

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD

Trading as HEADSTRONG

(a company limited by guarantee and not having a share capital)

**DIRECTORS' REPORT
AND
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31st DECEMBER 2015

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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COMPANY INFORMATION

DIRECTORS

Dr. Tony Crooks (Chairperson)	Appointed Chairperson 18.11.2015
Greg Sparks (Treasurer)	
Dr. Patricia O'Hara	
Dr. Sheelah Ryan	Resigned as Chairperson 18.11.2015
Danuta Gray	Resigned 20.05.2015
Joe Horan	Resigned 22.07.2015
Dr. Ian Daly	Resigned 29.01.2016
Orlagh O'Loughlen	Resigned 29.01.2016
Eamonn Gaffney	
Emma Farrell	
Aoife Geraghty	
Martina Moloney	Appointed 29.01.2016
Mary Cunningham	Appointed 04.03.2016

SECRETARY Dr. Joseph Duffy

CHARITY REGISTRATION NUMBER 17439

COMPANY REGISTRATION NUMBER 421016

CHARITY REGULATORY AUTHORITY NUMBER 20064846

REGISTERED OFFICE 16 Westland Square
Pearse Street
Dublin 2

CHIEF EXECUTIVE Dr. Tony Bates

BANKERS Bank of Ireland plc
Lower Baggot Street, Dublin 2

AUDITORS GBW
Statutory Auditor
Westmoreland House, Westmoreland Park
Ranelagh, Dublin 6

SOLICITORS Eversheds
One Earlsfort Terrace, Dublin 2

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Directors' Report
FOR THE YEAR ENDED DECEMBER 31ST, 2015

The Directors have pleasure in submitting the audited financial statements of the company for the year ended 31st December 2015 to the members.

As a limited Company the report and results are presented in a form which complies with the requirements of the Companies Act 2014.

In compliance with Financial Reporting Standard 102, the company as a registered charity and public benefit entity has adopted the Statement of recommended Practice (SORP): Accounting and Reporting by Charities 2015, as issued by the Charities Commission (for England and Wales) and the Office of the Scottish Charity Regulator. Where relevant the comparative balance sheet and opening position has been restated.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The National Centre for Youth Mental Health Ltd is a charitable company limited by guarantee, incorporated under the Companies Act, in May 2006. The company had two registered trading names Headstrong and Jigsaw. The company does not have a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding one Euro (€1).

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association and governed by a Board of Directors.

Our purpose is laid out in the main object for which the Company is established. The main object is the relief of poverty by the preservation and protection of mental health of young people in Ireland by:

- (a) Advancing education and learning in the science and practice of mental health care;
- (b) Promoting research therein and the publication of the useful results of such research; and
- (c) Providing or assisting in the provision of mental health care for those in need of such care.

The company has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No CHY 17439. The main activities of the Company are charitable in nature. All income is applied solely towards the promotion of the charitable objectives of the Company.

The National Centre for Youth Mental Health Ltd has two registered trading names Headstrong and Jigsaw. The national office uses the name Headstrong and Jigsaw is used for the local services.

Governance

The Board of Directors is committed to achieving high standards of governance. In 2014 the Directors worked towards full compliance with the Governance Code for Community and Voluntary Organisations in Ireland. Following a verification interview, Headstrong was added to the list of organisations that are fully compliant with the Governance Code for Community and Voluntary Organisations in Ireland, in January 2015.

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The organisation is governed by a Board of Directors who work in a voluntary capacity. Directors do not receive any remuneration in respect of their services to the charity. Expenses are reimbursed where claimed. There have been no contracts or arrangements entered into during the financial year in which a Directors was materially interested or which were significant in relation to the charity's activities.

The Board of Directors meet six times per year. There are four formal subcommittees of the Board which comprise of Board Directors and one external member. The four subcommittees are:

- Finance
- HR and Governance
- Quality and Safety
- Audit

The Board Subcommittees and membership at 31st December 2015 is as follows:

<p>Audit Aoife Geraghty (Chair) Pat O'Hara Eamonn Gaffney John Chambers (external subcommittee member) YAP member in attendance</p>	<p>Finance Greg Sparks (Chair) Dr. Tony Crooks Aoife Geraghty Graham Law (external subcommittee member) YAP member in attendance</p>
<p>HR & Governance Joe Horan (Chair) – retired 22.07.15 Dr. Patricia O' Hara (Chair) – appointed 22.07.15 Orlagh O' Loughlen resigned 29.01.2016 Ruth D'Alton – (external subcommittee member) appointed 05.11.15 YAP member in attendance as appropriate</p>	<p>Quality and Safety Orlagh O'Loughlen (Chair) Resigned 29.01.2016 Dr. Ian Daly Emma Farrell YAP member in attendance</p>

Directors

The following Director resigned at the AGM and was re-elected: Patricia O' Hara

The following Director retired at the AGM: Joe Horan

Danuta Gray resigned from the Board on 20th May 2015. Orlagh O'Loughlen and Ian Daly resigned on 29.01.2016. Our gratitude is extended to Danuta, Joe, Orlagh and Ian for their dedicated service as Directors of Headstrong.

Board of Directors and Subcommittee Meeting Attendance - 2015

Board Director	Meetings Attended (Eligible meetings in 2015)	Subcommittee Meetings Attended (Eligible Meetings in 2015)
		committee Meetings Attended (Eligible Meetings in 2015)
Sheelah Ryan (Chairperson)	5 (6)	N/A
Tony Crooks (Vice Chairperson)	6 (6)	4 (5) Finance
Greg Sparks (Treasurer)	3 (6)	5 (5) Finance
Pat O'Hara	6 (6)	5 (5) HR & Governance 3 (3) Audit
Danuta Gray	1 (2)	N/A
Joe Horan	3 (4)	2 (3) HR & Governance
Ian Daly	2 (6)	2 (2) Quality & Safety
Eamonn Gaffney	5 (6)	2 (3) Audit
Orlagh O'Loughlen	1 (5) *maternity leave	4 (5) HR & Governance 2 (2) Quality & Safety
Emma Farrell	5 (6)	2 (2) Quality & Safety
Aoife Geraghty	6 (6)	4 (5) Finance 3 (3) Audit
Martina Moloney	2 (2)	N/A
<i>Patrick Mathews (YAP in attendance)</i>	3 (3)	
<i>Amy Robinson (YAP in attendance)</i>	4 (5)	
<i>Jordan Byrne (YAP in attendance)</i>	1 (1)	
<i>Amelia Marley (YAP in attendance)</i>	1 (1)	

The Board of Headstrong has reserved responsibility which is exercised through the Board sub-committees who have agreed terms of reference.

The Board Chair is an ex-officio member of the Board sub-committees but will only attend the Audit sub-committee by invitation.

In addition the Board has the following matters specifically reserved to it for its decision

- significant acquisitions, disposals and assets of the body;
all acquisitions must be line with board approved annual budgets. Prior advance, individual and specific board approval is required for;
 - Any capital acquisition over €10,000
 - Any long term financial commitments (beyond one year)
 - Any borrowings facility
- major investments and capital projects, delegated authority levels, treasury policy and risk management policies;
- approval of terms of major contracts;
- approval of annual budgets and corporate plans;
- production of annual reports and accounts;
- appointment, remuneration and assessment of performance of the CEO;

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- amendments to pension benefits of the CEO and staff.

The CEO has the delegated authority to sign all HR contracts, legal documents and funding contracts.

For a small number of the local Jigsaw services Headstrong works with Fiscal Agents, local community organisations who act as employers and financial administrators for the local Jigsaw project. In these cases Headstrong provides funding to these organisations related to the costs of the Jigsaw project based on annual budgets set by Headstrong. Where Fiscal Agents are in place fundraising and accounting for fundraising money is the responsibility of the Fiscal Agent and the fiscal agent reports to Headstrong on income and expenditure related to fundraising and funding from Headstrong. In addition to Fiscal Agents, Headstrong works closely with the local Health Service Executive and County Councils who may allocate personnel and other resources to a local Jigsaw service.

Selection and induction of Directors

The HR and Governance Board Subcommittee conduct a skills audit of Board Directors from time to time. Arising from this the Board and CEO will seek to recruit new Directors to match the skills needed on the Board. Skills deficits might arise from the resignation or retirement of a Director or a new area of expertise required may be identified. The names of all potential new Directors are brought to the Board for approval. New Board Directors meet with the Chair, CEO in the first instance. The Chief Operations Officer meets with new Directors to provide them with a practical orientation to the organisation and to ensure that all Companies Registration Office obligations are met. A Board induction pack has been prepared for the information of new Directors. Directors are invited to attend the first day of the induction programme for new staff that is held four times per year.

Management

The organisation is managed by a Senior Management Team, headed by the CEO and comprising of the leads of Jigsaw Services, Clinical Governance Operations and Finance. In 2015 a regional management structure was developed to provide greater support to local Jigsaw services as they develop.

Setting the pay and remuneration of the charity's key management personnel

Headstrong uses HSE, public service pay scales and pay ranges within the charity sector as a reference in setting salaries for employees.

