

2023

Annual Report & Financial Statements

TÚSLA

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



tusla.ie

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Our Purpose and Mission

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

Our Vision

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

Our 3 Key Pillars

People

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



Practice

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



Public Confidence

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



Our Values



Trust



Respect



Kindness



Empowerment

A Message from our Chairperson

I have pleasure in presenting the 2023 Annual Report and Financial Statements for Tusla, the Child and Family Agency.

The delivery of services by Tusla to families and children who need our support demands professional judgement and discretion. By its nature, we are not free to shout about our endeavours from the rooftops. The Board is, however, satisfied that the Executive and staff of the Agency discharge the mandate given to it by government with sensitivity, competence and commitment.

Unfortunately, this does not mean that in the real world our supports will not continue to be needed. For instance, referrals for 2023, at 91,924, were almost twice what they were in 2014 when the Agency was established. The unique area of Special Care has severely stretched the capacity of the Agency in terms of both accommodation and staff during the year. One of several developments not foreseen in 2014 was the scale of the global movement of people. Notwithstanding improved economic circumstances the need for our services has continued to expand.

New and sometimes complex responsibilities have been allocated to Tusla arising from reforms introduced by government. For example, Birth Information and Tracing, following on from the legislation, has absorbed a great deal of patient work hours.

In 2024 Tusla celebrates its tenth anniversary as a more confident Agency, conscious of our shortcomings and determined to press ahead with our comprehensive reform programme. We also welcome the growing awareness that improved interagency cooperation and collaboration among stakeholders in the sector is necessary if we are to continue to improve the lives of children in the care of the State.

I am grateful to my Board colleagues, not least for their attention to the heavy workload of the committee system. I thank the management and staff for their dedication during the year. I want to extend the good wishes and confidence of the Board to our new Chief Executive, Kate Duggan. The Board's appreciation is again due to the Board Secretary and administration for their unfailing professionalism throughout the year.

Finally, I want to again record our appreciation to Minister Roderic O'Gorman for the priority he has given to supporting the work of the Agency notwithstanding the other manifest pressures on his time. In this regard, I include Department Secretary General, Kevin McCarthy and his senior officials.

As 2023 drew to a close, we were concluding discussions with the Minister on our Corporate Plan 2024-2026 setting out our priorities and ambitions for the three years ahead and we look forward to launching our new Corporate Plan in early 2024.



Pat Rabbitte

Pat Rabbitte
Chairperson

A Message from our CEO

Together with the Chair and Board members I am pleased to endorse the Annual Report for 2023, a year in which I was proud to be appointed as Chief Executive of the Agency.

2023 was a year in which we once again saw a marked increase in referrals, with a total of 91,924 referrals to child protection and welfare services across the year. This increase in demand for services, in the context of wider societal issues such as the housing crisis, global movement, poverty, domestic and gender-based violence, drugs, criminality and exploitation, has certainly presented challenges, particularly around the supply of emergency and alternative care placements, and we also continued to experience workforce supply issues in Social Work and Social Care.

We noted an increase in the number of children and young people with more complex needs, who also require access to other specialist services to better meet their needs. Now more than ever it is vital that all departments and agencies come together to meet the needs of these children and young people with a whole-of-government response.

2023 was also a year in which we saw much positive change and progress in the Agency, particularly the ongoing implementation of our Reform Programme, improving our alternative care services, developing our therapeutic services for children and young people in care, developing our Tusla Case Management System and implementing our People Strategy.

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

As we look ahead, we are committed to fully implementing the next phase of our Reform Programme, to ensure efficiency, equity and consistency in the services we provide; that children, families and individuals receive the right service at the right time; that our staff feel supported and valued; and that we are a trusted and respected public service.



A handwritten signature in black ink that reads "Kate Duggan".

Kate Duggan
CEO

2023 At a Glance



Children & Families in Ireland

1,218,567

children 0-17 years
(Census 2022);
a 2% increase
since 2016

1,279,951

families
(Census 2022);
a 5% increase
since 2016

260,773

children experienced
enforced deprivation
in the State in 2023¹
(increase of 31,682 (13.8%)
compared to 2022)



Child Protection & Welfare

91,924

child protection and welfare
referrals in 2023; an 11% increase
(9,069) since 2022 (82,855)

962

children 'active' on the Child
Protection Notification
System (CPNS) at year end

100%

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

22,082

cases open to social
work at year end²



Alternative Care

5,615 children in care
at year end³

90% of children in care
are in foster care

96% of children in care
are in full-time education⁴

884 discharges from
care in 2023³

67% (305) of 18-year-olds leaving care remained with their foster family; 10% (45) returned home/to extended family

634 children came into care
for the first time in 2023
(new admissions to care)³

3,854 foster carers on
the panel of approved
foster carers at year end

330 separated children in care/
accommodated at year end,
69% (135) more than 2022 (195)

892 admissions to care
in 2023 (all admissions)³

213 foster carers
approved in 2023

432 separated children received
into care/accommodated in 2023,
154 (55%) more than 2022 (278)

49% (434) of all
admissions to care were
voluntary admissions

2,904 young people
in receipt of aftercare
services at year end

75% young people (18-22
years) in receipt of aftercare
services in education/training



Family Support/Meitheal

19,792

children in receipt of family support services at the end of 2023⁵

47,260

children referred to family support services in 2023⁶

2,492

Meitheal processes requested in 2023

120

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



Children's Services Regulation

4,044 early years services registered with the Early Years Inspectorate at the end of 2023

2,391 inspections of early years services in 2023

2,447 children on the register for home education at the end of 2023

58 non-recognised schools at the end of 2023

164 private and voluntary residential centres at year end

187 inspections of private and voluntary residential services in 2023



2023 Budget
€1,034.240m



Staffing

5,019 whole time equivalent (WTE) working across our services in 2023, compared to 4,676 WTE in 2022 (+343)



Tusla Education Support Service (TESS)

7,608

referrals screened by senior educational welfare officers in 2023

4,796

TESS worked with 4,796 children in 2023

577

school attendance notices issued in 2023

112

summonses issued in 2023



Adoption Birth Information and Tracing Service

2,047

enquiries for an assessment of eligibility and suitability to adopt

216

new children subject to an adoption application referred

3,098

applications for birth, early life care and/or medical information received with 5,509 processed in 2023

2,707

applications for a trace with 1,226 closed in 2023

¹ Children's Rights Alliance Child Poverty Monitor 2024. | ² Open cases include cases held on duty, allocated and unallocated child protection and welfare cases and children in care. | ³ Figure does not include SCSIP. | ⁴ Full-time education is the care plan specification for the child's educational requirements. | ⁵ Based on a response rate of 89%. | ⁶ Based on an average response rate of 86%.

Our Year in Review 2023

In 2023, the Agency continued to experience a significant increase in demand for all of our services, in the context of population increase, socioeconomic issues, increase in global movement and the implementation of new legislation.

Despite these challenges, through the ongoing commitment and dedication of our staff and partner organisations, the progression of our Reform Programme and other initiatives throughout the country, we have responded to these demands and have facilitated enhancements in various service areas, within the resources available to us.

Service Delivery

Overall referrals to the Agency increased in 2023, with a total of 91,924 referrals to child protection and welfare services across the year. There were 892 admissions to care (excluding unaccompanied minors and separated children seeking international protection), with 634 children coming into care for the first time. Admissions to care were up 79 (10%) on 2022 (813), while 32 (5%) fewer children came into care for the first time. In total, there were 5,615 children in the care of the Agency at the end of 2023 (11 fewer than in 2022), with 90% of children in foster care.

There was also a marked increase in the numbers of unaccompanied and separated children seeking international protection (SCSIP). Across 2023, the Tusla SCSIP team had 530 referrals in total, with 178 of those relating to unaccompanied children from Ukraine. The increased referral rates resulted in the SCSIP team providing accommodation and placements for 432 new admissions in 2023, 157 of whom were Ukrainian children. With those remaining in placements from previous years, in total 620 children and young people were accommodated across 2023.

Tusla maintained 120 Child and Family Support Networks (CFSNs), working to ensure that there was no wrong door for families seeking support in their locality. Meitheal, the Tusla-led Early Intervention Practice Model, was utilised to provide wraparound support for families, while staff and partners at community level continued to provide early intervention and family supports.

2023 also saw the finalisation and publication of Tusla's Strategic Plan for Aftercare Services to assist us in growing and strengthening our current Aftercare service provision to ensure that equitable, transparent and consistent services are delivered to young people and young adults regardless of the area in which they live. This plan is the third phase of the Agency's overall approach to improve Alternative Care services across the continuum of care, for children, young people and young adults who cannot or have not been able to live at home for periods of their lives.

Tusla Reform Programme

In 2023, the Executive Management Team (EMT) continued to progress the Tusla Reform Programme, across its three pillars of Structure, Practice and Culture.

Under Structural Reform, the focus in 2023 was on extensive consultation and engagement to inform the design of new Regional Structures, to promote equity in access and provision of services, governance and oversight, and to ensure that services being delivered respond to the needs of the local population. The proposed design will be considered for approval by the Tusla Board in Q1 2024.



Under Practice Reform, significant progress was made in implementing the recommendations in our Alternative Care Strategies (Foster Care, Residential Care and Aftercare), the development of and integration of Regional Therapeutic Services, and the high-level design of a more integrated approach to practice at network and regional levels. Concurrently, advancements were made in implementing the Tusla Case Management System, Data Management Strategy, GDPR (General Data Protection Regulation) Programme, Quality Management System and Tusla Outcomes Framework.

Under Culture Reform, the focus remained on the implementation of our Tusla People Strategy, to better support, develop and empower colleagues across the Agency.

Further progress was made in strengthening our supply, recruitment, retention, induction, leadership development, coaching and mentoring of staff. There was a robust and targeted interagency and interdepartmental approach to increasing the supply and training of Social Work and Social Care from third-level institutions. The Agency introduced supports such as bursaries and sponsorships for existing staff and also remained focused on the implementation of our National Traveller and Roma Inclusion Strategy (NTRIS), Public Sector Duty, and Tusla Equality, Diversity & Inclusion Programmes. The deployment of Values Leaders and Change Champions across services further reinforces the importance of our cultural change agenda throughout 2024.



Key Achievements and Awards 2023

European Social Services Awards

A research report commissioned by the Child Protection and Welfare Strategy Team and National Research Office came first in its category at the prestigious European Social Services Awards (ESSA). These awards highlight innovative projects across the continent and encourage innovation and similar developments in social services across Europe.

Titled 'Through the Eyes of the Child', the Tusla-commissioned research report by Trinity College is the first of its kind in Ireland to look at the experiences of children and young people in receipt of Tusla Child Protection and Welfare services and seeks their views on how services can be further improved.

Child and Youth Participation Awards

The main feature showing on Screen 1 of Dublin's Lighthouse Cinema, in Smithfield, on 17 November 2023 was a true blockbuster involving some real child stars who turned up to receive awards for innovative projects that they undertook during the year.

More than 200 young people and adults attended the inaugural Child and Youth Participation Awards, which were held in collaboration with An Gaisce, the Children's Rights Alliance, Department of Children, Equality, Disability, Integration and Youth (DCEDIY), the Office of the Children's Ombudsman, and Hub na nÓg to recognise 18 services that work to improve child and youth participation.

Awards were presented for all manner of initiatives, from fish and guinea pig projects to the Conversation Starter and Widgets initiative, which captures the voice of children with communication difficulties.

Taking one of the 18 awards was the Carlow Kilkenny and South Tipperary Fostering team based in Clonmel for its BASSICS (Brothers And Sisters Separated In Care) Programme. This programme is particularly special as it supports family participation for siblings who have been separated in care. With four key elements of space, voice, audience and influence, each component is met by a team



Pictured (left to right): Stephanie Holt, Associate Professor, School of Social Work and Social Policy, Trinity College Dublin, Cormac Quinlan, Tusla Assistant National Director for Practice Reform, and Dr Edel Tierney, Tusla National Research Office at the European Social Services Awards



Claire Redmond, Bernie Lavery, and Dr Anthony O'Leary of Tusla, join Niall Muldoon, Ombudsman for Children, Professor Laura Lundy, and Patrick, the MC for the Child & Youth Participation Awards

of staff who are committed to providing a space for these families to maintain their bonds and create memories together. The young people involved in the programme provided many examples of how their voices influence the access time with their siblings and how this positively impacts the access for all.

Services from all across the country, catering for young people from 3 to 18 years old, were honoured at the event, where certificates were presented by Tusla's Director of Quality and Regulation, Dr Anthony O'Leary, Professor Laura Lundy, and Children's Ombudsman Dr Niall Muldoon, each of whom was full of praise for the winning projects.

Crannóg Nua Achieves Gold Standard

Crannóg Nua Special Care Service caters for a complex profile of young people who present with acute challenging behaviours and unique risk requiring significant intervention.

In 2023, Crannóg Nua was assessed by the Residential Child Care Project (RCCP) at Cornell University, the body responsible for

the Therapeutic Crisis Intervention (TCI) model of positive behaviour support. This Quality Improvement and Fidelity assessment set out to determine whether the implementation of the TCI system in Crannóg Nua met the RCCP's highest standards and to assess the organisation's commitment to best practice guidelines for crisis prevention and intervention. TCI is the behaviour management framework used to support young people in managing their emotions and behaviour and also to assist them to learn new appropriate coping mechanisms. Supporting young people in this way is vital to ensure positive outcomes for them, considering their unique vulnerabilities and needs.

Being awarded TCI Fidelity Accreditation clearly demonstrates a commitment to improving outcomes for and fully supporting the most vulnerable young people in society. Crannóg Nua is currently the only children's organisation in Europe to hold this accreditation, and the second to achieve it to date.



Minister O'Gorman joins Tusla CEO, Kate Duggan, and members of the Tusla team, alongside foster carers and young people with care experience in Tusla's 'Raising Amazing Garden' at Bloom

Tusla's Bord Bia Bloom Garden

Designed by Linda McKeown, with input from foster carers and young people, the 'Raising Amazing Garden' was launched on 31 May 2023 by CEO, Kate Duggan, at the Bloom Festival in the Phoenix Park.

The garden won a Silver Medal in the Concept Medium Garden category.

The garden was designed as a metaphor for the foster carer, with the child placed at the centre of everything, where they are safe, cared for and encouraged to reach their full potential. Exploring this inspiring space, members of the public met with foster carers, young people and Tusla staff, and learned more about what it means to foster and the difference it can make in the lives of young people.

Tusla Excellence Awards

In 2023, the agency held its second Tusla Excellence Awards under the categories: Improving Experiences for Children & Families, Promoting Inclusion and Diversity, Innovation in Service Industry, Engaging a Digital Solution to Provide a Better Place, Improving the Employee Experience, Best Retention Initiative and CEO Award.

This event provided an opportunity to honour the innovative work being done across the Agency to support children and families.

National Enterprise Risk Network Awards

The Health & Safety Function were proud recipients of a National Enterprise Risk Network Recognition Award from the State Claims Agency (SCA) in the Learning and Education Category, having been selected from over 100 submissions. This award was to reflect the work of the Agency in improving the management of Violence, Harassment and Aggression (VHA) incidents.



Tony O Gorman, National Manager of Health and Safety, Tusla, receiving the State Claims Agency's National Enterprise Risk Network Recognition Award with Kerri Martin and Sharon Doherty, Tusla Workforce Learning & Development and Joe Coughlan, Social Care Manager, Tusla West North West

Chartered Accountants Ireland Published Accounts Awards 2023

Tusla was again a finalist in 2023 for the Annual Report and Financial Statements 2022 in the Chartered Accountants Ireland annual Published Accounts Awards.

Entry is open to all organisations: public and private, state-owned bodies, charities and other organisations that publish annual reports and accounts. Tusla entered the category of Not-for-Profit – Large.

Key Events in 2023

Social Work Awareness Week

Hope, empathy and inspiration were some of the recurring themes raised during Social Work Awareness Week, which was launched in Dublin on 21 November 2023. Speaking to attendees at the launch, Director of Services and Integration, Clare Murphy, spoke of the changes that have occurred in the almost 40 years since she qualified as a social worker. Chief Social Worker, Ger Brophy, said that 'social work is about believing in people, encouraging hope ... qualities that social workers possess,' but Ger also noted that 'organisations die if they don't have new blood coming into them'.

The week-long campaign was designed to highlight the great work being done by social workers around the country in supporting children, families and communities. Currently, Tusla employs over 1,600 social workers across Ireland, but the Agency is recruiting more social workers to match the growing demand across various teams, including adoption, fostering, child protection and family support.



Tusla CEO, Kate Duggan, joins Tusla staff in the Mid-West for a celebration and recognition lunch during Social Work Awareness Week

National Ploughing Championships

At the National Ploughing Championships in Ratheniska, Co. Laois from 19 to 21 September 2023, the Tusla Recruit team donned their wellies to promote the Agency as the 'Employer of Choice'. Working at the Recruitment stand each day were members of Tusla Recruit, as well as colleagues from Social Care, Social Work and the Retention team.

The event also proved a great way to meet potential foster carers face-to-face, according to Catriona Howard, from Tusla Fostering.



The Tusla Fostering team gets ready to meet potential foster carers at the National Ploughing Championships

European Social Network (ESN) – EU Project Side-by-Side

The ESN is implementing the EU project Side-by-Side, in close collaboration with five partners: The Department of North (France), Tusla (Ireland), the City of Graz (Austria), SOS Children's Villages Italy and SOS Children's Villages International.



The Tusla-led Meitheal model of multi-agency intervention was used as a framework for the EU Commission-funded Side by Side project, which includes European partners representing child protection agencies from Austria, France and Italy

The project's objective is to share learning around early detection to prevent violence against children within social services.

Tusla held a conference on 28 September 2023 at which the visiting partners and their delegates were informed about initiatives being delivered by Tusla partners. Tusla highlighted the importance of child and youth participation in improving the services they access, as well as Irish research on children's experience of child protection services. Alongside this, Tusla presented an overview of Prevention, Partnership and Family Support (PPFS) and the national legislative and policy content on violence against children.

Speaking about the event, Amy Mulvihill, National Manager for PPFS, says 'We are delighted to be hosting the first of these collaborative events and looking at new and different ways of promoting child protection and early intervention across Europe'.

We had a very positive reaction; it was lovely to meet potential foster carers and bust the myths about who can foster. We were privileged to have the opportunity to hear the experiences of some of our existing foster carers and care leavers, so many inspirational life stories shared with us over the three days.

'At a time when children's services are severely stretched, we must maintain our focus on supporting families at an early stage to identify issues and work with them to build on their strengths to prevent problems escalating and promote better outcomes for children and young people.'

Tusla delegates participated in a study visit to Lille in France in November 2023. This visit involved presentations on the French Child Protection system, and information on work undertaken to address domestic violence and to integrate prevention and monitoring systems.

Traveller Support Programmes

Let's Hear It for the Boys! Waterford After-School Project

The Waterford after-school project Let's Hear it for the Boys! allowed boys from the Traveller community attending St. Joseph's Primary School in Co. Waterford to set up an after-school space that was safe, inclusive and fun. By providing the boys with consistent, high-quality learning in an informal setting, the group encouraged regular school attendance and participation, and connected them in a safe space with consistent adults who could role-model life skills. The programme ran from September 2022 to June 2023.



Dublin event sees Minister O'Gorman, Tusla staff and partners from the Travelling Community come together to celebrate the success of the Tusla-led Traveller Parenting Support Pilot Project

Traveller Parenting Support Pilot Project

Traveller Parenting Support Pilot Project was delivered by Tusla's PPFS staff in conjunction with Children and Young People's Services Committee (CYPSC) colleagues to address gaps in services and provide early intervention and preventative support to Traveller families.

The pilot project took place in Donegal, Clare, Kerry, Kilkenny, Cavan and South Dublin, with a Family Link Worker and facilitators from the Travelling community recruited in each area to develop and deliver a culturally adapted Parents Plus Early Years programme as part of a local family support plan.

Ireland's First Prevention and Early Intervention Network Summit

The first Prevention and Early Intervention Network Summit to be held in Ireland took place on 21 and 22 September 2023 in Thomond Park, Limerick. The purpose of the Summit was to showcase and promote models of early intervention work leading to positive outcomes for children, families and communities from an international and national perspective. This was underpinned by theoretical frameworks and brought to life by real-life experiences detailed by guest speakers such as Dr Katriona O' Sullivan, Q & A sessions, panel discussions, and poster presentations, among others.

Local Initiatives 2023

Clonmel - Fun in the Sun

Staff from Carlow, Kilkenny and South Tipperary (CKST) organised some fun in the sun for the 220 foster families in the region on 17 August in Clonmel's Ferryhouse Sports Complex.

There was plenty on offer, from bouncy castles and obstacle courses to face-painting and getting up close and personal with the animals from the Nore Valley mobile pet farm, whose visiting donkey made himself heard throughout his day.

On the day, children presented some fantastic pictures to all the services in attendance and the two winning artists of a 'Welcome to Fostering' card competition received their prizes from Area Manager, Anne Marie Stafford and Niamh Hore, of the Fostering Assessment team, with one of the winners, Lily, even making an acceptance speech!

The event was planned and organised by members of the CKST Fostering Department, including Brid Kiely, Principal Social Worker (PSW), Marie Fitzgerald, Fostering Assessment Team and Olivia Lynch, Noeleen Butler, Michele Noonan, Jacinta O'Sullivan and Nicola Morrissey of the Edan Social Care Service to Foster Carers.

With more than 300 people attending, the celebration created a sense of belonging and allowed foster families to connect with Tusla staff in a fun and relaxed way without mention of the usual formalities of the job.

Front and centre to the day were the children and young people in care along with our young foster carers, who play a critical role in caring for their foster siblings.

'Helping parents/caregivers to be aware of trends on substance use' Workshops

These workshops were delivered across the Dublin North area which includes Swords, Rush, Lusk, Balbriggan, Skerries and Donabate. The information sessions were very much welcomed and praised by all in attendance as being extremely informative; this led to an online event for the programme's delivery.

The workshops were organised by a subgroup with representation from Tobacco Free Ireland, Health Service Executive (HSE), North Dublin Regional Drug task force, Foróige, Crosscare, Substance Abuse Service Specific to Youth (SASSY) and the Child and Family Support Network Co-Ordinator, and was funded by CYPSC.





Child and Family Support Networks Get Together in Cavan-Monaghan

The biannual Knowing Me, Knowing You event in Cavan-Monaghan saw 100 network members from the statutory, community and voluntary sector come together to receive service updates and learn about new initiatives. This event is a joint initiative between CFSNs and the CYPSC. As part of this event, two young people who are members of the Monaghan Youth Activists interviewed local services on how they work to support children and families in the area.

Roscommon Family Support Service Forest School intervention

The Forest School Experience was delivered by Roscommon Family Support Services to 56 children and parents in the Reception and Orientation Centre in Ballaghaderreen, Co. Roscommon in May, June and July 2023 (one children's group, one teenage girls' group, one teenage boys' group and two women's groups). In offering the Forest School intervention the service aimed to support participants to develop self-esteem, independence and confidence through outdoor participant-led play in nature.

Young People from the Ballaghaderreen Reception and Orientation Centre present on Human Rights

As part of a University of Galway joint training event, 11 young people from Ballaghaderreen's Reception and Orientation Centre delivered a presentation on human rights. The group focused their presentation on the right to safety, the right to a home, freedom of expression, and right to play. With the support of the Family Support Team and Foróige's Youth Participation Worker, the young people put together a creative and engaging presentation which included a tune on the tin whistle and delivery of poetry alongside in-person and recorded pieces, while bringing the audience through a presentation of pictures. They displayed the work throughout the year with the Family Support team, such as taking part in the Forest Experience Group; their trip to the Ombudsman for Children, where they learned about their rights in Ireland; and pictures created in their Art and Wellbeing group which gave them a space to focus on wellbeing while being creative.

Roscommon PPFS – Early Years Evidence-Based Programmes in 2023

Roscommon PPFS has invested in two early years evidence-based programmes – the Baby Bonding Programme and the Parents Plus Early Years Programme. The Baby Bonding Programme provides essential skills/knowledge to parents pre-birth and during the early years to ensure a healthy, strong, secure, positive parent-child relationship from the beginning and throughout life. The Parents Plus Early Years Programme is a 6-12-week parenting course which targets children aged 1-6 years within a normal range of development. It also includes children with specific difficulties such as behavioural problems, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorder (ASD), and speech and language disorders. Ten PPFS staff have been trained in this programme and will run it both in the community and with individual families.

Elevate 55

Elevate 55 (formerly, The Loft), a Tusla-funded project that works with young people aged from 8 to 21 years across north-central Donegal, was officially launched on 24 May 2023 in Milford Community Hall. The project provides various youth work supports to help young people develop and overcome difficult situations in their lives.

New Tusla Premises in Buncrana

‘A lovely premises ... staffed with quality people who are dedicated to their jobs’ were the words of Ombudsman for Children Niall Muldoon at the launch on 19 July 2023 of a new centre in Buncrana, Co. Donegal, which will accommodate the full range of Tusla services to support children and families. The Tusla team collaborated closely with one of its community funded services, Foróige, who facilitated a group of young service users to design the decor and ensure the voice and influence of the child are at the heart of this new building. The young people helped to create a vibrant, welcoming environment, in which they feel comfortable to participate in meetings with our staff and to spend quality time with their families.



Niall Muldoon, Ombudsman for Children, Gerry Hone, Regional Chief Officer, Tusla West North West and Emlyn Hughes, General Manager, Professional Development, Tusla West North West, officially open Tusla's new centre in Buncrana, Co. Donegal



Artwork in the new family room in Tusla's new centre in Buncrana, Co Donegal

Cavan and Monaghan Rainbow Youth (CAMRY) LGBTQI+ Art Project

CAMRY explored the word IDENTITY and the way identities look and move in an art project funded by the Tusla Participating Programme and facilitated by visual artist Rosie Cole.

Cork Child and Youth Participation Showcase

The PPFS team in Cork joined young people, colleagues, Tusla-funded agencies and partner organisations at Páirc Uí Chaoimh on 9 November 2023 to highlight different ways child and youth participation is incorporated in their daily work. More than 150 young people were among the almost 300 guests and were front and centre at the event as they and other attendees were guided through the benefits and value of child and youth participation, as well as hearing stories that demonstrate positive outcomes. There were performances by DJ Stevie G, musician James Keegan and members of the Kabin Music Group.

The hashtag for the day, *#dacentbunch* – unique Cork slang – was creatively chosen following consultation with West Cork's Child and Family Support Network, Kabin Music Group and Cloyne Diocesan Youth Service.

Parenting Support Champions

Cork Workshop on School Refusal Among Children and Adolescents

More than 320 parents and professionals turned out at the Clayton Hotel Silver Springs, in Cork, on 16 October 2023 to explore the topic of school refusal among children and adolescents.

Participants gained an in-depth understanding of the dynamics of anxious presentation in adolescence, illuminating the mindset of the anxious teenager. Partner services were also present to help parents to identify local supports.

The 20 Second Hug & More: Quick Reads for Parents Booklet

The 20 Second Hug & More: Quick Reads for Parents Booklet, published by Tusla in conjunction with Limerick Parenting Support, is a collection of parenting support articles previously submitted as part of the Positive Parenting Feature in media publications across Munster.

Covering topics that include family wellbeing, communicating with your teen about their life and feelings, and tips for parental self-care, it will provide parents with high-quality advice and support.

Corporate Plan 2021–2023

This is the concluding Annual Report that reports the progress made in respect of Corporate Plan 2021–2023. Tusla embarked on a journey from 2021 to 2023 with a vision to safeguard the welfare of children and support families across Ireland.

Central to the Agency's plan was a commitment to delivering integrated services that promote the wellbeing and development of every child. The Agency focused on enhancing collaboration and partnership with stakeholders, including government departments, local authorities and community organisations, to create a supportive environment for children and families. Additionally, Tusla prioritised initiatives aimed at preventing child abuse and neglect, intervening early in cases of vulnerability and providing timely and effective support to families in crisis.

In our plan, we outlined four goals to guide our mission and initiatives, and the following sections of this report outline the progress made under these goals throughout 2023.

Goal 1: Ensure children, young people, families and communities receive a consistent, quality and integrated response from all our services

Tusla is committed to ensuring that children, young people, families and communities receive a consistent, quality and integrated response from all our services. At the heart of our mission lies our dedication to safeguarding the welfare and promoting the wellbeing of every child and young person under our care. Through a collaborative and holistic approach, we strive to provide comprehensive supports that meet the diverse needs of individuals and families across Ireland.

