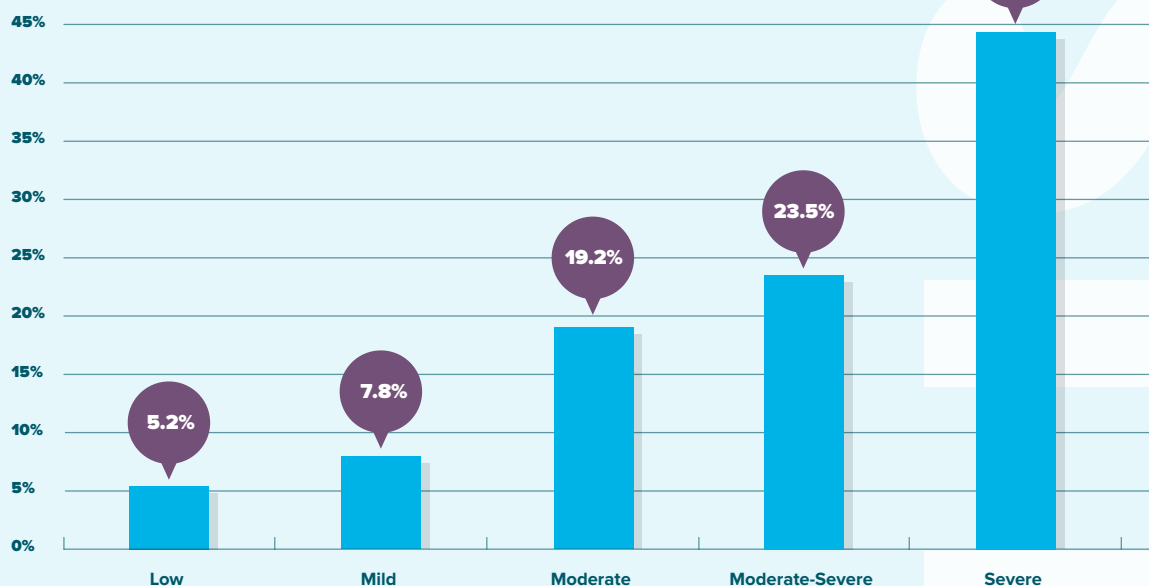
We have continued to focus on growing and expanding our online services and support. This began with our new website in 2019, which has since grown to

include Live Chat, Group Chat, online learning, and more. In 2023, we provided 1,260 Live Chats and 369 email support sessions through our online team of clinicians.

We evaluate the effectiveness of our online services and supports, just like our community-based services. As in previous years, young people who registered to use the Live Chat service reported higher levels of distress than those who engaged with the community-based services. Specifically, 87% of Live Chat users fell within the moderate-severe range of distress, while only 62% of those engaging with community-based services fell within this range.

This is likely indicative of a number of factors, including (a) the fact that the Live Chat service is providing support to a cohort of young people, many of whom would fall beyond the scope of practice of our community-based services, and (b) the fact that Live Chat is a service designed to be available “in the moment” for young people experiencing a significant challenge, so they are likely reaching out online when that distress is felt acutely.

Levels of distress among young people registering for Live Chat in 2023 (Core 10)



Creating a comprehensive approach to youth mental health in Ireland

Despite the ongoing challenge of meeting the rising demand, we continue to provide services that are making a real difference to young people and their families. And we firmly believe that our innovative work will help us towards addressing some of the challenges we face.

However, we must acknowledge that our services alone cannot solve Ireland's youth mental health crisis. To tackle this issue, it must be about a comprehensive approach. We must also continue to raise awareness, advocate for young people, secure more funding and donations to support the breadth of our work, and challenge mental health stigma in our communities through mental health promotion. Only through the combination of these actions can we truly create an Ireland where every young person has the mental health support they need and deserve.

→ **Read more** about our services and supports







iaptus

Anna Blix, Electronic Health Record Manager

In Jigsaw, we want to make sure that young people who come to us have a good experience, and that they get the support they need. **We know that young people are keen users of technology, and having a good digital health strategy is key to Jigsaw's success.**

In 2023 we took a huge step forward by adopting a new Electronic Health Record (EHR) called *iaptus*.

Over a six-month period, a small team in Jigsaw worked intensively with the provider Mayden House to move all of our existing service data into *iaptus*, and to tailor the new system to Jigsaw.

Launched in November 2023, we believe *iaptus* will vastly improve efficiency for staff, reduce costs and improve the care experience for young people and their families. *iaptus* will help us collect more and better data about the young people we see, and this will allow us to provide better and more tailored support to the people who walk through our doors. Young people will also be able to securely provide key information about themselves and their mental health in advance of their appointment, leaving more time for important work in the clinical session room.

Using *iaptus* will enable Jigsaw to modernise its digital care pathway and improve young people's experiences of attending our services. We will be able to offer a number of exciting features that will make life easier for young people and for our staff, including automated SMS reminders, online registration and online appointment booking. We hope that these improved digital features will allow young people and their families more choice, reducing barriers to access and empowering young people to take an active role in their mental health journey. Automating some of our processes will also help us run our services more efficiently, allowing our staff to focus on what they do best – helping young people.

Mental health promotion

Increase the range, scope and reach of community-based, mental health promotion workshops and programmes

6,916!

people participated in our community-based workshops and programmes

800

people enrolled in our Corporate Wellbeing online programmes.

LEVEL 7

Delivered our Level 7 specialist certificate in youth mental health promotion in collaboration with National Youth Council Ireland (NYCI) and University of Galway, with 12 participants.

829

participants enrolled in our One Good Coach™ eLearning course across a wide range of sporting organisations.

26

clubs participated in our One Good Club™ programme in partnership with Lidl and the LGFA ✕



+

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Further expand and strengthen our programme of work across all education settings:

SCHOOLS:

146

post-primary schools successfully completed One Good School™ in May 2023 with a further 130 schools signing up to continue the One Good School™ programme from September.

207

New Jigsaw Take Action! Programme launched in association with Gaisce, The President's Award, with 207 schools and Youthreach Centres progressing through the programme.

32,940

students participated in workshops online and in-person.

4,587

school staff participated in workshops, training and national webinars.

EVENTS

Co-hosted two **national events on mental health in post-primary schools for school leaders**, in association with National Association of Principals and Deputy Principals with 90 participants.

NEW

New bespoke training programme developed for Guidance Counsellors with 77 participants completing the initial phases of the programme.

16,188

users of the Jigsaw Schools Hub with a national reach across 26 counties.



FURTHER & HIGHER EDUCATION:

EVENTS

Co-hosted **national stakeholder event with HSE Health & Wellbeing on Mental Health Promotion** in Higher Education Settings, with 40 stakeholders attending.

481

staff from Youthreach and Further Education settings participated in **training workshops and webinars**.



596

young people enrolled in new **One Good Friend™** eLearning course for 18-25yr olds.

56

Youthreach Centres and Colleges of Further Education **participated in the CLANG Mental Health Promotion Campaign**.



Refine and implement a plan for evaluating the outcomes of our mental health promotion work in community and education settings

Evaluations completed for One Good Club™ 2023, One Good School™ 2022-2023, One Good Friend™ Pilot and more.

We are Jigsaw...
leading the change in youth mental health.



Summary of progress

In Jigsaw, we are committed to ensuring better mental health outcomes for young people through our mental health promotion work. Informed by youth voice, evidence and national policy, we work hard to increase the mental health knowledge, skills and resources of young people, and those around them, where they live, learn, work and play.

We strongly believe that in order to deal effectively with the youth mental health crisis in Ireland, it is critical to focus on reducing the stigma surrounding mental health and increasing awareness, knowledge and understanding throughout our communities. Alongside our services and advocacy, our prevention and mental health promotion work is a vital component of our comprehensive approach.

Collaborating to reach more communities:

In 2023, we continued the rollout of our Level 7 Specialist Certificate in Mental Health Promotion, in partnership with the National Youth Council of Ireland and University of Galway. Twelve participants are progressing through the 2023/24 course and come from a wide range of professional backgrounds, all working with young people.

The Ways4Wellbeing programme was delivered to 119 young people in the community, designed to increase young people's understanding of mental health, provide evidence-based ways for promoting mental health, and identify and encourage help seeking. The evaluation of the pilot programme found that *88% of young people reported that they understand what mental health means* and *100% of young people reported that they now know some ways to look after their mental health after participating in the programme.*

We continued to work with several national sport organisations, including the FAI, GAA, IRFU, Basketball Ireland, Swim Ireland, and Horse Sport Ireland to provide our online One Good Coach™ course. The course helps volunteers who work with young people in sports and community activities to better understand how to support their mental health. A total of 829 coaches completed the course in 2023.

This year saw the successful delivery of One Good Club™ for the third year in a row, in association with the LGFA and Lidl. One Good Club™ is a nationwide, five-step youth mental health awareness programme for LGFA clubs across Ireland. It aims to raise awareness and improve understanding of mental health and help clubs to support their members and communities. Evaluation of the 2023 One Good Club™ programme was very positive and found that 75% strongly agreed that *"One Good Club™ has made me more aware of ways our club can promote youth mental health"* and 87% strongly agreed that *"Taking part in One Good Club™ has helped my club get better at promoting and supporting youth mental health."*

Supporting mental health and wellbeing in schools:

In 2023, we continued to support and build the capacity of schools to promote mental health across the whole school community. 146 schools successfully completed the One Good School™ initiative in May, with school leaders, staff, students, and parents actively participating across all areas of the programme, both online and in-person. Furthermore, 130 schools signed up to continue to engage in a suite of One Good School™ supports and programmes from September for the 2023/24 academic year. This next phase saw the introduction of training for teachers to enable them to deliver some of the One Good School™ activities themselves in the classroom, moving to a more sustainable model of supporting schools to address wellbeing.

One of the highlights of 2023 saw us partnering with the National Association of Principals and Deputy Principals to co-host two national events on mental health in post-primary schools for school leaders, with 90 school leaders and national stakeholders participating.

The Jigsaw Schools Hub continued to provide a range of resources and materials for schools across 26 counties, with over 16,000 school staff using the Hub during the year. The Hub provides resources, toolkits, and materials for primary and post-primary schools to help children and young people develop the skills and resilience they need to cope with mental health challenges.

We were delighted to collaborate with Gaisce, the President's Award, in the development of a new *Take Action!* Programme for schools and Youthreach Centres. This is a 13-week mental health promotion programme for students and from being launched in October 2023, over 200 schools (including 11 Youthreach Centres) have registered and are implementing the programme.

Expanding our work in Further and Higher Education:

2023 saw the expansion of our work in Further and Higher Education working with over 275 key stakeholders, including students/learners, staff and other relevant organisations to pilot and deliver programmes across Further and Higher Education.

In April, we co-hosted a national stakeholder event with HSE Health & Wellbeing on Mental Health Promotion in Higher Education settings. Over 40 participants attended, representing nearly all higher Education Institutes as well as mental health service providers and students. The event explored the importance of connectedness and belonging and provided a platform for exploring future collaborations. As a result, Jigsaw has now been invited to participate in a national Healthy Campus working group.

A number of the programmes were successfully completed and implemented in 2023. These include One Good Friend™, an online course to help students to develop skills to support their friends' mental health, with 596 students (18-25yrs) enrolled in the course. Minding Your Mental Health for Student Nurses programme was also successfully piloted in UCC and UL with 160 students. The evaluation of the programme was very positive, showing significant improvements in areas of 'self-stigma' and 'help-seeking' and 'self-care' following participation in the programme. This programme was also adapted for Further Education settings and was delivered to over 120 nursing and pre-paramedic students in Inchicore College of Further Education.



[Read more](#) about our workshops and training



Christy's story, watch the video...



Christy McAllister,
Abbey River Coffee Corporate Supporter

My name's **Christy McAllister**. I'm from Limerick City and the owner of Abbey River Coffee in Limerick City, a coffee shop and a micro roastery.

