



**CUAN**

An Ghníomhaireacht um Fhoréigean Baile,  
Gnéasach agus Inscnebhunaithe  
The Domestic, Sexual and  
Gender-Based Violence Agency

# 2024

**Annual Report &  
Financial Statements**

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# Chair's Message



**As Chairperson of Cuan, it is a true pleasure to present our first Annual Report, which documents the Agency's inaugural year of operation since our establishment in January 2024.**

Domestic, sexual and gender-based violence is a pernicious issue in Irish society, impacting women, men and children in diverse and devastating ways. The establishment of *Cuan*—Ireland's first dedicated statutory agency to address DSGBV—marks a crucial milestone in our nation's commitment to eradicating these forms of violence. It represents a significant advancement in how Ireland approaches this critical societal challenge. It is vital that both the visibility and authoritative voice of Cuan is now underscored, as a support for those experiencing domestic sexual and gender-based violence and trusted partner of the services working in this area.

In 2024, the first year, Cuan has successfully undertaken the transition of responsibilities from Tusla and the Department of Justice, established governance structures, and

built a skilled and dedicated team. In so doing we have begun the essential work of coordinating Ireland's response to DSGBV under the four pillars of the Istanbul Convention: prevention, protection, prosecution and policy coordination. The unwavering leadership of former Minister for Justice, Helen McEntee, was instrumental in establishing Cuan, and ensuring that addressing domestic, sexual and gender-based violence remains a priority at the highest levels of government. My fellow Board members provided expertise and guidance during this busy establishment year, setting Cuan on a path to success. Together with the Board, I now look forward to working closely with Minister for Justice Jim O'Callaghan in order to deliver on the vision in our Corporate Plan 2025-2027, of a society free from domestic, sexual and gender-based violence'.

A special commendation is due to our CEO, Dr. Stephanie O'Keeffe, and all the staff at Cuan for their energy and tireless efforts in building an agency capable of driving real change. While the journey ahead remains challenging, what has been achieved in our first year demonstrates how—with strong political will and dedicated resources—we can build the robust foundations of a society where zero tolerance towards domestic, sexual and gender-based violence is not just an aspiration but a reality.

**Professor Emerita Caroline Fennell**  
Chair

# CEO's Message



Watch our  
CEO's Message



**As Cuan completes its first year of operation, I am proud to reflect on what we have accomplished since our establishment in January 2024.**

This Annual Report documents our journey of building Ireland's dedicated statutory agency for domestic, sexual and gender-based violence—from establishing core operations to delivering impactful initiatives that make a difference in people's lives, keeping them safe, helping recovery, supporting access to justice or reducing the risk of sexual or domestic violence.

The establishment of Cuan in 2024 represents a landmark achievement in Ireland's response to DSGBV. Creating a statutory agency from the ground up is an enormous task that required extraordinary commitment from our staff, Board and partners across government and civil society. In just twelve months, we have built organisational structures, governance frameworks, operational systems and collaborative partnerships, leveraging all of the hard work undertaken by the Department of Justice, Tusla, voluntary services and the wider sector before Cuan existed. This rapid foundation-building, while simultaneously maintaining service delivery and advancing strategic objectives, is a testament to the dedication, ambition and expertise of everyone involved in Cuan's journey.

Our first year has necessarily focused on building strong foundations. We need strong foundations to address the very significant challenges facing us in reducing DSGBV and coordinating and reporting on a whole-of-government strategy. We have grown from

an initial team of 14 staff to 28 by year-end, carefully recruiting expertise across key functional areas. We have developed robust governance structures, financial systems and operational frameworks to support our mandate. Most significantly, we have successfully transitioned the oversight and funding of 78 DSGBV service organisations from Tusla and the Department of Justice, ensuring continuity of these essential services while strengthening oversight and introducing new monitoring systems.

Despite being in our establishment phase, Cuan has made substantial progress in several critical areas. We successfully coordinated and published the first Mid-Year Progress Report on the implementation of the Zero Tolerance Strategy. We developed relationships with over 20 implementation partners, from government departments to statutory bodies, to bring greater transparency and focus to whole-of-government efforts. Strong collaboration and strategic oversight are all key to delivering actions that have a direct impact on victims and survivors and those at risk of DSGBV, including children. We designed and implemented the first phase of the Cuan Hub, an innovative digital platform to enhance service data collection, financial oversight and service delivery. This work is foundational and critical to the development of multi-annual service development plans, that meet the need of victims and survivors. We continued to drive impactful awareness campaigns including "Let's Have the Consent Conversation," "Always Here," and "Serious Consequences," while developing new ways and methods to ensure we are reaching all communities across the island of Ireland, equally. This is only the beginning of our work to confront the attitudes, systems and behaviours that give rise to unprecedented levels of DSGBV in Irish society.

Progress on expanding domestic violence emergency accommodation, refuge and safe homes, has been a key focus, with eight new family refuge units delivered in Wexford, and work advancing on additional units

across the country. We have worked closely with the Department of Housing, the Housing Agency, local authorities and domestic violence service providers to strengthen the structures for partnership necessary to accelerate this vital work.

In November, we launched our Corporate Plan 2025-2027, which articulates our strategic direction for the coming years. Developed through extensive engagement with our Board, staff, service providers and implementation partners, this plan is our roadmap for action.

Looking ahead to 2025, we will expand our operations, increase our capacity and continue to invest in people, systems and culture, so our role as a trusted partner deepens. We will focus on strengthening service delivery, expanding accommodation capacity, enhancing supports for victim-survivors and driving implementation of the Zero Tolerance Strategy as a whole-of-government priority.

I want to thank our Board Chair, Prof. Caroline Fennell, and Board and Board committee members for their guidance, and our government and statutory partners, service providers and stakeholders for their collaboration. I want to thank the Department of Justice and the Minister for their unwavering support, and Tusla for supporting Cuan in its first weeks and months. Most importantly, I wish to acknowledge the dedication of the Cuan team, whose expertise, commitment and determination has been instrumental in our achievements this year.

Cuan exists to reduce the incidence of DSGBV in Ireland and to support those who experience it. The strength and breadth of foundational work delivered in 2024 to establish our operations, positions us well to address this pervasive issue in Irish society.

**Dr. Stephanie O'Keeffe**  
Chief Executive Officer

## Our Vision

A society free from  
domestic, sexual and  
gender-based violence.



# About Cuan

# 2024 – A year of establishment and building momentum



Dr Stephanie O'Keeffe, Minister Helen McEntee and Professor Caroline Fennell at the launch of Cuan's Corporate Plan.

Domestic, sexual and gender-based violence (DSGBV) remains one of the most pervasive and complex challenges in Irish society. The scale of the problem is stark: 40% of adults in Ireland have experienced sexual violence at some point in their lifetime, with women disproportionately impacted. Among women aged 18–24, the figure rises to 65%. The European Institute for Gender Equality estimates that 35% of women have experienced intimate partner abuse in their lifetimes.

DSGBV does not occur in a vacuum. Factors such as gender, race, disability, sexual orientation, nationality and socio-economic status shape how individuals experience violence, and how they access protection and support. And DSGBV does not affect victims alone; it reaches into every community, every workplace and every home. It is a whole-of-society issue that demands a whole-of-society response. Tackling it requires more than isolated actions; it requires a coordinated national effort to challenge the conditions that allow violence to occur and persist.

Feedback from the DSGBV sector suggested Ireland's response was too fragmented and would benefit from a single point of coordination. Recognising this, the Government passed the Domestic, Sexual and Gender-Based Violence Agency Act 2023, establishing Cuan as a statutory agency on 1 January 2024. This was a transformative step, placing a specialist, dedicated agency at the centre of a national strategy grounded in zero tolerance.

Cuan's mandate is clear: coordinate Ireland's DSGBV response across prevention, protection, prosecution and policy. These pillars – shaped by the Istanbul Convention and the Zero Tolerance: Third National Strategy – guide Cuan's work in ensuring that victim-survivors are supported, services are available and

accountable, and that society as a whole moves toward meaningful behavioural and cultural change.

Establishing Cuan as Ireland's dedicated DSGBV agency in such a compressed timeframe represents a remarkable whole-of-government commitment. The task of simultaneously building organisational infrastructure while maintaining service continuity and advancing strategic priorities demanded exceptional effort from our Board, management team, staff, government partners and service providers.

A key achievement was the successful transition of DSGBV service funding responsibilities from Tusla and the Department of Justice to Cuan. Alongside this, new oversight mechanisms were implemented to support stability, transparency and accountability, crucial elements in maintaining trust and effectiveness in service provision. Through collaborative determination and shared purpose, we accomplished in twelve months what would ordinarily require multi-year implementation.

This Annual Report reflects Cuan's first year of work to put systems in place, build structures and generate momentum for long-term change. It documents not only operational progress, but also Cuan's emerging role as a national driver of change by coordinating action, leading the development and delivery of services and supports, and ensuring a victim-survivor-centred, evidence-informed approach. Central to this is Cuan's focus on influencing the behavioural and cultural shift needed to end domestic, sexual and gender-based violence.

As we look ahead, Cuan is committed to building on this foundation by growing and strengthening our leadership role, deepening collaboration and delivering measurable, lasting impact. The groundwork laid in

2024 positions the Agency to accelerate progress toward our vision of an Ireland free from domestic, sexual and gender-based violence.

## Our Mandate

Cuan was created by Government to lead Ireland's national response to domestic, sexual and gender-based violence, ensuring that victims and survivors receive the support they need while working towards a society free from such violence. As set out in its statutory functions, Cuan is responsible for:

1. Oversight of delivering excellent services to victims of DSGBV, including delivering on the number of safe and accessible accommodation spaces available, as well as ensuring that helpline and other supports are available to anyone requiring them.
2. Putting in place a robust set of national service standards and governance arrangements to ensure adherence to the appropriate standards for such supports.
3. Leading on consistent and ongoing research to inform DSGBV policy development, working with others such as the CSO who have data projects underway.
4. Leading on awareness-raising campaigns designed to reduce the incidence of DSGBV in Irish society as well as ensuring that all victims know how to access the supports they require.
5. Coordinating all Government actions set out in the Third National Strategy and reporting on their delivery to the Minister for Justice. Political oversight of the strategy will be provided by the Cabinet Committee on Social Affairs and Equality.
6. Coordinating, overseeing and providing advice and support, as appropriate, in relation to the implementation of DSGBV strategies and plans by public service bodies.

# Istanbul Convention

Cuan's work is built upon four pillars, reflecting the Istanbul Convention's internationally recognised framework for tackling domestic, sexual and gender-based violence

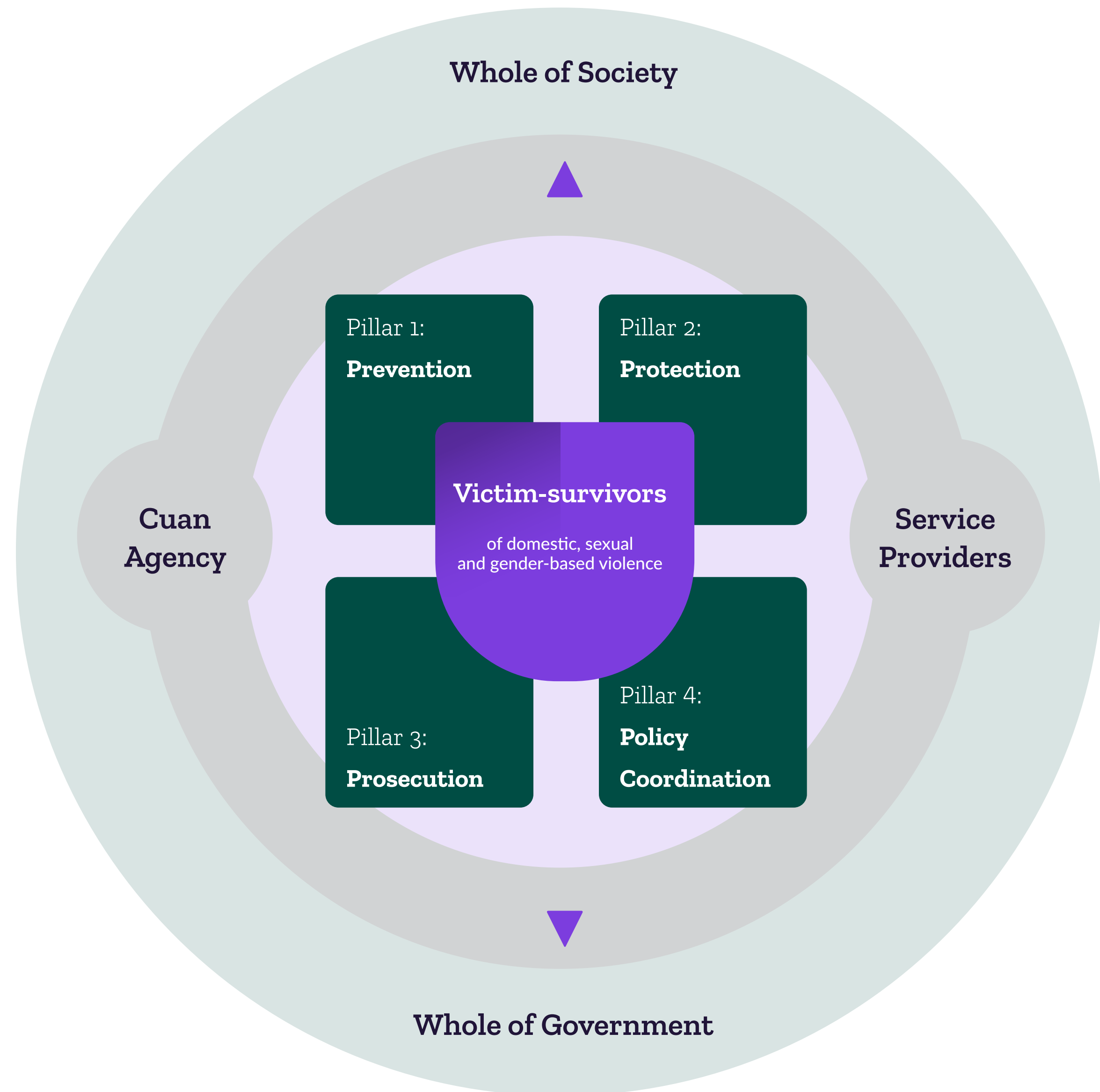
**Prevention** – Raising awareness and challenging societal attitudes to stop violence before it occurs.

**Protection** – Strengthening support services, crisis intervention and accommodation for victim-survivors.

**Prosecution** – Ensuring stronger legal protections for victim-survivors and improved justice system responses.

**Policy Coordination** – Driving a whole-of-government approach to DSGBV strategy implementation.

Each of these pillars underscores the critical importance of adopting an inclusive, whole-of-government approach, driven by collaboration between government departments, statutory bodies and agencies, service providers and civil society.



# Cuan’s Strategic Direction & Values

Cuan’s strategic direction is anchored in a clear and compelling purpose, a bold ambition and a transformative vision.

Together, they provide the foundation for everything we do, shaping our approach to addressing domestic, sexual and gender-based violence and guiding our actions toward real, lasting change in Irish society.

### Strategic Direction

At the heart of our work is our **purpose** to drive Ireland’s response to the prevention of domestic, sexual and gender-based violence and the protection of all victims and survivors.

This is the reason Cuan exists and represents the contribution we are committed to making, with a lasting impact that transforms lives and communities.

Our **ambition** reflects the outcome we are striving to achieve to be nationally and internationally recognised for leading the drive toward zero tolerance, creating lasting societal change.

Our **vision** is of a future where these efforts culminate in an Ireland free from domestic, sexual, and gender-based violence, where safety, dignity and justice are fundamental rights for all.

### Our Values

As a new agency, Cuan has a unique opportunity to shape its culture and approach from the outset. The values of **Courage – Creativity – Empathy – Inclusion – Integrity** will not only guide our behaviours but also our strategic decisions and day-to-day operations, ensuring a victim-survivor centred and evidence-driven approach. These values underpin the culture Cuan is building—one that reflects its commitment to achieving zero tolerance of domestic, sexual and gender-based violence.

### Courage

We speak the truth and take bold, necessary actions to confront domestic, sexual and gender-based violence. At Cuan, we are committed to doing what is right, even when it is challenging, and strive to inspire courage in others through our actions. By trying new approaches and standing firm in our values, we lead by example and empower others to be brave in the pursuit of societal change.