Through strong partnerships with stakeholders, including governmental agencies, community organisations and advocacy groups, we try to create a network of care that empowers individuals and strengthens communities. We are driven to continuously evaluate and enhance our services, ensuring that they remain responsive, effective and aligned with the evolving needs of the people we serve. Through our objectives and dedication, we are committed to delivering a consistent, quality and integrated response that positively impacts the lives of children, young people, families and communities throughout Ireland.

Embedding and developing a consistent national approach to practice across all our response pathways

Practice Reform

In 2023, as part of the Reform of Structure and Practice, significant progress was made in the high-level design for the delivery of more integrated community services. This programme, our Local Integrated Service Delivery Programme, aims to ensure equitable access to integrated and consistent services for children and families across Ireland, with a focus on multidisciplinary and integrated models of care. It is anticipated that the final design will be complete in Q2 2024, to inform implementation planning for 2025.

Child Protection and Welfare (CPW)

2023 saw an 11% increase in referrals to child protection and welfare services, with 91,924 received. There were 4,276 child protection and welfare cases awaiting allocation to a named social worker at the end of 2023, representing a reduction of 19% on 2022. As a response to unallocated cases, Tusla has developed a national Service Improvement Plan aimed at reducing unallocated cases in child protection and welfare and in the foster care service. Tusla has also developed and piloted a new response to cases that are low-harm but have high needs. This Low-Harm High-Need Pathway has been piloted in five sites across the country and early analysis indicates a reduction in re-referral rates among the cases. The national approach to practice for child protection and welfare, Signs of Safety, continues to be embedded across the regions and areas.

Separated Children Seeking International Protection Service (SCSIP)

In 2023, Tusla continued to experience a significant demand for its SCSIP service, with 530 new referrals. Approximately 600 separated children seeking international protection and beneficiaries of temporary protection were cared for by Tusla in 2023 across a variety of care settings (residential, fostering, supported lodgings and special emergency accommodation). 95 new residential care beds were put in place in 2023. To better meet the needs of these young people, Tusla requested the Children Rights Alliance to lead an interagency approach, engaging all relevant stakeholders to identify key recommendations to improve services across different state agencies. The final report of the group will be presented to the Board of Tusla and the Minister in Q2 2024.

Tusla Education Support Service (TESS)

In 2023, TESS continued to provide services promoting and supporting school attendance to ensure all children and young people are enabled to access their right to their education.

The Educational Welfare Service (EWS) received 7,608 referrals and provided services to 4,796 individual children and families in relation to school attendance across all schools nationally. TESS continued delivery of School Completion Programme (SCP) projects to schools designated under Delivering Equality of Opportunity in Schools (DEIS). SCP project interventions and supports were provided to 65,605 children and young people in 2023, ranging from universal supports to short-term and targeted interventions. Home School Community Liaison (HSCL) coordinators also supported DEIS schools to develop essential links between home and school for children with poor patterns of school attendance. The HSCL coordinators supported 38,218 families through a range of activities including home visits, classes, events and one-to-one support to parents.

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

Tusla actively engaged with the Department of Justice (DoJ) and DCEDIY throughout 2023, to progress the development of a single agency for DSGBV services planned to be established and operational from 1 January 2024. Operationally in 2023, Tusla Commissioning and DSGBV services facilitated a 6% funding increase to all DSGBV providers funded by Tusla early in 2023.

In line with Tusla's actions in the third DSGBV Strategy, Tusla progressed an additional 12 Safe Home units in 2023, bringing the total to 49 out of the 50 Safe Home units required.

PPFS

The PPFS service maintained 121 CFSNs, working to ensure that there was no wrong door for families seeking support in their locality. Meitheal, the Tusla-led Early Intervention Practice Model, was utilised to provide wraparound support for families, while staff and partners at community level continued to provide early intervention and family supports.

In 2023, targeted initiatives were developed in conjunction with DCEDIY. These included the mainstreaming of parenting supports for Traveller families, further development of home visiting and scaling the Early Talkboost early language intervention to an additional 33 settings. Through the European Social Fund, the Teen Parent Support Programme was expanded, and 17 family support practitioner posts were established to support families living in International Protection Accommodation Services (IPAS) and other state-provided accommodation.

Implementing quality assurance and service improvement systems across our response pathways

In 2023, Tusla's Practice Assurance and Performance Systems Team made significant progress across a number of priority areas. This included the completion of 74 practice audits of Tusla Services (which included a number of crucial national audits), in addition to the delivery of a comprehensive programme of 148 monitoring visits to Special Emergency Arrangements (SEAs) to provide an assurance as to the safe operation of these arrangements and to advise where service improvements were required. A particular emphasis of these visits was to meet and consult with the young people in SEAs to ensure their views are gathered and considered.

A significant development in 2023 was the approval by the National Policy Oversight Committee (NPOC) of a new standard operating procedure (SOP) for the publication of practice audit reports on the Tusla Hub in order to foster systemic learning and continuous service improvement. It is anticipated that the first batch of practice audit reports will be published in Q1 2024. Finally, the team also commenced work on an integrated dashboard to provide the EMT and the Board with a consolidated overview of the Agency's performance across its operational, finance and HR functions. It is intended that this dashboard will be progressed in line with the Agency's maturing digitisation and reporting framework.

Supporting permanency planning for children and young people in care and supporting our carers and care providers to provide safe and nurturing homes for children that promote lifelong relationships

Children's Residential Services

The Residential Care Strategy 2022-2025 continued to be implemented in 2023. While a number of new centres were opened, there continues to be challenges in relation to the availability of qualified staff. At the end of 2023, Tusla was progressing with nine new properties and endeavouring to access staff for same. Tusla continues to engage with the private and voluntary providers to increase the availability of residential care across all sectors.

Foster Care Services

The Foster Care Strategy 2022-2025 continued to be implemented in 2023. Additional funding was secured through the Estimates process in 2023 to enhance the foster care allowance in 2024. A Tusla National Lead for Fostering and a National Fostering Recruitment Manager were appointed in 2023 to collaborate with regional recruitment coordinators.

I can honestly say I love my job, my favourite part is visiting new carers, it's not hard to remember how scary the first year is and I really feel I'm helping and making it a little less scary!

(Fostering Peer Support worker)



President Michael D. Higgins and his wife, Sabina, join Professor Anne O’Gara, Tusla Board Member, Linda McKeown, garden designer, and Caoilfhionn O’Kane, Tusla Fostering Social Work Team Leader, in Tusla’s ‘Raising Amazing Garden’ at Bloom

The recruitment of six part-time regional fostering peer support workers was also completed, with staff onboarded by year-end to commence supporting new foster carers in early 2024. During 2023, there were extensive recruitment campaigns including a successful campaign at Bloom 2023, where Tusla sponsored a garden focused on fostering. Tusla also held a fostering awareness week in October with the theme ‘I foster, could you?’, with a launch at the Mansion House by the Lord Mayor of Dublin. Tusla worked with the Irish Foster Care Association and representatives from our Tusla foster carer community to devise a Charter for Staff and Foster Carers aimed at embedding a shared approach to the future of fostering in Tusla. The charter was developed within 2023 and is ready for launch in early 2024.

Thanks for including me in this project. The group is awesome and the work is so worthwhile.

(Foster Carer involved in the development of the Charter for Staff and Foster Carers)

Special Emergency Arrangements

In some cases, where a shortfall in capacity means a residential or foster care placement is not available, a SEA is required to ensure an immediate place of safety for a young person. During 2023, governance and oversight of such arrangements was significantly strengthened. All efforts are being made to reduce our reliance on these arrangements.

Tusla Therapeutic Services

Tusla has continued to develop its in-house therapeutic services to meet the psychological and therapeutic needs of children and young people in care who have been harmed or abused. A project is in place to make sure that the therapy provided by Tusla is consistent, of high quality and integrated with other parts of Tusla services. The number of therapists employed was increased in 2023 so as to provide an improved, multi-disciplinary response to children and young people in care. This means that in some areas we have a Speech and Language Therapist, Occupational Therapist and Psychologist working with the Social Worker to strengthen the identification of therapeutic needs of children as part of their care plan.

We continued to work with community and voluntary sector providers and private providers of counselling and therapy and through the appointment of new Regional Therapy Managers in 2023, strengthening our relationships with these providers.

Aftercare

The Strategic Plan for Aftercare Services for Young People and Young Adults 2023-2026 was published in May 2023 and a project group was established to develop an Aftercare Implementation Action Plan to deliver recommendations set out in the strategy. With increasing numbers of young people availing of aftercare supports, Tusla's dedicated Aftercare teams across the country continue to work to meet the increased demands with 2,966 young people and young adults in receipt of an aftercare service. This is supported by 26 Local Aftercare Interagency Steering Committees. These nationally established committees support multi-disciplinary and multi-agency services in relation to accommodation, education, training and employment and drop-in services.

Adoption, Birth Information and Tracing (ABIT) Service

In 2023, the ABIT Service continued to receive applications for an assessment of eligibility and suitability to adopt a child in addition to requests from parents to place their child for adoption. A particular focus of the service was on the promotion of adoption as a safe and secure permanent option for some children in foster care. Throughout 2023, the ABIT Service made substantial investments to support the implementation of the Birth Information and Tracing Act 2022. Compliance with statutory timelines for new information requests received from September 2023 was achieved. Additionally, a dedicated team was processing a backlog of cases received before that date, with completion expected early in 2024. Plans are in place to manage the backlog of tracing requests into 2024. A number of data sharing agreements were entered into with state agencies including the HSE and Social Welfare to support the tracing service moving forward. A specialist tracing project, requested by the Minister in response to the Child Protection Rapporteur Report, was completed in 2023.



Working collaboratively with other agencies to investigate, assess and support children, young people and adults who have been abused

Barnahus

Throughout 2023, Tusla maintained collaborative efforts with partners in DCEDIY, An Garda Síochána (AGS), HSE and Children's Health Ireland (CHI) to expand and operationalise Barnahus services. These services across the West, South and East regions aimed to provide integrated medical, justice and welfare services, in the one centre, for cases of sexual abuse. Additional staff resources have been secured to support the operationalisation of Barnahus South and the ongoing development of Barnahus West. Meanwhile, Tusla has continued its support for the development of Barnahus East under CHI's governance.

Driving improvements in the health and safety of staff, our service users, and our compliance with our statutory and regulatory requirements

The Health and Safety (H&S) Department is committed to improving the health, safety and wellbeing of staff across the Agency. It aims to provide a clear vision of health and safety goals and objectives and support a positive safety culture. This is achieved through informed leadership, positive wellbeing and engagement, effective risk management, staff training and staff consultation along with management review and continual improvement.

In 2023, Health and Safety targeted premises Safety Statement coverage and the issue of workplace VHA (Violence, Harassment and Aggression). A target of over 90% Safety Statement staff coverage was delivered across all areas. A focus area for 2024 will be extending coverage for smaller or satellite Tusla sites. In the area of VHA a comprehensive

strategy was launched covering policy, comprehensive training and formation of work groups to target improvements in operational areas significantly impacted by VHA.

- Specialist VHA training provided to 1,400 staff.
- 1,175 staff completed the VHA eLearning module.
- VHA policy and employee guidance manual on managing VHA and Lone Working launched.
- 150 frontline Tusla workers were equipped with personal security alarms for lone working.
- VHA Working Group established to address VHA incidents within Children's Residential Services (CRS).
- Root cause analysis of 58 serious VHA incidents in CRS, resulting in the identification of 47 recommendations.
- 30 site inspections of Tusla premises completed by the Health and Safety Authority.
- Training and certification completed for 745 staff members in manual handling.
- Ergonomic Assessments were completed for 1,097 employees.
- 900 training opportunities were provided for key statutory H&S roles such as Occupational First Aid, Fire Warden and Safety Representative.
- 750 audit visits were completed by the H&S team to Tusla offices to support site managers.



Ensuring we have effective people, processes, and systems to support and meet our statutory and regulatory obligations when we process personal data

Data Protection and Freedom of Information (FOI)

On 31 May 2023 the Data Protection Commission (DPC) formally closed their inquiry into Tusla, with only one action pertaining to testing of records management outstanding.

Data Protection and FOI Operating Model Co-Design Workshops were carried out across the six regions, three national services and directorates in 2023. These workshops are a continuation of the ongoing engagement in the design and implementation of a 'fit for purpose' Data Protection and FOI Operating Model for the Agency.

A Privacy and FOI Network Governance Group comprising key decision makers from the regions and directorates was established in 2023 to encourage shared learning related to Data Subjects Rights Requests (DSRRs) processing. DSRRs and FOI Toolkits together with Subject Access Request (SAR) Decision Sheet on applications of exemptions were also updated and relaunched in 2023.

The Central Processing Team established to address the Agencies backlog of Data Subject Access Request (DSAR) and FOI Requests completed its objectives in 2023 and the project closed on time and within budget.

A team was established to address the backlog of requests received into the Adoption and Birth Information and Tracing Service in 2022/23 due to that team's diversion of resources to respond to requests under the Birth Information and Tracing Legislation. This team transferred under the governance of Adoption at the end of 2023. Prioritised Data Protection Impact Assessments were completed to include Project Return and Tusla Case Management (TCM). All prioritised Third-Party Risk Assessments and associated Data Sharing Arrangements were completed save for the HSE, which is ongoing. The Data Protection Unit (DPU) developed a programme of work to address the implementation of Data Sharing Arrangements through a 'factory model methodology' in 2024.

Tusla continues to receive a significant number of requests under GDPR and FOI legislation, with over 2,000 requests received in 2023. The Tusla Privacy and FOI Network process these requests and has at times been challenged to meet the associated regulatory timelines due to the volume of requests, the extensive page numbers related to requests and the nature of Tusla's historical and legacy records management. Monthly compliance monitoring reports are produced for EMT, Directorates and Regions to ensure that the related timelines are monitored and reviewed.

Type	Received/Reported in 2023
Freedom of Information (FOI) requests	1,333
Data subject access requests	701
Data Protection Commission complaints	10
Personal data breach incidents reported	474
Data protection helpdesk queries	424

Table 1: FOI/DP Requests Received/Reported

Going forward, an action plan will be formulated by the National Operations Data Protection Group in 2024, supported by the DPU and ICT, to address the root causes of breaches identified, ensuring continuous improvement in data protection protocols.

Tusla's Response to the HSE Cyber-attack (Operation Return)

In response to the cyber-attack on the HSE in May 2021, Tusla established a comprehensive programme (known as the Operation Return programme) encompassing:

- Identification of the Data Subjects (affected individuals).
- An assessment of the risk to those individuals affected.
- Following risk assessment-contacting and notifying those affected, contingent on verification of reliable contact details.

- Developing Tusla's empathetic response to service users by setting up a dedicated Notification Support Team offering those affected a number of options should they wish to receive copies of their breached data specific to the cyber-attack in May 2021.
- Raising awareness with the public in general about measures they can take to protect themselves in relation to data protection.

The primary goal was to develop a notification process that was transparent, straightforward and centred around those who were affected. Therefore, the process was designed to provide information and reassurance to our staff and service users in an empathetic, kind, respectful and supportive manner in line with Tusla's organisational values and mission. Case Worker support was provided and counselling support offered to affected individuals who wished to avail of it. The notification process concluded on 31 October 2023. In total, 6,986 individuals who were affected by the data breach were notified by the Tusla team and offered supports.



Goal 2: Deliver an independent regulatory service focused on the safety and wellbeing of children and young people through continuous improvement and partnership with stakeholders

The overarching aim is to deliver an independent regulatory service, focused on ensuring the safety and wellbeing of children and young people. In 2023, the regulatory framework was strengthened to meet evolving challenges. This was accomplished by upholding rigorous standards, a commitment to continuous improvement and collaborative partnerships with stakeholders. This has enhanced the culture of openness, transparency and accountability within the regulatory processes.

We work closely with stakeholders and service providers to help achieve the regulatory vision of ensuring that all services regulated or assessed by Children's Services Regulation (CSR) are safe and happy places for children and young people to live, play, learn and develop.

Advancing children's safety, development and wellbeing by strengthening partnership and communications with stakeholders

CSR continued to progress several initiatives across its strategic objectives, encompassing the Alternative Care Inspection and Monitoring Service (ACIMS), the Alternative Education Assessment and Registration Service (AEARS), the Child Safeguarding Statement Compliance Unit (CSSCU) and the Early Years Inspectorate (EYI).

In 2023, there was close collaboration between AEARS and Tusla's Children First Information and Advice Officers to develop a compliance checklist for child protection and safeguarding standards.

An assessment pathway was developed to support Ukrainian applications for Home Education, with a dedicated translator position established. A revised regulatory notice on Minimal Staffing Level and Qualifications in children's residential centre settings was realised in June 2023. Regular providers' forums with private and non-voluntary providers were also held throughout 2023.

There was effective collaboration between the CSSCU and the non-recognised schools' sector to review all Child Safeguarding Statements, and a forum was established to set up direct engagement with non-recognised schools and the Home Education Network Group.

In the Early Years Inspectorate there was extensive project planning in preparation for the regulation of childminding scheduled to commence in 2024. There was timely completion of all new registration applications and change in circumstances requests.

An Annual Report on Escalation and Enforcement Activity was published on the Tusla website and widely disseminated to stakeholders. Inspection reports and inspection note templates were enhanced to improve the inspection process. Stakeholder engagement was conducted through established forums with regular updates being provided, and a new inspection findings review process was implemented to strengthen oversight and transparency with the inclusion of additional independent review.

Ensuring we have effective systems, and we can identify where regulated services are not meeting the required standard

ACIMS undertook inspections of 134 non-statutory residential centres along with 24 pre-inspection visits to newly registered residential centres and monitored inspections of three non-statutory Foster Care Agencies. The registration of community and Separated Children Seeking International Protection Special Emergency Arrangements

(SCSIP SEAs) was prioritised to bolster residential support for vulnerable children. A bi-weekly registration panel was implemented to address instances of services not meeting standards, taking corrective actions such as attaching conditions to registration. By the end of 2023, four centres had conditions attached. An escalation procedure was also enacted to refer services failing regulatory requirements to the National Registration Enforcement Panel.

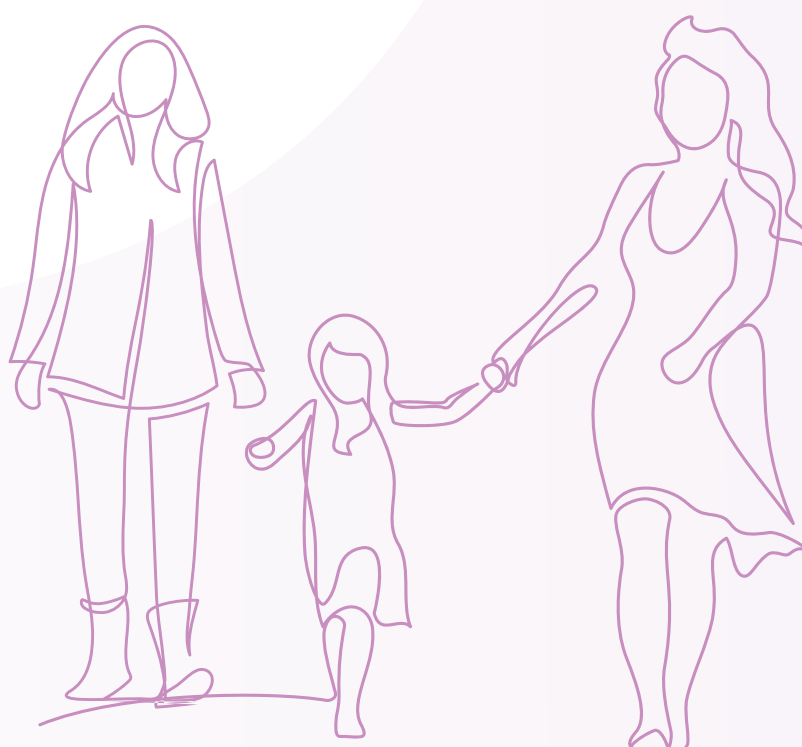
The Home Education Assessment waiting list was reduced by 23% in 2023, with a notable 58% decrease in children waiting over 12 months for assessment. There was also a 46% increase in Home Education Assessments. The AEARS service was restructured into four regions with dedicated managers, including one for Non-Recognised Schools, to enhance governance.

There was enhanced collaboration and information exchange between AEARS and TESS to facilitate cross-directorate referrals and improve service delivery. A process for managing concerns related to Home Education and Non-Recognised Schools was established and a referral pathway was developed with the National Council for Special Education. SOPs for Non-Recognised Schools and Home Education were reviewed and improved.

Certification of the Early Years Quality Management System meeting ISO 9001:2015 International Standard requirements was obtained in 2023. An extensive internal quality assurance audit programme was launched, and 12 audits were conducted in 2023. Inspections of School Age Services based on unsolicited information or identified risks were initiated and guidance was provided to the sector.

Preparations for assuming responsibility for processing Garda Vetting for Registered Providers and relevant Board of Management members were progressed. 2,391 early years inspections were conducted with a 92% compliance rate post-inspection and all high-risk early years services were inspected in line with Corporate Plan requirements and renewed registration for 729 services.

The escalation procedure to improve referrals of services not meeting regulatory requirements was enhanced. Development of a case management system for the Early Years Inspectorate to automate the registration and inspection process was progressed.



Providing information, guidance and support to regulated services to enable them to meet their requirements

In the Early Years Inspectorate, enhanced guidance for providers on completing the inspection Corrective and Preventive Action (CAPA) process was developed and guidance was released for registered providers on staff vetting requirements.

AEARS established a compliance project with Non-Recognised Schools to meet regulatory requirements for Section 14 registration in 2023, and in addition SOPs for Non-Recognised Schools and Home Education were reviewed and strengthened.

The CSSCU published three sector engagement reports for Residential Services for Children with Disabilities, IPAS and Youth Services and advice, support and guidance on 549 child safeguarding statements received through engagement with relevant services were also provided.

Certificates of registration were issued to all registered early years and school age services, updating them as necessary throughout the year. Key guidance documents and regulatory notices, including guidance on services operating outdoors, safe sleep for children under 24 months and safety during hot weather were published. Tusla worked with the Department of Education to create a joint information leaflet on inspections in Early Learning and Care Services. Two eLearning programmes were co-developed and published to support providers with key processes: *New Registrations for Early Years Services* and *Change in Circumstances*.



Marie Gibbons, Early Years Specialist, CSR, Fiona McDonnell, National Service Director, CSR, Minister Roderic O’Gorman, DCEDIY, Grant Landon, Regulatory Practice Development Manager, CSR and Breda Cloney, National Inspection Manager, CSR at the launch of ‘When the Roof is the Sky’ Guidance document.

Goal 3: Ensure that our staff and leaders are supported and empowered to continuously learn and improve so that children, families and communities benefit from our service

Central to our mission is the goal of ensuring that our staff and leaders are not only supported but also empowered to engage in continuous learning and improvement initiatives. By fostering a culture of professional development and providing ample opportunities for growth, we aim to equip our team members with the knowledge, skills and resources necessary to deliver exceptional services. Through ongoing training, mentorship programmes and access to relevant resources, our staff can remain at the forefront of best practices in child and family services. By investing in our workforce in this way, we believe that we can better serve the needs of children, families and communities, ultimately leading to improved outcomes for all involved.

Assessing, actioning and reviewing the embedding of our values and behaviours and ensuring that we implement the public sector duty on equality and human rights

In 2023, the Tusla Public Sector Duty Working Group collaborated with the Irish Human Rights and Equality Commission (IHREC) to explore the full implementation of the IHREC Framework as outlined in the annual Business Plan.

Tusla focused on and delivered in line with statutory requirements under Section 42 of the Irish Human Rights and Equality Commission Act, 2014, including but not limited to the annual Disability Census and other actions arising from the Disability Act, implementation of the National Traveller and Roma Inclusion Strategy (NTRIS) in collaboration with members of the Traveller and Roma communities, implementation of Tusla Equality Diversity and Inclusion (TEDI) initiatives from Tusla's Health, Wellbeing and Employee Assistance Programme, plus the roll-out of numerous staff training programmes including Unconscious Bias training, Equality and Diversity Inclusion training and Diversity in Modern Ireland training. The Group also completed comprehensive IHREC training and developed plans for implementation across the Agency in line with the IHREC framework and ensured that Public Sector Equality and Human Rights Duty is a priority area in both Tusla's new Corporate Plan (2024-2026) and Business Plan (2024).

Developing and implementing a strategic plan for the agency that drives increased research in the evaluation of outcomes, and commissioning prioritised research projects

In 2023, the second Tusla Research Strategy-Driving Innovation and Continued Service Improvement: 2024-2029 - was delivered. This strategy sets a vision and mission for the Agency to leverage research evidence to inform decision-making, enhance processes, promote evidence-informed practice and prioritise new research where knowledge gaps exist. The National Research Office (NRO) leads the implementation of this plan, which helps deliver a robust research culture, drive innovation and improve services.



In 2023, the NRO also made strides in implementing the Care Experiences Project, a collaboration between DCEDIY and Tusla aimed at examining the lives of children in care and adults who were formerly in care.

This project, responding to the Ryan Report (2009) recommendation, involves representation from key Tusla personnel across governance and advisory structures. A dedicated Tusla Coordinator Post in 2024 will further drive implementation.

Develop a sustainable workforce where our employees are recruited, retained and supported to have the required knowledge, skills and competencies to deliver high-quality and integrated services

Every social care system in the world is facing increasing complexity in terms of resourcing, demands and tougher budgetary challenges. A key part of our response to this challenge is through implementation of our People Strategy to continue to focus on retention, supply and overall workforce development. Delivering the Tusla Reform Programme will significantly enhance the workplace environment for staff and help ensure sustainability in terms of delivery of services to Children and Families. During 2023 the implementation of the Tusla People Strategy remained a key priority for the Agency, with a focus on workforce stabilisation through retention, supply and workforce development. The following are some of the key initiatives that were undertaken in 2023:

Pulse Survey:

An all-staff Pulse Survey with a target uptake of 20% was launched in November 2023 with a view to re-engaging with staff and keeping communications live and current. Targeted areas for improvement in 2024 are: Value and Recognition, Wellbeing, Intention to Stay and Employee Advocacy and Leadership Behaviours.

Induction Policy:

The experience of staff joining the Agency is of crucial importance, and in this regard a new Induction Policy supported by an online eLearning platform (uStart) was implemented.

Supervision Policy:

A new Supervision Policy, which is an essential staff support to assist with case management, caseload and feedback, was completed and will be embedded across the Agency into 2024.

Coaching and Mentoring Supports:

To support retention an online coaching panel was made available to all staff with mentoring supports also developed across 2023.

Mediation Skills:

To enable a more positive approach to proactive conflict management, 93 staff were trained in mediation skills.

Attracting more diverse pools of applicants:

The NTRIS has been advanced to attract students from the Traveller and Roma communities with a view to returning to education to gain employment in Social Work and Social Care within Tusla. The Tusla Scheme complements and is consistent with the vision, objectives, and goals of the National Plan for Equity of Access to Higher Education.

Tusla has contracted 13 students under this scheme since 2021/2022, which includes six weeks' paid placement during summer months from college, and they are offered contracts of employment following successful graduation. Two participants have completed this initiative and are currently employed.

Social Work Graduate Campaign:

The 2023 Social Work Graduate Campaign resulted in 138 graduates accepting offers of employment with Tusla. This was a 17.94% increase on the number of offers accepted in 2022 and a 97.14% increase since the commencement of the campaign in 2020.

Transition Year Programme:

In 2023, Tusla launched a Transition Year Programme to engage with second-level students and encourage them to consider a career in Social Work and Social Care. As a pilot initiative, the programme was delivered to 425 students across 14 schools. A careers booklet has been developed; it is now available to participants and shared at careers fairs with a view to promoting Social Work and Social Care.

Graduate Programme:

The Graduate Programme for both Social Work and Social Care was delivered to all Higher Education Institutions (HEIs) delivering Social Work educational programmes. This is an ongoing initiative to attract and recruit graduates to Tusla.

By investing in recruitment, retention and ongoing supports, we strive to create a sustainable workforce capable of delivering exceptional and integrated services that effectively meet the needs of those who use our services.