In August 2020, I lost a friend, Geordi, to suicide. At the time I was quite upset and had a lot of anger. I wanted to find out what services could have helped Geordi at the time. And from there I stumbled upon Jigsaw. I discovered the great work they do, and I really wanted to promote them as much as possible.

I met with Jigsaw and I discussed how we could partner up and we took it from there. I've found them very friendly and very caring. They listened to my story and they listened to Geordi's story and they wanted to be as involved as possible.

So far we've raised about two and a half thousand euro, which has been brilliant. The idea originally wasn't really about raising funds, it was about creating awareness and starting conversations. The idea was for customers to come in and to get people to think about mental health, and especially youth mental health, whether subconsciously or consciously.

Customers love being involved with the charity. It's such an easy way to help out. A lot of them know my story and why we got involved, and they're just delighted to be helping us and helping Jigsaw as well. I'm constantly getting a lot of compliments on it and people really, really love helping out as much as possible. After Geordi passed, ultimately my goal was to make sure that we all got together and we talked about how we were, and hopefully those conversations make people feel a bit better. I think the partnership with Jigsaw has helped us do that.

We are Jigsaw...
leading the change in youth mental health.



Public awareness and advocacy

Develop effective communications to better connect young people with Jigsaw's full range of online and psychoeducation services and supports

494,143!

visits to jigsaw.ie. 2023 saw jigsaw.ie continue to be one of Ireland's most visited and most trusted mental health platforms.

Supported by an increased output of multi-channel social media content, Jigsaw's online community continues to grow.



1,096,340!

In 2023, we reached 1,096,340 people on Instagram and Facebook, 339,363 on TikTok, and 204,549 people on YouTube.

Increase public awareness on, and knowledge of, the wider social determinants of youth mental health in Ireland

60%

Prompted awareness of Jigsaw as a charity supporting the mental health needs of young people reached 60%, its **highest numbers since our measurements began.**

64.2 MILLION

The estimated total reach of all our communications in 2023 was 64.2 million. This includes online impressions, readership, listenership and viewership across all media and website traffic.

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

6

Across this year, **we appeared six times at Oireachtas Sub-Committees.** This also included the voices and experiences of our Youth Advocates.

Summary of progress

Through our work in public awareness and advocacy, we aim to create an Ireland where mental health is prioritised, understood, and supported by all. But this is more than mere awareness for awareness' sake – it is about understanding and influencing action.

Our goal is to be widely known as a leading provider of young people's mental health services and supports. We want to encourage a lasting change in how communities approach and address mental health issues in young people. And that means we need to be a strong voice in public policy and conversations on young people's mental health.

To make that happen, we put in place three objectives with 11 associated actions.

- 1.** Our first objective is to better connect young people with our full range of online and psychoeducation services and supports. We want to make it easier than ever for young people, parents and carers to access jigsaw.ie and get the help they need
- 2.** Our second objective is to increase public awareness and knowledge of the wider social determinants of youth mental health in Ireland. We believe that everyone should have a better understanding of the complexity of the youth mental health crisis in Ireland, and how tackling it will need a comprehensive approach of better services, advocacy, education, and increased funding
- 3.** Our third and final objective is to advocate for better mental health supports and services at both the local and national level. We believe that everyone deserves access to high-quality mental health services and supports. We are excited to be working towards these goals and look forward to seeing the positive impact we can have on the mental health of young people across Ireland.

We know how important it is to maintain public awareness of Jigsaw, so we've been tracking our progress closely. We are happy to report that according to our latest survey by NFP Research, awareness of Jigsaw remains consistent. In terms of spontaneous awareness, 2% of people surveyed mentioned Jigsaw without prompting. For semi-prompted awareness (where people are given a prompt, such as "Have you heard of Jigsaw?"), 10% of people surveyed said they were aware of us. And for prompted awareness (where people are shown our name and logo), a considerable 60% of people recognised Jigsaw.

These indicators are hugely important in supporting and measuring our work in public awareness and advocacy. Central to maintaining this awareness are high profile corporate partnerships with Lidl and Starbucks, as increasingly is our evolved approach to improved online content.

Throughout 2023 our output of multimedia content increased significantly. For example, our content around positive self-talk and compliments was viewed by 23,098 people as part of National Compliment Day (supported by Starbucks). Another favourite was Steven's story of dealing with grief and loss by attending Jigsaw, which was viewed by 18,758 people during the year.

National Compliment Day, watch the video...



What's your most memorable compliment?

We took to the streets of Dublin, to ask people about compliments that made their day!



Project Gladiator, our first public facing digital campaign of 2023, commenced on April 12th, 2023. Gladiator was something of a new departure for Jigsaw and saw us adopt some new approaches with multiple aims. The overarching aim is to garner data allowing us to better target, communicate with, and convert potential donors, leading to more efficient online fundraising in the future. These efficiencies included being able to target high value donors online and increase their lifetime value; improving our ability to communicate our story to potential donors in an authentic and memorable fashion; and reducing frictions in how people donate, resulting in more donors from the same inputs in future fundraising campaigns.

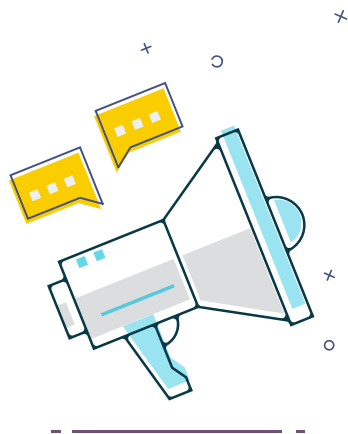
We are always looking for ways to improve our services and support for young people – jigsaw.ie, with over 490,000 unique visitors remains one of Ireland's most visited mental health platforms. Our goal, through jigsaw.ie, is to create clear and cohesive messaging, as well as develop a range of digital tools and resources that could make a real impact.

Online mental health resources and content published in 2023 including improvements to the Jigsaw Schools Hub, enhancements to egress into the Live Chat portal, updated supportive content on relationships, consent, anxiety, sleep patterns

and much more (for both young people and parents), as well as the development and roll out of an enhanced suite of online mental health resources through our Learning Management System.

We believe in representing the voices, experiences, and opinions of young people in everything we do. This year, we developed a more proactive approach to our work with the media, through the expansion of our Expert Media Panels (made up of young people and staff), as well as investments in improved media tracking and dissemination technology.

As we look forward, in 2023 we identified the need to revisit our Public Affairs strategy. To this end, in November 2023, an internal working group was established with membership from staff, Youth Advocates, executive, CEO and Board. The working group will actively contribute to the strategic direction of Jigsaw's work across advocacy, will support the development of clear and consistent definitions around key areas of this work (including, but not exclusive to, advocacy, public affairs and campaigning) and will support the formulation of an updated Public Affairs strategy as committed to in 'Together – Jigsaw's Organisational Strategy 2022-2025'.



Amplify and Advocate Project

Alexis Carey, Youth Voice and Engagement Coordinator in Youth Mental Health Promotion

This year, the Youth Voice and Engagement team and a group of Youth Advocates began the Amplify and Advocate Project.

Funded through an Erasmus+ Youth Participation grant, the concept came about during the creation of Jigsaw Together, our current strategy. It's driven by our Youth Advocates, who emphasised the importance of Jigsaw taking a public stance on improving mental health services for young people. This, along with our Public Affairs and Advocacy strategy, inspired the "Where We Stand" initiative. Where We Stand, informed directly by young people, focuses on access to mental health services, early intervention and prevention, increased funding in line with Sláintecare recommendations, community collaboration, integration of services, and involving young people in decision-making processes.

For the project, each local service launched their own Amplify campaign with four main objectives:

- 1. Amplifying voices:** Making sure young people's voices and experiences take centre stage in public discussions on youth mental health.
- 2. Upholding rights:** Committing to safeguarding young people's right to express their views on matters affecting them, fostering an environment valuing their perspectives.

- 3. Influencing decision-making:** Ensuring that young people's opinions are not just heard but also seriously considered in decisions regarding youth mental health at local and national levels.
- 4. Raising awareness:** Shedding light on the shortcomings of the current mental health care system and advocating for improvements to better serve the youth demographic.

A crucial part of Amplify is that it involves active engagement with local social and political systems. Youth Advocates and Jigsaw staff advocate for the key areas identified in "Where We Stand," and tailor their efforts to their communities' needs. This hands-on approach not only sparks conversations about mental health but also encourages young people to engage with the systems around them. Through leading local advocacy projects, Youth Advocates aren't just influencing change; they're actively participating in society and contributing to economic, social, cultural, and political spheres.

Goal Two

Build a high-performing
organisation **fit for the future**



People

Key performance indicators and highlights



**Maximise strategic workforce and resource planning
to better attract and retain talented people**

Progress

- This year, we again saw a reduction in our turnover, with turnover 3.2% lower than 2022. We were able to internally promote fifteen staff, including four Senior Clinicians to Clinical Manager.
- Jigsaw sought to further improve our working from home policies, with more of our Clinical staff able to take advantage of the flexibility of working from home. We're committed to meeting the needs of our workforce by introducing policies on domestic violence, breastfeeding, menopause and early pregnancy loss.
- We worked to support employees with disabilities and specific health conditions by introducing Reasonable Accommodations Training for staff and their managers.
- In 2023, Jigsaw conducted a Gender Pay Gap Report. That report demonstrated the impact of the work completed in 2022 and showed a decrease in the **mean** pay gap from 21.7% to 13.6% and **median** pay gap from 22.6% to 11.18%



Build and support Leaders for the Future

Progress

- We continue to update and develop our Senior Clinician leadership programme. We continue to adapt and develop clinical programmes for our workforce to support their own CPD and respond to the changing needs of those who use our services.
- We continue to partner with Disability Federation of Ireland to develop capacity building workshops. We also draw upon our internal expertise, delivering sessions on key areas like Communicating with Impact, Social Media with Impact, and Managing Performance.
- In partnership with the UCD Professional Academy, our Service Managers participated in a six-month management and leadership development programme.
- Jigsaw introduced a Specialist Certificate in Health Promotion with the University of Galway, and several staff are taking part.
- We partnered with DCM Learning, offering access to e-learning materials across a wide variety of interests.



Continue to foster a people-focused, values-led workplace.

- Slow staged implementation plans continue for a Trauma Based Approach.
- Continuing our partnership with the Irish Centre for Diversity, and following the receipt of Bronze Accreditation in 2022, Jigsaw achieved the Silver Accreditation in September. One of the most important actions was to convene an organisation-wide group of staff to lead an Equity, Diversity and Inclusion Steering Group.
- Jigsaw held our in-person All Staff Day in Croke Park in June 2023, with 190 staff coming together.
- In 2023, we launched the HRHub. The hub seeks to support better internal communication and provide a 'one stop shop' for information including Policies, Procedures and Guidelines, access to resources via our external partners and organisational updates.



Build and support Jigsaw's volunteers i.e. board members, young people and community volunteers

Jigsaw Youth Advocates:

Since our inception, Jigsaw has worked with our Youth Advocates, who support us in our goal of achieving better mental health outcomes for young people. They begin conversations, raise awareness and promote youth mental health within their own communities and are a key element of the youth voice and engagement approach in Jigsaw.

Supporting our Youth Advocates:

In 2023, we reviewed our Youth Advocate support structures, systems and approaches. This led to changes and improvements and helps us better support our Youth Advocates.

We redesigned jigsaw.ie/volunteer to create a more accessible, youth friendly, and informative space about volunteering with Jigsaw. We implemented a new data management system and improved our quality assurance process. This system has also improved our ability to show the impact our Advocates have on their communities.

We launched a monthly e-zine for volunteers "Jigsaw Voice, Newsbyte". It allows us to share training, project and programme opportunities. It also acts as a peer space where young people can spotlight their own projects.

Youth Advocate Impact:

In 2023, our Youth Advocates continued to inspire us with their dedication, passion and energy, and had an impact locally, nationally and internationally.

Jigsaw and our Youth Advocates continued to share and learn virtually through regular meet ups with our international partners from Head-space (Australia) and Foundry (Canada).