### Creativity

We create space for reflection, innovation and collaboration. We are adaptable and flexible in our approach, seeking novel solutions to eliminate domestic, sexual and gender-based violence. We value the input of others and are sensitive to diverse perspectives. By working collaboratively with an open mindset, we push boundaries and embrace new ways of thinking and doing to drive progress and meaningful change.

### Integrity

We act with respect, accountability and transparency in everything we do. We take responsibility for our decisions and are committed to being professional in all interactions. At Cuan, we prioritise doing the right thing, always acting in the best interests of those who rely on us.

As a statutory agency, under the aegis of the Department of Justice, we are aware of our responsibility to serve the public interest and, by upholding the highest standards, we strive to deliver on our commitments with honesty, and serve to the best of our ability.

### Empathy

At Cuan, we see empathy as a powerful force for change. We are committed to placing victim-survivors at the heart of our work, fostering a compassionate environment that promotes understanding and respect for others’ challenges. Empathy shapes how we engage with victim-survivors, colleagues and stakeholders, guiding our decisions and actions. By approaching our work with empathy, we ensure our responses are sensitive to the experiences and needs of all those affected by domestic, sexual and gender-based violence.

### Inclusion

We are dedicated to creating an inclusive environment where everyone’s voice is heard and respected. We ensure that our services are equitable and accessible to all, particularly those who are marginalised or vulnerable.

At Cuan, we value diverse perspectives and actively seek collaboration to enhance our understanding and impact. Our goal is to build a culture where everyone feels empowered to contribute and where inclusivity is embedded in everything we do.

Our Strategic Objectives

Cuan’s work is shaped by six strategic objectives as set out in the Corporate Plan 2025–2027. These objectives provide the framework for how we plan, deliver and measure impact. This Annual Report is aligned to that structure, offering a clear account of the Agency’s activities in 2024. A detailed review of progress under each objective is presented in Part 2.

- **Objective 1:** Galvanise nationwide action to end domestic, sexual and gender-based violence.
- **Objective 2:** All generations will be educated, informed and equipped to challenge and transform the social and cultural norms that contribute to domestic, sexual and gender-based violence.
- **Objective 3:** Lead the development and delivery of quality and effective services and supports, accessible to all victim-survivors and persons at risk of domestic, sexual and gender-based violence.

- **Objective 4:** Drive whole-of-government action to prevent domestic, sexual and gender-based violence, protect victims and ensure effective and supportive pathways to and through justice.
- **Objective 5:** Build a knowledge base and evidence-informed response to domestic, sexual and gender-based violence issues informed by the lived experience of victim-survivors.
- **Objective 6:** Establish a dynamic, effective, internationally recognised agency working towards an Ireland free from domestic, sexual and gender-based violence.

Given the scale of work involved in establishing the Agency, solid progress was achieved in 2024. As we move forward, we will continue to strengthen our capacity and develop key operational areas to fully deliver on our mandate and implement the 2025-27 Corporate Plan. Our priorities include expanding service provision, advancing research and data capabilities, deepening partnerships and ensuring the voice of victim-survivors remains at the heart of everything we do.



# 2024 Milestones

While 2024 was a year of foundation-building, much was achieved.

## Laying the foundations

- Cuan Board appointed in April.
- All functions were successfully transferred from Tusla and the Department of Justice by June.
- Full senior management team in place by October.
- Cuan Corporate Plan published in November.
- Cuan Hub - 7 regional workshops held in Q4 to train service representatives and to support the roll-out of the Hub. Events took place in Carlow, Cork, Dublin, Limerick, Navan, Sligo and one online.
- €52.3m funding allocated to 78 service providers

## Making Progress

A mid-year progress report on the implementation of the Zero Tolerance strategy was completed and approved by Cabinet in November.

Wexford Women’s Refuge opened a new, state-of-the-art facility. A €6.5m development, funded by Government through Cuan and the Capital Assistance Scheme.

## Working in partnership

Collaborative engagement with 78 service organisations, statutory and non-statutory partners, across Ireland to drive forward the Zero Tolerance agenda.

## Building Awareness

The Serious Consequences campaign won two major advertising awards.

- The *Advertising Campaign of the Year* at the All-Ireland Marketing Awards, the first time it has been won by a government campaign;
- also *Gold in the Public Service and Government* category at the Effie Awards – the highest prize in Irish advertising.

# Governance and Organisational Development

Corporate governance refers to the structures, policies and processes that guide Cuan’s strategic direction, decision-making and operational oversight. As a newly established statutory agency, Cuan has prioritised development of internal capacity, leadership and accountability to ensure the effective implementation of its mandate.

Cuan’s Board, appointed by the Minister for Justice, is collectively responsible for advising on Cuan’s strategic direction and ensuring that its objectives are met within its statutory authority. It works closely with Cuan’s CEO to deliver on strategic priorities and optimise the use of resources.

In 2024, Cuan began establishing governance structures, appointing a management team and developing policies and procedures, as well as embedding risk management processes to uphold its commitments under the Domestic, Sexual and Gender-Based Violence Agency Act 2023 and the Zero Tolerance Strategy.

## Structure and Role of the Board

Cuan’s Board provides strategic oversight and guidance to the Agency. The Board is responsible to the Minister for Justice for the performance of its functions outlined in the Domestic, Sexual and Gender-Based Violence Agency Act 2023.

## Functions and responsibilities of the Board

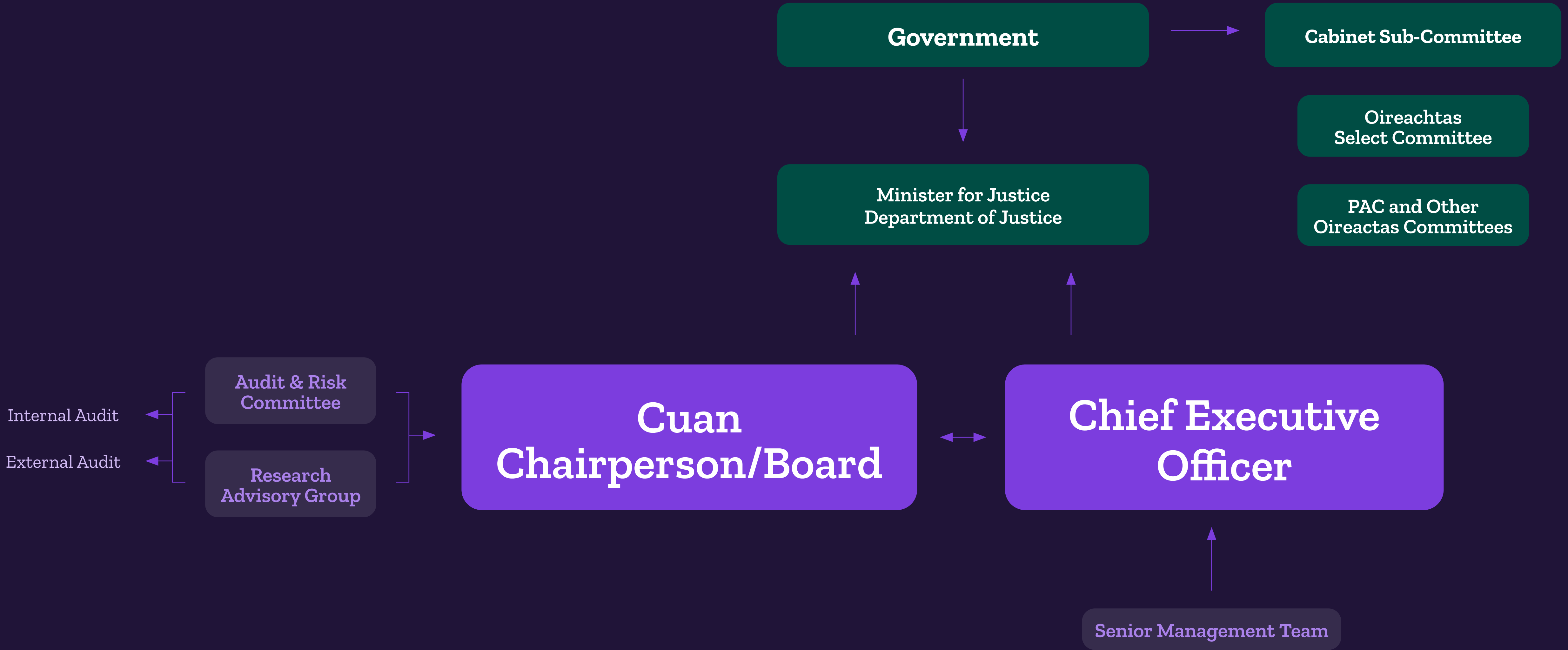
- To provide strategic direction to the Agency.
- To adopt the annual report.
- To oversee the implementation by the chief executive of the corporate plan as laid out under section 31 (1) and the annual business plan.
- To provide guidance and advice to the chief executive where requested under section 19.
- To promote high standards of corporate governance in the Agency.
- To advise, or make recommendations to the Minister in relation to the policies of the Minister and the Government relating to or affecting the functions of the Agency.

## Board composition and structure

The Board of Cuan held its inaugural meeting in May 2024 and met seven times between May and December. During this period, the Board played a pivotal role in guiding the Agency through its initial phase of establishment and growth.

Key areas of focus included overseeing the transition of service funding from Tusla and the Department of Justice, approving the 2024 Business Plan and the 2025–2027 Corporate Plan, reviewing financial performance and initiating governance structures such as the Audit and Risk Committee.

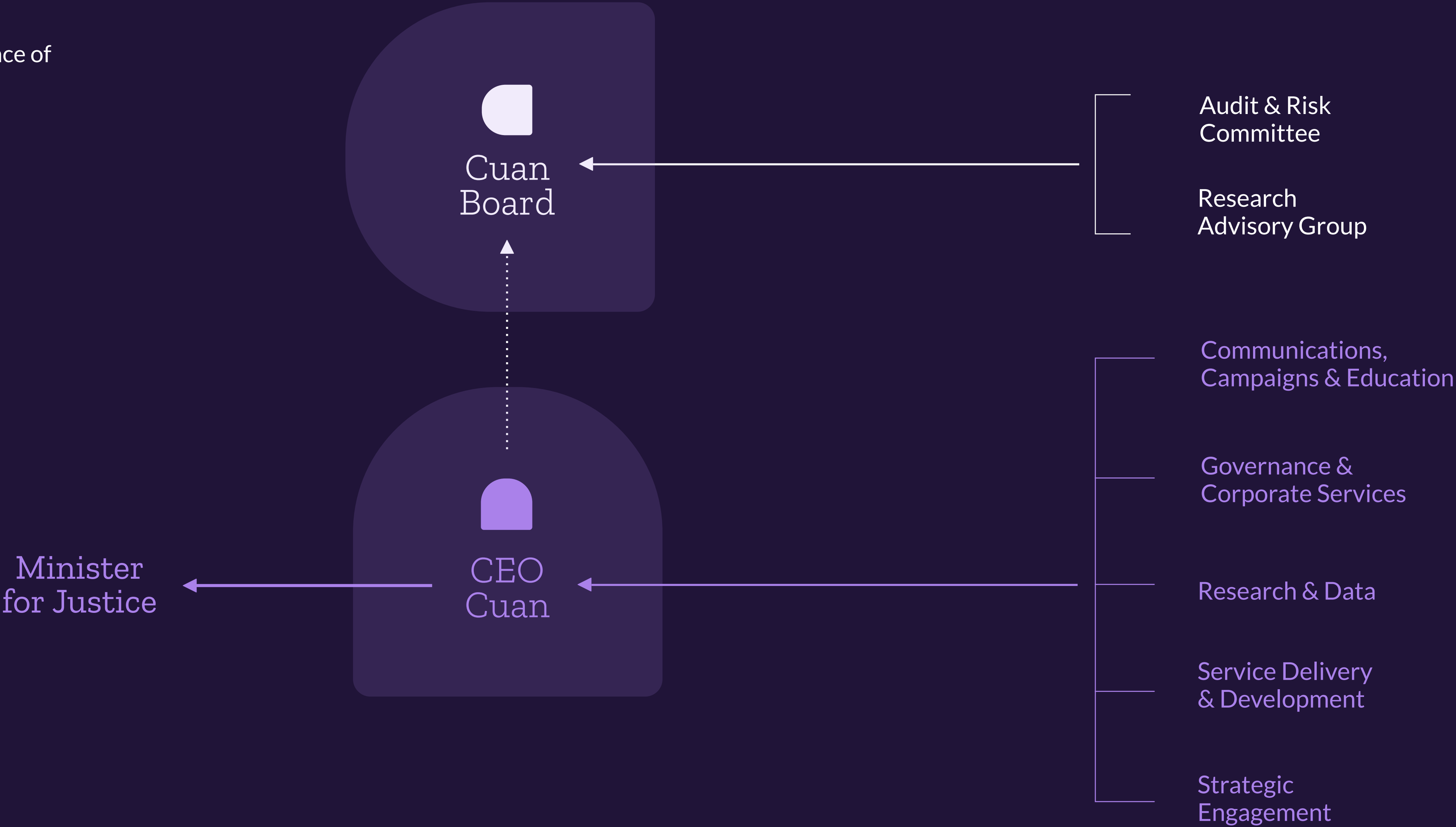
The Board operates in line with public sector governance best practices, with defined committees, including the Audit and Risk Committee, to enhance oversight and accountability. The Board’s composition ensures a balance of expertise, providing strategic oversight in areas including law, governance, victim advocacy, public policy and service delivery.



# Cuan's Organisational Structure

Reports to  
→

Has regard to guidance of  
.....→



# Board members

## Board meeting focus and key decisions in 2024

- Transition

- Successful transition of service funding oversight from Tusla and the Department of Justice
- Strategic planning

- Approval of Cuan’s Business Plan 2024
  - Approval of Cuan’s Corporate Plan 2025-2027
  - Oversight of the delivery of Cuan’s Business Plan 2024
- Finance

- Review and monitoring of the Agency’s financial performance
- Governance & Risk

- Audit and Risk Committee established
  - Oversight of internal audit programme



### Chair of Cuan Professor Caroline Fennell

Professor Emerita of Law at University College Cork.

Appointed to Board: April 2024

A founder member of the Board of Women’s Studies and the Centre for Criminal Justice and Human Rights in UCC, she served as a Commissioner on the Irish Human Rights and Equality Commission from 2018-2023. She is currently a Commissioner of An Coimisiún Toghcháin. Caroline’s research interests focus on gender, due process, evidence and criminal justice, on which she has published widely.



### Sarah Benson

Appointed to Board: April 2024

Sarah has worked for 25 years in senior leadership with organisations supporting victims-survivors of DSGBV, including her current role as CEO of Women’s Aid. Sarah is also an experienced Board member with strong knowledge of governance, compliance and accountability. Sarah is a Ministerial appointee to the Board of the Court Service.



### Molly Buckley

Appointed to Board: April 2024

A Public Health Nurse by profession and has worked extensively in the community and voluntary sector, locally, nationally and internationally. Can best be described as an Equality and Disability Rights Activist. Is a founder member of Offaly Domestic Support Service.



### Denise Charlton

Appointed to Board: April 2024

Denise has in depth experience relating to DSGBV, with over 25 years in the sector. Denise has led pioneering initiatives working on legal and policy reform around domestic violence, prostitution, and human trafficking, nationally, and across the EU. At Community Foundation Ireland, she has embedded DSGBV as a priority—supporting charities that provide frontline services, commissioning evidence-led research and influencing systemic change.



### Vivian Geiran

Appointed to Board: April 2024

Registered social worker and Adjunct Assistant Professor in the School of Social Work and Social Policy at TCD. Worked in the Irish Probation Service for over thirty years, the final seven years as Director of the Service.



### Conor Hanly

Appointed to Board: April 2024

Lecturer/Assistant Professor of Law at University of Galway, where his primary academic interest is in the field of criminal law and especially the issue of sexual and domestic violence. He is on the Board of the Galway Rape Crisis Centre.



### Claire Loftus

Appointed to Board: April 2024

Qualified as a solicitor, spending 28 years as a prosecutor, the final ten years as Director of Public Prosecutions for Ireland. She is also a director of the board of An Garda Síochána, and an independent adviser to the Scottish Ministerial Code.

# Senior management and organisation developments

A key focus for Cuan in 2024 was building a high-performing leadership team to guide the Agency in its first full year of operation. The senior team is responsible for ensuring that Cuan’s strategic objectives are delivered through effective management of service provision, policy implementation, financial governance and stakeholder engagement. The team operates within a structured framework to ensure accountability and compliance with statutory requirements.

