

JIGSAW Young people's
health in mind
Annual Report & Financial Statements 2024

Our vision

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

National Centre for Youth Mental Health CLG

Trading as: **Jigsaw**

**Annual Report and Audited Financial Statements
for the year ended 31st December 2024**

Company registration number: 421016

Registered charity number: 20064846

Charity revenue number: CHY17439

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Hear from Joshua about the support he received from our community-based services



Joshua's story

Jigsaw is a great place to teach you who you are as a person.

Joshua Forde, Galway City.

My name is Joshua Forde and I'm a barista in Galway City. I have had trouble with my mental health going back to I would say the age of like 7 or 8 and that carried over then into my teenage years.

After school, I wouldn't leave my room. I lived in that room both mentally and physically.

Something inside me was just like, I can't do this anymore like I literally can't live with this brain.

I started crying to my mother. I told her I'm afraid I'm going to hurt myself.

She brought me to the doctor, and it was the doctor that referred me to Jigsaw.

I felt that someone outside my family kind of cared for me and cared about what I was saying. It was me speaking for the 40-odd minutes or so about myself that I actually learned who I was and that talk therapy, I guess, made me realise for the first time I'm Joshua Forde and I'm not a bad person.

Simply put they saved my life; they stopped me from doing essentially the unthinkable.

I think I'm living proof that they work. The two counsellors that I'd seen in my experience with Jigsaw are the reason I'm still sitting here today.

I'm extremely grateful for that.

It opened my eyes to the person that I am today and allowed me to live my life the way I choose.



Opening messages

Dr Jacinta Stewart, Chair

As Chair of Jigsaw, I am honoured to present our Annual Report for 2024.

The past twelve months have been a period of great challenge and profound change—not only for the young people we support, but for society at large. As the impact of global instability continues to be felt, the mental health needs of our young people have never been more urgent and demand for our services across Ireland continues to remain high.

Yet, despite the challenges presented, innovation has been at the heart of our response to the evolving needs of young people.

Our mission remains as clear and steadfast as ever: to ensure that every young person in Ireland has access to the mental health support they need, when they need it. In an era where young people face unprecedented pressures, Jigsaw has continued to adapt and evolve to meet these challenges head-on.

The past year has been marked by our ongoing commitment to addressing mental health in a meaningful way. We have expanded our services, introducing new digital platforms and resources that offer accessible, evidence-based support to young people across the country. We have also built strong partnerships with funders, schools, community groups, business and the wider sector, working together to ensure that youth mental health remains a priority in the national conversation.

“Our mission remains as clear and steadfast as ever:
**to ensure that every young person in Ireland has access
to the mental health support they need, when they need it.**
In an era where young people face unprecedented pressures,
**Jigsaw has continued to adapt and evolve to meet these
challenges head-on.**”

Dr Jacinta Stewart, Chair

As someone heavily involved in education throughout my career, I am particularly proud of the Neart programme for post-primary schools, developed and funded in partnership with the National Educational Psychological Service (NEPS) of the Department of Education and Youth. Neart, the Irish for ‘strength’, speaks to Jigsaw’s focus on delivering supports to young people as early as possible. And it also speaks to our focus on innovation; of not standing still.

Alongside Neart, our single-session first therapy approach showed our commitment to delivering timely care; our revised Jigsaw in the Community framework highlighted our desire to better support the communities in which we operate and our growing focus on research, data and evaluation all point to progress.

But while innovation is key, it is equally important to acknowledge the resilience and strength of the young people we serve. They are at the core of everything we do. The challenges they face may be complex and varied, but their courage in seeking help, and their determination to overcome obstacles, is nothing short of inspiring. Their stories, though often marked by pain, are filled with hope and possibility.

This report reflects not only our work over the past year, but also the unwavering dedication of the entire Jigsaw team—our board, staff, youth advocates, partners, and supporters—who continue to put young people’s mental health at the forefront of everything we do. I would like to extend a special thank you to all our funders, particularly to the Health Services Executive (HSE), to Joseph, our CEO, to all our amazing staff and volunteers and my fellow board members. As we look to the future, we remain committed to providing innovative, inclusive, and responsive services that empower young people to live mentally healthy lives.

Thank you for your continued support and belief in our mission. Together, we can create a brighter future for the mental health of young people in Ireland.



Dr Joseph Duffy,
Chief Executive Officer

I believe it fair to assert that the past year for Jigsaw, for young people and for those that support them has been mixed.

In Jigsaw, while we celebrated some real successes and drove positive change; we have also faced a significant number of challenges - managing demand, securing sufficient funding and many more. Like all organisations we have been monitoring growing global instability with some concern. Indeed, for those we support, the world is an increasingly unsettling place.

Jigsaw's 2024 Annual Report serves to highlight the ups and downs we experienced as a charity in the youth mental health sector over the past year.

The early months of 2024 were particularly tough, when we were faced with a number of significant funding challenges. With increasing levels of demand for our services, came decreased levels of funding and capacity across our local services and national office. Funding for our work across the Further and Higher Education sector ceased, and difficult decisions had

to be made. Yet, with the commitment of a passionate workforce, the dedication of our board and the senior management team, we made the necessary changes to manage costs, and control organisational risks, all while trying to have the least impact on direct services for young people. I cannot thank our teams enough for their effort, dedication and often sacrifice made during this period.

“Jigsaw is here to deliver the change needed, to meet young people where they are at and **to continue to work for an Ireland where every young person’s mental health is valued and supported.**”

Dr Joseph Duffy, Chief Executive Officer

Throughout this report there are several examples of how we sought to innovate through these challenges, resulting in a leaner but stronger organisation that has remained true to our vision, mission and values.

In 2024 we have seen an increase in the number of therapeutic sessions we have offered to young people and a rise in the indirect supports we provide to young people and those who care for them. Through service transformation, including the introduction of single-session first therapy, among other changes, we have seen wait times for young people steadily decrease while maintaining positive outcomes and satisfaction levels.

In line with our commitment to encourage and support mental health promotion we were delighted to be the successful bidder in delivering the new Neart programme of mental health and wellbeing supports for post primary schools with the NEPS and the Department of Education and Youth.

Achieving real and meaningful change in mental health services and supports cannot be achieved alone. Jigsaw has been an active partner with Mental Health Reform nationally and has worked internationally with a range of other youth mental health organisations for a number of years in successfully advocating for change within and across the sector. We were

delighted to welcome M&S on board as a partner and continue to be hugely encouraged by a growing groundswell of support from donors and supporter across the country. This work continues.

As an organisation founded in 2006, now in its late teens, we are maturing and developing. While we continue to see the growing need for youth mental health supports, we also recognise that the solutions are within our grasp. Investing in early intervention is no longer a nice idea, it is a basic necessity to ensure that we are supporting future generations to take their positive place in this increasingly complex world.

Jigsaw is here to deliver the change needed, to meet young people where they are at and to continue to work for an Ireland where every young person’s mental health is valued and supported.

I hope by engaging with this frank but optimistic account of our past year you will join me in continuing to advocate for the expansion and development of Jigsaw’s youth mental health services to ensure all young people in Ireland have access to high quality, timely mental health care.

Síofra McCrum, **Jigsaw National Youth Intern summer 2024**

To be a part of a **vibrant group of young people who are passionate about advocating for real change is a privilege and truly inspiring.**

Volunteering as a Jigsaw youth advocate has allowed me to contribute my voice to meaningful research and initiatives to improve youth mental health in Ireland. Over the past year, I had the privilege of advocating with my peers on key issues which impact our mental health.

I was grateful for the opportunity to work as an intern in Jigsaw's national office, collaborating on various projects across different departments. I contributed to meaningful media campaigns, speaking on my experiences as a youth advocate, the work of Jigsaw, and the issues that affect young people's mental health in Ireland today. I was involved in conversations on developing Jigsaw's work in the community and around equality, diversity and inclusion. It was an honour to contribute my voice and hear the voices of my fellow youth advocates in these discussions about Jigsaw's work on a national level.

Along with my fellow youth advocates, we attended the Oireachtas to advocate on issues relevant to youth mental health in Ireland today. Hearing the youth advocates' diverse and powerful perspectives was inspiring, and engaging with our elected representatives in a two-way conversation on these issues felt like tangible advocacy. Further to our visit, we submitted a petition to the Oireachtas on issues impacting youth mental health, namely the importance of accessible, timely and appropriate mental health care, systemic change and long-term investment,

and the inclusion of youth voice in decisions which affect our everyday lives and mental health, e.g., the lack of social media legislation.

As part of my work with the Youth Voice and Engagement team, we also achieved the Investing in Volunteers quality mark for the youth advocate programme. This involved an external review process of feedback from Jigsaw staff and youth advocates. It was fantastic to have the opportunity to give our feedback to Jigsaw on our experience volunteering, and for the programme to be awarded this quality mark.

Another highlight of this past year was the Youth Talk, We Listen project, a number of design thinking sessions aiming to collaboratively address issues related to youth mental health with young people and key stakeholders. As part of the organising committee, along with Jigsaw staff, youth advocates and design thinking experts, we planned and co-ordinated several sessions focused on peer support and social media and mental health. These were fantastic opportunities to bring young people and stakeholders together to brainstorm in a creative way.

I am excited for my journey in Jigsaw to continue this year, in my role as a youth advocate with the research and evaluation department. To be a part of a vibrant group of young people who are passionate about advocating for real change is a privilege and truly inspiring.

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



Why we exist

Our vision

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

Our mission

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



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

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

Our values

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



This report aims to highlight how these values were applied in our everyday work. Throughout 2024, our values guided our daily actions and behaviours and influenced the way we worked with each other. At all times, we strove to embed these values in all aspects of our operations. In our actions we were collaborative, compassionate, progressive, we valued young people, diversity, evidence and integrity.

We believe 2024 showed us to be ambitious and bold about changing the current paradigm in approaches to mental health. Through a values-led approach, we sought to continue to inspire change, and to be pioneering, disruptive, brave and determined in creating positive change across Ireland.

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

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



Report of the board

Our year at a glance

In 2024, we provided our **mental health support to thousands of young people across Ireland:**

62,235!

Clinical contacts delivered across our Jigsaw services*

310,102!

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

6,238

Participants took part in our workshops and training courses



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

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

*Defined as clinically meaningful interactions that influence a young person's care or support. This can include advice, consultation, formulation, risk management discussion, care planning and delivery of treatment interventions. Of these clinical contacts, 51,293 were 'direct' ie. a clear and direct interaction with a young person and/or their parents/main care giver/legal guardian, and 11,942 were 'indirect', ie. a contact that had an impact on the young person and influenced the care and support of the young person without a direct interaction with them or their parents/main care giver/legal guardian.



Our services:

- **14 community-based services**
- **Online**
 - Live chat
 - Group chat
 - Information and advice
 - E-learning
- **Workshops and education**

Providing:

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

Also:

110

Schools across Ireland completed One Good School™, our mental health initiative for post-primary schools which concluded in May 2024

12

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

NEART!

In autumn 2024, Jigsaw was announced as the successful bidder to deliver **Neart – a programme of mental health and wellbeing supports and training for post-primary schools**, in partnership with NEPS / Department of Education and Youth.

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

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



How we manage the money we received

€16,873,969

Total income

€14,624,706

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

€2,187,572

Donations income (including small grants)

Breakdown:

€475,871 general donations

Income raised from donations from the general public

€1,081,944 corporate donations

Income from corporate supporters and partners

€111,611 pro-bono donations

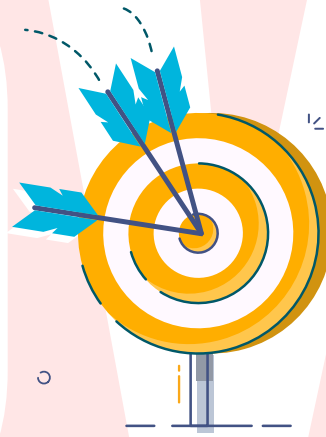
Provision of services and facilities donated to us from our pro-bono supporters

€518,096 grants (trusts and foundations)

Specific grants given to support Jigsaw initiatives

€61,691

Other income.



€16,863,422

Total expenditure

€16,189,202

On charitable activities

Breakdown:

€13,588,392 delivering

Jigsaw services and supports

€718,351 mental health promotion

€441,568 public awareness and advocacy

€1,440,891 support and administrative costs

€674,220

associated fundraising costs



For full analysis of 2024 see the strategic report on pages 16 to 58 and the financial review on pages 55 to 60.

“ The early months of 2024 were particularly tough, when we were faced with a number of significant funding challenges. **With increasing levels of demand for our services, came decreased levels of funding and capacity across our local services and national office.** ”

Dr Joseph Duffy, Chief Executive Officer



Our strategy

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

Priorities for 2022-2025

Goal One:

Achieve better mental health outcomes for young people

Objectives

Services

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

Mental health promotion

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

Public awareness and advocacy

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





Jigsaw Together, watch the video...



Goal Two:

Build a high-performing
organisation fit for the future

Objectives

People

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

Technology

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

Funding

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

Research & Evaluation

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



Read more about our strategy for 2022-2025

Our progress and performance in 2024

Goal One

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

Services

Key Performance Indicators and Highlights

8,945

Referrals to community-based services, reflecting sustained high demand for youth mental health support.

62,235!

Clinical contacts defined as clinically meaningful interactions that influence a young person's care or support. This can include advice, consultation, formulation, risk management discussion, care planning and delivery of treatment interventions.

27%!

Reduction in average times offered for an initial appointment compared to 2023.

OVER HALF

Over half of young people experienced a clinically **significant reduction in their psychological distress** after attending Jigsaw.





67%

Of young people showed **measurable progress in achieving the goals they set during therapy.**

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

During 2024, Jigsaw continued to offer several ways to access support for young people. Alongside individual therapy options at each of our hubs, young people were given the option to access their meetings with clinicians via video depending on their preferences. 19% of all sessions with clinicians took place by video across 2024. The Jigsaw Online team also continued to offer video-based therapy sessions to young people across regions where Jigsaw is available, in addition to their nationally accessible text-based therapy and text-based subject-matter-specific groups. During 2024, substantial preparatory work was also carried out for Jigsaw to pilot video-based therapy group programmes during 2025.

90.2%!

Of **young people reported satisfaction with the support they received** at Jigsaw.

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

The number of referrals into Jigsaw services remained consistently high throughout 2024 (see figure below). Considerable efforts were made by all teams across the network to keep Jigsaw accessible to young people in a timely manner, despite the financial challenges described elsewhere in the report. These led to some reductions in clinical staffing levels which were achieved by leaving some vacancies unfilled during the year. However, a number of innovations helped sustain and even increase our capacity to serve young people by piloting new ways of working.

98%!

Of **parents or carers were satisfied with the support their young person received** at Jigsaw

Referrals to Jigsaw by Year. ✨

2024: **8,945**

2023: **8,939**

2022: **8,400**

Cutting wait times through targeted innovation

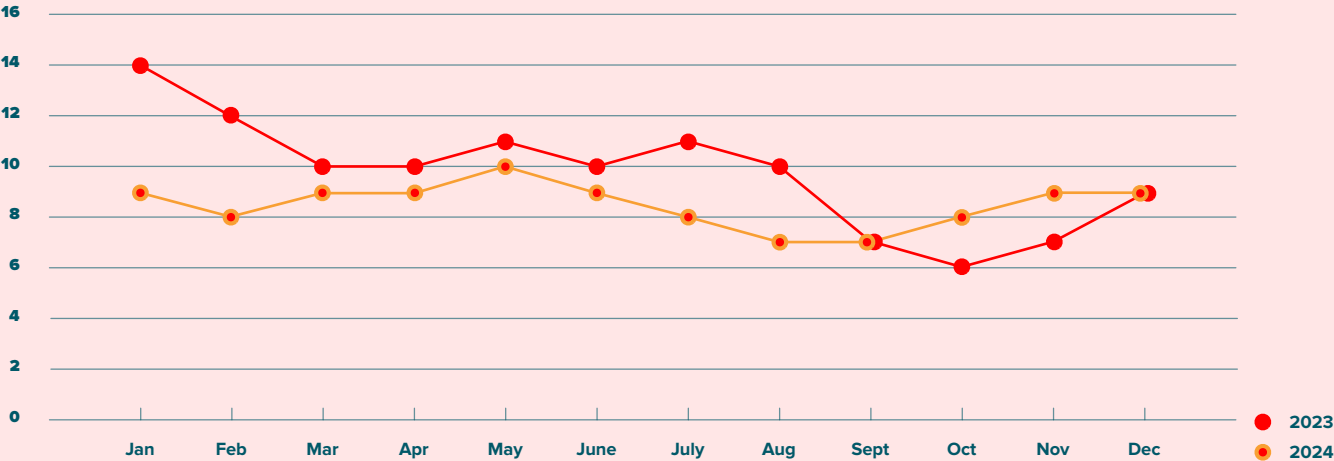
The management of waiting times remained a priority for Jigsaw services across 2024. Overall, average waiting times for an initial appointment reduced nationally by a quarter, from 11 weeks in 2023 to 8 weeks in 2024. This was primarily achieved through careful case management and operational responsiveness, such as confirming attendances and responding quickly to fill cancellations.

