

**Tallaght West Childhood Development Initiative Company Limited By
Guarantee**

Annual Report and Audited Financial Statements

for the financial year ended 31 December 2020

**Crowleys DFK Unlimited Company
Chartered Accountants and Statutory Audit Firm
16/17 College Green
Dublin 2
D02 V078**

**Company Number: 433654
Charity Number: 17557
Charities Regulatory Authority Number: 20065577**

Tallaght West Childhood Development Initiative Company Limited By Guarantee

CONTENTS

	Page
Reference and Administrative Information	3
Directors' Annual Report	4 - 18
Directors' Responsibilities Statement	19
Independent Auditor's Report	20 - 21
Appendix to the Independent Auditor's Report	22
Statement of Financial Activities	23
Balance Sheet	24
Statement of Cash Flows	25
Notes to the Financial Statements	26 - 33
Supplementary Information relating to the Financial Statements	34 - 37

Tallaght West Childhood Development Initiative Company Limited By Guarantee REFERENCE AND ADMINISTRATIVE INFORMATION

Directors	John Murray Mary Corcoran Isabel Aust (Appointed 3 November 2020) Suzanne Guerin (Resigned 29 May 2020) Paul Murphy Brendan Cremen James Dolan Helen Johnston John Paul Byrne Madeline Mulrennan Elizabeth Nixon
Company Secretary	Philip Zambra (Appointed 12 February 2020) Marian Quinn (Resigned 12 February 2020)
Charity Number	17557
Charities Regulatory Authority Number	20065577
Company Number	433654
Registered Office and Principal Address	St Mark's House, Cookstown Lane, Fettercairn, Dublin 24.
Auditors	Crowleys DFK Unlimited Company Chartered Accountants and Statutory Audit Firm 16/17 College Green Dublin 2 D02 V078
Bankers	Allied Irish Banks PLC Tallaght Dublin 24 Bank of Ireland Priorsgate Main Road Tallaght Dublin 24
Solicitors	Adrian Burke & Associates 51/52 Fitzwilliam Square Dublin 2

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

The directors present their Directors' Annual Report, combining the Directors' Report and Trustees' Report, and the audited financial statements for the financial year ended 31 December 2020.

The financial statements are prepared in accordance with the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Directors' Report contains the information required to be provided in the Directors' Annual Report under the Statement of Recommended Practice (SORP) guidelines. The directors of the company are also charity trustees for the purpose of charity law and under the company's constitution are known as members of the board of trustees.

In this report the directors of Tallaght West Childhood Development Initiative Company Limited By Guarantee present a summary of its purpose, governance, activities, achievements and finances for the financial year 2020.

The charity is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Companies Act 2014 and, although not obliged to comply with the Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the organisation has implemented its recommendations where relevant in these financial statements.

The charity is limited by guarantee not having a share capital.

Mission, Objectives and Strategy

Mission Statement

CDI Vision:

Every child in Ireland is thriving, healthy, happy, and free from poverty.

CDI Mission:

We will improve outcomes for children by delivering quality, integrated, evidence-informed services and workforce development through partnership and innovation.

Objectives

CDI Values:

We consciously work to foster and maintain positive relationships with all our stakeholders.

We work in partnership with people, taking a strengths-based, family- and child-centred approach focused on children's rights, responding to needs and driving change.

We use evidence, innovation, and prevention and early intervention approaches to underpin our work.

Tallaght is our home, and we prioritise the needs of this community. We are also committed to transparently sharing our learning to inform policy and practice nationally and internationally.

We are respectful, inclusive, collaborative, relationship-focused and believe in having fun while we work hard.

Objectives to 2024:

- CDI will strengthen its position as an outstanding provider of the highest quality child and family services, including training and consultancy.
- CDI's pioneering work will influence policy and inform practice locally, nationally and internationally.
- CDI will identify and respond to new and emerging needs of children and families in Tallaght and beyond.
- CDI will maximise the integration and replication of our proven interventions for children and families in Tallaght and beyond.
- CDI will strive for excellence in all structures, systems, and governance to enable achievement of our mission.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Structure, Governance and Management

Structure

The CDI Board:

Is responsible for staffing, finance, programmes, learning, evaluation reporting and mainstreaming;
Reports on strategy; implementation; spending; attainment of targets and learning;
Has leadership of, and responsibility for, strategy implementation, governance and accountability.