In addition to its strategic and operational responsibilities, the senior team played a critical role in building the organisation from the ground up. This included overseeing the recruitment, induction and onboarding of new staff, supporting the formation and development of individual teams and embedding a values-led culture across the Agency. The senior team guided the establishment of core functions and coordinated the development of operational work plans to support delivery of the Corporate Plan.

Risk management was also a key focus. Risk registers were developed and maintained across the functional areas of the Agency, and risk was regularly discussed at one-to-one CEO meetings, team meetings and senior management forums. During Cuan’s establishment phase, dynamic risk assessment and mitigation were embedded in day-to-day operations, ensuring the Agency could respond flexibly to emerging challenges as it built relationships with government partners, service providers and sector stakeholders.

## Senior Management Team

The senior management team, led by CEO Dr. Stephanie O’Keeffe, was gradually built over the year, ensuring that each function had the necessary expertise to drive forward Cuan’s strategic objectives.

By December 2024, the senior management team included:



**Dr. Stephanie O’Keeffe**  
Chief Executive Officer (CEO)  
Appointed February 2024



**Joan Mullan**  
Head of Research and Data  
Transferred from Tusla – Feb 2024



**Elizabeth Peña**  
Head of Service Delivery and Development  
Appointed June 2024



**Sarah Hegarty**  
Head of Communication, Campaigns and Education  
Appointed July 2024



**Marissa Ryan**  
Head of Strategic Engagement  
Appointed July 2024



**Grace Turner**  
Head of Governance and Corporate Services  
Appointed October 2024

Organisational governance framework

Throughout 2024, Cuan made significant progress in building its workforce, ensuring the Agency had the necessary expertise and capacity to deliver on its mandate. Recruitment was a key priority, given the need to staff a newly established statutory agency while transitioning key functions from Tusla and the Department of Justice.

At the beginning of 2024, Cuan had a core team of 14 staff, including personnel transferred from Tusla and the Department of Justice. By December, 28 out of 35 approved full-time roles were filled (80% staffing capacity).

Cuan’s approach to organisational development reflects its broader aim under Strategic Objective 6: to establish a dynamic, effective and internationally recognised agency leading Ireland’s national response to domestic, sexual and gender-based violence. To support the ambition to be a world-class agency, Cuan’s plans for 2025 will build on existing progress through continued investment in its people, systems and culture. The staffing strategy will balance administrative efficiency with strategic priorities, strengthening capacity in core areas to enable the Agency to scale its impact in tackling DSGBV.

Governance framework

Cuan has commenced development of a robust governance framework to ensure accountability, transparency and efficiency in its operations. This framework is aligned with the Domestic, Sexual and Gender-Based Violence Agency Act 2023, the Code of Practice for the Governance of State Bodies and incorporates best practices in financial oversight, risk management and regulatory compliance.

Key elements of Cuan’s governance framework include:

- Board oversight through structured reporting, strategic direction setting and key decision making.
- Audit and Risk Committee, established in September 2024, with responsibility for overseeing financial compliance, risk management and internal audit processes.
- Independent internal audit mechanisms to review Cuan’s financial and operational controls, and identify areas for continuous improvement.
- The Cuan Corporate Plan 2025-2027, which outlines long-term strategic priorities and key performance indicators to track implementation progress.

As part of ongoing governance development, Cuan will continue to strengthen internal reporting structures and enhance financial governance controls to align with best practices in public sector accountability. In 2025, a governance framework manual will be developed to provide a clear and comprehensive summary of the main aspects of corporate governance for Cuan.

While the ambitions set for the Agency and the challenges it faces are substantial, the robust governance framework ensures measurable progress can be made through effective collaboration with the Board, the Minister, the Department of Justice and our strategy and sector partners.

Risk management and compliance

Risk management approach

Effective risk management has been central to Cuan’s establishment and transition of functions from Tusla and the Department of Justice. During 2024, Risk Governance, a Risk Register, regular reviewing and reporting was implemented. This will be progressed in 2025, together with the development of a Risk Appetite Statement, and a Risk Management Policy and Methodology.

Key risks identified in 2024 included:

1. **Transition risks:** Ensuring a seamless handover of service funding, operational oversight and governance responsibilities from Tusla and the Department of Justice.
2. **Financial management risks:** Setting up new financial management and budgeting systems.
3. **Workforce capacity risks:** Ensuring full recruitment of key roles to support service expansion and governance functions.
4. **Service delivery risks:** Overseeing the expansion of services, including new refuge developments while ensuring that funded service providers meet financial, operational and governance standards.

Compliance and financial oversight

Cuan has implemented robust financial controls to ensure transparency, accountability and effective management of service funding and expenditure. These measures align with public sector financial governance best practices and are designed to enhance oversight, mitigate risks, ensure compliance with statutory obligations and deliver public value.

- Monthly financial reports were introduced in 2024, tracking year-to-date expenditure and ensuring budgetary alignment with strategic priorities.
- Cuan implemented its first internal audit plan, in conjunction with the Department of Justice, on seven funded service providers. A high-level status update was received, with further review and discussion planned for early 2025. The Audit and Risk Committee will oversee this.

As Cuan moves into 2025, the focus will be on strengthening risk management practices, expanding audit processes and improving long-term financial planning to support continued growth and service delivery.

A year of laying the  
foundations for  
future progress

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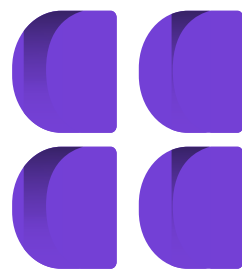
Review of 2024



Strategic Objectives

In 2024, Cuan embarked on its first year as Ireland’s dedicated statutory agency for domestic, sexual, and gender-based violence. Guided by the Zero Tolerance Strategy, the Agency focused on establishing strong governance structures, expanding service provision, strengthening cross-government coordination and developing structures to embed the victim-survivor voices in the implementation of Zero Tolerance.

This section outlines Cuan’s progress in delivering on its six strategic objectives, which align with the Zero Tolerance pillars of prevention, protection, prosecution and policy coordination. Each objective reflects our commitment to driving systemic change, ensuring that services are accessible and effective and fostering a societal shift towards zero tolerance of DSGBV.



Objective 1:  
Galvanise nationwide action to end domestic, sexual and gender-based violence

Ending domestic, sexual and gender-based violence requires a coordinated and collective effort, engaging government departments and statutory agencies, frontline services, civil society and the public to transform how Ireland prevents and responds to these issues.

Accomplishing this level of engagement work while simultaneously building a new agency required significant effort. In our first year, Cuan not only established its operational structures but also positioned itself as a credible convening authority across government, civil society and service delivery—a dual achievement that reflects the commitment of our board and staff to drive meaningful change from day one.

Our approach was developed across three dimensions. At the national level, we engaged with government departments, statutory agencies, third-level institutions and local authorities to build alliances and strengthen cross-government collaboration. Simultaneously, we introduced Cuan’s priorities to frontline service providers, national representative organisations and local community groups, establishing the groundwork for meaningful collaboration at all levels. We also began forming relationships with international institutions and organisations working to combat DSGBV, positioning Ireland within the global movement to end gender-based violence.

This stakeholder engagement included mapping key forums where Cuan should be represented, developing initial consultative structures for the Zero Tolerance Strategy implementation and ensuring our approach is both intersectional and informed by victim-survivors’ experiences.

Through this work, Cuan has established a strong basis to support whole-of-government and whole-of-society action in the years ahead. The ability to advance this engagement strategy while building the Agency’s core infrastructure demonstrates the determination and shared purpose that has characterised Cuan’s inaugural year.

a) Establishing Cuan as a partner at national level  
Cuan engaged with and established relationships with all implementation partners in 2024, including An Garda Síochána, Department of Education and Tusla. Specific examples of collaborative work are detailed below:

**Department of Justice**  
During the first year of operations, Cuan developed a strong collaborative relationship with our parent department, the Department of Justice. The focus of this partnership served a range of purposes: to understand the work programme of the Department as it relates to DSGBV, to support and add value to the Justice sector’s commitments under the Zero Tolerance Strategy and to support the work of the Department

as it pertains to the development of mechanisms to strengthen the voice of the child in private and family law proceedings, as well as other significant domestic and sexual violence initiatives.

Additionally, Cuan supported a Ministerial Forum on domestic, sexual and gender-based violence. At the Forum, the Minister for Justice, Cuan’s Board Chair and CEO engaged with a cross-section of civil society and DSGBV service providers, presenting on the Agency’s progress since its establishment.

**Department of Housing, Housing Agency and Local Authorities**  
Cuan assumed responsibility for the national programme to expand domestic violence emergency accommodation. This transition enabled us to strengthen and formalise partnership structures with the Department of Housing and the Housing Agency at both national and local levels. Through these collaborations, comprehensive reviews of existing processes were conducted and key enablers to accelerate progress identified.

Cuan also invested significant effort in engaging directly with local authorities nationwide, establishing key relationships that will support the effective delivery of this accommodation programme into the future.

Department of Children, Equality, Disability, Integration and Youth (DCEDIY)

The Department invited Cuan to sit on the cross-departmental policy forum for the Young Ireland Strategy to ensure there is a focus on children and young people impacted by DSGBV throughout the implementation of the strategy.

Courts Service and Legal Aid Board

Foundational progress was made in Cuan’s collaboration with the Courts Service and Legal Aid Board, including engaging with them as part of wider efforts to enhance access to justice for victim-survivors. Work commenced on resource allocation for court accompaniment services, with further funding provided to support these initiatives.

b) Enhanced engagement with community and civil society

Cuan collaborated with a wide range of civil society organisations and frontline service providers to advance a more coordinated, victim-survivor-centred approach to DSGBV. Throughout 2024, we worked closely with a number of key advocacy organisations, including:

- National representative organisations, such as LGBT Ireland and National Women’s Council to examine opportunities to strengthen nationwide, evidence-informed actions for change.
- Safe Ireland and local domestic violence services to progress refuge development across priority locations.
- National and regional women’s organisations working to prevent and address the impact of

- domestic violence, and those supporting victim-survivors.
- Men’s networks to raise awareness and to support prevention strategies.
- A partnership was formalised with the Barnardos Empower Kids Project to ensure children and young people impacted by domestic violence can engage safely and meaningfully on the delivery of Zero Tolerance.
- Cuan also engaged with organisations representing marginalised and at-risk groups, improving our understanding of service needs and the diverse circumstances of service users.

c) Strengthening international engagement

Cuan made initial steps in engaging at a European level on DSGBV-related policy and knowledge sharing, working closely with the Department of Justice. Our first engagement with the EU Network on Gender-Based Violence Prevention took place in late 2024, where Cuan and colleagues from the Department of Justice were able to share Ireland’s progress in implementing the Violence Against Women Directive and highlight ongoing efforts to combat and prevent Gender-Based Non-Consensual Intimate Image Abuse. This marked a first step towards positioning Cuan within broader EU discussions on gender-based violence prevention, service provision and legal frameworks.

Cuan participated in the 5 Jurisdictions Forum for Ending Violence Against Women and Girls building relationships with policy officials across England, Northern Ireland, Scotland and Wales. The group provides a forum to share good practice and to work on problematic issues, exploring opportunities for enhanced collaboration between jurisdictions.

Meetings took place in February, September and November facilitating knowledge exchange across key areas including prevention and early intervention, online and technology facilitated abuse, data collection and data sharing, whole of government working and approaches to equality and intersectionality.

In October, as part of a European study tour, Cuan facilitated a learning exchange visit to Ireland by the Sexual Assault Services Victoria, the membership organisation for sexual violence services in Victoria, Australia. Cuan brought together colleagues from the Department of Justice, other Government Departments, An Garda Síochána, Tusla, the Health Service Executive, the Probation Service and the Ombudsman for Children’s Office to share evidence-based practice and policy development in responding to sexual violence, and to exchange expertise on service models, including the expansion of Barnahus for child survivors of sexual abuse.

Priorities in 2025 to work towards achieving this objective

- Establish a partnership model for Zero Tolerance focused on deepening engagement with existing implementation partners and expanding the partnership network to include new stakeholders.
- Participate in cross-departmental working groups to embed a domestic, sexual and gender-based violence lens in the design and implementation of relevant policy and legislation.
- Work with colleagues at EU and OSCE level and develop international partnerships to inform action to prevent and respond to domestic, sexual and gender-based violence and learn from best practice in other jurisdictions, including on an all-island basis.

Spotlight

Development and launch of Corporate Plan

In November 2024, Cuan published its inaugural Corporate Plan 2025–2027, marking a major milestone in the establishment of the Agency. Approved by the Board in October, the Plan sets out how we will implement the Government’s *Zero Tolerance Strategy* and lead a national, whole-of-government response to DSGBV.

The Plan is guided by a bold vision: an Ireland free from domestic, sexual and gender-based violence. It outlines six strategic objectives structured around the four pillars of the Istanbul Convention—Prevention, Protection, Prosecution and Policy Coordination—and reflects Cuan’s values of Courage, Creativity, Empathy, Inclusion and Integrity.

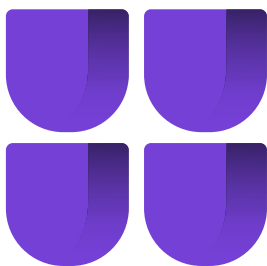
The Plan sets out a roadmap for change, focused on measurable progress, strategic partnerships and victim-survivor-centred delivery. Its development was a collaborative effort, informed by a workshop with the Board and one with Cuan’s staff. Feedback was sought from frontline service providers and implementation partners via a confidential survey which affirmed their overwhelming support for Cuan’s strategic direction and objectives—reinforcing Cuan’s central role in driving long-term societal change.

Before its publication, the plan was laid before the Houses of the Oireachtas. Minister for Justice, Helen McEntee, formally launched the plan, welcoming its publication and highlighting its importance in strengthening Ireland’s response to domestic, sexual, and gender-based violence. The plan was published in both English and Irish.



The launch of Cuan’s Corporate Plan. From L-R: Sarah Hegarty, Head of Communications, Dr Stephanie O’Keeffe, CEO of Cuan, Walter Jayawardene, Communications Lead and Professor Caroline Fennell, Chair of Cuan Board.

*"As a dedicated Agency committed to tackling DSGBV, Cuan marks a crucial milestone in Ireland’s continued commitment to eradicating DSGBV. Cuan’s role is to drive the ambition towards zero tolerance of all forms of DSGBV, and in so doing, bridge the gap between policy and practice, ambition and reality, thereby ensuring a comprehensive effective response that integrates the lived experiences of victim-survivors into all aspects of its work. Our Corporate Plan sets out our strategic direction and guides this critical work."* — Prof. Caroline Fennell, Chair of Cuan’s Board.



Objective 2:

All generations will be educated, informed and equipped to challenge and transform the social and cultural norms that contribute to domestic, sexual and gender-based violence.

A core priority for Cuan in our first year of operation was building a communications function from the ground up while simultaneously delivering impactful awareness initiatives. Despite the considerable challenge of establishing a new agency, we prioritised public engagement from day one, recognising the crucial role of awareness and education in driving societal change. In 2024, we not only created the communications infrastructure but also successfully maintained momentum on existing campaigns while developing new approaches to reach diverse audiences.

Our work focused on a multi-pronged approach spanning public awareness campaigns, consent education and engagement with community groups and educational institutions. Each of these streams required planning, stakeholder engagement and evidence-based messaging. This parallel development of both operational capacity and public-facing initiatives reflects the Agency’s commitment to maintaining progress on DSGBV prevention.

We will build on these early achievements to continue to drive long-term cultural change in the years ahead.

a) Public awareness and behavioural change campaigns

Cuan managed the delivery of three major national public awareness campaigns in 2024; *Serious Consequences*, *Always Here* and *Let’s Have the Consent*

*Conversation*, each of which aimed to increase awareness, shift societal attitudes and encourage behavioural change.

“Let’s Have the Consent Conversation” Campaign

This campaign continued across two major advertising bursts in 2024, focusing on deepening public understanding of consent and addressing key social and cultural barriers to DSGBV prevention. Evaluative research found that the campaign was highly engaging and effective in various identified KPIs. For example, 98% (Jan 2024) of people think the campaign clearly communicates that talking about Consent can be brought up in conversation with a partner in many different circumstances. 2 in 3 people said the campaign has made them more likely to talk about Consent in the future. During 2024 new media strategies were utilised, including targeting men by advertising during the Champions League, digital projections at nighttime economy settings and digital billboards on college campuses. Cuan showcased the campaign at the National Ploughing Championships, where public engagement was overwhelmingly positive.