The reduction in waiting times was also supported by a pilot of service transformation which continued across a number of Jigsaw services in 2024. This programme of work changes the way in which young people are offered initial support at Jigsaw. Previously, young people were offered a screening assessment appointment at their point of referral. This was followed by a more global assessment prior to any therapeutic work. While comprehensive, this approach is resource intensive at a time of high demand. Following several of our key international partners such as Foundry and Headspace, our programme of service transformation set out to change the ‘front door’ at Jigsaw.

For others, we expected this single-session first approach to serve as an entry point to further carefully planned therapeutic sessions, similar to offering an assessment or screening session. Such sessions would be allocated based on clinical need and the expectations of the young person, rather than a universal offering of 6-8 sessions for all young people. By the end of 2024 three Jigsaw hubs were involved in the pilot where waiting times were trending downwards year-on-year and there was little change in satisfaction levels among young people. (See more on page 23)



Waiting Time Across Months By 2023 & 2024.
Average Number of Weeks Waiting for First Appointment



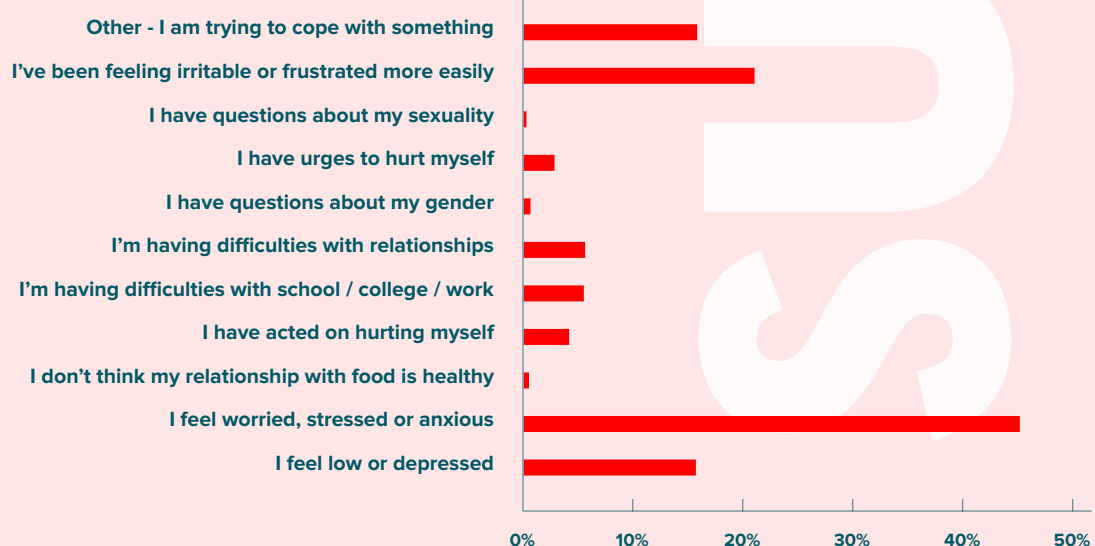
Understanding who we serve: Advancing equality and care through better data

A downward trend in the average age of young people who attended Jigsaw continued, with almost 50% of young people between 12 and 15 years in 2024. A pattern of more females using Jigsaw services compared to males also continued, standing at a ratio of 63:37 for 2024. While this number suggests we have much work to do to make our services more accessible to boys and young men, this ratio compares well with many other services internationally who often see an even smaller proportion of males.

To better identify who we serve and how to best serve them, we introduced new equality, diversity, and inclusion (EDI) data collection techniques in 2024. This helped build a more complete picture of our service users. The majority of young people who used Jigsaw services in 2024 identified as White Irish (83%), followed by Any Other White (5%), Mixed (3%), Black or Black Irish (2%), Asian or Asian Irish (1%), Irish Traveller (1%) and other Ethnic Groups (1%). The majority reported their religion as Roman Catholic (62%), followed by those with no religion (18%). Nearly one fifth (18%) of young people coming to Jigsaw reported having a disability.

In 2024 we also expanded our clinical screening measures at point of arrival to better understand the needs of the young people we serve. We began a phased introduction of two additional widely used measures. One of these, the General Anxiety Disorder-7 (GAD-7) captures a young person's self-report of their overall level of stress and anxiety over the previous week. The second of these, the Patient Health Questionnaire-9 (PHQ-9), reflects a young person's view of their overall mental health, including level of risk, over the previous two weeks. By the end of the year these had been piloted and were in use at all three Jigsaw hubs involved in the service transformation project described above.

The measures have already provided stark indications of the high levels of mental health symptoms and distress being experienced by young people as they arrive at our services, with more than half of young people reporting moderate to high levels of anxiety. As they are mainstreamed across all hubs in 2025, these measures will assist our clinicians to more quickly assess the needs of young people they support. As an organisation they will help us in planning our services to meet the needs of young people using our services.



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

Across all 14 clinical hubs, Jigsaw continued to provide trustworthy, consistent, and impactful care for young people, despite ongoing high levels of demand. More than half of all young people who attended Jigsaw for support showed clinically significant improvements in their mental health problems using a brief screening measure called the Clinical Outcomes in Routine Evaluation (CORE). Two thirds of young people made progress on achieving their goals using an evidence-based clinical tool called Goal-Based Outcomes (GBOs). Overall, these outcomes compare very favourably with best-practice expectations from international benchmarks for youth mental health services in primary care.

Satisfaction levels were extremely high right across the service. 9 in 10 young people and their parents / caregivers expressed high satisfaction with the

service they received at Jigsaw. 1,119 young people gave written feedback on how Jigsaw helped them, in their own words. The most common themes included gaining practical coping skills, learning how to manage anxiety and overwhelming emotions, and receiving clear, supportive guidance.

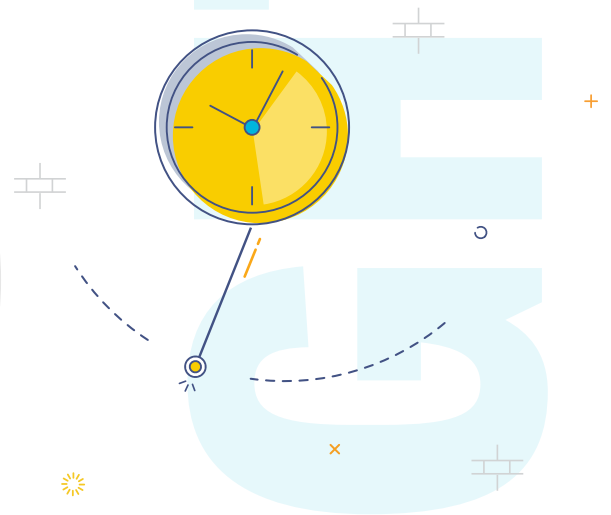
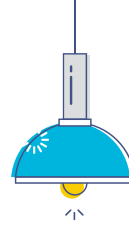
Underpinning our capacity to evolve and deliver a wider range of services was the roll out of a new electronic health record (EHR) called IAPTUS across all Jigsaw services in 2024. This system increases our real-time monitoring of service safety and effectiveness and marked a major step forward in using data to improve care. Throughout the year, a comprehensive programme of implementation was delivered to support staff training and use of the system, alongside ensuring high-quality guidelines and governance were established.

“I've gained a lot of confidence and hope. I've overcome so many issues and gotten my life back. For the first time in ages, I'm happy to be here and am excited for the future. I've also gained other life skills and a better understanding of myself thanks to Jigsaw. ”

A quote from a young person, female 16, who attended Jigsaw for support with their mental health

“Helped me not feel alone and gave me space to feel comfortable to talk about my feelings. ”

A quote from a young person, female 22, who attended Jigsaw for support with their mental health



Spotlight

Service transformation to support timely care at Jigsaw

Timely access to care has always been a foundational principle at Jigsaw. We believe that young people deserve to be seen as close as possible to the source of any problem with their mental health. Not only does this shorten any episode of distress or difficulty, but it also reduces the risk of further complications arising from delayed care. We have also found that young people have poorer outcomes from mental health services when they wait longer for services to be delivered.

Regrettably, Jigsaw is far from alone in encountering significant challenges in sustaining timely care in recent years due to increases in the demand for services. Profound delays have been documented in youth mental health services in Ireland and internationally.

Chief among the contributors to this situation is a deeply concerning and ongoing global youth mental health crisis. Multiple indices of youth mental health point to a deterioration in well-being and corresponding increases in anxiety among young people. Research has found that young Irish people are among the most unhappy among developed countries and that one in five will have self-harmed at least once by their 18th birthday.

Addressing this escalating crisis will require systemic and innovative solutions. While social change and additional funding for services must be part of any response, developing new ways of working and serving young people in mental health services is also vital.

Over the past two years, at Jigsaw we have renewed our commitment to timely care. We have reimagined how services can be delivered within our existing resources. Central to this effort is a major programme of service transformation, made possible by Jigsaw's flexible, transdisciplinary staffing model and robust governance structures. Traditional, labour-intensive practices such as universal screening and assessment have been replaced by the provision of immediate therapeutic services at our front door. At the heart of this transformation is the introduction of single-session first therapy, an evidence-based model now offered to all young people upon arrival at Jigsaw.

Single-session first therapy is not a triage system. Rather, it provides impactful therapeutic support at the point of need. For some young people, a single well-timed session is sufficient to meet their needs. This protects resources for other young people who require more support and facilitates timely care for other new referrals.

Early results are promising. We began a pilot of our single-session first service transformation programme at our hub in Cork in the summer of 2023. The months that followed involved an intensive process of testing, delivery, reflection, and evaluation. Throughout 2024, we also engaged closely with multiple stakeholders, including staff, young people, governance, and international experts in single-session first therapy. From here, robust procedures and processes were established.

An internal evaluation of the first six months of the pilot showed significant reductions in waiting time and indicators that young people saw clinical improvements and were satisfied with the care they received. By the end of 2024 this service transformation project had been extended to two further services.

A significant proportion of young people reported that they made progress in their goals for therapy after their single session and decided that they did not require more help from Jigsaw. Timeliness was key. These young people were seen within a few weeks of reaching out to us, getting to the problem close to the young person's point of need before it grew roots and became more entrenched. For other young people who requested it, further support at Jigsaw remained available. Additionally, where more specialist services were needed, early identification and signposting was possible to ensure efficient escalation through the system.

A decision has been made to mainstream this new model of care at the front door across the Jigsaw network. Over the first half of 2025 the model will be introduced in waves of several hubs at a time, supported by an implementation team at National Office with responsibility for clinical and operational training, oversight, and evaluation, and led by regional and local management teams. By the middle of 2025 every young person who comes to Jigsaw will be offered a high impact therapeutic session at the front door based on single session therapy.



Perspectives

Jim Lyng, PhD. Jigsaw Clinical Practice Lead

In my twenty-five years as a psychologist, the introduction of **single-session therapy has been the single biggest shift in mindset for me** in seeing what's possible in how we offer help to young people.

I was trained to believe that therapy is something that always takes place over time. You do your assessments, you make your plans, you put them into practice. It takes time and usually many meetings. And at a macro level, this has meant big waiting times, everywhere. And this has become a really big deal in supporting young people because of the crisis in youth mental health and demand for services. In the last ten years, there has been no major change in the rates of mental health problems for adults, but for young people, especially anyone under 25, they have grown massively. It's a global problem. And waiting for care has become just something normal. Uncomfortable, but normal.

We had been thinking hard about all of this at Jigsaw and working hard to be responsive to it and work as hard and fast as we could. Then personally, something happened that lit my own fire on it. A little over two years ago, a situation happened for my elderly mum where she was left waiting in an emergency department all day and night in a chair, after which she was handed a plastic sandwich at lunchtime the next day and informed that the hospital didn't offer hot food to patients in the ED, even though she had been there for 20 hours at that time. Something about this snapped me awake about the whole issue of waiting for care. This isn't normal. This is not ok, even though we've sort of become numb to it. I realised we just can't keep going on like this.

“ We had been thinking hard about all of this at Jigsaw and **working hard to be responsive to it and work as hard and fast as we could.** ”

Jim Lyng, PhD. Clinical Practice Lead

“ **Time really, truly matters. Jigsaw is founded on the principle that we see young people quickly so that problems don't get to escalate.** And as I was having my own realisations about all of this, I think many of my peers and colleagues were converging on the same idea. **Together we need to do something about this.** ”

Jim Lyng, PhD. Clinical Practice Lead

In health and social care, I think we have to get serious about changing the way we work to get to people quickly. The only answer can't be that “we need more staff”, although of course we need that too. And with youth mental health, this is especially vital. Time really, truly matters. Jigsaw is founded on the principle that we see young people quickly so that problems don't get to escalate. And as I was having my own realisations about all of this, I think many of my peers and colleagues were converging on the same idea. Together we need to do something about this.

So, we made this big, shared intentional decision at Jigsaw to renew our commitment to timely care, to make it our North Star. Timely care is about seeing young people when they need help, not when we have available services. This has meant rethinking how we do business and looking at our ways of working. When we looked at the global evidence,

we found great examples of services which focused on high value therapeutic services right at the front door - not assessing and asking lots of triaging or assessment questions, which often weren't relevant for the young person, but instead just getting down to asking a young person right there ‘how can we help you today?’

The single-session therapy movement was able to give us the science and practice to be able to do this, and with that we got learning and evaluating this new way of working. I've really had to burn some sacred cows in my own mind to get here, I think we all have, but I have been blown away by how ways of working can change, how young people can be helped in ways I didn't believe possible. What Jigsaw has accomplished here deserves to be talked about - it's a big deal.



Debbie Donovan, Clinician at Jigsaw Cork

A clinician's perspective on the programme of service transformation

While the introduction of single-session first therapy was a big change, it has been beneficial. I feel like the approach has become more person-centred. And, **we are getting to see young people closer to their time of need rather than at our time of availability.**

The new approach is very much 'the here-and-now' and is incredibly strengths focused.

We look to build on the young person's strengths. Yes, there may be a challenge that has brought them to Jigsaw, but they have strengths. The fact that they have sought help is itself a strength, they might have certain things that make the problem a little bit smaller or people who make things easier to deal with. We always start with what's working and we look to tap into that and build on it.

With this model we are touching on all the elements of the old approach, but we are staying very person centred. We are saying there might be a lot of different things going on but what is the main challenge today, how can we move things on just a little bit and get unstuck. We are staying realistic in our expectation and saying *"what is that next step we are going to take to make things better on that issue that you want to work on?"*

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



Mental health promotion

Key performance indicators and highlights

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

6,238!

People participated in our community-based workshops and programmes (3,334 young people and 2,904 adults).

219

Young people completed 5-a-day for **Mental Health eLearning course**.

1,685!

People enrolled in our Corporate Wellbeing online programmes.

CERTIFIED

Delivered our Specialist Certificate in Health Promotion (Youth Mental Health) in collaboration with National Youth Council Ireland (NYCI) and University of Galway, with 12 participants.

2,022

Sports coaches completed the One Good Coach™ eLearning course.



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

110

Schools completed the One Good School™ programme and received their digital badges of completion in June.

154

Teachers completed training to enable them to deliver classroom-based programmes and sessions in their schools on Innovate for Wellbeing, Let's Talk, Sure Why Not and Managing Exam Stress. **These teachers went on to deliver the classroom-based programmes/sessions to 10,200 students** (self-reported figures from schools).

735

School staff completed online courses throughout the academic year.

57

Additionally, 57 teachers completed training to enable them to train Peer Educators; **In total, they went on to train 289 Peer Educators, who in turn, went on to deliver workshops to 3,079 students in their schools.**

317

School staff participated in webinars on a range of issues including trauma-informed approaches, eating difficulties and body image and managing anxiety in the classroom.