In 2015 Headstrong undertook a comprehensive remuneration benchmarking review. We carried out a review among a number of comparative organisations who have like roles in terms of job size and complexity. We examined pay and terms and conditions such as annual leave and working hours and a range of benefits e.g. pension, Continued Professional Development and payment of professional membership fees. The HR & Governance Subcommittee was satisfied that Headstrong's remuneration is in line with comparable organisations.

OBJECTIVES AND ACTIVITIES

Headstrong's mission is to change how Ireland thinks about young people's mental health, to improve mental health outcomes for young people aged 12-25. We do this by listening to young people, changing how we provide services that reach out to them, and changing how we view, talk about and support mental health as a society. In order to provide services that meet the needs of young people, Headstrong involve young people, in the design, delivery and review of our three programmes. The main activities undertaken to further the purpose of the company are three inter-related programmes: (i) Research, (ii) Engagement and (iii) *Jigsaw* Services.

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In 2015 Headstrong continued its work to improve mental health and wellbeing outcomes for young people, through services and supports and to change how we think about and support young people's mental health in Ireland.

Mental health needs of young people

Headstrong was established in 2006 in response to growing national concern that the mental health needs of young people in Ireland were being poorly served. Youth suicide and self-harm statistics were causing increasing alarm across the country. And for every family devastated by suicide, there are thousands of other young people suffering in anguished silence, whose pain never becomes a national statistic, but which is just as real for them and their families. Mental health is the number one health issue for young people. A significant amount of research has revealed that the onset of mental health disorders peaks during adolescent and early adult years - 75% of mental disorders emerge before the age of 24. In addition, studies have shown that young people who experience mental health difficulties are unlikely to look for help. Suicide rates among Irish young people aged 15-19 years in 2010 were fourth highest among 31 European countries and lie above the OECD average. It is important to realise that the often quoted 'one in four' young people experiencing mental health problems does not represent a fixed group. It does not imply that the same 'one' of the five young people will always experience these problems and that the other four will not. At some point in their journey into adulthood, many (if not most) young people will experience challenging emotional difficulties.

Key findings from the My World Survey (conducted by Headstrong and UCD in 2012 with 14,306 participants) showed:

- 8% of adolescents and 14% of young adults experience severe/very severe depressive symptoms, and an additional 22% of adolescents and 26% of young adults experience mild to moderate depression.
- 11% of adolescents and 14% of young adults experience severe/very severe anxiety symptoms, and an additional 21% of adolescents and 23% of young adults experience mild to moderate anxiety.
- 21% of young adults report that at some point in the last year they have engaged in deliberate self-harm.
- Despite these significant needs, when asked about available supports, 16% of adolescents and 18% of young adults reported having little adult support.
- Talking about mental health issues has been associated with lower rates of suicide attempts, self-harm, suicidal thoughts and psychological distress among young people in Ireland. However just two-thirds of young people talk about these issues.

Health Ireland estimates that the economic cost of mental health problems in Ireland is €11 billion per year, this is compared to their estimated annual economic cost of obesity of approximately €1.13 billion¹. Investing in Prevention and Early Intervention for Youth Mental Health can improve mental health outcomes and can reduce the costs of mental health.

Headstrong published its foundation document *Somewhere to turn to, Someone to talk to* in 2009 introducing Jigsaw, as a model for systemic change, shaped by the finest examples of best-practice in youth mental health that could be found around the world.

The Jigsaw programme focuses on Prevention and Early Intervention in mental health, to catch mental health issues in the early stages with an aim of supporting young people with emerging to mild mental health issues to assist them to develop coping skills and resilience that will equip them

¹ HEALTHY IRELAND - A FRAMEWORK FOR IMPROVED HEALTH AND WELLBEING 2013 – 2025.

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to deal with future challenges to their mental health. Jigsaw also works with other mental health services that provide mental health supports for young people with more severe mental health needs, so young people get support quickly regardless of their level of need.

Though the programmes of Research, Engagement and Jigsaw, Headstrong aims to improve mental health outcomes for young people through direct services and by developing mental health supportive communities. We strive for an Ireland where young people are connected to their community and have the resilience to face challenges to their mental health. This furthers the main objects of the company by preserving and protecting of mental health of young people in Ireland.

ACHIEVEMENTS AND PERFORMANCE

The longer term objectives of Headstrong's three programmes and the progress made in 2015 are:

JIGSAW SERVICES

Following a review of international evidence based practice, Headstrong created the Jigsaw programme - a new model of Youth Mental Health designed to help young people, aged 12-25, achieve better mental health and wellbeing.

The longer term objectives of Jigsaw services are –

- To improve mental health outcomes for young people.
- To have prevention and early intervention Jigsaw services available to all young people in Ireland, within a reasonable distance of where they live, with young people involved in decision making.
- To develop a community response to Youth Mental Health where all members of the community have a role in supporting their young people's mental health.

Progress made in 2015 towards these longer term objectives included:

- Increased number of young people supported in the network of ten local Jigsaw services with high quality outcomes.
- Increased resources for youth engagement across the Jigsaw network to support young people's involvement in Jigsaw.
- Testing and developing of innovative responses to Youth Mental Health including the roll out of peer education, help-seeking in schools project and the expansion of the Jigsaw Meath Schools project.
- Training of large numbers of others who work or volunteer with young people and the general community to increase their capacity to support young people with mental health issues.
- Working with statutory and other mental health services and structures to enhance mental health supports for young people, from emerging to severe mental health needs.

The majority of the organisations resources are spent on the Jigsaw programme (93%). This reflects the level of resources required to support and deliver direct services to young people across the country. The costs of the research programme can vary year on year, related to years in which the My World Survey is conducted. While the relative expenditure on the Research and Engagement Programmes are low, they are essential elements to achieve the organisations aims and objectives and are equally valued by the organisation.

Jigsaw operates at four levels:

1. **Jigsaw Hub** – providing direct Prevention and early Intervention mental health services to young people. Where a young person engages with Jigsaw and has a higher level of need

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than Jigsaw can support, we work with statutory and other service providers to get the young person the right level of support as quickly as possible.

2. **Capacity building** - developing the capacity of others, who work or volunteer with young people, to provide early intervention mental health supports to the young people they engage with through their work or volunteering. This involves training and developing a network where those training can link back to the Jigsaw hub.
3. **System Strengthening Activities** - Jigsaw as a systems change model works with statutory services and other systems and services that impact on young people to improve responsiveness to the needs of young people and to make the mental health systems young people engage with easier to access.
4. **Community Awareness** - working broadly with concerned parents, teachers and anyone invested in the welfare of young people, to help them understand mental health and to realise what a key role they play in the lives of *'their'* young people as a One Good Adult.

In 2015, Headstrong and the Jigsaw services network (in counties Galway, Roscommon, Meath, Kerry, Offaly and Donegal and in Dublin in Tallaght, Clondalkin, Dublin 15 and North Fingal) worked to increase the number of young people supported through Jigsaw to achieve better mental health outcomes and to develop a community network of relevant supports for young people.

In addition to resources from Headstrong, local partners, led by the HSE and County Councils, contribute to the resources required in running the local Jigsaw projects. These local resources are essential for the continued delivery of the network of 10 Jigsaw projects and reflect a true partnership way of working. Headstrong continues to work closely with the local HSE in all project areas. Through 2014 and into 2015 we increased the number of staff working in each local Jigsaw service to increase our ability to meet the high demand for Jigsaw direct supports.

Since 2014 in Jigsaw Meath, with the local Education and Training Board, the organisation co-resources a schools coordinator to continue and grow the work of Jigsaw in schools in Meath. In 2015 the Jigsaw Meath schools project has continued to extend the project from four schools in the initial demonstration project to all 21 post-primary schools now involved. The work to support this project involves: preparing a bank of resources for schools, data collation, supporting schools in cluster groups and individually to inform, review and assist in establishing the project in the schools and assist in the training workshop for the student participation on the schools committee. This project is supported by a local steering committee, representing education and mental health.

Following the development and testing of a peer education training programme in 2014, in partnership with Jigsaw Dublin 15 in 2015, thirty peer educators, aged 15 to 17 years, were selected from five schools in the Dublin 15 area to deliver *Its Time to Start Talking*, a forty minute workshop. Peer educators were trained to deliver the workshop, the objectives of which are to promote positive attitudes to mental health and to help-seeking by encouraging young people to talk to someone they trust when feeling worried or down. As part of the pilot programme, 33 workshops were delivered to over 1,000 young people. An evaluation of the programme found significant changes in participants' mental health knowledge and beliefs about help-seeking, with overall findings suggesting that participation in the programme is enjoyable and beneficial for young people. The programme will be rolled out to additional local Jigsaw services in 2016. An evaluation of the participation in this training programme was prepared in 2015 and in 2016 will be published in the *Advances in School Mental Health Promotion* journal.

Local Jigsaw services are working to develop the local connections with the Children and Young Peoples Services Committees (CYPSC). There CYPSC across the country are at different stages of

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development. This work further develops our goal of influencing and shaping national policy rollout and local service systems. Jigsaw is represented within the CYPSC structure in seven committees. Headstrong provides central programme support to all Jigsaw projects including clinical governance, quality assurance, fidelity management, evaluation, education and training, project management, and communications, finance, HR, IT and facilities functions.