The following committees are in place:

- Business Development Sub-Committee
- Finance & Risk Sub-Committee
- HR Sub-Committee
- Research Advisory Committee (RAC)

Business Development Sub-Committee

Membership:

Brendan Creman (Chair and Board member), Nova Institute, UCD;
John Murray (Board member), IBM;
Tanya Hughes, Ballybeen Womens Centre;

The sub-committee will seek to retain a 50:50 balance of Board and external members.

In Attendance:

CDI CEO; Business Development Manager (Secretary to the Committee), Finance Manager.

Primary Role:

The Business Development Sub-Committee will guide and support the establishment and growth of CDI's Business Development function.

Functions of the Business Development Sub-Committee are:

- To provide the support, direction and focus for CDI's Business Development function;
- To transfer and communicate the income generation targets set out in the Options Appraisal and Implementation Plan to meaningful income generation targets and a work plan;
- To share networks and contacts in order to establish opportunities for introducing CDI, presenting speculative proposals or establishing service design and delivery partnerships;
- To provide a challenge function to draft proposals, tenders or speculative service ideas;
- To bring commercial expertise and ethos to CDI where it is required to generate earned income;
- To ensure that the move towards additional income generation remains aligned with CDI's Strategy and consistent with its values and ethos.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Finance & Risk Sub-Committee

Membership:

Mr John Murray (Chair and Board member), Associated Partner/Accountant, IBM.

Mr Oluwaseye Fadare, Financial Accountant.

Ms Sinead Ward, Director of Finance and Governance, Institute of Public Health Ireland.

Mr Dermot Duffy, formerly Senior Executive, Goodbody Stockbrokers.

Ms Ciara Daly, Senior Legal Counsel, Central Bank of Ireland.

The CDI CEO and Finance Officer will also attend meetings, the latter acting as Secretary to the Committee.

The quorum for the sub-committee is 2 members.

Functions

This Committee deals with financial management and risk assessment and minimisation, and reports to the Board. In particular it will undertake the following:

Finance

- Agree budget/budget revisions;
- Review summary finance reports from service providers
- Monitor and review quarterly management accounts;
- Monitor and review announcements about the organisation's financial performance and financial controls;
- Approve and review internal Financial Policies and Procedures;
- Discuss other financial and compliance matters in relation to the company.

External Audit

- Make recommendations to the Board about the appointment, pay and conditions of the external Auditor.
- Meet with the External Auditor and have oversight of the External Audit;
- Monitor and review the accuracy of the financial statements including Directors Report, etc for presentation to the full Board

Corporate Governance

- Monitor progress relating to risk management including the risk register Review the annual compliance conducted by CDI in relation to the Governance Code for Community, Voluntary and Charity Organisations in Ireland.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

HR Sub-Committee

Membership:

Paul Murphy, (Chair and Board member).
Madeleine Mulrennan, Board member

The CDI CEO will attend meetings

Primary Role:

The primary role of the HR Sub-Committee is to advise and support the CEO in the fulfillment of the Board's financial and legal responsibilities in relation to employees and on other issues as requested by the Board from time to time. The committee will be appointed by the Board and its functions will also be agreed by the Board. The primary rationale for this structure is the provision of a mechanism to assist the CEO and Board in fulfilling their duties in relation to employment issues as they arise. This committee can also be delegated to assist in decision making between Board meetings where it is agreed and nominated by the Board to do so.

Functions of the HR Sub-Committee are:

- To ensure the implementation of good employment practices by regularly reviewing structures, procedures and practice with the CEO;
- To assist the CEO with decision making in relation to personnel issues as they arise and make recommendations to the Board;
- To ensure that decisions in relation to staff employment issues will be made within the parameters of the financial constraints of CDI;
- To regularly report to the Board.