At national level, we strengthened the voice of young people in decision making in Jigsaw. We developed a Youth Reference Group which will allow for increased influence and weight to be given to young people's voice in decision making.



At a local level, the Youth Advocates and their services continued to have a positive impact on their community. In 2023, another twenty-one of our Youth Advocates trained in the Mental Health Promotion Champions programme and delivered Taking Care of Mental Health to their peers. They were involved in a range of other projects - from taking part in Pride, creating video content to help young people understand what to expect when coming to Jigsaw, local radio takeovers, creating content for our social channels, fundraising for Jigsaw and advocating for change with decision makers.

The evolution of Youth Voice and Engagement:

Jigsaw was founded on the premise that a youth-centred approach to mental health was needed in Ireland. From those early days, the respect and value which Jigsaw placed on the voice of young people could be seen through the development of our model and a clearly defined youth participation structure.

Naturally, our approach and thinking around youth engagement and participation has evolved over time. As part of this evolution, in 2023 we were delighted to launch our new policy for Youth Voice and Engagement which was the culmination of an extensive collaboration with young people.

This new blueprint strengthens our belief that young people should be involved in decision-making at multiple levels across Jigsaw. We have an obligation to recognise, respect, protect, promote, and fulfil young people's rights.

Jigsaw's approach is underpinned by knowing that their experiences make young people the experts in their own lives. We also need to work in close collaboration with young people to more fully understand them. The best way to do this is to listen to young people and give due respect and weight to their views.

This evolved blueprint creates three distinct, but interrelated pathways, to support the voices and engagement of young people in Jigsaw. Our aim is that these will increase the diversity and the influence of young people's voices both in Jigsaw and in the conversation on youth mental health in Ireland.



[Read more](#) about our Youth Advocates



Conor McNamee,
Rhode GAA, Fundraiser

In 2021, my brother Ruairi and I experienced the tragic passing of our beloved friend Dean. This loss, as well as three more tragedies in the local area in the next 18 months, had a huge impact on the community of Rhode. **We wanted to help and chose to raise funds for Jigsaw.**

We wanted to both raise money and to incorporate exercise, as it has played a huge role in our lives and can potentially play a role in helping somebody improve their mental health. The final key for us was to make it a community event to bring everyone together and show support to those in need who might not be ready to talk. This year was our third annual event and in total we have raised €28,000 for Jigsaw over the three years.

Fundraising with Jigsaw has helped all of us to connect. Almost everybody within our community has been affected by a loss due to mental health or has experienced some issues themselves in the past. Each year just before Christmas, we come together and remember our lost loved ones while also raising much needed funds. Hopefully somebody else's Dean will get in touch with Jigsaw or talk to a loved one before it's too late.

The week before Christmas, we organised "The 12 Workouts of Christmas" - 12 workouts to complete over the course of 12 hours and each person who signed up raised funds. The workouts varied from a Pilates class to a 5km run to a mixed workout. Three of us completed all of them and though we were exhausted by the end, the feeling of achievement and pride in the community as well as ourselves outweighed the aches and pains.

It's amazing, each year the number of people taking part increases and the community feeling on the day is something everybody talks about. People rally around us. Local business sponsors us, people join us for the event, volunteer on the day, bring food, or offer words of support. The best thing to come from this year's event was the awareness of Jigsaw and the brilliant services they provide. People were asking about them. A particular moment of pride came when one of the girls who is now a volunteer for Jigsaw told me that the initial reason she was encouraged to sign up as a volunteer was because of our fundraisers. That proved that what we were doing was making a difference.

It was a great day with over a hundred people joining us on the day to take part, and any day you get people exercising is a good thing. We were delighted to raise €13,000.

We are Jigsaw...
leading the change in youth mental health.





Strengthen Technological Capacity

- **Jigsaw Central.** A new SharePoint based intranet was developed by the IT and Digital departments. This site contains links to Jigsaw applications, documents and other important internal information.
- **ICT network.** New routers were installed in all Jigsaw sites and upgrades and renewals took place, resulting in a refresh of key infrastructure.
- **IT Helpdesk.** Approximately 1,200 IT support requests from Jigsaw staff in 2023 were raised. We resolved over 90% within 3 days and 97% of requests were resolved within a week.
- **Sector collaboration.** In 2023, we attended eight meetings with a group comprised of IT managers from fellow not-for-profit organisations (the NITL group). This facilitated shared learnings from fellow IT professionals in areas specific to our sector.
- **iaptus collaboration.** The IT department contributed to the evaluation and assessment of the IT security and controls of the *iaptus* system. We also engaged with security specialist Stephen Scott from BSI for evaluation and recommendations.
- **Staff training.** We conducted an organisation-wide phishing test in October. The test was failed by 5% of staff - much lower than the Microsoft expectation of 20%.

Harness Technology

- **FlowForma.** We achieved our target of setting up four automated internal processes in FlowForma, creating greater clarity and efficiency in the relevant areas. These covered expense requests, a facilities helpdesk, an *iaptus* log flow, and a health and safety floor walk process for our premises. Two more processes are in ongoing development.
- **MS Intune.** Microsoft Intune, a system that automatically updates our computers with security patches, is now in use throughout 95% of the organisation.

Summary and highlights for 2023

This year was, as ever, a busy and productive one for the Jigsaw IT team. All our work in this area was guided by our organisational strategy. We continued to strengthen our technological capacity to better deliver on our strategic priorities, while harnessing the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint.

In 2023, we rolled out several new initiatives including 365 Multi Factor Authentication and Office apps. We also implemented updated induction training for all new staff.

Cyber security is always one of our top concerns, and by the end of 2023, 99% of laptops were using BitLocker encryption and 99% of phones were using Mobile Iron security software. We were also able to visit colleagues across the country, making 60 site visits during the year.

Ensuring cost-effectiveness and value for money, through negotiation, bid management and tendering, we saved €60,000 in IT spend in the year.



We are Jigsaw...
leading the change in youth mental health.



Georgina's Story, watch the video...



Georgina

Parent of a young person
who accessed Jigsaw

I'm a busy working mother of one daughter. She's an amazing young woman and the most confident happy child. She started to change in about second year - she didn't want to go to school, she was crying a lot and became more and more alienated from her peers.

I could see this happening in front of me and I just didn't know what to do. It started with meetings with the school, meetings with the GP, and a referral to CAMHS, but we were turned away from that because she was not severe enough. And then thankfully, we heard about Jigsaw, and got eight sessions with a counsellor.

It gave us that space to deal with what we were dealing with. It's a long journey but when we were really struggling, they were there, and they helped big time. At the end of the day as the parent you need to advocate for your child and their needs, but it's when you don't really understand how to help them and this is your first experience with this. It really gave me that space to deal with all the other things that were going on at the same time.

It helps you change your own perception because you'll get caught up in "this is what's happening" but then it becomes "maybe I'm looking at all this and maybe it's not quite as bad as I think it is". You just be kinder to yourself, because we tend to put ourselves on the rack. We say "this shouldn't be happening to my child, what am I doing wrong?" We beat ourselves up. But you're doing the best you can, and at the end of the day you put your child's needs ahead of everything else and just try to help them as much as you can.

In Jigsaw, my daughter was given a toolbox for when these feelings arise and how to cope with them. She shared that with me, and we do it together. We talk about the voice in your head and how we deal with it. I could see at that time. I could see her spiralling; I could see it happening in front of me. The fear that that brought - because I knew that without some sort of intervention that I was going to be one of those parents. The ones that had that ended up not understanding and it could have led down a very different path, instead of the happy girl that I have back again.

Funding

Develop a sustainable, diverse and multi-annual funding structure

Total income

€15,788,085!

Further to the development of a four-pillared funding strategy across statutory, corporate, philanthropic and public funding in 2022, **2023 saw our ambition be embedded across the organisation, with our highest level of funding recorded.**



Develop strategic and productive alliances to expand funding opportunities

+3

New funding alliances developed with government bodies included Department of Children, Equality, Disability, Integration and Youth, TUSLA and the Department of Higher Education Innovation and Science.



26

A further 26 LGFA clubs took part in One Good Club™, our tri-party mental health and wellbeing alliance with Lidl and the LGFA.

NATIONAL COMPLIMENT DAY!



YOU'RE A STAR

JIGSAW
Supported by **Starbucks**

September 29th saw the launch of new public fundraiser, National Compliment Day, in association with Starbucks. Rolled out across radio, on street and online, **the campaign reached over 2 million (1.743m through traditional media and 383,000 through social media) and raised in excess of €40,000.**

Continue to inspire communities
to help us fund our ambitious plans

2,414

In 2023, over 2,400 people representing themselves, their company, school or community supported our work through a donation. Our nationwide community of supporters continues to grow, with 2023 representing one of the highest ever volumes of support to date.



13

Sports clubs have always played a key role in our work in the community. In 2023, over 13 clubs sported Jigsaw branding on their club kits – from Galway Camogie to University of Limerick, Offaly hurlers to UCD soccer and more. **This level of support and exposure, often speaking directly to those that may need our help, is hugely important.**



WINNERS!

Central to our funding strategy is a laser focus on tight controls, strong governance and open reporting. To this effect, **we were delighted to win the Good Governance Award 2023 Gold! We were also shortlisted for the 46th Annual Published Accounts Awards in the Not for Profit – Large category.**



Highlights

Growing importance of fundraising

At the start of 2023, we set a fundraising target of €2.3m this year across philanthropy, corporate, and public fundraising, with each category having a target of €650,000, €900,000, and €750,000, respectively. This target represented a significant increase in 2022 targets and highlighted a growing need for support.

We are pleased to be able to say that, although we fell just short of this target, by successfully raising €2,069,795 we achieved a 7.2% increase on our 2022 total.

As we look forward, we believe our approach will create a more sustainable, diverse and multi-annual structure, which will help us grow, evaluate, innovate and develop our services and supports.

Continued collaboration with HSE

Our strongest partnership is with the HSE (Mental Health), which has been in place for over ten years. This year, we received funding of €13,483,181 through a nationwide Service Level Agreement and a local agreement for Jigsaw in Galway HSE CHO2.

This support is immensely valuable, as it allows us to provide our community-based in-person services and online supports across 15 teams and to deliver a programme of mental health promotion in each of the communities where we work.

Increasing role of philanthropy

2023 saw philanthropy play an increasingly important role. At Jigsaw we view philanthropy as strategic, long-term and usually brave investments. Philanthropic support to Jigsaw in 2023 has enabled pioneering projects to proceed, including Jigsaw Connect (our digital transformation project), research and our work in schools.

We are deeply appreciative of this support, which has been instrumental in helping us achieve our charitable goals. Supporters for 2023 include the Sunflower Fund, the Fidelity Foundation, the Ireland Funds and the Greystones Trust. One of the highlights of the year was being awarded funding from RTÉ's Toy Show Appeal to support Jigsaw Connect. We are extremely grateful to RTÉ and their viewers for their continued support.



Lonely at Christmas, watch the video...



Christmas Fundraising Appeal.

Loneliness does not take a holiday, not even at Christmas... we doubled initial targets and raised in excess of €100,000.

A groundswell of individual support

We are hugely grateful for the ongoing support we received from donors, communities, fundraisers, schools, and clubs. Nationwide, people once again came out in force to support our work, organising a variety of events, from coffee mornings to marathons, sports days, trans-Atlantic rows (x2!), plus many more.

In July, for the second year running, our very own Damian Sheridan and Daryl D'art from Jigsaw's facilities team led The Grand Tour, a nationwide fundraiser where they rode motorcycles across Ireland, visiting all of our services along the way. With media sponsor Radio Nova on board, The Grand Tour garnered significant media exposure and raised in excess of €30,000.

Towards the end of the year, we launched a Christmas fundraising appeal. Under the banner **'Loneliness does not take a holiday – not even at Christmas'**, we doubled initial targets and raised in excess of €100,000, pointing to a compelling creative, a broader marketing channel media and strong targeting as key success factors.

Strong corporate support

We were very happy to extend our successful partnerships with our key corporate partners Lidl and Starbucks.