Further Jigsaw projects development

In order to achieve national coverage of Jigsaw, future development of further projects is needed. We believe every community deserves a Jigsaw. In 2015 we continued to seek the support and resources to enable us to develop future Jigsaw projects. In 2015 the HSE committed to supporting Headstrong to develop three new Jigsaw projects in Dublin City, Cork and in early 2016 Limerick. Due to the significant population of Dublin City and Cork these projects will be larger than the other existing Jigsaw projects.

This is a very welcome growth in the Jigsaw network. However, there are other numerous requests for a Jigsaw service from communities around Ireland. Headstrong continues to work to secure additional funding from many sources to be able to grow Jigsaw to a national network where that every young person in Ireland can reasonably access mental health supports in a local Jigsaw service.

Headstogether - Help seeking in schools (for substance misuse related to mental health)

In 2015 with the support of a donor, Headstrong developed “Headstogether”, a prevention and early –intervention, school-based initiative aimed at promoting help-seeking for mental health and substance use issues among post-primary students. The Headstogether programme involved training for teachers, guidance counsellors and school support staff on understanding Youth Mental Health, the impact of substance use on Youth Mental Health and how to encourage students to seek help in times of distress. The core focus for the Headstogether programme was promoting a ‘whole-school approach’ to help-seeking for students, staff and parents. This programme was delivered across five schools in Dublin 15 and four schools in County Meath with 592 students engaged in the programme. As part of the implementation, six individual parent sessions were also delivered across the nine schools to highlight the importance of young people having “One Good Adult” in their lives. The programme was developed and delivered in collaboration with the Youth Advisory Panel and supported by a National Advisory Group comprised of key educational representatives. The programme evaluation indicated significant levels of positive student engagement but also the relevance of such topics being introduced into the school curriculum as reported by teachers. It was a welcomed approach by students, teachers and schools in building the capacity of the school to further support the mental health and wellbeing of students.

Support for innovation in our work, to respond to the changing issues that impact on young people’s mental health, is key to ensuring the support offered is relevant to the experiences and challenges of young people and provides an appropriate response to their mental health needs.

Training and events

Headstrong, with the support of the Jigsaw projects, has developed a range of training programmes. Training and talks in Jigsaw communities are for those in the community who engage with young people in their work (Capacity building) and for parents and community members and young people themselves (community awareness). These vary in length from talks that are a 40 minute 2nd level school class to a full days training.

In 2015 there were 325 training events attended by more than 13,700 people delivered in Jigsaw communities by Headstrong and Jigsaw staff. We began capturing data on our training programmes in 2012. Between 2012 and 2015, a total of **1,070** workshops have been delivered, and these were attended by **42,945** individuals from a diverse range of backgrounds. We want communities to see

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young people as “our young people” and to understand how they can be a One Good Adult in a young person’s life. Part of this training relates to adults paying attention to their own mental health needs so they can be a support to others.

We evaluated the capacity building training conducted from October 2012 to March 2015 and found that participants reported a greater understanding of Youth Mental Health and the issues facing young people, an increased ability to identify the signs of mental health difficulty and a deeper understanding of help-seeking patterns amongst young people. Participants also reported a strengthening in their confidence and ability to respond to young people experiencing mental health difficulties. Findings also revealed that participants reported a greater understanding of the importance of resilience and how to build resilience in young people and expressed an increased awareness of the role they can play as supportive adults in young people’s lives. Through this training we are developing stronger and more supportive communities who are interested in and equipped to support “our” young people.

What Jigsaw has delivered in the 10 communities:

Since the first Jigsaw service opened its doors in December 2008 to December 2015 Jigsaw has supported 13,521 young people, with 4,101 young people supported in 2015. There is a year on year increase in the numbers supported in line with the growth in the number of Jigsaw services around the country and increased staffing in these services. The 2015 figures represents a 25% increase on the number supported in 2014 and is related to the investment in increased staffing in local Jigsaw services.

One of the unique features of Jigsaw as an accessible Youth Mental Health service is that young people do not need a referral to Jigsaw from a medical professional. In 2015, young people came to Jigsaw primarily through referrals from their parents (36%), themselves (23%), their GP (12%) and secondary school (8%). Many others who engage with young people through other services refer young people to Jigsaw for mental health support. Only 8.4% of young people scheduled for a Jigsaw appointment did not attend, which demonstrates a high level of engagement of young people with Jigsaw. Supports were provided to young people aged 12- 25 with 41% males and the majority aged 15 to 19 years (60%).

Not all young people are supported by Jigsaw in the same way, as their needs are different. Some young people were seeking information or met briefly with a clinical support worker (19%). Others engaged in brief intervention support where they set goals and worked on a specific problem over a period of two to six sessions (49%). In line with Jigsaw’s inter-agency approach, much of the work was done in consultation with parents, youth workers, and other youth and mental health support services (31%). This split of the type of services provided though Jigsaw has remained broadly consistent over the last three years.

The most common difficulties that young people presented to Jigsaw with were: anxiety, low mood, stress, anger, and sleep changes/issues. Often young people present with more than one issue, reflecting the complex and interrelated nature of mental health difficulties. Factors which commonly contribute to these presenting issues include relationship difficulties, family breakdown, bullying, exam stress, financial pressures, isolation and peer pressure.

RESEARCH & EVALUATION

Headstrong is committed to conducting research to improve our understanding of all aspects of mental health and wellbeing among young people. We use and share our research with the aim of influencing change and improvements in systems that impact on young people’s mental health.

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To ensure that the Jigsaw programme is effectively meeting the mental health needs of young people, we also conduct ongoing, rigorous evaluation and use that information to make sure Jigsaw is working as it should.

There is a research management advisory group, involving the board of Directors, staff, YAP and external research advisors who work on developing and reviewing the research and evaluation strategy across the organisation.

We constantly disseminate our research and evaluation findings through journal articles, conference presentations, reports, community talks and the media.

The longer term objectives of Research are –

- To understand the context of young people’s lives and the risk and supportive factors to their mental health and to ensure on an ongoing basis that we have evidence base underpinning our systems and services.
- To increase the evidence related to Youth Mental Health in Ireland and internationally.
- To build the evidence base for the Jigsaw programme as an early intervention and prevention in Youth Mental Health service.

Progress made in 2015 towards these longer term objectives included:

- Youth Mental Health research conducted by those in receipt of bursaries from Headstrong for the academic year 2014/2015.
- Data gathered and analysed from Jigsaw services.
- Academic publications, conferences and presentation, nationally and internationally on the mental health needs of young people and the impact of Jigsaw services.

Evaluation & data collection

All Jigsaw projects use a Jigsaw online data collection and case management system. This system facilitates electronic case management data collection for local Jigsaw projects. The data is collated centrally across all of the projects and along with the Jigsaw Satisfaction Surveys, and other evaluation tools, it enables Headstrong to conduct comprehensive quantitative and qualitative evaluation of the entire Jigsaw Programme. All Jigsaw projects have participated in Headstrong's on-going evaluation from their establishment.

Summary infographics are available on the Headstrong website (www.headstrong.ie). This provides real time information on the Jigsaw service, including number of young people supported, their presenting issues and demographic information.

We ask young people who engage with Jigsaw Brief Intervention supports, of up to six one-to-one sessions, to complete a Jigsaw Satisfaction Survey on a voluntary basis. This anonymous survey is also available on the website, should young people prefer to fill it out online. As this is voluntary, the response rates in general are quite low. Of the young people who do respond, 97% said they would recommend Jigsaw to a friend and 97% were satisfied with the quality of the support they received. In this survey, we also allow for comments and ask “*what did you like about Jigsaw ?*” and “*what could we do better ?*” . The feedback provided by young people is then used to inform the service, so that Jigsaw responds to the needs of young people.

The **CORE** Questionnaire (Clinical Outcomes Routine Evaluation) was introduced into the Jigsaw case management system in 2013. It is an internationally recognised measure of psychological distress and is used with young people engaging with Jigsaw for brief intervention at the initial and final session and tracks changes in psychological distress over time for young people receiving support in

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the Jigsaw Hub. Our findings indicate that young people present to Jigsaw with high levels of psychological distress, and report significantly reduced distress when they complete their Jigsaw support. In 2015, 62% of 11-16 year olds (YP-CORE) achieved a reliable improvement in psychological distress pre/post intervention and 80% of 17-25 year olds achieved a reliable improvement in distress pre/post intervention (CORE-10). What this tells us is that the needs of young people are high, young people with emerging mental health issues are experiencing high levels of psychological distress and that Jigsaw works for these young people – on completion of a brief intervention in Jigsaw their levels of distress are significantly reduced. We have disseminated these findings in the International Journal of Methods in Psychiatric Research published in January 2016 and through presentations at conferences.