Principles guiding the HR Sub-Committee are:

- The committee will take directions from the Board and operate within the understanding that ultimate responsibility for CDI lies with the Board of Directors;
- The committee will support the CEO in her management responsibilities of CDI;
- The committee will ensure confidentiality at all times;
- Strong communication between the HR committee and the Board will be maintained.
- The committee will meet as deemed necessary and will also conduct its business by phone and or email, where appropriate.

Research Advisory Committee (RAC)

Membership:

John Paul Byrne, Researcher (Chair)
Professor Mary Corcoran, Sociology at Maynooth University
Dr Helen Johnston, Senior Social Policy Analyst at the National Economic and Social Council in Ireland
Aine McAdam, Researcher, Sociology at Maynooth University
Dr. Suzanne Guerin, School of Psychology, University College Dublin Chair
Elizabeth Nixon, Assistant Professor in Developmental Psychology in the School of Psychology at Trinity College Dublin

Primary Role:

The primary role of the Expert Advisory Committee is to advise and support the development, implementation, review and dissemination of all research and evaluation activities within CDI.

Functions of the Research Advisory Committee are to:

Provide advice and support on the commissioning and implementation of research and evaluations;
Support oversight of the research / evaluation programme;
Review emerging results from CDI research and evaluations;
Advise on changes to, or augmentation of, research and/or evaluations if the need arises;
Provide observations on design and review of services;
Advise on the dissemination of research and evaluation findings and conclusions, particularly in relation to its utilisation as a mechanism to influence policy, practice and training.
Reports of meetings of the RAC and any reports prepared by the RAC will be transmitted to the Board of CDI for its consideration and action as it deems appropriate.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Review of Activities, Achievements and Performance

Parental Support

2020 was a busy year in parental support with lots of exciting new developments balanced with some challenges also! We were delighted to welcome our Parenting Specialist Elaine Fagan back from Maternity leave. Elaine supported the programme from January- June 2020 before departing for her second maternity leave. We were delighted to have Michelle Quinn, CDI's Chit Chat Coordinator supporting the Parental Support programme from September 2020 onwards. Celine Moran, CDI's ATTI Coordinator also supported aspects of the PS programme, leading out on the CDI's Being Dad project and coordinating webinars on engaging fathers.

We began working with two new services in Jobstown: Rainbow House and Naionra Jobstown. We also welcomed three new Parent Carer Facilitators (PCF's) on board, Jessica Townmney in Naionra Caitlin Maude, Teresa Grant in Naionra Jobstown and Aga Krzyzanowska who is based in Rainbow House.

We welcomed a full-time researcher, Dr Catarina Leitao to the CDI team in May 2020. Catarina is evaluating our Parental Supports in Early Years looking at the relationship between the ELC service and the parent, and parental engagement in children's learning, focusing on areas such as the home learning environment and school readiness. This exciting research is supported by the prestigious Marie Skłodowska – Curie Actions (MSCA) grant which was awarded to CDI in 2019.

The Covid-19 pandemic impacted directly on all agencies' work and priorities. The various restrictions which took place during 2020 required PCF's to provide their services differently. This included working remotely providing support to families through new channels such as online and other platforms such as Class Tag to respond to the emerging needs of children, young people and their families.

Interagency Work 2020

The parental support programme continues to collaborate with a variety of agencies. CDI's Parenting Specialist attends the National Parenting Working Group, Local Parenting Forum and represents CDI as a Parental Support Champion within TUSLA's Parent Support Champions Project.

Achievements and Outcomes in 2020

The following quality support were provided to the PCF's during the year:

- Seven Communities of Practice.
- One planning meeting.
- Eight Service provider meetings.