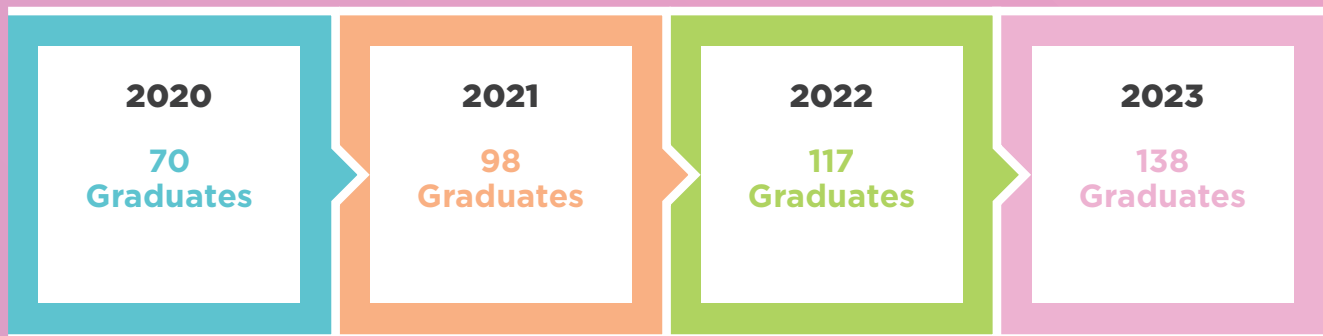


Figure 1: Graduate hire comparison 2020-2023

Encouraging, promoting and supporting shared learning across the agency and continuous professional development for our staff

This is integral to ensuring that as an agency we learn and grow. In line with this commitment, we have implemented various initiatives aimed at fostering a culture of learning and development. One such initiative is the **Tusla Leadership & Management Academy**. Improving the quality of services for children and families starts with effective leadership and management. In 2023 the Tusla Leadership and Management Development Academy, a partnership with UCD (University College Dublin) Smurfit began delivering leadership programmes.

A number of staff are progressing through leadership and management development in the Agency. To maximise learning, programmes use blended learning techniques, including online, residential, action learning and face-to-face channels. The model delivers a rigorous learning experience focused on immediate action in the workplace. Among the aims of the Tusla Leadership & Management Academy are to:

- Enable the Reform Programme at Tusla.
- Create a centre of excellence integrating learning and talent development holistically across the organisation in line with Tusla's Values and People Strategy.



- Provide a customised development pathway for every level of Tusla's staff with content, methodologies and learning objectives that 'meet them where they are'.
- Elevate leadership capability-mindset, skills and behaviours-across all levels.
- Create cohesion and psychological safety among and across teams, establishing spaces for agile problem solving and systemic thinking.
- Nurture a coaching culture that embraces change underpinned by resilient teams that can navigate uncertain and challenging situations.
- Embed our Tusla values programme.
- Develop the participants' capacity to gain the trust of stakeholders in the pursuit of delivering consistently high-quality services to children and families.

Service Experience and Feedback

Integral to our learning and development is the feedback we receive from those who use our services.

Tusla is dedicated to fostering an open dialogue with children, young people, parents and all service users, ensuring continuous development and enhancement of our services. To facilitate this, Tusla operates a national feedback and complaints service known as 'Tell Us'.

In 2023, Tusla received 744 instances of positive feedback (45% of Tell Us feedback), indicative of the impactful work being done. Here are some examples of what service users told us:

- A parent expressed gratitude for the transformative impact of their child's social worker on their life.
- Another parent praised a link worker for their kindness and support during a challenging situation.
- A foster carer commended the excellent support provided by a social worker, crucial for sustaining a placement.
- A parent highlighted the immense care and understanding provided by Meitheal in addressing young people's struggles.

- A parent praised their child's social worker for exceptional advocacy.
- A parent and child expressed heartfelt appreciation for the guidance and respect received.

A significant focus was on all legacy complaints, which totalled 389 in 2021. These were complaints that were open longer than 12 months. Active management and tracking identified that as of 31 December 2023, 387 (99.5%) of those had been closed with the remaining two being subject to ongoing engagement.

In 2023, 921 complaints were received (55% of Tell Us feedback). Monitoring trends in complaints allows identification of potential risks, with complaint data readily accessible to local areas for informing service improvement initiatives.

Learning from complaints is implemented by the local senior management and staff involved. The publication of a yearly casebook provides dissemination of learnings. Tusla successfully resolved 53% of complaints at the local level, surpassing the targeted goal of 40%.

The top complaint issues, representing 75% of all complaints, related to Behaviour or Attitude (14%), Insufficient Service (14%), Lack of Response/Action (11%), Poor Communication (10%), Unfair Treatment (9%), Delivery of Information (6%), Outcome of Assessment (6%) and Lack of Consultation (5%). It was observed that upheld complaints predominantly revolved around issues such as poor communication, breach of procedure and insufficient service. Partially upheld complaints were primarily linked to lack of consultation and delivery of information.



Complaints – Funded Services

Tusla's Commissioning Unit has implemented a feature on its commissioning portal to capture complaint data from funded services, to streamline the reporting process. The complaints received in 2023 covered a range of issues. There were a total of 61 complaints categorised under various types, the most prevalent being Poor Communication (11), Behaviour/Attitude (7), Lack of Consultation (7), Insufficient Service (6), Lack of Response/Action (6), Delivery of Information (5) and Poor Condition of Building (5), covering 77% of the complaints, with the remainder falling into a variety of other categories. Overall, 100% of complaints were addressed, with 70% being resolved locally.

Enhancing tusla's local, regional and national performance system using meaningful measures that promote improved outcomes for the people we serve

Journey Experiences and Insights

Aligned with Tusla's commitment to listening to service users, a framework was developed for Service Experience Insights, including a staff survey to refine feedback solicitation methods. Tusla remains dedicated to launching this framework within the next corporate plan.

Furthermore, Tusla continued to support and engage with the Tusla Advisory Group (TAG), comprising care-experienced young people, to provide valuable insights and serve as a platform to address pertinent issues.

Practice Assurance and Performance Systems (PAPS)

As part of the Integrated Reform Programme, significant progress was made in the definition and development of three projects that will enable consistency of practice delivery focused on service user outcomes.

The first ever Agency Outcomes Framework was completed and approved. This will now be implemented to develop the accompanying outcome measures for service users. A cross-directorate working group conducted high-level international and national benchmarking of Quality Management Systems (QMS) for social services. This resulted in a recommendation to focus on an ISO 9001:2015 standard model, which is now being developed by a core team on how to define it and integrate it into the Agency.

A proposed operational roadmap for implementing a business analytics capability within the Agency was developed through benchmarking and delivery of several use cases. This roadmap will be built into the new draft Data Management Strategy (2024) to ensure successful implementation.

Goal 4: Ensure our local teams and services are facilitated and supported by national systems and resources that promote integration and accountability

At the heart of our strategy is the commitment to ensure that our local teams and services receive the necessary support and facilitation from national systems and resources. By promoting integration and accountability at both the local and national levels, we aim to create a seamless and unified approach to service delivery. Through the implementation of robust national systems and the allocation of adequate resources, we strive to empower our local teams to effectively meet the needs of children, young people, families and communities. This collaborative approach not only enhances the efficiency and effectiveness of our services but also fosters a sense of accountability across the organisation. By working together cohesively, we can better address the complex challenges faced by those we serve and ultimately achieve our shared goal of improving outcomes for all.

Strengthening interagency forums at local and national levels (including hse and an garda síochána)

Throughout 2023, Tusla maintained its commitment to enhancing interagency collaboration with AGS. The revision of the Tusla/AGS Joint Protocol (2017) was progressed in 2023 and will be finalised in 2024. A data sharing agreement (DSA) was also approved in principle. Both will be implemented in 2024. Joint efforts between Tusla and AGS also led to the resumption of joint training for Specialist Interviewing in 2023. Tusla and AGS also developed and launched an ICT system which allows Children First Tusla and Garda Notifications to be electronically submitted and received via the Tusla portal. A review was initiated of the Joint Tusla/AGS Children Missing from Care Protocol (2012) which focuses on both partnership working and information sharing to respond to children who go missing from care, and return them to safety as soon as possible. This protocol will be finalised and implemented in 2024. Building on collaborative work since 2021 to identify, report and investigate cases of child sexual exploitation (CSE), work by both agencies in 2023 has resulted in an increase in awareness of CSE. This joint approach helps professionals and parents identify and protect children who may be at risk of CSE and ensures that any organised crime element is identified.

Additionally, Tusla has sustained collaboration with the HSE on the implementation of the Tusla/HSE Joint Protocol. This Joint Protocol was reviewed by both agencies in 2023 and the amended Protocol will issue in 2024.

Tusla has continued to work with partners in the community and voluntary sector on key initiatives and services to provide a wide range of commissioned services and supports for children and families in the community. In 2023, Tusla provided approximately €235m in funding to 647 organisations, spanning a broad range of services including community-based counselling,

DSGBV services, school completion initiatives, Family Resource Centres and locally commissioned services. Furthermore, Tusla remains engaged with the DCEDIY, offering support for its ongoing review of CYPSC. DCEDIY has enlisted an external organisation to conduct the review, extending into 2024.

Implementing the ICT and data management strategies

In 2023, Tusla's ICT efforts were concentrated on advancing three key strategic initiatives: Data Management and Digital Transformation, TuslaIRL and Cyber Security programmes. Significant progress was made in each area:

Data Management and Digital Transformation:

A major milestone was achieved with the development and expansion of the Tusla Case Management (TCM) system by the internal ICT Apps team. TCM was extended to nine additional services, including the migration of the Child Protection and Alternative Care services from the legacy National Childcare Information System (NCCIS). Currently, TCM is utilised by 14 services and 3,600 staff, managing a staggering 111,000 new referrals in 2023 alone.

TuslaIRL Programme:

This initiative oversaw the implementation of a new ICT infrastructure, known as TuslaIRL, and the successful migration of ICT services from the HSE in 2022. Throughout 2023, the programme focused on enhancing Tusla's use of Cloud services and fortifying its ICT infrastructure. Notable achievements included providing high-speed connectivity to all residential care and Special Care centres and implementing measures to improve the resilience and performance of ICT services.

Cyber Security:

Seven additional cyber security projects were completed as part of a €13 million investment plan spanning five years, aimed at continuously bolstering security infrastructure.

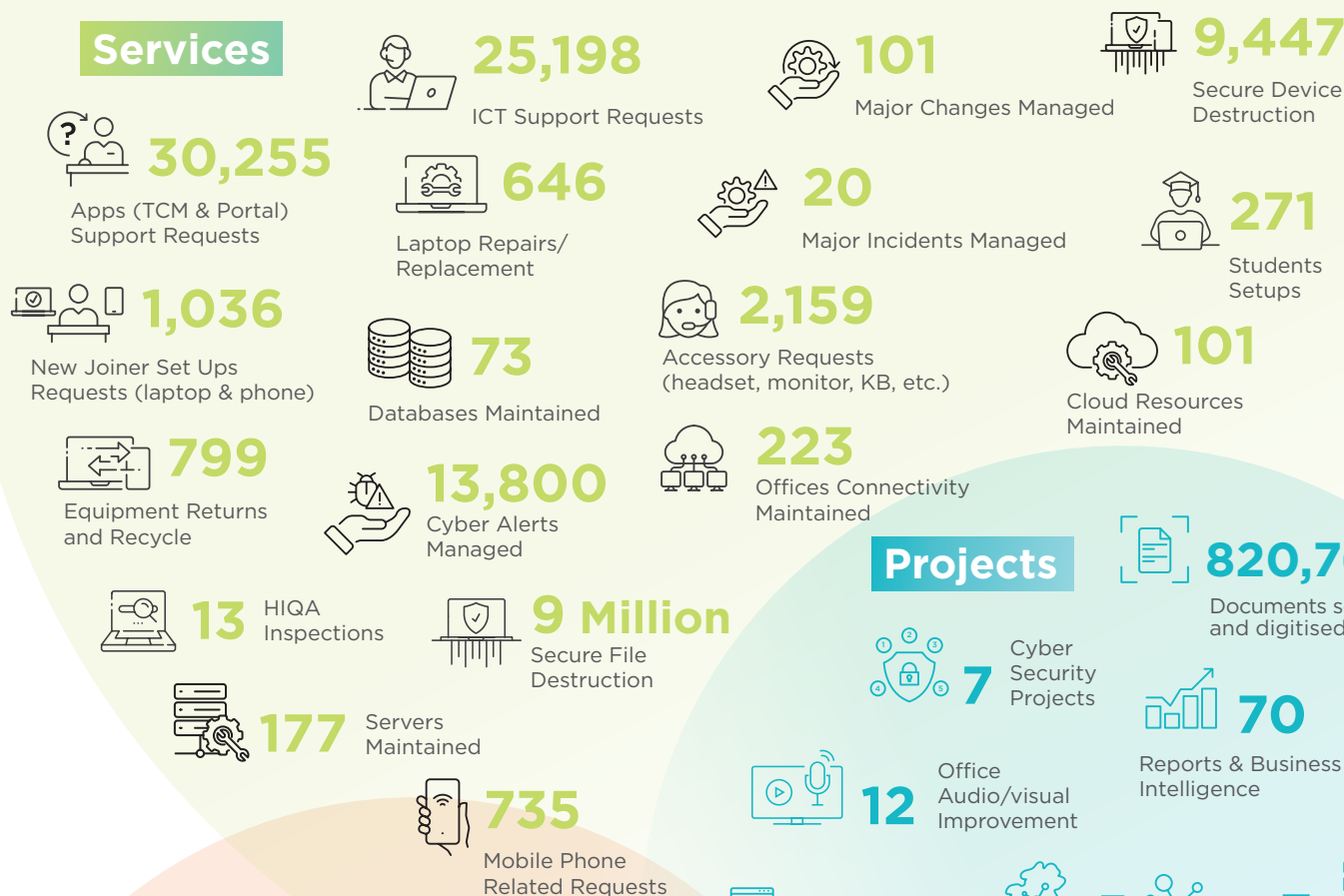
In addition to these major initiatives, the ICT Directorate delivered essential support and business as usual services. This encompassed handling over 50,000 support calls, provisioning ICT devices for 1,000 new joiners and executing various initiatives to enhance digital capabilities such as analytics reporting, audio-visual systems and digital apps. In summary, the following achievements were realised in 2023:

- An €18 million investment in ICT services and infrastructure.
- Setup and provisioning of ICT devices for 1,036 new joiners.
- Handling of 25,198 general ICT help desk support requests and 30,255 application support requests.
- Setup of three new Tusla office locations.
- Enhancements to ICT infrastructure in 65 Tusla offices, including network connectivity, phone systems, and audio-visual installations.
- Onboarding of nine services to the new TCM system.
- Delivery of eight apps to enhance digital solutions across corporate services.
- Provision of 70 analytics reports/dashboards for performance and operational reporting.
- Completion of various data migration, management, infrastructure, and records management projects.
- Support provided to 6,300 users on Tusla's new ICT network- 7 cyber security, 5 ICT infrastructure and 2 major Cloud infrastructure projects were delivered to ensure that the Agency maintained secure, resilient and reliable ICT services for all staff, offices and systems.



ICT in Numbers 2023

Services



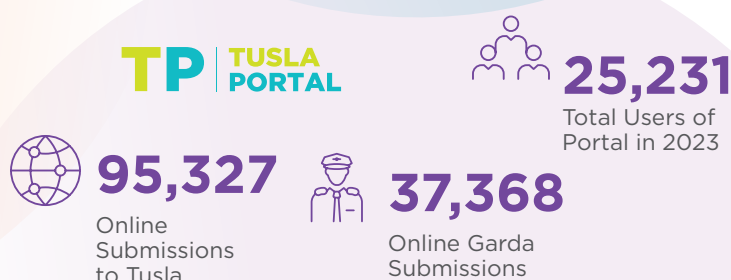
Projects



TCM | TUSLA CASE MANAGEMENT SYSTEM



TP | TUSLA PORTAL



Providing fit-for-purpose accommodation for the provision of safe and quality services

In 2023, Tusla Estates made significant strides in providing fit-for-purpose accommodation to ensure the delivery of safe and quality services. A total investment of €11.4 million was allocated to the ongoing capital programme. Among the completed projects were the acquisition of four residential properties and the upgrading of five others, acquired in 2022, to meet the standards outlined in the national Children's Residential Services Strategy.

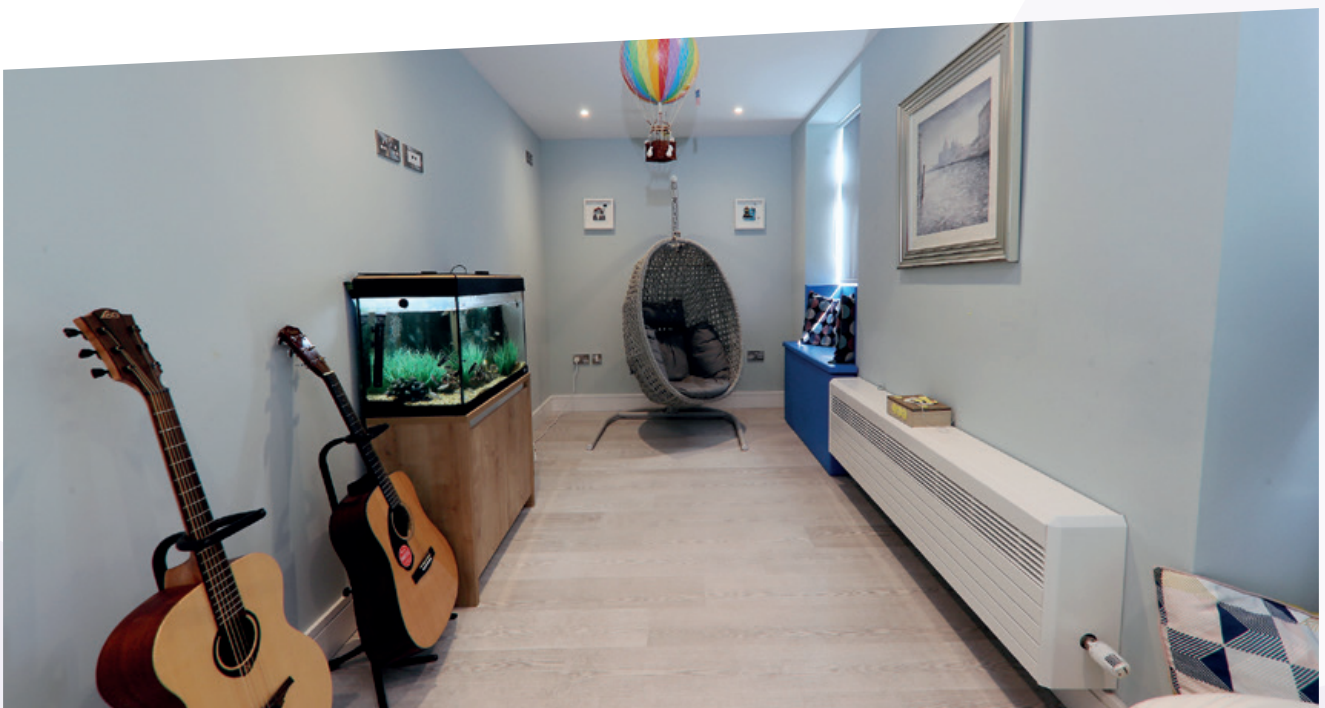
Progress also continued on the second phase of a major capital project in Limerick. Additionally, the Minor Capital/Infrastructural Risk Programme addressed statutory compliance, condition monitoring, infrastructural risk, reactive works and asset integrity. It included minor building upgrades to ensure existing structures meet operational needs until new purpose-designed accommodation becomes available. Furthermore, building condition surveys were conducted throughout 2023, with the full Tusla property portfolio slated for assessment by early 2024.

These surveys, combined with newly procured Fire Risk assessments, will guide future decisions regarding Minor Capital allocation.

The ongoing annual equipment replacement initiative provided new equipment for both new residential centres and existing Tusla accommodation. Notably, investments were made in 2023 to kickstart the transition of Tusla's fleet to electric vehicles, along with the necessary charging infrastructure, in line with our Climate Action obligations.

Advancements towards greater self-sufficiency in Tusla Estates were evident in 2023, with the approval of the Tusla Property Protocol by the Board. Additionally, the National Facilities Management service was transferred to Estates, and extra project management expertise was recruited to align with the newly restructured administration areas.

A new Estates Strategy for 2025–2030 is being developed and the Agency has engaged with DCEDIY for the funding of strategic investments in Residential Services under the National Development Plan (NDP).



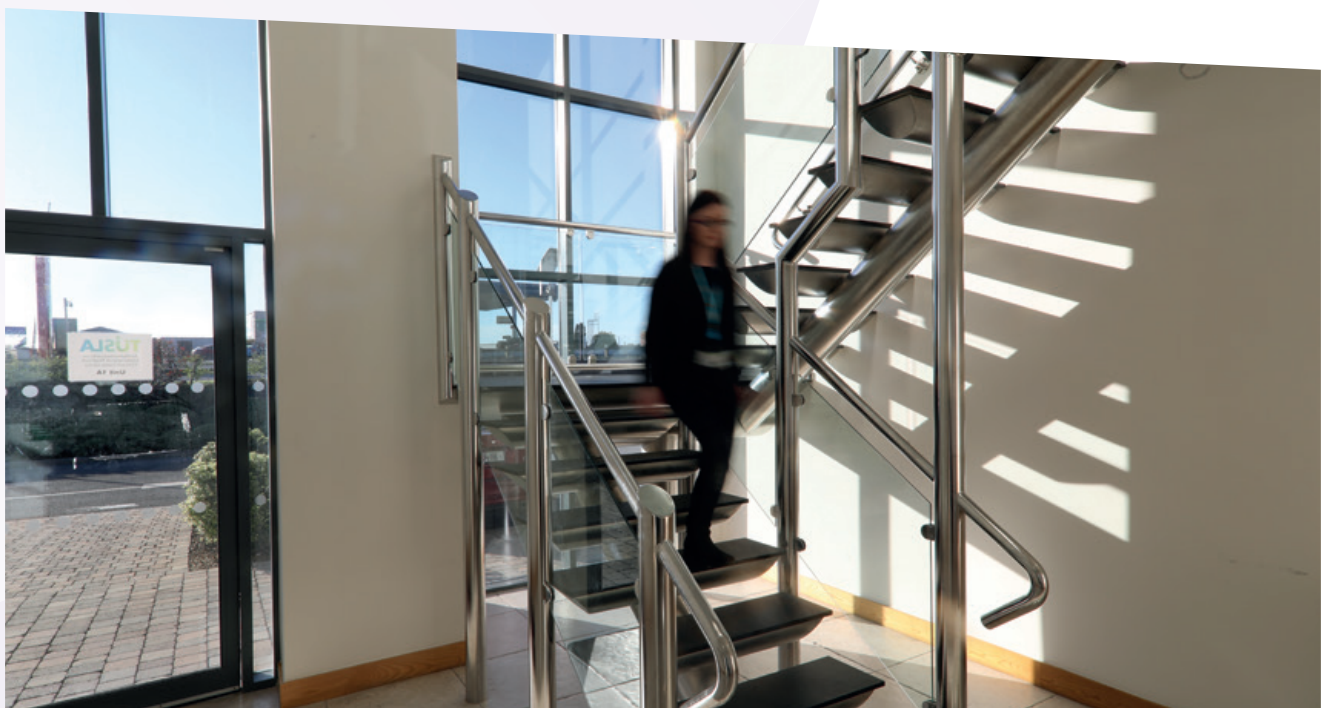
Ensuring the effective management of our agency's financial resources

In 2023, the annual Financial Compliance Statements (FCS) process for funded agencies achieved an impressive 99% return rate. Significant improvements were made to financial reporting and training for commissioners overseeing funded agencies. Furthermore, in collaboration with Tusla ICT in Q4 2023, Finance enhanced the Commissioning Portal to facilitate online submissions of the annual FCS.

The completion rate for the Control Assurance Survey reached 99% in 2023, with 626 eligible staff participating, an increase from a completion rate of 99% with 527 staff in 2022. As part of the annual assurance process, the Agency conducted a comprehensive review of internal controls outlined in the Code of Practice for the Governance of State Bodies.

The Corporate Procurement Plan for 2023–2025 was initiated during this period and continues its implementation into 2024. The annual procurement plan for 2024 was endorsed by the Audit and Risk Committee (ARC) in March 2024 and aligns with the broader Corporate Procurement three year plan.

In 2023, Tusla Finance and Procurement collaborated extensively with the HSE, culminating in the deployment and go-live of Integrated Financial Management System (IFMS) in July 2023. Following the ongoing integration of the new system and the rollout of added functionality, IFMS is expected to significantly enhance financial processing and reporting capabilities within Tusla, using best practice processes and cutting-edge financial technology in SAP 4/Hana.



Tusla Board, Executive and Corporate Governance

Corporate governance comprises the systems and procedures by which organisations are directed, controlled and managed. Tusla is committed to achieving the highest possible standards of corporate governance.

The Agency, in pursuit of its governance objectives, has adopted the Code of Practice for the Governance of State Bodies (2016) and put procedures in place to seek to ensure compliance with the Code. The Code of Practice for the Governance of State Bodies sets out the standards of good practice in relation to Board leadership, effectiveness and accountability, and takes account of governance developments, public sector reform and stakeholder consultations. The Board is accountable for the management of the Agency and is strongly guided by the principles set out in the Code in meeting its responsibility to ensure that all activities meet the highest standard of corporate governance. The structure of this section broadly follows the key principles identified in the Code of Practice for the Governance of State Bodies 2016.

Leadership and Effectiveness

The Role of the Board

The Board provides leadership and direction through its governance framework. The key relationships supporting the governance framework include the Board committee structure, CEO, Executive Management Team, and the Minister and Department of Children, Equality, Disability, Integration and Youth. The functions of the Board are set out in Section 8 of the Agency's governing legislation, the Child and Family Agency Act 2013.

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

This is the final year of the Agency's Corporate Plan 2021-2023. The Plan identifies three high-level strategic areas - Practice, Culture and Structure - under which the Agency's goals and objectives have been established. These strategic areas are interconnected and are focused on addressing our challenges and ensuring a process of continuous improvement.

The Board prepared its fourth three-year Corporate Plan for the period 2024-2026 having regard to the Performance Framework provided by the Minister of the Department of Children, Equality, Disability, Integration and Youth.

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

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

Board Composition and Structure

The Child and Family Agency Act 2013 as amended by the Family Leave and Miscellaneous Provisions Act 2021 makes provision for the appointment of a Chairperson, Deputy Chairperson and nine Ordinary Board Members. There were no changes in the composition of the Board in 2023.

The following changes are noted:

- A. O’Gara was reappointed (as nominee of the Minister for Education) as of 24 September 2023 for a further four years
- A. O’Gara stepped down as Deputy Chair on 31 January 2024
- A. McDermott was appointed Deputy Chair Designate on 1 February 2024
- P. White completed his second term of office as a Board Member on 2 February 2024

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

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

Gender Balance in the Board Membership

As of 31 December 2023, the Board had 5 (45%) female and 6 (55%) male members. The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards. The gender balance of the Board is taken into consideration when appointing new Board members.

Board Meetings

In 2023 the Board held 11 meetings (in accordance with Section 22 (2) of the Child and Family Agency Act 2013). A detailed report on the composition of the Board, its membership, Board committees, schedule and attendance at Board and committee meetings in 2023 is contained in the Governance Statement and Board Members’ Report within the Annual Financial Statements (Part II) of this report. Board meetings were in-person meetings with Board Committees opting for a combination of virtual and face-to-face meetings.

CEO and Executive Management Team

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

Following the resignation of Bernard Gloster as CEO, Kate Duggan, Deputy CEO was appointed as the Interim CEO (Designate) as of 6 March 2023. On 21 September, following an open recruitment competition, Kate Duggan was appointed CEO.

Executive Management Team in 2023

Mr Bernard Gloster,
Chief Executive Officer up to 5 March 2023.

Ms Kate Duggan,
CEO Designate as of 6 March 2023.

Ms Kate Duggan,
CEO as of 22 September 2023.

Ms Kate Duggan,
National Director, Services and
Integration up to 5 March 2023.

Ms Clare Murphy,
Interim National Director, Services and
Integration from 6 March 2023.