Each young person who engages with Jigsaw for brief therapeutic support is encouraged to identify goals which they would like to work on during the course of their engagement with Jigsaw. This is essential in providing a tangible focus for their intervention and enables them to monitor progress towards their goals, providing them with a sense of accomplishment and/or satisfaction when goals are achieved. The Goal Attainment Scale is used to measure progress towards the achievement of goals and figures indicate that a significant majority of young people engaging with Jigsaw attain their goals.

Through evaluation, the evidence base for the Jigsaw programme is growing. In 2015, Headstrong produced and submitted three research papers to academic journals including the Journal of Mental Health, Early Intervention in Psychiatry and the Irish Journal of Psychological Medicine related to youth engagement, latent class analysis and using recent data from the Jigsaw services to show its effectiveness in addressing mental health needs among young people.

These studies provide emerging evidence that Jigsaw is an accessible and effective service which plays a key role in the continuum of mental health care for young people in Ireland and demonstrates that the mental health needs of young people in Ireland are both significant and diverse. These peer-reviewed academic publications showcase the effectiveness and impact of Jigsaw as a brief and early intervention service.

Research Bursaries

In 2014 Headstrong introduced research bursaries to support research being undertaken in Youth Mental Health, to extend Headstrong's research and to create links with academic institutions across Ireland (including University of Limerick, University College Dublin, NUI Galway and the Royal College of Surgeons in Ireland) involved in the training of psychiatrists and clinical psychologists. We awarded five bursaries in 2014 and the students worked during the academic year 2014/2015 on topics such as: a) evaluating Jigsaw; b) understanding emotional processing in adolescents; c) evaluating a school based alcohol assessment programme; d) attitudes of GPs towards young people self-harming and e) understanding the risk of transition to serious mental health concerns. In 2015 one further research bursary was awarded to a UCD student who investigated reducing social anxiety among teenagers through training them to better recognise emotions. It is planned that future bursaries will support other health and social care disciplines.

A research event, in early 2016 brought together the research bursary awardees, academics and Headstrong's Research and Evaluation team to share the learning from the research undertaken and consider the learnings and implications for the Youth Mental Health sector and Jigsaw in particular.

My World Survey

The My World Survey research (Ireland's first comprehensive national database of Youth Mental Health represents the in-depth responses of 14,306 young people aged 12-25) was conducted by the UCD School of Psychology in conjunction with Headstrong and published in 2012.

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This research has been used widely by Headstrong. It also has been used by others to inform Government policy related to Youth Mental Health (Connecting for Life, Better Outcomes, Brighter Futures and Healthy Ireland).

In 2015 planning began for the 2nd roll out of the My World survey, which aims to source funding in 2016, collect data in 2016/2107 and to publish the results from the 2nd survey in 2017. This represents a five year interval since it was first launched in May 2012.

ENGAGEMENT

Engagement is a crucial pillar of Headstrong's work to change how Ireland thinks about young people's mental health.

The longer term objectives of Engagement are –

- To change attitudes to Youth Mental Health in Ireland from one of stigma to one of openness.
- To increase the nature of family and community supports available to young people for their mental health.
- To support the emerging voices of young people and to support these young people as they shape the debate and influence mental health policy.

Progress made in 2015 towards these longer term objectives included:

- Communication by young people about their mental health online and through the media.
- Supporting young people to contribute to the national and international conversation on Youth Mental Health.
- Increased engagement of young people in Headstrong's governance.
- Training of community members in Jigsaw communities to empower community members to provide meaningful support to their young people.
- Involvement in Irish policy formation related to Youth and Mental Health.

Headstrong established a Youth Advisory Panel (YAP) in 2006 and an Adult Advisory Panel (AAP) in 2011. The AAP advise on the challenges that parents/guardians encounter in supporting young people's mental health. The YAP continued to work with Headstrong to reduce the stigma that surrounds mental health and to identify issues that impact on young people's mental health. YAP members also speak at public fora, nationally and internationally, on mental health issues for young people and the importance of young people's involvement in decision making in systems and services that impact on them. They continued to work alongside many national voluntary and statutory agencies to strengthen the voice of young people in decision making. YAP support the work of the organisation and are involved in fundraising and play a key role in our communications to speak to young people and adults on the experiences of young people. Two nominated members of the YAP attend Headstrong Board meetings and in 2015 YAP engagement with the board was extended to include YAPs members on board subcommittees.

Youth participation is a guiding principle of Headstrong's work and is a central feature of the design and planning of all Jigsaw projects. Each Jigsaw project has a local Youth Advisory Panel and there are representatives from local Jigsaw YAPs on the national Headstrong YAP. In 2015 the YAP continued its work to strengthen the links between the 10 local Jigsaw YAPs and the Headstrong YAP and in the summer convened their third annual Youth Learning Network where all 10 local Jigsaw YAPs and the Headstrong YAP came together to share learning and plan for a closer working relationship in the future. The 2015 Youth Learning Network was organised and project managed by the YAP themselves.

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Through our communications, we work with the YAP, ambassadors and the media to bring the conversation about mental health into the open. We use online communications and social media to reach young people and adults.

Headstrong is working in Ireland to promote Youth Mental Health and we participate, as requested, in the development of Government policy. The Founding Director is a Ministerial nominee to the advisory council of the Better Outcomes, Brighter Futures - The National Policy Framework for Children and Young People (2014-2020) and was a member of the Strategic Planning Oversight Group for the new national suicide prevention strategy – Connecting for Life.

Headstrong continues to advocate at an international level as a founding member of the International Association of Youth Mental Health and the staff and Youth Advisory Panel presented at the bi-annual conference in Montreal, Canada in October 2015.

MEASURING PERFORMANCE

Headstrong work to a three year business plan, developed with Board of Directors, Youth Advisory Panel, staff and stakeholder input. The current three year plan covers the period 2015 -2017. An annual plan, based on the three year plan is prepared and within that Key Performance Indicators are laid out. We use an online data collection system to collect data from the local Jigsaw services and this information is used to monitor achievement of KPIs by local Jigsaw projects and Headstrong. These KPIs include quantitative measures as well as quality measures. Progress is measured by reference to the annual plan objectives and KPIs.

PREMISES

Headstrong lease an office premises at 16 Westland Square, Dublin 2. This lease runs until December 2017. Headstrong also lease premises at: A1 Edward Court, Tralee Co. Kerry (Jigsaw Kerry) until September 2016, 1 George's Square, Balbriggan, Co. Dublin (Jigsaw North Fingal) until June 2020 and Primary Care Centre, Golf Links Road, Roscommon, (Jigsaw Roscommon) on a month to month basis.

The remaining Jigsaw projects are located in premises that are either given pro/low bono in local communities or where the lease is held by another local organisation working with Headstrong to deliver Jigsaw in their community. The support of local County Councils in providing premises is greatly appreciated and is seen as an essential part of a local Jigsaw service.

FINANCIAL REVIEW

In 2015 Headstrong received, in line with the growing network of Jigsaw services, increased HSE funding of €4,000,000 under a Service Level Agreement with National Mental Health Directorate to support the Jigsaw programme, with 10 local projects. This represented an increase on previous levels of funding, related to an agreement to increase resources in local Jigsaw services to better meet the demand for Jigsaw. The previous philanthropic funder of the organisation, the One Foundation and Atlantic philanthropies have both ended. In addition to these national funding allocations, the local HSE in Galway & Donegal and to a lesser extent in Meath, provide additional resources key to delivering Jigsaw in these communities. These local HSE contributions are valued at €1.4m and are reflected in the Statement of Financial Activity. We continue to work with the HSE to secure sufficient funding to meet the costs to deliver the Jigsaw programme and Headstrong is heavily dependent on HSE funding for the continued delivery of Jigsaw Youth Mental Health services.

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The HSE annual National Service Plan for 2015, for the first time mentioned Jigsaw in the chapter on Mental Health Services under the section 'Key priorities with actions to deliver in 2015'. The reference to Jigsaw states '*Continue JIGSAW services nationally within available resources*'.

This significant support and endorsement of Jigsaw in the HSE service plan and through funding from HSE Mental Health, and Primary Care at local and national levels is highly valued and appreciated by Headstrong.

At the end of 2014 our corporate sponsorship from O2 concluded. In 2015 Headstrong continued to work to increase fundraising from the general public, aware of the loss of significant philanthropic and corporate funding. However, the impact of not filling the senior fundraising position in the organisation is clear in the lack of growth of fundraising income. Developing fundraising is critical to increasing sustainable and diverse income streams to support Headstrong's continued work.

Headstrong received pro-bono support for professional services. Individual supporters of Headstrong made donations and many supporters organised fundraising events on our behalf.

Headstrong is grateful to all donors and fundraisers for their generous support, which helps the organisation to develop high quality and innovative approaches which empower communities to support young people in Ireland aged 12-25 to achieve better mental health and wellbeing.

RESERVES POLICY

The Board of Directors has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be maintained at 13 weeks of the expenditure to meet the working capital requirements of the charity

Designated reserves

In addition to the general reserves policy, the Directors have agreed to designate a reserve from the general reserve related to the cost of non HSE funded Jigsaw work for a 12 month period. This is done in light of significant reductions in unrestricted income from philanthropy and corporate donations, and to allow for the development of fundraising to increase unrestricted funds to implement ongoing Research and Engagement programmes and to support innovations. The allocation to a designated reserve is reviewed by the Directors on an annual basis.