PCF Activity:

- Calls to parents (March=160, April=278, May=272, June=270, July=182, Aug=66)
- Text messages to parents (March=100, April=153, May=94, June=101, July=44, Aug=26)
- Youngest parents we worked with was 21 years and the eldest was 51 years. Most of the parents are 35 years.
- Data indicate that of the parents we worked with in 2020, 41.6% are homemakers, 23.4 % are in full time employment, 24.7% are in part-time employment, 6.5% are unemployed, 1.3% are students and 2.6% are not working because of illness/disability
- 80.5% of families we supported in 2020 are two-parent household and 19.5 are in single parent households.
- Parents reported reduced stress from their parenting role after receiving services from the Parental Support Program (The average score on the Parental Stress Scale was 51.3 before the program and this reduced to 34.8 after the program).
-
- All the participants rated the overall quality of the programme to be satisfactory (100%)
- All the participants rated their interaction with PCFs to be very satisfactory (100%)
- International Men's day was celebrated across the services to promote engagement and spread the message that fathers / father figures are important in their child's lives.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Targets for 2021

- 8 PCF demonstration sites are maintained and supported
- Parenting programmes delivered to parents in Tallaght
- 7 PCF CoPs attended per year
- One annual team development session conducted
- Increase awareness of CDI's PEAR toolkit within the ELC sector by disseminating information to a wider audience
- Coordinate the roll out of PEAR training
- Explore new ways to engage with more fathers through the parental support service
- Maintain our weekly social media presence in relation to parental supports
- Parental support programme review
- Quality review is completed with all ELC services and PCF's
- Develop new programme name and logo.

Parental Engagement and Relationships

We were delighted to pilot CDI's Parental Engagement and Relationships (PEAR) Training and Toolkit. This training package was designed by CDI in collaboration with the University of Limerick and is based on CDI's experience over many years of providing parental support services in Early Learning and Care Services in Tallaght West.

PEAR is designed to be used as a practical resource for Early Learning and Care Services to support practitioners to develop and maintain strong partnerships and effective working alliances with parents.

Achievements included:

- Two PEAR trainers were fully trained, and one pilot session with eight ELC staff was completed in June 2020.
- Second pilot PEAR training delivered online to 15 EY Participants in August 2020.
- Three PEAR modules were adapted for online delivery in 2020.

2020 was a busy and challenging year for the Ante Natal to Three Initiative (ATTI), with Covid restrictions leading to redeployment of many staff working with children and families in the 0-3 age group. This redeployment led to more limited contact with new and expectant parents, raising many concerns within the ATTI Steering Group on the long-term impacts of Covid 19 on the health and wellbeing of new parents and babies. Despite these challenges, the ATTI Steering Group continued to meet and progress the work, and seven SG meetings were held in 2020. Steering Group meetings provided a useful space for agencies and practitioners to share their concerns and give an update on what services were available.

Interagency Work 2020

ATTI engaged with a range of interagency work beyond the Steering Group (SG), including Infant Mental Health Network meetings, Tusla's Foster Carer Circle of Security project group, CYPSC Safe and Protected from Harm Subcommittee and PEIN working group on impact of homelessness on children. ATTI also strengthened links with GPs by attending and presenting at the GP Annual Study Day in Tallaght Hospital and presenting at the GP Dublin South West Faculty meeting. The work of the Tallaght Welcomes Breastfeeding Initiative was difficult to progress due to Covid restrictions and lockdowns. Breastfeeding clinics are not taking place. ATTI has utilised social media to promote the benefits of breastfeeding.

Achievements and Outcomes, 2020

- Successful in securing funding from Tusla's Parental Participation Fund to engage with fathers on their experience of parenting. The 'Being Dad' project, a qualitative exploration of the lived experience of fathers in Tallaght, comprised in-depth interviews with eleven Dads. The Being Dad report will be finalised in April with a launch event in May.
- Solihull Foundation Training, a model for understanding the impact of relationships on health and wellbeing and the impact of adverse childhood experiences, was successfully adapted and offered online via zoom. Two trainings were completed, in July and December, with twenty-six multi-disciplinary practitioners trained in the approach. Evaluations from the training were all very positive, with 100% of those who responded to the survey, rating the training as excellent or very good. Two Solihull Trainers CoPs were also held in 2020, to support trainers' capacity and development.
- ATTI continued its focus on enabling practitioners to engage with and support fathers. A Webinar was held in September with both national and international speakers presenting on the importance of fatherhood and strategies for practitioners to promote better engagement with Dads. Eighty-eight participants attended the online webinar with excellent feedback on the content and speakers.
- Bonding with Baby support materials for new and expectant parents was commenced and compiled in collaboration with PHNs and SLTs. The Bonding with Baby booklet will be launched as part of the Becoming a Parent Workshop, Family in Mind event in March 2021.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

