

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 2014

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

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COMPANY INFORMATION

DIRECTORS

Dr. Sheelah Ryan (Chairperson)	
Dr. Tony Crooks (Vice Chair)	
Greg Sparks (Treasurer)	Appointed Treasurer 19 th Nov. 2014
Graham Law (Treasurer)	Resigned 17 th Sept. 2014
Dr. Patricia O'Hara	
Danuta Gray	
Joe Horan	
Dr. Ian Daly	
Jonathan Sexton	Resigned 22 nd April 2014
Eamonn Gaffney	Appointed 21 st May 2014
Orlagh O' Loughlen	Appointed 21 st May 2014
Emma Farrell	Appointed 17 th Sept. 2014
Aoife Geraghty	Appointed 17 th Sept. 2014

SECRETARY

Dr. Joseph Duffy

CHARITY REGISTRATION
NUMBER

17439

COMPANY REGISTRATION
NUMBER

421016

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 Auditors
Westmoreland House, Westmoreland Park
Ranelagh, Dublin 6

SOLICITORS

Eversheds
One Earlsfort Terrace, Dublin 2

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

Directors' Report
FOR THE YEAR ENDED DECEMBER 31ST, 2014

The Directors have pleasure in submitting the audited financial statements of the company for the year ended 31st December 2014 to the members.

As a limited Company the report and results are presented in a form which complies with the requirements of the Companies Acts 1963 to 2013.

Although not obliged to comply with the Statement of recommended Practice (SORP): Accounting and Reporting by Charities, as issued by the Charities Commission (for England and Wales), the Company, as a registered charity, has implemented many of its recommendations where relevant in these accounts.

Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated under the Companies Acts, 1963 to 2013, in May 2006. 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 managed by a Board of Directors.

The main object for which the Company is established 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 Board is committed to achieving high standards of governance. Board members 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 Board member was materially interested or which were significant in relation to the charity's activities.

In 2014 the Board worked towards full compliance with the Governance Code for Community and Voluntary Organisations in Ireland. This necessitated a review of governance policies and procedures and developing a programme of work to achieve full compliance, led by the HR and Governance Subcommittee of the Board. The Memorandum and Articles of Association were amended to include additional details regarding procedures on appointing, rotation and number of Directors. Amendments were agreed with the Revenue Commission to ensure they would not impact on the charitable status of the company and the revised Memorandum and Articles of Association were submitted to the Companies Registration Office in November 2014. Following a

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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.

Objectives and activities

Headstrong's mission is to change how Ireland thinks about young people's mental health through the Jigsaw Programme of service development, Research and Engagement. 75% of mental health issues emerge before the age of 25. Headstrong's premise is that prevention and early intervention for young people aged 12-25 can improve their mental health outcomes. 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) Service Delivery through Headstrong's *Jigsaw* Programme, (ii) Research and (iii) Engagement. 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 2014 Headstrong continued its work to improve mental health and wellbeing services and supports for young people and to change how we think about and support young people's mental health in Ireland.

Achievements and performance

Jigsaw - Service Development and Evaluation

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.

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 than Jigsaw can support, we work with statutory and other service providers to get the young person the right level of support in a timely manner.
2. **Strengthening Partner Organisations' Capacity** - developing the capacity of others 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 linked 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.
4. **Community Level Activities** - 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.

In 2014, Headstrong worked to consolidate the ten Jigsaw projects (in counties Galway, Roscommon, Meath, Kerry, Offaly and Donegal and in Dublin in Tallaght, Clondalkin, Dublin 15 and North Fingal) to increase their clinical resources and the number of young people supported through Jigsaw.

In addition to resources from Headstrong, local partners, led by the HSE, contribute to the resources required in running the local Jigsaw projects. These local resources are essential for the continued delivery of the network of ten Jigsaw projects.

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2014 was the first full operational year for the newest Jigsaw projects in Tallaght, Clondalkin, Dublin 15 and North Fingal. As projects develop they deliver further on each of the four levels of Jigsaw and in 2014 there was a strong focus on training and support to strengthening partner organisations' capacity and to build community awareness.

In 2014 in Jigsaw Meath, we agreed with the local Education and Training Board to co-resource a schools coordinator to continue and grow the work of Jigsaw in schools in Meath with the aim of extending Jigsaw to all schools in Meath.

With the Youth Advisory Panel (YAP) a peer education training programme was developed and tested with guidance counsellors and young people (4th and 5th year students) from five local schools in Jigsaw Dublin 15. In total, 30 young people were recruited, trained and supported as peer educators. In 2014, these peer educators delivered 26 "It's Time To Start Talking" workshops to over 640 young people in their schools. This training delivered by young people to young people focuses on encouraging help seeking when feeling worried, stressed or down. Evaluation of this programme is ongoing and will be completed in 2015.