At the end of 2015 Headstrong had restricted reserves of €653,718, designated reserves of €1,250,000 and unrestricted reserves of €1,851,804. If the levels of reserves fall below the level required by the Headstrong reserves policy, the Directors will consider what actions need to be taken. The Directors acknowledge that in order to continue to maintain an appropriate level of reserves in line with the policy that fundraising income must increase in the coming years.

FUTURE DEVELOPMENTS

Headstrong will build on the substantial work done to date to consolidate the 10 Jigsaw projects to develop the range of supports and services in communities for Youth Mental Health and increase the impact of Jigsaw on individual young people and their communities, through direct services and working with others in the service system, including the HSE, the County Councils and the Children and Young People Services Committees.

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In 2016 a further three Jigsaw projects will be developed in Dublin City, Cork and Limerick. In these new projects, and in the existing 10 projects, the support of national and local HSE resourcing and local County Councils to provide premises for the Jigsaw hub is crucial for the financial sustainability of Jigsaw.

Headstrong will continue to seek appropriate levels of funding to meet the costs of the existing 10 Jigsaw services, the three new services in development as well as to develop further Jigsaw projects to provide Youth Mental Health supports for all of Ireland's young people aged 12-25. Headstrong will continue to provide support, albeit in a limited way, to other communities interested in developing Jigsaw projects to meet the mental health needs of young people in their communities.

The development of the Jigsaw Meath schools project and the help seeking project in schools will continue in 2016 and consideration will be given to how best to consider schools generally in the development of Youth Mental Health supports.

Headstrong will build on its research agenda by analysing and publicising further thematic analysis of the data collected through the Jigsaw Data System to understand better the mental health experiences of young people and the impact Jigsaw is making on Youth Mental Health. The My World Survey research will be conducted again (five years after the first survey) with the data collection starting in 2016. In addition we will work with those students receiving bursaries to develop a Youth Mental Health research network across third level institutions in Ireland.

Headstrong will develop its Engagement work to change how we think about Youth Mental Health. This will be done with a focus on the Youth Advisory Panels and working with other organisations and individuals committed to changing attitudes to mental health. Headstrong will celebrate its 10th anniversary in 2016 and will use this as an opportunity to engage with the public to change how people think about Youth Mental Health.

Headstrong will continue its work to secure diverse and sustainable funding streams and to grow fundraising and acknowledge that sustainable national HSE funding as well as other income streams are essential developments.

PRINCIPAL RISKS AND UNCERTAINTIES

Headstrong is reliant on grants from Government and donations from the public to have sufficient funding to deliver its work. With the loss of significant philanthropic and corporate funding, Headstrong will need to increase both statutory funding and fundraising from the public. Funding from the HSE is critical to the ongoing operation of the Jigsaw programme and represents 93% of Headstrong's total income in 2015 (2014 73%).

The success of Headstrong's Jigsaw programme is dependent on the local partnerships that are established and the commitment to work together and to allocate resources to local Jigsaw projects. Many of the local partner organisations are arms of statutory services or are already either directly state funded or receive significant state grants, therefore the success of the Jigsaw Programme is subject to continued Government funding to the relevant agencies, community and voluntary sector groups.

External factors impact on the organisation's ability to deliver its work. Funding remains a key determinant of the achievements and developments of the organisation's work. Government policy

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related to young people and mental health also impacts on the organisation's work. In recent years there are a number of policy documents related to Youth Mental Health that are relevant, namely

- A Vision For Change 2006.
- Better Outcomes, Brighter Futures - The National Policy Framework for Children and Young People 2014-2020.
- Connecting for Life - Ireland's National Strategy to Reduce Suicide 2015 -2020.
- Healthy Ireland - A Framework for improved health and well-being 2013-2025.

The organisation's work is aligned to these policies, in particular related to inter-agency and inter-departmental approaches, a focus on prevention and early intervention and improving health and wellbeing outcomes for all young people.

While in general the organisation has been able to recruit suitably qualified and experienced staff to fill vacant positions, in 2015 we were unsuccessful in recruiting a senior fundraiser and a number of clinical positions in some geographical areas. This has impacted on the services provided in some local Jigsaw areas and has affected our plans to grow fundraising income.

RESULTS FOR THE YEAR AND STATE OF AFFAIRS AT 31ST DECEMBER 2015

The Statement of Financial Activity and Balance Sheet for the year ended 31st December 2015 are set out on pages 26 and 27.

EVENTS AFTER THE BALANCE SHEET DATE

The HSE Mental Health Directorate confirmed funding from their Directorate of €4,000,000 for 2016, to support the existing t10 Jigsaw projects. At the launch of the HSE service plan, the existing 10 Jigsaw projects were referenced and the addition of two further Jigsaw projects in Dublin City and Cork was confirmed. A further Jigsaw project in 2016 in Limerick was announced in early 2016. In addition local HSE resources to support Jigsaw projects in Galway and Donegal will remain in place at 2015 levels of approx. €1.4m.

HEALTH & SAFETY

It is the policy of the Company to ensure the health and welfare of its employees by maintaining a safe place and system in which to work. The wellbeing of the company's employees is safeguarded through the strict adherence to health and safety standards. The Company has taken the necessary action to ensure compliance with the Safety, Health and Welfare at Work Act, 2005.

ACCOUNTING RECORDS

The Directors acknowledge their responsibility under Section 281 to 285 of the Companies Act 2014 with regard to the keep adequate accounting records for the company. In order to comply with the requirement of the act, the company employ financial personnel with appropriate expertise and provide adequate resources to the financial function. The books of account of the company are maintained in their registered office at 16 Westland Square, Pearse Street, Dublin 2.

AUDITORS

In accordance with Section 383 (2) of the Companies Act, 2014, the auditors, GBW have expressed their willingness to continue in office.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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On behalf of the Board



Dr. Tony Crooks
DIRECTOR
DATE 18th May 2016



Greg Sparks
DIRECTOR

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE MEMBERS' FINANCIAL STATEMENTS

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 Companies Act 2014 and accounting standards issued by the Financial Reporting Council including FRS 102, The Financial Reporting Standard applicable in the UK and Ireland (Generally Accepted Accounting Practice in Ireland). 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 to the financial year end and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- observe the methods and principles in the Charities SORP;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, 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 company will continue in business;

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 profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' report 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 company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On Behalf of the Board



Dr. Tony Crooks
DIRECTOR



Greg Sparks
DIRECTOR

DATE 18th May 2016

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LIMITED
FOR THE YEAR ENDED 31 DECEMBER 2015

We have audited the financial statements of National Centre for Youth Mental Health Limited for the year ended 31 December 2015 which comprise the Income and Expenditure account, the Balance Sheet, the Statement of Changes in Equity, Cash Flow Statements and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Association of Chartered Certified Accountants (Generally Accepted Accounting Practice in Ireland) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This 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 the audit 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.

Respective responsibilities of Directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 19, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent misstatements or inconsistencies we consider the implications for our report.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LIMITED
FOR THE YEAR ENDED 31 DECEMBER 2015 (continued)

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2015 and its surplus for the year then ended; and
- **have been properly prepared in accordance with the relevant financial reporting framework** and, in particular, with the requirements of the Companies Act 2014

Matters on which we are required to report by the Companies Act 2014

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the Directors' report is consistent with the financial statements

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions of the Companies Act 2014 which require us to report to you if, in our opinion the disclosures of Directors' remuneration and transactions specified by law are not made.


David Gillett FCCA
For and on behalf of
GBW
Statutory Auditor
Westmoreland House
Westmoreland Park
Ranelagh
Dublin 6

Date: 18th May 2016

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED DECEMBER 31ST, 2015

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

This is the first set of financial statements prepared by National Centre for Youth Mental Health Limited a company limited by guarantee in accordance with accounting standards issued by the Financial Reporting Council, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"). The company transitioned from previously extant Irish and UK GAAP to FRS 102 as at 1 January 2014. An explanation of how transition to FRS 102 has affected the reported financial position and financial performance is given in Note 21. National Centre for Youth Mental Health Limited is a company limited by guarantee and is a public benefit entity incorporated in Ireland with a registered office at 16 Westland Square, Pearse Street, Dublin 2.

The significant accounting policies adopted by the Company and applied consistently are as follows:

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014. The financial statements comply with the financial reporting standards of the Financial Reporting Council and the Companies Act 2014 except for the entity invoking the true and fair view override with regard to the profit and loss and balance sheet formats in Schedule 3 of the Companies Act 2014 as permitted in Section 3.4 of FRS 102 and Section 291 (5) of the Companies Act 2014.

In order for the financial statements to show a true and fair view the Directors have determined the profit and loss format be re-named to an income and expenditure account detailing the income and expenditure by nature. Given that the company is a company limited by guarantee the capital and reserves section of the balance sheet has been adapted accordingly to reflect this fact. The Directors consider that the layout adapted more correctly reflects the nature of entity given that the entity is a not-for-profit organisation which is limited by guarantee. To use the formats set out in Schedule 3 of Companies Act 2014 and Section 4 and 5 of FRS 102 would not result in the financial statements showing information that would allow the entity to show a true and fair view.