Since 2018, Lidl has been an incredible support to us, and we are proud to say that we believe our (multi-award winning) partnership is one of the biggest and most influential CSR partnerships in Ireland.

Throughout the year, we worked together on a variety of initiatives like the Lidl Trolley Dash, One Good Club™ (with the LGFA), Twisted for Jigsaw, and a charity Christmas cards appeal.

Alongside National Compliment Day, Starbucks continued to raise awareness and funds for Jigsaw. We are also grateful to have the support of other notable corporate supporters like BMS, Horizon Therapeutics, Meta, USIT, Carne Group, Avanade, Alstom and Ecclesiastical Insurance.

It is a real pleasure to be working in partnership with these amazing organisations to support the mental health of even more young people.



Emma

Youth Advocate and Service User

When I was 15, I was a teenage girl who **thought the world was against her and really struggled with anxiety and undiagnosed ADHD.**

I then heard about Jigsaw through an Instagram ad in late 2019, and thought it was a cool service with a good social media presence.

I signed up and attended Jigsaw during lockdown, but I found it difficult as all our meetings were over Zoom. I felt better in myself after just a few sessions. Just from having my problems shared, I felt a bit more 'normal' and I felt more like I was able to work on them. I felt a lot of the work came from myself but learning a few coping skills made managing my anxiety a little easier.

These skills gave me a new-found confidence in talking about my mental health. I later went on to get diagnosed with ADHD. I had been brushed off in the past, but I was able to fight for myself.

After my time with Jigsaw, I felt a few things could be tweaked to make the service better for future users, and I applied to be a Youth Advocate. I have made lifelong friends through my time with Jigsaw, and I am very grateful to have the opportunity!

Research

Conduct focused research to drive understanding of youth mental health needs, literacy and effective mental health supports



Continue to invest in robust evaluation so evidence is driving decision-making across all levels of the organisation

Completed evaluations of One Good School™; One Good Friend™; Ways for Well-being; One Good Club™ and satisfaction and effectiveness of Jigsaw's clinical model.

Produce quality evidence to strengthen our reputation and to influence societal change, policy and practice. We attended 5 events aimed at influencing national health and social care policy using Jigsaw research and evaluation work.

12

times we presented research at regional, national, and international events and conferences.

3

times we published research papers in peer reviewed academic journals

In 2023 Jigsaw research and evaluation staff presented at School Psychology Association; International Conference on Early Intervention in Mental Health; the Children's research network and the international conference of digital mental health and wellbeing.



Summary of progress

Throughout 2023 our team spent a huge amount of time preparing and managing the selection of a new electronic health record system. This system, iaptus, was introduced in November 2023. Not only will this provide Jigsaw with much improved data quality, it also serves as the bedrock of Jigsaw's digital transformation and will provide young people and parents with digital access points and means of ongoing engagement with Jigsaw services

We believe that good quality evidence is essential to improving youth mental health services and making sure young people get the help they need.

Our research helps us to understand the things about our supports and services that work for young people, and what we can do to make them better. It also helps us advocate for more funding and better policy to tackle the mental health crisis. By sharing our expertise and knowledge, we can make it clear to government and policymakers why young people's mental health is a crucial issue, and what they can do to make things better.

Sharing our knowledge and expertise

This year, we continued to seek out opportunities to share our research and knowledge. We presented our data and research on 12 occasions at national and international events, including School Psychology Association; International Conference on Early Intervention in Mental Health; the Children's research network and the international conference of digital mental health and wellbeing.

Building better evaluation into all that we do

We are working to make evaluation an integral part of all our projects and initiatives. To achieve this, we are collaborating with teams throughout Jigsaw to provide support and assess the effectiveness of our services. We use the information we gather to make informed decisions and to develop new services, programs, and initiatives. This year, we completed an evaluation of our Community Mental Health Champions program, and an evaluation of our One Good School™ initiative. Currently, we are evaluating several more projects: including Ways4Wellbeing, and One Good Club™. Additionally, we are helping to develop evaluation plans for future projects, such as the Jigsaw Schools Hub and pilot initiatives in Further and Higher Education settings.

We are improving our data management systems to capture and analyse information more effectively. This year, we launched a new system called Teamdesk to collect data on engagement, usage, and impact across our youth mental health promotion programs. We are also tracking monthly user sign-ups and course completions through our learning management system, LearnUpon. In addition, we created automated reports to provide updates on engagement for a number of our youth mental health promotion programs.

Helping us advocate for change

Throughout the year, we used our research and evaluation to support our advocacy efforts. We provided valuable data and insights for a number of reports and key submissions to the government.

These actions included writing formal submissions to the Joint Committee on Education, attending a sitting of the committee, supporting the government's consultative process on creating a unified tertiary system, and submitting a report to Minister Simon Harris TD on Jigsaw's mental health promotion work in higher education settings.





Looking forward to 2024 and beyond !

As we look forward to 2024 and the penultimate year of our current organisational strategy *Together*, despite the challenges before us, we remain optimistic and ambitious.

As an organisation at the forefront of understanding the mental health needs and experiences of young people, we believe our ever-evolving and holistic model of service and support provision can continue to mark significant and sustainable step-changes in youth mental health care in Ireland.

Our primary focus is, and will remain on, the development of solutions that are early interventionist in nature across a range of settings – in session rooms, online, on sports grounds, workplaces, in classrooms, lectures hall, at kitchen tables and more.

Key priorities, in line with *Together; Jigsaw's Organisational Strategy 2022-2025*, for 2024 include:

1. Safe and timely support for young people (Services)

- Embedding iaptus and leveraging learning for services on capacity management, clinical outcomes
- Ensuring the quality assurance of our clinical work
- Continue to develop a robust evidence base
- Sustainably expanding the single session first focus
- Continuing to work with the HSE's Youth Mental Health Office in delivery of Sharing the Vision's youth mental health plans.

2. Manage resources to increase sustainability and engagement (Funding; People)

- Continue our strict cost management and containment
- Generating increased income - statutory and fundraising
- Supporting staff to deliver based on available resources
- Continuing to proactively support all staff through focused CPD and events (All Staff Day, learning networks etc) thus supporting consolidation, culture, engagement with vision, mission and values.

We are Jigsaw...
leading the change in youth mental health.





3. Engagement with priority groups (Services; Mental Health Promotion)

- Driven by our work on Equity, Diversity and Inclusion, we will agree identified focus areas on better supporting key priority groups and communities
- By developing more coherent, inclusive and cohesive communications and advocacy, we will continue to strengthen our reputation, inspire lasting change and influence public policy and conversation in relation to youth mental health.



4. Secure our work in the Education sector (Mental Health Promotion)

- Complete current iteration of One Good School™
- In light of recent funding shortfalls, we will aim to secure resources for future focused work in the post primary sector
- We will continue to advocate for the need for additional mental health supports in the Further and Higher Education sector.



5. Advocate for early intervention (Advocacy)

- Aligned with Sharing the Vision, Slaintecare, Connecting for Life, Young Ireland; Pathways to Wellbeing – National MHP Framework, we will develop and articulate the evidence base for prevention and early intervention in mental health
- Informed by youth voice and experience, we will strive to be a strong and active voice in shaping public policy, while also rallying the public's support to enhance the value in, and resourcing for, early intervention and prevention across mental health services and supports
- Influencing political parties' election manifestos
- Building on the Youth Advocates' Amplify work (see page 38)

Summary

While ambition remains, there is no doubt that 2024 will bring challenges.

As we have detailed in the report, there have been ongoing funding shortages for Jigsaw for some time now. We hope that the government will continue to work with the sector to ensure that no young person is left behind.

Now more than ever, we believe there is an unparalleled opportunity for us to embrace health and wellbeing and to be the pioneers of a national movement that will support healthier communities for generations to come.

As Ireland's primary youth mental health charity, Jigsaw has, for over 18 years, established a track record in achieving better mental health outcomes for young people and developing supportive communities by providing a range of primary care services and supports. We believe we are well-placed to develop and roll out innovative and effective solutions for our young people and those around them at this time. At Jigsaw, we believe that the changing environment in which we find ourselves, along with a growing awareness of, and interest in, advancing mental health services and supports offers potential. It represents the opportunity for a step-change in thinking. A turning point.

2024 must be the year that signals this change; one we all must have a role in.



Caring for the environment

Jigsaw is committed to working in the most environmentally sustainable manner possible for the good of our planet and all who inhabit it. We are responsible for ensuring and supporting a greener agenda, and this should be reflected in all of our work.

In Jigsaw's organisational strategy, our environmental responsibilities are explicitly acknowledged:

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 the majority of our information and support materials digitally where possible. 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, promote the use of public transport and minimise carbon emissions.

Our IT department is integral to our sustainability efforts. In 2023, they reached their target of not buying any new laptops for staff and reduced desk phone usage by 10%. They also stripped down and recycled 70 laptops returning them for use by staff.

To reduce energy, we've changed the lighting in our National Office to LED bulbs and have plans to do the same in our services.

We remain committed to doing our utmost to address the crucial issue of climate change into the future.

Financial review

How we manage the money you give us **€15,788,085 total income**

The statement of financial activities and balance sheet for the year ended 31st December 2023 are shown on pages 85 and 86.

Thanks to the generosity of government funding (primarily through the HSE (Mental Health)), our nationwide network of supporters and the huge efforts of our partners, employees and volunteers, our total income for 2023 was €15,788,085 (2022: €15,095,677).

This was a 4.6% increase on 2022 thanks in large part to the continued support from the HSE through service level agreements for our Jigsaw services, and through a growth in fundraising and grant income.

In terms of expenditure, our total amount increased by 5.7% to €17,113,923 in 2023 (2022: €16,193,853).

Deficit

Overall, for the year, we had a €1,325,838 deficit (2022: €1,098,176) of expenditure over income.

Of this deficit, €1m was planned and budgeted for in that Jigsaw agreed with the HSE to use €1m of its non-HSE funds raised by the organisation to maintain our existing level of service from 2022 to 2023. This agreement was put in place in the expectation of receiving increased HSE funding from 2024 onwards. The remainder of the deficit was driven by lower than anticipated fundraising income and increases in costs.

The deficits incurred in the last two years have largely arisen from the utilisation of our own fundraised reserves in supporting the delivery of our services. This will not be possible for 2024 onwards, as there are no longer any excess

reserves available for carry forward. While much remains unpredictable, what is crystal clear to us here in Jigsaw is that increased investment is needed urgently if we are to make a real, meaningful difference to the mental health and wellbeing of Ireland's young people.

The level of mental health funding in Ireland remains among the lowest in Europe, while levels of reported anxiety, depression and low-mood one of the highest.

In line with Jigsaw's ambition to ensure that every young person's mental health is valued and supported, we continue to reach and support more young people than ever before. Now, as we look forward, we must ensure that alongside this growth in service delivery comes an appropriate growth in funding.

As referenced elsewhere in our report, securing increased government funding to meet the growing demand for our services is the greatest risk we face and our number one challenge as we enter the final two years of our strategic plan.

The support we receive from our incredibly loyal and committed nationwide network of supporters, while fantastic, is simply not enough.

How we raised our money

Our primary income source is the HSE through a national service level agreement with the Mental Health section. In 2023 we received €12,690,574 (2022: €12,481,956) to fund the delivery of our community-based Jigsaw services, currently in 14 locations around Ireland.

We also received funding from the local HSE unit in Galway towards the operation of Jigsaw services in that community. The total of local HSE funding in 2023 was €792,607 (2022: €564,329). This increase arose due to a lower level of funds carried forward under this local service agreement.

Our fundraising income for 2023 was €2,069,795, which is an increase of 7.2% on 2022 (2022: €1,930,554). 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 93.

The 2023 return on investment in fundraising is 3.5:1 (excluding pro-bono income) and 3.7:1 (including pro-bono income), which reflects the increase in fundraising income due to the exceptional generosity of our donors again this year alongside a slight restriction in costs to generate funds. The 2022 comparative ratios are 3.1:1 and 3.4:1 respectively.