Headstrong worked closely with the local HSE, in all project areas. We work closely with the HSE, to manage the implications for Jigsaw when HSE assigned personnel move from a Jigsaw position to other positions within the HSE.

Headstrong provides central programme support to all Jigsaw projects including clinical governance, quality assurance, fidelity management, evaluation, education and training, project management, communications, finance and HR functions.

Further Jigsaw projects development

In order to achieve national coverage of Jigsaw, future development of further projects is needed. Headstrong has in the past worked with interested communities to support planning for future Jigsaw projects.

Funding in 2014 was not sufficient to support any expansion and Headstrong did limited work with new communities in 2014, despite numerous requests from communities around Ireland. Headstrong is working to secure additional funding to grow Jigsaw to a national network that will mean that every young person in Ireland can access mental health supports in a local Jigsaw project.

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

With the support of an individual donor, Headstrong has started development of a Help seeking in schools project. This project is based on an Australian evidence based programme MAKINGtheLINK, adapted for an Irish context. This project will be tested with Jigsaw projects in Meath and Dublin 15 and a national steering group has been set up. This project will be rolled out and evaluated in 2015, to assess its impact on youth mental health.

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. The focus in 2014, was to build on Jigsaw Hub training from 2013, to deliver capacity building and community awareness training in Jigsaw communities. Training and talks in Jigsaw communities are for those in the community who engage with young people in their work, parents and community members and young people themselves. These vary in length from talks that are a 40 minute class to one day training. In 2014 there were 416 training events attended by more than 16,500 people delivered in Jigsaw communities by Headstrong and Jigsaw staff.

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We began capturing data about training programmes in 2012. Between 2012 and 2014, a total of **746** workshops have been delivered, and these were attended by **29,382** individuals. This goes a long way to changing how Ireland thinks about and supports youth mental health.

What Jigsaw has delivered in the ten communities:

A total of 9,416 young people were supported through the Jigsaw projects since Jigsaw began at the end of December 2014, with 3,256 Young People supported in 2014. In 2014, young people came to Jigsaw primarily through self or parental referral. Supports were provided to young people aged 12-25 with 41% males and the majority aged 16 and 17 years.

Not all young people are supported by Jigsaw in the same way, as their needs are different. Some were seeking information or met briefly with a support worker (14%). Others set goals and worked on a specific problem over a period of two to six sessions (52%). 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 (34%). The most common difficulties that young people presented to Jigsaw with were: anxiety, low mood, family problems, anger, and isolation/withdrawal from others.

Research & Evaluation

Headstrong is committed to conducting research to improve our understanding of all aspects of mental health and wellbeing among young people. This research aims to influence change and improvements in systems that impact on young people's mental health. To ensure that the Jigsaw programme is effectively meeting the mental health needs of young people, we also conduct ongoing, rigorous evaluation.

We disseminated our findings through journal articles, conference presentations, reports, community talks and the media.

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. This 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 ongoing evaluation throughout 2014.

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.

Throughout 2014 significant progress was made on evaluating the impact of attending Jigsaw on a young person and understanding their level of satisfaction with the service that they received. The number of young people who complete the Jigsaw Satisfaction Surveys continues to be low, however from surveys completed, over 89% of young people were satisfied or very satisfied with the service that they received.

Young people are encouraged to set goals during their brief intervention with Jigsaw. In 2014, where goals were set, 92% of all goals were reached.

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 initial and final session and tracks changes in psychological distress over time for young people receiving support in the Jigsaw Hub. A reliable reduction in psychological distress was observed in 76% of 17-25 year olds and in 60% of 12-16 year olds from their initial to final session in Jigsaw. In the 17-25 year olds at the time of completing the initial questionnaire 76% reported moderate to severe levels of distress. At

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the final Jigsaw session 70% were in the healthy/low level of psychological distress, this is a significant reduction in the levels of distress for young people engaging with Jigsaw.

Through evaluation, the evidence base for the Jigsaw programme is growing. In 2014, Headstrong produced and submitted three research papers to academic journals (Early Intervention in Psychiatry, Irish Journal of Psychological Medicine and the Journal of Mental Health). Following a peer review process all papers were accepted and will be published in 2015. 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 demonstrate that the mental health needs of young people in Ireland are significant and diverse. These peer-reviewed academic publications showcase the effectiveness and impact of Jigsaw as a brief and early intervention service.