Dr Anthony O’Leary,
National Director,
Quality and Regulation.

Ms Rosarii Mannion,
National Director, People
and Change.

Mr Fergus O’Cuanachain, Chief
Information Officer.

Mr Pat Smyth,
National Director, Finance and
Corporate Services.

Board Effectiveness

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

The Board conducted an external Board Effectiveness Review in 2022 and in accordance with the Code of Practice for the Governance of State Bodies 2016, it conducted a self-evaluation of its own effectiveness in 2023.

To develop and maintain the Board’s effectiveness, its members are provided with opportunities to enhance their understanding of the work of the Agency through meeting with Tusla staff and commissioned service providers, site visits, presentations from external stakeholders and invitations to Tusla conferences and events. In 2023 the Board visited Cork and Galway to meet with Tusla staff and local commissioned services.

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

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

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

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

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

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

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

Accountability

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

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

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

Tusla's Code of Governance

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

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

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

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

Oversight Agreement

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

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

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

Financial and Business Reporting

In accordance with the Child and Family Agency Act 2013, the Board is required each year to prepare and adopt an Annual Report in relation to the performance of the Agency's functions and approve the Annual Financial Statements (AFS). The Board consider the AFS to be a true and fair view of the Agency's financial performance and its financial position at the end of 2023. The Board members' responsibilities regarding the financial statements are set out in the AFS 2023.

The Annual Financial Statements and Annual Report for 2023 have been drafted in compliance with the Code of the Practice for the Governance of State Bodies 2016. The 2023 Annual Report is the tenth Annual Report published by the Agency and the final report published under the Corporate Plan 2021-2023.

Board Evaluation of Performance against 2023 Business Plan

The 2023 Business Plan was prepared in accordance with the requirements of Section 46 of the Child and Family Agency Act 2013, and in response to the Performance Statement 2023, issued by the Minister for Children, Equality, Disability, Integration and Youth to the Chair of the Board. Figure 2 provides a summary overview of the end of year status of the 2023 Business Plan Actions.

Status of Business Plan Actions at end Q4 2023

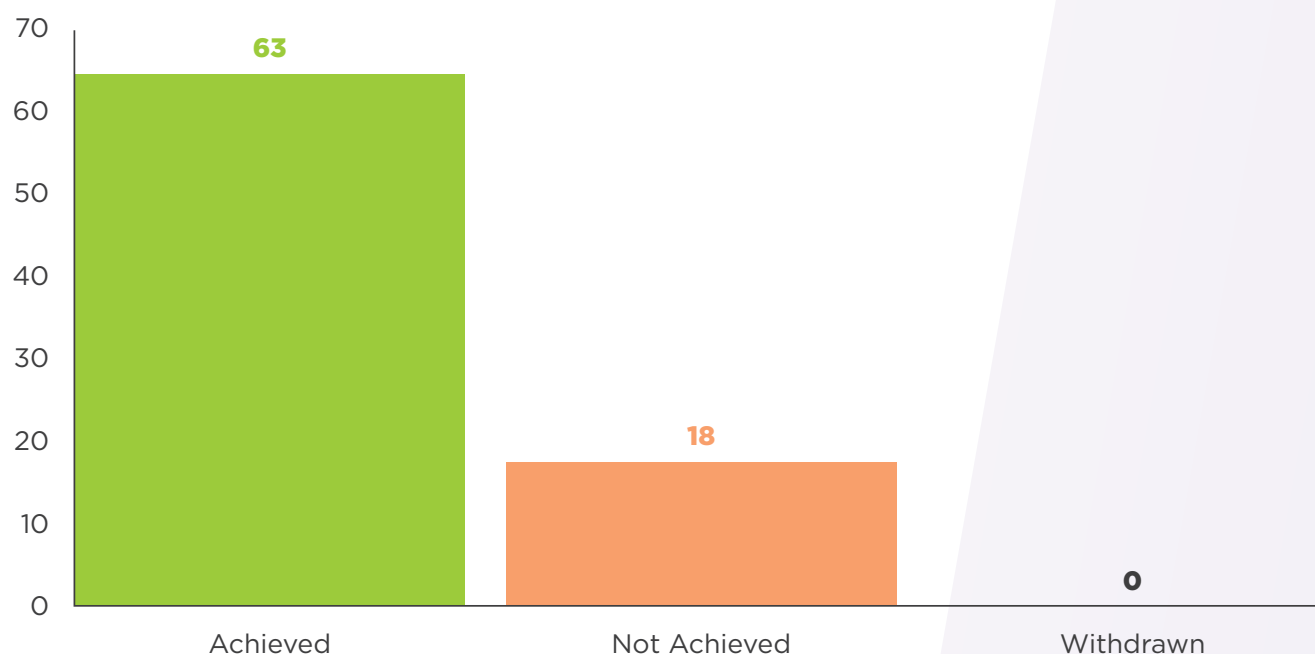


Figure 2: Status of Business Plan Actions 2023

The actions that were not achieved in 2023 have been included within the actions of the 2024 Business Plan.

Board Evaluation of Performance against 2021-2023 Corporate Plan

The 2021-2023 Corporate Plan was prepared in accordance with the requirements of Section 42 of the Child and Family Agency Act 2013, and in response to the Performance Framework 2021-2023, issued by the Minister

for Children, Equality, Disability, Integration and Youth to the Chair of the Board. Focusing heavily on the three priority areas of change-our Practice, our Structure and our Culture- we identified four goals. 186 actions were progressed through each of our Business Plans (2021, 2022 and 2023). Table 2 provides detail of the achievement of these actions.

Year	Business Plan Actions	Complete	Withdrawn	Not achieved
2021	49	31	1	17
2022	56	39	2	15
2023	81	63	0	18
	186	133	3	50

Table 2: Status of Business Plan Actions 2021-2023



A full review of Corporate Plan 2021-2023 can be found in Appendix 2 of our new Corporate Plan 2024-2026. This plan is available at: <https://www.tusla.ie/publications/corporate-plan-2024-2026/>.

Corporate Plan 2024-2026

Tusla embarked on the development of its Corporate Plan 2024-2026 during 2023. Through a process of stakeholder engagement, internal analysis and guidance provided through Performance Framework 2024-2026 provided to the Agency by the Minister for Children Equality Disability Integration and Youth (CEDIY) and the Minister for Education, Corporate Plan 2024-2026 was delivered to the Minister for CEDIY at the end of 2023. The plan outlines the key actions that Tusla will take throughout the period 2024-2026, in partnership with Government Departments, other state agencies and funded services, to help to ensure that children and young people are safe and protected, and that individuals and their families have timely access to consistent and integrated services.

The plan also sets out the Agency's revised Purpose and Mission, and Vision, and its core values of Trust, Respect, Kindness and Empowerment, which together provide the foundation upon which the Agency provides its services. Central to the Corporate Plan 2024-2026 is the Agency's ambitious and ongoing reform of its Practice, Structure and Culture through the Tusla Integrated Reform Programme. Strategic objectives in the plan will be underpinned and influenced by three pillars:

- **People:** To attract, retain and grow a diverse and capable workforce and promote a positive culture so that our people can effectively respond to service users, feel supported and have pride in our services and the Agency.
- **Practice:** To design, deliver and govern services to ensure they are timely, equitable, integrated and consistent, and meet the needs of those that use them.

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

The Corporate plan will launch in Q1 2024 along with the first of its three Business Plans, which will set out the actions we will take in 2024 to work towards achieving our objectives.

Statement on Internal Controls

In 2023 the Board continued and improved on the work commenced in 2021 in relation to the reviewing of the internal controls and risk management processes in place throughout the Agency. The Board's assessment of the system of internal controls formed the basis of the Statement on Internal Controls (SIC) for 2023. The Board acknowledges its responsibility for ensuring that an effective system of internal control is maintained and operated.

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

Risk management continues to be a key area of focus for the Board and Board Committees and is a standing item on Board and Committee agendas. The Board undertook its annual review of its Enterprise Risk Appetite Statement in 2023. Tusla is committed to:

- adopting a proactive approach to the management of risk to support both the achievement of objectives and compliance with governance requirements
- ensuring that risk management is seen as the concern and responsibility of everyone and embedded as part of normal day-to-day business
- ensuring that risk management principles and practices form an integral part of its culture, governance and accountability

arrangements, decision-making processes, strategic and operational planning and reporting, and review, evaluation and improvement processes

- establishing and providing the necessary structures, processes, training and other supports required to implement this policy
- a high standard of governance and compliance through ensuring risk is managed in line with the Code of Practice for the Governance of State Bodies.

Tusla's Audit and Risk Committee met regularly across 2023 and reviewed the National Corporate Risk Register (NCRR) on a quarterly basis on behalf of the Board, followed by a quarterly review of the NCRR by the full Tusla Board.

Organisational Risk and Incident Management

Aligning with the key focus on Risk Management as a key component of Internal Control, there has been significant developments across Organisational Risk Management in 2023.

An Internal Audit (IA) of the NCRR was undertaken during 2023. The objective of the audit was to determine the level of assurance that can be provided to management on the adequacy and completeness of the risk management policy and procedures in Tusla to evaluate the effectiveness of the risk management framework. The adequacy and effectiveness of the internal control system in the area reviewed was stated to be satisfactory. This is the highest rating that can be attained in an IA and provides assurance that the Agency's Risk Management is effective.

From a risk process perspective, the approach to risk categorisation was significantly updated to an approach that better aligns with the Agency. This has been instrumental in improving both risk profiling and understanding. Tusla's revised risk categories now focus on six organisational risk domains defining where the risk will cause impact.

The categories are Safety, Service Delivery, Information Governance, Reputation and Public Trust, Organisational Strategy and Projects, and Financial. This has enabled sub-categorisation under these domains to improve risk profiling in the Agency.

This categorisation has enabled an improved risk appetite statement to be developed by the Board at the annual review and then integrated into Tusla's risk policy, SOPs and digital risk register system. All risk registers from National to Area levels were remapped to this new categorisation. The development and roll-out of a Risk Power BI tool allows for dynamic analysis of the effectiveness of the management of risks, trending, and mapping. The system will further assist managers in the embedding of risk management in day-to-day decision making.

The Risk and Incident Team developed guidance and work instructions for staff based on the changes highlighted above. The documents were approved by the National Policy and Oversight Committee (NPOC) and provide a clear step-by-step guide on risk management.

The documents include Organisational Risk Review SOP, Risk Categories and Risk Definitions and Examples. These were embedded into an applied risk management training programme which will continue to be rolled out in 2024. This programme will complement the e-learning programme that is available to all staff. The programme has a practical focus in the application of risk management procedures.

Through 2023 the Board stood down 6 risks from the NCRR. This has resulted in a decrease from 17 to 11 risks now open on the NCRR. The overall progress in assurance and oversight process has benefited from a focus and investment over recent years. The most significant risks currently faced by the Agency are mainly those operational risks impacted by the increasing demand and decreasing capacity. These risks are being managed closely with the expectation that significant improvements will be achieved through the Integrated Reform Programme.

Work has begun on pulling together an overview of Environmental, Social and Governance (ESG).



This is an area that the Agency recognises is gathering momentum, and the Agency already has significant work ongoing in these areas. Environmental actions are already considered for all estates and car fleet considerations; new regulations are met for new and existing buildings and all new cars for the car fleet have been Electric Vehicles (EVs) since 2022. In the area of Social there are mature processes in place that meet all diversity and equality requirements, for example in hiring processes. Significant engagement continues with community interactions with dedicated child and youth participation resources in place. In the area of Governance all codes of governance, codes of conduct, declarations of interest, board reporting and statements of control are delivered and reported on. However, it is recognised that additional visibility and reporting will be required, and a set of appropriate metrics are being developed to meet new reporting requirements. This will be a focus area in future annual reports. A summary of our Corporate Risks and Controls can be found in **Appendix 2** of this report.

Focus for 2024

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

Appendix 1: Abbreviations List

ABIT	Adoption, Birth Information and Tracing
ACIMS	Alternative Care Inspection and Monitoring Service
ADHD	Attention Deficit and Hyperactivity Disorder
AEARS	Alternative Education Assessment and Registration Service
AESWF	All-Employers Social Work Forum
AGS	An Garda Síochána
ASD	Autism Spectrum Disorder
BASSICS	Brothers and Sisters Separated in Care
CAMRY	Cavan and Monaghan Rainbow Youth
CEO	Chief Executive Officer
CHI	Children's Health Ireland
CIC	Children in Care
CKST	Carlow, Kilkenny and South Tipperary
CLG	Company Limited by Guarantee
CRS	Children's Residential Services
CSE	Child Sexual Exploitation
CSR	Children's Services Regulation
CSSCU	Child Safeguarding Statement Compliance Unit
CYPSC	Children and Young People's Services Committees
DCEDIY	Department of Children Equality Disability Integration and Youth
DEIS	Delivering Equality of Opportunity in Schools
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science
DoJ	Department of Justice
DPC	Data Protection Commission
DPU	Data Protection Unit
DSA	Data Sharing Agreement
DSAR	Data Subject Access Request
DSGBV	Domestic, Sexual and Gender-Based Violence
DSRR	Data Subject Rights Request(s)
EMT	Executive Management Team
ESG	Environmental, Social and Governance
ESN	European Social Network
ESSA	European Social Services Awards
EU	European Union
EWS	Educational Welfare Service
EYI	Early Years Inspectorate
FCS	Financial Compliance Statements
FOI	Freedom of Information
GDPR	General Data Protection Regulation
HIQA	Health Information and Quality Authority
H&S	Health & Safety

HR	Human Resources
HSA	Health and Safety Authority
HSCL	Home School Community Liaison
HSE	Health Service Executive
IA	Internal Audit
ICT	Information and Communication Technology
IFMS	Integrated Financial Management System
IHREC	Irish Human Rights and Equality Commission
IPAS	International Protection Accommodation Services
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex +
MOU	Memorandum of Understanding
NCCIS	National Childcare Information System
NCRR	National Corporate Risk Register
NDP	National Development Plan
NPOC	National Policy Oversight Committee
NRO	National Research Office
NTRIS	National Traveller and Roma Inclusion Strategy
OWASP	Open Web Application Security Project
PAPS	Practice Assurance and Performance Systems
PID	Project Initiation Document
PPFS	Prevention Partnership and Family Support
PSW	Principal Social Worker
QMS	Quality Management System
RCCP	Residential Child Care Project
SASSY	Substance Abuse Service Specific to Youth
SCA	State Claims Agency
SCP	School Completion Programme
SCSIP	Separated Children Seeking International Protection
SDS	Sharing Data Safely
SEAs	Special Emergency Arrangements
SIC	Statement on Internal Controls
SOP	Standard Operating Procedure
TAG	Tusla Advisory Group
TCI	Therapeutic Crisis Intervention
TCM	Tusla Case Management
TEDI	Tusla Equality Diversity and Inclusion
TESS	Tusla Education Support Service
UCD	University College Dublin
UAM	Unaccompanied Minor
VHA	Violence, Harassment and Aggression
WLD	Workforce Learning and Development
WTE	Whole Time Equivalent

Appendix 2: Summary of Corporate Risks and Controls 2023

Detail on Tusla's National Corporate Risks, with some of the measures taken to manage these risks

Overview of National Corporate Risks	
Information Governance	
<p>GDPR and FOI Compliance</p> <p>Due to inadequate technical and organisational measures and the low level of GDPR maturity (1.5), any or all of the 8 Principles of GDPR and other legislation may be breached, resulting in an impact on service users' privacy rights. Due to current resource, organisational, practice & procedures adopted across the FOI function, a lack of compliance with the provisions of the FOI Act will result in failure of statutory obligations and impact on service users and the public to access agency records.</p> <p>Status: There are 12 controls and 19 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.</p>	<p><i>How the risk is being managed</i></p> <ul style="list-style-type: none"> Tusla has a multi-year, Agency wide Privacy Programme in place to manage the devolved implementation of compliance with GDPR, Data Protection and Freedom of Information (FOI) legislative obligations. Tusla utilises a risk-based approach to the implementation of GDPR and FOI compliance. A Data Privacy Network across the Agency is in place to handle rights and information requests from individuals under GDPR and FOI. To ensure GDPR compliance and responsible data handling in Tusla data protection and FOI policies and/or guidance documents are in place. Data Protection Help Desk is in place to manage queries and security incidents reported. Data Protection e-learning and sharing data safely training programmes are mandatory for all staff.
<p>ICT Services Cyber Security</p> <p>That a breach of policy, a failure of a control, the absence of a control, a technical error, or force majeure may cause a threat to exploit a vulnerability in an ICT asset causing an adverse impact on the confidentiality, integrity, or availability of information, which may in turn adversely impact the delivery of a Tusla service or corporate function.</p> <p>Status: There are 6 controls and 5 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.</p>	<ul style="list-style-type: none"> ICT has established an information security programme of work aligned with ISO 27001 Information Security Standard. ICT has technical and organisational risk controls in place to mitigate risks to confidentiality, integrity, and availability. These controls apply to all aspects of ICT assets – the data environment, infrastructural assets, and end user devices. ICT conducts vulnerability scanning, penetration testing, and information security audits on ICT assets and data environments. All systems are developed to an Open Web Application Security Project (OWASP) security standard.

Financial

Financial Governance and Oversight

There is a risk of loss of public funds and ineffective use of Tusla funding due to insufficient financial governance or oversight arrangements and systems for all services to include funded services.

Status: There are 10 controls and 3 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

How the risk is being managed

- Governance systems developed and established for section 56 and 59 funded agencies including the set-up of the Financial Compliance Unit and issuing of the Tusla Good Governance Framework.
- In 2023 Finance provided a number of training sessions re financial controls. Finance continue to work with WLD to develop online bespoke financial training.
- Continual refinement of financial regulation and processes for all services being overseen as changes are introduced. Further updated Financial Regulations will be required through 2023 and 2024 due to implementation of Integrated Financial Management System (IFMS).
- The continued development of a fit-for-purpose ICT system to support governance and control of financial activity.

Service Delivery

Corporate and Business Plan

Risk that level of funding for the Agency may impact on the effective delivery of proposed services which will result in deliverables outlined in the Corporate and Business Plans not being met.

Status: There are 3 controls and 1 planned action in place to reduce the likelihood or potential impact of the risk should it occur.

- Development of ongoing costings for presentation to the Board in preparation for estimates to Department.
- Cost control action plan put in place for allocation of services within funded limits.
- A prioritisation of services across the Agency will be required for agreement across Directorates.
- The Business Planning Process for the forthcoming year to take into account the proposed funding.

Service Delivery

Integrated Supports and Services

There is a risk to the Agency in failing to meet several requirements (care standards, procurement, finance) through the increasing use of unplanned emergency responses referred to as Special Emergency Arrangements.

Status: There are 11 controls and 10 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

How the risk is being managed

- Crisis management team was established in July 2023 with a number of key deliverables and actions. All key deliverables are scheduled to be completed within agreed time frames.
- Special purpose roles recruited/in place, namely a National Special Project lead and Regional SEA Coordinators for governance and oversight, Social Worker/Social Care visiting children, and Social Care Leader supporting SEA centres.
- SEA SOP in place to provide guidance and direction of the procurement and management of SEA providers. Rate card introduced as of the 1st of December 2023 for all new placements across SEAs, SCSIP, and National Out of Hours.
- The Tusla Aftercare Strategy is in place for 2023-2026 to reduce the reliance on placements and to increase capacity across the agency.
- Strategic Plan for Foster Care Services for Children and Young People 2022-2025. Full implementation of the recommendations by 2025 will reduce reliance on placements and increase capacity across the agency.

Special Care Service

There is a risk to the continuity of service delivery for the cohort of young people who require Special Care Services due to the lack of staff/resource and placement availability for the service.

Status: There are 9 controls and 10 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

- Establishment of a task force to review referrals to and transfer to Special Care.
- Tusla has implemented an Integrated Governance Model to ensure timely transition from Special Care which includes oversight of the risk of the unlawful detention of a child/young person in Special Care. Included in the model are guidance documents on Legislative criteria for a Special Care intervention and Referral Guidance for Social Workers, and Special Care Referrals.
- Monthly stepdown from Special Care meetings are now taking place with Regional Chief Officers (RCOs).
- A bilateral/Departmental Strategic Planning Group on Special Care is in place since December 2022.
- Available beds in special care will be incrementally agreed as staffing increases.
- Tender to Private Providers for additional step-down placements for Special Care.

Service Delivery

SCSIP & Ukraine & BOTP

There is a risk that Tusla will not be able to provide services in line with standards and regulations to children seeking international protection and the Ukraine due to the significant increase in the number of arrivals and the lack of sufficient resources to meet the demand.

This could result in a large number of children being placed in Special Emergency Arrangements (SEAs).

Status: There are 8 controls and 6 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

How the risk is being managed

- Senior Operational Group established to co-ordinate response pending ongoing Government direction. Capacity for separated children seeking protection approximately 320 at any given time.
- Additional staff have been engaged to support the placements of Separated Children Seeking International Protection (SCSIP) service users.
- Tusla continues to be a member of the Department of the Taoiseach's Humanitarian Crises Senior Officials Group forum, which meets every 2 to 4 weeks, as required. Tusla updates this forum on matters pertaining to SCSIP UAM (Unaccompanied Minor), child safeguarding and PPFS (Prevention Partnership and Family Support) matters, as and when required.
- SCSIP Project Team being established and the Project Initiation Document (PID) currently under review by Senior Leadership.
- Working group looking at available properties and potentially for Tusla to lease properties to give better standard of care and reduce cost.

Demand of Services

There is a risk to operational service delivery in terms of social work resources available due to the limited number of social workers graduating in the Republic of Ireland.

Status: There are 9 controls and 7 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

- The multi-disciplinary team is currently working in co-operation with Tusla's Therapeutic Service. The recruitment of Regional Therapeutic Teams is currently underway.
- Tusla commenced discussions with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to explore a social work apprenticeship scheme with a view to increasing the supply of social work. The DCEDIY is supporting this initiative with Tusla and DFHERIS. In 2023 an application for a new apprenticeship in Social Work was submitted to the National Apprenticeship Office by the All-Employers Social Work Forum (AESWF) and is in progress.
- A Recruitment and retention plan has been developed to focus on initiatives to promote Tusla as an employer of choice and increase retention rates. This action is to be carried forward into 2024.

Safety

Demand on Services

There is a risk to the safety, wellbeing and welfare of children due to the insufficient capacity/resources to meet existing levels of service demand for Children in Care, Child Protection and Welfare.

Status: There are 11 controls and 9 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

How the risk is being managed

- Children with immediate risk of harm are prioritised. A Standard Operating Procedure is in place.
- Management and governance structures in place to allow for regular audit review of cases on waiting lists.
- The Child Abuse Substantiation Policy and Procedure 2022 has been implemented across the agency to help identify any potential risk of harm to children.
- The Agency has developed an Alternative Care Strategic Plan.
- Implementation of Network Structures (including Front Door and Integrated Teams) as part of the Integrated Reform Programme Milestone Plan under the Practice Reform Programme for the Agency.

Health and Safety

There is a risk to the safety, health, and welfare of staff impacted by the Agency's activities due to non-compliance with existing health and safety legislation requirements including the lack of a comprehensive safety management system.

This is resulting in an unsafe workplace which in turn is caused by staff not being aware of the inherent risks due to risk assessments that are not available.

Status: There are 17 controls and 4 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

- A Health and Safety Statement Folder, containing a site-specific Safety Statement and 36 Risk Assessments is currently being rolled out to 135 Tusla premises. As of 1st January 2024, all of these premises have functioning safety statements.
- Tusla Health & Safety (H&S) Advisors form part of the Regional Management Teams.
- The H&S Unit continues to conduct on-going site inspections.
- The H&S Unit assists local offices with reviews of all Health and Safety Authority (HSA) Reportable incidents.
- 85% of frontline staff to be trained on the VHA mandatory half day face to face training.
- Development and roll out of VHA face to face training to frontline staff (non-residential staff).

Reputation and Public Trust

Public Confidence

Although reducing contemporaneously with regulatory inspection reports, there remains a risk of reduced public confidence in the Agency due to adverse findings from statutory investigations, inspections and serious incidents. The main remaining factors being that of consistency within practice and legacy issues. Special emergency arrangements are separately treated on CRR.

Status: There are 7 controls and 2 planned actions in place to reduce the likelihood or potential impact of the risk should it occur.

How the risk is being managed

- Programme of improvement in place to increase compliance with regulatory requirements – as evidenced in trends of recent Health Information and Quality Authority (HIQA) reports.
- The National Directors for Services and Integration and Finance and Corporate Services including Chief Officers have put in place measures to:
 1. Reduce rate of unapproved/ad-hoc arrangements.
 2. Reduce any compliance or governance concerns in existing circa. 35 arrangements by year end.
 3. Develop sustainable solutions recognising the Agency is limited to do this in all cases.
 4. Improvement programme for regulation compliance now in place and with positive results.
- The Communications Strategy in the process of being updated.
- Development of a policy relating to social media in progress.

Risks de-escalated from the National Corporate Risk Register and some measures that were in place to manage these risks

De-escalated Risks 2023	
<p>Covid 19</p> <p>There is a reducing challenge faced by the organisation in relation to the staffing of services during the predicted wave of Covid 19.</p> <p>Status: De-escalated to the directorate register and subsequently closed by the CEO on 23/10/2023.</p>	<p><i>How the risk is being managed</i></p> <ul style="list-style-type: none"> • Communication: CEO continued engagement with workforce through management teams and union engagement. • Human Resources: HR Department commenced preparatory plans for future 'Remote working policy' (medium term solution). • Estates: CEO has directed an immediate 'Return to work location plans' from the Estates Function.
<p>Cyber Attack/TuslaIRL Project</p> <p>There is a risk that the TuslaIRL project, within the expedited timeframe, fails to achieve its objectives of mitigating: the risks associated with not having control of Tusla ICT infrastructure and associated information security risks.</p> <p>Status: De-escalated by Chief Information Officer to the ICT Directorate register on 09/10/2023.</p>	<ul style="list-style-type: none"> • CEO sponsored Steering Group established to oversee the delivery of the project, chaired by the Director of ICT, and including membership of the Director of Services and Integration and Director of Finance. • Allocation of required budget and cost accounting resources to track and report on the financial progress of the project. • Recruitment/redeployment of additional human resources and backfilling where required to support the project deliverables. • Commissioning of additional external ICT expertise including security partners to support the project.
<p>ICT Services</p> <p>As a result of the cyber-attack occasioned on HSE ICT systems there is a confirmed data exfiltration of Tusla's data which contains highly sensitive and/or personal information. Risk of impact on the welfare of the members of the public as a result of the exfiltration of data as a result of the cyber-attack.</p> <p>Status: De-escalated as a result of the completion of Operation Return in December 2023.</p>	<ul style="list-style-type: none"> • Communication and engagement with relevant statutory regulatory bodies including DPC, HIQA and SCA. • A major project bilateral with HSE is in place 'Shamrock'. • Investigation by AGS and National Cyber Crime Centre into the cyber-attack. • Emergency procurement of data security partners undertaken to augment ICT system security. • CEO established Memorandum of Understanding (MOU) with HSE for examination of specified servers (Operation Shamrock) that comprehends Tusla information potential exposure and this has been further updated.

De-escalated Risks 2023

ICT Services

Tusla may fail to protect the confidentiality, integrity, and availability of information due to the absence of sufficient risk controls caused by Tusla not having full direct control of its user accounts, systems and devices that are currently hosted on the HSE network.

Status: De-escalated by Chief Information Officer to the ICT Directorate register on 09/10/2023.

How the risk is being managed

- Tusla ICT Directorate (Tusla ICT) was established in 2017 to create an independent ICT infrastructure for Tusla.
- Tusla ICT has started a programme of work to segregate the Tusla data environment from the HSE data environment. As of end of Q1 approximately 2,500 staff and almost 100 offices have now migrated to the new Tusla ICT network now as TuslaIRL.
- Tusla ICT has identified the ICT requirements across all Tusla services and has started to expand the coverage of digital services to all Tusla services.
- Board approval June 2021 to expedite the programme of work to build own Tusla own ICT infrastructure (known as TuslaIRL) and migrate from HSE. The migration programme is now almost complete with just one remaining office (of almost 300 Tusla offices) remaining on the HSE network.