- ATTI, in collaboration with Tusla, was involved in establishing the Ante Natal Child Protection Advisory Group, which will inform the development of interventions to support pregnant women at high risk of having their babies taken into the care of the state. This will build on other work led by CDI in relation to parent-child attachment. Four Advisory Group meetings were held with input from expert speakers. A literature review was completed, and external consultants contracted to develop an implementation plan.
- The Research and Realities of Ante Natal Child Protection webinar was held on the 25th November 2020. Seventy-four participants attended the webinar with speakers presenting on domestic abuse, Adverse Childhood Experiences (ACEs), the role of the PHN and a case vignette from Tusla Child Protection services. This webinar forms part of the wider consultation regarding ante natal child protection.
- ATTI secured funding from the CYPSC Resilience Fund at the end of 2020 to develop and coordinate a series of online workshops and webinars promoting family resilience.

Targets 2021

- Continue the work of the ATTI SG to improve access to services for expectant and new parents with children in the 0–3-year cohort.
- Launch the 'Being Dad' report and continue to promote and support fathers' role as active caregivers of their children.
- Work with health care professionals and practitioners to enhance fathers' engagement in services.
- Promote infant mental health, bonding with baby and develop an infant mental health strategy.
- Coordinate the delivery of Solihull Foundation Training and support the integration and application of approaches.
- Finalise the ANCP Implementation Plan and commence delivery of agreed interventions and supports.

Families Impacted by Prison

CDI worked with Tusla to successfully access funding from the Innovation Fund provided by the Department of Public Expenditure and Reform (DPER). The funding was to enable CDI to deliver a series of awareness raising session through Child and Family Support Networks (CFSNs) nationally and follow up with training for those working directly with families impacted by prison. Unfortunately, due to the pandemic, these plans were put on hold, and we hope that we will be able to revisit them in the coming year.

Literacy and Language:

Like many other services, Covid-19 transformed the Chit Chat Speech and Language Therapy (SLT) Service, requiring us to think differently about how we could continue to provide evidence-based supports to children and families who needed to stay safe and at home. In the initial stages of lock down we contacted families, listened, signposted to services, provided advice and reassured parents, whilst being conscious not to overwhelm them. Our SLTs worked hard upskilling on teletherapy by researching the evidence, speaking to our colleagues in other Area Based Childhood (ABC) programmes and having practice sessions with each other. We continued to provide SLT services via teletherapy throughout the various lockdowns.

To increase accessibility to Speech and Language Therapists a Helpline for parents and practitioners was established to allow parents and practitioners to be able to call and discuss any concerns they may be having with an SLT. We adapted our training to be delivered online.

Lockdown exposed the many inequities in our society — from technology access to supportive environments needed to focus on learning. Digital poverty has been a challenge for our service, but with our mantra of meeting parents where they are at, we have been conducting teletherapy on phones, tablets and laptops, and good old fashioned phone calls.

We presented to our local HSE SLT department on our journey from face-to-face intervention to teletherapy to share our learning from our experience.

Returning to face-to-face intervention was also a challenge. A lot of work went into developing our policies and procedures and sourcing PPE; however, it went well with positive feedback from parents, preschools and schools.

July 2020 saw the launch of our new and improved Chit Chat Summer Course for Primary school Teachers designed by Dr Sylwia Kazmierczak-Murray and Aoife Merrins-Gallagher. The course ran online throughout July 2020 with 103 primary school teachers completing the course.