“Always Here” Campaign

Two major bursts of the *Always Here* campaign were rolled out, focusing on signposting victims-survivors of domestic violence towards support services. The campaign was expanded to reach people in contextually important settings such as GP. Hospital waiting rooms and pharmacies. Specific targeting to reach women was

used in partnerships with female focused media such as RSVP and Women’s Way magazines, Her.ie and Síle Seoige’s Ready to Be Real podcast.

Independent evaluation of the campaign has found that it is recording very high levels of effectiveness at delivering each of the key messages, with 99% (Jan 2024) agreement that it clearly communicates that if victims of domestic violence come forward, they will be believed and taken seriously and 97% agreement that it clearly directs people to the website [alwayshere.ie](https://www.alwayshere.ie) for support or more information.

A new stream of the campaign is at an advanced stage of development in preparation for launch later in 2025. Campaign concepts were tested in focus groups with members of the public as well as victim-survivors and service providers. There was uniform consensus on which concept should be developed as it scored particularly high on achieving all aims of the campaign.

“Serious Consequences” Campaign

The *Serious Consequences* campaign had two major bursts in 2024 with the aim to raise awareness that it is illegal to threaten to share an intimate image of another person, following the enactment of Coco’s Law. Specific actions to target young men were used such as showing the campaign ad during coverage of the 2024 UEFA European Football Championship. The campaign won two major advertising awards in 2024. The *Advertising Campaign of the Year* at the All-Ireland Marketing Awards, the first time it has been won by a government



Dr Stephanie O’Keeffe as a keynote speaker at a DRCC event, Mansion House, Dublin.

campaign; it was also awarded *Gold in the Public Service and Government* category at the Effie Awards – the highest prize in Irish advertising.

Independent evaluation of the campaign has been extremely positive with awareness of the new law of threatening to share intimate images, rising to 96% (Nov 2023) of the population from the benchmark position of 51% (May 2021) before the campaign was launched.

b) Consent and healthy relationship education

Working in partnership with statutory and non-statutory partners, a key focus in 2024 was the expansion of healthy relationship and consent education programmes in schools, youth outreach, wider community and in third level institutions.

Healthy relationship education in secondary schools

As well as working in partnership with the Department of Education on the new SPHE curriculum across Junior and Senior Cycle in secondary schools, Cuan oversees the highly successful ‘Consent Ed’ project which provides training for secondary school teachers and a NCCA-approved toolkit and resources for teachers to use in the classroom. Developed in partnership with Galway Rape Crisis Centre, the Consent Ed project delivered training to over 650 teachers in 2024, reaching a projected over 44,000 young people.

Higher education and university-level engagement

During 2024 Cuan established relationships with the Department of Further and Higher Education, Research, Innovation and Science and the Higher Education Authority (HEA) as well as different universities throughout Ireland in order to support them with their work to end sexual violence and harassment in the third level environment.

Cuan also supported University of Galway’s Active Consent project which supports young people and those that are important to them (teachers, parents, college staff and policy makers) in building their knowledge of consent as a key component of positive sexual health and well-being.

In 2025, Cuan is looking forward to partnering with the HEA and third level institutions on campus-wide awareness raising strategies to prevent sexual violence and harassment.

c) Engaging communities in DSGBV prevention

Recognising the importance of engaging communities at grassroots level in domestic, sexual and gender-based violence prevention, Cuan supported the Game Changer campaign, a three-year initiative led by Ruhama, in partnership with the GAA and the Men’s Development Network. The campaign uses sports-based advocacy to raise awareness of gender-based violence. This innovative initiative, launched in November 2024, includes social campaigns on GAA digital channels, club e-learning modules, engagement with fans and a national public awareness campaign which will launch in 2025. For more on Game Changer see spotlight on page 23.

During 2024 Cuan also began training of Garda Youth Diversion Officers, helping them to better understand and address consent-related issues among young people outside of the formal education system.

In addition, Cuan supported the Dublin Rape Crisis Centre’s We-Consent programme, which allows for delivery of consent workshops with diverse groups such as farmers, Men’s Sheds, youth groups, health practitioners and marginalised communities. This grassroots approach aims to complement the national *Let’s have the Consent Conversation* campaign ensuring a “top down – bottom up” approach.



Cuan staff meeting members of the public at the Ploughing Championships.

Spotlight

Successful roll out of the Game Changer programme, engaging sports organisations in tackling DSGBV through education and advocacy.

In 2024, Cuan supported and funded Game Changer, an innovative three-year project aimed at raising awareness and action through sport to tackle DSGBV. This groundbreaking initiative represents a unique collaboration between key organisations working at the intersection of DSGBV prevention and community engagement.

Developed by Ruhama, the GAA and White Ribbon Ireland, and supported by the LGFA and Camogie Associations, Game Changer seeks to harness the positive influence of Gaelic Games to challenge the social and cultural norms that contribute to gender-based violence and sexual exploitation, and aims to deliver positive behaviour change throughout society.

Launched in November 2024 to coincide with the 16 Days of Activism against Gender-Based Violence, Game Changer’s first phase features a nationwide awareness campaign promoted across all Gaelic Games communication channels.

The project is a strategic response to deliver on the goals of the Government’s Third National Strategy on DSGBV and, over three years, will deliver a number of initiatives to:

- Challenge the societal culture of sexual violence, including sharing of pornography, intimate image abuse and sexual exploitation.
- Encourage behaviours that support values of gender equality and respect; and build confidence, opportunity and ‘sense of place’ for women and girls.
- Encourage men and boys to engage in active allyship to eradicate gender-based violence in our society.
- Support the challenging and disclosure of abusive behaviours.
- Raise awareness of the harms and consequences of human trafficking for sexual exploitation.

The partnership brings together **Ruhama**, which since 1989 has supported women impacted by prostitution and human trafficking, providing trauma therapy and influencing policy to protect those affected by sexual exploitation; **White Ribbon Ireland**, managed by the Men’s Development Network, which mobilises men and boys to take action to end violence against women through awareness-raising and capacity-building programmes; and the **GAA** and its sister associations, the LGFA and Camogie Association, Ireland’s leading amateur sporting and community organisation.

d) Co-designing awareness campaigns with experts and victim-survivors

To ensure messaging is evidence-based and victim-survivor-informed, Cuan reestablished the Campaigns Advisory Group made up of statutory and non-statutory partners, which was originally chaired by the Department of Justice. Meeting four times a year, the Group, including experts from frontline service providers, offers guidance and support to Cuan on the development of public awareness campaigns and initiatives.

The Consent Forum, convened in October 2024, brought together all the civil society and statutory agencies that are running consent education and healthy relationship initiatives to explore synergies, ensure alignment around objectives and messaging and discuss how to cooperate to ensure greater impact. Cuan will convene the Forum again in 2025 to review progress and share resources.

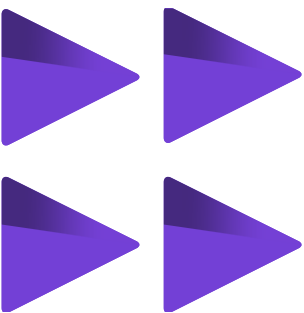
In 2024, significant progress was made in raising awareness, educating communities and engaging key stakeholders to challenge harmful social and cultural norms contributing to DSGBV violence. These initiatives provide a strong foundation for 2025, where Cuan will continue to scale education and awareness efforts to drive long-term cultural change.

Priorities in 2025 to work towards achieving this objective (purple box)

- Develop effective, impactful and evidence-led public awareness campaigns aimed at changing attitudes, preventing and reducing the incidence of DSGBV.
- Progress healthy relationship education programmes to prevent domestic, sexual and gender-based violence in partnership with the Department of Education and Youth.
- Develop specific diversity strategy for public awareness campaigns and education initiatives
- Work with partner organisations and funded services to rollout campaigns and initiatives, aligned to performance measures.



Dr Stephanie O’Keeffe attends the launch of the Game Changer Initiative at Croke Park, November 2024.



**Objective 3:**  
**Lead the development and delivery of quality and effective services and supports, accessible to all victim-survivors and persons at risk of domestic, sexual and gender-based violence.**

**Cuan focused on building a team to develop the systems and processes needed to support its statutory functions in the financing, monitoring and development of DSGBV services.**

A key early priority was the successful transition of service funding responsibilities from Tusla and the Victims of Crime funding stream. This involved detailed work on data collation, due diligence and the development of new relationships with service providers, while ensuring continuity of service provision. Successfully transitioning funding and oversight responsibilities from multiple entities to a newly formed agency required thorough planning, robust governance and extensive stakeholder engagement. That this complex transition was achieved seamlessly, ensuring continuity of vital services, represents a significant milestone in public service delivery and demonstrates the organisational capability built in our first year of operation.

Although our mandate includes improving service quality and establishing service standards, efforts in 2024 were primarily dedicated to establishing a systematic approach to future service improvement. This included initial work on monitoring systems and enhancing the accuracy of service delivery data collection. The launch of the Cuan Hub represented

a major step toward centralising data collection, capturing service capacity and strengthening and maintaining financial oversight. Significant service engagement was required to design, deliver and roll out this new system. For more information, see Spotlight on page 25.

**a) Enhancing service monitoring and funding frameworks**

Cuan initiated the development of a more structured, transparent and collaborative approach to monitoring and funding DSGBV services. This work represents an important shift toward co-designed, evidence-informed funding and oversight, in line with our statutory mandate and guiding principles.

A major milestone was the introduction of Cuan’s first structured service funding cycle. As part of this process, all 78 state-funded service providers submitted their funding applications through the Cuan Hub, a new digital system designed to strengthen data collection, financial oversight and service accountability. Some of the activities included:

- Visiting services around the country, meeting staff and service users.
- Regional workshops and online clinics were held later in 2024 to support service providers in using

- the Cuan Hub for funding applications and service data reporting.
- A system was developed to support and enable service activity, monitoring and reporting, allowing for better performance monitoring and funding alignment.
  - Internal audits on service funding and financial compliance were conducted with support from the Department of Justice, ensuring transparency and accountability in state-funded DSGBV services.

The new system was developed not in isolation, but in dialogue with the sector, recognising the expertise of providers and the centrality of victim-survivor needs. These measures have established governance, transparency and financial planning processes in Cuan and have also created the basis for enhanced service monitoring and evaluation, which are critical to provide an evidence base to inform the development of the framework for the National Services Development Plan (NSDP).

These developments represent the first step toward a more coordinated and evidence-informed approach to service development, helping ensure that future planning is data-driven and responsive to victim-survivor needs.

*"This is the first newly built DSGBV refuge to be brought on stream under the Zero-Tolerance strategy, and the first since the establishment of Cuan. It is a very proud milestone for the Agency, ensuring that safe spaces are expanded and we are providing accessible services for all those who need them."*  
– Dr. Stephanie O’Keeffe, CEO of Cuan.



Spotlight

*The Cuan Hub, an integrated funding and data management system, enabling streamlined coordination of DSGBV services and funding.*

Cuan Hub Data

Section 40 of the Domestic, Sexual and Gender Based Violence Act 2023 provides the legislative mandate to Cuan for financing and monitoring of DSGBV and provision of data.

The Cuan Hub marks a significant step in enabling us to gather data across all funded services related to finance, service provision and activity levels. This data will provide critical information on service capacity, activity, outputs and costs, and will help identify gaps and inconsistencies in service provision. These insights will be vital in informing the development of the National Services Development Plan (NSDP).

For the first time, a national picture is emerging of the services delivered by DSGBV service providers. Initial projections for service activity in 2025 include:

- 1. 1,500 households accommodated in domestic violence accommodation
- 2. 7,000 individuals availing of sexual violence services, of which 21% are adolescents
- 3. 44,000 calls made to national helplines
- 4. 35,000 individuals, including 13% adolescents and children, engaging with domestic violence support services

To support the Cuan Hub, we also developed the Cuan Funding Manual. The purpose of the manual, informed by significant service engagement, is to provide guidance, instruction and reference for Cuan and funded Service Providers in accessing funding. The manual will be rolled out in 2025.

b) Expansion of domestic violence refuge accommodation and safe homes

Throughout 2024, Cuan worked closely with the Department of Housing, the Housing Agency, local authorities and service providers to accelerate the expansion of domestic violence refuge and safe home accommodation. A key focus was fostering collaboration among all stakeholders to advance the refuge development programme under the Zero Tolerance strategy, which aims to double the number of refuge units to 282.

To drive progress, Cuan facilitated 124 stakeholder meetings throughout the year, ensuring continuous engagement and coordination across agencies. As part of these efforts, 10 stakeholder groups were established in priority locations where domestic violence refuge development had not yet commenced. These groups play a crucial role in maintaining momentum, fostering inter-agency cooperation and addressing barriers to the timely delivery of refuge spaces in high-need areas. Key outcomes in 2024 included:

- Eight new family refuge units were delivered in Wexford in September.
- 12 of the planned 25 additional units were under construction by year-end.
- In addition to the eight new purpose-built units in Wexford, four new capacity units were brought on stream in Waterford and three new Safe Homes were established in 2024.

These developments have laid a foundation for expanding emergency accommodation and ensuring that victim-survivors have access to safe housing options in the coming years.

*"This new building represents so much more than just a safe place for vulnerable victims – a full suite of support services is also being provided, including counselling, therapeutic services and court liaison, to help support these families at perhaps the most difficult time in their lives."*  
– Minister for State at the Department of Justice, James Browne TD.

Spotlight

Opening of Wexford Women's Refuge.

In September 2024, Wexford Women's Refuge opened a new, state-of-the-art facility, significantly enhancing support for women and children experiencing domestic violence in the County. This €6.5 million development, funded by Government through Cuan and the Capital Assistance Scheme, features 12 family units, including a fully accessible disability unit, effectively tripling the refuge's previous capacity.

The refuge offers a safe, confidential and non-judgmental environment, providing crisis accommodation and empowering women through support, information and education. Beyond accommodation, the facility is designed to deliver comprehensive wraparound services, including therapeutic supports, children's services and practical assistance such as advocacy, court accompaniment and key worker liaison. Amenities such as a therapeutic space, family room and common areas for activities further enhance the support available to residents.



Minister James Browne and Minister Helen McEntee at the opening of Wexford Women's Refuge, September 2024.

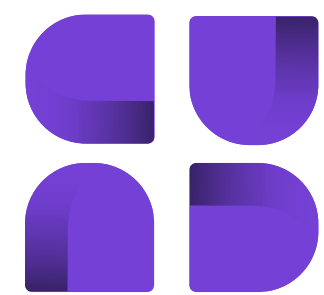
c) Training of frontline professionals and support staff

Cuan is pleased to note the progress made in training frontline professionals and support staff as part of the Zero Tolerance Strategy. These trainings, delivered by partner organisations and Cuan funded services, aim to strengthen the capacity of professionals to identify risks of DSGBV and to respond effectively. Cuan monitors this area as part of its oversight role under the strategy.

- The Garda National Protective Services Bureau is collaborating with the Garda College to develop a trauma-informed curriculum, ensuring a victim-survivor-centred approach in law enforcement.
- The Legal Aid Board hosted seminars to support staff assisting victims in seeking civil protection orders and representing complainants in sexual crime cases.
- The Probation Service provided specialised training, including risk assessment tools for sex offenders and education on harassment and harmful communications.
- The HSE National Social Inclusion Office launched the first module of a DSGBV e-learning programme, equipping frontline workers with the skills to recognise, respond to and refer victims to appropriate services.
- Training modules including Female Genital Mutilation (FGM) specific content have been made available to health staff and helpline workers with specific FGM awareness sessions provided.

Priorities in 2025 to work towards achieving this objective

- Establish a sustainable and robust funding model to enhance strategic investment.
- Complete the development of the service data infrastructure required for national services development plans.
- Put in place a new set of arrangements to support delivery of additional emergency accommodation during the timeline of Zero Tolerance.
- Establish working groups to develop domestic violence service models focusing on keeping women / families safe at home and supporting follow-on accommodation housing options after refuge.



**Objective 4:**

**Drive whole-of-government action to prevent domestic, sexual and gender-based violence, protect victims and ensure effective and supportive pathways to and through justice.**

Cuan began the process of establishing the governance, coordination and reporting systems necessary to support whole-of-government implementation of the Zero Tolerance Strategy. As these functions did not previously exist in a centralised form, our work focused on developing new reporting structures, an interim monitoring and reporting framework, and an online survey tool to track implementation progress.

Assuming coordination and reporting responsibilities for a national strategy while simultaneously establishing a new agency required exceptional focus and organisational capacity. The work undertaken in Cuan’s first year of operation highlights the dedication of our team to building robust systems that will support effective implementation in the years ahead.