Children Services Regulation

There is the potential of a non-detection of a high-risk service, and a need for an enhanced regulatory management information system, to analyse information for timely identification of such services, to address those operating outside required regulatory parameters.

Status: De-escalated by National Director of Quality and Regulation to the Children's Services Regulation function register.

- A manual internal system audit is in place that is informed by relevant multiple information received on services and previous reported results of services, that can identify the levels of regulatory compliance within services.
- There is an oversight structure in place of the assessment and inspection programmes to review findings that may highlight services that could be operating outside of regulatory parameters.
- There is a stakeholder consultation forum in order to discuss and engage with the sector on standardised practice and regulatory requirements.
- Established teams in regulatory office to work within specific task functions to improve alignment across the system, standardisation practices and promote specialised learning and development.

De-escalated Risks 2023

Foster Care Demands

There is a risk to the safety, welfare and wellbeing of children in foster care, due to inadequate capacity/resources/systems to ensure compliance with national standards for safeguarding.

Status: De-escalated and merged with R50 (Demands on Services).

How the risk is being managed

- Range of performance measures and management structures in place to facilitate oversight and control, e.g. Allocation of Social Workers to Child & Foster Carers, up to date care plans, and Children in Care (CIC) review process.
- Actions in place to ensure children without an unallocated social worker access a social work service, including statutory visits and child in care review and care plan.
- Foster care placements are subject to a number of safeguards including Social Work and other Tusla professional visits and contact with carers. Garda vetting for foster carers and adult family members. Area plans for CIC reviews, Foster Care reviews, Support & Supervision. Additional supports can be provided locally, and relative care safeguarding visits are conducted prior to relative carer approval.
- The Agency has developed an Alternative Care Strategic Plan to ensure that it continues to improve services. The Alternative Care Strategy incorporates a specific plan for Residential Care Services, Foster Care and Aftercare.

Part II Annual Financial Statements:

For the year ending
31 December 2023

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Information

Board Address

Child and Family Agency
Floors 2-11 Brunel Building
Heuston South Quarter
Dublin 8

Members of the Board

Pat Rabbitte – Chairperson
Avril McDermott – Deputy Chairperson

Anne O’Gara
Paul White
Sean Holland
Liam Irwin
Patricia Doherty
Charles Watchorn
Sean Quigley
Susan Bowman
Teresa McDonnell

Chief Executive Officer

Kate Duggan (appointed 22 September 2023)

Banks

Danske Bank
International House
3 Harbourmaster Place
International Financial Services Centre
Dublin 1

Solicitors

Beauchamps
Riverside Two
Sir John Rogerson’s Quay
Dublin 2

Auditors

The Comptroller and Auditor General
3A Mayor Street Upper
Dublin 1

Website

www.tusla.ie

Governance Statement and Board Members' Report

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

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

Board Responsibilities

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

Section 51 of the Child and Family Agency Act 2013 requires the Child and Family Agency to prepare the accounts of the Agency in such form as the Minister for Children, Equality, Disability, Integration and Youth may direct and in accordance with accounting standards specified by the Minister.

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

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

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

The Board is responsible for safeguarding the assets of the Child and Family Agency and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board approves the Annual Plan and Budget and monitors performance against it.

The Board considers that the financial statements of the Child and Family Agency properly present the state of the Agency's affairs at 31 December 2023 and its financial position for the year. The Board is responsible for ensuring that effective systems of internal control are instituted and implemented including financial, risk management, operational and compliance

controls and these systems of internal control are reviewed annually by the Board. The Board is also responsible for establishing the Agency's overall strategic direction, ensuring that it operates within the limits of its statutory authority and sets corporate targets recommended by the CEO.

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

Board Composition and Structure

The Agency's Board consists of a Chairperson, a Deputy Chairperson and nine ordinary members appointed by the Minister for Children, Equality, Disability, Integration and Youth. The Chairperson and Deputy Chairperson were appointed for a period of five years.

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

Members who were appointed by the Minister to be ordinary members of the Board hold office for three, four or five years. As required by the Code of Practice for the Governance of State Bodies (Revised 2016), a self-evaluation of Board effectiveness was carried out in relation to year 2023 and is noted in the annual report.

The table below details the appointment period for current members and members who served in 2023.

Member	Role	Appointment Period
Pat Rabbitte	Chairperson	1 January 2019 to 31 December 2025
Avril McDermott	Deputy Chairperson (Chairperson of the Organisational Development Committee)	1 February 2024 to 12 June 2025
	Ordinary Member	13 June 2023 to 31 January 2024
Anne O'Gara	Ordinary Member	1 February 2024 to 24 September 2027
	Deputy Chairperson	25 September 2018 to 31 January 2024
Paul White	Ordinary Member	3 February 2021 to 2 February 2024
		3 February 2016 to 2 February 2021
Sean Holland	Ordinary Member (Chairperson of the Service and Quality Committee)	16 April 2023 to 15 April 2028
Liam Irwin	Ordinary Member	16 April 2023 to 14 April 2025
		16 April 2018 to 15 April 2023
Patricia Doherty	Ordinary Member	7 November 2019 to 6 November 2024

Member	Role	Appointment Period
Charles Watchorn	Ordinary Member (Chairperson of the Audit and Risk Committee)	1 January 2020 to 31 December 2024
Sean Quigley	Ordinary Member	10 January 2022 to 9 January 2027
Susan Bowman	Ordinary Member	10 January 2022 to 9 January 2027
Teresa McDonnell	Ordinary Member	10 January 2022 to 9 January 2027

The Board is required to hold a minimum of 10 Board meetings per year in accordance with the Child and Family Agency Act 2013. In 2023, the Board met on 11 occasions. Minutes of all Board and committee meetings are recorded. Copies of the Board minutes are available on the Agency's website, www.tusla.ie.

Standing items considered by the Board include:

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

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

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

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

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

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

Board Committees

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

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

Audit and Risk Committee

The composition of the Audit and Risk Committee for the year ended 31 December 2023 included three Board members and one external Committee member. The CEO and other members of the Executive attended when necessary.

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

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

The Audit and Risk Committee focused on the following matters in 2023:

- Internal control – assisted the Board in fulfilling its responsibilities in ensuring the appropriateness and completeness of the system of internal control, reviewing the manner and framework in which management ensures and monitors the adequacy of the nature, extent and effectiveness of internal control systems, including accounting control systems, thereby maintaining an effective system to review the Agency's Statement on Internal Control systems prior to endorsement by the Board;
- External audit and financial reporting;
- Internal audit – approved the annual Internal Audit Plan and received and considered reports from the Internal Auditor and management's responses; reviewed the

Practice Assurance and Service Monitoring (PASM) Teams programme of Audit and Service Review activity including findings from Health Information and Quality Authority (HIQA) reports;

- Compliance, protected disclosures, and fraud - received reports on suspected irregularities and Protected Disclosures, updated and reviewed compliance of the Community and Voluntary sector in receipt of over €1m regarding compliance with the Service Agreement;
- Risk management – reviewed the Risk Appetite Statement, Risk Framework Maturity Pathway; reviewed the Agency's Corporate Risk Register and monitored new and emerging risks; received and considered reports from the Chief Risk Officer;
- Received progress reports on the development and delivery of a health and safety management system;
- Monitoring and Oversight of General Data Protection Regulation (GDPR) Programme;
- Procurement Plan including Procurement of Legal Services; and
- Acquisition and disposal of property.

Service and Quality Committee

The composition of the Service and Quality Committee for the year ended 31 December 2023 included four Board members and one external member.

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

The Service and Quality Committee focused on the following matters in 2023:

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

Organisational Development Committee

The composition of the Organisational Development Committee for the year ended 31 December 2023 included four Board members.

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

The Organisation Development Committee focused on the following matters in 2023:

- Recruitment of CEO;
- Significant guidance on the development and embedding of Tusla's Structure, Practice and Culture Reform Programme;
- Transfer of the GDPR+ Programme, Data Protection Commissioner (DPC) recommendations and Data Subject Access Requests and Freedom of Information (FOI) Business Case to the Audit and Risk Committee;
- Significant guidance on the development of a Tusla Information and Communication Technology (ICT) Infrastructure, Case Management System, and Data Management Strategy;
- Cybersecurity – received reports on systems, security risks, mitigations and assurance mechanisms;
- Incident Management Plan Review;
- Reports outlining progress with the long-term delivery plan in relation to Human Resources (HR); and
- Reports which focus on improvement to address areas where poor performance has been identified, and assurance that actions are being taken to address recommendations and other issues identified and that learning is acted upon.

Attendance at Board/Committee Meetings

A schedule of membership and attendance at the Agency's Board and Committees in 2023 is shown below:

	Board	Audit and Risk Committee	Service & Quality Committee	Organisational Development Committee	Total Meetings Attended	Meetings Eligible to Attend 2023
	(11 Meetings)	(6 Meetings)	(5 Meetings)	(5 Meetings)		
Pat Rabbitte	11				11	11
Avril McDermott	10			5	15	16
Anne O'Gara	10		5		15	16
Paul White	10			5	15	16
Sean Holland	9		5		14	16
Liam Irwin	11	6	5		22	22
Patricia Doherty	10			5	15	16
Charles Watchorn	11	6			17	17
Sean Quigley	10	5			15	17
Teresa McDonnell	11		3		14	16
Susan Bowman	9			5	14	16
Jim Campbell (Independent member)			3		3	5
Noelle Condon* (Independent member)		3			3	4*

* The Board approved the appointment of Noelle Condon to the Audit and Risk Committee on 27 April 2023.

The disclosures required for Board members' fees and expenses are contained in **NOTE 2** and **NOTE 3** of the Financial Statements.

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

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

(a) Travel and Subsistence

	2023 €'000	2022 €'000
Domestic		
Board	2	-
Employees	12,971	9,461
Non-Domestic		
Board	-	-
Employees	23	26
Total	12,996	9,487

(b) Professional Services Expenditure (by key area)

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

	2023 €'000	2022 €'000
Strategic Planning, Organisational Reform and Restructure	-	13
Legal and Human Resources	-	18
Financial and Taxation	-	-
Other (including Health, Social Care and Business)	-	-
Total	-	31

(c) Hospitality Expenditure

The Agency incurred no Hospitality expenditure in 2023 or 2022.

(d) Legal Costs and Compensation

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

	2023 €'000	2022 €'000
Legal Costs	197	46
Legal Settlements	128	70
Total	325	116

The total number of legal compensation (settlements) for the Agency during 2023 was six (2022: one). The total legal cost and settlement is included in Other Legal Costs ([Note 7](#)).

In addition to the costs recognised in the financial statements, the HSE incurred costs of €8.27m (2022: €3.76m) in respect of legal cases being managed by the State Claims Agency on behalf of the Agency ([Note 22](#)).

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

The total severance/termination payments expenditure for the Agency during 2023 was €88k (2022: €49k, restated). The Agency granted no added years for pension purposes to staff members.

(f) Key Personnel Changes

The Board noted the appointment of Kate Duggan as Chief Executive Officer on 22 September 2023. The Board also thanked Paul White, who completed his second term of office on 2 February 2024, for his commitment and work as a Board member and a member of the Organisational Development Committee. The Board welcomed the appointment of Noelle Condon as an independent member of Audit and Risk Committee on 27 April 2023 and approved the appointment of Caroline McGroary as independent member of Audit and Risk Committee as of 26 January 2024.



Pat Rabbitte
Chairperson
19 June 2024

Statement on Internal Control

This Statement on Internal Control for 2023, which was approved by the Board of Tusla, at its meeting on 31 March 2024, covers the following areas:

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

Scope of Responsibility

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

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

This Statement on Internal Control sets out how these duties and obligations have been carried out in 2023 and includes an assessment of the internal controls and risk management systems in place within the Child and Family Agency that have ensured these responsibilities have been met.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. Therefore, the system can provide only reasonable and not absolute assurance that services are provided to the appropriate standards, that our values and behaviours align with our mission and mandate, that assets are safeguarded, that transactions are appropriately authorised and properly recorded, and that material errors, mistakes or irregularities are either prevented or detected in a timely way and rectified where necessary and lessons learnt are reflected upon and implemented, as appropriate.

In 2022 the Agency established a new organisational structure with a national Executive Management Team (EMT) in place reporting to the CEO, supported by six Regional Chief Officers (RCOs) appointed to integrate national services into the revised regional governance structures and oversee service delivery in the regions. Work continues to be undertaken in 2024 across the organisation in prioritising the effectiveness arrangements, which includes improvement of both control structures and arrangements so that the system of internal control, which accords with guidance issued by the Department of Public Expenditure, National Development Plan Delivery and Reform, is continually enhanced and improved. To achieve these benefits, the programme plans to reform the Agency's existing 17 Areas into 30 'Networks', supported by the development of a new operating model facilitating widening the front door and promoting integrated working that supports children and families receiving the right service at the right time.

In order to fully understand what is required to bring about this change, what the impacts are, what resources are required and potential timelines for delivery, the project team has engaged in a series of change impact sessions which are due to conclude in Q1 2024.

Following the change impact analysis, a detailed design phase will commence and include the completion of a feasibility project analysing each of the 30 Networks and using an agreed Resource Assessment and redistribution model. In addition, the high-level operating model will progress to a detailed design phase and focus on the development of lean and integrated business process to support integrated practice. The output from the detailed design phase will be the implementation plan ready for approval by Q3 2024.

Capacity to Manage Risk

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

Since the establishment of the Agency the Internal Audit function was provided by the Health Service Executive (HSE). In late 2022, the Agency established its own Internal Audit function and appointed a Head of Internal Audit who reports directly to the Audit and Risk Committee. The Head of Internal Audit manages the development of and delivery of the internal audit services for the Agency with effect from 1 January 2023. The transition of function from the HSE has worked effectively.

Risk Management is a standing item on the Board Agenda with the review of each quarterly report of the National Corporate Risk Register (NCRR). In addition, the Board undertook its Risk Appetite Statement annual assessment on 29 September 2023. The Board updated the Risk Appetite Statement to align the risk categorisation within the Organisational Risk Management Framework as recommended by internal audit.

Tusla had a satisfactory internal audit on the NCRR framework which supports the management of risk at corporate level. Risk management training, presentations and workshops across the organisation as well as at Board level continued throughout 2023.

Risk and Control Framework

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

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

The Agency continues to be reliant on the HSE, which provides services in the areas of payroll, human resources, pensions, estate management, general ledger, and payments on behalf of the Agency, governed through a Memorandum of Understanding and relevant Service Level Agreements between the organisations. In 2023 with the transition of banking provider and implementation of Integrated Financial Management System (IFMS), Tusla has taken over responsibility for invoice processing and banking arrangements and also for the Internal Audit function.

The Agency's Organisational Risk Management Policy and Procedure sets out the organisational commitment to ensuring that risk management principles and practices form an integral part of the culture, governance and accountability arrangements, decision-making processes, strategic and operational planning and reporting, and review, evaluation and improvement processes.

The EMT including the RCOs, supported by the Chief Risk Officer, the National Operations Risk Management and Service Improvement Committee and the work of the Regional Quality Risk and Service Improvement Forum, works to ensure that appropriate procedures are in place to identify emerging risks and uncertainties, assess, evaluate, address, and mitigate threats and exposures and consider and exploit the opportunities from a strategic and operational perspective. The EMT, individually and collectively, plays a key role in leading, monitoring and overseeing the implementation of risk management arrangements including the updating of the corporate and directorate risk registers.

The Board and the ARC have sustained their focus on the risk management framework and the risk management systems and have actively engaged in the development of an updated risk appetite statement for Tusla, which was reviewed by Audit and Risk Committee on 22 September 2023 and reviewed and approved by the Board on 29 September 2023. The ARC reviews the national corporate risk register on a quarterly basis. Its work supplements the other Board committees and the full Board's contribution in fulfilling their risk oversight role.

As part of the control and risk assurance reporting, the Board has complementary and separate processes to support the Board Review of the Effectiveness of the System of Internal Control for 2023. The organisation-wide survey to support the 2023 control assurance statements assertions, led from the Office of the Chief Executive, focuses on the control environment and control processes and procedures, and accountability and responsibility obligations of managers across all areas and regions. In addition to this survey, individual members of the EMT and RCOs provided individual assurance assessments for their areas of responsibility. A further initiative is the provision, by a number of internal committees and working groups, of reports on a diverse range of areas, from procurement to external commissioning to service quality, residential care and ICT. In the context of internal controls and ensuring the efficient and effective implementation of good governance

across Tusla, these executive committees and working groups have a key role and their work is reflected as part of the assurance assertions provided to the ARC and Board.

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

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

- Establishing and resourcing the Service Quality Committee (SQC), an Organisational Development Committee (ODC) and an Audit and Risk Committee (ARC) as committees of the Board which, through their work programmes, provide insights and perspective on the areas within their remit;
- A new dedicated directorate structure implemented in 2022 with six Corporate Directors and six Regional Chief Officers;
- A comprehensive reform programme focusing on the reform of the Agency's service promoting integrated working that supports children and families receiving the

right service at the right time along with the development of lean and integrated business process to support integrated practice;

- Strategic planning and performance reporting process for the 2021-2023 Corporate Plan;
- Issues of corporate governance and compliance, including risk and internal control, particularly the comprehensiveness of assurances in meeting the requirements of the Code of Practice for the Governance of State Bodies (Revised 2016) are led by the Board with a dedicated EMT lead;
- Establishing and agreeing terms of reference and reporting obligations for internal executive committees, project teams and working groups with oversight by the EMT;
- Regular reporting and follow-up management actions from the work of the Practice Assurance and Performance Systems (PAPS) and Service Experience, Governance and Risk Systems (SEGRS) functions and from the National Incident Management System (NIMS);
- A dedicated procurement function within Tusla which ensures best-practice corporate procurement guidelines including provision of expert advice where necessary;
- Continued implementation of a dedicated practice assurance and service monitoring system, highlighting both achievements and areas requiring remediation;
- A Code of Business Conduct requiring Board members, management and staff to maintain the highest ethical standards and ensuring compliance with the requirements relating to Declaration of Interests as specified in the Ethics in Public Office Act 1995 and Standards in Public Office Act 2001;
- Policies and procedures for EMT, management and staff performance management, for professional and technical training and continuing professional development;
- Systematic reviews by HIQA and Internal Audit and other third parties and follow-up reviews of recommendations trackers and progress made against the recommendations of these reviews;
- Expenditure reviews under the remit of the Department of Public Expenditure, National Development Plan Delivery and Reform;
- Specific training and awareness programmes on a range of topics, including risk management, internal control, governance and financial management;
- A range of governance policies, procedures and protocols regularly reviewed and updated;
- The assignment of financial responsibilities and accountability at management level;
- A comprehensive budgeting and financial management system with an annual plan and budget which is subject to Board approval;
- Systems and procedures in place aimed at ensuring the security of the information and communication technology and data governance systems;
- Financial control systems in place to ensure stewardship and safeguarding of resources and assets;
- Procedures for determining and reporting significant control failures and ensuring that appropriate corrective actions are tracked and implemented;
- Establishment of a dedicated Internal audit function to deliver the internal audit service for the Agency; and
- Implementation of the Blended Working Financial Processes to support the introduction of the blended working policy to ensure no changes to the overall control environment.

Ongoing Monitoring and Review

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

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

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

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

Procurement

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

Internal Control Issues

The purpose of this section is to outline any internal control weaknesses and challenges identified in 2023 and the progress being made with addressing control weaknesses identified in previous years. Tusla management continue to prioritise these issues and have implemented remediation programmes including the strengthening of controls and oversight. The Agency has placed significant emphasis on improvements to internal controls since 2014 and will continue on this trajectory of continuous improvement.

Based on its work programme, the Internal Audit assessment remained in line with 2022, which was positive, and the overall assurance opinion on the control environment for 2023 was Moderate (moderate risk that the system fails to meet its objectives).

Payroll Overpayments

Throughout 2023 Tusla has continued to actively focus on the recoupment of payroll overpayments, setting up repayment schedules and providing briefings and information on HR processes that lead to payroll overpayments. A significant improvement has been made by the implementation of the My Self-Service system including training sessions on HR processes to Tusla employees, line managers and time entry officers emphasising the requirements and the application of accurate absence recording, and the importance of accurate validated time returns and the management of leave. The payroll overpayments year-on-year cumulative balance decreased from €1.036m in 2022 to €1.025m in 2023.

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

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

Tusla issued 55 internal audit reports in 2023 and, for the first time, all internal audit reports for the year were Tusla Internal Audit reports, with audit fieldwork carried out on Tusla's behalf. The number of funded agency audit reports increased by 62%, with 42 total reports completed in 2023 compared with 26 reports in 2022. Tusla Internal Audit focused on obtaining agreement on the immediate implementation of the recommendations during fieldwork. Of the 712 new recommendations made to funded agencies in 2023, 634 (89%) were implemented during the year.

Tusla funded agencies have demonstrated a commendable commitment to implementing and maintaining effective internal controls and compliance with established policies and procedures throughout 2023. The internal audit reports and the implementation of recommendations throughout the year revealed a commitment to implementing a robust control environment, supported by diligent management oversight and proactive risk management practices.

Financial Management Systems

Tusla utilises the HSE's finance systems and Shared Service functions. Commencing in 2021, Tusla was included in the first cohort of sites to be part of the implementation of IFMS, a new SAP S/4HANA finance system. On 3 July 2023, after extensive local Tusla support for testing, training and site readiness, the new system went live for all Tusla users. However, support remains from the HSE's SAP team and System Integrator to progress outstanding deliverables required to achieve stabilisation for the project. The Tusla IFMS Steering Committee continues to meet regularly, and a small project team remains in place to stabilise processing and support outstanding system components which Tusla expects will be rolled out in Q2 2024, subject to HSE-driven timelines. The Agency undertook significant work in 2023 to ensure all migrated data from the legacy finance system to IFMS on 3 July was accurate.

Data Protection

Tusla has made progress in addressing the risks that were identified relating to the management of data, through a dedicated GDPR Programme and Data Management Strategy to enhance cross-Agency integration and accountability for data privacy, comprehensive staff training, and significant digitisation and modernisation of its ICT system.

Incremental improvements to GDPR compliance across the Agency were achieved in 2023 and three DPC inquiries were closed. Enhanced compliance with data privacy obligations was enabled through devolved responsibility to directorates and regions and an increase in resources. The Central Processing Team provided targeted support to uphold data privacy rights to uphold data privacy rights by the Central Processing Team through the processing of Data Subject Access Requests (DSARs) and FOIs in backlog while building capacity across the Agency to maintain compliance in this area of activity.

A programme of work to assess and enhance third party data privacy compliance commenced in 2023 and will continue throughout 2024.

Procurement

The Agency continues to address weaknesses in its procurement systems through the implementation of its Corporate Procurement Plan 2022 to 2024 and the adoption and implementation of the Code of Practice for the Governance of State Bodies (Revised 2016) in ensuring that it is compliant with legislation. In instances where competitive processes do not take place and where purchases fall outside the scope of procurement, the Agency continues to strive earnestly to achieve value for money. In 2023, the Agency completed key procurement projects with contracts awarded with an annual budget of €10.2m.

As per the Department of Public Expenditure, National Development Plan Delivery and Reform Circular 40/2002, the Agency will report an amount of €4.8m of non-compliant contracts that were entered into without a competition in 2023, which represents 1.4% of the overall non-pay procurable spend of €334m for the period (€5.4m of €266m/2.0% in 2022).

The services provided by the Agency are to meet increasingly complex demands relating to at risk children and families and consequently procurement and contracting for these services is not as straight forward as it might be for less complex service areas. Senior management will continue to prioritise and address high risk service areas of procurement.

Information and Communication Technology (ICT)

The Agency delivered a wide scale programme of work to continuously improve controls in relation to ICT over the lifetime of the Tusla Corporate Plan 2021-2023.

Tusla has reduced reliance on HSE ICT infrastructure by establishing its own ICT network, known as TuslaIRL in 2021. The full migration of all offices, devices, systems and data from the HSE ICT infrastructure was completed in 2023. Tusla will continue to use the shared services for Finance and HR (SAP system) as provided by the HSE; the HSE has provided Tusla with a letter of assurance for

2023 regarding the internal controls that the HSE operates for ICT services provided.

In March 2023, the new Tusla Case Management (TCM) system went live for Child Protection and Alternative Care services, replacing the previous National Childcare Information System (NCCIS). TCM provides a modern, secure and integrated system for the management of social work and care services for the Agency. The system over time will be expanded and implemented for all Tusla services to achieve the vision of a single integrated system supporting integrated services and a single view of the child. By the end of 2023, the system was implemented in 14 services, was used by 3,600 staff and supported the management of 110,000 cases over the course of the year.

In 2022, Tusla commenced a €13.3m investment across five years to enhance the cybersecurity controls at all levels. The programme is aligned to related Government policy and guidelines as well as relevant international standards. It is delivering a range of initiatives to provide the required level of governance, culture, policy, controls and overall capability to assure the integrity, security, and availability of Tusla's systems and data. In 2023, seven cyber security and four resilience improvement projects were delivered to improve Tusla's Cyber/Information security, Business Continuity and Disaster Recovery capabilities. This included a baseline assessment against the ISO/IEC 27001 Information Security standard as an input to further projects planned in 2024.

Special Emergency Arrangements

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

Over the last two years, the rise in demand in both our mainstream and Separated Children Seeking International Protection (SCSIP) services, combined with an increase in case complexity, is reflected in the increased need for SEAs. Factors that have caused

the increase in demand include the war in Ukraine, increased global migration due to poverty and climate change. These have exacerbated existing shortages in suitable property and workforce shortfalls in the sector.

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

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

As part of our Reform Programme, the Agency is committed to increasing capacity within Foster Care, Residential Care (including Emergency Provision) and Aftercare Services. The Agency has purchased nine additional properties for conversion to residential services in the period 1 January 2022 to 31 December 2023. The Agency has also commissioned an additional 131 residential beds for Separated Children Seeking International Protection, with plans to open further units in 2024. The Agency has allocated additional funding to support service sustainability and to allow providers to plan for scaling services. However, accessing additional regulated placements remains challenging at the levels required, and it is expected that SEA placements will continue to be required through 2024.

The Minister has recently established an interagency committee on an administrative basis, to focus on service and supports from

across government for children that are known to the Agency, through its child welfare and protection services, aftercare services, or those who have been brought into the care of the State under the Child Care Act 1991.

Review of Effectiveness

For 2023, Tusla's monitoring and review of the effectiveness of the system of internal control was informed by the review and consideration of a range of assurance reports and assertions, which have been consolidated and presented to the Board following substantive work completed by EMT and the Audit and Risk Committee.

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

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

I confirm that the Board conducted an annual review of the effectiveness of the internal controls for 2023 at our meeting on 31 March 2024.



Pat Rabbitte
Chairperson
19 June 2024



Ard Reachtaire Cuntas agus Ciste **Comptroller and Auditor General**

Report for presentation to the Houses of the Oireachtas **Child and Family Agency**

Opinion on the financial statements

I have audited the financial statements of the Child and Family Agency for the year ended 31 December 2023 as required under the provisions of section 51 of the Child and Family Agency Act 2013. The financial statements comprise

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

In my opinion, the financial statements

- properly present the state of the Child and Family Agency's affairs at 31 December 2023 and its income and expenditure for 2023
- have been properly prepared in accordance with the accounting standards specified by the Minister for Children, Equality, Disability, Integration and Youth as set out in the basis of preparation section of the accounting policies.

Basis of opinion

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

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

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

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

Report of the C&AG (continued)

Non-compliant procurement

The statement on internal control discloses that in 2023 the Child and Family Agency continued to incur significant expenditure where the procedures followed did not comply with public procurement guidelines.



Seamus McCarthy
Comptroller and Auditor General

20 June 2024

Appendix to the report

Responsibilities of the Board members

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

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

Responsibilities of the Comptroller and Auditor General

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

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

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

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Child and Family Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Child and Family Agency to cease to continue as a going concern.