Research

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 involved in the training of psychiatrists and clinical psychologists. It is planned to support other health and social care disciplines in the future. Five students have been selected and their research topics include 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.

My World Survey

The My World Survey research was conducted by the UCD School of Psychology in conjunction with Headstrong. The survey is Ireland's first comprehensive national database of youth mental health and represents the in-depth responses of 14,306 young people aged 12-25. It is used to guide the work of Headstrong and Jigsaw to meet the real identified needs of young people and is also shared widely to influence the services and systems that impact on young people's mental health. Initial analysis of data collected was completed in 2012. In 2014 Headstrong and UCD continued to analyse findings and disseminate these through journal articles, conferences, community talks and the media. We continue to work closely with UCD on research in Youth Mental Health.

Engagement

Engagement is a crucial pillar of Headstrong's work to change how Ireland thinks about young people's mental health. In 2014 we changed from using the term Advocacy and instead use the broader term Engagement to describe how Headstrong, and our Youth Advisory Panel, work with the general public to change attitudes to Youth 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 their work with the Headstrong team 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 on mental health issues for young people. They continued to work alongside many national voluntary and statutory agencies to strengthen the voice of young people in decisions and systems that impact on young people. Two nominated members of the YAP attend Headstrong Board meetings. In 2014 the YAP implemented a new structure with subgroups established to work more closely with the Headstrong teams and to look at evaluating their own work.

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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 Youth Advisory Panel and there are representatives from local Jigsaw YAPs on the national Headstrong YAP. In 2014 the YAP continued its work to strengthen the links between the local Jigsaw YAPs and the Headstrong YAP and in the summer convened the second Youth Learning Network where all ten Jigsaw YAPs and the Headstrong YAP came together to share learning and plan for closer working in the future. An annual Youth Learning Network has been agreed by the YAPs as a key forum for their shared learning.

Headstrong are working in Ireland to promote youth mental health and are participating in the steering group for the National Office of Suicide Prevention's new suicide prevention strategy and on the Better Outcomes, Brighter Futures Advisory Council. Jigsaw is referenced within Better Outcomes Brighter Futures (the national policy framework for children & young people 2014 – 2020) as an example of good practice in establishing integrated services or 'hubs' for children and young people at community level. Headstrong continues to advocate at an international level as a founding member of the International Association of Youth Mental Health.

Premises

Headstrong leased an office premises at 16 Westland Square, Dublin 2. This lease ran until December 2014. Headstrong also leased premises at: Primary Care Centre, Golf Links Road, Roscommon, (Jigsaw Roscommon) until April 2017, A1 Edward Court, Tralee Co. Kerry (Jigsaw Kerry) until February 2014 and 25 Dublin Street, Balbriggan Co. Dublin (Jigsaw North Fingal) until June 2014. Where lease terms have ended premises are leased 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 a another local organisation who is working with Headstrong to deliver Jigsaw in their community.

Financial Review

Final payments were received in 2014 from the One Foundation and the Atlantic Philanthropies. Both Foundations have been extremely generous to Headstrong and without them we could not have supported the nearly 10,000 young people we have reached through the Jigsaw projects.

With the ending of philanthropic funding and uncertainty about future funding levels from the HSE, Headstrong implemented a cost reduction programme in 2014. While clinical staffing levels were increased in local Jigsaw projects, Headstrong centrally implemented cost savings including a voluntary pay cut scheme and non replacement of vacant posts. This put an additional strain on an already committed team and the Directors acknowledge the commitment of staff throughout these challenges. Despite these difficult resourcing decisions, the staff teams were committed to working to maintain high quality services to young people and continued to deliver all three programmes to high standards.

Headstrong received HSE funding under a Service Level Agreement to support the Jigsaw programme, with a network of ten local projects. Funding of €1,608,000 was received through the National Mental Health Directorate and funding of €500,000 was received through the National Health and Wellbeing Directorate. In addition to these national funding allocations, the local HSE in Galway & Donegal and to a lesser extent in Kerry Meath, Offaly and Roscommon provide additional resources key to delivering Jigsaw in these communities. These local HSE contributions are valued at €1,300,000.

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The HSE allocation for 2014 did not cover the full costs of the Jigsaw programme, an allocation of unrestricted funds was agreed to support the delivery of the Jigsaw programme in 2014. We continue to work with the HSE to secure sufficient funding to meet the costs to deliver the Jigsaw programme.

In November the HSE published their annual National Service Plan for 2015. For the first time Jigsaw is mentioned in the plan 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, Health and Wellbeing and Primary Care at local and national levels is highly valued and appreciated by Headstrong.