	2023 €	2022 €
Fundraising income	1,966,438	1,740,242
Pro-bono support (see further detail below)	103,357	190,312
Total fundraising income	2,069,795	1,930,554

Cost of generating funds	558,839	560,465
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Return on Investment in fundraising (excluding pro-bono support)	3.5:1	3.1:1
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Return on Investment (total fundraising income)	3.7:1	3.4:1
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Pro-bono support

The value of pro-bono support can vary year on year. In 2023 pro-bono support of €103,357 (2022: €190,312) was achieved and consisted of the following range of supports for services and for premises including:

1. Premises in a number of Jigsaw service locations are provided free or at a reduced rate. The value of these rent concessions is €93,740.
2. We received pro-bono jersey sponsorship from 13 sports clubs and educational institutes to the value of €6,617.
3. We received pro bono use of an outside broadcasting unit for use on the Radio Nova promotion of our Grand Tour event to the value of €3,000.



How we spent our money

€17,113,923 total expenditure

The summary breakdown on page 98 provides an overview of our **€16,555,084 expenditure on charitable activities** in 2023. This expenditure relates to Goal 1 of our strategic plan, which is to achieve better mental health outcomes for young people through services, mental health promotion and public awareness and advocacy.

The bulk of our charitable expenditure at €13,834,008 went on delivering 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 also spent €806,164 during the year on mental health promotion and €349,405 on public awareness and advocacy. A further €1,565,507 was spent on related support costs. You'll find a more detailed analysis of our charitable expenditure in note 5 to the financial statements and more information on the nature of the expenditure throughout this report.

Despite funding challenges, 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 2023 was €560,465**, a similar level to 2022 (€558,839).

It is our intention throughout 2024 and beyond, to continue to monitor the results of our investment in fundraising initiatives. We rely heavily on our unrestricted income to enable us to be innovative in how we achieve our objectives, and it is essential that we obtain the best value for money in generating this income.

Reserves policy

In accordance with recommended best practice for charities, Jigsaw maintains a reserves policy.

The board reviews the reserves policy annually prior to the approval of the financial statements and the current policy is set out as follows:

- Reserves are funds that have built up over time when income has exceeded expenditure and generated a surplus. These funds help to maintain the financial stability of the charity and provide protection against unexpected events or costs.
- Available reserves exclude restricted funds, since those funds must be spent in a specific way on Jigsaw's charitable activities. An example of this type of funding is income received from the HSE, which is used to deliver services in accordance with the service level agreement in place between Jigsaw and the HSE.
- Available reserves also exclude any designated funds that are unrestricted funds allocated by the board for a particular future use or project relating to any of Jigsaw's charitable purposes.

The board may decide to cancel any designation of funds if they decide not to progress with a project. At year-end, the board policy is to review the overall level of unrestricted funds and designate amounts to future activities where possible. The board will set out the rationale for retaining any remaining general reserves at year-end in the annual financial report. The board considers the following points in deciding on an appropriate level of general reserves to be held:

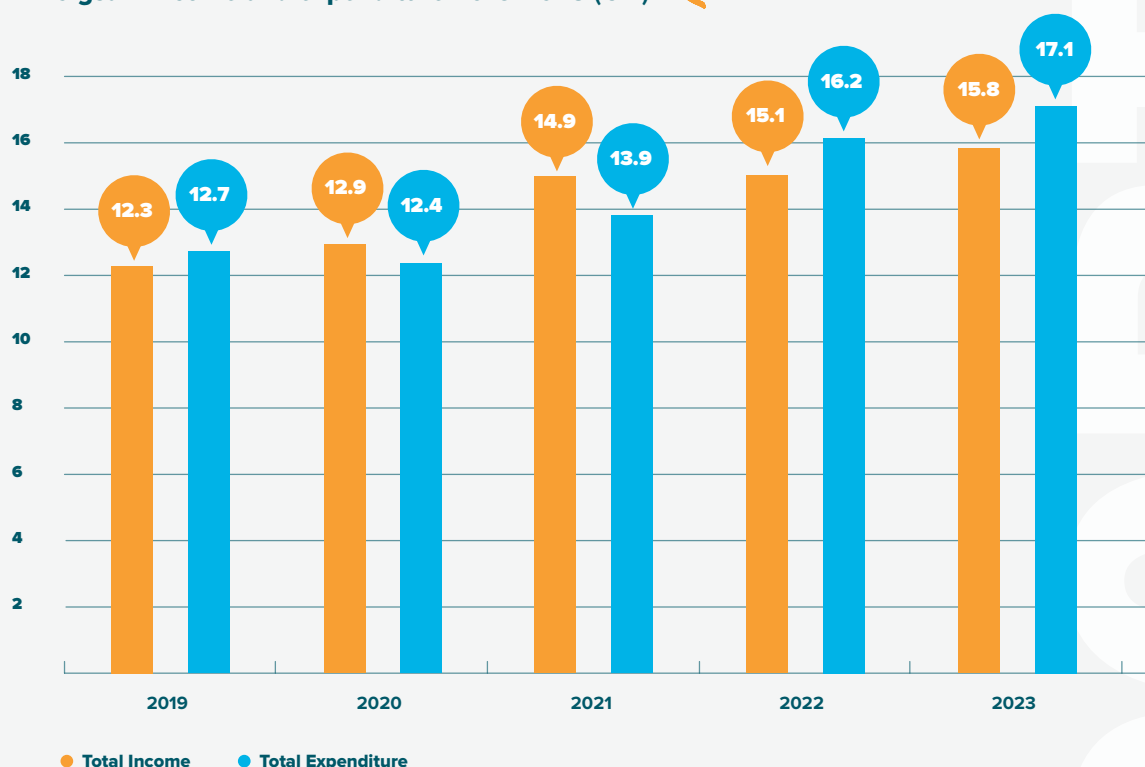
- Jigsaw is a charity that provides mental health services to young people and those who support young people. We provide our services at no charge to users to help make our services accessible to everybody who needs them.
- The local Jigsaw service delivery is resourced through an annual service level agreement with the HSE. Continued funding is required from the state each year in order to continue to be able to deliver these services.
- Funding by public bodies is insufficient to cover annual expenditure, and therefore Jigsaw relies on fundraising income to allow it to deliver on all aspects of its work. Any 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 to ensure there will be an appropriate level of reserves on hand at the end of the following financial year.

Five year income and expenditure trends

A review of our income and expenditure over the last five years shows that we've increased income by 29% in that period, while expenditure has increased by 35%. This ongoing trend highlights our need for increased sustainable funding to finance our work in the years ahead.

Jigsaw income and expenditure 2019-2023 (€m)



Review of reserves at 31st December 2023

The total amount of reserves at the end of 2023 was €1,873,269 (2022: €3,199,107). This was made up of unrestricted funds of €1,824,990 (2022: €2,606,096) and restricted funds of €48,279 (2022: €593,011).

At the previous financial year-end, 31st December 2022, Jigsaw had designated funds of €1,460,000 to fund 2023 activities and provide funding for multi-year work programmes.

The board has reviewed the total unrestricted funds held at 31st December 2023 and has considered the level of designated funds within this. It has been decided to designate €734,596 in total of unrestricted funds. This amount represents the net book value of Jigsaw's fixed assets at year-end and is therefore not available for other purposes.

After deducting the designated funds €734,596 from total unrestricted funds of €1,824,990 this leaves a remaining unrestricted general reserve fund balance of €1,090,394.

The board has considered the points outlined in its reserve policy above and in the Guidance on Charities Reserves document issued by the Charities Regulator, in deciding on an appropriate level of general reserves to be held at year end. The board believes it is prudent to hold a minimum general reserve equating to three months of targeted fundraising income for 2024 to help protect Jigsaw's activities in the event of any unforeseen circumstances. Due to ongoing economic uncertainties and the funding of the

health sector in general, the board has taken a prudent approach in setting its general reserves at 31st December 2023 by not designating any further unrestricted funds, and retaining €1,090,394 as a general reserve – the equivalent of five months' targeted fundraising income for 2024.

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. The board reviews the appropriateness of this policy on an annual basis.

Pension schemes

Jigsaw operates a defined contribution pension scheme for eligible employees, which we actively encourage our employees to join. See note 8 of the financial statements for more details.

Post balance sheet events

There have been three events affecting the charity that have occurred since the year end. These are referred to in note 24 to the financial statements. All three events are non-adjusting events and did not result in amendments to the financial statements.

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 2024 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 all the young people that need our support.

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 the people we support.

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

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

The process is supported by our governance structure and maintaining a strong system of internal controls. This includes:

- 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
- an annual review of financial controls by an external auditor, reported to the audit and risk sub-committee
- regular reviews across all areas of our operations with the results of each review reported to management, the audit and risk 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 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 and risk sub-committee that risks have been identified and actions to mitigate against risks have been taken
- supporting the senior management team in implementing recommendations to address risk.

Chief Executive Officer

Responsible for:

- including risk as a standing item in the Chief Executive Officer's report to each board meeting
- reporting high level risks to the board
- on an annual basis bringing a report to the board on organisational risk, including recommendations in relation to priority risk areas to address in the coming year
- reporting changes in the organisational / corporate risk register to the board, including flagging any new risks that have emerged.

The Chief Executive Officer designates a Risk Manager 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 and risk sub-committee
- reporting to the audit and risk sub-committee of the board of directors.

Senior management team

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

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

Regional and local managers

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

Staff and contractors

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

Our risk register

During 2023 we considered better ways of documenting risk in our organisation by looking at the effectiveness of our controls over risks in conjunction with the potential impact of those risks – all in the context of our risk appetite levels. We will develop this further in 2024.

The principal risks that we have identified, along with our actions to manage them have remained consistent from 2022 into 2023 and 2024. Examples are set out below:

Failure to secure sufficient funding to meet needs in 2024

Mitigating action:

- Budget planning process
- Focus on reducing expenditure
- Seeking increased funding from HSE and other funders
- Balanced budget top priority for senior management team

Negative impact on service delivery arising from recruitment and retention challenges for clinical staff

Mitigating action:

- Trial rolling targeted approach to clinical recruitment
- Comprehensive clinical continued professional development programme underway
- Flexible working options introduced
- Pay/benchmarking review

Reduction in unrestricted reserves to minimum levels over the last two years that may impact on our ability to deliver fully on our strategy

Mitigating action:

- Continue to develop new fundraising initiatives
- Set targets for rebuilding unrestricted reserves
- Focus on minimising expenditure and obtaining best value for money

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

Mitigating action:

- Robust policies, procedures and guidelines in place with which staff are familiar
- Comprehensive clinical induction programme
- Ongoing clinical continued professional development
- Regular clinical supervision and case discussion
- Regular audit of case notes in relation to risk assessment and management

Self-harm or suicide attempt of a young person engaged with our services due to non-adherence to clinical policies and procedures

Mitigating action:

- Robust policies, procedures and guidelines in place with which staff are familiar
- Comprehensive clinical induction programme
- Ongoing clinical continued professional development
- Regular clinical supervision and case discussion
- Regular audit of case notes in relation to risk assessment and management

Continued high demand for services outstripping capacity and resources

Mitigating action:

- Clinical recruitment campaign
- Where appropriate, transfer of young people from services with longer wait times to those with shorter ones
- Management of cancellation lists to ensure earliest possible appointment is offered



Other feedback and assurance controls:

We have both an internal and external complaints and grievance procedure. This enables appropriate reporting and consideration of comments on how we can improve how we work.

An annual audit programme tests the existence and effectiveness of key controls, supplemented by external reviews.

We are compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act 2012. Our child protection policies follow Children First (2017) and Our Duty to Care (2002), and best practice recruitment policies and procedures.

We engage pro-actively with legislation, standards and codes developed for the charity sector. We are compliant with:

- The Charities Governance Code
- The Charities Triple Lock
- The Companies Act 2014
- The Charities SORP (FRS 102)

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 objective 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 a three-year term, 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 regularly and have responsibility for overseeing the organisation. The CEO is not a member of the Board of Directors.