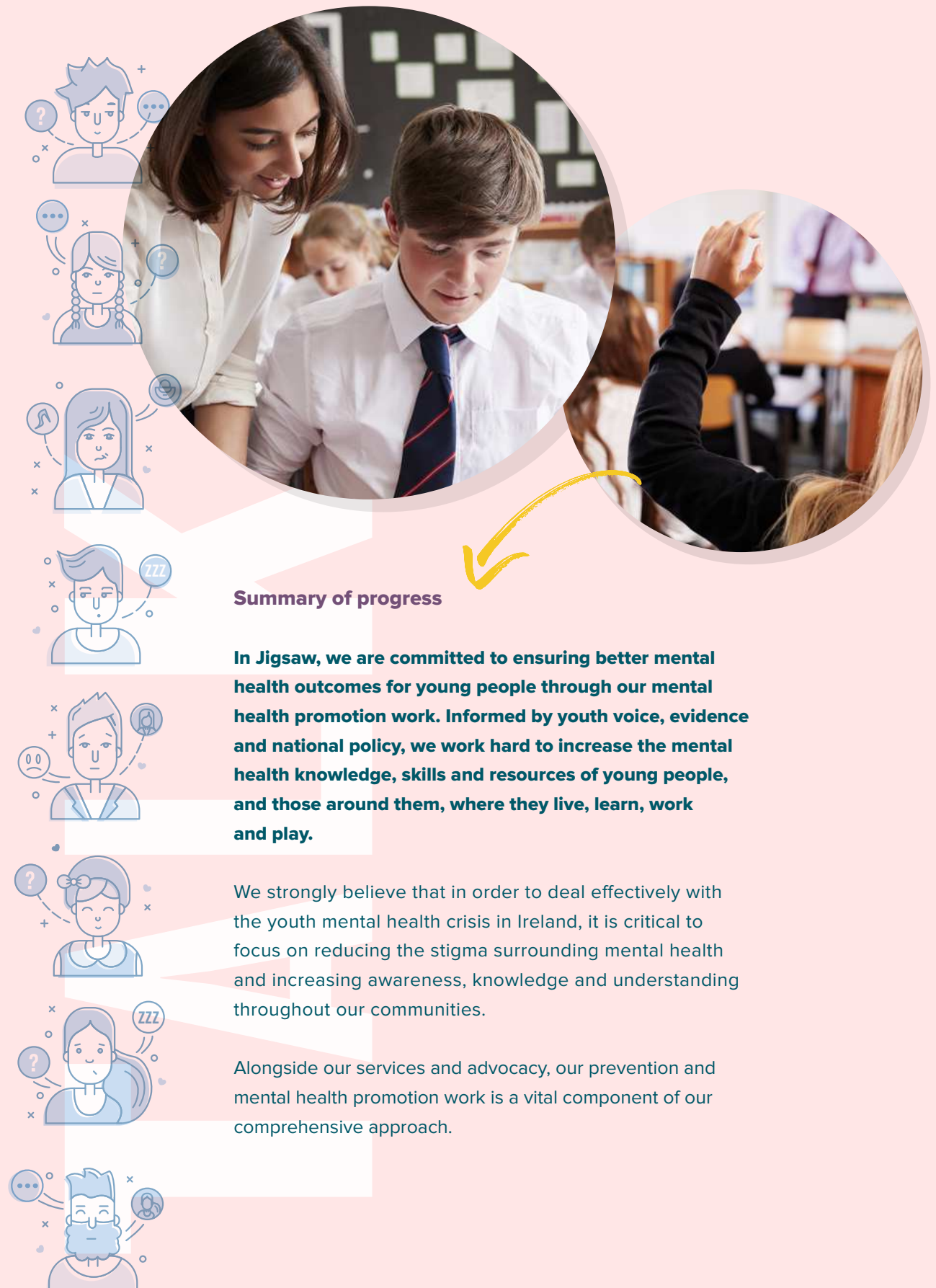
256

A total of **256 parents participated** in online training and parent webinars.

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

Evaluations completed for One Good School™ 2023-2024 and more.





Summary of progress

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

We strongly believe that in order to deal effectively with the youth mental health crisis in Ireland, it is critical to focus on reducing the stigma surrounding mental health and increasing awareness, knowledge and understanding throughout our communities.

Alongside our services and advocacy, our prevention and mental health promotion work is a vital component of our comprehensive approach.

Collaborating to reach more communities: **Specialist Certificate in Health Promotion (Youth Mental Health)**

In 2024, another cohort of students completed the Specialist Certificate in Health Promotion (Youth Mental Health), delivered in partnership with NYCI and accredited by University of Galway. Twelve students from the community and youth sector participated in the course in June. Course objectives were met, with students reporting increased knowledge and understanding across all domains, and an increase in confidence to promote youth mental health.

Participants feedback:



- “ **Yes, I feel I now have the language to support my work** with theory, evidence and the course give it a framework. ”
- “ Yes, for sure already impacting the work and future work as **I feel I am more aware of evidenced based interventions with positive outcomes and how to plan and deliver such interventions.** ”
- “ **Definitely. I approach young people in a different way now, looking at the broader environment and how I can promote mental health in a wider approach.** I also know how to plan a programme at work now which I wasn't confident about before. ”
- “ **I loved it and have recommended it to colleagues.** So many professionals fumbling around in the dark running poor quality interventions, when small investment of this course could improve the quality so much. ”
- “ **Brilliant. Great facilitation, great support, well-paced, interesting, great people,** really enjoyed it. ”

The course was further endorsed by Dr Mary Jo Lavelle, University of Galway
Academic Director in Discipline of Health Promotion:

“As external moderator for this programme, I am pleased to provide a strong endorsement of its delivery and its dedicated tutors. **Jigsaw's enthusiasm and commitment to the delivery and assessment of the innovative course materials and learning outcomes is excellent. The commitment to student learning and engagement success is also excellent. As a result, students are provided with opportunities to continually improve and excel in their studies and enhance their skills in critical thinking and academic innovation. I commend this programme and its staff.**”

Dr Mary Jo Lavelle, University of Galway
Academic Director in Discipline of Health Promotion





Community Engagement Planning Tool

The Community Engagement Planning Tool (CEPT) provides a framework for Jigsaw services to create bespoke youth mental health promotion inputs for young people in community settings where the current offerings are not suitable. The CEPT, developed by Jigsaw, contributes to better mental health outcomes for young people by:

- Enhancing relationship-building with organisations and young people in communities
- Supports inclusion to enable bespoke mental health promotion offerings, tailored to the needs of young people
- Increases mental health literacy and support help-seeking.

In 2024, Jigsaw service staff used the CEPT to work with 753 young people through a range of mental health promotion sessions aimed to:

- increase understanding of mental health and the factors that impact on mental health
- highlight supports available to young people
- increase understanding of what young people can do to promote their own mental health.

Supporting mental health and wellbeing in schools:

In May 2024, our comprehensive One Good School™ programme came to an end. This concluded our work with 110 post-primary schools (Sept 2023-May 2024) which saw school leaders, staff, students, and parents actively participating across all areas of the programme, both online and in-person.

The completion of One Good School™ was marked by an online celebration event on 24th May. This event was attended by a large number of participating schools and Jigsaw staff.

In addition to the completion of One Good School™, Jigsaw Service staff also delivered two key programmes in other schools. These included **'Move a Head'**, for primary school 6th class students planning the transition to post-primary school. A total of 209 workshops were delivered, reaching 4,316 primary school 6th class students.

Additionally, **'We Mind'**, a three-session programme for post-primary schools was also delivered. A total of 121 workshops were delivered to 2,507 students.



Training for Guidance Counsellors, in association with Institute of Guidance Counsellors (IGC)

In Q1 2024, we completed a national training programme for Guidance Counsellors. This was a collaborative approach between the Jigsaw Schools Team and Jigsaw clinicians. Four in-person training days were delivered across the month of January in two locations – Dublin and Athlone. Overall, 230 Guidance Counsellors expressed interest in the training; 100 places were offered and a total of 70 participated across the four in-person training days.

This training was very well received by Guidance Counsellors with evaluation measures demonstrating increases in all areas from pre to post evaluations.

New Neart programme of supports for post-primary schools:

In autumn 2024, Jigsaw was announced as the successful bidder to deliver Neart – a programme of mental health and wellbeing supports and training for post-primary schools, in partnership with NEPS / Department of Education.

The Department of Education and Youth highlighted that Jigsaw's experience of delivering initiatives supporting the mental health of young people across post-primary schools made us an exemplary partner in this new initiative.

Neart is designed to complement the supports already available in schools that include: the provision of guidance counselling, the work of NEPS, as well as the existing wellbeing programmes and initiatives including the Student Support Team structure.

Neart

Supporting mental health in post-primary schools



Minister McEntee welcomed the launch, saying:

“ I am delighted to launch Neart – the **new national programme of mental health and wellbeing resources and training for teachers, students and parents, in partnership with Jigsaw.** ”

“ It has never been so important that children and student’s mental health is supported in our schools. Particularly with the impact of social media, **it is vital that we support school communities around mental health to ensure that students are equipped to speak about their mental health and wellbeing.** ”

“ While wellbeing supports have been in schools for some time, **the needs of students and teachers are ever-evolving and so it is timely that we are adding to these supports for our post-primary schools.** ”

“ I want to thank everyone who worked on this initiative and crucially, **I would encourage every post-primary school to register with the service and avail of the supports on offer, to help their students and teachers alike.** ”



[Read more](#) about Neart

Spotlight

Tailoring mental health promotion

Use of the Community Engagement Planning Tool with TUD Neurodivergent Society

In 2024, our service in Dublin City was approached by Technological University Dublin (TUD) to deliver a workshop for members of their Neurodivergent Society. Recognising the opportunity to provide meaningful support, Jigsaw's Youth and Community Engagement Worker (YCEW) decided to use the newly launched Community Engagement Planning Tool (CEPT) for the session.

To ensure the workshop met the needs of participants and an inclusive and well-informed approach, the YCEW engaged with the society coordinator to gather insights on what the group wanted from the talk and their particular learning needs using the CEPT framework. There was a member of the neurodivergent society in the working group to develop the session, as well as a clinician with expertise on the topic. With this feedback, the YCEW then collaborated with various Jigsaw teams to adapt existing workshop materials. The Neurodiversity Subgroup and teams within Jigsaw provided input on content adjustments and format, while the Communications Team assisted in modifying branding elements to ensure accessibility for neurodivergent participants. This collective expertise guided the planning process, ensuring that neurodiverse perspectives were central to the initiative.

The session aimed to:

- Raise awareness of available mental health supports and how to access them.
- Enhance understanding of what influences mental health, both positively and negatively.
- Empower young people to actively promote and maintain their own mental well-being.

A key change involved redesigning Jigsaw's usual presentation slides, as the original bright visuals were not suitable for the audience. The adjustments made the materials more inclusive and accessible, contributing to the overall success of the session. Part of the session involved an overview of what it is like to come to a Jigsaw service, with a step-by-step visualisation, for example "there will be a buzzer you will have to press to let someone know you have an appointment", "you might be offered a glass of water" etc.

Post-workshop feedback was very positive, highlighting the effectiveness of the tailored approach and Jigsaw's commitment to inclusivity in mental health support.

This initiative reflects our commitment to fostering an inclusive and supportive environment, ensuring that neurodiverse young people have the resources and opportunities they need to thrive. The use of the CEPT allowed us to adapt our standardised resources which we know are effective, to suit the needs of a particular audience, enhancing their learning and engagement and thus further promoting youth mental health in the settings young people are in.



We are Jigsaw.
leading the charge in youth mental health

Public awareness and advocacy

Key performance indicators and highlights

Develop effective communications to better connect young people

with **Jigsaw's** full range of online and psychoeducation services and supports

310,102!

Jigsaw.ie had 310,102 recorded visits in 2024, remaining one of Ireland's most visited and most trusted mental health platforms.

While representing a year-on-year decrease of traffic on 2023 (-45%), a strong factor in the difference is a move away from Google Analytics tracking to the GA4 platform. Given GA4's reliance on client-side browser tracking, full, real-time visitor tracking is not always possible, explaining the measured drop in traffic.



1,834,254!

In 2024, we successfully reached 1,834,254 people through Instagram and Facebook (67% increase on 2023)



2,477,939!

In 2024, we successfully reached 2,477,939 people through TikTok (an increase of 630% on 2023).

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

60%

According to bi-annual surveys carried out by NFP Research, prompted **awareness of Jigsaw as a charity supporting the mental health needs of young people reached 60%**, remaining static on 2023.

71%!

Other positive indicators include **strong logo recognition (36%), consistently high levels of trust (71%), accurate understanding of Jigsaw (54%) and a high propensity to donate (62%).**

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

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

We will work with, for and on behalf of young people to advocate for better mental health supports and services at a local and national level.

- 2024 saw the implementation of a new Advocacy Strategy for the organisation. Developed with members of our board and youth advocate panel, the new strategy aims to better articulate our ambition and approach to advocacy.
- Once our new strategy was finalised and launched in June, the key moments defining our work in advocacy included Budget 2025 (October), the General Election (November) and government formation talks (December).
- A detailed pre-budget submission was issued to all relevant elected representatives and advisors (and supported by media outreach), as well as specific pre-budget submission to the Department of Further and Higher Education, Research, Innovation and Science outlining a case for investment in Jigsaw's mental health and wellbeing work in Further Education settings.
- A detailed pre-General Election paper (*Early Action. Lasting Impact*) was issued to all candidates, several meetings were held with elected representatives and submissions were made to 3 parliamentary party manifestos on mental health.
- In total 16 advocacy-related activities were logged in our Lobbying Register for 2024 (down from 24 in 2023, reflective of a pause in activity in the first half of the year).
- Throughout 2024, various members of our team supported public policy design, development and implementation through membership of various committees and steering groups including, among others, the HSE's Digital Navigator steering group; the National Research Ethics Committee; the National Mental Health Research Collaboration; the HSE's Digital Mental Health Specialist Group; the Department of Children, Equality, Disability, Integration and Youth's Care Experiences Group; the Integrated Youth Services Planning Group; CAMHS Working Group on Single Point of Access; the Child and Youth Mental Health Services (CYMHS) Action Plan Advisory Group; the Department of Health's National Implementation Monitoring Committee for Sharing the Vision; Young Ireland Advisory Council (Department of Children, Equality and Disability) and ESRI Steering Group for the HRB Project 'Mental Health and Wellbeing during the Transition from Childhood to Young Adulthood'; organising committee for the International Association for Youth Mental Health (IAYMH) International Conference and more.

Summary of achievements

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

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

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

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

In 2024 Jigsaw's Communications team undertook an ambitious project to increase the visibility of our services and fundraising efforts; a project that saw unprecedented reach across our social media channels to over 5.5 million people across all social platforms; over 300,000 visitors to jigsaw.ie and a continued growth in awareness and understanding.

Late 2024 saw work commence on a revision of our website, our goal here being to create a clearer and more cohesive message, as well as better present our growing range of digital tools and mental health resources (Near Schools Programme, Web Referral Form, Live Chat etc.)

In late 2023, we identified the need to revisit our strategy around public affairs, advocacy and political engagement. To this end, in November 2023, an internal working group was established with membership from staff, youth advocates, executive, CEO and board. The working group reviewed best practice, consulted widely and met on six occasions in early 2024; the outcome of which was Jigsaw's Advocacy Strategy, that received formal board approval in June 2024. The new strategy set out to offer more cohesion, clarity and consistency to our efforts in this important area.

Recognising a growing desire among our work and volunteer-force and a growing need across the organisation to do more in this space, our updated strategy aims "to inspire lasting change in how we, as a nation, talk about, respond to and support youth mental health, by uniting the voice of young people with our knowledge and experience".



“**...to better connect young people with our full range of online and psychoeducation services and supports.** We want to make it easier than ever for young people, parents and carers to access **jigsaw.ie** and get the help they need.”

Core elements of our new strategy included a moving towards ‘advocacy’ and away from ‘public affairs’; a more active role for the general public in supporting our advocacy efforts; a desire to activate locally (beyond a largely national approach as was); and in line with our values, a more active role for our youth advocates across the network.

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

In line with our organisational values, we believe in representing the voices, experiences, and opinions of young people in everything we do. This year, we developed a more proactive approach to our work with the media, through the expansion of our Expert Media Panels (made of young people and staff), as well as investments in improved media tracking and dissemination technology. Key media highlights included TV coverage of pre-election visits to Jigsaw in Wicklow; widespread TV, radio and online coverage of National Compliment Day; as well as extensive regional media reach covering local service initiatives.

Joan's Story, watch the video...



Spotlight Joan & Sarah

As part of Jigsaw's 2024 Christmas campaign
**parents Joan and Sarah told of their experience
with their child receiving support from Jigsaw.**

Joan

Joan, a nurse from Dublin, shared her experience with Jigsaw. Her younger daughter struggled with anxiety and stress after her leaving cert exams. Joan contacted Jigsaw, who provided immediate help, including evaluations and counselling sessions. The daughter's condition improved significantly, and she continued to thrive in college. Joan emphasised the importance of seeking help and praised Jigsaw's proactive, non-judgmental support.

“ She came to me and she said, **'I'm in trouble. I need help. I need to talk to somebody.' I was shocked...** and then so guilty that I hadn't actually realised she was in such trouble. ”

“ They didn't ask us who we were, where we came from... **it was just she needed help, and they were there to provide us.** ”

“ **Jigsaw... a godsend. I feel that they really got us out of a sticky situation,** and, only for them. I don't know where we would have ended up. ”

Sarah's Story, watch the video...



Sarah

Sarah shared her experience with Jigsaw, that helped her son manage his anxiety. Her son, entering his teens, experienced severe nighttime anxiety, leading to panic attacks. Despite trying home remedies, the situation worsened, prompting her to seek professional help. Jigsaw provided face-to-face sessions, which her son found empowering. The service offered practical tools, like a strategy sheet, that helped him manage his anxiety.

“ **We needed professional help...** I Googled youth mental health services... Jigsaw caught my eye... I just sent off an email... **and yes, I got an email and a phone call back saying yes. That was just the most wonderful sense of relief.** ”

“ Just the experience of... **having somebody to go and talk to about this, and feeling I'm being helped** now, that really helped him as well. ”

“ **Don't wait for a long time and go and ask for help as soon as you can...** it has made such a difference for all of us. ”



Goal Two

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



People

Key performance indicators and highlights

Our people are our most important asset.

Our strategic plan recognises the need to create a high performing, agile workplace that supports our achievement of better mental health outcomes for young people. We are aware we need talented people (staff, board and volunteers) with the right skills and values in place in order to create a culture that aligns with our vision, mission and values and offers opportunity and a sense of ownership and belonging.

Sustaining a resilient, future-ready culture demands holistic leadership and empowered people. By amplifying our employees' voice, recognising their achievements and investing in their development, 2024 saw us continue to foster unity and deep engagement in what we are trying to achieve.