At the end of 2014 the partnership with O2 concluded, as O2 was sold to Three. Working in partnership with O2 has been hugely important in supporting youth mental health in Ireland, and supporting young people to develop positive mental health community projects. In 2014, O2 staff continued to fundraise to support Headstrong. From the beginning of this partnership in 2010, together we have won a number of awards for Corporate Social Responsibility and Fundraising. We are very grateful to the visionaries in O2 who have worked with us for more than four years as committed fundraisers and youth mental health advocates.

In 2014 Headstrong continued to work to increase fundraising from the general public, aware of the loss of significant philanthropic and corporate funding. 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 and also from UCD towards the My World Survey research. 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 the Research and Engagement programmes 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. The allocation to a designated reserve is reviewed by the Directors on an annual basis.

Future Developments

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Headstrong will build on the substantial work done to date to consolidate the ten 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.

Headstrong will continue to seek increased funding to meet the costs of the existing ten Jigsaw projects 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 2015 and education and training, including peer education will continue in 2015.

Headstrong will build on its Research agenda by analysing and publicising further thematic analysis of the data collected through the My World Survey and the Jigsaw Data System to understand better the mental health experiences of young people and the impact Jigsaw is making on Youth Mental Health. 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 and Adult Advisory Panels and working with other organisation and individuals committed to changing attitudes to mental health.

Headstrong will continue its work to secure diverse and sustainable funding streams and to grow fundraising.

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.

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.

Directors

Jonathan Sexton resigned from the Board on April 22nd 2014.

The following Directors resigned at the AGM and were re-appointed:

Tony Crooks and Greg Sparks

The following Director retired at the AGM:

Graham Law

Our gratitude is extended to Graham for his years of dedicated service to the Board of Headstrong and his work as Treasurer since 2008.

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The Board of Directors has established a number of Board subcommittees. The Board Subcommittees and membership at 31st December 2014 is as follows:

Finance

Greg Sparks (Chair)
 Graham Law (resigned as a Board member in September 2014, remains as an external subcommittee member)
 Dr. Tony Crooks
 Aoife Geraghty

HR & Governance

Joe Horan (Chair)
 Dr. Patricia O' Hara
 Orlagh O' Loughlen

Audit

Aoife Geraghty (Chair)
 Pat O'Hara
 Eamonn Gaffney
 John Chambers (external subcommittee member)

Quality and Safety

Orlagh O' Loughlen (Chair)
 Dr. Ian Daly
 Emma Farrell

Board of Directors and Subcommittee Meeting Attendance - 2014

Board Member	Board of Directors Meetings Attended (Eligible meetings in 2014)	Subcommittee Meetings Attended (Eligible Meetings in 2014)
Sheelah Ryan (Chairperson)	6 (6)	N/A
Tony Crooks (Vice Chairperson)	6 (6)	5 (6) Finance
Greg Sparks (Treasurer)	2 (6)	5 (6) Finance
Pat O'Hara	6 (6)	5 (5) HR & Governance
Danuta Gray	3 (6)	N/A
Joe Horan	5 (6)	5 (6) HR & Governance
Ian Daly	3 (6)	1 (1) Quality & Safety
Eamonn Gaffney	4 (4)	N/A
Orlagh O'Loughlen	3 (4)	1 (2) HR & Governance 1 (1) Quality & Safety
Emma Farrell	2 (2)	1 (1) Quality & Safety
Aoife Geraghty	1 (2)	1 (1) Finance
<i>Patrick Mathews (YAP in attendance)</i>	5 (6)	N/A
<i>Amy Robinson (YAP in attendance)</i>	4 (6)	N/A
Graham Law (Treasurer)	4 (5) (resigned September 2014)	5 (6) Finance 1 (1) Audit
Jonathan Sexton	0 (2) (resigned April 2014)	N/A

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Results for the year and state of affairs as at 31 December 2014

The Statement of Financial Activity and Balance Sheet for the year ended 31st December 2014 are set out on pages 17 and 18.

Events after the Balance Sheet date

The HSE Mental Health Directorate confirmed funding from their Directorate of €4,000,000 for 2015. In addition local HSE resources to support Jigsaw projects will remain in place at 2014 levels of approx. €1,300,000.

Health and 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.

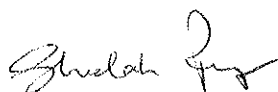
Accounting records

The Directors believe that they have complied with Section 202 of the Companies Act 1990 with regard to the keeping of books of account by employing financial personnel with appropriate expertise and by providing adequate resources to the financial function. The books of account of the company are maintained in their registered offices.