The financial statements are prepared in Euro which is the functional currency of the company.

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 specified by the donors or sponsorship programmes binding on the Directors. Such purposes are within the overall aims of the company.

Unrestricted Funds

General Funds represents amounts which are expendable at the discretion of Directors 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.

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Designated Funds

Designated funds are unrestricted funds earmarked by the Directors for particular purposes. The purpose of each designated fund is set out in the notes to the financial statements.

INCOME

All incoming resources are included in the Income and Expenditure Account when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Grants

Grant income from Government agencies, philanthropy and other sundry sources are included in the Financial Statements where entitlement is not conditional on the delivery of a specific performance by the charity, and is recognised when the charity becomes unconditionally entitled to the grant.

Income

Income consisting of donations and other funds generated by voluntary activity are included in the financial statements only when realised or when the ultimate cash realisation of which can be assessed with reasonable certainty.

Donations in kind

Donations in kind are included at their estimated value to the charity in both revenue and expenditure in the year of receipt where this can be quantified and a third party is bearing the cost.

EXPENDITURE

1) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with generating incoming resources for all sources other than undertaking charitable activities. These costs include direct costs of undertaking fundraising activities together with the support costs to enable these activities to be undertaken.
- Expenditure on charitable activities includes the costs in undertaking our work to on the three programme areas of Research, Engagement and Jigsaw services to meet our charitable objectives. These costs include direct costs of undertaking these activities together with the support costs to enable these activities to be undertaken.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

2) Allocation of support costs

Support costs are those 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 cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

3) Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes VAT that is not recoverable, as a registered charity. VAT is reported as part of the expenditure to which it relates.

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STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED DECEMBER 31ST, 2015

Governance costs include those costs associated with meeting the legal and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned based on an estimate of the use of the resource.

TANGIBLE FIXED ASSETS

Property, plant and equipment are recorded at historical cost or deemed cost, less accumulated depreciation and impairment losses. Cost includes prime cost and overheads.

Equipment and fixtures and fittings are stated at cost less accumulated depreciation and accumulated impairment losses.

DEPRECIATION

Depreciation is provided on property, plant and equipment, on a straight-line basis, so as to write off their cost less residual amounts over their estimated useful economic lives.

Depreciation has been calculated to write down the assets at the following rates:

IT Equipment - 33%

Furniture and Fittings - 12.5%

Computer software - 20%

Website development and enhancement costs are expended in the year the costs are incurred.

INTANGIBLE ASSETS

Acquired intangible assets are capitalised at cost and are amortised using the straight-line basis over their useful lives of 5 years.

Intangible assets are 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.

PENSION

The company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the company in an independently administered fund. The annual contributions payable are charged to the profit and loss account in the year in which they fall due.

INTEREST INCOME

Interest received on the company's investments are recorded as income in the year in which they are earned.

TRADE AND OTHER DEBTORS

Trade and other debtors are recognised initially at transaction price (including transaction costs). 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 the provision is the difference between the asset's carrying amount

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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 profit and loss.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand and demand deposits.

TRADE AND OTHER CREDITORS

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

EMPLOYEE BENEFITS

The company provides a range of benefits to employees, including paid holiday arrangements and defined contribution pension plans.

- (i) *Short term benefits*
Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.
- (ii) *Defined contribution pension plans*
The Company operates a defined contribution plan. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate fund. Under defined contribution plans, the company has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

For defined contribution plans, the company pays contributions to privately administered pension plans on a contractual or voluntary basis. The company has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

GOING CONCERN

The financial statements for National Centre for Youth Mental Health Limited have been prepared on a going concern basis.

RESEARCH AND DEVELOPMENT

Research expenditure is written off to the income and expenditure account in the year in which it is incurred.

TAXATION

No charge to 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.

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STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED DECEMBER 31ST, 2015

	Notes	2015			2014
		Restricted	Unrestricted	Total	Total
		€	€	€	€
<u>Incoming Resources</u>					
<u>Donations and Legacies</u>					
HSE		5,423,948	-	5,423,948	3,359,116
Other		73,615	306,359	379,975	1,224,076
Total Donations and Legacies	2	5,497,563	306,359	5,803,923	4,583,192
Income for Charitable Activities	3	-	15,609	15,609	9,344
Income from Investments		-	858	858	7,559
Total Income and Endowments		5,497,563	322,827	5,820,390	4,600,095
<u>Expenditure on</u>					
<u>Charitable Activities</u>					
Jigsaw Service Development	4	4,877,401	302,235	5,179,636	4,104,564
Research		-	75,331	75,331	44,896
Engagement		-	154,421	154,421	210,536
Raising funds	4	-	138,120	138,120	117,340
Total Resources Expended		4,877,401	670,107	5,547,507	4,477,336
Net Movement in funds	13	620,163	(347,280)	272,883	122,759

The Income and excess of Income over expenditure relate to continuing operations as no businesses were acquired or disposed of in 2015 or 2014.

A Separate Statement of Total Recognised Gains and Losses is not required, as all gains or losses have been reflected above.

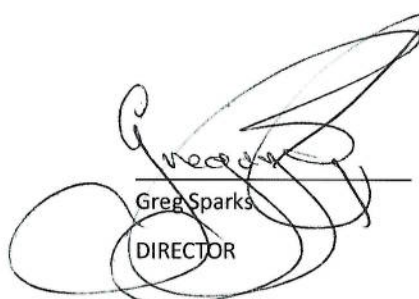
Approved by the Board on 18th May 2016 and signed on its behalf by



Dr. Tony Crooks

DIRECTOR

DATE 18th May 2015



Greg Sparks

DIRECTOR

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

BALANCE SHEET
AT 31ST DECEMBER 2015

	Notes	2015 €	2014 €
ASSETS EMPLOYED			
FIXED ASSETS			
Tangible Assets	9	14,728	18,954
Intangible Assets	9	47,636	48,898
		<u>62,364</u>	<u>67,852</u>
CURRENT ASSETS			
Debtors	10	331,792	46,059
Cash at Bank and in Hand	11	5,564,939	3,657,204
		<u>5,896,731</u>	<u>3,703,263</u>
LIABILITIES			
CREDITORS: amounts falling due within one year			
Creditors, accruals and deferred income	12	2,203,573	288,476
		<u>2,203,573</u>	<u>288,476</u>
NET CURRENT LIABILITIES		<u>3,693,158</u>	<u>3,414,787</u>
TOTAL NET ASSETS		<u><u>3,755,522</u></u>	<u><u>3,482,639</u></u>

The Funds of the charity

Accumulated Funds	13		
Restricted		653,718	176,041
Designated		1,250,000	730,000
Unrestricted		1,851,804	2,576,599
Total charity funds		<u><u>3,755,522</u></u>	<u><u>3,482,639</u></u>

The financial statements were approved by the Board on 18th May 2016 and signed on its behalf by



Dr. Tony Crooks

DIRECTOR

DATE 18th May 2016



Greg Sparks

DIRECTOR

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

CASH FLOW STATEMENT
FOR THE YEAR ENDED DECEMBER 31ST, 2015

	2015	2014
	€	€
Net cash inflow from operating activities		
Net incoming resources	272,883	122,759
Adjusted for:		
Depreciation charges	30,333	29,164
Loss on fixed asset disposal	-	-
Decrease (increase) in debtors	(285,423)	251,637
(Decrease)/increase in creditors	1,915,097	47,647
Interest earned	(549)	(9,774)
NET CASH INFLOWS FROM OPERATING ACTIVITIES	<u>1,932,340</u>	<u>441,433</u>
Returns from investment and servicing of finance		
Interest income	549	
Interest receivable	<u>(309)</u>	11,989
	240	
Capital expenditure	(24,845)	(14,700)
Increase in cash and cash equivalents in the year	<u>1,907,735</u>	<u>438,722</u>
Reconciliation of net cash flow to movement in net funds (Note 15)		
Increase in cash and cash equivalents in the year	1,907,735	438,722
Net Funds at 1 January 2015	3,657,204	3,218,482
Net Funds at 31 December 2015	<u>5,564,939</u>	<u>3,657,204</u>

On behalf of the board



Dr. Tony Crooks

DIRECTOR

DATE 18th May 2016



Greg Sparks
DIRECTOR

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31ST, 2015

1. Share Capital and members liabilities

The company is limited by guarantee, not having a share capital. Consequently, the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up, such amounts as may be required not exceeding one euro (€1).

The company is precluded by its Memorandum of Association from paying a dividend either as part of normal operations or on distribution of the Company's assets in the event of it being wound up.