**a) Strengthening governance and oversight of DSGBV strategy implementation**

Cuan took over coordination and reporting responsibilities for the implementation of the Zero Tolerance Strategy from the Department of Justice in April 2024. A key achievement was the development of a structured reporting system for monitoring national progress. We engaged with all Zero Tolerance strategy partners and completed a mid-year progress report, which was presented to the High-Level Oversight

Board in September, approved by the Minister and Cabinet in October and published in December. A monitoring survey was circulated to all Zero Tolerance implementation partners in December 2024, with responses due by January 2025. This will inform the final 2024 Zero Tolerance progress report.

In December, Cuan hosted an information webinar on the report to provide an update to implementation partners, service providers and civil society on progress in the implementation of Zero Tolerance in 2024. The event was attended by over 80 participants from across government and the DSGBV sector, and included a presentation by the Department of Justice on Legislative Reforms to Improve the Criminal Justice System for Victims of Sexual Violence, focusing on the Sexual Offences and Human Trafficking Act 2024.

**b) Enhancing cross-government collaboration on DSGBV policy and service delivery**

Cuan established structured engagement mechanisms with multiple government departments and agencies. Regular inter-departmental meetings took place to align policy priorities, address service challenges and facilitate a whole-of-government approach. This included engagements with the Department of Housing to improve coordination on domestic violence refuge expansion; meetings with the Department of Justice

to discuss legal reforms, policing responses and justice system improvements for victim-survivors.

Court accompaniment services were expanded, supported by a €7.9 million funding increase, ensuring victim-survivors had greater access to legal support during proceedings.

**c) Improving data collection and performance monitoring**

To support oversight, Cuan developed a new reporting framework aligned with the Zero Tolerance Strategy and initiated a baseline approach to data collection. In parallel, an independent gap analysis of the strategy’s implementation to date was commissioned. The findings from this analysis will inform the development of the strategy’s 2025–2026 implementation plan and guide further improvements to performance tracking and coordination in future years.



Cuan staff preparing for the Civil Service Excellence and Innovation Awards in Collins Barracks, Dublin.

**Spotlight**  
*2024 Progress Report on Implementation of the Zero Tolerance Strategy.*

The Zero Tolerance Strategy is Ireland’s national, whole-of-government response to domestic, sexual and gender-based violence. The 2024 Mid-Year Progress Report, coordinated and published by Cuan, marks the first progress report of its kind since the Agency assumed formal responsibility for coordination and monitoring in April 2024. The report outlines the significant work undertaken by Cuan and its Zero Tolerance partners since our establishment.

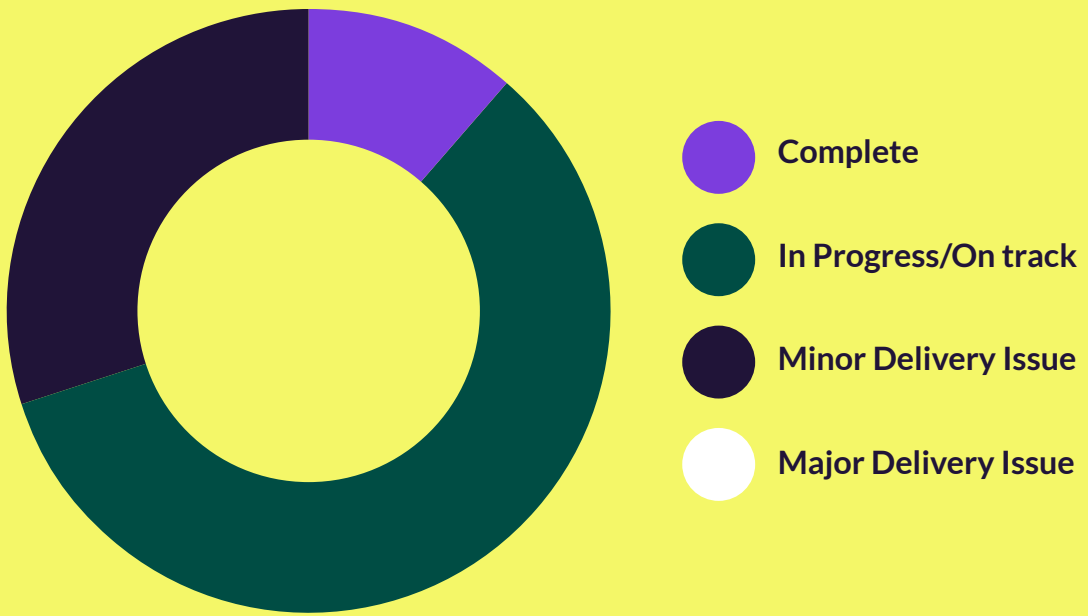
To strengthen coordination, transparency and accountability in the delivery of the Zero Tolerance Strategy, Cuan introduced a structured monitoring and reporting framework. This included the development of an interim reporting model, supported by an online survey tool to track progress across government departments and sector partners.

A colour-coded classification system was put in place to categorise actions as complete, on track, facing minor issues or requiring attention. In parallel, work began on developing key performance indicators (KPIs) to support robust monitoring and impact assessment during the next implementation phase (2025–2026).

To further support strategic oversight, Cuan initiated a quarterly survey process to help implementation partners identify emerging risks and flag areas where additional support may be needed. An external review of implementation progress from 2022 to 2024 was also commissioned to inform future planning and delivery.

Cuan’s reporting informs regular updates to the Cabinet Committee on Social Affairs and Equality and the High-Level Oversight Board. The first Oversight Board meeting following Cuan’s establishment took place in September 2024, with strong engagement across all agenda items, including discussion of the Mid-Year Progress Report. This report was subsequently approved by Cabinet in November, with findings presented to implementation partners, civil society organisations, and DSGBV services during a dedicated webinar hosted by Cuan.

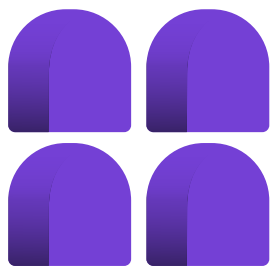
This structured approach was used to produce the end-of-year implementation report and supports the refinement of the monitoring framework for the remainder of the strategy period through to 2026.



Significant strides were made across all four strategic pillars—prevention, protection, prosecution and policy coordination:

- 40 actions (33%) were reported as completed.
- 46 actions (38%) were in progress or on track for timely delivery.
- 25 actions (21%) had minor delivery issues but continued to advance.
- 10 actions or just 8% of the total number of actions are reported as having a major delivery issue.

- Priorities in 2025 to work towards achieving this objective**
- Publish and drive the delivery of the 2025-2026 implementation plan for Zero Tolerance and embed a robust framework for monitoring and reporting.
  - Develop and implement inclusive governance and engagement structures which ensure the voices of victims and survivors (including children) inform the implementation of the Zero Tolerance Strategy.
  - Develop deeper knowledge and expertise to enable Cuan to effectively support and advise implementation partners on their actions in the national strategy.



Objective 5:

Build a knowledge base and evidence-informed response to domestic, sexual and gender-based violence issues informed by the lived experience of victim-survivors.

In 2024, Cuan focused on establishing the Research and Data function by setting out the structure, principles and processes underpinning our approach to research and putting in place the necessary documentation and procedures required. This work demonstrates our commitment to evidence-informed policy and practice from the outset. It entailed engaging in a process of discovery and systematic engagement with key stakeholders in the DSGBV field and other agencies to understand the requirements of the research function and to inform our approach to developing a robust evidence base for the Agency’s work.

a) Research and data partnerships

Work commenced by identifying research priorities and mapping existing data and research in the DSGBV field. Strategic partnerships were established with research institutions, government agencies and service providers, and researchers nationally and internationally.

A significant achievement was the establishment of a research funding partnership with Research Ireland, resulting in a dedicated DSGBV strand for the Collaborative Alliances for Societal Challenges (COALESCE) 2025 funding call. Launched in October 2024 and promoted through research networks, this initiative will generate high-quality, policy-focused research in two thematic areas: pathways and access to justice and generating insights toward equal and equitable access to supports for victim-survivors of domestic violence and sexual violence. For more information see Spotlight on page 30.

In 2024, Cuan collaborated with the Economic and Social Research Institute (ESRI) on a Joint Research Programme on Sexual Violence in Ireland.

Simultaneously, Cuan is the sponsor of the National Domestic Violence Survey to be conducted by the Central Statistics Office (CSO). In 2024, we engaged with the CSO in relation to this project and the planning of a scoping process to inform the data requirements for the National Domestic Violence Survey. As part of this work, the ESRI was commissioned to conduct further analysis of the CSO 2023 Sexual Violence survey, with this analysis set to progress in 2025. The Agency’s Research and Data team participated in a Research Ireland webinar on the Cuan DSGBV COALESCE funding stream.

Undertaking a comprehensive bibliometric analysis of DSGBV research nationally and internationally was identified in 2024 as a way of informing the development of Cuan’s research strategy. Study requirements were scoped in 2024 for commissioning in 2025 and the research will provide a valuable resource to build understanding of the profile and landscape of DSGBV research in Ireland and internationally. It will also allow us to benchmark research performance.

These foundational research efforts, partnerships and initiatives position Cuan to build an evidence-informed response to DSGBV that integrates the lived experiences of victim-survivors and challenges assumptions through rigorous data and analysis.



Spotlight

*The creation and launch of the ‘Cuan DSGBV Research Awards 2025’ strand of the COALESCE Scheme in October 2024.*

In 2024, Cuan partnered with Research Ireland (formerly the Irish Research Council) to create a new DSGBV strand for the COALESCE 2025, which will generate high-quality policy-focused research. This strand aims to develop new insights, knowledge and evidence through high-quality research to support the implementation of Irish government policy and the generation of evidence to inform a zero-tolerance response to DSGBV in Ireland.

The Cuan DSGBV Awards Programme has two thematic research areas:

- 1) Pathways and access to justice, and
- 2) Generating in-depth insights towards achieving equal and equitable access to supports and better outcomes for victim-survivors of domestic violence and sexual violence.

Under Thematic area 1 our intent is to fund research that:

- Builds on prior research and policy reviews, and in light of legislative reforms, enhance our knowledge base on the prosecution pillar and effective pathways of justice. This could range from research to better understand attrition in cases involving sexual violence, or differential court experience for victims of domestic violence. It could also examine the effectiveness of support services such as court accompaniment.
- Examines effective interventions with perpetrators or those identified to be at risk of perpetrating domestic violence or sexual violence and generating insights from research that identify effective primary or secondary prevention initiatives, highlighting the features of engagement with perpetrators that can achieve the best outcomes for victim-survivors.

Under Thematic area 2 the priority research areas are:

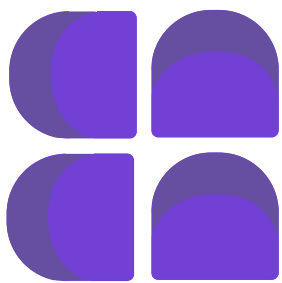
- Identification of evidence-based responses to improve outcomes for victims-survivors with multiple vulnerabilities, complex needs and/or those who may experience barriers in reporting or seeking support because of individual characteristics or identity as part of a particular community or communities.
- Research on quality services and effective and sustainable interventions for children and young people who have experienced or are vulnerable to becoming victims of sexual violence/domestic violence so as to inform evidence-based responses and service developments that incorporate the lived experience of the child/young person.

This partnership with Research Ireland, in the first year of Cuan’s establishment, is a significant start to the Agency’s work to, identify research priorities, engage and build active partnerships with statutory agencies, research institutes, academia and researchers in the community to develop Cuan’s research capacity and to support the knowledge and exchange of evidence and best practice in the field of DSGBV.



Priorities in 2025 to work towards achieving this objective

- Develop a Cuan Research Governance Framework.
- Produce a Cuan Research commissioning plan for 2026 and 2027.
- Develop a Cuan plan for data, informed by an analysis of current data strengths and weaknesses and aligned to the third national strategy.
- Expand formal collaborations with research funding agencies to develop Cuan’s research capacity and to build active partnerships.



Objective 6:

Establish a dynamic, effective, internationally recognised agency working towards an Ireland free from domestic, sexual and gender-based violence.

The creation of Cuan represents a significant whole-of-government commitment to addressing DSGBV in Ireland. Building a statutory agency from the ground up—developing governance structures, staffing plans, financial systems and operational processes—typically requires multi-year planning. That Cuan achieved this while simultaneously assuming service funding responsibilities, coordinating strategy implementation and engaging stakeholders nationwide speaks to the exceptional dedication of our Board, leadership team and staff, as well as the collaborative spirit of our government and sector partners, in particular the Department of Justice and Tusla.

In our first year, the focus was on building the internal capacity, structures and organisation culture necessary to position Cuan as Ireland’s leading agency in tackling DSGBV. Strengthening governance, staffing and professional development were priorities to ensure the Agency could operate effectively and drive meaningful progress.

Despite these accomplishments, the year was not without its challenges. A key constraint was staffing and capacity limitations. While recruitment efforts progressed well throughout the year, we operated below full capacity, affecting the pace at which strategic initiatives could be implemented. The process of building a new organisation required significant administrative work, as well as significant levels of flexibility to respond to emerging issues and new demands. In 2024, both Tusla and the Department of

Justice gave much early support to Cuan as it formed its teams and structures.

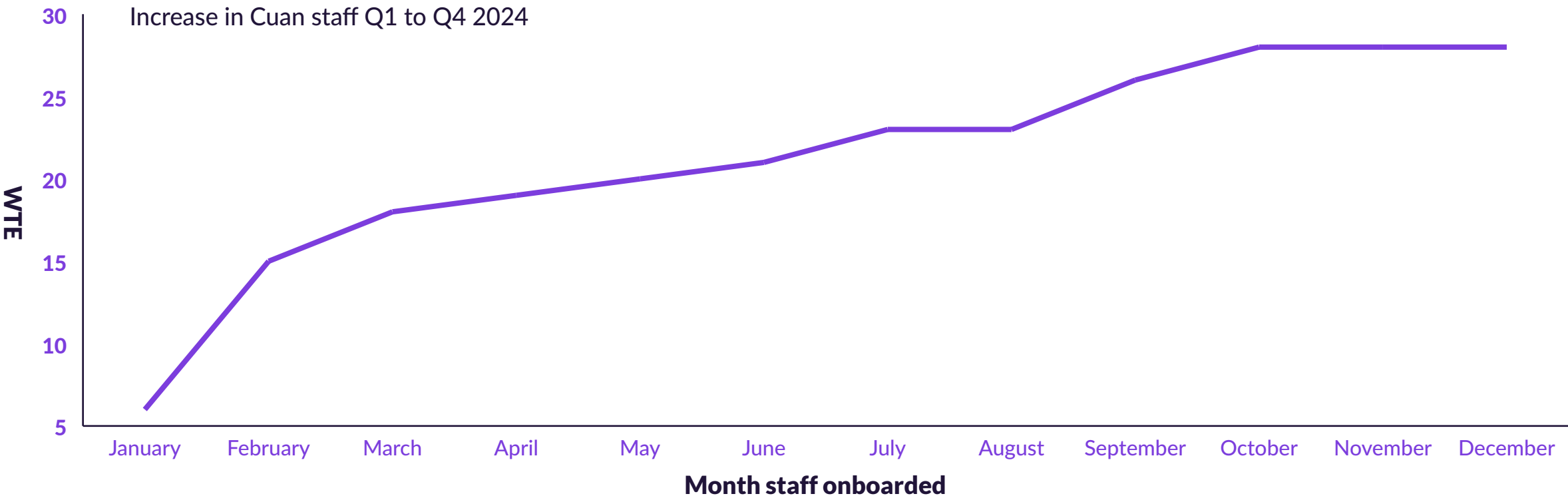
As the Agency moves into 2025, we will expand upon work undertaken in our first year, ensuring that capacity, culture and training remain at the heart of the Cuan’s development. We will also build on key learnings from Tusla and the Department of Justice as we give effect to all of Cuan’s statutory functions in 2025 and 2026.

a) Recruitment and capacity building

Cuan made significant progress in building capacity, ensuring that we had the necessary expertise and structures to fulfil our mandate. Throughout the year, a strong emphasis was placed on staff recruitment, skills development and organisational culture, all of which were critical in shaping a dynamic and effective agency.

Recruitment remained a high priority, with steady progress made in filling key positions in collaboration with the Department of Justice. At the beginning of 2024, Cuan operated with a core team of 14 staff members, transferred from Tusla and the Department of Justice. Following the appointment of the CEO in February, recruitment efforts accelerated, and by December, staffing had grown to 28.