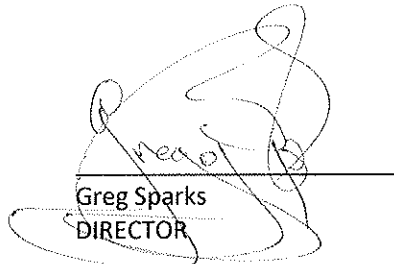
Auditor

In accordance with Section 160 (2) of the Companies Act, 1963, the auditors, GBW have expressed their willingness to continue in office.

On behalf of the Board



Dr. Sheelah Ryan
DIRECTOR
DATE 20th May 2015



Greg Sparks
DIRECTOR

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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 giving a true and fair view of the state of affairs of the company and of the statement of financial activity of the company for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with Irish Generally Accepted Accounting Practice (accounting standards issued by the Financial Reporting Council and promulgated by the Association of Chartered Certified Accountants and Irish law).


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

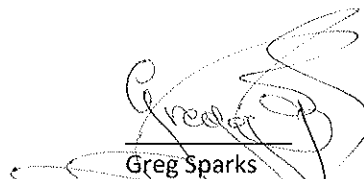
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business;
- observe the methods and principles in the Charities SORP; and
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Directors confirm that they have complied with the above requirements in preparing the financial statements. The Directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2013. 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. Sheelah Ryan
DIRECTOR


Greg Sparks
DIRECTOR

DATE 20th May 2015

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2014

We have audited the financial statements of National Centre for Youth Mental Health Limited for the year ended 31 December 2014 which comprise the Income and Expenditure account, the Balance Sheet, 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).

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' 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 the Directors are responsible for the preparation of the financial statements giving a true and fair view. 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).

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 Directors' 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.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2014 (continued)

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at 31 December 2014 and of its surplus for the year then ended; and
- have been properly prepared in accordance with the Companies Acts, 1963 – 2013.

Matters on which we are required to report by the Companies Act 1963 to 2013

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion proper books of account have been kept by the company.
- The financial statements are in agreement with the books of account.
- 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 1963 to 2013 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 Auditors
Westmoreland House
Westmoreland Park
Ranelagh
Dublin 6

Date: 20th May 2015

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

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED DECEMBER 31ST, 2014

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

BASIS OF PREPARATION

The financial statements are presented in Euro under the historical cost convention and in accordance with accounting standards generally accepted in Ireland and Irish statute comprising the Companies Acts 1963 to 2013, Accounting Standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those issued by the Financial Reporting Council.

Although not obliged to, the Company, as a registered charity, has implemented many of the recommendations, where relevant, of the Statement of Recommended Practice (SORP): Charity Accounting and Reporting as issued by the Charities Commissioner for England and Wales, in October 2005 (updated in 2008).

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.

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

Grants

Grant income from government agencies, philanthropy and other sundry sources are included in the Financial Statements on the basis of the amounts received and receivable.

Income

Income consisting of donations and other funds generated by voluntary activity are included in the financial statements when received. Income from these sources have been 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 in both revenue and expenditure in the year of receipt.

EXPENDITURE

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.

Cost of generating funds comprise the fundraising costs associated with attracting voluntary income. Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

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

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED DECEMBER 31ST, 2014

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

Tangible fixed assets are stated at cost less accumulated depreciation.

Tangible fixed assets are recorded at historic cost. Cost includes prime cost, overheads.

DEPRECIATION

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. The annual contributions payable are charged to the profit and loss account.

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.

NATIONAL CENTRE FOR YOUTH MENTAL HEALTH LTD
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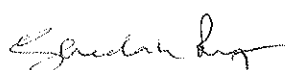
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED DECEMBER 31ST, 2014

	Notes	2014			Total	2013 Total
		Restricted	Unrestricted	Designated		
		€	€	€		
<u>Incoming Resources</u>						
Voluntary income	2	3,575,430	1,007,763	-	4,583,192	5,930,636
Incoming Resources for Charitable Activities	3	-	9,344	-	9,344	39,225
Deposit and investment income		-	7,559	-	7,559	30,924
Total Incoming Resources		3,575,430	1,024,666	-	4,600,095	6,000,785
<u>Resources Expended</u>						
<u>Charitable Activities</u>						
Service Development	4	3,673,364	371,501	-	4,044,865	4,042,251
Research		-	42,145	-	42,145	101,877
Engagement		5,000	200,034	-	205,034	599,164
Cost of Generating funds	4	-	111,318	-	111,318	160,343
Governance Costs	4	-	44,384	-	44,384	53,458
Total Resources Expended		3,678,364	769,382	-	4,447,746	4,957,093
Net Movement in funds	13	(102,934)	255,284	-	152,349	1,043,692

The income and excess of income over expenditure relate to continuing operations as no businesses were acquired or disposed of in 2014 or 2013.