2. Donations and Legacies

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

	2015			2014
	Restricted €	Unrestricted €	Total €	Total €
HSE - National Office, Mental Health Directorate - Section 39 Grant	4,000,000	-	4,000,000	1,608,000
Local HSE funding for Jigsaw Projects	1,423,948	-	1,423,948	1,251,116
HSE - National Office, Health & Wellbeing Directorate - Section 39 Grant	-	-	-	500,000
One Foundation	-	220,000	220,000	525,000
The Atlantic Philanthropies	-	-	-	500,000
Other donations	35,616	73,479	109,096	68,491
Other grants	28,900	-	28,900	47,224
Corporate Donations	9,099	12,880	21,979	83,362
	<u>5,497,563</u>	<u>306,359</u>	<u>5,803,923</u>	<u>4,583,192</u>

3. Income for Charitable Activities

	2015	2014
	Unrestricted €	Unrestricted €
Fees, Grants and other income	<u>15,609</u>	<u>9,344</u>

4. Analysis of Total Expenditure

	2015					2014
	Resources expended for Charitable			Cost of Generating Funds	Total	Total
	Service Development	Research	Engagemen t			
Total Direct costs						
Staff and related costs	3,308,702	12,906	-	37,831	3,359,439	2,822,639
Office and administration costs	761,147	4,752	6,750	8,251	780,899	527,884
Programme costs	539,296	22,678	113,373	22,513	697,860	540,699
Depreciation	21,718	697	-	929	23,344	19,288
Total Direct costs	4,630,863	41,033	120,122	69,524	4,861,542	3,910,510
Support costs	548,772	34,298	34,298	68,597	685,966	566,826
Total expenditure	5,179,636	75,331	154,421	138,120	5,547,507	4,477,336

Resources expended for Charitable Activities

Total resources expended for charitable activities are analysed between restricted and unrestricted as follows:

	2015						2014	
	Restricted	Jigsaw Services - HSE Nationally Funded €	Jigsaw Services - HSE Locally Funded €	Jigsaw Services €	Research €	Engagement €	Total €	Total €
Direct costs								
Staff and related costs		2,033,547	1,045,761	10,000	-	-	3,089,308	2,526,737
Office and administration costs		347,761	378,187	-	-	-	725,948	469,551
Programme costs		478,765	-	16,954	-	-	495,719	354,134
Depreciation		17,653	-	-	-	-	17,653	13,378
Total Direct costs		2,877,726	1,423,948	26,954	-	-	4,328,628	3,363,800
Support costs		548,772	-	-	-	-	548,772	333,550
Total charitable expenditure		3,426,499	1,423,948	26,954	-	-	4,877,401	3,697,350

Included in service development programme costs are costs paid to local fiscal agents - organisation who work with us to deliver Jigsaw projects. These payments include costs for staff and operational costs.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

4. Analysis of Total Expenditure (cont'd)

Resources expended for Charitable Activities Unrestricted	2015			Total €	2014 Total €
	Jigsaw Services €	Research €	Engagement €		
Direct costs					
Staff and related costs	219,394	12,906	-	232,300	270,821
Office and administration costs	35,199	4,752	6,750	46,701	43,864
Programme costs	43,577	22,678	113,373	179,628	170,098
Depreciation	4,065	697	-	4,762	4,253
Total Direct costs	302,235	41,033	120,122	463,390	489,036
Support costs		34,298	34,298	68,597	173,610
Total charitable expenditure	302,235	75,331	154,421	531,987	662,646

Unrestricted	2015 €	2014 €
Cost of Generating Funds		
Staff and related costs	37,831	25,081
Office and administration costs	8,251	14,469
Fundraising campaigns	22,513	16,467
Depreciation	929	1,657
Support Costs	68,597	59,666
Total cost of generating funds	138,120	117,340

5. Activities included in support costs

	2015 €	2014 €
Staff and related costs	571,720	470,558
Office and administration costs	89,253	69,090
Governance costs	18,001	17,302
Depreciation	6,991	9,876
	685,966	566,826

Support costs are allocated on the basis of time spent in supporting the charitable activities and funds generating activities of the organisation as follows:

Resources expended for Charitable Activities	2015 €	2014 €
Restricted		
Service Development - HSE Nationally Funded	548,772	333,550
Unrestricted		
Service Development		84,111
Research	34,298	29,833
Engagement	34,298	59,666
Cost of Generating Funds	68,597	59,666
	685,966	566,826

6. Employees and remuneration

The average number of staff employed in 2015, including part time staff, is 56 (2014: 42). In addition there are 5 staff who work in local Jigsaw services funded by Headstrong who are employed by local fiscal agents and 18 staff who work in local Jigsaw services resourced through the local HSE.

Staff costs comprise:	2015	2014
Salaries	2,520,280	2,030,407
Social Welfare costs	266,764	211,842
Pension Costs	98,354	80,057
	2,885,398	2,322,306
Cost of staff employed by local fiscal agents funded locally	1,045,761	970,891
	3,931,159	3,293,197
Cost of staff employed by local fiscal agents funded by Headstrong	192,008	138,035
Total staff costs	4,123,167	3,431,232

Reflected as: (see notes 4 & 5)

Resources expended for Charitable Activities	2015	2014
Restricted	3,089,308	2,526,737
Unrestricted	232,300	270,821
Costs of generating funds	37,831	25,081
	3,359,439	2,822,639
Support costs	571,720	470,558
	3,931,159	3,293,197
Programme costs - staff employed by local fiscal agents	192,008	138,035
	4,123,167	3,431,232

The SORP requires in the notes on staff costs to include a separate line for redundancy or termination benefits and an explanation of the nature of the payment and the related accounting policy.

As there was only one redundancy in 2015, we are not in a position to disclose any further information in relation to this as to do so could be a disclosure of personal data contra to the Data Protection Acts 1988 and 2003.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

6. Employees and remuneration (cont'd)

	2015	2014
Staff activities based on staff numbers at year end is as follows:	FTE	FTE
Research	0.6	0.6
Engagement	0.8	0.8
Jigsaw	55.5	38.8
Fundraising	0.8	1.0
Support and management	8.3	5.3
	<u>66.0</u>	<u>46.5</u>

	2015	2014
The number of higher paid employees was:	Number of staff	Number of staff
Salary bands		
60,000-70,000	3	1
70,000-80,000	2	2
80,000-90,000	3	4
90,000-100,000	2	0
100,000-110,000	0	1
110,000-120,000	1	0
120,000-130,000	0	0
130,000-140,000	1	1
	<u>12</u>	<u>9</u>

The table above reflect a pay cut taken by staff in 2014 on voluntary basis. This pay cut was reinstated by the Directors in 2015 and from that reinstatement some staff salaries have moved to a higher salary band.

The table above includes both part time and full time staff. Part time staff have been included where their Full Time equivalent salary would be within these bands.

Headstrong, through the local Jigsaw services provide direct mental health services to young people. In order to ensure high quality and safety in the clinical services provided the company employ staff with suitable mental health professional qualification and experience.

Remuneration includes basic pay and excludes employer pension and PRSI contributions. Headstrong CEO's salary was €134,477 in 2015. The CEO is a member of the company pension scheme and the company makes a pension contribution for the CEO of 10% of salary.

The company 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.

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. Employee are entitled to join the pension scheme on completion of their probationary period. Employee are required to contribute 5% of salary to the pension scheme, the company pays a matching pension contribution of 10%.

7. Directors remuneration and transactions

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 2015 three directors were reimbursed for travel costs of €1,485 (2014 one Director was reimbursed for travel costs of €1,508).

No Director or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2014 – Nil).

8. Taxation

Headstrong have been granted Charitable Status by the Revenue Commissioners under Section 207 and 208 of the Taxes Consolidation Act, 1997. Accordingly, no taxation charges have been included in the accounts. As a charity Headstrong is not entitled to a repayment of VAT incurred on purchases and as such VAT is a non recoverable cost to the organisation. VAT costs in 2015 are estimated at €58,790.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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NOTES TO THE FINANCIAL STATEMENTS (cont'd)
 FOR THE YEAR ENDED DECEMBER 31ST, 2015

9. Fixed Assets	Intangible Assets		Tangible Assets		
	Computer Software	Total	Furniture and Fittings	Computer Equipment	Total
	€	€	€	€	€
COST					
Balance at 1 January 2015	97,125	97,125	49,380	70,394	119,774
Additions	22,625	22,625	2,220		2,220
Disposals	-	-		(507)	(507)
Balance at 31 December 2015	<u>119,750</u>	<u>119,750</u>	<u>51,600</u>	<u>69,887</u>	<u>121,487</u>
ACCUMULATED DEPRECIATION					
Balance at 1 January 2015	48,227	48,227	31,950	68,870	100,820
Depreciation charge for the year	23,887	23,887	4,922	1,524	6,446
Accumulated depreciation on disposals		-		(507)	(507)
Balance at 31 December 2015	<u>72,114</u>	<u>72,114</u>	<u>36,872</u>	<u>69,887</u>	<u>106,759</u>
NET BOOK VALUE					
Balance at 31 December 2015	<u>47,636</u>	<u>47,636</u>	<u>14,728</u>	<u>-</u>	<u>14,728</u>
Balance at 31 December 2014	<u>48,898</u>	<u>48,898</u>	<u>17,430</u>	<u>1,524</u>	<u>18,954</u>