This expansion included key appointments in governance, strategic engagement, communications, research and service delivery, strengthening Cuan’s



capacity to coordinate and implement national strategy on DSGBV.

Looking ahead, we remain committed to expanding our workforce, strengthening internal expertise and fostering a high-performing organisation. Approval to increase the staffing ceiling to 39 in 2025 has been received, reflecting the growing scope of the Agency’s work and the need for additional expertise to support delivery of the strategic objectives.

b) Developing organisational culture

Building a positive organisational culture and investing in staff development was prioritised. A structured induction programme was introduced for new employees, alongside targeted training initiatives, including cultural competence and FOI training, and trauma-informed practice sessions, to equip staff

with the necessary skills to engage effectively in the DSGBV sector.

Staff engagement played a central role in the development of Cuan’s Corporate Plan. Two workshops were held in June and August, focused on defining our Vision, Mission and Values. These sessions encouraged critical reflection on Cuan’s strategic direction, incorporating Board feedback and reinforcing a shared purpose.

To support continuous learning and performance excellence, Cuan introduced the civil service’s Performance Management and Development System (PMDS). Training was delivered to our people leaders in November. They will ensure that direct reports are up to date on the PMDS process and that our corporate and business plans will form the basis of individual goals in 2025.

**Spotlight:**  
*How Cuan Works*

Throughout this inaugural year, Cuan demonstrated its commitment to developing an operational ethos that together with its values, represents the critical factors that will drive our success as a new agency. The Seven Principles of Implementation are set out in Cuan’s Corporate Plan e.g. implementing in collaboration with others; putting people first, implementing for trust and delivering better value – in all its forms. The level and methods of engagement in 2024, with external partners, funded services, experts and victim-survivors, including children, speaks to Cuan’s intention to develop a consistent approach to how we work, underpinned by clear values and principles of implementation.

*Building trust and working collaboratively*

Cuan's approach to implementation is deeply rooted in the principle of trust. In 2024, Cuan worked with partners, services, service users, those who support them, with staff and stakeholders in a spirit of co-design.

Cuan built this foundation by facilitating approximately 124 refuge development meetings nationwide, bringing together local authorities, service providers and housing agencies to address barriers to accommodation expansion.

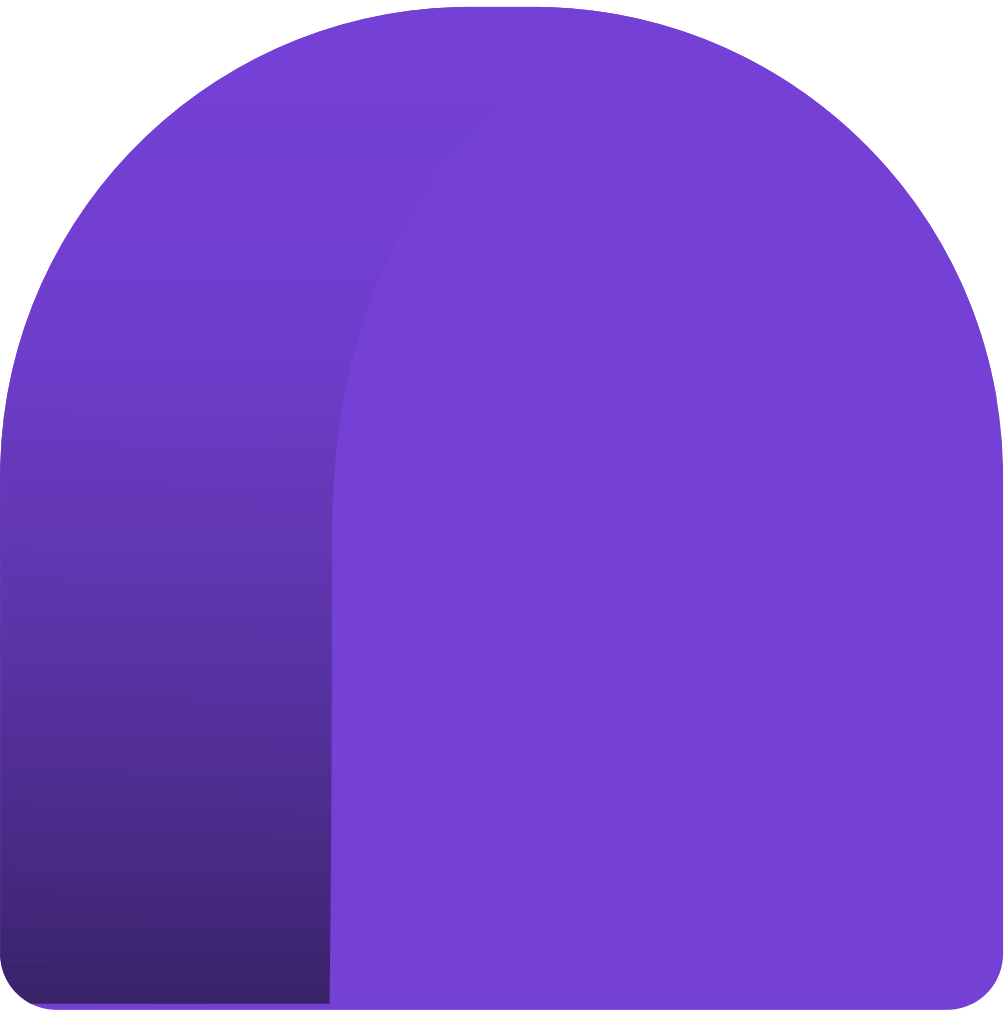
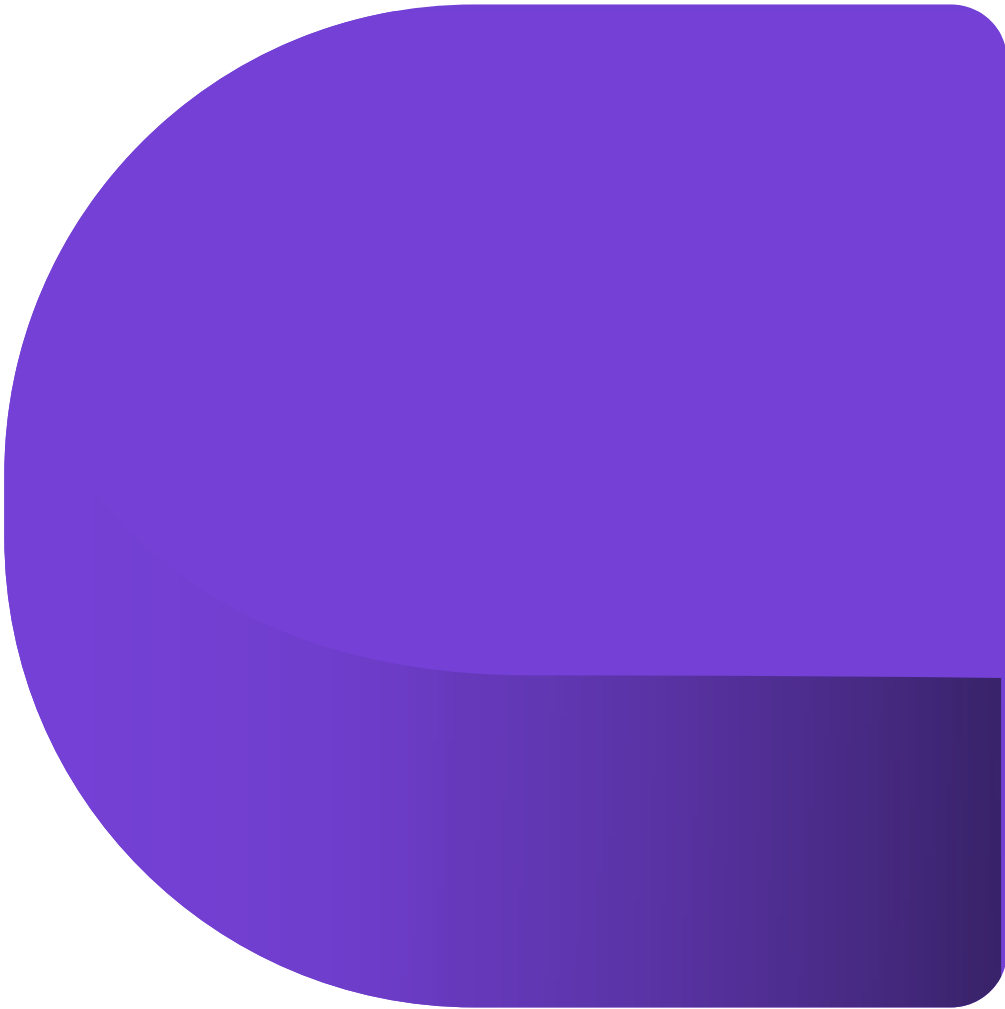
As part of these efforts, 10 stakeholder groups were established in priority locations where domestic violence refuge development had not yet commenced. These groups play a crucial role in working together, creating momentum, fostering inter-agency trust and cooperation to address barriers to the delivery of much needed emergency accommodation across the country. The establishment of the Cuan Hub marked a transformative step in working with the DSGBV sector to develop a national data system. Focus groups, meetings and seven regional workshops took place with services to inform the design of the system, share knowledge and information, build support and build the capability of services to use the Hub.

Focus groups with members of the public as well as victim-survivors and service providers were deployed to test campaign concepts, ensuring that awareness campaigns were based on evidence. This approach was particularly important in the development of the "Always Here" campaign aimed at signposting victims-survivors to sexual violence support services. This approach was also adopted for new pieces of research commissioned by the Agency, where victims-survivor's involvement and participation by DSGBV services are the hallmarks of our work.

Our approach and method of working recognised that we are working in a complex eco-system that is working to reduce domestic, sexual and gender-based violence. Through our actions, we acknowledge that no single organisation can achieve zero tolerance alone.

Building a collaborative mind-set was key to our development in 2024 and this is demonstrated in the scale of our interactions with every partner responsible for implementing actions in the national strategy and in the 2024 implementation plan covering 121 actions. To support knowledge creation and knowledge sharing, in December 2024, Cuan hosted an information webinar on Zero Tolerance implementation progress, bringing together over 80 participants from government departments and the DSGBV sector.

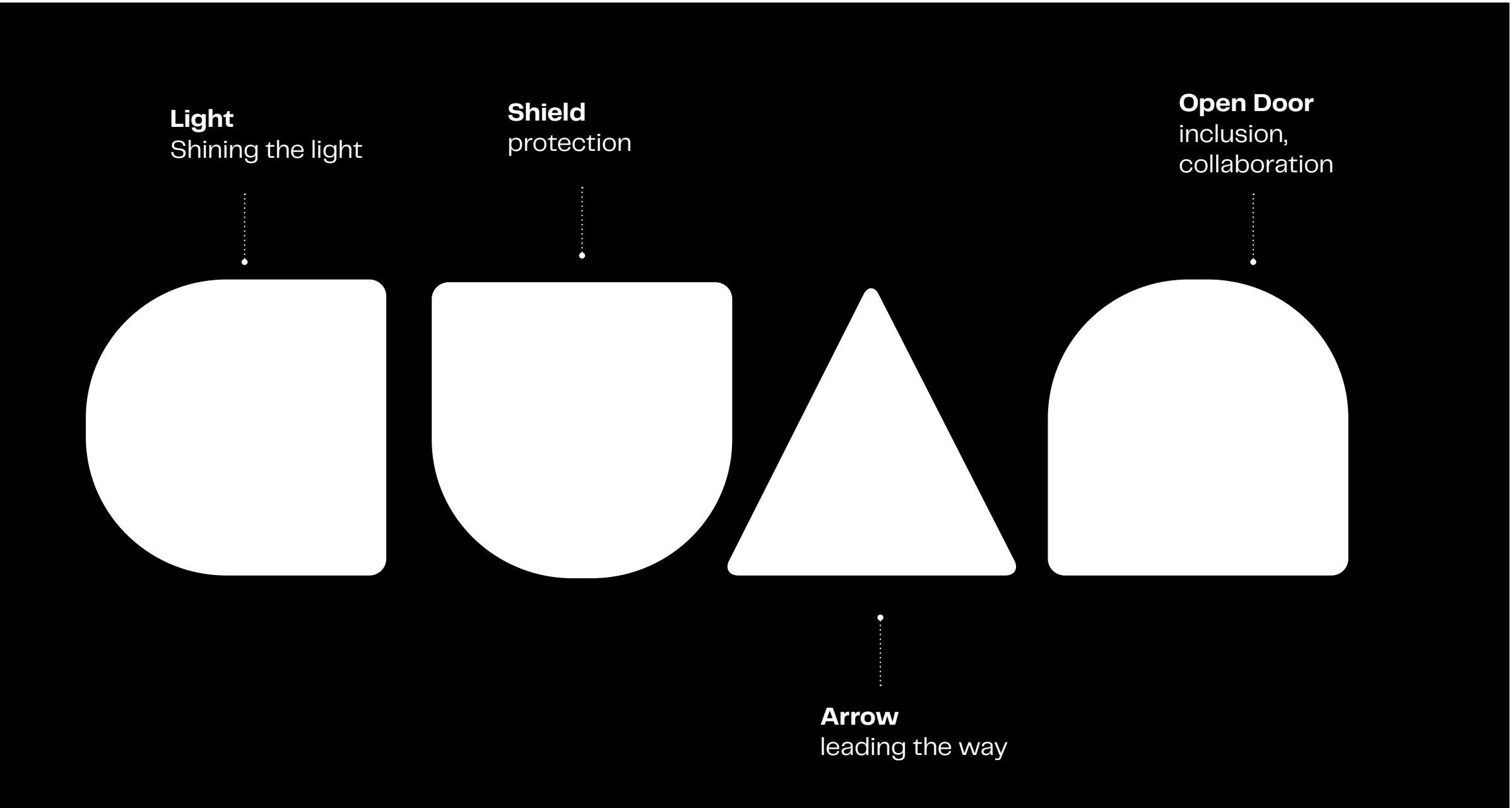
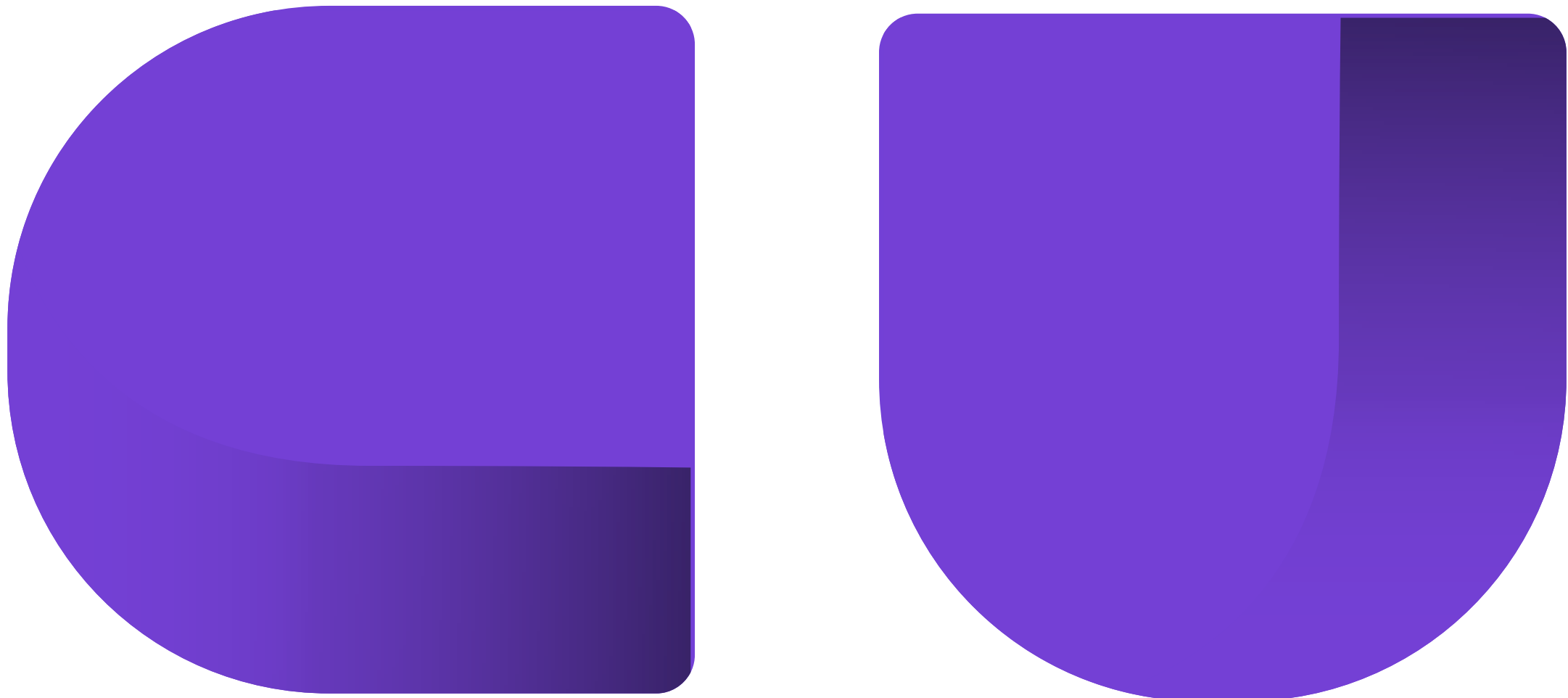
In 2024, Cuan established a set of implementation principles and designed our work and actions to adhere to these principles, demonstrating our commitment to developing an effective operational ethos, capable of delivering on the ambition set out in the Zero Tolerance strategy. This approach establishes a foundation and an operational identity for the Agency to drive sustained, systemic change in the years ahead.