In creating our ambitions in this area, we set ourselves strategic goals, namely to:

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

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

- On foot of a Workplace Relation Commission (WRC) agreement in early 2024 relating to Section 39 organisations, Jigsaw received additional funding and was able to offer salary increases to its workforce. Maintaining competitiveness with pay and conditions in the statutory sector had long been a challenge for Jigsaw. This was a very important step in enabling us to recognise, recruit and retain talented and committed staff across all of our roles.
- We delivered a programme on leadership development and change management to regional and national leaders across our services.
- We engaged a world leader in single-session first therapy to deliver training to clinical leaders in the organisation.
- We rolled out a programme of CPD offerings to staff including such topics as Volunteer Management, Solution Focussed Brief Therapy, and Compassion Focussed Approaches to working with young people.

Build and support Leaders for the Future

- On November 19th, 2024, we brought all Jigsaw staff together for our annual All Staff conference in Dublin's Croke Park; a once-a-year opportunity to come together, think together and work together on a range of important issues. We were joined by a range of external contributors (mental health experts, advocates, young people, communicators etc.) to collectively work through topics such as service evolution, advocacy, strategic planning and more.
- We continued to draw upon our internal expertise, delivering training sessions on key areas like Communicating with Impact, Advocacy with Impact, Anti-Discriminatory training and Managing Performance.
- We introduced a Specialist Certificate in Health Promotion with the University of Galway, and several staff are taking part.
- We continued to partner with DCM Learning, offering access to e-learning materials across a wide variety of interests.

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

- Continued organisational commitment to become a trauma sensitive organisation with implementation to follow in 2025.
- We continued our partnership with the Irish Centre for Diversity.
- In 2024, an Equality, Diversity and Inclusion Steering Group was convened made up of an organisation-wide group of staff, focussed on developing an implementation plan from our **More Than Words**, our Equality, Diversity and Inclusion policy, published in 2023.

- Throughout 2024, a range of partnerships were established to support our staff build knowledge, skills and awareness across a range of areas – these partnerships included Vision Ireland, Dyslexia Ireland, the Irish Wheelchair Association and AsIAM.

Gender Pay Gap

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience.

A total of 218 staff were in scope for the analysis in this report (i.e. employed in Jigsaw at 30th June 2024). In analysing the results, it is evident that Jigsaw has a predominately female workforce with 76% (167) of staff being female and 23% (51) male. The mean Gender Pay Gap for 2024 was 11.80% which is down from 13.6% in 2023. The median Gender Pay Gap for 2024 was 5.84% down from 11.8% in 2023. When looking at part time staff, the mean and median are both slightly higher at 15% and 16% respectively. Whilst there has been some marginal improvement, males in Jigsaw are currently earning more than females. The reasons for this include:

- the proportion of males in senior leadership roles versus women
- The predominance of females in more junior roles throughout the organisation.

These metrics remain under review at management and governance level in an effort to reduce the gender pay gap where feasible.



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

Jigsaw youth advocates:

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

Youth advocate volunteers programme awarded Investing in Volunteers Quality Mark

In 2024, Jigsaw's Youth Advocate Volunteer Programme proudly achieved the *Investing in Volunteers* (IiV) Quality Mark—an internationally recognised benchmark for excellence in volunteer management.

This milestone not only recognises Jigsaw's dedication to supporting and valuing volunteers but also highlights the vital role of its 150+ youth advocate volunteers, who are driving change and amplifying young voices in Ireland's youth mental health system.

Ireland's youth mental health system is facing unprecedented challenges. Over-stretched and under-resourced, it struggles to meet the growing

demand, with long wait times and insufficient funding creating significant barriers for young people seeking help. In this difficult context, Jigsaw's Youth Advocate Volunteers are stepping up to bridge the gap—advocating for urgent reform and ensuring their peers' voices are central to conversations about mental health.

“Our youth advocate volunteers are uniquely positioned to influence meaningful change. They draw on their lived experiences to amplify young voices, advocate for youth-centred services, and challenge stigma. Their work is a testament to the resilience and determination of Ireland's young people.” - Dave Kavanagh, Youth Voice & Engagement Manager, Jigsaw

Jigsaw was assessed across six key areas of best practice in volunteer management, excelling in each:

- Vision for Volunteering
- Planning for Volunteers
- Volunteer Inclusion
- Recruiting and Welcoming Volunteers
- Supporting Volunteers
- Valuing and Developing Volunteers

VOICE
EVIDENCE HOPE
INNOVATIVE
YOUTH-LED COMMUNITY
EMPOWERING LISTEN
jigsaw.ie

“ **Our youth advocate volunteers are uniquely positioned to influence meaningful change.** They draw on their lived experiences to amplify young voices, advocate for youth-centred services, and challenge stigma. **Their work is a testament to the resilience and determination of Ireland’s young people.** ”

Dave Kavanagh, Youth Voice & Engagement Manager, Jigsaw





Spotlight

Amplify & Advocate:

Young people leading the conversation

The Amplify & Advocate project, funded through an Erasmus+ Youth Participation grant and led by Jigsaw's Youth Voice & Engagement team, has been a standout success in 2024. Delivered across multiple Jigsaw services, the project placed youth advocates at the forefront of local advocacy-shaping campaigns, challenging stigma, and calling for systemic change in how we support young people's mental health.

At its core, the project focused on four key objectives: amplifying voice, raising awareness, upholding rights, and influencing decision-making. Throughout the year, youth advocates worked alongside staff and community partners to develop powerful campaigns tackling real-life barriers—from poor rural transport and toxic masculinity to the urgent need for earlier intervention and more equitable access to services.

Each campaign reflected local needs and contexts, while remaining rooted in a shared commitment: that young people's voices must take centre stage in public conversation on youth mental health.

One of the year's highlights was *Showcase '24*—a national celebration of the project's work. Through interactive exhibitions, creative presentations, videos, podcasts, and peer research, youth advocates demonstrated the energy, insight, and leadership they bring to shaping change.

The project also helped unite the voice and lived experience of young people with Jigsaw's wider knowledge, research, and service delivery. This strengthened not just advocacy outcomes, but our collective ability to listen, respond, and evolve in partnership with young people.

Amplify & Advocate has built reputation, deepened community collaboration, and shown what's possible when young people are supported to lead the conversation.

Technology

Key performance indicators and highlights

Strengthen Technological Capacity

- **Expansion of Automated Processes:** Building on previous successes, the use of FlowForma was significantly expanded in 2024, with the successful implementation of new automated processes for documenting health and safety floor walks at our premises, fire drills, and travel request forms. This upscaling highlights the platform's growing importance in streamlining internal workflows.
- **Device Refresh and Upgrade:** In line with ongoing efforts to maintain a modern and efficient IT infrastructure, 40 user laptops were either replaced or upgraded during 2024, ensuring staff have access to reliable technology.
- **Support:** The IT team maintained a strong presence across Jigsaw's network, completing 50 site visits throughout the year, ensuring that all locations received on-site support at least once.
- **Enhanced Security Measures:** To bolster Jigsaw's security posture, 100% of laptops are now equipped with BitLocker encryption, and 100% of phones are secured with MobileIron. Furthermore, Multi-Factor Authentication (MFA) for Office 365 is now in place for all staff, adding an extra layer of protection.

Harness Technology

- **IAPTUS Development:** As referred to elsewhere in this report, the ongoing development of our Electronic Health Record system, IAPTUS, is resulting in increased efficiency across all our clinical work.
- **FlowForma Process Development:** The successful build-out of five new processes on the FlowForma platform underscores Jigsaw's commitment to leveraging technology to enhance operational efficiency and clarity across various areas.
- **Windows 11 Upgrade Initiative:** A project to upgrade all Jigsaw laptops to Windows 11 commenced in 2024, with 25% of devices updated by January 2025. The target is to complete the full rollout by October 2025, ensuring a modern and secure operating system environment.





HOW

Summary of progress

2024 was a year of continued progress and adaptation for the Jigsaw IT team. A significant highlight was the first full year of IAPTUS as our core case management system. The expanded use of FlowForma also represents a key advancement in streamlining internal processes.

Adapting to the loss of a team member as a result of cost saving requirements in early 2024, the IT team did well to maintain service levels. Adopting a focus on obtaining best value for money, savings of 16% were achieved across IT support and licence costs in the year.

The team continued its commitment to providing robust support to all Jigsaw hubs and staff, maintaining effective resolution times for IT-related issues. The ongoing refurbishment and upgrade of laptops contributed to both improved efficiency and cost savings.

Looking ahead, the IT team will continue to engage with key technology partners, to pursue enhancements in network infrastructure, with planned Wi-Fi and internet upgrades for early 2025. Similarly, we will maintain a focus on strengthening Jigsaw's overall IT cybersecurity posture, particularly within the Office 365 environment, email, and SharePoint.





Spotlight Equality, diversity and inclusion in Jigsaw

Here at Jigsaw, **we believe everyone should be treated with respect and dignity. We are committed to creating a supportive and inclusive culture,** where people feel a sense of belonging, regardless of their background or situation.

Our commitment

We are committed to actively challenging discrimination, promoting equality, and protecting the human rights of staff and service users and those we engage within schools, communities, and fundraising.

In working to challenge discrimination and promote equality of opportunity and treatment, we published More than Words (our EDI policy) in 2023. Through it, we made the following commitments:

- To assess, implement and report on progress towards promoting diversity, equality, and inclusion in Jigsaw
- To strive to work through a responsive practice lens through our daily work, by listening closely to young people who experience exclusion in their everyday lives and reflecting on how Jigsaw can best adapt and respond to meet their needs
- To ensure that, in their interactions with Jigsaw, no staff or service users, or those we engage within our work in schools, communities, and fundraising are discriminated against or treated less fairly on the bases of gender, civil status, family status, sexual orientation, disability, age, race, religion and membership of the Traveller community
- To make reasonable adjustments to accommodate people with disabilities or groups of people who may be disadvantaged in society and take positive measures to promote equality of opportunity
- To attract, support, and develop a diverse and culturally competent workforce
- To endeavour, through our day-to-day work, to use evidence to inform decisions and best practices around diversity and inclusion
- To seek to work in partnership with organisations to promote diversity, equality and inclusion.

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

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

Progress

2024 has seen significant progress in many areas.

Alongside our Silver Accreditation from the Irish Centre for Diversity, in November 2024, we were announced the winner of the Diversity and Inclusion Award in the Not-for-Profit sector at the 47th annual Published Accounts Awards. We have worked in partnership with a range of organisations to deepen our understanding of the specifics needs facing our diverse communities including Vision Ireland, AslAm and Dyslexia Ireland. Our team in Tipperary established direct links with the local IPAS centre and delivered training to support displaced minors.

Data

Jigsaw implemented a new data collection system to capture the EDI characteristics of young people using our services. This system was pilot tested by youth and training was provided to services administrators and managers. This change process required significant investment of organisational resources. Now, our Research & Evaluation team provide regular assessment profiles of users and this more comprehensive data has been invaluable and has been translated into accessible formats to ensure inclusive dissemination.

EQUICARES

2024 also saw Jigsaw join a major pan-European research consortium. The EQUI-CARES project will explore assess to care across a wide range of vulnerabilities and will aim to improve access to healthcare and mental healthcare amongst marginalised communities.

The four-year, EU-funded, project will see the design and implementation of nine “Smart Health Labs” across Europe, focusing on supporting vulnerable populations, including older people, young people, and migrants. It will deliver innovative mental health solutions in diverse socioeconomic settings, thus offering a vital opportunity to develop innovative solutions that can break down these barriers and ensure more young people receive the mental health support they deserve.

Funding

Key performance indicators and highlights

Develop a sustainable, diverse and multi-annual funding structure

Total income

€16,873,969!

2024 saw us further develop our four-pillared funding strategy across statutory, corporate, philanthropic and public funding, with **€16,873,969 raised in income across the organisation, being our highest level of funding recorded.**



Develop strategic and productive alliances to expand funding opportunities

Alongside existing funding agreements in place with the HSE (Mental Health), the Department of Children, Equality, Disability, Integration and Youth and Tusla, in 2024, **we entered into two significant new multi-annual statutory funding alliances with the EU, and the Department of Education and Youth.**



In June 2024, **we entered into a three-year partnership with M&S**, aimed at raising funds and awareness for Jigsaw.



Continue to inspire communities to help us fund our ambitious plans



2,400

In 2024, we received over 2,400 donations from individuals, companies, schools, clubs, choirs, and more. Our nationwide community of supporters continues to grow, with 2024 representing one of the highest ever level of support to date.



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In 2024, over 20 clubs sported the Jigsaw brand on their club kits (up from 13 in 2023), including Galway Camogie, St Fintan's High School (Sutton), Enniscorthy FC and St. Oliver Plunkett Eoghan Ruadh GAA Club (Dublin) and more. **This level of support and exposure, often speaking directly to those that may need our help, is hugely important.**

Maintain and grow our commitments to be accountable, demonstrate cost effectiveness and provide transparency in all areas of our funding.

WINNERS!

Central to our funding strategy is a laser focus on tight controls, strong governance and open reporting. To this effect, **we were delighted to win two awards in the 47th Annual Published Accounts Awards (Not for Profit – Large category and Diversity and Inclusion category).**

In July 2024, we sought and received approval from our board on an **updated Donations Acceptance Policy aimed at guiding decision making and processes around the receipt of donations.**

We got cosy for a cause at Christmas!

Christmas Jumpers For Jigsaw Campaign helped ensure no child felt isolated or alone over the festive season.



Highlights

It is only through collective action with a range of public and private funders that we can achieve our organisational ambitions. In developing a strategic approach to funding, we can strengthen the capacity of our organisation, allowing for growth, evaluation, innovation and service developments.

2024 saw our nationwide community of funders, fundraisers, donors, supporters, advocates and activists continue to grow. Increasingly, we understand that we cannot achieve our mission without the tireless efforts of all our supporters - in an increasingly tough fundraising environment, their support cannot be underestimated.

From statutory support through the HSE, the Department of Children, Equality, Disability, Integration and Youth, Tusla, NEPS / Department of Education and others, to our corporate partnerships, and from our growing community of philanthropic donors to all those tireless fundraisers and donors across our communities, we are indebted to you all.

Every donation, no matter how big or small, helps us to provide vital mental health services to young people across Ireland.

Growing importance of fundraising

At the start of 2024, we set a fundraising target of €2.1m across philanthropy, corporate, and public fundraising. A key factor in this slight downward revision from 2023 (from €2.3m) was the culmination of our multi-annual partnership with Lidl announced in early 2023.

Despite the culmination of Lidl's hugely generous support, we are pleased to confirm that the total income raised in 2024 was €2,187,572.

Continued collaboration with HSE

Our strongest partnership is with the HSE (Mental Health), which has been in place for over ten years. This year, we received funding of €14,368,065 through a nationwide Service Level Agreement and a local agreement for Jigsaw in Galway HSE CHO2.

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

New partnerships with the EU and the Department of Education and Youth

In line with our ambition for widening our income base, 2024 saw Jigsaw, for the first time, enter into a funding agreement with the EU (under the Horizon Research and Evaluation programme) as part of a pan-European consortium called EQUI-CARES. The four-year programme is dedicated to improving access to mental health and care services for vulnerable groups by developing innovative, sustainable and digital solutions.

Alongside this, we were successful in commencing a three-year funding partnership with NEPS and the Department of Education and Youth to roll out Neart, a comprehensive suite of mental health and wellbeing resources, training and programmes for post-primary schools.



“ We are hugely impressed by the work Jigsaw does and **inspired to walk side by side to make a real difference in the lives of young people.** ”

Eddie Murphy, Country Director for Marks & Spencer Ireland and Northern Ireland

Increasing role of philanthropy

2024 saw philanthropy continue to play an increasingly important role. At Jigsaw we view philanthropy as strategic, long-term and usually brave investment. Philanthropic support to Jigsaw in 2024 has enabled pioneering projects to proceed, including Jigsaw Connect (our digital transformation project), research and our work in communities.

We are deeply appreciative of this support, which has been instrumental in helping us achieve our charitable goals. Supporters for 2024 include the Sunflower Fund, the Ireland Funds, the Fernhill Fund as well as a number of other large donors who wish to remain anonymous.

A groundswell of individual support

We are hugely grateful for the ongoing support we received from donors, communities, fundraisers, schools, clubs, and others. Nationwide, people once again came out in force to support our work, organising a variety of events, from coffee mornings to marathons, sea swims to mammoth endurance events and much, much more.

Towards the end of the year, we launched our now annual Christmas fundraising appeal. For the first time, we focused our efforts on parents of young people in need of support. The lived experience of Joan and Sarah was shared with over 3 million people across our digital networks and helped raise in excess of €90,000, exceeding expectations.

Goodbye Lidl: Hello M&S

Since 2018, Lidl has been an incredible support to us, and we are proud to say that we believe our (multi-award winning) partnership has been one of the biggest and most influential CSR partnerships in Ireland. Alas, in late 2023, a joint decision was made to part company.

Through the trojan efforts of our small Fundraising Team, recruitment commenced on seeking a replacement and in June, the work paid off, with M&S agreeing to an ambitious and exclusive multi-annual partnership with fund- and awareness raising, education and advocacy at its core.