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

I report by exception if, in my opinion,

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

Information other than the financial statements

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

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

Reporting on other matters

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

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

Financial Statements

Statement of Revenue Income and Expenditure for the Year Ended 31 December 2023

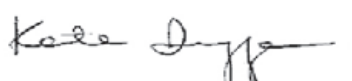
	NOTE	2023 €'000	2022 €'000
Revenue Income			
Department of Children, Equality, Disability, Integration and Youth (Vote 40, Subhead A3)		981,883	904,285
Department of Children, Equality, Disability, Integration and Youth (Vote 40, Other Subheads)	4(a)	68,395	12,226
Department of Education (Vote 26, Subhead A11.9)	4(b)	49,676	44,323
Other Revenue	4(c)	6,380	3,333
Total Revenue Income		1,106,334	964,167
Expenditure - Pay and Pensions			
Wages and Salaries	6	312,748	286,362
Employer PRSI	6	30,400	28,958
Pensions	6	20,998	16,692
Agency Pay	6	15,573	16,020
Total Pay and Pensions		379,719	348,032
Expenditure - Non-Pay			
Independent Placement Provision	7	257,772	194,862
Community, Voluntary and Charitable Organisations	7	234,815	206,297
Foster Care and Aftercare Allowances	7	117,463	119,427
Legal Expenses and Guardian Ad Litem Costs	7	35,181	38,911
General Child Care Services	7	20,293	17,939
Office and Administration	7	67,930	55,535
Total Non-Pay		733,454	632,971
Total Expenditure		1,113,173	981,003
Net Operating Deficit for the Year		(6,839)	(16,836)

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

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1-26** form part of the financial statements.



Pat Rabbitte
Chairperson
19 June 2024



Kate Duggan
Chief Executive Officer
19 June 2024

Statement of Capital Income and Expenditure for the Year Ended 31 December 2023

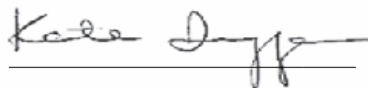
	NOTE	2023 €'000	2022 €'000
Capital Revenue			
Department of Children, Equality, Disability, Integration and Youth (Vote 40, Subhead A3)		17,500	18,500
		17,500	18,500
Capital Expenditure			
Capital Expenditure on Child and Family Agency Capital Projects	14(b)	16,862	18,970
		16,862	18,970
Net Capital Surplus/(Deficit) for the Year		638	(470)

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

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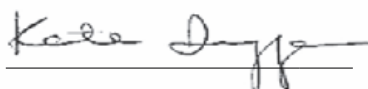
Statement of Financial Position as at 31 December 2023

	NOTE	2023 €'000	2022 €'000
Non-Current Assets			
Property, Plant and Equipment	8	82,761	83,945
Total Non-current Assets		82,761	83,945
Current Assets			
Inventories	9	171	183
Trade and Other Receivables	10	25,768	12,587
Cash and Cash Equivalents	11	29,586	30,094
Total Current Assets		55,525	42,864
Current Liabilities			
Trade and Other Payables	12	(97,067)	(78,637)
Total Current Liabilities		(97,067)	(78,637)
Net Current Liabilities		(41,542)	(35,773)
Creditors (amounts falling due after more than one year)			
Restricted Contributions	13	(1,046)	(614)
Total Net Assets		40,173	47,558
Capitalisation Account		82,761	83,945
Capital Retained Reserves		966	328
Revenue Retained Reserves		(43,554)	(36,715)
Capital and Reserves		40,173	47,558

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1-26** form part of the financial statements.



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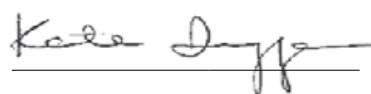
Statement of Changes in Reserves for the Year Ended 31 December 2023

	Capitalisation Account €'000	Capital Reserves €'000	Revenue Reserves €'000	Total €'000
Balance at 1 January 2022	82,367	798	(19,764)	63,401
Net Deficit for the year	-	(470)	(16,836)	(17,306)
Reclassification Revenue Reserves 2021	-	-	(115)	(115)
Additions to non-current asset in the year	6,520	-	-	6,520
Less: Depreciation charge in the year	(4,942)	-	-	(4,942)
Balance at 31 December 2022	83,945	328	(36,715)	47,558
Balance at 1 January 2023	83,945	328	(36,715)	47,558
Net Surplus/(Deficit) for the year	-	638	(6,839)	(6,201)
Additions to non-current asset in the year	3,643	-	-	3,643
Less: Net Book Value of non-current assets disposed in the year	-	-	-	-
Less: Depreciation charge in the year	(4,827)	-	-	(4,827)
Balance at 31 December 2023	82,761	966	(43,554)	40,173

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1-26** form part of the financial statements.



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19 June 2024

Statement of Cash Flows for the Year Ended 31 December 2023

	2023 €'000	2022 €'000
Cash Flows from Operating Activities		
Deficit for the current year (Revenue and Capital Account)	(6,201)	(17,421)
Adjustments for:		
Purchase of property, plant and equipment	3,643	6,520
Decrease in Inventories	12	39
Increase in Trade and other receivables	(13,181)	(1,233)
Increase in Trade and other payables	18,430	19,673
Net Cash Flow from Operating Activities	2,703	7,578
Cash Flows from Investing Activities		
Purchase of property, plant and equipment	(3,643)	(6,520)
Increase in Restricted Contributions	432	353
Net Cash Flow from Investing Activities	(3,211)	(6,167)
Net Cash Flow from Financing Activities	-	-
Net (decrease)/increase in Cash and Cash Equivalents in the Period	(508)	1,411
Cash and Cash Equivalents at the beginning of the period	30,094	28,683
Cash and Cash Equivalents at the end of the period	29,586	30,094

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1-26** form part of the financial statements.

Pat Rabbitte

Pat Rabbitte
Chairperson
19 June 2024

Kate Duggan

Kate Duggan
Chief Executive Officer
19 June 2024

Notes to the Financial Statements

NOTE 1 Accounting Policies

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

(a) Statement of Compliance

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

(b) Basis of Preparation

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

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

Efforts have been made to date and are ongoing to reduce the requirement for derogations by Tusla. Following a review in 2023 a derogation regarding these treatments under FRS 102 has been received from the Department of Children, Equality, Disability, Integration and Youth:

1. Depreciation is not charged to the Statement of Revenue Income and Expenditure; rather it is charged to a reserve account: the Capitalisation Account.

Reserve accounting is not permitted under FRS 102. Under these standards, depreciation must be charged in the revenue income and expenditure account;

2. Grants received from the State to fund the purchase of non-current assets are recorded in a Statement of Capital Income and Expenditure. Under FRS 102, capital grants are recorded as deferred income and amortised over the useful life of the related non-current asset, in order to match the accounting treatment of the grant against the related depreciation charge on the non-current asset;
3. Pensions are accounted for on a pay-as-you-go basis. The provisions of FRS 102 (Section 28, Employee Benefits) are not applied and the liability for future pension benefits accrued in the year has not been recognised in the financial statements; and
4. The State Claims Agency has identified claims that relate to the Child and Family Agency from the overall liability held by the State Claims Agency relating to the Health Service Executive (HSE). As the budget for these claims remains with the HSE and the Child and Family Agency is not funded for these claims, the associated liability has not been recognised in the financial statements. Details regarding the future liabilities of this scheme as at 31 December 2023 are set out in **NOTE 22**.

(c) Going Concern

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

(d) Community, Voluntary and Charitable Organisations

The Child and Family Agency funds a number of service providers and bodies for the provision of health and personal social services

on its behalf, in accordance with the provisions of Section 56 – Section 59 of the Child and Family Agency Act 2013. Before entering into such an arrangement, the Agency determines the amount of funding that it proposes to make available in the financial year. This is dependent upon the Agency's budget and the quantum of service it expects to be provided for that funding from each individual entity. This information is set out in nationally standardised documentation which is required to be signed by both parties to the arrangement. This funding is charged in the year of account to the Statement of Revenue Income and Expenditure.

(e) Fostering Payments

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

(f) Independent Placement Provision

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

(g) Income Recognition

The Child and Family Agency is funded mainly by monies voted to the Department of Children, Equality, Disability, Integration and Youth (Vote 40, Subhead A3). From 2021, funding for Education Support Services, Schools Completion Programme and Alternative Education Assessment and Registration Service was provided by the Department of Education (Vote 26, Subhead A11.9). The Departments advance funds to the Agency up to the approved level of expenditure or actual expenditure, whichever is the lesser. The amount of Subhead A3 and A11.9 income and other Subhead income is recognised as

income being the cash amount advanced by the Departments in the financial year. Where funding has been advanced at year end to fund payables in week one of the following year, this income is recorded as deferred income at year end and taken into account as income in the following year. Income in respect of administration and non-capital services is accounted for in the Statement of Revenue Income and Expenditure. Income in respect of capital services is accounted for in the Statement of Capital Income and Expenditure.

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

(h) Statement of Capital Income and Expenditure

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

No capital funding was received from the Department of Education in 2023.

(i) Foreign Currencies

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

(j) Leases

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

(k) Capital Grants

Capital grant funding is recorded in the Statement of Capital Income and Expenditure. In addition to capital grant funding, some minor capital expenditure is funded from revenue. The amount of this revenue funding expended in the year in respect of minor capital is charged in full in the Statement of Revenue Income and Expenditure in the year. This accounting treatment, which does not comply with FRS 102, is a consequence of the exceptions to FRS 102 specified by the Minister.

(l) Tangible Non-Current Assets and Capitalisation Account

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

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

Asset additions below these thresholds which are funded from revenue are accounted for in the Statement of Revenue Income and Expenditure in the year of purchase. Asset additions below this threshold funded from Capital are included in **NOTE 14(b)** under 'Analysis of expenditure charged to Capital Income and Expenditure Account'.

A breakdown of asset additions by funding source is provided in **NOTE 14(a)** to the accounts. Depreciation is not charged to the Statement of Income and Expenditure over the useful life of the asset. Instead, a reserve account, the Capitalisation Account, is the reciprocal entry to the Non-Current Asset Account. Depreciation is charged to the Non-Current Assets and Capitalisation Accounts over the useful economic life of the asset.

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

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

On disposal of a non-current asset, both the non-current assets and capitalisation accounts are reduced by the net book value of the asset disposal. An analysis of the movement on the Capitalisation Account is provided in the Statement of Changes in Reserves.

(m) Inventories

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

(n) Accounting for Bad and Doubtful Debts

Known bad debts are written off in the period in which they are identified. Specific provision is made for any amount which is considered doubtful, and the Agency has provided for debts which are greater than two years old.

(o) Pensions

Eligible Child and Family Agency employees and eligible employees of voluntary health services providers are members of various defined benefit superannuation schemes. Pensions are paid to former employees of the Child and Family Agency who retired after 1 January 2014. The Child and Family Agency scheme is funded by the State as part of the annual revenue grant for this purpose. Pension payments under the schemes are charged to the Income and Expenditure Account when paid (see **NOTE 6**).

Contributions from the Child and Family Agency employees who are members of the schemes are payable to the Department of Children, Equality, Disability, Integration and Youth.

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

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

(p) Additional Superannuation Contribution

From 1 January 2019 onwards, members of public services defined benefit pension schemes pay an additional superannuation contribution (ASC) arising from the Public Stability Agreement (2018-2020) and the Public Pay and Pensions Act 2017. ASC has replaced the pension-related deduction (PRD), which ceased at the end of 2018. While PRD was a temporary emergency measure, ASC is a permanent contribution.

ASC applies only to staff who are members of a public service pension scheme, or who are in receipt of an allowance in lieu of membership of a public service scheme, including staff of the Child and Family Agency funded service providers if applicable. ASC collected by service providers as well as ASC deducted from the Child and Family Agency staff is payable to the Department of Children, Equality, Disability, Integration and Youth (see **NOTE 6**).

(q) Employee Short-Term Benefits

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

(r) Critical Accounting Estimates and Key Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. No judgements were required that had a significant effect on amounts recognised in the financial statements for 2023.

(s) Change in Classification

In 2023, in preparation for the implementation of IFMS and the adoption of a slimmed down Chart of Accounts, a comprehensive review of the Agency's mapping of expenditure resulted in a change in classification of non-pay expenditure in the categories of Foster Care and Aftercare Allowance, General Childcare Services, and Office Administration (**Note 7**). This change in classification reflects the nature of expenses and provides more reliable and relevant information to the users of the financial statements.

NOTE 2 Board Member's Fees

	2023 in EUR	2022 in EUR
Fees Payable		
Pat Rabbitte	20,520	20,520
Avril McDermott	11,970	11,970
Anne O'Gara	11,970	11,970
Paul White	11,970	11,970
Sean Holland*	-	-
Liam Irwin	11,970	11,970
Patricia Doherty	11,970	11,970
Charles Watchorn	11,970	11,970
Sean Quigley**	11,970	11,671
Teresa McDonnell**	11,970	11,671
Susan Bowman**	11,970	11,671
Jim Campbell***	4,000	-
Total Board Member's Fees	132,250	127,353

*Fees waived

**Board fees for 2022 were restated in 2023 to reflect adjustment to prior year fees.

***Independent Member of Service and Quality Committee

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

NOTE 3 Board Members' Expenses

	2023 in EUR	2022 in EUR
Travel and Subsistence Expenses		
Pat Rabbitte	529	-
Sean Quigley	513	-
Charles Watchorn	501	-
Patricia Doherty	263	-
Avril McDermott	179	261
Sean Holland	169	305
Total Board Members' Expenses	2,154	566

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

NOTE 4 Other Revenue Sources

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

	2023 €'000	2022 €'000
1. Subhead A7 – Domestic, Sexual and Gender Based Violence (DSGBV)	36,834	-
2. Subhead E5 – Ukraine Crisis	14,725	-
3. Subheads B5, B4 – Early Years Pre-School Inspectorate	6,912	5,882
4. Subhead C5 – Children and Young People's Services Committees (CYPSCs)	2,336	2,772
5. Subheads C5, B8* – Family Resource Centres (FRCs) and Barnahus project	1,525	1,527
6. Subhead C5 – Children and Young People in the International Protection Support Service (IPSS)	1,469	-
7. Subhead B8* – Education Supports for Children in Care and Separated Children Seeking International Protection (SCSIP)	800	752
8. Subheads C8, B8* – Adoption	723	240
9. Subhead B8* – Family Support Services Counselling	700	-
10. Subhead B8* – What Works (formerly Outcomes for Children/Quality and Capacity Building Initiatives)	625	175
11. Subhead B8* – Participation Project	440	-
12. Subhead B8* – Aftercare, Therapeutic and Health Advocate Support for Disadvantaged Care Leavers	358	100
13. Subhead B8* – Fostering in Roma and Traveller Communities	323	218
14. Subhead B8* – Education Champions	250	4
15. Subhead C5 – Young Parents Support and Family Support Practitioner Programmes	159	-
16. Subhead C5 – Children's First Awareness	91	-
17. Subhead A2 – Social Work Initiatives	75	-
18. Subhead C5 – Children's Rights	30	-
19. Subhead C8 – Junior Achievements Ireland (JAI) and Social Work Sponsorship	10	-
20. Subhead C4 – Research and Policy	5	6
21. Subhead C5 – National Traveller and Roma Inclusion Strategy (NTRIS)	5	-
22. Subhead B7 – Area Based Childhood Programme	-	450
23. Subhead B8* – Tusla Educational Support Services (TESS)/School Completion Programme	-	100
Total Revenue Other Subheads	68,395	12,226

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

1. Funding to support the development of enhanced DSGBV services in 2023; there was no funding for this subhead in 2022. This subhead for DSGBV was created in 2023 in advance of the transfer of functions from the Department of Children, Equality, Disability, Integration and Youth to the Department of Justice.
2. Funding for Ukraine Crisis in 2023. Ukraine Crisis was funded through Department of Children, Equality, Disability, Integration and Youth Subhead A3 in 2022.
3. Funding of Early Years Pre-School Inspectorate – Early Years is an overarching term that includes Pre-School Services. The Child and Family Agency is responsible for inspecting pre-schools, play groups, day nursery, crèches, day-care, and similar services which cater for children aged 0-6 years.
4. Funding of CYPSCs – CYPSCs are a key structure identified by the government to plan and coordinate services for children and young people in every county in Ireland.
5. Funding for FRCs – Additional funding to support and develop existing FRCs and ensure the services provided are aligned with the strategic objective of the Agency.
6. Funding to enhance the support services provided for children and young people in the IIPSS. There was no funding for this subhead in 2022.
7. Funding related to the provision of additional supports for young people who had come to Ireland as refugee children, to enable them to embark on independent living; supports included stable accommodation, and focused educational support to allow them to catch up with their peers and succeed in the Irish education system.
8. Funding sourced from dormant account funds for Adoption Services in 2023 and 2022. Additional funding for Adoption Services was provided in 2023 to support additional staffing and payment schemes for Illegal Birth Registration (IBR). In 2022, additional funding was provided for specific projects provided by Barnardos.
9. Funding sourced from dormant accounts to enhance support for Tusla's Family Support Services Counselling in 2023. There was no funding for this subhead in 2022.
10. Funding for What Works, formerly called the Outcomes for Children/ Quality and Capacity Building Initiative (QCBI), addresses the need for departments and agencies to consistently engage with and utilise implementation infrastructures and, the need to collaborate and coordinate on cross-sectoral priorities, utilising the structures, model and brand of Better Outcomes, Brighter Futures, and ensuring that children and young people have appropriate centrality of focus in policy development and implementation. In 2023, funding under What Works included Scaling ABC Models 2023, Traveller Parenting Pilot Project, Prevention and Early Intervention Network (PEIN), and Quality Information Training (QIT).
11. Dormant account funding for Participation Project for children and youth in 2023. The participation of children and young people is fundamental to a child-centred, rights-based approach to working with children and young people. There was no funding for this subhead in 2022.
12. Funding sourced from dormant account funds for aftercare, therapeutic and health advocate support for disadvantaged care leavers.
13. Funding sourced from dormant account funds provided for the purposes of delivering a project aimed at increasing the number of Traveller and Roma foster carers available to provide a culturally appropriate foster care placement for children in these communities.

14. Funding sourced from dormant account funds for Championing Education Programme. In 2023, funding was provided for Tusla Education Bursary for Care Experienced Young People and in 2022, funding includes aftercare services for Don Bosco Barista Project.
15. Funding for the expansion of Young Parent Support Programme (YPSP) and the development of Family Support Practitioner (FSP) posts for families living in IPAS accommodation. This funding is co-financed by European Social Fund (ESF). There was no funding for this subhead in 2022.
16. Funding relates to the delivery of a Children First Awareness advertising and promotional campaign for one week from 25 September 2023 to 1 October 2023. There was no funding for this subhead in 2022.
17. Funding relates to Social Work recruitment initiatives in 2023. There was no funding for this subhead in 2022.
18. Funding for Children's Rights Training in 2023. There was no funding for this subhead in 2022.
19. Funding for JAI Programme, an initiative for interaction with young people in transition year to promote Tusla as an employer. Funding in 2023 also includes 10 social work sponsorship places at Gordon University. There was no funding for this subhead in 2022.
20. Funding in 2022 and 2023 for the shared initiative between Tusla and the Department of Children, Equality, Disability, Integration and Youth for research and policy to put in place a framework agreement for electronic databases and journals.
21. Funding sourced from dormant account funds for NTRIS to enhance employment scheme participation support. There was no funding for this subhead in 2022.
22. Funding in 2022 for ABC Programme in respect of the ABC Programme. ABC is a prevention and early intervention initiative targeting investment in effective services to improve the outcomes for children and families living in disadvantaged areas. There was no funding for this subhead in 2023.
23. Dormant account funding for TESS in 2022. There was no funding for this subhead in 2023.

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

	2023 €'000	2022 €'000
Income Received	49,676	44,323
Expenditure		
Pay	(12,610)	(10,391)
Non Pay	(946)	(977)
Section 56-59 Arrangements	(51)	(350)
School Completion Programme (SCP) Grants	(34,842)	(31,185)
School Completion Programme (SCP) Counselling Grants	(433)	(157)
Total Expenditure	(48,882)	(43,060)

(c) Other income

	2023 €'000	2022 €'000
Secondment Income	1,669	1,665
Other Non-Revenue Income from the Departments	1,425	-
EU Income Special Projects	1,047	467
Other Specific Project Funding Income	503	279
Early Years Income	278	502
Miscellaneous Income	1,458	420
Total Other Revenue	6,380	3,333

(d) Ukraine Crisis Expenditure

	2023 €'000	2022 €'000
Income Received	14,725	5,000
Expenditure		
Pay	(2,637)	(993)
Non Pay	(12,130)	(4,925)
Total Expenditure	(14,767)	(5,918)

Ukraine Crisis was funded through Department of Children, Equality, Disability, Integration and Youth Subhead A3 in 2022.

(e) COVID-19 Funding and Expenditure

	2023 €'000	2022 €'000
Income Received	-	-
Expenditure		
Pay	(473)	(905)
Non Pay	(86)	(1,187)
Total Expenditure	(559)	(2,092)

No separate subhead additional funding was provided for COVID-19 for 2023 and 2022.

NOTE 5 Pay and Pensions

(a) CEO Remuneration

	2023 €'000	2022 €'000
CEO Remuneration - Gross Pay		
Chief Executive Officer (CEO) (Mr Bernard Gloster, resigned 5 March 2023)	41	192
Chief Executive Officer (CEO) (Ms Kate Duggan, interim CEO 5 March 2023, appointed CEO 22 September 2023)	156	-
CEO Travel and Subsistence Costs		
Chief Executive Officer (CEO) (Mr Bernard Gloster, resigned 5 March 2023)	1	3
Chief Executive Officer (CEO) (Ms Kate Duggan, interim CEO 5 March 2023, appointed CEO 22 September 2023)	2	-

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

(b) Executive Management Team (EMT) Personnel

Including the remuneration of the Chief Executive Officer detailed in **NOTE 5 (a)**, the total remuneration for the EMT is €0.974m for the 2023 financial year (2022: €0.875m).

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

(c) Termination Benefits

	2023 €'000	2022 €'000
Termination benefits charged to the Income and Expenditure Account	88	49
Total Termination Benefits	88	49*

* 2022 termination payment charged to the income and expenditure account restated for the year ended 31 December 2023. The Agency granted no added years for pension purposes to staff members.

NOTE 6 Employments

	2023 €'000	2022 €'000
Summary Analysis of Pay Cost		
Basic Pay	300,707	277,143
Holiday Pay Accrual	(680)	(2,737)
Weekends	4,974	4,942
Night Duty	2,202	2,099
Allowances	1,904	2,035
On Call	1,797	1,742
Overtime	1,788	1,106
Arrears	56	32
Subtotal Pay	312,748	286,362
Employer PRSI	30,400	28,958
Employer PRSI	30,400	28,958
Pensions*	20,998	16,692
Pensions	20,998	16,692
Agency Pay	15,410	15,965
Secondment Charges	163	55
Agency Pay	15,573	16,020
Total Pay and Pensions	379,719	348,032
	2023 €'000	2022 €'000
*Analysis of Pension		
Ongoing Pension Payments	13,204	9,762
Once-Off Lump Sums and Gratuity Payments	7,307	6,548
Death Gratuities	487	382
Total Pensions	20,998	16,692

During 2023, €8.76m (2022: €9.22m) was deducted for Additional Superannuation Contribution from the Child and Family Agency's staff.

During 2023, €0.621m (2022: €0.776m) in Additional Superannuation Contribution was deducted from service providers and payable to the Department of Children, Equality, Disability, Integration and Youth and the Department of Public Expenditure, National Development Plan Delivery and Reform.

Number of employees by Area of Operation was as follows in whole-time equivalents (WTEs) at 31 December 2023:

	2023 WTE	2022 WTE
Social Work	1,612	1,612
Social Care	1,323	1,219
Psychology and Counselling	24	29
Other Support Staff including Catering	38	42
Other Health Professionals	211	185
Nursing	5	4
Family Support	150	132
Educational and Welfare Officer	149	124
Admin Grades 3 to 7	1,215	1,069
Management Grade 8 and above	292	260
Total Child and Family Agency employees	5,019	4,676

The headcount of staff at 31 December 2023 was 5,487 and at 31 December 2022 was 5,401. These values do not include agency staff. Includes Department of Education funded posts for TESS and AEARS headcount of 194 (2022 : 167), WTE of 187 to the value of €11.98m (2022 : €9.35m).

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

A breakdown of total employee remuneration (including salaries and other benefits) over €60,000, in increments of €10,000, is required under Department of Public Expenditure, National Development Plan Delivery and Reform circular 13/2014.

From/To	2023	2022
€60,000 - €69,999	1,215	984
€70,000 - €79,999	696	481
€80,000 - €89,999	117	223
€90,000 - €99,999	249	68
€100,000 - €109,999	18	45
€110,000 - €119,999	42	12
€120,000 - €129,999	11	7
€130,000 - €139,999	10	6
€140,000 - €149,999	1	1
€150,000 - €159,999	1	-
€160,000 - €169,999	1	1
€170,000 - €179,999	-	-
€180,000 - €209,999	1	1
Total	2,362	1,829

NOTE 7 Non-Pay Expenditure

	Note	2023 €'000	2022 €'000
Independent Placement Provision			
Residential Provision	1(s)	217,729	160,233
Foster Care Provision		30,103	28,897
Separated Children Seeking International Protection		9,940	5,732
Total Independent Placement Provision		257,772	194,862

	Note	2023 €'000	2022 €'000
Community, Voluntary and Charitable Organisations			
Section 56-59 Arrangements	(Appendix 3)	170,252	147,238
Schools Completion Programme	(Appendix 4)	34,842	31,185
Family Resource Centres	(Appendix 5)	22,283	21,241
Family Support Services Counselling	(Appendix 6)	7,438	6,633
Total Community, Voluntary and Charitable Organisations		234,815	206,297

NB: The total number of individual entities funded in 2023 was 647 (2022: 641).