New identity for a new Agency

Embracing the Agency’s values and a communications approach grounded in transparency, accountability and trusted relationships, in 2024 Cuan undertook a significant piece of work to develop its brand strategy and visual identity. The visual identity leverages the meaning of the word Cuan which is the Irish word for haven or harbour. Cuan's identity will be a critical tool in public communications, to challenge, shape and change how we think about DSGBV and what we need to do to eliminate it.

The symbol developed is a creative expression of the letters but with meaning reflecting protection, inclusion, leadership and Cuan’s role in shining the light on the pervasive societal issue of domestic, sexual and gender-based violence.



Priorities in 2025 to work towards achieving this objective

- Raise awareness of Cuan's remit and strengthen its identity so that Cuan is recognised as a State Agency, with a leading and trusted voice on DSGBV matters.
- Establish a modern and engaging digital presence for Cuan via a fit for purpose website and dynamic social media presence.
- Develop and implement actions with a focus on Cuan’s culture and staff development, including the completion of a training and competency development plan.
- Finalise a governance framework to ensure the business of the Agency is conducted with integrity and fairness, being transparent regarding all transactions, accountable for all its decisions and actions, as well as complying with all its relevant national and international legislation.

Grounding our work in the principles of implementation

The success of Cuan’s work relies on a set of seven guiding principles that underpin how we operate and ensure we deliver on our ambition to drive zero tolerance of DSGBV leading to significant societal change. Throughout this establishment year, these principles have been instrumental in shaping our approach and laying the foundation for a best-in-class agency.

**Knowledge creation and knowledge sharing:** In 2024, Cuan began building evidence-based approaches, initiating relationships with research partners and developing systems to enhance data collection and sharing across the sector.

**Putting people first:** Victim-survivors are and will always be at the centre of our work, ensuring that Agency developments are driven by their needs rather than organisational considerations.

**Implementation with and through others:** Cuan began leveraging its statutory position to coordinate action across the DSGBV ecosystem, establishing partnerships to align government, sectoral and community efforts, and enhance the effectiveness and sustainability of response mechanisms at local, regional and national levels.

**Challenging assumptions and implementing with evidence:** Critical structures for an evidence-based approach and systems were put in place, key partnerships established and systems such as the Cuan Hub, developed for data collection.

**Delivering better value:** Throughout 2024, we worked to deploy resources strategically and efficiently, establishing frameworks for transparency in resource allocation and impact measurement.

**Implementing for trust:** Building trust takes time, particularly in a historically fragmented landscape. This year was about engaging with a broad range of stakeholders, demonstrating reliability in our work and commitments, and establishing the foundations for the collaborative approach needed to drive lasting change.

**Top-down and bottom-up implementation:** Throughout 2024, the focus was on establishing the essential infrastructure needed for effective implementation.

While building these elements will continue into 2025 and beyond, the groundwork laid in the Agency’s first year creates a strong platform for developing the balanced top-down and bottom-up systems that will ensure accountability, efficiency and flexibility in driving nationwide action against DSGBV.



# Financial Overview

Cuan’s financial management in 2024 was focused on building robust financial systems, ensuring efficient allocation of resources and maintaining compliance with public sector financial regulations. Cuan’s financial performance was shaped by three key priorities:

- 1. Ensuring the smooth transition of DSGBV service funding from Tusla and the Department of Justice.
- 2. Implementing a structured financial oversight system to improve financial accountability and reporting.
- 3. Securing additional resources to expand DSGBV services in line with Zero Tolerance Strategy targets.

Cuan’s total budget for 2024 was €58.608 million, covering service provision, prevention initiatives and operational expenses. This budget was allocated across two subheads included in the Appropriation Account for Vote 24 Justice:

- Subhead A.20 (€54.562 million) – funding for domestic, sexual and gender-based violence services, awareness campaigns and prevention initiatives.
- Subhead A.26 (€2.737 million) – operating costs for Cuan’s core functions, including staffing, governance and strategic initiatives.

Throughout the year, financial management efforts focused on budget forecasting, expenditure monitoring, and strengthening financial governance structures to ensure full compliance with statutory requirements.

**Key financial highlights:**

- €52.3 million allocated to fund 78 DSGBV service organisations, including emergency refuges, rape crisis centres, outreach services and specialist support providers.
- €13.3 million in Q1 2025 service funding payments were processed in December to ensure continuity of services.
- €3.4 million allocated to service providers in respect of the 2023 Workplace Relations Commission agreement, with further funding adjustments required in 2025.
- €7.9 million increase in the 2025 budget secured through the Estimates process, allowing for service expansion and staffing growth.

While Cuan experienced operational underspending in certain areas – notably in payroll costs as the Agency gradually built toward its sanctioned staffing levels throughout 2024 – we ensured that all available funding for frontline services was effectively allocated and utilised.

**Financial governance and audit**

Ensuring financial transparency, accountability, and compliance was a core focus in 2024. Cuan established a strong financial governance framework, incorporating the following measures:

**Department of Justice Governance:** Cuan signs a yearly agreement with the Department setting out service delivery commitments and delivery expectations for Cuan. These are published on the Department’s website.

**Audit and Risk Committee (ARC)** Membership and terms of reference for an ARC were approved by Cuan’s Board in September 2024 to oversee financial governance, risk management and compliance with State regulations.

Introductory meetings of ARC members, the ARC chairperson, Cuan staff and Chair of the Board took place during November and December, where the Terms of Refence were discussed as were the schedule of meetings and topics for tabling at each meeting. The first formal meeting of the ARC is scheduled for February 2025.

**Service audits and financial oversight.** Facilitated by the Department of Justice, independent auditors, KOSI, commenced a programme of service audits (seven in total) on DSGBV service providers.

**Public financial procedures and compliance.** Cuan worked with the Department of Justice’s Internal Audit Unit, receiving positive assurance on internal controls. Compliance with public sector procurement guidelines,

financial reporting and budgetary management processes was closely monitored.

**Addressing funding gaps and liabilities:** Victims of Crime funding requirements exceeded budget allocated, requiring adjustments for 2025. Outstanding Workplace Relations Commission liabilities for some service providers were flagged for resolution in Q1 2025.

Through ongoing financial monitoring and audit processes, Cuan strengthened fiscal responsibility and governance standards, ensuring that funds were used effectively and in line with statutory obligations.

**Financial outlook for 2025**

As Cuan moves into 2025, we will continue to improve financial efficiency, expand service funding and strengthen audit and risk management frameworks to ensure long-term financial sustainability and impact.

# Reflections on 2024 and looking ahead to 2025

Cuan's first year of operation represents an extraordinary achievement—establishing a new statutory agency while simultaneously coordinating Ireland's response to domestic, sexual and gender-based violence. What would typically take several years to accomplish was achieved in twelve months through determined leadership, staff dedication and partner collaboration. Considerable progress was made in developing governance structures, oversight mechanisms, securing funding agreements with service providers and embedding Cuan's role within the broader Zero Tolerance Strategy.

A central part of this work was Cuan's new statutory responsibility for coordinating, monitoring and reporting on the Zero Tolerance Strategy. This role is core to ensuring accountability and progress across all four pillars of the national strategy – prevention, protection, prosecution and policy coordination. Throughout 2024, we worked closely with implementation partners to establish structured reporting systems and deliver the first Mid-Year Progress Report. As the lead delivery partner for the highest number of actions under the strategy, Cuan is committed to fostering collaborative, cross-government action.

Partnership with key stakeholders was essential to our progress. Cuan worked with the Department of Justice, Department of Housing, local authorities and a range of NGOs and service providers to support strategy delivery, improve service access and expand refuge and safe home accommodation. The successful opening of Wexford Women's Refuge marked a key milestone. However, the pace of accommodation development highlighted ongoing planning, funding and coordination challenges, underscoring the importance of sustained engagement with local authorities and statutory partners.

Internally, the successful rollout of the Cuan Hub marked a major advancement in centralising service data and funding workflows. Public awareness and education campaigns were also launched, reaching wide audiences and establishing Cuan's voice in national conversations about consent, safety and DSGBV prevention. While these efforts successfully reached broad audiences, further investment is needed to enhance engagement with marginalised communities and address the spread of misinformation.

Staffing constraints impacted the pace of implementing some initiatives, and the complex transition of service oversight from Tusla and the Department of Justice required significant coordination. These challenges, while expected in a first-year establishment, inform Cuan's focus for 2025: to consolidate its operations, increase capacity and deepen its role as a trusted, evidence-informed Agency.

As we move into our second year, Cuan will focus on strengthening service oversight, expanding accommodation capacity and enhancing supports for victim-survivors while continuing to drive the implementation of the Zero Tolerance Strategy as a whole-of-government priority.

Our vision for an Ireland free from domestic, sexual and gender-based violence is bold, but the foundation established in 2024 positions us to achieve transformative change in the years ahead through deeper partnerships, enhanced service delivery, stronger research capabilities and increased public engagement—all guided by the lived experiences of victim-survivors.



# Financial Statements

1st January 2024 (Date of Establishment) to 31st December 2024

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Please note that these financial statements are subject to audit by the Comptroller and Auditor General and may be amended as a result of that audit.

# General Information

For the year ended 31 December 2024

## Address

34-37 Clarendon Street  
Dublin 2 D02DE61

## Members of the Board

Professor Emerita Caroline Fennell (Chair)  
Ms. Sarah Benson  
Ms. Molly Buckley  
Ms. Denise Charlton  
Mr. Vivian Geiran  
Ms. Claire Loftus  
Dr. Conor Hanly

## Chief Executive

Dr. Stephanie O’Keeffe

## Website

[gov.ie/cuan](http://gov.ie/cuan)

## Email

[info@cuanagency.ie](mailto:info@cuanagency.ie)

## Auditors

Office of the Comptroller & Auditor General  
3A Mayor Street Upper  
Dublin 1  
D01PF72

# Governance Statement and Board Members' Report

## Governance

Cuan, the Domestic, Sexual and Gender-Based Violence Agency was established by the Minister for Justice in January 2024. The establishment of the Agency was a key action under the Minister for Justice’s Zero Tolerance strategy for combating domestic, sexual and gender-based violence (DSGBV). The Agency’s purpose is to drive Ireland’s response to the prevention of DSGBV and the protection of all victims and survivors.

## Functions of Cuan, the Domestic, Sexual and Gender-Based Violence Agency

The functions and responsibilities of the Agency are set out in the Domestic, Sexual and Gender-Based Violence Agency Act 2023. Standing items considered by the Agency include:

- oversight and funding of DSGBV service providers
- programmes with the purpose of preventing, and reducing the incidence of DSGBV
- development of refuge accommodation for victims of DSGBV
- financial reports
- performance reports
- risk register
- research and data.

Section 34 of the Domestic, Sexual and Gender-Based Violence Agency Act 2023 requires the Agency to keep, in such form and in respect of such accounting periods as may be specified by the Minister, with the consent of the Minister for Public Expenditure, NDP Delivery and Reform, all proper and usual accounts and records of all moneys received and expended by the Agency, including an Income and Expenditure Account and a Balance Sheet.

- In preparing these financial statements the Board is required to:
- select suitable accounting policies and apply them consistently,
  - make judgments and estimates that are reasonable and prudent,
  - prepare the financial statements on the going concern basis unless it is inappropriate to presume that it will continue in operation, and
  - state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Agency is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables it to ensure that the financial statements comply with Section 34. The maintenance and integrity of the corporate and financial information on the Agency’s website is the responsibility of the Agency.

The Agency is responsible for approving the annual plan and allocated budget. Evaluation of the performance of the Agency by reference to the annual plan and budget is a standing item for Board meetings. The Agency is also responsible for safeguarding its assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Agency considers that the financial statements properly present the financial performance and the financial position of Cuan, the Domestic, Sexual and Gender-Based Violence Agency as at 31<sup>st</sup> December 2024. As Cuan was established on 1<sup>st</sup> January 2024, comparative figures are not included in the financial statements for 2024.

## Management

The day-to-day management of the staff and administration of Cuan, the Domestic, Sexual and Gender-Based Violence Agency is carried out by the CEO and her senior management team. The CEO is accountable to the Minister for the performance of the functions under the Act and such other functions as may be given by the Agency.

## Board Structure

The Board consists of seven members pursuant to Section 7(1) of the Act. Under the Act and as determined by the Minister, three ordinary members serve on the Board for a period of three years while the remaining four members hold office for a period of four years.

The Board met on seven occasions in 2024.

| Membership                         | Meetings Attended |
|------------------------------------|-------------------|
| Professor Emerita Caroline Fennell | 7                 |
| Ms Claire Loftus                   | 6                 |
| Dr Conor Hanly                     | 6                 |
| Ms Denise Charlton                 | 5                 |
| Ms Molly Buckley                   | 6                 |
| Ms Sarah Benson                    | 7                 |
| Mr Vivian Geiran                   | 6                 |

In 2024, members of the Board were paid the following fees and expenses:

| Membership                         | Fee (€) | Expenses (€) |
|------------------------------------|---------|--------------|
| Professor Emerita Caroline Fennell | 8,978   | 2,340        |
| Ms Claire Loftus                   | 5,771   | -            |
| Dr Conor Hanly                     | -       | -            |
| Ms Denise Charlton                 | 5,771   | -            |
| Ms Molly Buckley                   | 5,771   | 520          |
| Ms Sarah Benson                    | 5,771   | -            |
| Mr Vivian Geiran                   | 5,771   | -            |
| TOTAL                              | 37,833  | 2,860        |

Dr. Conor Hanly does not receive a Board Fee under the One Person One Salary (OPOS) principle.

Cuan, the Domestic, Sexual and Gender-Based Violence Agency has established the following sub-committee:

Audit and Risk Committee

Membership and terms of reference for this committee were approved by the Board in September 2024. The committee comprises two Board members and four independent members. The Audit and Risk Committee (ARC) is part of the Cuan control environment, tasked with providing independent advice to the Board and supporting them in their responsibilities for issues of risk, internal control and governance.

The ARC will review the comprehensiveness, suitability and robustness of the organisation’s internal control, audit, risk management and governance systems and procedures.

The members of the ARC are: Ms. Fiona O’Shea (Independent chairperson), Mr. Vivian Geiran, Ms. Claire Loftus, Mr. Fergus Finlay (independent), Ms. Carol Gibbons (independent) and Mr. Vincent Sheehan (independent).

The first formal meeting of the ARC will take place in February 2025 and will meet at least four times each year.

Disclosures Required by the Code of Practice for the Governance of State Bodies

The Agency is responsible for ensuring that Cuan, the Domestic, Sexual and Gender-Based Violence Agency has complied with the requirements of the Code of Practice for the Governance of State Bodies (“the Code”), as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Employee short-term benefits breakdown

A table showing the breakdown of employee short-term benefits is included in Note 5(c).

Consultancy Costs

Consultancy costs include the cost of external advice to management and exclude outsourced ‘business-as-usual’ functions.

|                                                 |           |
|-------------------------------------------------|-----------|
|                                                 | 2024<br>€ |
| Agency establishment functions                  | 86,413    |
| Zero Tolerance Strategy implementation analysis | 24,550    |
|                                                 | 110,963   |

Legal Costs and Settlements

Cuan, the Domestic, Sexual and Gender-Based Violence Agency did not incur expenditure in the reporting period in relation to legal costs, settlements and conciliation and arbitration proceedings relating to contracts with third parties.