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

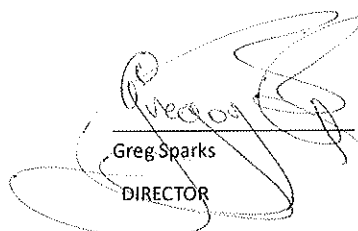
On behalf of the board



Dr. Sheelah Ryan

DIRECTOR

DATE 20th May 2015



Greg Sparks
DIRECTOR

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

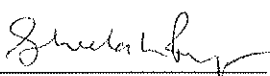
BALANCE SHEET
AT 31ST DECEMBER 2014

	Notes	2014 €	2013 €
ASSETS EMPLOYED			
FIXED ASSETS			
Tangible Assets	9	18,954	28,756
Intangible Assets	9	48,898	53,560
		<u>67,852</u>	<u>82,316</u>
CURRENT ASSETS			
Debtors	10	46,059	299,911
Cash at Bank and in Hand	11	3,657,204	3,218,482
		<u>3,703,263</u>	<u>3,518,393</u>
CREDITORS: amounts falling due within one year			
Creditors, accruals and deferred income	12	258,886	240,829
		<u>258,886</u>	<u>240,829</u>
NET CURRENT LIABILITIES		<u>3,444,377</u>	<u>3,277,564</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>3,512,229</u>	<u>3,359,880</u>

REPRESENTED BY

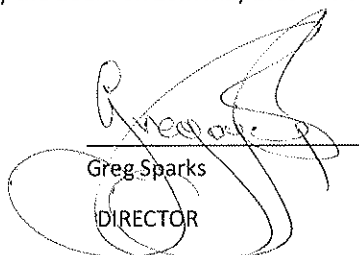
Accumulated Funds	13		
Restricted		202,541	305,475
Designated		730,000	-
Unrestricted		2,579,689	3,054,405
		<u>3,512,229</u>	<u>3,359,880</u>

The financial statements were approved by the Board on 20th May 2015 and signed on its behalf by



Dr. Sheelah Ryan

DIRECTOR



Greg Sparks
DIRECTOR

DATE 20th May 2015

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

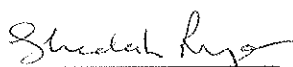
CASH FLOW STATEMENT
FOR THE YEAR ENDED DECEMBER 31ST, 2014

	Notes	2014 €	2013 €
Net cash inflow from operations	14	441,433	947,942
Returns from investment and servicing of finance			
Interest income	9,774		
Interest receivable	<u>2,215</u>	11,989	53,382
Capital expenditure		(14,700)	(25,002)
Increase in cash and cash equivalents in the year		<u>438,722</u>	<u>976,322</u>

Reconciliation of net cash flow to movement in net funds (Note 16)

Increase in cash and cash equivalents in the year	438,722	976,322
Net Funds at 1 January 2014	3,218,482	2,242,160
Net Funds at 31 December 2014	<u>3,657,204</u>	<u>3,218,482</u>

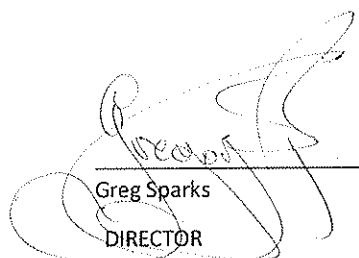
On behalf of the board



Dr. Sheelah Ryan

DIRECTOR

DATE 20th May 2015



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, 2014

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. Voluntary Income

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

	2014			2013
	Restricted €	Unrestricted €	Total €	Total €
One Foundation		375,000	375,000	2,625,000
The Atlantic Philanthropies		500,000	500,000	500,000
HSE - National Office, Mental Health Directorate	1,608,000	-	1,608,000	858,000
HSE - National Office, Health & Wellbeing Directorate	500,000	-	500,000	-
Local HSE funding for Jigsaw Projects	1,251,116	-	1,251,116	1,274,846
Other grants	47,224	-	47,224	136,715
Corporate Donations	5,690	77,672	83,362	362,369
Other donations	163,400	55,091	218,491	173,706
	<u>3,575,430</u>	<u>1,007,763</u>	<u>4,583,192</u>	<u>5,930,636</u>