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 2023 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.

Recruitment of new members

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

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





Training and learning

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

Visit to Jigsaw in Meath:

The Jigsaw Board incorporated their annual training and learning into a two-day session in 2023, in order to maximise their time and engagement with a Jigsaw service. The first day involved a visit to Jigsaw in Meath (Navan), with an informal meeting with, and presentation by, the team on their work across Co. Meath. The presentation by the local team focused on the successes and challenges faced by the team, along with a short piece on “*A Day in the Life of a Jigsaw Clinician*”, and Q&A by the Board.

The Board also received a presentation on his PhD dissertation work by Dr Neil MacDhonnagáin, and a presentation on clinical work in Jigsaw Cork by then Acting Clinical Director, Jason Smith. These presentations and engagements provided the Board with an opportunity to consider the direct work of Jigsaw in Meath with young people, while following the pathway of a young person attending a Jigsaw service as outlined by Dr MacDhonnagáin.

The preliminary work of a new clinical model was presented by Jason Smith and Conor Boksberger, who outlined the challenges of the early stages of the roll-out of a new model of early intervention care for young people that may assist in the reduction of wait times into the future.

Jigsaw Board and Sub-committee Training Session:

Following the in-service day in Navan, the Jigsaw Board and external members of all the Jigsaw sub-committees attended a day-long session at Jigsaw National Office. This provided the opportunity for members of the Board and sub-committees to attend presentations and brainstorm on the work of Jigsaw going forward. The presentations involved the changes and challenges to the work of youth mental health in Ireland by the CEO, Dr. Joseph Duffy. This was followed by an interactive online session chaired by Jason Smith, with staff of the Jigsaw online team and Jigsaw clinicians, who reflected and answered questions on their work with young people over the course of the year.

A number of Jigsaw Youth Advocates, chaired by Jigsaw Intern and Youth Advocate, Sophie Kathryn, presented an online discussion to the Board, talking about their work with Jigsaw and their impressions on how young people are treated in Ireland today.

The meeting concluded with a presentation and general discussion on funding of youth mental health in Ireland and opportunities for Jigsaw to maximise their resources in a challenging funding environment led by Communications and Fundraising Director, Mike Mansfield and Finance and Operations Director, Peter McDevitt.

Board of directors for 2023

Dr Jacinta Stewart, Chairperson

Start of term 17/05/17

End of current term 15/05/26

Chairperson 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

Brian Geoghegan

Start of term 21/09/16

End of current term 19/09/25

Experience Businessman and former Chairman of FAS

Skills and knowledge Private sector, governance, funding

Mary Cunningham

Start of term 27/01/16

End of current term 24/01/25

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

End of current term 19/07/25

Experience Chief Executive Officer of Oyster Capital Partners

Skills and knowledge Accountancy, private sector, funding, governance

Simonetta Ryan

Start of term 28/04/20

End of current term 18/07/26

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

End of current term 18/07/26

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

Skills and knowledge Research, education, school to work transition, gender, comparative methodology.

Tammy Donaghy

Start of term 25/01/22

End of current term 25/01/25

Experience Board member of the Mental Health Commission and Youth Employability Support Worker

Skills and knowledge Advocacy, youth participation, community outreach

Dr Ruth Melia

Start of term 18/10/22

End of current term 18/10/25

Experience Associate Professor in Clinical Psychology, University of Limerick

Skills and knowledge Psychology, clinical supervision, research, mental health

Liz Chaloner

Start of term 23/05/23

End of current term 23/05/26

Experience ex Centre for Effective Services (Senior Manager), Samaritans Ireland (Interim Executive Director), Dyslexia Association of Ireland (Interim CEO) and Barnardos (Assistant Director)

Skills and knowledge Public sector leadership, management, strategic planning

Aoife Geraghty

Start of term 17/09/14

Retired 15/09/23

Experience Chief Operations Officer at Folen's Publishers

Skills and knowledge Accountancy, publishing, governance, audits

Dr Steve Mathias

Start of term 19/07/22

Retired 29/09/23

Experience Executive Director of Foundry

Skills and knowledge Leadership, public health, community outreach, management, healthcare, strategic planning

Directors appointed since year end

John Crawley

Start of term 14/02/24

End of current term 14/02/27

Experience Risk Management Consulting & Training Consultant

Skills and knowledge Risk, strategic planning, accounting, management

Dr Karen O'Connor

Start of term 14/02/24

End of current term 14/02/27

Experience Consultant Psychiatrist and the National Clinical Lead for the Early Intervention in Psychosis Programme.

Skills and knowledge Psychiatry, clinical governance, mental health, healthcare

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

Jason Smith

(Appointed 01/09/2023)

Director of Finance and Operations

Peter McDevitt

Director of Communications and Fundraising

Mike Mansfield

Director of Human Resources

Celine McNamara

Director of Services

Sarah Cullinan

Director of Mental Health Promotion

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.

The Chairperson of the Board is an ex-officio member of all sub-committees, with the exception of the audit and risk subcommittee. They receive all sub-committee papers, but attend meetings only as required.

Audit and risk sub-committee

The role of the audit and risk sub-committee is to provide strategic advice and 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 four times during 2023.

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

Chairperson: John Crawley

Finance sub-committee

The role of the finance sub-committee is to provide strategic advice and 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 2023.

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

Chairperson: Martin Scully

HR and governance sub-committee

The role of the HR and governance sub-committee is to provide strategic advice and oversight for policies and practices relating to the governance of Jigsaw, 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 four times during 2023.

Relevant staff members attend as required.

Chairperson: Simonetta Ryan

Quality and safety sub-committee

The role of the quality and safety sub-committee is to provide strategic advice and 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 2023.

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: Dr Ruth Melia

Research sub-committee

The role of the research sub-committee is to provide strategic advice, direction and exercise oversight of the organisation's work concerning research and evaluation.

The sub-committee is chaired by a board member and has external members with expertise in the area. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met four times during 2023.

Relevant staff members attend as required.

Chairperson: Dr Emer Smyth

Education sub-committee

A new sub-committee formed in June 2023, the role of the education sub-committee is to provide strategic advice and oversight of Jigsaw's work in primary, post-primary, Further and Higher Education.

The sub-committee is chaired by a board member, and consists of at least one other board member, and external members with expertise in the area. The sub-committee should meet at least four times in a full year, and more times if required. This sub-committee met three times during 2023.

Relevant staff members attend as required.

Chairperson: Brian Geoghegan



Board and sub-committees meeting attendance during 2023

	Board	Audit and risk	Finance	HR and governance	Quality and safety	Research	Education
Number of meetings	7	4	6	4	4	4	3
Dr Jacinta Stewart* (Chairperson)	7/7	2/4	5/6	4/4			
Mary Cunningham	6/7				3/4		
Brian Geoghegan	6/7	4/4		4/4			3/3
Martin Scully	6/7		6/6				
Simonetta Ryan	7/7			4/4			
Dr Emer Smyth	6/7					4/4	2/3
Tammy Donaghy	5/7						
Dr Ruth Melia	6/7				4/4		
Liz Chaloner (Appointed: 23/05/23)	4/4			1/1			
Dr Steve Mathias (Resigned: 29/09/23)	3/5						
Aoife Geraghty (Retired: 15/09/23)	3/5	3/3	4/4				
John Crawley (Appointed: 30/01/24)	n/a						
Dr Karen O'Connor (Appointed: 30/01/24)	n/a						
External members:							
John Crawley		3/4					
Aideen Mooney		4/4					
Aoife Geraghty		1/1					
Philip O'Donohoe			6/6				
Nadya Gargan			5/6				
Celine Moore (Appointed: 01/02/23)				3/3			
Dr Ian Daly					2/4		
Dr Michael Drumm					3/4		
Dr Pat O'Hara						4/4	3/3
Kathy Walsh						3/4	
Prof Barbara Dooley						3/4	
Sadhbh O'Hanrahan						4/4	
Sophie Kathryn						4/4	
Eamonn Gaffney							3/3
Paul Crone							1/3
Suzanne Dillon							2/3
Jennifer McKenzie							3/3
Maureen Murray							2/3
Aleisha Clarke							3/3

*Dr Jacinta Stewart, Chairperson of the board, is an ex-officio member of each sub-committee (except audit and risk) and receives all sub-committee papers but does not attend all sub-committee meetings



We are Jigsaw...
leading the change in youth mental health.



Transparency and accountability

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

We strive to be one of Ireland's most trusted charities and, 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 charities Statement of Recommended Practice (SORP) and Financial Reporting Standard 102 (FRS 102), in the absence of statutory reporting standards for charities in Ireland.

Jigsaw's 2022 annual report won a Good Governance Award and was shortlisted for the Leinster Society of Chartered Accountants Published Accounts Award. Over the past seven years we have been shortlisted seven times for the Good Governance Awards, and won four 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 in compliance with statutory deadlines.

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

Independent auditors

The auditors, Forvis 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.

The directors' report, including the strategic report on pages 16 to 58, was approved by the board of trustees and authorised for issue on 21st May 2024.

Lobbying and political contributions

There were no political contributions in 2023 (2022: 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 2023.

Directors' responsibilities statement

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

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

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

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

In preparing these financial statements the directors are required to:

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

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

- correctly explain and record the transactions of the company
- enable at any time the assets, liabilities, financial position and net income or

- expenditure of the company to be determined with reasonable accuracy
- enable them to ensure that the financial statements comply with the Companies Act 2014 and enable the financial statements to be audited

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

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

In so far as the directors are aware:

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

**Approved by the board of directors on
21st May 2024 and signed on its behalf by:**



Dr Jacinta Stewart
Director

Date: 21st May 2024



Martin Scully
Director

Date: 21st May 2024

Legal and administrative details

(as at 31st December 2023)

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.

Auditors

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

Governing document

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

Solicitors

Eversheds Sutherland
One Earlsfort Terrace
Dublin 2

Name

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

Arthur Cox
Ten Earlsfort Terrace
Dublin 2

Registered office

16 Westland Square
Pearse Street
Dublin 2

Bohan Solicitors,
A19 Bracetown Business Park,
Dublin 15.

Company registration number

421016

Board of Directors

Dr Jacinta Stewart (Chairperson)
Mary Cunningham
Brian Geoghegan
Martin Scully
Simonetta Ryan
Dr Emer Smyth
Tammy Donaghy
Dr Ruth Melia
Liz Chaloner
John Crawley
Dr Karen O'Connor

Charity revenue number

CHY 17439

Registered charity number

20064846

Bankers

Bank of Ireland plc.
Lower Baggot Street
Dublin 2

Company Secretary

Martin Scully



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leading the change in youth mental health.





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 31 December 2023, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the 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 31 December 2023 and of its deficit 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.

In connection with our audit of the financial statements, 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 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

In our opinion, based solely on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report is consistent with the financial statements;
- 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 77 and 78, 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.

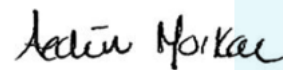
Auditor's responsibilities for the audit of the financial statements

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 Forvis Mazars

Chartered Accountants & Statutory Audit Firm

Harcourt Centre, Block 3,

Harcourt Road, Dublin 2.

21st June 2024

We are Jigsaw...
leading the change in youth mental health.