	Note	2023 €'000	2022 €'000
Fostering Care and After Care Allowances			
Statutory Foster Care Allowances		82,638	83,696
Aftercare Allowances		24,460	25,675
Other Care Allowances	1(s)	10,365	10,056
Total Foster Care and Aftercare Allowances		117,463	119,427

	2023 €'000	2022 €'000
Legal Expenses and Guardian Ad Litem costs		
Child and Family Agency Legal Services	12,621	15,223
Guardian Ad Litem Costs*	10,568	11,454
Guardian Ad Litem Legal Fees*	6,966	8,932
Third Party Legal Costs	2,408	2,961
Other Legal Costs**	2,618	341
Total Legal Expenses and Guardian Ad Litem Costs	35,181	38,911

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

** Includes legal settlement costs of €325k (2022:€116k).

	Note	2023 €'000	2022 €'000
General Childcare Services			
Therapy/Psychology Costs		7,310	5,802
Professional Services	1(s)	4,982	4,085
Transport Costs		2,548	1,926
Catering and Provisions		2,337	2,171
Medical Costs		1,001	1,995
Other Sundry Expenses	1(s)	890	693
Recreation Costs		718	682
Bedding and Clothing		340	222
Creative Community Alternatives (CCAs)	1(s)	167	363
Total General Childcare Services		20,293	17,939

	Note	2023 €'000	2022 €'000
Office and Administration			
Travel and Subsistence		12,996	9,487
Rent and Rates		11,501	10,782
Professional Services		8,113	6,271
Computers and Systems Maintenance		6,977	6,278
General Office Expenses	1(s)	5,764	3,692
Printing, Postage and Stationery		3,221	2,539
Education and Training	1(s)	3,202	1,982
Telecoms		2,871	2,966
Heat, Power and Light	1(s)	2,680	2,271
Cleaning and Waste Disposal	1(s)	2,461	2,291
Maintenance		2,106	1,976
Security and Alarm Costs	1(s)	1,924	1,673
Furniture, Crockery and Hardware	1(s)	1,132	1,085
Prompt Payment Interest and Compensation	21	989	175
Vehicles Costs	1(s)	694	855
Insurance		663	636
Memberships, Licences and Subscriptions		425	386
Audit Fees		124	115
Lease Interest, Bank Interest and Charges		95	20
Bad and Doubtful Debts		(8)	55
Total Office and Administration		67,930	55,535

NOTE 8 Non-Current Assets – Property, Plant and Equipment

	Land & Buildings €'000	Plant & Equipment €'000	Total €'000
Cost/Valuation			
At 1 January 2023	101,969	17,068	119,037
Additions in the Year	2,188	1,455	3,643
Disposals	-	(36)	(36)
Balance at 31 December 2023	104,157	18,487	122,644
Depreciation			
At 1 January 2023	(20,934)	(14,158)	(35,092)
Charge for the Year	(3,203)	(1,624)	(4,827)
Disposals	-	36	36
Balance at 31 December 2023	(24,137)	(15,746)	(39,883)
Net Book Values			
Balance at 31 December 2023	80,020	2,741	82,761
Balance at 31 December 2022	81,035	2,910	83,945

NOTE 9 Inventories

	2023 €'000	2022 €'000
Inventory of Consumable Items	171	183
Total Inventories	171	183

NOTE 10 Trade and Other Receivables

	2023 €'000	2022 €'000
Prepayments	16,009	6,222
Other Receivables		
Payroll Technical Adjustment	1,523	1,840
Superannuation and ASC Income Accrual Account	948	1,646
Payroll Overpayments	1,025	1,036
Sundry Receivables	7,251	2,839
Guardian Ad Litem VAT Refunds	5	5
Gross Receivables	26,761	13,588
Less: Provision for Doubtful Debts	(993)	(1,001)
Total Receivables	25,768	12,587

NOTE 11 Cash and Cash Equivalents

	2023 €'000	2022 €'000
Bank	29,566	30,073
Cash and Cash Equivalents	20	21
Total Cash and Cash Equivalents	29,586	30,094

NOTE 12 Trade and Other Payables

	2023 €'000	2022 €'000
Trade Payables (Revenue Account)	14,069	4,308
Trade Payables (Capital Account)	171	98
Accruals Non-Pay (Revenue Account)	45,109	34,253
Accruals Foster Care and Foster Care Allowances	2,063	476
Accruals Independent Placement Provisions	3,442	3,186
Sundry Payables	-	1
Total Trade Payables	64,854	42,322
Other Payables		
Accruals Pay	18,403	18,243
Holiday Pay Accrual	3,885	3,205
Taxes and Social Welfare	9,925	14,867
Total Other Payables	32,213	36,315
Total Trade and Other Payables	97,067	78,637

NOTE 13 Restricted Contributions (Donations and Bequests) - Income and Expenditure

	2023 €'000	2022 €'000
Balance at 1 January 2023	614	261
Income Received	1,871	673
Expenditure	(1,439)	(320)
Balance at 31 December 2023	1,046	614

NOTE 14 Capital Expenditure

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

	2023 €'000	2022 €'000
Property	2,188	2,930
Plant and Equipment	1,455	3,590
	3,643	6,520
Funded from DCEDIY Capital Vote 40	3,628	6,520
Funded from DCEDIY Revenue Vote 40	15	-
	3,643	6,520

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

	2023 €'000	2022 €'000
Expenditure on the Child and Family Agency's own assets (Capitalised)	3,628	6,520
Expenditure on the Child and Family Agency's own assets (Non-Capitalised)	13,234	12,450
Total Expenditure on Child and Family's Agency's Projects charged to Capital	16,862	18,970
Total Capital Expenditure per Capital Income and Expenditure Account	16,862	18,970

NOTE 15 Pensions

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

The pension charged to the Statement of Revenue Income and Expenditure for 2023 was €20.9m (2022: €16.7m), which included payments in respect of one-off lump sums and gratuity payments on retirement of €7.3m (2022: €6.5m).

NOTE 16 Capital Commitments

	2023 €'000	2022 €'000
Future tangible non-current assets purchase commitments:		
Within one year	17,500	17,500
After one year but within five years	-	-
After five years	-	-
	17,500	17,500
Future tangible non-current assets purchase commitments:		
Contracted for but not provided in the financial statements	8,000	7,504
Included in the Capital Plan but not contracted for	9,500	9,996
Total Future Tangible Non-Current Assets Purchase Commitments	17,500	17,500

NOTE 17 Properties

	2023 No. of Properties	2022 No. of Properties
The Child and Family Agency estate comprises the following:		
Freehold Properties	96	92
Leasehold	123	137
Total Number of Properties	219	229

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

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

NOTE 18 Operating Leases

	2023 Land and Buildings €'000	2023 Other €'000	2022 Land and Buildings €'000	2022 Other €'000
Within one year	8,958	-	7,433	-
In the second to fifth years inclusive	21,893	-	21,483	-
In over five years	41,893	-	30,946	-
	72,744	-	59,862	-

NOTE 19 Taxation

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

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

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

In 2016, the Agency obtained advice from the Revenue Commissioners regarding the VAT status of Guardian Ad Litem invoices paid by the Agency in 2014 and 2015. The Revenue Commissioners confirmed that this service was exempt from VAT and advised of the steps to be taken by the Agency to recoup the VAT charged in these periods. The Agency has continued collecting these amounts owed from the relevant suppliers. The amount owing at 31 December 2023 is €5k (2022: €5k), and the Agency continues to pursue these debts.

NOTE 20 Insurance

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

NOTE 21 Compliance with Prompt Payment Legislation

During 2023, the Agency paid €92k (2022: €23k) to suppliers in relation to prompt payment interest. Interest was paid only in cases where payment was made 30 days after the invoice date as this was in accordance with the terms and conditions as specified on the Agency's Purchase Order document. The prompt payment legislation stipulates that interest must be paid to suppliers where payment is more than 30 days after the invoice date unless supplier contracts have specified longer credit terms. In addition, associated compensation was not paid but has been provided for by the Agency.

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

NOTE 22 State Claims Agency

The State Claims Agency identified the claims that relate to the Agency from the overall liability managed by the State Claims Agency relating to the Agency and the HSE. The outstanding liability relating to the Agency, estimated by the State Claims Agency as at 31 December 2023 was €73m (2022: €72m). The costs charged in 2023 were €8.27m (2022: €3.76m). The Agency is not yet funded for claims processed by the State Claims Agency.

NOTE 23 Contingent Liabilities

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

NOTE 24 Events after the Reporting Period

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

NOTE 25 Related Party Transactions

Services Provided by the HSE

Since the creation of the Child and Family Agency, the HSE has provided some administrative services for the Agency in the areas of Finance, HR, Payroll, Procurement, Estates, FOI, banking arrangements and Internal Audit. These services are governed through a Memorandum of Understanding and subsidiary Service Level Agreements. The Agency paid an amount of €318k for payroll services in 2023 (2022: €293k), with no charge for the other administrative services. On creation of the Agency, an amount of €7m was agreed to be paid to the HSE annually for the provision of psychology services and this amount was paid in 2023.

Other

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

NOTE 26 Approval of Financial Statements

The financial statements were approved by the Board on 31 May 2024.

Appendices

Appendix 1

Community, Voluntary and Charitable Organisations Summary by Grant Type

	2023 €'000	2022 €'000
Regional Service Level Agreements	68,600	68,788
Domestic, Sexual and Gender Based Violence (DSGBV)	36,245	30,111
Residential Services	26,468	24,627
Area Based Childhood Programme (ABC)	9,613	8,538
Creative Community Alternatives (CCA)	5,812	5,351
Disability Grants	2,563	2,177
Children and Young Peoples Services Committees (CYPSC)	2,898	1,561
National Grants	15,979	4,560
Adoption	1,944	1,398
National Early Years	130	127
Total Section 56 (Appendix 3)	170,252	147,238
School Completion Programme (Appendix 4)	34,842	31,185
Family Resource Centres (Appendix 5)	22,283	21,241
Family Support Service Counselling (Appendix 6)	7,438	6,633
Total Other	64,563	59,059
Total Grant Payments	234,815	206,297

Appendix 2

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

	Dublin North East (DNE) 2023 €'000	Dublin Mid Leinster (DML) 2023 €'000
Regional		
Children and Young Peoples Services Committees (CYPSC)	655	635
Creative Community Alternatives (CCA)	1,347	1,336
Disability	49	301
Family Support Counselling	242	485
Residential Services	170	-
Section 56 Others	13,929	20,028
	16,392	22,785
National		
Adoption	-	-
Area Based Childhood	-	-
Children and Young Peoples Services Committees (CYPSC)	-	-
Domestic, Sexual and Gender-Based Violence (DSGBV)	-	-
Early Years	-	130
Family Resource Centres	2,462	5,395
Family Support Counselling	1,603	2,252
Residential Services	12,819	7,225
School Completion Programme	-	-
Section 56 Others	7,693	-
Separated Children Seeking International Protection (SCSIP)	-	-
	24,577	15,002
Total	40,969	37,787

South East (SE) 2023 €'000	Mid West (MW) 2023 €'000	South West (SW) 2023 €'000	West North West (WNW) 2023 €'000	National 2023 €'000	Total 2023 €'000	Total 2022 €'000
471	232	227	570	-	2,790	1,479
657	490	1,051	931	-	5,812	5,351
862	488	829	34	-	2,563	2,177
135	361	324	294	-	1,841	1,400
2	-	1,006	75	-	1,253	1,116
6,423	8,468	10,049	9,703	-	68,600	68,788
8,550	10,039	13,486	11,607	-	82,859	80,311
-	-	-	-	1,944	1,944	1,398
-	-	-	-	9,613	9,613	8,538
-	-	-	-	108	108	82
-	-	-	-	36,245	36,245	30,111
-	-	-	-	-	130	127
3,062	1,444	3,195	5,019	1,706	22,283	21,241
181	62	674	575	250	5,597	5,233
-	-	2,901	-	2,270	25,215	23,511
-	-	-	-	34,842	34,842	31,185
-	-	-	-	5,353	13,046	3,808
-	-	-	-	2,933	2,933	752
3,243	1,506	6,770	5,594	95,264	151,956	125,986
11,793	11,545	20,256	17,201	95,264	234,815	206,297

Appendix 3

Section 56 Payments	2023 €'000	2022 €'000
Barnardos – Republic of Ireland CLG	11,815	10,096
Extern Ireland CLG	7,446	7,382
Peter McVerry Trust CLG	7,129	6,437
Daughters of Charity Child and Family Services CLG	6,478	6,250
Focus Ireland CLG	6,126	4,146
Foróige the National Youth Development Organisation CLG	5,409	5,162
Bessborough Centre CLG	5,308	2,793
Youth Advocate Programmes Ireland CLG	3,977	3,888
Empowerment Plus CLG	3,672	2,840
Don Bosco Care CLG	3,427	3,387
St Laurence O'Toole Catholic Social Care (Crosscare) CLG	2,737	2,148
Traveller Families' Care CLG	2,594	2,283
Sonas Domestic Violence Charity CLG	2,587	2,397
Saoirse Housing Association CLG	2,353	1,964
St Bernard's Children's Services CLG	2,315	2,343
Smyly Trust Services CLG	2,185	2,140
Cottage Home Child and Family Services CLG	1,984	1,818
The Dublin Rape Crisis Centre CLG	1,818	1,586
Cope Galway CLG	1,779	1,568
Good Shepherd Cork CLG	1,723	1,723
Epic Empowering People in Care CLG	1,636	1,564
Childhood Development Initiative CLG	1,611	1,473
Adapt Domestic Abuse Services CLG	1,505	1,207
Aoibhneas CLG	1,386	1,376
Kildare Youth Services CLG	1,310	1,208
Home Again CLG	1,298	2,104
Clarecare CLG	1,209	1,162
Safe Ireland National Social Change Agency CLG	1,200	795
Praxis Care CLG	1,168	719
Northside Partnership CLG	1,147	1,050
Limerick Social Service Council CLG	1,104	1,082
Arlington Novas Ireland CLG	1,094	1,058
Women's Aid (Dundalk) CLG	1,050	786
Women's Aid CLG	996	876
Sherrard House CLG	978	780

	2023 €'000	2022 €'000
Meath Women's Aid Housing Association CLG	968	675
Clondalkin Behavioural Initiative CLG	947	918
Clare Haven Services CLG	940	826
Galway Rape Crisis Centre CLG	926	733
The C.A.R.I. Foundation CLG	921	471
National College of Ireland CLG	916	838
Oasis Housing Association CLG	900	762
Donegal Domestic Violence Services CLG	899	725
Cloyne Diocesan Youth Services CLG	898	816
The Irish Society for the Prevention of Cruelty to Children (ISPCC) CLG	889	744
Huruma CLG	881	888
Paul Partnership Limerick CLG	858	864
Amber Women's Refuge CLG	829	637
Streetline CLG	807	714
Wexford Women's Refuge CLG	805	673
Carr's Child and Family Services CLG	795	818
Technological University (TU) Dublin CLG	792	790
Teach Tearmainn Housing Association CLG	769	732
Adapt Kerry CLG	764	661
Active Connections CLG	759	849
Let's Grow Together! Infant and Childhood Partnerships CLG	759	752
Cuanlee CLG	750	535
Bray Women's Refuge Housing Association CLG	742	656
Drogheda Women's and Children's Refuge Centre CLG	724	611
Youth New Ross CLG	720	674
The Shanty Educational Project CLG	716	699
Sligo Leitrim Home Youth Liaison Service CLG	710	722
Cuan Saor Women's Refuge and Support Services CLG	672	593
Athlone Community Services Council CLG	670	587
PACT CLG	658	528
Louth Leader Partnership CLG	657	638
Lifestart Services CLG	646	554
Youngballymun CLG	641	617
Kerry Diocesan Youth Service CLG	637	672
The Cruthu Foundation CLG	623	430
Irish Foster Care Association CLG	576	569

	2023 €'000	2022 €'000
Meath Springboard Family Support Services CLG	576	533
Rape Crisis Midwest CLG	560	499
West Cork Women Against Violence CLG	527	313
Finn Valley Family Resource Centre CLG	526	319
The Ballyfermot/Chapelizod Partnership Company CLG	524	517
North Tipperary Community Services CLG	516	478
Donegal Youth Services CLG	516	354
Daughters of Charity Community Services CLG	504	431
Domestic Violence Advocacy Service (Sligo, Leitrim, and West Cavan) CLG	498	366
Co. Wicklow Community Partnership CLG	491	408
North Tipperary Development Company CLG	485	301
Bray Area Partnership CLG	480	425
St Catherine's Community Services Centre CLG	478	400
The Rehab Group CLG	473	476
Our Lady's Nursery, Ballymun CLG	453	340
Wexford Rape and Sexual Abuse Support Services CLG	437	328
Teach Oscail Resource Project CLG	418	351
Lifestart Supporting Parents Leitrim Sligo and West Cavan CLG	416	371
Limerick Youth Service	412	366
Offaly Domestic Violence Support Service CLG	408	302
Rape Crisis North East CLG	407	296
Northside Home Care Services CLG	405	514
Laois Support Services Against Domestic Abuse CLG	387	311
Cork Rape Crisis Centre CLG	387	297
Rape Crisis and Sexual Abuse Counselling Centre Sligo, Leitrim and West Cavan CLG	383	322
Darndale Belcamp Integrated Childcare Service CLG	380	373
Dublin Travellers Education and Development Group CLG	368	332
Amen Support Services CLG	366	336
North Clondalkin Integrated Family/School Project CLG	365	358
St Brigid's Day Nursery CLG	345	330
Mercy Family Centre CLG	339	332
St Helena's Childcare Centre CLG	335	320
Kerry Rape and Sexual Abuse Centre CLG	335	285
Donegal Sexual Abuse and Rape Crisis Centre CLG	330	256
The Men's Development Network CLG	330	224
Waterford Rape Crisis Centre CLG	321	271

	2023 €'000	2022 €'000
Yana North Cork Domestic Violence Project CLG	318	221
Carlow and South Leinster Rape Crisis Centre CLG	311	254
Kilkenny Rape Crisis Centre CLG	306	231
Longford Women's Link CLG	298	211
St Brigid's Family and Community Centre CLG	296	315
Gorey Youth Needs Group CLG	296	197
Ballymun Day Nursery CLG	287	273
Blakestown and Mountview Neighbourhood Youth Project CLG	285	280
Tipperary Rape Crisis and Counselling Centre CLG	276	209
Galway Regional Youth Federation CLG	272	85
Ballyfermot Centre for Children, Young People and Families CLG	269	260
Anew Support Services CLG	269	134
Mayo Rape Crisis Centre CLG	267	228
Togher Family Centre CLG	265	238
Cox's Demesne Youth and Community Project CLG	260	233
Roscommon Safe Link CLG	258	169
Waterford Intellectual Disability CLG	256	218
Edenmore Day Care Nursery CLG	249	244
Sligo Springboard CLG	245	233
New Communities Partnership (NCP) CLG	244	239
Deansrath Family Centre CLG	243	234
Tipperary Regional Youth Service CLG	242	141
Stewarts Care CLG	234	-
Mullaghmatt Cortolvin Community Development CLG	226	217
Vita House Services CLG	222	186
Domestic Violence Information Resource Centre (OSS Cork) CLG	217	180
North-West Inner City Family/School Project CLG	216	261
Dunmanway Family Resource Centre CLG	215	134
Bonnybrook Day Nursery Centre CLG	209	205
Clare Youth Service CLG	207	125
Kilkenny Community Early Years Project CLG	202	198
Carlow Regional Youth Services CLG	202	134
Coiste Aiseanna Na Hoige Cuideachta Faoi Theorainn Ráthaíochta CLG	202	106
Letterkenny Youth and Family Services CLG	198	107
Mead Day Nursery CLG	197	193
One in Four (Ireland) CLG	190	235

	2023 €'000	2022 €'000
Sligo Family Resource Centre CLG	188	185
Clonmel Community Parent Support Programme CLG	188	181
Carlow Women's Aid CLG	188	148
Domestic Violence Response CLG	185	142
My Project Minding You CLG	184	180
YMCA Ireland	180	178
Athlone (Midland) Rape Crisis Centre CLG	178	145
Newbury House Family Centre CLG	168	120
Donegal Women's Centre CLG	166	152
Erris Family & Community Support Centre CLG	164	-
Tir Boghaine Cuideachta Faoi Theorainn Ráthaíochta CLG	163	167
Empower Local Development CLG	163	5
Lifestyle Development Group CLG	161	99
The Marian Centre CLG	159	151
Cork Anti-Poverty Resource Network CLG	157	153
Tullamore Rape Crisis Centre CLG	156	144
Alcohol Forum Ireland CLG	153	154
First Steps Rowlagh CLG	152	149
Ballinrobe Family Resource Centre CLG	152	136
Hill Street Family Resource Centre CLG	150	118
Family Resource Centre (Inchicore Domestic Violence) CLG	150	113
Bagenalstown Family Resource Centre CLG	148	74
South West Mayo Development CLG	144	-
Ferns Diocesan Youth Service CLG	143	86
Westmeath Support Services Against Domestic Abuse CLG	142	91
Kilbarrack-Foxfield Nursery Centre CLG	136	133
Clones Family Resource Centre CLG	135	98
K.A.S.I. CLG	134	-
Mahon Family Resource Centre CLG	132	118
Doras Bui A Parents Alone Resource Centre CLG	130	128
ECCE and Play Early Childhood Ireland CLG	130	127
Tralee International Resource Centre CLG	130	16
The Crann Support Group CLG	128	96
Phoenix Community Resource Centre CLG	127	117
Ossory Youth CLG	126	74
Moatview Nursery and Early Education Centre CLG	125	123
St Michael's Family Centre CLG	124	119

	2023 €'000	2022 €'000
Roscommon Integrated Development CLG	124	100
Southside Partnership DLR CLG	124	98
Breffni Integrated CLG	124	66
Bluestack Special Needs Foundation CLG	122	173
Ballyboden Children's Centre CLG	118	116
Neart Hamhnais Cuideachta Faoi Theorainn Ráthaíochta CLG	117	115
Tearmann Housing Association CLG	114	211
Parentline CLG	114	101
Ballinasloe Social Services CLG	114	10
Boyle Family Resource Centre CLG	111	92
Inner City Organisations Network (Icon)/YPAR CLG	109	129
Carrigaline Family Support CLG	109	76
Raphoe Diocese Pastoral Services CLG	108	37
Brothers of Charity Services Ireland CLG	108	9
Cork Life Centre	105	133
Kerry Family Resource and Counselling Centre CLG	103	82
Newbridge Family Resource Centre CLG	103	45
The Trustees of Macroom Family Resource Centre CLG	103	33
The Candle Community Trust CLG	102	62
Inishowen Development Partnership CLG	100	103
Treoir the National Federation of Services for Unmarried Parents and their Children CLG	99	94
Genesis Psychotherapy and Family Therapy Service CLG	96	94
Mohill Family Support Centre CLG	96	46
Sligo County Childcare Committee CLG	95	60
Clonmel Resource Centre CLG	93	103
Fatima Groups United CLG	91	89
Southwest Counselling Centre CLG	91	65
Focus Family Resource Centre CLG	89	92
Leitrim Integrated Development Company CLG	87	114
Children's Rights Alliance - Republic of Ireland CLG	87	47
F.A.C.T. Family Resource Centre CLG	86	49
Carrick-On-Shannon Family Life Centre CLG	85	82
Westmeath Community Development CLG	85	82
Killorglin Family Resource Centre CLG	85	61
Donegal Travellers Project CLG	85	50
Ballyspillane Community and Family Resource Centre CLG	84	49

	2023 €'000	2022 €'000
Southend Community Development Group CLG	81	75
Newpark Close Community Development CLG	77	84
Northside Family Resource Centre CLG	77	80
Mountview Family Resource Centre CLG	75	42
Connect Family Resource Centre CLG	74	74
Shanakill Family Resource Centre CLG	73	65
Knockanrawley Resource Centre CLG	73	62
Parents First (Laois, Offaly) CLG	73	55
Leitrim County Childcare Committee CLG	72	74
Kerryhead/Ballyheigue Family Resource Centre CLG	72	17
Cultúr, Celebrating Diversity CLG	72	11
Ballina Family Resource Centre CLG	71	69
Cherry Orchard Equine Centre CLG	70	70
Trim Family Resource Centre CLG	70	68
Listowel Family Resource Centre CLG	70	63
Brill Family Resource Centre CLG	70	30
Cork City Childcare CLG	69	138
Kerry Travellers Health and Community Development Project CLG	69	20
Blanchardstown Home-Start CLG	68	67
Hospital Family Resource Centre CLG	67	53
Galway City Partnership CLG	67	10
Southill Area Centre CLG	66	49
Children's Grief Centre CLG	66	16
Kells Family Resource Centre CLG	65	54
Northside Counselling Service CLG	65	-
Simon Community (Galway) CLG	64	62
Carrigtwohill Family Resource Centre CLG	64	61
Ballybunion Community Centre CLG	64	-
Lus Na Gréine Family Resource Centre CLG	62	57
Gort Resource Centre CLG	60	58
Society of St. Vincent de Paul - Council of Ireland	60	-
The Red Door Project CLG	60	-
Forum Connemara CLG	57	75
Claremorris Social and Family Centre CLG	57	56
Golf Course Road Westport Community Centre Limited CLG	57	56
Mountmellick Development Association CLG	57	54
Croom Family Resource Centre CLG	56	29

	2023 €'000	2022 €'000
Ballymun Child and Family Resource Centre CLG	55	110
County Kilkenny Leader Partnership CLG	54	40
St Audoen's Pre-School	53	52
Ronanstown Community Childcare Centre CLG	52	51
Forward Steps Resource Centre CLG	51	61
South West Kerry Family Resource Centre CLG	51	51
Ballyhoura Development CLG	51	40
West Limerick Resources CLG	50	42
NASC the Migrant and Refugee Rights Centre CLG	49	10
Cavan Travellers Movement CLG	49	1
Rahoon Family Centre CLG	48	47
Kinsale Youth Support Services CLG	46	48
Abbeydorney/Kilflynn Family Resource Centre CLG	46	43
St Canice's Community Action CLG	46	38
Ballymote Family Resource Centre CLG	45	37
Child Abuse Prevention Project CLG	44	43
Offaly Integrated Local Development CLG	44	31
Before 5 Family Centre CLG	43	62
Bandon Family Resource Centre CLG	43	37
County Kildare Youth Hub CLG	43	36
Monaghan Integrated Development CLG	43	26
Tubbercurry Family and Childcare Resource House Project CLG	43	22
Droichead Family Resource Centre CLG	42	40
The Community After School Project CLG	41	84
The Creative Learning Centre CLG	41	25
Glenfields Community Childcare CLG	41	23
Cherish CLG	40	39
St Ultan's Childcare Project CLG	40	39
Ballyduff Family and Community Support Forum CLG	39	51
Clare Immigrant Support Centre CLG	39	49
Blakestown and Mountview Youth Initiative CLG	38	37
Learning Hub Limerick CLG	38	23
Kildare County Childcare Committee CLG	38	-
West Sligo Family Resource Centre CLG	37	36
Navan Travellers Workshops CLG	37	13
South Dublin County Partnership CLG	37	10
The Cork County Childcare Committee CLG	36	36

	2023 €'000	2022 €'000
Skibbereen Community and Family Resource Centre CLG	36	35
Castlerea Community and Family Resource Centre CLG	36	-
Advocates for the Victims of Homicide (Advic)	35	7
Laois Community and Enterprise Development CLG	35	-
Western Region Drugs Task Force CLG	34	40
Southside Travellers Action Group CLG	34	-
Seirbhisi na nÓg CLG	33	13
Cobh Family Resource Centre CLG	31	54
Kenmare Family Resource Centre CLG	31	31
Raheen Community Development Group CLG	31	15
Donegal Family Resource Centre CLG	31	-
Rialto Development Association CLG	30	29
Sligo Centre for Independent Living CLG	30	13
Ballyogan Community Development Management Committee CLG	29	35
A Little Lifetime Foundation CLG	29	28
The Social and Health Education Project CLG	29	5
Tipperary Rural Travellers Project CLG	28	30
Basement Project Company CLG	28	28
Cork City Learning Support Centre	28	28
Le Cheile Family Resource Centre (Mallow) CLG	28	27
St Kieran's SP National School for Travellers	28	27
Women's Community Projects (Mullingar) Association CLG	28	21
Midleton Community Forum CLG	27	61
Monaghan Education Centre	26	26
Treo Portlairge CLG	26	26
Offaly County Council	26	17
Centre For Effective Services CLG	26	-
Galway Roscommon ETB	25	39
North West Clare Family Resource Centre CLG	24	40
Diversity Sligo Asylum Seekers and Refugees Support CLG	24	8
Templemore Community Services Centre CLG	23	23
West Clare Family Resource Centre CLG	23	-
Enable Ireland Disability Services CLG	22	67
Castlemaine Family Resource Centre CLG	22	27
South Presentation Centre CLG	22	10
Midlands Regional Youth Service CLG	22	4
Moyross Development CLG	21	20

	2023 €'000	2022 €'000
Beara West Family Resource Centre CLG	21	10
Dunfanaghy Community and Family Resource CLG	20	-
Venture Out Wilderness Project CLG	19	22
Dundalk Counselling Centre CLG	19	19
Social Care Association of Ireland CLG	18	14
Eala Og Child Care Centre CLG	18	13
Ardee and District Community Trust CLG	18	12
Dungarvan and An Rinn SCP	18	-
Finglas Community Support Service CLG	17	44
Laois Youth Services CLG	17	22
Hillview Community Resource Centre CLG	16	17
St Francis Junior National School	16	16
Spafield Family Resource Centre CLG	16	15
Sacred Heart Community and Childcare Project CLG	16	11
Kerry County Childcare Committee CLG	16	5
Sligo Social Service Council CLG	15	36
Ringsend Creche CLG	15	15
Whitefriar Street Community Development Project CLG	15	14
Ballyfermot Travellers Action Project CLG	15	-
St Margaret's Traveller Community Association CLG	15	-
Meath Community Rural and Social Development Partnership CLG	14	22
National Social Work Organisation of Ireland CLG	14	14
Taghmon Family Resource Centre CLG	13	21
Monaghan County Childcare Committee CLG	12	17
Westmeath County Childcare Committee CLG	12	13
Cara House Family Resource Centre CLG	12	12
Southill Family Resource Centre CLG	12	9
North Connaught Youth & Community Services CLG	12	-
Wexford Local Development CLG	12	-
Goshh Ireland CLG	11	13
Wallaroo Playschool Limited CLG	11	11
Involve CLG	11	10
School Street and Thomas Court Bawn Family Resources Centre CLG	11	-
F.A.B. Coolcotts Community Development Project CLG	10	20
National Childhood Network CLG	10	12
Festina Lente Foundation CLG	10	8
Millennium Family Resource Centre CLG	10	8
Adrigole Family Resource Centre CLG	10	-