3. Incoming Resources for Charitable Activities

	2014	2013
	Unrestricted €	Unrestricted €
Fees, Grants and other income	<u>9,344</u>	<u>39,225</u>

4. Resources expended for Charitable Activities

	2014				2013	
	Development	Research	Engagement	Governance	Total	Total
Staff and related costs	2,823,044	13,712	82,091	-	2,918,847	2,031,122
Office and administration costs	499,795	1,351	12,269	-	513,415	480,134
Programme costs	327,399	-	54,355	-	381,754	1,745,479
Depreciation	15,476	-	2,155	-	17,631	24,380
Annual Report costs	-	-	-	4,330	4,330	11,271
Board expenses	-	-	-	5,592	5,592	7,518
Auditors remuneration	-	-	-	7,380	7,380	6,487
Total Direct costs	<u>3,665,714</u>	<u>15,063</u>	<u>150,870</u>	<u>17,302</u>	<u>3,848,949</u>	<u>4,306,391</u>
Support costs	379,151	27,082	54,164	27,082	487,479	490,359
Total charitable expenditure	<u>4,044,865</u>	<u>42,145</u>	<u>205,034</u>	<u>44,384</u>	<u>4,336,428</u>	<u>4,796,750</u>

Programme costs have reduced from 2013 due to:

- completion of the Think Big Engagement Programme at the end of 2013,
- costs related to the My World Research completing in 2013 and
- moving from local fiscal agents for Jigsaw projects, resulting in a decrease in programme costs and an increase in staff and office and administration costs.

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, 2014

4. Resources expended for Charitable Activities (cont'd)

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

Restricted	2014					Total €	2013 Total €
	Service	Service	Research	Engagement	Governance		
	Development - HSE Funded €	Development €	€	€	€		
Direct costs							
Staff and related costs	2,553,081	21,847	-	3,157	-	2,578,085	1,425,615
Office and administration costs	468,822	1,397	-	-	-	470,219	359,941
Programme costs	254,597	32,876	-	1,843	-	289,316	1,100,748
Depreciation	13,378	-	-	-	-	13,378	9,815
Total Direct costs	3,289,878	56,120	-	5,000	-	3,350,998	2,896,119
Support costs	327,366	-	-	-	-	327,366	88,609
Total charitable expenditure	3,617,244	56,120	-	5,000	-	3,678,364	2,984,728

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.

Unrestricted	2014					Total €	2013 Total €
	Service	Research	Engagement	Governance			
	Development €	€	€	€	€		
Direct costs							
Staff and related costs	248,116	13,712	78,934			340,762	605,507
Office and administration costs	29,576	1,351	12,269			43,196	120,193
Programme costs	39,926		52,512			92,438	644,731
Depreciation	2,098		2,155			4,253	14,565
Annual Report costs				4,330		4,330	11,271
Board expenses				5,592		5,592	7,518
Auditors remuneration				7,380		7,380	6,487
Total Direct costs	319,716	15,063	145,870	17,302		497,951	1,410,272
Support costs	51,785	27,082	54,164	27,082		160,113	401,750
Total charitable expenditure	371,501	42,145	200,034	44,384		658,064	1,812,022

Unrestricted	2014	2013
Cost of Generating Funds	€	€
Staff and related costs	33,264	44,058
Office and administration costs	5,766	9,631
Fundraising campaigns	16,467	32,432
Depreciation	1,657	950
Support Costs	54,164	73,272
Total cost of generating funds	111,318	160,343

5. Activities included in support costs	2014	2013
	€	€
Staff and related costs	484,589	500,058
Office and administration costs	47,178	57,239
Depreciation	9,876	6,332
	541,643	563,629

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, 2014

6. Employees and remuneration

The average number of staff employed in 2014 is 42 (2013 33). This includes employees of Headstrong and of local Jigsaw projects. The average local Jigsaw project number of staff in 2014 is 21 (2013 12).

The company offers additional benefits to salary of a pension scheme, outlined at note 7. The company refunds expenses incurred by employees in the course of their employment.

The Directors serve on the Board in a voluntary capacity and received no fees or remuneration for their time spent carrying out these duties.

7. Pension information	<u>2014</u>	<u>2013</u>
Pension costs	79,645	56,271

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 six month probationary period.

Employee are required to contribute 5% of salary to the pension scheme, the company pays a matching pension contribution of 10% .

8. Taxation

Headstrong have been granted Charitable Status by the Revenue Commissioners under Section 207 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.