SUPPORT



- Impact on D1
- Create men
 - Sense of in
 - Sense of va
- Things we w
- Be prepared
 - Always have

Statement of financial activities

Incorporating an income and expenditure account for the financial year ended 31st December 2023

	Notes	Unrestricted funds €	Restricted funds €	Total 2023 €	Unrestricted funds €	Restricted funds €	Total 2022 €
Income from:							
Donations and legacies	4.1	1,571,892	497,903	2,069,795	1,321,551	609,003	1,930,554
Charitable activities:	4.2	-	13,686,000	13,686,000	-	13,164,743	13,164,743
Grants from governments and other co-funders							
Other income	4.4	32,290	-	32,290	380	-	380
Total income		1,604,182	14,183,903	15,788,085	1,321,931	13,773,746	15,095,677
Expenditure on:							
Raising funds	5.1	556,369	2,470	558,839	560,465	-	560,465
Charitable activities	5.2	1,402,295	15,152,789	16,555,084	1,357,702	14,275,686	15,633,388
Total expenditure		1,958,664	15,155,259	17,113,923	1,918,167	14,275,686	16,193,853
Net expenditure		(354,482)	(971,356)	(1,325,838)	(596,236)	(501,940)	(1,098,176)
Transfer between funds		(426,624)	426,624	-	(83,267)	83,267	-
Net movement in funds		(781,106)	(544,732)	(1,325,838)	(679,503)	(418,673)	(1,098,176)
Total funds at 1st January		2,606,096	593,011	3,199,107	3,285,599	1,011,684	4,297,283
Total funds at 31st December	15	1,824,990	48,279	1,873,269	2,606,096	593,011	3,199,107

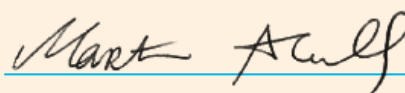
There were no other recognised gains or losses in the current or prior year other than those included in the Statement of Financial Activities.
All income and expenditure derive from continuing activities. The notes on pages 88 to 111 form part of these financial statements.

Approved by the board of directors on 21st May 2024 and signed on its behalf by:



Date: 21st May 2024

Dr Jacinta Stewart
Director



Date: 21st May 2024

Martin Scully
Director

Balance sheet

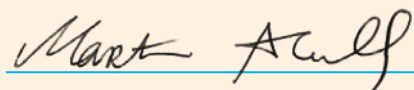
As at 31st December 2023

	Notes	2023 €	2022 €
Fixed assets			
Intangible assets	9	24,394	45,074
Tangible assets	10	710,202	430,891
		734,596	475,965
Current assets			
Debtors	11	489,741	543,455
Cash and cash equivalents	21	1,423,785	2,951,656
		1,913,526	3,495,111
Creditors: Amounts falling due within one year	12	(774,853)	(771,969)
Net current assets		1,138,673	2,723,142
Total assets less current liabilities		1,873,269	3,199,107
Funds			
Restricted funds		48,279	593,011
Unrestricted funds		1,824,990	2,606,096
Total funds	15	1,873,269	3,199,107

The notes on pages 88 to 111 form part of these financial statements.

Approved by the board of directors on 21st May 2024 and signed on its behalf by:


Date: 21st May 2024
Dr Jacinta Stewart
Director


Date: 21st May 2024
Martin Scully
Director

Statement of cash flows

For the financial year ended 31st December 2023

	Notes	2023 €	2022 €
Cash flows from operating activities			
Net movement in funds		(1,325,838)	(1,098,176)
Adjustments for:			
Depreciation and amortisation	9, 10	115,172	93,730
		(1,210,666)	(1,004,446)
Movements in working capital:			
Movement in debtors		53,714	45,293
Movement in creditors		2,884	(1,098,770)
Net cash used in operating activities		(1,154,068)	(2,048,923)
Cash flows from investing activities			
Payments to acquire intangible assets	9	-	(10,350)
Payments to acquire tangible assets	10	(373,803)	(107,296)
Cash used in investing activities		(373,803)	(117,646)
Net decrease in cash and cash equivalents		(1,527,871)	(2,166,569)
Cash and cash equivalents at 1st January		2,951,656	5,118,225
Cash and cash equivalents at 31st December	21	1,423,785	2,951,656



Notes to the financial statements

for the financial year ended 31st December 2023

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 2023 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)” (“Charities SORP”).

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 fundraising 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 are held to meet short-term cash commitments as they fall due. Cash and cash equivalents are 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. Notwithstanding the deficit incurred in both 2022 and 2023, given the level of net 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 the fundraising income targets and generating sufficient operating cash flows for 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. Discussions with the HSE are ongoing to achieve a more sustainable financial position going forward. The directors are satisfied that in light of the expected continued financial support from its principal funder and their own commitment to implement cost cutting measures as deemed necessary, 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 €734,596 as at year end (2022: €475,965).



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 (Trusts and Foundations)	2,255	394,046	396,301
General donations	494,555	-	494,555
Corporate donations	1,075,082	500	1,075,582
Corporate donations - Pro-bono donations	-	103,357	103,357
Total donations and legacies	1,571,892	497,903	2,069,795

Prior year	Unrestricted funds €	Restricted funds €	Total €
Grants (Trusts and Foundations)	79,733	410,896	490,629
General donations	636,597	-	636,597
Corporate donations	605,221	7,795	613,016
Corporate donations - Pro-bono donations	-	190,312	190,312
Total donations and legacies	1,321,551	609,003	1,930,554

Restricted Grants (Trusts and Foundations) decreased in 2023 and include Greystone €150,000, The Community Foundation €112,405, The King Baudouin Foundation United States €95,677, Hospital Saturday Fund €11,000 and Sisters of Bon Secours €10,000.

Restricted grants in 2022 included Greystone €150,000, Fidelity Europe Foundation €127,000, Community Funds Toy Show €70,000, The King Baudouin Foundation United States €46,832, ESB Energy for Generation €10,000 and Ballyfermot Chapelizod Partnership €7,064.

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 €103,357 (2022: €190,312) and has been recognised within income as a donation, with an equivalent charge included within the relevant expense category.

Corporate donations-Pro-bono donations	2023	2022
	€	€
Premises-rent	93,740	98,512
Premises-fit out costs	-	88,000
Jigsaw-online development	-	3,000
Media campaigns	-	800
Advertising	3,000	-
Merchandise	6,617	-
	103,357	190,312

General volunteers

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

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

4.2. Charitable activities

	2023 Restricted funds €	2023 Total €	2022 Restricted funds €	2022 Total €
HSE - National Office, Mental Health	12,690,574	12,690,574	12,481,956	12,481,956
Directorate - Section 39 Grant				
HSE - CHO2 - Galway - Section 39 Grant	792,607	792,607	564,329	564,329
Local HSE funding for secondments	57,546	57,546	60,458	60,458
Other income	145,273	145,273	58,000	58,000
Total income from charitable activities	13,686,000	13,686,000	13,164,743	13,164,743



4.3. Government grants

Split of government grants by funder:

	2023 €	2022 €
HSE - National Office, Mental Health Directorate	12,690,574	12,481,956
- Section 39 Grant		
HSE - CHO2 - Galway - Section 39 Grant	792,607	564,329
Department of Children, Equality, Disability, Integration and Youth	50,000	20,000
Irish Research Council	28,250	38,000
Léargas	25,764	-
Total government grants	13,587,195	13,104,285

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 €13,587,195 in 2023 (2022: €13,104,285).

Purpose of the grants

The Service Agreements with HSE National Office and 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 grant from the Irish Research Council is an employment-based grant / research scholarship relating to two staff members.

The grant from the Department of Children, Equality, Disability, Integration and Youth was used to support the Jigsaw Connect project.

The Léargas grant was used to support participation in an Erasmus + / European Solidarity Corp Project.

4.4. Other income

	2023 €	2022 €
Training courses	32,290	-
Deposit interest income	-	380
Total other income	32,290	380

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leading the change in youth mental health.



5. Expenditure

5.1. Raising funds

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Staff and related costs	309,776	-	309,776
Office and administration costs	32,834	-	32,834
Rent	14,901	-	14,901
Fundraising campaigns	75,059	2,470	77,529
Amortisation/depreciation	28,802	-	28,802
Support costs (Note 5.3)	94,997	-	94,997
Total expenditure on raising funds	556,369	2,470	558,839

Prior year	Unrestricted costs €	Restricted costs €	Total costs €
Staff and related costs	278,909	-	278,909
Office and administration costs	50,011	-	50,011
Rent	24,460	-	24,460
Fundraising campaigns	91,746	-	91,746
Amortisation/depreciation	1,186	-	1,186
Support costs (Note 5.3)	114,153	-	114,153
Total expenditure on raising funds	560,465	-	560,465



5.2. Charitable activities

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	11,878,042	11,878,042
Delivering services - HSE locally funded	-	935,546	935,546
Delivering services - Other funded	-	1,020,420	1,020,420
Public awareness & advocacy	321,155	28,250	349,405
Mental health promotion	754,789	51,375	806,164
Support costs (Note 5.3)	326,351	1,239,156	1,565,507
Total expenditure on charitable activities	1,402,295	15,152,789	16,555,084

Prior year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	10,969,130	10,969,130
Delivering services - HSE locally funded	-	746,534	746,534
Delivering services - Other funded	8,332	1,241,780	1,250,112
Public awareness & advocacy	360,087	39,920	400,007
Mental health promotion	763,728	-	763,728
Support costs (Note 5.3)	225,555	1,278,322	1,503,877
Total expenditure on charitable activities	1,357,702	14,275,686	15,633,388



5.3. Support costs

	2023 €	2022 €
Staff and related costs	1,504,748	1,381,357
Office and administration costs	75,663	115,660
Rent	50,165	63,715
Governance	27,594	54,209
Amortisation/depreciation	2,334	3,089
Total expenditure on support costs	1,660,504	1,618,030

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.

	2023 €	2022 €
Allocation across Jigsaw's charitable activities and fund generating activities		
Unrestricted		
Public awareness & advocacy (Note 5.2)	326,351	225,555
Expenditure on raising funds (Note 5.1)	94,997	114,153
Restricted		
Delivering services - HSE nationally funded	1,239,156	1,278,322
	1,660,504	1,618,030

6. Net expenditure

	2023 €	2022 €
Net expenditure is stated after charging:		
Amortisation of intangible assets (Note 9)	20,680	27,805
Depreciation of tangible assets (Note 10)	94,492	65,925
Lease expense and service charge	823,997	790,791
Auditors remuneration (including VAT)	16,605	16,605

7. Employees and remuneration

Number of employees

The average number of staff employed in 2023, including part time staff, is 257 (2022: 242).

Staff numbers at year end by area of activity are as follows:	2023 number	2022 number
Public awareness & advocacy	6	6
Mental health promotion	9	21
Delivering services	206	202
Fundraising	6	8
Support and management	22	23
	249	260

Average number of staff during the year by area of activity are as follows:	2023 ave. number	2022 ave. number
Public awareness & advocacy	7	7
Mental health promotion	12	18
Delivering services	210	190
Fundraising	6	6
Support and management	22	21
	257	242



Staff costs comprise:

	2023	2022
	€	€
Salaries	12,114,820	11,192,271
Social welfare costs	1,339,765	1,230,213
Employer pension costs	843,586	680,603
	14,298,171	13,103,087

Reflected as:

	2023	2022
	€	€
Expenditure on charitable activities		
Restricted	11,648,425	10,571,049
Unrestricted	835,222	871,772
Cost of raising funds	309,776	278,909
	12,793,423	11,721,730

Support costs	1,504,748	1,381,357
	14,298,171	13,103,087

	2023, Number of staff		2022, Number of staff	
The number of higher paid employees was:	Based on salary payments	Based on FTE salary	Based on salary payments	Based on FTE salary
€60,000-70,000	26	27	34	30
€70,000-80,000	23	23	19	18
€80,000-90,000	8	10	12	9
€90,000-100,000	4	4	3	3
€100,000-110,000	-	-	-	-
€110,000-120,000	-	-	-	-
€120,000-130,000	1	1	1	1
	62	65	69	61

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. Salary increases were applied in August 2023, backdated to July 23, to those eligible for review at 31 May 2023, and in January 2024 (for those eligible for review at 31 December 2023). Salary costs have increased overall by 9% (24% in ER pension), in line with growth and an increase of 15 in the average number of staff during the year. However, the salary bands table for 2023 reflects an overall reduction of 4 staff at the higher bands and there was a reduction of 11 staff at 31 December 2023 compared to 31 December 2022.