M&S / Jigsaw initiatives in 2024 included a media launch, a cross-Dublin staff marathon, several in-store donation drives, staff mental health workshops, fundraisers and more.

In 2024, M&S joined an ever-growing list of corporate supporters including Starbucks, the Central Bank, Horizon Therapeutics, Avanade, Alstom and Ecclesiastical Insurance.

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

The Niall Donohue Memorial Match, watch the video...



Spotlight

Kilbeacanty GAA and Jigsaw: Honouring a Legacy and Supporting Youth Mental Health

The Kilbeacanty GAA club and the wider Galway community experienced profound grief in October 2013 with the sudden passing of Niall Donohue, a senior player for the club and Galway intercounty star, by suicide.

Niall's infectious personality and admirable character made him a role model both on and off the field, leaving a significant void within the club, his community and in the hearts of all those who knew him and hurled with and against him. In the aftermath, the club navigated its way through immense grief and uncertainty. It was during this challenging time that they first connected with Jigsaw, Ireland's national youth mental health charity, an organisation offering vital support and resources to young people and their families across the country.

Hurling is the cornerstone of the Kilbeacanty community, and a passion deeply shared by Niall, became a focal point for healing and

remembrance. Niall's former teammates found solace and strength in coming together again on the field, united in their shared loss and love for the game. In 2022, a poignant initiative emerged when Tony Og Regan, a close teammate of Niall's on various Galway hurling teams, proposed a memorial game to honour his friend's memory and legacy. The club wholeheartedly embraced the idea, and when considering a charity partner for the event, Jigsaw stood out as the natural and most fitting choice. Their dedicated commitment to supporting young people's mental health resonated deeply with the club's desire to create a lasting positive impact in Niall's name, ensuring that his memory would contribute to a meaningful cause.

“At that time you don't know really where to go or what supports to get or where to look to and that's when we first learned of Jigsaw and sport being sport and that's what got us back together and that's what got us back playing, his teammates together again...”

Justin Fahey, Kilbeacanty GAA Club

“The easiest thing to do would be to not talk about it but I think if it helps just one person, that we're getting the word out there, that there is help, Jigsaw are there. That's so vital.”

Justin Fahey, Kilbeacanty GAA Club

Speaking about the initiative, Justin Fahey Kilbeacanty GAA Club emphasised the importance of open dialogue, stating: "The easiest thing to do would be to not talk about it but I think if it helps just one person, that we're getting the word out there, that there is help, Jigsaw are there. That's so vital." Reflecting on Niall's impact, he described him as an "infectious character, just a lovely young lad" whom everyone looked up to. "At that time you don't know really where to go or what supports to get or where to look to and that's when we first learned of Jigsaw and sport being sport and that's what got us back together and that's what got us back playing, his teammates together again..."

The memorial game idea, conceived by Niall's teammate, was a significant step in honouring his memory and supporting a crucial cause. "...in 2022 one of Niall's former teammates Tony Og Regan came up with a great idea to have a memorial

game in honour of Niall. We discussed what charity we could bring in with us and Jigsaw stood out a long way because they are there to support and bring the message to young people."

"Niall was so influential when he was here, influential on the field, influential off the field, what he's doing now, he's leaving an impact and now it's just about what we can do to support Jigsaw, as communities, as clubs around the country, we have to be helping them out more, so they can get the message and into schools, that can only help going forward."

The partnership between Kilbeacanty GAA and Jigsaw stands as a testament to honouring Niall's legacy by actively supporting youth mental health.



Research

Key performance indicators and highlights

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



Transforming Care with a World-Class Electronic Health Record (EHR) System: Rolled out a world-class electronic health record system to enhance monitoring, safety, evaluation, and effectiveness of clinical services.

Data-Driven Support: We developed high-quality data dashboards alongside the implementation of robust policies, procedures, and communication strategies to ensure consistent data quality. These efforts strengthen our capacity to deliver evidence-informed care and support continuous improvement in clinical practice.

Evaluating Innovation in Care: We conducted comprehensive evaluations to assess novel approaches such as the single-session first model of care, text-based therapy and peer support.

Youth-Centred Research: Supported the work of our Youth Research Council, ensuring that young people's voices and lived experiences shape our research and data priorities, design, and outputs.

Research Integrity: Maintained and strengthened our Research Ethics Committee, upholding the highest standards of ethical practice across all research activities.

Policy Engagement: Actively engaged in national-level events to inform and influence mental health policy.

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

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

Summary of progress

Rolling out a world class EHR system

In 2024, the research team spearheaded a major digital transformation across Jigsaw services through the successful implementation of IAPTUS, a world-class EHR system. This initiative marked a pivotal step toward delivering more efficient, data-informed, and person-centred mental health care for young people. This system has resulted in a significant improvement in our understanding of the needs of young people using our services and transparency about the supports they receive.

A cornerstone of this transformation was the establishment of a Data Governance Committee, ensuring that clinical data is managed with the highest standards of ethics, security, and quality. This governance framework now serves as a foundation for decision making for this system and our data in Jigsaw.

To support a seamless rollout, the team designed and delivered a series of staff engagement and consultation with Jigsaw teams – ensure staff had skills and confidence to fully engage with the new system and embed it into their daily practice.

Understanding the need for robust digital infrastructure, we led the design and deployment of custom SharePoint platform, facilitating efficient

communication, streamlined document management, and smooth operational integration of IAPTUS across services.

Improving clinical data quality was a key focus throughout the year. We introduced targeted processes to enhance the accuracy, consistency, and completeness of data collection—strengthening our capacity for precise analysis and impactful reporting.

To enable more informed, responsive care, the team developed interactive data dashboards, providing clinical teams with real-time insights to guide decision-making and support continuous improvement.

We also led on the advancement of a web referral form, enhancing accessibility by creating more intuitive and user-friendly digital pathways for young people seeking mental health support.

Together, these achievements reflect our ongoing commitment to data informed care and data excellence at the core of youth mental health services—driving better outcomes for young people, today and into the future.

Laying the groundwork for research that matters

In 2024, we continued to place young people at the heart of our research by actively supporting the work of the Youth Research Council. This dedicated group of young advisors played a vital role in supporting research in Jigsaw—bringing lived experience, fresh perspectives, and critical insights to inform the design, priorities, and outputs of our projects. Their contributions ensured that our work remained grounded in the real-world needs and experiences of the young people we aim to serve.

Alongside this, we strengthened the integrity and credibility of our research through the ongoing work of the Research Ethics Committee – independently chaired by Professor Ross MacMillian (University Limerick). By upholding rigorous ethical standards across all studies and evaluations, the committee ensured that our research is conducted responsibly, transparently, and with a strong commitment to safeguarding the rights and well-being of participants.

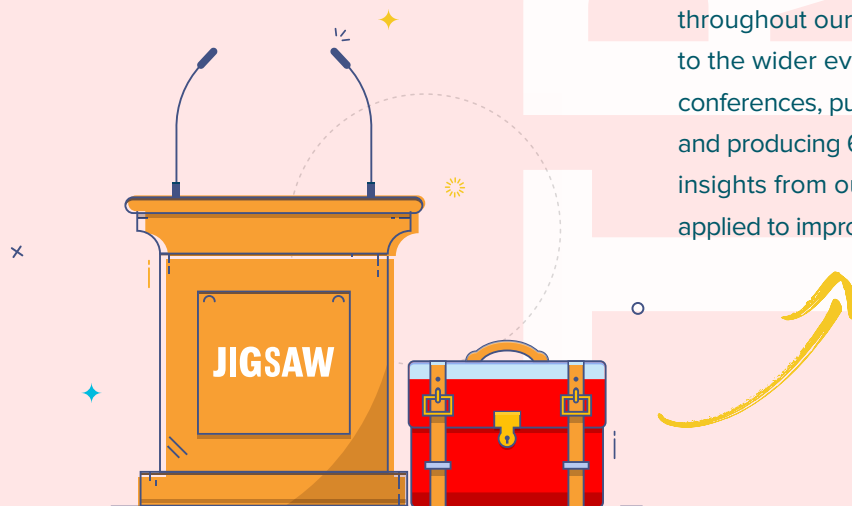
Building better services through data-driven evaluation

The research team collaborated with staff across services to design robust evaluation frameworks for innovations within Jigsaw's work. We conducted a feasibility and acceptability study of a single-session intervention piloted in Jigsaw Cork, which helped shape the future design and delivery of similar services. A comprehensive evaluation framework was also developed for our text-based therapy service, Jigsaw Live Chat.

These initiatives reflect our ongoing commitment to embedding evidence-based practice across all aspects of service delivery and ensuring that data-driven insights continue to inform and improve mental health care for young people.

Dissemination and knowledge translation

In 2024, we actively engaged with staff across Jigsaw to share research and evaluation findings, fostering a culture of data-informed practice throughout our services. Our team contributed to the wider evidence base by presenting at 12 conferences, publishing 3 peer-reviewed articles, and producing 6 internal reports—ensuring that insights from our work are both shared and applied to improve outcomes for young people.



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We contributed to the wider evidence base by **presenting at 12 conferences, publishing 3 peer-reviewed articles, and producing 6 internal reports**



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



Looking forward to 2025 and beyond !

As we look forward to 2025 and the final year of our current organisational strategy *Together*, despite the challenges before us, we remain optimistic and ambitious.

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

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

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

Safe and timely support for young people (Services)

- Embedding IAPTUS and leveraging learning for services on capacity management, clinical outcomes
- Ensuring the quality assurance of our clinical work
- Sustainably expanding the single-session first focus
- Continuing to work with the HSE's Youth Mental Health Office in delivery of Sharing the Vision's youth mental health plans
- Continue to push for more Jigsaw services in areas where they are none.

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

- Continue our strict cost management, while seeking to generate increased income (both private and public)
- Support to staff to deliver through ongoing focus on organisational culture, pay and benefits, thus supporting retention, a cohesive culture and tight engagement with vision, mission and values
- Continue to work on embedding EDI and trauma-informed principles across all our work.

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

- We will continue to implement our new approach to our work in the community - Educate, Advocate and Integrate
- We will continue to advocate for the need for additional mental health supports in the Further and Higher Education sector.

Advocate for early intervention (Advocacy & Public Awareness)

- In line with our Advocacy Strategy, we will strive to be a strong and active voice in shaping public policy, while also rallying the public's support to enhance the value in, and resourcing for, early intervention and prevention across mental health services and supports
- We will continue to work with elected representatives and policy makers ensuring youth mental health is prioritised.

Roll out Neart

- In partnership with the NEPS / Department of Education and Youth, we will aim for national coverage of our Neart programme, thus providing wellbeing and mental health supports for post-primary schools.

Organisational Strategy 2026

- Commence work on the development of our new organisational strategy.

Summary

As we look ahead, we do so with confidence. We remain committed to delivering effective and scalable mental health services and supports for our young people; services and supports that are needed now more than ever.

2024 has taught us that we are innovative and ambitious, and we have the ability to pivot, to adapt and to deliver on effective programmes at speed. As we have detailed in this report, there have been challenges and no doubt these will remain.

We know demand for our in-person services in the first quarter of 2025 has significantly increased (by over 20%). We know the sustainable financing of our existing services and supports remains a key risk, while funding for growth and innovation is complex and challenging. We hope that all funders – the State, corporate Ireland, philanthropy and the public - continue to support our work in 2025 and beyond, helping to ensure that no young person is left behind.

As Ireland's primary youth mental health charity, Jigsaw has, for over 19 years, established a track record in achieving better mental health outcomes for young people and developing supportive communities by providing a range of primary care services and supports. We believe we are well-placed to develop and roll out innovative and effective solutions for our young people and those around them at this time. At Jigsaw, we believe that the changing environment in which we find ourselves, along with a growing awareness of, and interest in, advancing mental health services and supports offers potential.

Caring for the environment

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

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

Our key values:

We act with integrity

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

Our objectives:

- Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint
- Tackle climate change at service level through initiatives and supports to be a sustainability exemplar.

Specific action

- Support sustainability measures at service level.
- Develop a Sustainability Hub to build momentum across all services to support sustainability and tackle climate change.

Summary

In 2024, youth advocates from across the country took part in a survey and sent a clear message: they want Jigsaw to step up and do more to support sustainability. We know that climate change impacts Youth Mental Health and we believe Jigsaw has a responsibility to take more action to be part of a positive change.

Jigsaw's Dublin City Hubs led the way in 2024 with their 'Green Project'. It involved team activities, challenges, and awareness raising all toward reducing the carbon footprint of the services. The project had a clear plan and had activities such as promoting plant propagation, changes in procurement towards more sustainable options, recipe swaps, swap shop, and skill shops, as well as cost and energy saving analysis being prepared.

The teams say the project has helped support a positive team culture and promoted team bonding, it improved the office environment, led to cost savings, and had a measurable reduction in their carbon footprint - including reductions in plastics, refills, printing and paper use.

Work continued to build on these successes and to create a sustainability hub which can be accessed by all services. It will help with the implementation of sustainability goals in annual work plans. The aim will be to promote a Green Pledge across services and provide advice on sustainability assessment as well as tips and ideas to help tackle climate change. The plan is for the sustainability hub to be launched in 2025.

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



Financial review

How we manage the money you give us **€16,873,969 total income**

The statement of financial activities and balance sheet for the year ended 31st December 2024 are shown on pages 95 and 96.

With the support of government funding (primarily through the HSE (Mental Health)), our nationwide network of supporters and the huge efforts of our partners, employees and volunteers, our total income for 2024 was €16,873,969 (2023: €15,788,085).

This was a 6.9% increase on 2023 thanks in large part to the continued support from the HSE through service level agreements for our Jigsaw services, and through a growth in fundraising and grant income.

In terms of expenditure, our total amount decreased by 1.5% to €16,863,422 in 2024 (2023: €17,113,923).

Surplus

Overall, for the year, we had a small €10,547 surplus (2023: €1,325,838 deficit) of income over expenditure. Having budgeted for a breakeven outturn, this represents a very satisfactory result, particularly considering the funding constraints that we faced in late 2023 and early 2024.

Jigsaw incurred a substantial €1.3 million deficit in 2023 (of which €1 million was budgeted). As noted in our 2023 Annual Report, Jigsaw used €1m of its own unrestricted funds raised by the organisation to maintain our existing level of service from 2022 to 2023. This included allowing for modest salary increases in an effort to retain staff.

We faced into 2024 with the prospect of a similar budget deficit, and with our reserves at close to their minimum level and with restrictions on new funding being made available by the HSE, we were unable to achieve a balanced 2024 budget before the year commenced. While we worked our way through the first quarter maintaining an extremely prudent approach to all items of expenditure, it was clear that a number of measures were required to ensure that we could operate on a sound financial footing while continuing to deliver a high-quality service in 2024. These measures included making 13 non-service roles redundant, requesting staff to consider taking unpaid leave and general cutting of non-essential costs wherever feasible.

With the agreement of the HSE, we recovered €316,597 of the amount we had allocated in salary increases to staff from our own unrestricted funds in 2023 from funding made available under the pay agreement reached at the WRC for all Section 39 organisations that was agreed in October 2023 and implemented in June 2024. The combination of our cost saving measures with the recovery of funds under WRC agreement enabled our board to eventually approve a balanced budget on 30th April 2024.

While this highlights the volatility of our funding position over the last two years, it is encouraging to note that a second WRC agreement agreed in March 2025 will make funding available to apply salary increases totalling 9.25% on a phased basis between October 2024 and October 2026.

Although this will assist in mitigating one of our key risks, that of attracting and retaining quality staff, there are many parts of the country that fall outside of our catchment areas, meaning that there continues to be large numbers of young people who cannot avail of Jigsaw's face to face services. It is clear to us that increased investment in early intervention youth mental health services is needed urgently if we are to make a real, meaningful difference to the mental health and wellbeing of all of Ireland's young people.

The level of funding for mental health in Ireland continues to be among the lowest in Europe, while levels of reported anxiety, depression and low-mood are among the highest.

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

How we raised our money

Our primary income source is the HSE through a national service level agreement with the Mental Health section. In 2024 we received €13,481,384 (2023: €12,690,574) to fund the delivery of our community-based Jigsaw services, currently in 14 locations around Ireland.

We also received funding from the local HSE unit in Galway towards the operation of Jigsaw services in that community. The total of local HSE funding in 2024 was €886,681 (2023: €792,607).

The increases on both the national and Galway agreements arose from the allocation of funding that arose from the WRC settlement to bring “section 39” organisations’ (such as Jigsaw) pay levels closer into line with the HSE levels.

Our fundraising income for 2024 was €2,187,572, which is an increase of 5.7% on our 2023 figure of €2,069,795. This includes donations from the general public, national and local events, community activities, trusts and grants, corporate support, and pro-bono support through the provision of services and facilities.

The 2024 return on investment in fundraising is 3.1:1 (excluding pro-bono income) and 3.25:1 (including pro-bono income). The 2023 comparative ratios are 3.6:1 and 3.7:1 respectively. The decrease in these ratios was driven by an increase in our cost of fundraising as we incurred one-off redundancy costs in reducing headcount in our support functions.