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

|                                 |           |
|---------------------------------|-----------|
|                                 | 2024<br>€ |
| Board Members – Domestic Travel | 2,428     |
| Staff Members – Domestic Travel | 36,996    |
| Board Members – Foreign Travel  | 432       |
| Staff Members – Foreign Travel  | 2,171     |
|                                 | 42,027    |

Hospitality Expenditure

The Income and Expenditure Account includes the following hospitality expenditure:

|             |           |
|-------------|-----------|
|             | 2024<br>€ |
| Hospitality | 858       |
|             | 858       |

Statement of Compliance

The Board has adopted the Code of Practice for the Governance of State Bodies, as published by the Department of Public Expenditure and Reform (August 2016).

Following the Agency’s establishment year, procedures will be put in place to fully comply with requirements from the Code of Practice for the Governance of State Bodies.

On behalf of Cuan, the Domestic, Sexual and Gender-Based Violence (DSGBV) Agency

  
**Professor Emerita Caroline Fennell,**  
Chairperson  
Date: 25<sup>th</sup> February 2025

  
**Dr. Stephanie O’Keeffe,**  
CEO  
Date: 25<sup>th</sup> February 2025

# Statement on Internal Control

## Scope of Responsibility

Cuan, the Domestic, Sexual and Gender-Based Violence Agency was established with effect from 1<sup>st</sup> January 2024 in accordance with the Domestic, Sexual and Gender-Based Violence Agency Act 2023. On behalf of Cuan, I acknowledge the Board’s responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies.

## 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. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely way.

The Board is satisfied that the systems, which it has in place, are reasonable and appropriate having regard to its size, level of expenditure, staff resources and the nature of its operations. Maintaining the system of internal controls is a continuous process and the system and its effectiveness are kept under ongoing review.

## Shared Services

Since its establishment, Cuan, the Domestic, Sexual and Gender-Based Violence Agency avails of payments agency services from the Department of Justice’s Financial Shared Services. A letter of assurance regarding controls in the provision of shared services has been received from the Department of Justice.

All income and expenditure transactions pertaining to Cuan were reviewed and approved by the management team and forwarded to Financial Shared Services for payments processing and accounting ledger maintenance.

The Payroll Shared Services Centre (PSSC) processed payroll on behalf of Cuan, the Domestic, Sexual and Gender-Based Violence Agency for the period to 31<sup>st</sup> December 2024.

## Information and Communication Technologies

Cuan, the Domestic, Sexual and Gender-Based Violence Agency avails of a shared ICT support service from the Department of Justice. An agreement for the provision of services is in place in relation to the ICT service and arrangements are in place to back up Cuan’s systems.

## Risk and Control Framework

Cuan, the Domestic, Sexual and Gender-Based Violence Agency has an Audit and Risk Committee (ARC) comprising two Board members and four external members, with financial and audit expertise, one of whom is the Chair. The Audit and Risk Committee’s first formal meeting took place in February 2025.

Cuan, the Domestic, Sexual and Gender-Based Violence Agency is implementing a risk management system which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A risk register is in place which identifies the key risks facing the Board and these have been identified, evaluated and graded according to their significance. The register is reviewed and updated by the Senior Management Team. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

## Ongoing Monitoring and Review

Cuan, the Domestic, Sexual and Gender-Based Violence Agency is developing a risk management policy which identifies risks, the controls in place and the reporting and monitoring procedures.

The Board takes the major strategic decisions and meets at regular intervals to monitor performance and plans. The Senior Management Team only act within the authority delegated by the CEO or pursuant to those functions under the Act to give effect to the policies and Board’s decisions. I confirm that the following ongoing monitoring systems are in place:

- key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report on any deficiencies,
- Formal procedures are in place for the purchase of all goods and services, for approval of invoices in respect of goods and services and authorisation of payment in respect of goods and services.
- reporting arrangements have been established at all levels where responsibility for financial management has been assigned,
- there are regular reviews by the CEO and her senior management team of periodic and annual performance and financial reports which indicate performance against budgets/forecasts, and
- there are systems in place to safeguard assets.

## Procurement

I confirm that Cuan, the Domestic, Sexual and Gender-Based Violence Agency has procedures in place to ensure compliance with current procurement rules and guidelines and that during 2024 the Board complied with those procedures.

## Internal Control Issues

No weaknesses in internal control were identified in relation to 2024 that require disclosure in the financial statements.

## Review of Effectiveness

I confirm that the Board has procedures to monitor the effectiveness of its risk management and internal control procedures.

Cuan did not conduct an external review of its system of internal control during its establishment year from 1<sup>st</sup> January 2024 to 31<sup>st</sup> December 2024. Cuan will procure, appoint, and undertake an external review of its system of internal controls in 2025.

On behalf of Cuan, the Domestic, Sexual and Gender-Based Violence Agency



**Professor Emerita Caroline Fennell**  
Chairperson

# Statement of Income and Expenditure and Retained Revenue Reserves

For the year ended 31 December 2024

|                                               | Notes | 2024<br>€'000  |
|-----------------------------------------------|-------|----------------|
| <b>Income</b>                                 |       |                |
| Oireachtas grants                             | 2     | 57,299         |
| Dormant Accounts Fund                         | 3     | 1,309          |
| <b>Total Income</b>                           |       | <b>58,608</b>  |
| <b>Expenditure</b>                            |       |                |
| Funding to DSGBV Service Providers            |       | 52,327         |
| DSGBV Awareness Raising Campaigns             |       | 4,200          |
| DSGBV Research                                |       | 93             |
| Board Costs                                   | 4     | 42             |
| Staff Costs                                   | 5     | 2,233          |
| Administration Costs                          | 6     | 788            |
| <b>Total Expenditure</b>                      |       | <b>59,683</b>  |
| <b>Surplus/(Deficit) for the period</b>       |       | <b>(1,075)</b> |
| <b>Balance carried forward at 31 December</b> |       | <b>(1,075)</b> |

The Statement of Income and Expenditure and Retained Revenue Reserves includes all gains and losses recognised in the period.

The Statement of Cash Flows and notes 1-10 form part of these financial statements.

On behalf of the Board



**Professor Emerita Caroline Fennell,**  
Chairperson  
Date: 25<sup>th</sup> February 2025



**Dr. Stephanie O’Keeffe,**  
CEO  
Date: 25<sup>th</sup> February 2025

# Statement of Financial Position

As at 31 December 2024

|                                        | 2024<br>€'000 |
|----------------------------------------|---------------|
|                                        |               |
| Current Assets                         |               |
| Prepayments                            | 242           |
| Debtor                                 | 6             |
|                                        | 248           |
| Current Liabilities                    |               |
| Accruals                               | 1,323         |
|                                        |               |
| Net current liabilities                | (1,075)       |
|                                        |               |
| Representing                           |               |
| Retained Revenue Reserves              | (1,075)       |
| Balance carried forward at 31 December | (1,075)       |

The Statement of Cash Flows and notes 1-10 form part of these financial statements.

On behalf of the Board



Professor Emerita Caroline Fennell,  
Chairperson  
Date: 25<sup>th</sup> February 2025



Dr. Stephanie O’Keeffe,  
CEO  
Date: 25<sup>th</sup> February 2025

# Statement of Cash Flows

For the year ended 31 December 2024

|                                                  | 2024<br>€'000 |
|--------------------------------------------------|---------------|
|                                                  |               |
| Surplus/(Deficit) for the period                 | (1,075)       |
| (Increase)/Decrease in Prepayment                | (242)         |
| (Increase)/Decrease in Debtor                    | (6)           |
| Increase/(Decrease) in Accruals                  | 1,323         |
| Net Cashflow from Operating Activities           | 0             |
|                                                  |               |
| Increase/(Decrease) in Cash and Cash Equivalents | 0             |
|                                                  |               |
| Cash at bank 31 December                         | 0             |

On behalf of the Board



Professor Emerita Caroline Fennell,  
Chairperson  
Date: 25<sup>th</sup> February 2025



Dr. Stephanie O’Keeffe,  
CEO  
Date: 25<sup>th</sup> February 2025

# Notes to the Financial Statements

for the year ended 31 December 2024

## 1. Accounting Policies

### a) General

Cuan, the Domestic, Sexual and Gender-Based Violence Agency was established by the Minister for Justice on 1<sup>st</sup> January 2024 under the Domestic, Sexual and Gender-Based Violence Agency Act 2023.

The role of Cuan, as set out in Section 6 of the Act, includes the following functions:

- Planning, co-ordinating and monitoring the development of refuge accommodations for victims of DSGBV.
- Providing support to service providers, including financial assistance, for the provision of services delivered in refuge accommodation and other services for victims and persons at risk of DSGBV, and programmes with the purpose of preventing, and reducing the incidence of, DSGBV.
- Preparing and submitting standards for the provision of those services and programmes for the approval of the Minister, where requested by the Minister.
- Monitoring adherence by service providers to those standards.
- Compiling and publishing information regarding the availability of the refuge accommodation, services and programmes referred to above.

- Developing and implementing public campaigns and providing advice or support in relation to the development of public campaigns by public service bodies and other persons, for the purposes of increasing awareness of DSGBV and the associated risk factors, and reducing the incidence of DSGBV.
- Where requested by the Minister, providing the Minister with such assistance as he/she may require in developing or evaluating strategies and plans in relation to DSGBV and reports on the implementation of such strategies and plans, in such form and frequency as the Minister may specify.
- Co-ordinating, overseeing and providing assistance and support, as appropriate, in relation to the implementation by public services bodies of the strategies and plans referred to above.
- Undertaking, commissioning, assisting or collaborating in research to support the evaluation of policies, strategies and services relating to DSGBV and to support generally the effective performance by Cuan of its other statutory functions.

### b) Statement of Compliance

The financial statements of the Agency for the year ended 31 December 2024 have been prepared in accordance with FRS 102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland.

### c) Basis of Preparation

The financial statements are prepared under the accruals method of accounting and under the historical cost convention, in the form to be approved by the Minister for Justice with the concurrence of the Minister for Public Expenditure, NDP Delivery and Reform, in accordance with Section 34 of the Domestic, Sexual and Gender-Based Violence Agency Act 2023.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to Cuan, the Domestic, Sexual and Gender-Based Violence Agency’s financial statements.

### d) Income

#### State Grant

Income shown in the financial statements under Oireachtas Grants represents funding provided to the Agency through the Vote of the Department of Justice which makes all payments on behalf of the Agency.

#### Dormant Account funding

Income shown in the financial statements under Dormant Account Funding represents funding provided to the Agency through the Vote of the Department of Justice under the Dormant Accounts Fund legislation. Funding is provided from the Dormant Accounts Fund to fund specific programmes or projects. The funding provided to Cuan, the Domestic, Sexual and Gender-Based Violence Agency is specifically for the purpose of awareness raising.

### e) Expenditure

All expenditure, including payroll, is processed by the Department of Justice and recorded in the financial statements.

### f) Employee Benefits

#### Short-term Benefits

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

### Retirement Benefits

The employees of Cuan, the Domestic, Sexual and Gender-Based Violence Agency are civil servants and are members of a defined benefit scheme which is administered by the Department of Public Expenditure, NDP Delivery and Reform.

The Single Public Service Pension Scheme (‘Single Scheme’) commenced with effect from 1 January 2013. All new entrants to pensionable public service employment on or after 1 January 2013 are, in general, members of the Single Scheme as set down in the Public Sector Pensions (Single Scheme and Other provisions) Act 2012.

There is no charge in these financial statements for any liabilities which may arise in respect of the retirement benefits of the Agency as these liabilities are met out of Vote 12 Superannuation and Retired Allowances.

## 2. Oireachtas Grants

|                                                       | 2024<br>€’000 |
|-------------------------------------------------------|---------------|
|                                                       |               |
| <b>Vote 24 - Justice (Programme A - Subhead A.20)</b> | <b>54,562</b> |
| <b>Vote 24 - Justice (Programme A - Subhead A.26)</b> | <b>2,737</b>  |
|                                                       | <b>57,299</b> |

## 3. Dormant Accounts Funding

|                                                                          | 2024<br>€’000 |
|--------------------------------------------------------------------------|---------------|
|                                                                          |               |
| <b>Awareness Campaigns on DSGBV</b>                                      | <b>1,120</b>  |
| <b>Consent Programme for the Further Education &amp; Training Sector</b> | <b>189</b>    |
|                                                                          | <b>1,309</b>  |

Notes to the Financial Statements (continued)

4. Board Costs

|                              | 2024<br>€'000 |
|------------------------------|---------------|
| Board Fees                   | 38            |
| Board Hospitality            | 1             |
| Board Travel and Subsistence | 3             |
|                              | 42            |

5. Staff Costs

a) Staff Costs

|                                         | 2024<br>€'000 |
|-----------------------------------------|---------------|
| Salaries and Wages                      | 2,137         |
| Temporary Staff Costs                   | 30            |
| Recruitment costs                       | 22            |
| Staff Travel and Subsistence - Domestic | 37            |
| Staff Travel and Subsistence - Foreign  | 2             |
| Training                                | 5             |
|                                         | 2,233         |

At 31 December 2024, Cuan, the Domestic, Sexual and Gender-Based Violence Agency had 28 staff members.

b) Additional Superannuation Contribution (ASC)

Salary costs are the gross costs to the Agency for the year. The Department of Justice pays salaries on behalf of Cuan. ASC deductions, in accordance with the Public Service Pay and Pensions Act 2017, are made by the Department and are retained as Appropriations-in-Aid. This amounted to €31,819 in 2024.

c) Employee benefits breakdown

Employees’ short-term benefits in excess of €60,000 are categorised into the following bands:

| Range of total employee benefits<br>FromTo | Number of Employees<br>2024 |
|--------------------------------------------|-----------------------------|
| €60,000 - €69,999                          | 4                           |
| €70,000 - €79,999                          | 1                           |
| €80,000 - €89,999                          | -                           |
| €90,000 - €99,999                          | -                           |
| €100,000 - €109,999                        | 1                           |
| €110,000 - €119,999                        | -                           |
| €120,000 - €129,999                        | -                           |
| €130,000 - €139,999                        | -                           |
| €140,000 - €149,999                        | -                           |
| €150,000 - €159,999                        | -                           |
| €160,000 - €169,999                        | 1                           |

Note: For the purposes of this disclosure, short-term employee benefits in relation to services rendered during the reporting period are salary payments made on behalf of the employee but exclude employer’s PRSI.

d) CEO Remuneration

As specified in Section 16 of the DSGBV Act, the CEO for Cuan was appointed by the Minister through a public appointments competition in February 2024. The CEO’s salary from 19<sup>th</sup> February 2024 to 31<sup>st</sup> December 2024 was €160,339 and employer pension contributions were €40,085. Travel and Subsistence payments of €1,500 were estimated to be made to the CEO in accordance with Civil Service rates. The CEO is on secondment from the HSE and at year end the administration of travel and subsistence by the NSSO was unresolved therefore, an estimation of the travel and subsistence due to the CEO has been included in the financial statements.

The CEO’s pension entitlements do not extend beyond the standard entitlements in the public sector defined benefit superannuation scheme. No performance related payments were made to the CEO in 2024.

6. Administration Costs

|                                | 2024<br>€'000 |
|--------------------------------|---------------|
| Corporate branding             | 50            |
| Catering Costs                 | 4             |
| Conference Expenses            | 12            |
| Consultancy Costs              | 111           |
| General Expenses               | 33            |
| IT Expenses                    | 145           |
| Printing, Postage & Stationery | 6             |
| Rent                           | 406           |
| Telephone                      | 3             |
| Audit Fee                      | 12            |
| Accounting Fee                 | 7             |
|                                | 789           |

7. Related Party Disclosures

Key management personnel in Cuan, the Domestic, Sexual and Gender-Based Violence Agency consist of the CEO and Senior Management Team. Total compensation paid to key management personnel amounted to €450,511. Fees paid to Board members in 2024 totalled €37,833.

The Board has adopted procedures in accordance with the guidelines issued by the Department of Public Expenditure, NDP Delivery and Reform in relation to the disclosure of interests by Board members and these procedures have been adhered to in the period. There were no transactions in the period in relation to the Board’s activities in which a Board member had any beneficial interest.

8. Premises

Cuan, the Domestic, Sexual and Gender-Based Violence Agency’s head office is at 34-37 Clarendon Street, Dublin 2, D02 DE61.

9. Contingent Liabilities

Cuan, the Domestic, Sexual and Gender-Based Violence Agency is not involved in any legal cases at the financial period end.

10.Approval of financial statements

The financial statements were approved by the Board at its meeting on 25<sup>th</sup> February 2025.