9. Fixed Assets	Intangible Assets		Tangible Assets		Total
	Computer Software	Total	Furniture and Fittings	Computer Equipment Computer Equipment	
			€	€	€
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	<u>2014</u>	<u>2013</u>
	€	€
Falling due within 1 year		
Interest receivable	-	2,215
Prepayments	8,666	8,490
Sundry debtors	37,393	289,206
Total Debtors	<u>46,059</u>	<u>299,911</u>

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, 2014

11. Cash at Bank and in Hand	2014	2013
	€	€
Unrestricted	2,681,084	2,835,111
Designated	730,000	-
Restricted	<u>246,120</u>	<u>383,371</u>
	<u>3,657,204</u>	<u>3,218,482</u>

Restricted cash represents unspent monies received from grantors or donors who have specified certain conditions for use.
Designated cash represents monies fundraised in advance for future specific purposes identified by the Board.

12. Creditors	2014	2013
	€	€
Trade creditors	70,585	4,664
Payroll Taxes	72,846	66,310
Accruals	115,455	169,855
Total Creditors	<u>258,886</u>	<u>240,829</u>

13. Analysis of net assets between funds	2014			Total	2013
	Accumulated Funds	Accumulated Funds	Accumulated Funds		
	Restricted	Unrestricted	Designated		
Balance at January 1st, 2013	305,475	3,054,405	-	3,359,880	2,316,188
Net Incoming Resources	(102,934)	255,284	-	152,349	1,043,692
Total recognised gains and losses relating to the period	<u>(102,934)</u>	<u>255,284</u>	<u>-</u>	<u>152,349</u>	<u>1,043,692</u>
Transfers		(730,000)	730,000	-	-
As at 31 December 2014	<u>202,541</u>	<u>2,579,689</u>	<u>730,000</u>	<u>3,512,229</u>	<u>3,359,880</u>

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. Reconciliation of Incoming Resources to Net Cash Inflows from Operating Activities	2014	2013
Net incoming resources	152,349	1,043,692
Depreciation charges	29,164	31,662
Loss on fixed asset disposal	-	-
Decrease (increase) in debtors	251,637	(255,243)
(Decrease)/increase in creditors	18,057	169,984
Interest earned	<u>(9,774)</u>	<u>(42,153)</u>
NET CASH INFLOWS FROM OPERATING ACTIVITIES	<u>441,433</u>	<u>947,942</u>

15. Net incoming resources for the year are arrived at after charging :	2014	2013
Depreciation	<u>29,164</u>	<u>31,662</u>
Auditors remuneration		
i) Audit	7,380	6,487
ii) Non Audit Services	<u>0</u>	<u>6,919</u>
	<u>7,380</u>	<u>13,406</u>

16. Analysis of cash and cash equivalents & net debt	2014	2013
Cash in hand	3,657,204	3,218,482
Debt due within one year	-	-
Debt due after one year	-	-
Total	<u>3,657,204</u>	<u>3,218,482</u>

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, 2014

17. Commitments and Contingencies

Headstrong has the following lease commitments:

Address	payable to	Project	Annual rent
Westland Square, Dublin 2	December 2014	Headstrong	€65,000
Primary Care Centre, Golf Links Road, Roscommon	April 2017	Jigsaw Roscommon	€10,000
A1 Edward Court, Tralee Co. Kerry	February 2014	Jigsaw Kerry	€11,000
25 Dublin Street, Balbriggan Co. Dublin	June 2014	Jigsaw North Fingal	€6,600

Where leases ended in 2014, premises are rented on a month to month basis, while lease negotiations are taking place.

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 Mental Health Ireland, funded locally	Galway	141,000
1 Brews Hill, Navan, Co. Meath	Leased by the local fiscal agent- Crann Support Group Ltd, 53% funded by Headstrong, 47% funded locally	Meath	15,000
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

18. 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 ten communities, and in 2014 there were 17.4 full time equivalent 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:

		€ 2014	€ 2013
Jigsaw Donegal	Personnel and operational costs	309,704	242,851
Jigsaw Galway	Personnel and operational costs	799,245	809,995
Jigsaw Kerry	Personnel	60,000	80,000
Jigsaw Meath	Personnel	36,000	36,000
Jigsaw Offaly	Personnel	19,500	26,000
Jigsaw Roscommon	Personnel	26,667	80,000
Total		1,251,116	1,274,846

19. Transactions with Directors

There are no related party transactions with the directors during the year and there was no remuneration paid to directors during the year.

20. Pro Bono Audit Services

During the year GBW provided Pro Bono Audit Services, of 50% of the audit fee valued at €3,690, to the company which has being reflected in the Statement of Financial Activity.

21. Accounting Periods

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

22. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 20th May 2015.