	2024 €	2023 €
Fundraising income	2,069,911	1,998,728
Pro-bono support (see further detail below)	111,661	103,357
Total fundraising income	2,187,572	2,069,795
Cost of generating funds	674,220	558,839
Return on Investment in fundraising (excluding pro-bono support)	3.1:1	3.6:1
Return on Investment (total fundraising income)	3.25:1	3.7:1

Pro-bono support

The value of pro-bono support can vary year on year. In 2024 pro-bono support of €111,661 (2023: €103,357), for which we are very grateful, was achieved and consisted of the following range of supports for services and for premises including, but not exclusive to:

1. Premises in a number of Jigsaw service locations are provided free or at a reduced rate. The value of these rent concessions is €97,640.
2. We received pro-bono advertising space from Micromedia for our Christmas campaign (€11,600), and jersey sponsorship from St Fintan’s High School, Sutton, Senior Cup rugby team (€1,000).
3. We received pro bono legal support in the year of €1,421 from Addleshaw Goddard.

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

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

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

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



How we spent our money

€16,863,422 total expenditure

The summary breakdown on page 108 provides an overview of our **€16,189,202 expenditure on charitable activities** in 2024. This expenditure relates to Goal 1 of our strategic plan, which is to achieve better mental health outcomes for young people through services, mental health promotion and public awareness and advocacy.

The bulk of our charitable expenditure at €13,588,392 went on delivering Jigsaw services, providing expert support and information in communities across Ireland. We continue to invest in improving and increasing the reach of our services and supports. We have continued to develop more online information and support services for young people, parents and carers, and those who work with young people. This allows Jigsaw to provide supports in all the counties of Ireland to the young people who need us most.

We also spent €718,351 during the year on mental health promotion and €441,568 on public awareness and advocacy. A further €1,440,891 was spent on related support costs. You'll find a more detailed analysis of our charitable expenditure in note 5 to the financial statements and more information on the nature of the expenditure throughout this report.

Despite funding challenges, we are still very much committed to investing in our existing income streams that are important for our future, as well as investing in new fundraising initiatives. The **cost of raising our income in 2024 was €674,220**, an increase of 21% on our 2023 figure (€558,839). In curtailing our costs in 2024, we had to make several roles across the organisation redundant including roles in our fundraising team, thereby increasing our fundraising costs.

It is our intention throughout 2025 and beyond, to continue to monitor the results of our investment in fundraising initiatives. We rely heavily on our unrestricted income to enable us to be innovative in how we achieve our objectives, and it is essential that we obtain the best value for money in generating this income.

Reserves policy

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

- Reserves are funds that have built up over time when income has exceeded expenditure and generated a surplus. These funds help to maintain the financial stability of the charity and provide protection against unexpected events or costs.
- Available reserves exclude restricted funds, since those funds must be spent in a specific way on Jigsaw's charitable activities. An example of this type of funding is income received from the HSE, which is used to deliver services in accordance with the service level agreement in place between Jigsaw and the HSE.
- Available reserves also exclude any designated funds that are unrestricted funds allocated by the board for a particular future use or project relating to any of Jigsaw's charitable purposes.
- The board may decide to cancel any designation of funds if it decides not to progress with a project.

The board reviews the reserves policy annually prior to the approval of the financial statements.

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

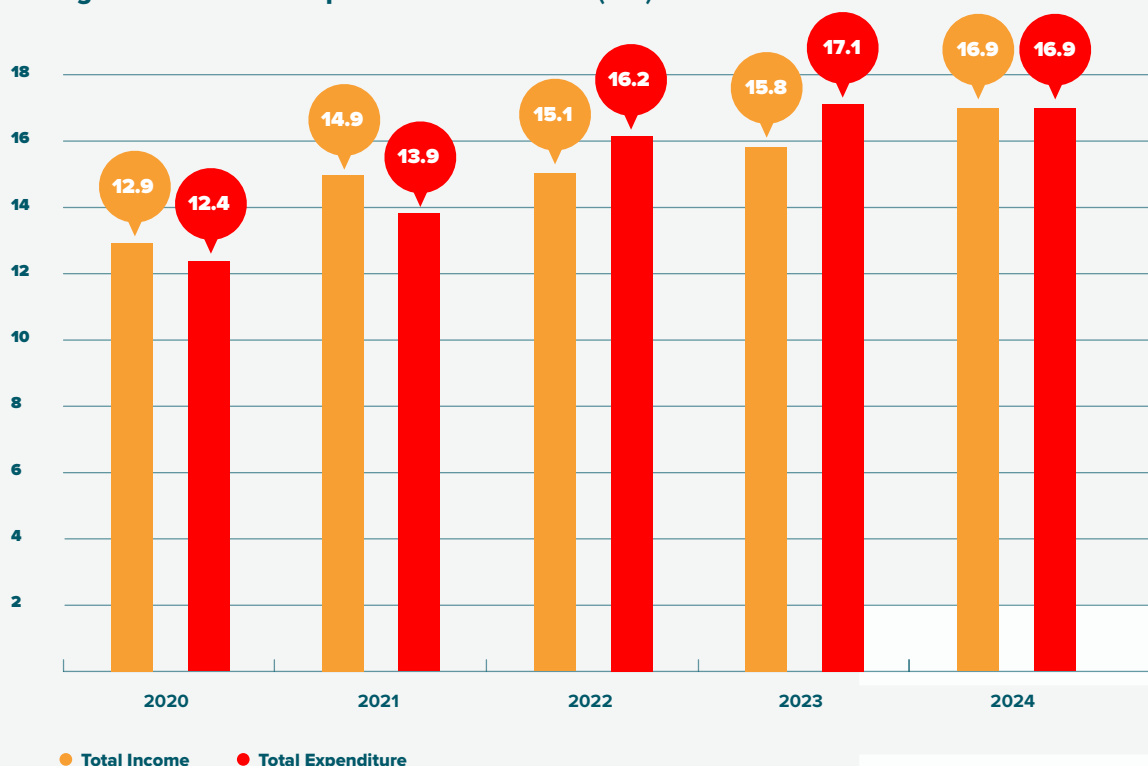
- Jigsaw is a charity that provides mental health services to young people and those who support young people. We provide our services at no charge to users to help make our services accessible to everybody who needs them.
- The local Jigsaw service delivery is resourced through an annual service level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

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

Five year income and expenditure trends

A review of our income and expenditure over the last five years shows that we've increased income by 31% in that period, while expenditure has increased by 36%. These increases have been driven by the opening of Jigsaw Tipperary (2021), Jigsaw Wicklow (2022) and the WRC agreement funding (2024). This ongoing growth trend highlights our need for increased sustainable funding to finance our work in the years ahead.

Jigsaw income and expenditure 2020-2024 (€m)



Review of reserves at 31st December 2024

The total amount of reserves at the end of 2024 was €1,883,816 (2023: €1,873,269). This was made up of unrestricted funds of €1,582,639 (2022: €1,824,990) and restricted funds of €301,177 (2023: €48,279).

At the previous financial year-end, 31st December 2023, Jigsaw had designated funds of €734,596 to fund 2024 activities and provide funding for multi-year work programmes.

The board has reviewed the total unrestricted funds held at 31st December 2024 and has considered the level of designated funds within this. It has been decided to designate €601,814 in total of unrestricted funds. This amount represents the net book value of Jigsaw's fixed assets at year-end and is therefore not available for other purposes.

After deducting the designated funds €601,814 from total unrestricted funds of €1,582,639 this leaves a remaining unrestricted general reserve fund balance of €980,825.

The board has considered the points outlined in its reserve policy above and in the Guidance on Charities Reserves document issued by the Charities Regulator, in deciding on an appropriate level of general reserves to be held at year end. The board believes it is prudent to hold a minimum general reserve equating to three months of targeted fundraising income for 2025 to help protect Jigsaw's activities in the event of any unforeseen circumstances – this equates to a level of €525,000 this year. Due to ongoing

economic uncertainties and the funding of the health sector in general, the board has taken a prudent approach again this year in setting its general reserves at 31st December 2024 by not designating any further unrestricted funds, and retaining €980,825 as a general reserve – the equivalent of five months' targeted fundraising income for 2024 and a €455,825 excess over our targeted minimum general reserve.

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

Our investments

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

Investing surplus funds in deposit accounts is considered a low-risk investment for Jigsaw. It is not proposed at this time that Jigsaw consider other investment options, given the increased level of risk with speculative investments. The board reviews the appropriateness of this policy on an annual basis.

Pension schemes

Jigsaw operates a defined contribution pension scheme for eligible employees, which we actively encourage our employees to join. Jigsaw also offers access to a PRSA (Personal Retirement Savings Account) to non-permanent employees. See note 8 of the financial statements for more details. We are currently reviewing our plans for the implementation of pension auto-enrolment legislation that will apply to all employees and is due to come into effect from 1st January 2026.

Post balance sheet events

In March 2025, a set of proposals was agreed at the WRC in relation to pay across Section 39 funded community and voluntary organisations. This follows on from an agreement that was reached in October 2023 at the WRC, and which

was implemented in Jigsaw in 2024. The key provisions in the proposals are a 9.25% pay increase to be applied between October 2024 and October 2026 on a phased basis, together with a commitment for Section 39 workers' pay into the future to be automatically linked to all future public sector pay agreements.

Taxation status

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

Going Concern

Based on the results for the year, the year-end financial position and the approved 2025 budget, the board believe that Jigsaw has adequate resources to continue in operational existence for the foreseeable future. For this reason, the board continues to adopt the 'going concern' basis in preparing the financial statements.

Statement on relevant audit information

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

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

Accounting records

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

Principal risks and uncertainties

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

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

However, we also know that we must innovate and take risks to reach all the young people that need our support.

Risk management process

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

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

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

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

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

Risk management roles and responsibilities

Board of directors

Maintains strategic oversight of risk across the organisation through:

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

Audit and risk sub-committee

Responsible for:

- a regular review of risk across the organisation
- overseeing implementation of the risk management processes by the senior management team to provide assurance that appropriate risk management processes are in place.

All sub-committees

Responsible for:

- identifying areas of risk and appropriate mitigation measures relevant to their sub-committee area
- overseeing compliance with all regulatory and legal requirements relevant to their sub-committee area
- providing assurance to the audit and risk sub-committee that risks have been identified and actions to mitigate against risks have been taken
- supporting the senior management team in implementing recommendations to address risk.

Chief Executive Officer

Responsible for:

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

The Chief Executive Officer designates a Risk Officer with specific responsibility for:

- ensuring there is a risk policy and process
- coordinating risk management and risk review
- communication of the risk policy to staff
- bringing risk considerations from other board sub-committees to the audit and risk sub-committee
- reporting to the audit and risk sub-committee of the board of directors.

Senior management team

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

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

Regional and local managers

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

Staff and contractors

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



Our risk register

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

While maintaining our strategic risk register, which uses a “top-down” approach to analysing risk associated with our strategic goals, through objectives and down to the specific actions for each objective, we have also taken a “bottom-up” approach. Taking a simplified definition of risk as “an uncertainty that matters”, each function manager looks in a comprehensive way at the operational areas in their function, documenting the risks and controls associated with each area, and how those controls are implemented in practice. Incidents / near misses that may have occurred in each operational area are also documented.

The risks are assessed as to their potential impact on Jigsaw, who owns the risk and what would be a “Plan B” if the risk were to crystallise. The associated controls are assessed as to how effective they are, how regularly they are reviewed, and are there any supplementary controls that could be adopted to manage risk better.

The combinations of “top-down” and “bottom-up review” enables us to have a comprehensive view analysis of risk throughout the organisation and allows us to develop internal audit programmes that can prioritise review of the areas where reassurance is most needed.

The principal risks that we have identified, along with our actions to manage them have remained consistent over the last number of years.

Examples are set out as follows:

Failure to secure sufficient funding to meet needs in 2025/26

Mitigating action:

- Early and comprehensive Budget planning process
- Focus on controlling expenditure, primarily payroll
- Seeking increased funding from HSE and other funders
- Balanced budget top priority for senior management team.

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

Mitigating action:

- Revised and focused clinical induction programme to support retention
- Varied and rich internal CPD programme to support clinical staff professional development
- Flexible working options introduced
- Endeavouring to be competitive on remuneration.

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

Mitigating action:

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



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

Mitigating action:

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

Continued high demand for services outstripping capacity and resources

Mitigating action:

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

Other feedback and assurance controls:

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

Due to our need to reduce costs in early 2024, we put our outsourced internal audit programme on hold. In its place, we implemented a Risk and Control Self-Assessment (RCSA) process. This involves each member of the senior management team, as part of their monthly meeting with the

CEO, reviewing and documenting incidents, near misses and formal control breaches that mattered in the previous month. In addition to this, and in a forward looking way, growing concerns and areas for optimism into the future are reviewed and documented. The outputs of these meetings are tabulated, consolidated and reported to the board in a way that enables a comprehensive understanding of the full range of risk and control issues that the management team are engaged with, and allows a trend analysis identifying recurring issues of concern and optimism.

The success of and engagement with the RCSA process has motivated us to maintain it into the future, in addition to recommencing our internal audit programme in 2025 with an improvement in our financial situation. The internal audit programme will further expand beyond a focus on financial controls to controls that govern all aspects of our work.

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

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

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

Governance, structure and management

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

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

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

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

The board of directors

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

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

All directors are non-executive and receive no remuneration for their services. They represent a diverse range of relevant experience and skills. They meet regularly and have responsibility for overseeing the organisation. The CEO is not a member of the board of directors.

Board member expenses are reimbursed where claimed, full details of which are disclosed in the financial statements. There have been no arrangements entered into during 2024 in which a board member was materially interested.

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

The conflict of interest policy was last reviewed by the board at its meeting in October 2024. The board governs in accordance with a Terms of Reference (last reviewed March 2025). This document sets out the decision-making functions that are reserved for the board including:

- Approval of organisational strategy and vision, mission and values
- Approval of annual budgets and operational plans including procurement contracts, acquisition and disposal of assets over €100,000 in value
- Appropriate risk management policies
- Oversight of CEO and senior management remuneration and organisational remuneration policy
- Review of performance against strategic and operational objectives

The Terms of Reference also sets out how decision-making authority is delegated to the CEO, the senior management team and other managers.

Chair

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





Recruitment of new members

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

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

Training and learning

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

Visit to Jigsaw in Dublin 15

The Jigsaw board incorporated their annual training and learning into a two-day session in 2024, in order to maximise their time and engagement with a Jigsaw service. The first day involved a visit to Jigsaw in Dublin 15 (Blanchardstown), with an informal meeting with, and presentation by, the team on their work at the service and in the community. The board got a statistical and clinical work overview from staff which gave them a greater understanding of the community they work in in Dublin 15 as well as a breakdown of services users and referral information. The staff outlined operational considerations; how they work with other stakeholders, the impact of the new health record system, and the preparations ahead of the upcoming service transformation. They gained a greater understanding of Jigsaw's work in the community. They heard how the Dublin 15 youth advocates worked with the Child

Poverty and Well-Being Programme Office of the Department of Children, Equality, Disability, Integration & Youth. They formed part of a youth advisory group to help the work of the programme office on a number of key issues.

Jigsaw board and sub-committee training session

Following the in-service day in Dublin 15, the Jigsaw board and external members of all the Jigsaw sub-committees attended a day-long session at Jigsaw National Office. This provided the opportunity for members of the board and sub-committees to attend presentations and brainstorm on the work of Jigsaw going forward. The presentations included a look at Jigsaw's role in the Irish Mental Health System in Ireland by the CEO, Dr Joseph Duffy. This was followed by a session on Change at Jigsaw by Director of Research and Evaluation Jeff Moore PhD and Jigsaw's Clinical Practice Lead Jim Lyng PhD. It looked at data insights over the last year, changes to clinical pathways and the workforce environment that Jigsaw operates in.

They discussed growing referrals in recent years and the continued high demand on services, as well as, the sources of referrals and the growing levels of distress being reported by those attending services. They outlined the need and impact of more timely delivery of services and how it relates to the service transformation work around single-session first. They also touched on the impact of shortages in trained mental health professionals globally. The board also received a presentation on the way Jigsaw's work in the community is transforming. Our *Jigsaw in the Community* work is realigning around three pillars: educate, advocate, and integrate. The training concluded with a board discussion around the place of Jigsaw in the mental health system and the way forward, which was hosted by Director of Communications and Fundraising Mike Mansfield.

Board of directors for 2024

The directors who served during the year were:

Dr Jacinta Stewart, Chair

Start of term 17/05/17

End of current term 15/05/26

Chair from 10/19

Experience Retired Chief Executive Officer of City of Dublin Education and Training Board

Skills and knowledge Education and youth policy, public services, quality standards, equality, diversity and inclusion.

Brian Geoghegan

Start of term 21/09/16

End of current term 19/09/25

Experience Businessman and former Chairman of FAS and former IBEC Economic Affairs Director

Skills and knowledge Private sector, governance, funding.

Martin Scully

Start of term 21/08/18

End of current term 19/07/27

Experience Chief Executive Officer of Oyster Capital Partners

Skills and knowledge Accountancy, private sector, funding, governance.

Simonetta Ryan

Start of term 28/04/20

End of current term 18/07/26

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

Skills and knowledge Public institutions, research, politics, policy analysis, strategic planning.

Dr Emer Smyth

Start of term 08/09/20

End of current term 18/07/26

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

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

Tammy Donaghy

Start of term 25/01/22

End of current term 25/01/25

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

Skills and knowledge Advocacy, youth participation, community outreach.