	2023 €'000	2022 €'000
Kildare Town Community and Family Resource Centre CLG	10	-
Knocknaheeney and Hollyhill Community Development Initiatives CLG	9	5
Respond CLG	8	10
South Tipperary Development CLG	8	8
Quarryvale Community Resource Centre CLG	8	7
Killinarden Family Resource Centre CLG	8	6
North West Hospice CLG	8	4
Waterford Traveller Community Development Project CLG	8	-
Baboro Galway International Children's Festival CLG	7	-
Galway Autism Partnership CLLG	7	-
Helium Arts CLG	7	-
Longford Community Resources CLG	7	-
The Clare County Childcare Committee CLG	7	-
Walkinstown Greenhills Resource Centre CLG	7	-
Waterford Integration Services CLG	7	-
An Bháinseach Estate CLG	6	5
St Michael's Parish Youth Project CLG	6	-
Tullamore Travellers Movement CLG	6	-
Clara Community and Family Resource Centre CLG	5	10
Ballymun Regional Youth CLG	5	5
Kilkenny Bereavement Support	5	5
The Meath Youth Federation CLG	5	5
Moyross Community Enterprise Centre CLG	5	4
Ballymun Local Drugs Task Force CLG	5	-
Coolmine Therapeutic Community CLG	5	-
National Centre for Youth Mental Health CLG	5	-
Tús Nua Artane Coolock Family Resource Centre CLG	5	-
Tullamore Community and Family Resource Centre CLG	4	2
Dublin South City Partnership	4	-
Roscrea/Birr SCP	4	-
STEPS (Rosbrien) SCP	4	-
Tullow Area School Completion Programme CLG	4	-
Galway Rural Development CLG	3	-
The Bedford Row Family Project CLG	3	-
The Mill Family Resource Centre CLG	3	-
Elm Park Area Childcare Committee CLG	2	2
Our Lady's Hospice & Care Services	2	-
Portlaoise Community and Family Resource Centre CLG	2	-

	2023 €'000	2022 €'000
Scoil Mhuire CLG	2	-
Kilkenny Social Services	1	33
A.S.S.C (Accompaniment Support Services for Children) CLG	1	27
Three Drives Family Resource Centre CLG	1	4
Knock Counselling Centre CLG	1	2
Athlone Family Resource Centre CLG	1	-
Castlebar Le Chéile Family Resource Centre CLG	1	-
Corpus Christi Primary School	1	-
Meitheal Mhiobhaigh Cuideachta Faoi Theorainn Ráthaíochta CLG	1	-
Stewarts Care Limited	-	281
Wexford Mental Health Association CLG	-	63
Castleisland Family Resource Centre	-	55
Downstrands Family Resource Centre CLG	-	31
LINC Society Limited	-	28
Nenagh Childcare Centre CLG	-	16
Ballypnehane-Togher Community Development Project CLG	-	15
Monaghan Youth Federation CLG	-	13
Disability Equality Specialist Support Agency CLG	-	7
Ennis Schools Completion Programme CLG	-	7
Irish Sudden Infant Death Association CLG	-	7
Social Anxiety Ireland CLG	-	7
Jack and Jill Childcare Centre CLG	-	6
Think Bodywhys CLG	-	6
Roscommon County Childcare Committee CLG	-	5
Saol Project CLG	-	5
The Glen Community Creche CLG	-	5
The Longford County Childcare Committee CLG	-	5
Breifni Community Development CLG	-	4
Curam Clainne CLG	-	4
South Dublin County Childcare Committee CLG	-	3
St Kevin's Family Resource Centre CLG	-	3
Balally Family Resource Centre CLG	-	1
Baldoyle Family Resource Services CLG	-	1
Ballingarry (Thurles) Community Development CLG	-	1
Blanchardstown Local Drugs Task Force CLG	-	1
Rosemount Community Development Group CLG	-	1
Section 56 Provisions	864	4
Total	170,252	147,238

Appendix 4

School Completion Programme Payments	2023 €'000	2022 €'000
Kildare and Wicklow ETB	2,208	1,421
City of Dublin ETB	1,768	1,849
Donegal ETB	1,372	961
Cork ETB	996	899
Cavan and Monaghan ETB	927	711
Kilkenny and Carlow ETB	915	840
Louth and Meath ETB	859	814
Galway Roscommon ETB	754	787
Sligo SCP	714	320
Longford SCP	631	240
Iscoil CLG	610	380
North West City ESL CLG	464	299
Dublin 8/Liberties Cluster SCP	456	419
Mayo Sligo And Leitrim ETB	453	542
Karablu CLG	407	391
Dublin and Dun Laoghaire ETB	403	382
Collinstown Park SCP	400	385
Waterford SCP	392	378
Dominican Campus SCP and St John's	388	373
Galway City Westside SCP	387	248
School Completion Programme Dun Dealgan CLG	383	422
Palmerstown SCP	383	172
Youth Advocate Programmes Ireland CLG	375	-
Dublin 5 SCP	361	349
STEPS (Rosbrien) SCP	358	232
Drimnagh Bluebell Inchicore SCP	346	323
Tipperary ETB	343	352
Roscrea/Birr SCP	338	328
Jobstown SCP	337	323
Tipperary Town SCP	325	317
Mahon Blackrock SCP	325	309
Smile SCP	318	306
Gorey SCP	317	305
Mullingar SCP	317	305

	2023 €'000	2022 €'000
Le Chéile SCP	317	265
Deis Scop SCP Cuideachta Faoi Theorainn Ráthaíochta CLG	315	270
South West Wexford SCP	311	300
Deeside SCP	310	362
Ennis Schools Completion Programme CLG	308	295
Bantry and Dunmanway SCP	303	274
Bunclody/Enniscorthy SCP	299	287
School Completion Programme Dublin 1 and 7 CLG	291	333
Quarryvale/Balgaddy SCP	289	287
Tullamore SCP	289	276
North Inishowen SCP/Cardonagh Community School	288	276
Dublin 17 SCP	276	264
St Dominic's Old Bawn SCP	267	255
Greenhills SCP	266	239
Treoir the National Federation of Services for Unmarried Parents and their Children CLG	265	265
Business in the Community Ireland CLG	258	271
Kilrush SCP	258	248
Mayfield/The Glen SCP	251	239
Edenderry SCP	250	240
Tullow Area School Completion Programme CLG	250	240
Cabinteely SCP	250	239
Killinarden SCP	248	237
North Kerry (LINK) SCP	248	237
St Mark's/St Maelruain's SCP	248	237
South Clondalkin SCP	242	231
Donaghmede/Ayrfield/Edenmore SCP	241	229
Aisling Project CLG	240	227
Kerry ETB	240	180
Drogheda Northside School Completion Programme CLG	237	189
Foróige the National Youth Development Organisation CLG	235	454
Clár Críochnú Scoile, Conamara Thiar Theas	234	223
Limerick and Clare ETB	233	237
Crumlin, Drimnagh and Harold's Cross SCP	233	222
Brookfield and Fettercairn SCP	232	221
Finglas C SCP	232	211
Blakestown/Mountview SCP	222	212
Southill SCP	221	243
St Oliver's Clonmel SCP	221	210

	2023 €'000	2022 €'000
Pairc SCP	217	216
Edenmore Kilbarrack Raheny SCP	217	206
Sexton Street Assisting Youth (SSTAY) SCP	209	199
East Tallaght SCP	208	182
Connemara North and West SCP	207	107
Tofe SCP	205	194
Athlone/Ballinasloe SCP	203	184
Dublin North Central SCP	201	221
Wexford SCP	199	190
Ballyfermot "C" SCP/Caritas College	199	189
Bridgetown SCP	197	172
St Michael's Secondary School	196	171
St Finian's SCP	195	185
Balally Dundrum SCP	190	180
Crumlin Cluster SCP	189	180
Kicks (Croom Kilmallock) SCP	184	176
South Meath SCP	183	173
Ballinteer Community School/Scoil Mhuire (Ballyboden) SCP	182	133
Synge Street SCP	171	144
Coolock SCP	168	158
Swords SCP	165	156
Dungarvan and An Rinn SCP	165	150
Mounttown/Sallynoggin SCP	153	222
St Canice's Community Action CLG	142	133
Wexford Local Development CLG	102	-
Extern Ireland CLG	78	-
Barnardos - Republic of Ireland CLG	74	74
The Cruthu Foundation CLG	70	-
St Ultan's Childcare Project CLG	59	62
Rosses Community School	27	21
Gairmscoil Mhic Diarmada	13	13
Kenmare Community School/Pobalscoil Inbhear Sceine	5	-
Brill Family Resource Centre CLG	3	107
Laois and Offaly ETB*	(382)	280
Total	34,842	31,185

*Amount in 2023 represents returned of funding from prior years.

Appendix 5

Family Resource Centre Payments	2023 €'000	2022 €'000
Curragh Pride Family Resource Centre CLG	539	508
National Forum of Family Resource Centres CLG	525	413
Fatima Groups United CLG	337	220
St Canice's Community Action CLG	297	269
F.A.C.T. Family Resource Centre CLG	279	173
Northside Family Resource Centre CLG	277	217
Ardaun Roscam Doughiska Family Resource Centre CLG	260	277
Quarryvale Community Resource Centre CLG	255	206
Teach Oscail Resource Project CLG	252	193
St Andrew's Resource Centre CLG	237	223
Portlaoise Community and Family Resource Centre CLG	236	196
Listowel Family Resource Centre CLG	228	203
Croom Family Resource Centre CLG	224	144
Droichead Family Resource Centre CLG	221	125
North Tipperary Community Services CLG	220	175
Northside Home Care Services CLG	219	223
Westport Family Resource Centre CLG	216	234
Ballymun Child and Family Resource Centre CLG	216	190
Ballymote Family Resource Centre CLG	214	194
Lus Na Gréine Family Resource Centre CLG	214	174
Boyle Family Resource Centre CLG	213	245
Downstrands Family Resource Centre CLG	213	175
Rosemount Community Development Group CLG	212	195
Ballyspillane Community and Family Resource Centre CLG	211	181
Bagenalstown Family Resource Centre CLG	211	170
Le Cheile Family Resource Centre (Mallow) CLG	211	169
Mountview Family Resource Centre CLG	211	164
Finn Valley Family Resource Centre CLG	210	175
Forward Steps Resource Centre CLG	210	170
Bridgeways Family Resource Centre CLG	205	170
Newbridge Family Resource Centre CLG	203	173
Adrigole Family Resource Centre CLG	203	168
Castlebar Le Chéile Family Resource Centre CLG	199	189
North West Clare Family Resource Centre CLG	196	228

	2023 €'000	2022 €'000
Shannon Family Resource Centre CLG	196	176
School Street and Thomas Court Bawn Family Resources Centre CLG	195	169
West Clare Family Resource Centre CLG	194	199
Mountmellick Development Association CLG	194	175
South West Kerry Family Resource Centre CLG	193	146
Connect Family Resource Centre CLG	191	166
Clones Family Resource Centre CLG	187	124
Ballinrobe Family Resource Centre CLG	186	185
Kells Family Resource Centre CLG	186	131
Solas Resource Centre CLG	185	193
Mullaghmatt Cortolvin Community Development CLG	185	175
Newpark Close Community Development CLG	185	174
Hospital Family Resource Centre CLG	184	197
Millennium Family Resource Centre CLG	182	185
South West Wexford Community Development Group CLG	181	146
Raphoe Family Resource Centre CLG	180	182
St Brigid's Family and Community Centre CLG	179	184
Gorey Family Resource Centre CLG	178	415
Clara Community and Family Resource Centre CLG	178	177
Roscommon Integrated Development CLG	178	175
Donegal Family Resource Centre CLG	177	188
Loughrea Family Resource Centre CLG	177	181
Three Drives Family Resource Centre CLG	177	177
Trim Family Resource Centre CLG	176	186
Clann Resource Centre Oughterard CLG	176	179
Barnardos - Republic of Ireland CLG	176	175
Brill Family Resource Centre CLG	176	175
Southill Family Resource Centre CLG	176	173
Cherry Orchard Family Resource Centre CLG	173	178
Athy Community and Family Centre CLG	173	175
Kildare Town Community and Family Resource Centre CLG	173	175
Tullamore Community and Family Resource Centre CLG	173	167
Cáirdeas Kilmovee Family Resource Centre CLG	173	166
Gort Resource Centre CLG	171	148
Carrigtwohill Family Resource Centre CLG	170	175
Meitheal Mhiobhaigh Cuideachta Faoi Theorainn Ráthaíochta CLG	170	175
The Crann Support Group CLG	170	175

	2023 €'000	2022 €'000
Balally Family Resource Centre CLG	170	168
Raheen Community Development Group CLG	170	167
Killaloe/Ballina Community and Family Resource Centre CLG	169	193
Mohill Family Support Centre CLG	169	190
Cobh Family Resource Centre CLG	168	158
Kenmare Family Resource Centre CLG	167	222
Shanakill Family Resource Centre CLG	167	170
Breifni Community Development CLG	166	167
Tubbercurry Family and Childcare Resource House Project CLG	165	166
Beara West Family Resource Centre CLG	164	162
Spafield Family Resource Centre CLG	162	156
St Johnston/Carrigans Resource Group CLG	161	166
Killorglin Family Resource Centre CLG	161	148
Midleton Community Forum CLG	159	125
Moville and District Family Resource Centre CLG	157	162
Killinarden Family Resource Centre CLG	157	146
Castlemaine Family Resource Centre CLG	157	135
Cara House Family Resource Centre CLG	155	191
Ballina Family Resource Centre CLG	152	134
Claremorris Family Resource Centre CLG	152	120
Hillview Community Resource Centre CLG	150	152
Duagh Family and Community Resource Centre CLG	147	152
The Forge Family Resource Centre Pettigo CLG	147	145
Baldoyle Family Resource Services CLG	145	140
Taghmon Family Resource Centre CLG	145	130
Tús Nua Artane Coolock Family Resource Centre CLG	142	136
West Sligo Family Resource Centre CLG	140	141
Kerryhead/Ballyheigue Family Resource Centre CLG	140	131
Hill Street Family Resource Centre CLG	137	155
Dunfanaghy Community and Family Resource CLG	137	143
Abbeydorney/Kilflynn Family Resource Centre CLG	137	138
Sligo Family Resource Centre CLG	131	133
Ballyfermot Resource Centre CLG	129	123
Dunmanway Family Resource Centre CLG	127	128
Ballyogan Community Development Management Committee CLG	126	120
Ballyduff Family and Community Support Forum CLG	126	117
Castlerea Community and Family Resource Centre CLG	125	132

	2023 €'000	2022 €'000
Ballyboden Children's Centre CLG	125	131
St Kevin's Family Resource Centre CLG	123	129
The Mill Family Resource Centre CLG	122	125
Athlone Family Resource Centre CLG	122	123
Sacred Heart Community and Childcare Project CLG	120	136
Southend Community Development Group CLG	119	125
St Matthew's Family Centre CLG	119	125
Greystones People's Project CLG	118	124
Cara-Phort Family Resource Centre CLG	118	112
Focus Family Resource Centre CLG	117	173
Neart Hamhnais Cuideachta Faoi Theorainn Ráthaíochta CLG	116	134
Bandon Family Resource Centre CLG	115	246
St Brigid's Pre-School and Family Centre CLG	111	118
South Dublin County Partnership CLG	111	107
Total	22,283	21,241

Appendix 6

Family Support Services Counselling Payments	2023 €'000	2022 €'000
Accord Catholic Marriage Care Service CLG	1,257	1,232
Accord Dublin Catholic Marriage Care Service CLG	433	424
Rainbows Ireland Child and Youth Grief and Loss Support CLG	301	260
Barnardos - Republic of Ireland CLG	211	182
Cherish CLG	195	191
Cork Counselling Services CLG	193	203
Clanwilliam Institute: Psychotherapy, Education and Consultation Personal Relationship and Family Consultancy CLG	148	124
Beacon of Light Counselling Centre CLG	134	111
The C.A.R.I. Foundation CLG	130	111
Dundalk Counselling Centre CLG	128	101
Association for Agency Based Counselling and Psychotherapy in Ireland CLG	127	159
St Laurence O'Toole Catholic Social Care (Crosscare) CLG	124	121
Boyle Family Resource Centre CLG	120	135
Irish Sudden Infant Death Association CLG	118	86
Bessborough Centre CLG	106	104
Southwest Counselling Centre CLG	105	73
Vita House Services CLG	104	72
Genesis Psychotherapy and Family Therapy Service CLG	94	92
Knock Counselling Centre CLG	94	69
St Brigid's Family and Community Centre CLG	89	87
Northside Counselling Service CLG	85	149
Carp - Killinarden CLG	83	39
Curam Clainne CLG	82	56
Trinity Adult Resource Group for Education and Training CLG	66	64
Brackenstown Adult Scene of Education CLG	60	34
Kerry Family Resource and Counselling Centre CLG	60	34
Kildare Youth Services CLG	58	71
Clarecare CLG	57	28
Institute of Professional Counselling CLG	56	54
The Creative Learning Centre CLG	55	24
Raphoe Diocese Pastoral Services CLG	48	28
The Candle Community Trust CLG	47	75
School Street and Thomas Court Bawn Family Resources Centre CLG	47	46

	2023 €'000	2022 €'000
Helplink Support Services CLG	42	17
Headway (Ireland) CLG	41	41
Foróige the National Youth Development Organisation CLG	39	35
The Irish Hospice Foundation CLG	37	42
Knockanrawley Resource Centre CLG	36	37
Co. Wicklow Community Partnership CLG	36	16
Deansrath Family Centre CLG	36	15
Hope House	34	33
St Michael's Family Centre CLG	34	18
Carrick-On-Shannon Family Life Centre CLG	34	8
Carlow Regional Youth Services CLG	34	3
Anam Cara Parental and Sibling Bereavement Support CLG	33	17
Kinsale Youth Support Services CLG	32	31
Togher Family Centre CLG	32	31
Meath Springboard Family Support Services CLG	32	16
Doras Bui A Parents Alone Resource Centre CLG	30	25
Sophia Counselling Centre CLG	30	-
The Shanty Educational Project CLG	29	29
Merchants Quay Ireland CLG	29	28
Teach Oscail Resource Project CLG	27	31
Living Life Voluntary Counselling Centre CLG	27	27
Carrigtwohill Family Resource Centre CLG	26	25
Hill Street Family Resource Centre CLG	26	25
Donegal Youth Services CLG	26	9
Pieta House CLG	26	5
Ballyboden Children's Centre CLG	25	25
Limerick Social Service Council CLG	25	24
St Andrew's Resource Centre CLG	25	24
Drogheda Northside School Completion Programme CLG	25	-
Athlone Community Services Council CLG	24	-
Three Drives Family Resource Centre CLG	23	23
Seirbhisi Na Nog CLG	23	16
Cork Life Centre	21	21
Baldoyle Family Resource Services CLG	21	20
Drogheda Community Services Trust CLG	21	20
Good Shepherd Cork CLG	21	20
East Clare Community Co-Op	21	12

	2023 €'000	2022 €'000
Templemore Community Services Centre CLG	21	5
Clones Family Resource Centre CLG	20	20
St Patrick's Archdiocesan Trust CLG	20	18
Bridgetown SCP	20	11
Ennis Schools Completion Programme CLG	20	11
Ferns Diocesan Youth Service CLG	20	7
Family Life Service Ferns CLG	19	31
Claremorris Social and Family Centre CLG	19	19
Newbury House Family Centre CLG	18	18
St Kevin's Family Resource Centre CLG	18	18
Kenmare Family Resource Centre CLG	18	17
Tullamore Travellers Movement CLG	18	8
Longford Women's Link CLG	17	1
Shannon Family Resource Centre CLG	16	16
Millennium Family Resource Centre CLG	15	15
Ballyfermot Centre for Children, Young People and Families CLG	15	7
Dowdstown Counselling Services CLG	14	14
Southill Family Resource Centre CLG	14	14
North Clondalkin Integrated Family/School Project CLG	14	13
Mohill Family Support Centre CLG	14	8
Lifeline Inishowen	14	3
Portlaoise Community and Family Resource Centre CLG	13	21
Spiritan Asylum Services Initiative CLG	13	14
Blanchardstown Local Drugs Task Force CLG	13	13
Blayney Blades CLG	13	13
Clann Resource Centre Oughterard CLG	13	13
Kildare and Wicklow ETB	13	13
Moville and District Family Resource Centre CLG	13	13
Northside Family Resource Centre CLG	13	13
Loreto Centre	13	12
The Social and Health Education Project CLG	13	12
North West Hospice CLG	13	3
West Clare Family Resource Centre CLG	12	11
Mullaghmatt Cortolvin Community Development CLG	11	11
Solas Resource Centre CLG	11	11
Ballymun Child and Family Resource Centre CLG	11	10
Bethany Bereavement Support Group	11	10

	2023 €'000	2022 €'000
Cloyne Diocesan Youth Services CLG	11	10
Kilkenny and Carlow ETB	11	9
Darndale Belcamp - Newlife Centre CLG	11	0
Connect Family Resource Centre CLG	10	10
Downstrands Family Resource Centre CLG	10	10
Le Cheile Family Resource Centre (Mallow) CLG	10	10
Ballinteer Community School/Scoil Mhuire (Ballyboden) SCP	10	5
Dublin and Dun Laoghaire ETB	10	-
Edenmore Kilbarrack Raheny SCP	10	-
Teach Bhride Holistic Education Centre CLG	9	10
Cobh Family Resource Centre CLG	9	9
Daughters of Charity Child and Family Services CLG	9	9
Focus Family Resource Centre CLG	9	9
St Canice's Community Action CLG	9	9
Quarryvale Community Resource Centre CLG	9	8
St Francis Hospice Dublin CLG	9	8
St Matthew's Family Centre CLG	9	8
St Dominic's Old Bawn SCP	9	-
Walkinstown Greenhills Resource Centre CLG	9	-
Waterford SCP	9	-
Whitefriar Street Community Development Project CLG	8	15
Lus Na Gréine Family Resource Centre CLG	8	9
Adrigole Family Resource Centre CLG	8	8
Ballina Family Resource Centre CLG	8	8
Carrigaline Family Support CLG	8	8
Taghmon Family Resource Centre CLG	8	8
The Oasis Centre CLG	8	8
Westport Family Resource Centre CLG	8	8
Wexford SCP	8	8
Women's Collective Ireland CLG	8	8
Killinarden SCP	7	10
Advocates for the Victims of Homicide (Advic)	7	7
Clondalkin Tus Nua CLG	7	7
East Tallaght SCP	7	7
Galway Regional Youth Federation CLG	7	7
Inchicore Community Drug Team CLG	7	7
Listowel Family Resource Centre CLG	7	7

	2023 €'000	2022 €'000
Miscarriage Association of Ireland	7	7
Purple House Cancer Support CLG	7	7
The Bedford Row Family Project CLG	7	7
The Crann Support Group CLG	7	7
Duagh Family and Community Resource Centre CLG	7	6
Greystones People's Project CLG	7	6
Newbridge Family Resource Centre CLG	7	6
Tubbercurry Family and Childcare Resource House Project CLG	7	2
Carrick on Shannon Community School	7	-
Pobalscoil Neasáin	7	-
Beara West Family Resource Centre CLG	6	6
Castlemaine Family Resource Centre CLG	6	6
Donegal Family Resource Centre CLG	6	6
Fermoy Community Resource Centre CLG	6	6
Killorglin Family Resource Centre CLG	6	6
North Tipperary Community Services CLG	6	6
South West Kerry Family Resource Centre CLG	6	6
Support After Homicide CLG	6	6
Swords SCP	6	6
The Forge Family Resource Centre Pettigo CLG	6	6
Tús Nua Artane Coolock Family Resource Centre CLG	6	6
Killinarden Family Resource Centre CLG	5	9
Abbeydorney/Kilflynn Family Resource Centre CLG	5	5
Ballyduff Family and Community Support Forum CLG	5	5
Ballyfermot Star CLG	5	5
Bandon Family Resource Centre CLG	5	5
Brookfield and Fettercairn SCP	5	5
Church of Ireland Marriage Council	5	5
F.A.B. Coolcotts Community Development Project CLG	5	5
Finglas Community Support Service CLG	5	5
Forward Steps Resource Centre CLG	5	5
Hospital Family Resource Centre CLG	5	5
Kells Family Resource Centre CLG	5	5
North West Clare Family Resource Centre CLG	5	5
Presentation Secondary School, Clonmel	5	5
Spafield Family Resource Centre CLG	5	5
St Johnston/Carrigans Resource Group CLG	5	5

	2023 €'000	2022 €'000
The Trustees of Macroom Family Resource Centre CLG	5	5
Ballyspillane Community and Family Resource Centre CLG	5	4
Chanel College	5	-
Colaiste Cois Life	5	-
St Saviour's National School	5	-
St John's Senior School	4	8
Tullamore Community and Family Resource Centre CLG	4	5
An Cuan Family Centre CLG	4	4
Athlone Family Resource Centre CLG	4	4
Bagenalstown Family Resource Centre CLG	4	4
Balally Family Resource Centre CLG	4	4
Ballyfermot Resource Centre CLG	4	4
Ballymote Family Resource Centre CLG	4	4
Breffni Community Development CLG	4	4
Bridgeways Family Resource Centre CLG	4	4
Bunclody/Enniscorthy SCP	4	4
Cherry Orchard Family Resource Centre CLG	4	4
Children's Grief Centre CLG	4	4
Clara Community and Family Resource Centre CLG	4	4
Croom Family Resource Centre CLG	4	4
Curragh Pride Family Resource Centre CLG	4	4
Droichead Family Resource Centre CLG	4	4
Fatima Groups United CLG	4	4
Gorey Family Resource Centre CLG	4	4
Gort Resource Centre CLG	4	4
Hillview Community Resource Centre CLG	4	4
Kerryhead/Ballyheigue Family Resource Centre CLG	4	4
Loughrea Family Resource Centre CLG	4	4
Mountview Family Resource Centre CLG	4	4
Newpark Close Community Development CLG	4	4
Rosemount Community Development Group CLG	4	4
Scoil Chríost Rí	4	4
South West Wexford Community Development Group CLG	4	4
South West Wexford SCP	4	4
St Brigid's Pre-School and Family Centre CLG	4	4
St Colmcille's Community School	4	4
St Vincent's Secondary School	4	4

	2023 €'000	2022 €'000
The Mill Family Resource Centre CLG	4	4
Trim Family Resource Centre CLG	4	4
A Little Lifetime Foundation CLG	4	3
Ramsgrange Community School	4	-
Wexford Rape and Sexual Abuse Support Services CLG	4	-
Aids Care Education and Training (Ireland) CLG	3	3
Corpus Christi Primary School	3	3
Dungarvan and An Rinn SCP	3	3
Ennis National School	3	3
Good Shepherd National School	3	3
Huntington's Disease Association of Ireland CLG	3	3
Patrician Primary School	3	3
Raphoe Family Resource Centre CLG	3	3
Skibbereen Community and Family Resource Centre CLG	3	3
St Conleth's Infant School	3	3
St Flannan's National School	3	3
St Mary's Holy Faith Secondary School	3	3
St Mary's National School (Tallaght)	3	3
Laois Youth Services CLG	3	-
The Irish Society for the Prevention of Cruelty to Children (ISPCC) CLG	3	-
Traveller Families' Care CLG	3	-
Louth and Meath ETB	2	14
Boherbue Comprehensive School	2	2
Clare Suicide Bereavement Support	2	2
Crumlin Cluster SCP	2	2
Eist Cancer Support Centre Carlow CLG	2	2
Loreto College Crumlin	2	2
Muscular Dystrophy Ireland CLG	2	2
Near Le Chéile CLG	2	2
Castlecomer Community School	2	-
Dublin Aids Alliance CLG	1	1
St Conleth and Mary's Primary School	1	1
West Cork Counselling and Support Services CLG	1	1
Colaiste Chiarain Community School-Leixlip	1	-
Sligo Social Service Council CLG	-	18
The Men's Development Network CLG	-	10
Mountmellick Development Association CLG	-	9

	2023 €'000	2022 €'000
Parentline CLG	-	8
Aspen Counselling Services (Lucan) CLG	-	6
Kenmare Community School/Pobalscoil Inbhear Sceine	-	5
O'Fiaich College Pastoral Care Team	-	5
Old Coolattin Country CLG	-	4
Our Lady's Secondary School	-	4
One in Four (Ireland) CLG	-	3
Traveller Counselling Service CLG	-	3
Gorey Community School	-	2
Tipperary ETB (Borrisokane Community College)	-	2
Family Support Services Counselling Provisions	(3)	(6)
Total	7,438	6,633

TÚSLA

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

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