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

Key management compensation

Included in the 65 employees per Salary Bands, is the Senior Management Team comprising the Chief Executive Officer and six heads of function at 31 December 2023, who are considered part of the key management. The total salary cost (including employer pension and PRSI), paid to key management in 2023 was €820,696 (2022: €784,528). The increase arises as the Director of Finance & Operations role was vacant for three months in 2022 compared to 2023 and the Clinical Director earned an on-call allowance in 2023 while there was a one-month vacancy in this role in 2022 compared to 2023.

The CEO's salary was €125,000 p.a. and has remained unchanged since December 2016. The CEO's contract was renewed in January 2021, for a second five-year term, running up to 01 December, 2026. A 10% pension contribution is made for the CEO, as for all other members of the Jigsaw pension scheme. No other benefits or additional remuneration were paid to the CEO during the year 2023.

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 and have the option to contribute additional AVCs. The company pays a pension contribution of 10%. There were 180 staff in the pension scheme at 31 December 2023 (2022: 141), including seven employees on unpaid leave / career break and three paid leavers in December 2023.

This is an increase of 28% in the number of pension joiners and is reflected in the 24% increase in ER pension costs from 2022. The pension costs amounted to €843,586 (2022: €680,603) and are allocated between activities and between restricted and unrestricted funding, based on the designation for each employee of same.

In March 2023, New Ireland introduced the "My Pension365" platform for the submission of pension contributions, via a SIF file upload. This platform facilitates improved access of information for both Jigsaw as employer and for staff members of the scheme. The investment value of the ER contribution (10%) are applied for as a refund to Jigsaw, for staff who leave the scheme within two years, and have declared themselves as not being an outgoing worker at their leave date.



9. Intangible fixed assets

Cost	Computer software €
At 1st January 2023	304,931
Additions	-
Disposals	-
At 31st December 2023	304,931

Accumulated amortisation	
At 1st January 2023	259,857
Charge for financial year (Note 6)	20,680
At 31st December 2023	280,537

Net book value	
At 31st December 2023	24,394
At 31st December 2022	45,074

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 2023	495,229	76,701	171,975	743,905
Additions	364,518	9,285	-	373,803
At 31st December 2023	859,747	85,986	171,975	1,117,708

Depreciation				
At 1st January 2023	94,909	64,225	153,880	313,014
Charge for financial year (Note 6)	80,448	4,395	9,649	94,492
At 31st December 2023	175,357	68,620	163,529	407,506

Net book value				
At 31st December 2023	684,390	17,366	8,446	710,202
At 31st December 2022	400,320	12,476	18,095	430,891

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

11. Debtors

	2023 €	2022 €
Trade debtors	237,677	257,817
Other debtors	23,444	23,731
Prepayments and accrued income	227,081	260,542
Other	1,539	1,365
Total debtors	489,741	543,455

12. Creditors

Amounts falling due within one year

	2023 €	2022 €
Trade creditors	69,565	241,682
Taxation and social security costs (Note 13)	348,487	355,249
Accruals	226,021	175,038
Pension contributions	123,650	-
Deferred income	7,130	-
Total creditors	774,853	771,969

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:

	2023 €	2022 €
At 1st January 2023	-	1,043,821
Deferred during the year	7,930	-
Released during the year	(800)	(1,043,821)
At 31st December 2023	7,130	-

The deferred income in 2023 relates to funding earned from the provision of a youth mental health training course run in conjunction with the University of Galway that runs from September 2023 to May 2024. In 2022, funding received from the HSE in 2021 was applied to the delivery of Further & Higher Education services in 2022.

13. Taxation and social security

	2023	2022
Creditors:	€	€
PAYE / PRSI (Note 12)	348,487	352,052
VAT	-	3,197
Debitors:		
VAT repayable	(499)	-
	347,988	355,249

14. Reserves

	2023	2022
	€	€
At 1st January 2023	3,199,107	4,297,283
Deficit for the financial year	(1,325,838)	(1,098,176)
At 31st December 2023	1,873,269	3,199,107

15. Funds

15.1 Reconciliation of movement in funds

	Unrestricted funds	Restricted funds	Total
	€	€	€
At 1st January 2022	3,285,599	1,011,684	4,297,283
Movement during the financial year	(679,503)	(418,673)	(1,098,176)
At 31st December 2022	2,606,096	593,011	3,199,107
Movement during the financial year	(781,106)	(544,732)	(1,325,838)
At 31st December 2023	1,824,990	48,279	1,873,269



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leading the change in youth mental health.

15.2. Analysis of movement on funds

Current year

	Balance 1st January 2023 €	Income €	Expenditure €	Transfers between funds €	Balance 31st December 2023 €
Restricted funds					
Restricted	593,011	14,183,903	(15,155,259)	426,624	48,279
Unrestricted funds					
Designated general	1,460,000	-	-	(725,404)	734,596
Unrestricted general	1,146,096	1,604,182	(1,958,664)	298,780	1,090,394
	2,606,096	1,604,182	(1,958,664)	(426,624)	1,824,990
Total funds	3,199,107	15,788,085	(17,113,923)	-	1,873,269

Prior year

	Balance 1st January 2022 €	Income €	Expenditure €	Transfers between funds €	Balance 31st December 2022 €
Restricted funds					
Restricted	1,011,684	13,773,746	(14,275,686)	83,267	593,011
Unrestricted funds					
Designated general	2,800,000	-	-	(1,340,000)	1,460,000
Unrestricted general	485,599	1,321,931	(1,918,167)	1,256,733	1,146,096
	3,285,599	1,321,931	(1,918,167)	(83,267)	2,606,096
Total funds	4,297,283	15,095,677	(16,193,853)	-	3,199,107

The Statement of Financial Activities (p85) shows an excess of unrestricted expenditure over income of €354,482 in 2023. This had been anticipated, with funds designated in advance by the board to cover this deficit. There was also an excess of restricted HSE National expenditure over income of €961,366 (€108,366 more than expected due to increases in our service-related cost base). In agreement with the HSE, Jigsaw's Board agreed to finance this deficit from its own fundraising. The deficit was financed by way of €534,742 from restricted non-HSE funds raised, and €426,624 from unrestricted reserves.

The year end designated reserve of €734,596 (2022: €1,460,000) was reviewed and approved by the board. This amount represents the net book value of Jigsaw's fixed assets at the end of 2023 - these are funds that are not readily available for use in Jigsaw operations. After deducting the designated funds, Jigsaw is retaining an unrestricted general reserve fund of €1,090,394. The Board, having considered Jigsaw's Reserve Policy and guidance from the Charities Regulatory Authority, believes it is prudent to hold three months of targeted fundraising income as an unrestricted general reserve to protect against unforeseen adverse events. This reserve of €1,090,394 equates to almost five months of targeted fundraising income for 2024.

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

Grant	2023 €	2022 €
King Baudouin Foundation	26,304	-
Léargas	15,562	-
CYSPC - Engagement activities with Young People in Direct Provision	1,603	-
Fidelity Europe Foundation	-	270,715
Greystone	-	101,618
HSE (locally funded)	-	88,165
Deutsche Bank	-	31,200
ESB Energy for Generation Grant	-	25,000
Bon Secours Hospital Galway Community Initiative	-	9,500
Other	4,810	66,813
	48,279	593,011

15.3 Analysis of net assets by fund

Fund balances at 31st December are represented by:

Current year	Unrestricted funds €	Restricted funds €	Total 2023 €
Fixed assets	734,596	-	734,596
Debtors	489,741	-	489,741
Cash and cash equivalents	1,376,872	46,913	1,423,785
Liabilities	(776,219)	1,366	(774,853)
Total net assets	1,824,990	48,279	1,873,269

Prior year	Unrestricted funds €	Restricted funds €	Total 2022 €
Fixed assets	475,965	-	475,965
Debtors	542,090	1,365	543,455
Cash and cash equivalents	2,360,010	591,646	2,951,656
Liabilities	(771,969)	-	(771,969)
Total net assets	2,606,096	593,011	3,199,107

16. Status

The charity is a company limited by guarantee not having a share capital. The membership of the charity is its current board of directors. 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. This contribution would be 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 and capital commitments as at 31 December 2023.

18. Operating lease commitments

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

	2023 €	2022 €
Not later than one year	580,556	521,056
Later than one year and not later than five years	1,444,314	1,417,115
Later than five years	105,000	210,380
	2,219,870	2,148,551

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 2023 there were no expenses reimbursed (2022: €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 (2022: €Nil for nine 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

	2023 €	2022 €
Cash and bank balances	904,535	872,406
Cash equivalents	519,250	2,079,250
Total cash and cash equivalents	1,423,785	2,951,656

22. Financial instruments

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

	2023 €	2022 €
Financial assets that are measured at amortised cost		
Debtors (excluding prepayments) (Note 11)	393,459	422,639
Cash and cash equivalents (Note 21)	1,423,785	2,951,656
	1,817,244	3,374,295
Financial liabilities at amortised cost		
Creditors (excluding deferred income and taxation and social security costs payable) (Note 12)	419,236	416,720
	419,236	416,720

23. Office and administration costs

Office and administration costs comprise:

	2023 €	2022 €
Rent	823,997	790,791
Travel and subsistence costs	101,475	78,293
Professional development and staff support	134,292	184,685
Staff recruitment and agency fees	24,122	87,883
Building and facility costs (including setting up new premises)	214,461	365,912
Insurance, legal and professional services costs	168,151	91,419
IT support & licences	334,314	279,503
General administration	121,535	176,984
Utilities	138,306	80,445
Telephone & internet charges	159,115	195,755
Postage	14,114	13,774
Total office and administration costs	2,233,882	2,345,444

These office and administration costs are reflected as:

Office and administration costs		
Charitable activities	1,342,716	1,438,993
Included as part of support costs	67,169	115,660
Rent		
Charitable activities	773,832	727,076
Included as part of support costs	50,165	63,715
	2,233,882	2,345,444

24. Post-balance sheet events

There were three post balance sheet events that did not require adjustment to the financial statements. They are:

- Effective from end of February 2024, the decision was made to discontinue our mental health promotion work in Further and Higher Education settings due to an inability to secure sustainable funding.
- Effective from end of May 2024, the decision was made to discontinue our One Good School™ (OGS) programme. Regrettably, the OGS model is no longer strategically or financially sustainable for Jigsaw. The programme had been delivered to over 146 schools across the Jigsaw network for the last five years. The reason for the decision is that strategically, the current model does not allow for scalability or equity of access for a wider number of schools nationally. Additionally, having funded OGS from fundraising income to date, Jigsaw no longer has the financial capacity to deliver the programme. Despite this decision, Jigsaw remains fully committed to supporting the mental health of young people and those around them in schools and other community settings.
- In October 2023, employee representative bodies reached an interim agreement with the Department of Health regarding pay increases for government-funded employees of Section 39 organisations such as Jigsaw. The agreement was intended to enable the employees of those organisations come closer to pay parity with their counterparts in the HSE. The talks were facilitated at the Workplace Relations Commission and resulted in an interim agreement being reached. In February 2024 and May 2024, Jigsaw received interim funding to enable payment of arrears to employees. The level of funding being received was not known until post year end and it has not been recognised in 2023. From June 2024, the organisation expects to implement pay awards for employees and to make arrears payments to employees where appropriate.

25. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on 21st May 2024.

We are Jigsaw...
leading the change in youth mental health.

THANK YOU...





Three ways you can help !

These are just **three simple ways** that you can choose **to support us**.

* 1. Learn how to help someone in your community

You can be there and willing to listen without judgement when a young person needs to talk about their mental health.

[Read more](#) about the workshops we offer →

* 2. Raise money

Whatever you like doing, you can raise money to help. Take part in one of our events, such as a hiking or biking challenge. Or create your own, how about a coffee morning or quiz night with friends?

[Read more](#) about fundraising →

* 3. Give money

Make a donation. Give money big or small, every penny helps.

[Make a donation](#) →

You are amazing

To all of you who have helped us to support the mental health of Ireland's young people throughout 2023...

Thank you !



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National Centre for Youth Mental Health, t/a Jigsaw, is a registered charity.

Our charity (revenue) number is CHY 17439. Our Registered Charity number is 20064846.



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At Jigsaw, we understand and support
young people's mental health

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