Dr Ruth Melia

Start of term 18/10/22

End of current term 18/10/25

Experience Clinical Lead and Senior Psychologist with the HSE

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

Liz Chaloner

Start of term 23/05/23

End of current term 23/05/26

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

Skills and knowledge Public sector leadership, management, strategic planning, child welfare and protection.

John Crawley

Start of term 14/02/24

End of current term 14/02/27

Experience Risk Management Consulting
& Training Consultant

Skills and knowledge Risk, strategic planning,
accounting, management

Dr Karen O'Connor

Start of term 14/02/24

End of current term 14/02/27

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

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

Mary Cunningham

Start of term 27/01/16

Retired 24/01/25

Experience Director of the National Youth
Council of Ireland

Skills and knowledge Youth policy,
youth participation, community sector

Senior management team

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

Chief Executive Officer

Dr Joseph Duffy

Director of Services

Sarah Cullinan

Clinical Director

Jason Smith

Director of Mental Health Promotion

Siobhán McGrory

Director of Communications and Fundraising

Mike Mansfield

Director of Finance and Operations

Peter McDevitt

Director of Human Resources

Celine McNamara

Departed: 23/08/2024

Jacinta O'Malley

Started: 01/10/2024 - Departed 17/02/2025

Currently vacant

Board sub-committees

The board has delegated specific responsibilities to a number of sub-committees, each of which has detailed terms of reference and reports to the board.

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

Audit and risk sub-committee

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

The sub-committee is chaired by a board member, and consists of at least two other board members, and at least one external member. The sub-committee should meet at least once a year, and more times if required. This sub-committee met four times during 2024.

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

Chair: John Crawley

Finance sub-committee

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

The sub-committee is chaired by a board member, and consists of at least two other board members, and one external member. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met five times during 2024.

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

Chair: Martin Scully

HR and governance sub-committee

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

The sub-committee is chaired by a board member, and consists of at least two other board members, and one external member. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met five times during 2024.

Relevant staff members attend as required.

Chair: Simonetta Ryan

Quality and safety sub-committee

The role of the quality and safety sub-committee is to provide strategic advice and oversight for the quality and safety programme for Jigsaw, and ensure compliance with all regulatory and legal requirements.

The sub-committee is chaired by a board member, and consists of at least two other board members, and two external members. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met five times during 2024.

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

Chair: Dr Ruth Melia

Research sub-committee

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

The sub-committee is chaired by a board member and has external members with expertise in the area. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met four times during 2024.

Relevant staff members attend as required.

Chair: Dr Emer Smyth

Education sub-committee

The role of the education sub-committee is to provide strategic advice and oversight of Jigsaw's work in primary, post-primary, further and higher education.

The sub-committee is chaired by a board member, and consists of at least one other board member, and external members with expertise in the area. The sub-committee should meet at least four times in a full year, and more times if required. This sub-committee met twice times during 2024.

Relevant staff members attend as required.

Chair: Brian Geoghegan



Board and sub-committees meeting attendance during 2024

	Board	Audit and risk	Finance*	HR and governance*	Quality and safety	Research	Education
Number of meetings	8	4	5	5	5	4	2
Dr Jacinta Stewart** (Chair)	8/8						
Mary Cunningham	6/8				3/5		
Brian Geoghegan	8/8	4/4		2/5			2/2
Martin Scully	8/8	1/4	5/5				
Simonetta Ryan	7/8			4/5			
Dr Emer Smyth	7/8					4/4	2/2
Tammy Donaghy	2/8						
Dr Ruth Melia	7/8				5/5		
Liz Chaloner	7/8			4/5			
John Crawley	4/8	4/4	3/5				
Dr Karen O'Connor	5/8				5/5		
External members:							
Aideen Mooney		4/4					
Aoife Geraghty		3/4					
Philip O'Donohoe			1/1				
Nadya Gargan			4/5				
Celine Moore				4/5			
Dr Ian Daly					4/5		
Dr Michael Drumm					5/5		
Dr Pat O'Hara						4/4	1/2
Kathy Walsh						2/4	
Prof Barbara Dooley						2/4	
Sophie Kathryn						3/4	
Eamonn Gaffney							2/2
Paul Crone							2/2
Suzanne Dillon							2/2
Jennifer McKenzie							2/2
Maureen Murray							2/2

*Given the financial and human resource implications of the WRC settlement on Jigsaw's financial situation, a joint meeting of our Finance and HR & Governance sub-committees was held in April 2024 to review this important issue.

**Dr Jacinta Stewart, as Chair of the board, is an ex-officio member of each sub-committee and receives all sub-committee papers but does not attend all sub-committee meetings.

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

SUPPORT



Impact on D...

- Create me...
- Sense of...
- Sense of va...

Things we w...

- Be prepared...
- Always have...

Transparency and accountability

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

We strive to be one of Ireland's most trusted charities and, to actively demonstrate openness, transparency and integrity to our beneficiaries and donors, Jigsaw operates to the Charities Institute Ireland Triple Lock Standard of transparent reporting, good fundraising, and governance.

From 2021 we formally adopted and adhere to the requirements of the Charities Governance Code, as devised by the Charities Regulator.

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

Jigsaw's 2023 annual report won Chartered Accountants Ireland Published Accounts Award in the large not-for-profit category having been shortlisted in 2022. Over the past eight years we have been shortlisted seven times for the Good Governance Awards and won four times, most recently in 2022.

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

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

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

Independent auditors

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

The directors' report, including the strategic report, was approved by the board of trustees and authorised for issue on 13th June 2025.

Lobbying and political contributions

There were no political contributions in 2024 (2023: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, Jigsaw records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act during 2024.

Directors' responsibilities statement

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

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

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

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

In preparing these financial statements the directors are required to:

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

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

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

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

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

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

In so far as the directors are aware:

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

**Approved by the board of directors on
13th June 2025 and signed on its behalf by:**



Dr Jacinta Stewart
Director

Date: 13th June 2025



Martin Scully
Director

Date: 13th June 2025

Legal and administrative details

(as at 31st December 2024)

Status

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

Auditors

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

Governing document

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

Solicitors

Eversheds Sutherland
One Earlsfort Terrace
Dublin 2

Name

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

Arthur Cox
Ten Earlsfort Terrace
Dublin 2

Registered office

16 Westland Square
Pearse Street
Dublin 2

Bohan Solicitors,
A19 Bracetown Business Park,
Dublin 15.

Company registration number

421016

Board of Directors

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

Charity revenue number

CHY 17439

Registered charity number

20064846

Bankers

Bank of Ireland plc.
Lower Baggot Street
Dublin 2

Company Secretary

Martin Scully



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





Independent auditor's report

Report on the audit of the financial statements

Opinion

We have audited the financial statements of National Centre for Youth Mental Health CLG ('the company') for the year ended 31st December 2024, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31st December 2024 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the Companies Act 2014.



Basis for opinion

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

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

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

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

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

Matters on which we are required to report by exception

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

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on pages 87 and 88, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

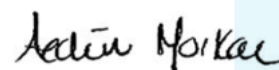
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's (IAASA) website at: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf. This description forms part of our auditor's report.

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

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



Aedín Morkan

for and on behalf of Forvis Mazars

Chartered Accountants & Statutory Audit Firm

Harcourt Centre, Block 3,

Harcourt Road, Dublin 2.

13th June 2025

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



Financial Statements

Statement of financial activities

Incorporating an income and expenditure account for the financial year ended 31st December 2024

	Notes	Unrestricted funds €	Restricted funds €	Total 2024 €	Unrestricted funds €	Restricted funds €	Total 2023 €
Income from:							
Donations and legacies	4.1	1,524,581	662,991	2,187,572	1,571,892	497,903	2,069,795
Charitable activities:	4.2	-	14,624,706	14,624,706	-	13,686,000	13,686,000
Grants from governments and other co-funders							
Other income	4.4	61,691	-	61,691	32,290	-	32,290
Total income		1,586,272	15,287,697	16,873,969	1,604,182	14,183,903	15,788,085
Expenditure on:							
Raising funds	5.1	674,220	-	674,220	556,369	2,470	558,839
Charitable activities	5.2	1,287,627	14,901,575	16,189,202	1,402,295	15,152,789	16,555,084
Total expenditure		1,961,847	14,901,575	16,863,422	1,958,664	15,155,259	17,113,923
Net income / (expenditure)		(375,575)	386,122	10,547	(354,482)	(971,356)	(1,325,838)
Transfer between funds		133,224	(133,224)	-	(426,624)	426,624	-
Net movement in funds		(242,351)	252,898	10,547	(781,106)	(544,732)	(1,325,838)
Total funds at 1st January		1,824,990	48,279	1,873,269	2,606,096	593,011	3,199,107
Total funds at 31st December	15	1,582,639	301,177	1,883,816	1,824,990	48,279	1,873,269

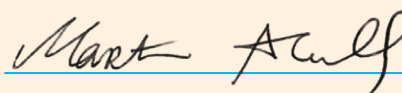
There were no other recognised gains or losses in the current or prior year other than those included in the Statement of Financial Activities.
All income and expenditure derive from continuing activities. The notes on pages 98 to 121 form part of these financial statements.

Approved by the board of directors on 13th June 2025 and signed on its behalf by:



Date: 13th June 2025

Dr Jacinta Stewart
Director



Date: 13th June 2025

Martin Scully
Director

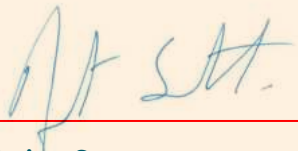
Balance sheet

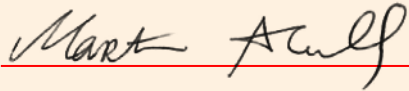
As at 31st December 2024

	Notes	2024 €	2023 €
Fixed assets			
Intangible assets	9	9,410	24,394
Tangible assets	10	592,404	710,202
		601,814	734,596
Current assets			
Debtors	11	289,673	489,741
Cash and cash equivalents	21	1,869,824	1,423,785
		2,159,497	1,913,526
Creditors: Amounts falling due within one year	12	(877,495)	(774,853)
Net current assets		1,282,002	1,138,673
Total assets less current liabilities		1,883,816	1,873,269
Funds			
Restricted funds		301,177	48,279
Unrestricted funds		1,582,639	1,824,990
Total funds	15	1,883,816	1,873,269

The notes on pages 98 to 121 form part of these financial statements.

Approved by the board of directors on 13th June 2025 and signed on its behalf by:


Date: 13th June 2025
Dr Jacinta Stewart
Director


Date: 13th June 2025
Martin Scully
Director

Statement of cash flows

For the financial year ended 31st December 2024

	Notes	2024 €	2023 €
Cash flows from operating activities			
Net movement in funds		10,547	(1,325,838)
Adjustments for:			
Depreciation and amortisation	9, 10	122,085	115,172
Write-off of tangible fixed assets		10,697	-
		143,329	(1,210,666)
Movements in working capital:			
Movement in debtors		200,068	53,714
Movement in creditors		102,642	2,884
Net cash used in operating activities		446,039	(1,154,068)
Cash flows from investing activities			
Payments to acquire tangible fixed assets	10	-	(373,803)
Cash used in investing activities		-	(373,803)
Net increase / decrease in cash and cash equivalents		446,039	(1,527,871)
Cash and cash equivalents at 1st January		1,423,785	2,951,656
Cash and cash equivalents at 31st December	21	1,869,824	1,423,785



Notes to the financial statements

for the financial year ended 31st December 2024

1. General information

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

2. Summary of significant accounting policies

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

Basis of preparation

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

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

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

Statement of compliance

The financial statements of the charity for the financial year ended 31st December 2024 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)” and FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”.

Fund accounting

The following funds are operated by the charity:

Restricted funds

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

Unrestricted funds

Unrestricted funds consist of General and Designated funds.

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

Income

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

- **Donations and legacies:** Voluntary income including donations, gifts and legacies are recognised where there is entitlement, receipt is probable, and the amount can be measured with sufficient reliability. Such income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donors have imposed conditions which must be met before the charity has unconditional entitlement.
- **Income from charitable activities:** Income from charitable activities includes grants from government and other co-funders. Income from charitable activities, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity is recognised within income from donations and legacies. Grants, where entitlement is related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance and are included within income from charitable activities.
- **Donated services:** Donated services are included at the fair value to the charity where this can be quantified. Donations in kind are included at their estimated fair value to the charity in both revenue and expenditure in the year of receipt. Resources received from non-exchange transactions for which the entity has benefited include voluntary services. The value of services provided by volunteers has not been included in these accounts because they can't be quantified.

Deferred income and accrued income

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

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

All costs are allocated between the expenditure categories in the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis based on numbers of staff in each particular activity.

Raising funds

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

Expenditure on charitable activities

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

Governance costs

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

Allocation of support costs

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

Employee benefits

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

Retirement benefits

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

Tangible fixed assets and depreciation

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

Leasehold Improvements

Lower of estimated useful life and lease term

Fixtures, fittings and equipment

12.50% Straight line

Computer equipment

33.33% Straight line

Intangible fixed assets

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

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

Debtors

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

Creditors

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



Cash and cash equivalents

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

Taxation and deferred taxation

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

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

Irrecoverable Value Added Tax is expended as incurred. Jigsaw was compliant with Irish Government Circulars relevant to government grants received during the year, to the best of our knowledge, including Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments".

Operating leases

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

Financial instruments

Financial assets and liabilities

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

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

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

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

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

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

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

3. Critical accounting judgement and estimates

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

Going concern

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

Establishing estimated economic useful lives of fixed assets

The annual depreciation and amortisation depend primarily on the estimated economic useful lives of each type of asset and estimates of residual values. The directors regularly review the estimated economic useful lives of these assets and change them as necessary to reflect current thinking on remaining lives in light of prospective utilisation and physical condition of the assets concerned. Changes in useful lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the economic useful lives is included in the accounting policies. The total carrying amount of the fixed assets amounted to €601,817 as at year end (2023: €734,596).

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

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



4. Income

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

4.1. Donations and legacies

Current year	Unrestricted funds €	Restricted funds €	Total €
Grants (Trusts and Foundations)	15,000	503,096	518,096
General donations	475,871	-	475,871
Corporate donations	1,033,710	48,234	1,081,944
Corporate donations - Pro-bono donations	-	111,661	111,661
Total donations and legacies	1,524,581	662,991	2,187,572

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

Restricted Grants (Trusts and foundations) increased in 2024 and include Sunflower Charitable Foundation €100,000, Smurfit Kappa €98,550, EQUICARES EU Funding €78,046, Ireland Funds grant €25,000, Alstom Community Fund €17,234, Movement for Good €17,183 and Sisters of Bons Secour €10,000. Corporate donations also include a grant of €47,729 from Brown & Brown Insurance Brokers.

Restricted grants in 2023 included The Community Foundation €112,405, The King Baudouin Foundation United States €95,677, Hospital Saturday Fund €11,000 and Sisters of Bon Secours €10,000. The restrictions on these grants were related to innovations and improvements to Jigsaw's service delivery.

The charity is grateful to our pro-bono supporters for the provision of services and premises during the year at no charge. The value of these services was independently estimated at €111,661 (2023: €103,357) and has been recognised within income as a donation and an equivalent charge included within the relevant expense category.

Corporate donations-Pro-bono donations	2024 €	2023 €
Premises-rent	97,640	93,740
Advertising	12,600	3,000
Merchandise	-	6,617
Legal Advice	1,421	-
	111,661	103,357

General volunteers

Our regular volunteers include our 11 board members, the independent members of our board subcommittees, and our youth advocates who work with the National Office team and with each of the local Jigsaw Services. Occasionally our fundraising work is supported by other volunteers who work with us on specific activities.

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

4.2. Charitable activities

	2024 Restricted funds €	2024 Total €	2023 Restricted funds €	2023 Total €
HSE - National Office, Mental Health Directorate - Section 39 Grant	13,481,384	13,481,384	12,690,574	12,690,574
HSE - CHO2 - Galway - Section 39 Grant	886,681	886,681	792,607	792,607
Local HSE funding for secondments	-	-	57,546	57,546
Other income	256,641	256,641	145,273	145,273
Total income from charitable activities	14,624,706	14,624,706	13,686,000	13,686,000



4.3. Government grants

Split of government grants by funder:

	2024 €	2023 €
HSE - National Office, Mental Health Directorate - Section 39 Grant	13,481,384	12,690,574
HSE - CHO2 - Galway - Section 39 Grant	886,681	792,607
NEPS / Department of Education and Youth	200,000	-
Léargas	25,440	25,764
Irish Research Council	20,750	28,250
Department of Children, Equality, Disability, Integration and Youth	-	50,000
Other Government Grants	10,451	-
Total government grants	14,624,706	13,587,195

Income from government grants comprise performance related grants made by the HSE and other government bodies to fund mental health services to young people in communities through local Jigsaw services. The amount of government grants totalled €14,624,706 in 2024 (2023: €13,587,195) and the values stated reflect the cash received in respect of the grants in the period.

Purpose of the grants

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

The NEPS / Department of Education grant relates to the provision of wellbeing and mental health supports in post primary schools.

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

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

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

Other includes two Tusla grants amounting to €9,554.