In respect of prior year

Fixed Assets	Intangible Assets		Tangible Assets		
	Computer Software	Total	Furniture and Fittings	Computer Equipment	Total
	€	€	€	€	€
COST					
Balance at 1 January 2014	82,425	82,425	49,380	70,394	119,774
Additions	14,700	14,700			-
Disposals		-			-
Balance at 31 December 2014	<u>97,125</u>	<u>97,125</u>	<u>49,380</u>	<u>70,394</u>	<u>119,774</u>
ACCUMULATED DEPRECIATION					
Balance at 1 January 2014	28,865	28,865	25,777	65,241	91,018
Depreciation charge for the year	19,362	19,362	6,173	3,629	9,802
Accumulated depreciation on disposals		-			-
Balance at 31 December 2014	<u>48,227</u>	<u>48,227</u>	<u>31,950</u>	<u>68,870</u>	<u>100,820</u>
NET BOOK VALUE					
Balance at 31 December 2014	<u>48,898</u>	<u>48,898</u>	<u>17,430</u>	<u>1,524</u>	<u>18,954</u>
Balance at 31 December 2013	<u>53,560</u>	<u>53,560</u>	<u>23,603</u>	<u>5,153</u>	<u>28,756</u>

10. Debtors	2015	2014
	€	€
Falling due within 1 year		
Interest receivable	309	-
Prepayments	27,690	8,666
Sundry debtors	303,792	37,393
Total Debtors	<u>331,792</u>	<u>46,059</u>

Sundry debtors includes an amount of €220,000 of accrued income due from a funder related to 2015.

11. Cash at Bank and in Hand	2015	2014
	€	€
Unrestricted	1,670,242	2,850,072
Designated	1,250,000	730,000
Restricted	2,644,697	77,132
	<u>5,564,939</u>	<u>3,657,204</u>

Restricted cash represents unspent monies received from grantors or donors who have specified certain conditions for use and funds received in 2015 related to 2016. Restricted cash at bank includes €2,534,575 related to HSE funding. Designated cash represents monies fundraised in advance for future specific purposes identified by the Board.

12. Creditors	2015	2014
	€	€
Trade creditors	54,242	70,585
Payroll Taxes	97,356	72,846
Accruals	51,975	145,045
Deferred income	2,000,000	
Total Creditors	<u>2,203,573</u>	<u>288,476</u>

Funds already received that relate to future years and are not yet expended are reflected in creditors as deferred income. The deferred income relates to HSE funding.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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13. Analysis of net assets between funds	2015			Total	2014
	Accumulated Funds Restricted	Accumulated Funds Unrestricted	Accumulated Funds Designated		
Balance at January 1st, 2015	33,555	2,719,085	730,000	3,482,639	3,359,880
Net Incoming Resources	620,163	(347,280)	-	272,883	122,759
Total recognised gains and losses relating to the period	620,163	(347,280)	-	272,883	122,759
Transfers		(520,000)	520,000	-	-
As at 31 December 2015	653,718	1,851,804	1,250,000	3,755,522	3,482,639

The board have agreed to designate a reserve from the general reserve related to the cost of the Research and Engagement programmes for a 12 month period. This is done in light of significant reduction in unrestricted income from philanthropy and corporate donations, and to allow for the development of fundraising to raise unrestricted funds to implement ongoing Research and Engagement programmes.

14. Net incoming resources for the year are arrived at after charging :	2015	2014
Depreciation	<u>30,333</u>	<u>29,164</u>
Auditors remuneration		
i) Audit	7,626	7,380
ii) Non Audit Services	<u>0</u> <u>7,626</u>	<u>0</u> <u>7,380</u>

15. Analysis of cash and cash equivalents & net debt	2015	2014
Cash in hand	5,564,939	3,657,204
Debt due within one year	-	-
Debt due after one year	-	-
Total	<u>5,564,939</u>	<u>3,657,204</u>

16. Commitments and Contingencies

Headstrong has the following lease commitments:

Address	Term	Project	Annual rent
Westland Square, Dublin 2	payable to December 2017	Headstrong	€65,000
Primary Care Centre, Golf Links Road, Roscommon	leases on a month to month basis	Jigsaw Roscommon	€10,000
A1 Edward Court, Tralee Co. Kerry	payable to August 2016	Jigsaw Kerry	€14,000
1 George's Square, Balbriggan, Co. Dublin.	payable to June 2020	Jigsaw North Fingal	€21,000

In addition to leases held by Headstrong Jigsaw project also operate out of the following premises:

Address		Jigsaw project	Annual rent
Moorfield Avenue, Neilstown, Clondalkin, Dublin 22.	Provided free of charge by the parish	Clondalkin	-
Pearse Road, Letterkenny, Co. Donegal	Leased by the local fiscal agent - North West Alcohol Forum Ltd, funded by Headstrong	Donegal	19,193
Blanchardstown Library, 2nd Floor, Blanchardstown Shopping Centre, Dublin 15	Provided free of charge by Fingal County Council	Dublin 15	-
Fairgreen Road, Galway city	Leased by the local Fiscal Agent- Mental Health Ireland, funded locally	Galway	141,000
25 Brews Hill, Navan, Co. Meath	Leased by the local fiscal agent- Crann Support Group Ltd, part funded by Headstrong, part funded by fundraising income	Meath	20,000
1 Cormac Street, Tullamore, Co. Offaly	Provided free of charge by Offaly County Council	Offaly	-
County Hall, Block 3, Tallaght, Dublin 24	Provided at a reduced rent by South Dublin County Council , funded by Headstrong	Tallaght	10,000

The support of the County Councils in providing premises for Jigsaw is recognised as a significant contribution to Jigsaw from the local County Councils. This support is essential for the operations of Jigsaw projects around the country.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
(a company limited by guarantee and not having a share capital)

17. Headstrong delivers the Jigsaw projects in partnership with the National and Local HSE. Local HSE offices contribute to the resourcing of Jigsaw through the allocation of personnel and in some projects the HSE locally also contributes funding. This contribute to the full costs of operating Jigsaw across 10 communities, and in 2014 there were 18 staff working in Jigsaw projects that were resourced by the HSE locally. These local resources are reflects in the SOFA as incoming resources and expended resources. Local HSE resources were contributed from:

		€	€
		2015	2014
Jigsaw Donegal	Personnel and operational costs	291,426	309,704
Jigsaw Galway	Personnel and operational costs	1,096,522	799,245
Jigsaw Kerry	Personnel	-	60,000
Jigsaw Meath	Personnel	36,000	36,000
Jigsaw Offaly	Personnel	-	19,500
Jigsaw Roscommon	Personnel	-	26,667
Total		<u>1,423,948</u>	<u>1,251,116</u>

18. Pro Bono Audit Services

During the year GBW provided Pro Bono Audit Services, of 50% of the audit fee valued at €3,936 to the company which has being reflected in the Statement of Financial Activity.

19. Accounting Periods

The current accounts are for a full year. The comparative accounts are for a full year.

20. Transition to FRS 102

Prior to 1 January 2014 the company prepared its financial statements under previously extant Irish GAAP. From 1 January 2014, the company has elected to present its annual financial statements in accordance with FRS 102 and the Companies Act 2014. The comparative figures in respect of the 2014 financial statements have been restated to reflect the company's adoption of FRS 102 from the date of transition at 1 January 2014.

Set out below are the changes in accounting policies which reconcile profit for the financial year ended 31 December 2014 and the total equity as at 1 January 2014 and 31 December 2014 between Irish GAAP as previously reported and FRS 102.

21. FRS 102 SORP Principle Adjustments

The reconciliation of the profit and loss prepared in accordance with Irish GAAP and in accordance with FRS 102 SORP for the year ended 31 December 2014 and the reconciliation of the amount of total equity at 31 December 2014, before and after the application of FRS 102 SORP, is as follows:

	Profit for the year ended 31/12/2014	Total Funds as at 01/01/2014	Total Equity as at 31/12/2014
As reported under Irish GAAP	152,349	3,359,880	3,512,229
Transition adjustment			
Holiday pay accrual	(29,590)	-	(29,590)
	<u>122,759</u>	<u>3,359,880</u>	<u>3,482,639</u>

(a) Statement of cash flows

Irish GAAP

Under Irish GAAP, cash flows were presented separately for operating activities, returns on investment and servicing of finance, taxation, capital expenditure and financial investment, acquisitions and disposals, equity dividends paid and financing.

FRS 102

Under FRS 102, cash flows are required to be shown separately for three categories only, namely, operating, investing and financing. Additionally the cash flow statement reconciles to cash and cash equivalents whereas under previous Irish GAAP the cash flow statement reconciled to cash. Cash and cash equivalents are defined in FRS 102 as "cash on hand and demand deposits and short term highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value" whereas cash is defined in FRS 1 as "cash in hand and deposits repayable on demand with any qualifying institution, less overdrafts from any qualifying institution repayable on demand".

Impact

Cash flows from taxation and returns on investments and servicing of finance shown under Irish GAAP are included as operating activities under FRS 102.

22. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 18th May 2016.