4.4. Other income

	2024 €	2023 €
Insurance claim income	49,191	-
Training courses	12,078	32,290
Deposit interest income	422	-
Total other income	61,691	32,290

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





5. Expenditure

5.1. Raising funds

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Staff and related costs	355,440	-	355,440
Office and administration costs	27,472	-	27,472
Rent	18,528	-	18,528
Fundraising campaigns	75,457	-	75,457
Amortisation/depreciation	47,031	-	47,031
Support costs (Note 5.3)	150,292	-	150,292
Total expenditure on raising funds	674,220	-	674,220

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

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

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

5.2. Charitable activities

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	12,151,357	12,151,357
Delivering services - HSE locally funded	-	888,750	888,750
Delivering services - Other funded	-	548,285	548,285
Public awareness & advocacy	385,051	56,517	441,568
Mental health promotion	660,438	57,913	718,351
Support costs (Note 5.3)	242,138	1,198,753	1,440,891
Total expenditure on charitable activities	1,287,627	14,901,575	16,189,202

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



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

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

5.3. Support costs

	2024 €	2023 €
Staff and related costs	1,384,605	1,504,748
Office and administration costs	105,015	75,663
Rent	65,579	50,165
Governance	34,578	27,594
Amortisation/depreciation	1,406	2,334
Total expenditure on support costs	1,591,183	1,660,504

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

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

	2024 €	2023 €
Allocation across Jigsaw's charitable activities and fund generating activities		
Unrestricted		
Delivering services	-	-
Public awareness & advocacy (Note 5.2)	242,138	326,351
Expenditure on raising funds (Note 5.1)	150,292	94,997
Restricted		
Delivering services - HSE nationally funded	1,198,753	1,239,156
Delivering services	-	-
Public awareness & advocacy (Note 5.2)	-	-
	1,591,183	1,660,504

6. Net income / expenditure

	2024 €	2023 €
Net income / expenditure is stated after charging:		
Amortisation of intangible assets (Note 9)	14,984	20,680
Depreciation of tangible assets (Note 10)	107,101	94,492
Lease expense and service charge	913,443	823,997
Auditors remuneration (including VAT)	18,450	16,605

7. Employees and remuneration

Number of employees

Staff numbers at year end by area of activity are as follows:

	2024 number	2023 number
Public awareness & advocacy	3	6
Mental health promotion	7	9
Delivering services	197	206
Fundraising	5	6
Support and management	17	22
	229	249

Average number of staff during the year by area of activity are as follows:

	2024 ave. number	2023 ave. number
Public awareness & advocacy	4	7
Mental health promotion	7	12
Delivering services	197	210
Fundraising	6	6
Support and management	20	22
	234	257

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

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

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

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

Staff costs comprise:

	2024	2023
	€	€
Salaries	11,770,067	12,114,820
Social welfare costs	1,296,245	1,339,765
Employer pension costs	845,692	843,586
Redundancy costs	178,612	-
	14,090,616	14,298,171

Reflected as:

	2024	2023
	€	€
Expenditure on charitable activities		
Restricted	11,599,444	11,648,425
Unrestricted	751,127	835,222
Cost of raising funds	355,440	309,776
	12,706,011	12,793,423

Support costs	1,384,605	1,504,748
	14,090,616	14,298,171

The number of employees on reportable salary bands was:

	2024, Number of staff		2023, Number of staff	
	Based on salary payments	Based on FTE salary	Based on salary payments	Based on FTE salary
€60,000-70,000	21	26	15	27
€70,000-80,000	17	23	20	23
€80,000-90,000	9	8	6	10
€90,000-100,000	5	4	3	4
€100,000-110,000	2	-	1	-
€110,000-120,000	-	-	-	-
€120,000-130,000	1	1	1	1
	55	62	46	65

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

Jigsaw provides direct mental health services to young people. In order to ensure high quality and safety in the clinical services provided, the charity employs staff with suitable mental health professional qualifications and experience. The charity refunds expenses incurred by employees in the course of their employment and pays for professional memberships related to the performance of their duties in their employment. Remuneration for these professionals are benchmarked against those of comparable HSE mental health professionals to the extent possible. Jigsaw aims to ensure that remuneration for other Jigsaw roles is competitive with that of our peers in the not-for-profit sector in Ireland.

In October 2023, employee representative bodies reached an interim agreement with the Department of Health regarding pay increases for government-funded employees of Section 39 organisations such as Jigsaw. The agreement was intended to enable the employees of those organisations come closer to pay parity with their counterparts in the HSE. The talks were facilitated at the Workplace Relations Commission and resulted in an interim agreement being reached. In February 2024 and May 2024, Jigsaw received interim funding which enabled payment of arrears to relevant employees in June 2024. These increases were applied net of salary increases already given by Jigsaw in 2023 and January 2024.

These WRC salary increases resulted in 74 staff falling within the salary band ranges above €60,000 (2023: 62). There were also two promotions and six new hires across the ranges.

In parallel to the WRC pay increases, a cost saving program across the whole organisation also took place. This was a necessary action due to a shortfall of HSE funding €1.2m having a significant impact on 2024 budgets. This deficit required examination of all areas of the organisation to secure cost reductions, and limited plans for growth. One of the cost saving measures implemented was voluntary unpaid leave. The combination of the WRC increases and salary savings from unpaid leave resulted in an overall decrease of 1.5% in salary costs. Further cost saving measures included redundancy (per note below) and non-replacement of non-critical roles, resulting in a reduction in average headcount by 9% and in total headcount at 31st December 2024 by 8%.

Redundancy payments

Effective from end of February 2024, the decision was made to discontinue our mental health promotion work in Further and Higher Education settings due to an inability to secure sustainable funding.

Effective from end of May 2024, the decision was made to discontinue our One Good School™ (OGS) programme. Regrettably the OGS model is no longer strategically or financially sustainable for Jigsaw. The programme had been delivered to over 146 schools across the Jigsaw network for the last five years. The reason for the decision is that strategically, the current model does not allow for scalability or equality of access for a wider number of schools nationally. Additionally, having funded OGS from fundraising income to date, Jigsaw no longer has the financial capacity to deliver the programme. Despite this decision, Jigsaw remains fully committed to supporting the mental health of young people and those around them in schools and other community settings and continues to do so through the Neart programme.

As a result of the above decisions and to address concerns over funding and future cashflow there were 13 redundancies over the months of February, April and July 2024, nine staff from the mental health promotion department, one from fundraising, and three from support. Total redundancy and payment in lieu of notice payments were €178,612. These costs were funded by the funders associated with the role and comprised 82% from unrestricted funds and 18% from HSE funding.

Key management compensation

Included in the 74 employees set out in the salary band analysis above, is the senior management team, comprising the Chief Executive Officer (CEO) and six heads of function as at 31st December 2024. These employees are deemed to be key management for the purposes of this note.

The total salary cost (including employer pension and PRSI) paid to key management in 2024 was €841,591; in 2023 it was €820,696.

The increase is attributable to pay increases during the year arising out of the WRC Agreement offset by savings arising from the departure of the Head of HR in August until a replacement was appointed in October.

The CEO's contract was renewed in January 2021, for a second five-year term, at a salary of €125,000, which has remained unchanged since appointment in December 2016. The contract runs to 1st December 2026.

A 10% pension contribution is made for the CEO, as for all other members of the Jigsaw pension scheme. No other benefits or additional remuneration were paid to the CEO during the year 2024.

8. Pension

The company operates a defined contribution scheme that covers all permanent employees of the company. The assets of the scheme are vested in independent trustees for the sole benefit of these employees. Employees are entitled to join the pension scheme on completion of their probationary period (six months). Employees are required to contribute 5% of salary to the pension scheme. They also have the option to contribute additional AVCs. The company pays a contribution of 10%. Jigsaw is entitled to a refund of the investment value of employer contributions (10%) where staff leave the scheme within two years and have declared themselves as not an outgoing worker at their leave date. The company also offers access to a PRSA (Personal Retirement Savings Account) to non-permanent employees.

There were 170 staff in the pension scheme at 31st December 2024 (2023 :180), including 10 staff on unpaid leave and three December leavers. During the year 43 staff left the scheme (2023 :22) and there were 28 new joiners (2023: 39). The pension costs amounted to €845,692 (2023: €843,586) and are allocated between activities and between restricted and unrestricted funding, as designated for each employee. Despite the reduction in staff in the scheme in 2024 compared to 2023 these costs increased marginally due to increased contributions arising from backpay paid out in June and July of 2024 relating to the WRC Pay agreement, offset by the overall reduction in staff participation during the year as well as increased employer pension refunds in 2024 (€77,895) compared to 2023 (€35,292). At 31st December 2024, Employer contribution refunds accrued amount to €18,964 (2023 €24,584).

Pension auto-enrolment legislation that will apply to all employees is due to be implemented from 1st January 2026. Jigsaw is planning to revise its policy on admission to the company pension scheme in advance of the new scheme being introduced.



9. Intangible fixed assets

Cost	Computer software €
At 1st January 2024	304,931
Additions	-
Disposals	-
At 31st December 2024	304,931
Accumulated amortisation	
At 1st January 2024	280,537
Amortisation charge for financial year (Note 6)	14,984
At 31st December 2024	295,521
Net book value	
At 31st December 2024	9,410
At 31st December 2023	24,394

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



10. Tangible fixed assets

Cost	Leasehold improvement €	Fixtures, fittings and equipment €	Computer equipment €	Total €
At 1st January 2024	859,747	85,986	171,975	1,117,708
Additions	-	-	-	-
Disposals	-	-	-	-
Write-off	(10,697)	-	-	(10,697)
At 31st December 2024	849,050	85,986	171,975	1,107,011
Depreciation				
At 1st January 2024	175,357	68,620	163,529	407,506
Charge for financial year (Note 6)	102,032	5,069	-	107,101
At 31st December 2024	277,389	73,689	163,529	514,607
Net book value				
At 31st December 2024	571,661	12,297	8,446	592,404
At 31st December 2023	684,390	17,366	8,446	710,202

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

11. Debtors

	2024 €	2023 €
Trade debtors	58,499	237,677
Other debtors	21,471	23,444
Prepayments and accrued income	209,703	227,081
Other	-	1,539
Total debtors	289,673	489,741

There was no provision for bad debt at the year-end (2023 - €Nil).

12. Creditors

Amounts falling due within one year

	2024 €	2023 €
Trade creditors	137,096	69,565
Taxation and social security costs (Note 13)	305,911	348,487
Accruals	312,606	226,021
Pension contributions	119,453	123,650
Deferred income	2,429	7,130
Total creditors	877,495	774,853

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

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

Movements in deferred income are as follow:

	2024 €	2023 €
At 1st January 2024	7,130	-
Deferred during the year	2,429	7,930
Released during the year	(7,130)	(800)
At 31st December 2024	2,429	7,130

The 2024 closing balance represents a duplicate payment under a local HSE agreement. 2023 deferred income related to funding earned from the provision of a youth mental health training course ran in conjunction with the University of Galway from September 2023 to May 2024.

13. Taxation and social security

	2024 €	2023 €
Creditors:		
PAYE / PRSI (Note 12)	305,911	348,487
Debitors:		
VAT repayable	-	(499)
	305,911	347,988

14. Reserves

	2024 €	2023 €
At 1st January 2024	1,873,269	3,199,107
Surplus/(deficit) for the financial year	10,547	(1,325,838)
At 31st December 2024	1,883,816	1,873,269

15. Funds

15.1 Reconciliation of movement in funds

	Unrestricted funds €	Restricted funds €	Total €
At 1st January 2023	2,606,096	593,011	3,199,107
Movement during the financial year	(781,106)	(544,732)	(1,325,838)
At 31st December 2023	1,824,990	48,279	1,873,269
Movement during the financial year	(242,351)	252,898	10,547
At 31st December 2024	1,582,639	301,177	1,883,816

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

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

15.2. Analysis of movement on funds

Current year

	Balance 1st January 2024 €	Income €	Expenditure €	Transfers between funds €	Balance 31st December 2024 €
Restricted funds					
Restricted	48,279	15,287,697	(14,901,575)	(133,224)	301,177
Unrestricted funds					
Designated general	734,596	-	-	(132,782)	601,814
Unrestricted general	1,090,394	1,586,272	(1,961,847)	266,006	980,825
	1,824,990	1,586,272	(1,961,847)	133,224	1,582,639
Total funds	1,873,269	16,873,969	(16,863,422)	-	1,883,816

Prior year

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

The Statement of Financial Activities shows an excess of unrestricted expenditure over income of €375,575 in 2024. This had been anticipated, with funds designated in advance by the board to cover this deficit. There was an excess of restricted income over expenditure of €386,122 in the current year. Closing restricted reserves prior to the transfer between funds was €434,401 comprising HSE funding of €133,224 and grant funding of €301,176. Arising out of WRC funding received in 2024 to fund prior year pay increases, a transfer was made at 31st December of remaining HSE funds of €133,224 from Restricted to Unrestricted to contribute towards 2023 pay increases funded from prior year unrestricted funding.

The year end Designated Reserve of €601,814 (2023: €734,596) was reviewed and approved by the board. This amount represents the net book value of Jigsaw's fixed assets at the end of 2024 - these are funds that are not readily available for use in Jigsaw operations. After deducting the designated funds, Jigsaw is retaining an unrestricted general reserve fund of €980,825 (2023: €1,090,394). The board, having considered Jigsaw's Reserve Policy and guidance from the Charities Regulatory Authority, believes it is prudent to hold three months of targeted fundraising income as an unrestricted general reserve to protect against unforeseen adverse events. This reserve of €980,825 equates to almost five months of targeted fundraising income for 2025.

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

Grant	2024 €	2023 €
NEPS / Department of Education and Youth	142,593	-
EQUICARES EU Funding	78,046	-
Léargas	36,755	15,562
The Ireland Funds - Heart of the Community Fund	24,635	-
Alstom Community Fund	13,538	-
Tusla	4,553	-
CYPSC - Engagement activities with Young People in Direct Provision	1,056	1,603
King Baudouin Foundation	-	26,304
Other	-	4,810
	301,176	48,279

15.3 Analysis of net assets by fund

Fund balances at 31st December are represented by:

Current year	Unrestricted funds €	Restricted funds €	Total 2024 €
Fixed assets	601,814	-	601,814
Debtors	289,673	-	289,673
Cash and cash equivalents	1,571,077	298,747	1,869,824
Liabilities	(879,924)	2,429	(877,495)
Total net assets	1,582,640	301,176	1,883,816

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

16. Status

The charity is a company limited by guarantee not having a share capital. The membership of the charity is its current board of directors. The liability of the members is limited.

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

17. Contingent liabilities and capital commitments

There are no contingent liabilities and capital commitments as at 31st December 2024.

18. Operating lease commitments

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

	2024 €	2023 €
Not later than one year	517,717	580,556
Later than one year and not later than five years	912,753	1,444,314
Later than five years	-	105,000
	1,430,470	2,129,870

19. Directors' remuneration

The directors serve on the board in a voluntary capacity and received no fees or remuneration for their time spent carrying out these duties. Directors are reimbursed for expenses incurred in carrying out their duties. In 2024 there were no expenses reimbursed (2023: €Nil).

The total amount of expenses reimbursed to directors or paid directly to third parties for directors' travel, accommodation and refreshments for meetings and visits to charity facilities was €Nil for eleven directors (2023: €Nil for eleven directors).

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

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

20. Related party transactions

There were no related party transactions in the year.

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

Transactions with key management personnel

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

21. Cash and cash equivalents

	2024 €	2023 €
Cash and bank balances	1,350,152	904,535
Cash equivalents	519,672	519,250
Total cash and cash equivalents	1,869,824	1,423,785

22. Financial instruments

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

	2024 €	2023 €
Financial assets that are measured at amortised cost		
Debtors (excluding prepayments) (Note 11)	199,069	393,459
Cash and cash equivalents (Note 21)	1,869,824	1,423,785
	2,068,893	1,817,244
Financial liabilities at amortised cost		
Creditors (excluding deferred income and taxation and social security costs payable) (Note 12)	569,155	419,236
	569,155	419,236

23. Office and administration costs

Office and administration costs comprise:

	2024 €	2023 €
Rent	913,443	823,997
Travel and subsistence costs	92,574	101,475
Professional development and staff support	126,543	134,292
Staff recruitment and agency fees	32,347	24,122
Building and facility costs (including setting up new premises)	237,272	214,461
Insurance, legal and professional services costs	115,531	168,151
IT support & licences	273,512	334,314
General administration	140,990	121,535
Utilities	80,934	138,306
Telephone & internet charges	158,051	159,115
Postage	13,974	14,114
Total office and administration costs	2,185,171	2,233,882

These office and administration costs are reflected as:

Office and administration costs		
Charitable activities	1,199,573	1,342,716
Included as part of support costs	72,156	67,169
Rent		
Charitable activities	847,863	773,832
Included as part of support costs	65,579	50,165
	2,185,171	2,233,882

24. Post-balance sheet events

In March 2025, a set of proposals was agreed at the WRC in relation to pay across Section 39 funded community and voluntary organisations. This follows on from an agreement that was reached in October 2023 at the WRC, and which was implemented in Jigsaw in 2024. The key provisions in the proposals are a 9.25% pay increase to be applied between October 2024 and October 2026 on a phased basis, together with a commitment for Section 39 workers' pay into the future to be automatically linked to all future public sector pay agreements.

25. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on 13th June 2025.

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

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



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young people's mental health

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