Dr Sylwia Kazmierczak-Murry was commissioned by CDI to conduct a literature review regarding SLT service delivery models in Early Years settings. This exciting piece of work will inform our service delivery plans the coming years.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Interagency Work 2020

Interagency working continued to be a core theme throughout 2020 in Chit Chat. Integrated service delivery continued through engagement and working in partnership with the three primary schools and six ELC centres in receipt of the Chit Chat service. Chit Chat continued to work closely with the HSE DSW SLT department. All Chit Chat SLTs attend the HSE SLT team meetings where we share service updates and participate in joint education sessions. Chit Chat continues to link in with other ABC SLT departments to discuss programme delivery and share learning. Chit Chat SLT worked closely with the local HSE DSW SLT department on a Talk to your Baby project, developing a 'feely cube' with key messaging regarding communication and language development to be given to parents by PHNs at their child's 7-9-month developmental check. A social media campaign was developed to run alongside this project. This is expected to be rolled out in Q3 of 2021. Chit Chat SLTs attend the Oral Language Forum which is a national forum comprising of ABC SLTs, HSE, Early Years and Teachers, chaired by Duana Quigley, TCD.

Achievements and Outcomes in 2020

- High quality Speech and Language assessment and therapy were delivered to three Primary schools and six Early Learning Centres in Tallaght
- 77 children and families receiving the service throughout 2020
- 23 new referrals for SLT of which 21 were accepted, 93.8% appropriate referrals, indicating that referrers are adequately trained in identifying children and referring appropriately to the Chit Chat service
- 38% of referrals were known to the HSE, whilst 62% of referrals were unknown, indicating that Chit Chat continue to pick up children who were not previously detected and referred to the HSE
- Chit Chat returned to face-to-face service delivery with new policies and procedures in October 2020
- Hanen Teacher Talk training was delivered to 28 early years professionals and six primary school teachers in 2020
- Creating a communication friendly environment training was delivered to nine early years professionals online
- 63 staff consultations regarding children's speech and language needs
- Health promotion coffee mornings were delivered virtually to six early years services with 31 parents attending
- 93% of parents surveyed reported reduced worry with regard to their child's speech and language abilities
- 100% of parents were satisfied with their child's speech and language assessment
- New policies and procedures were developed for Teletherapy and face-to-face sessions throughout Covid-19
- 'Supporting Speech, Language and Communication in the Primary Classroom and Beyond: An Online Summer Course for Primary School Teachers', was developed by CDI and approved by the Department of Education and Skills. It was delivered to 105 primary school teachers nationally and will be delivered again in summer 2021 & 2022. Post training evaluations indicated that:
 - o 96.3% of teachers had improved knowledge on SLT related topics.
 - o 80.5% of teachers had improved confidence on SLT related topics.
 - o 95.1% of teachers were satisfied with the course.
- 52 Weekly social media posts posted from Jan 2020- December 2020.

Targets for 2021

- Continue service delivery to three DEIS primary schools and six ELC Services in Tallaght
- Deliver Online Summer Course to 75 Primary School Teachers 'Supporting Speech, Language and Communication in the Primary Classroom and Beyond'
- Complete training needs assessment with ELC's and primary schools and co-ordinate training plan as appropriate
- Weekly social media posts for Chit Chat Tuesdays on CDI's social media platforms
- Roll out of Talk to your Baby Project
- The Chit Chat service is expanded to the 0-3 cohort in the community through promotion of S&L, literacy milestones and strategies by linking in with Dolly Parton Imagination Library
- Weekly Helpline for parents continues
- Chit Chat communication policy is developed and implemented in ELC's and Primary Schools in Tallaght
- Quality review with ELC's and PS receiving the CC service conducted in October and April annually
- Develop new model of service delivery based on recommendations from literature review
- Continue to work closely with the HSE DSW SLT Department and our ABC SLT colleagues.

Doodle Den:

Level of Activity and Outcomes in 2020

Doodle Den was significantly impacted with the emergence of Covid 19 in the Spring of 2020. In September 2019, 16 groups commenced with a total of 230 children. Unfortunately they were unable to complete delivery as children did not return to school. Despite trying to encourage engagement with their Doodle Denners, the Facilitators felt that parents were overwhelmed with the situation and concluded the time was not right to persist with the programme.

In August 2020 we reconnected with the Facilitators to consider how we might overcome the challenges for Doodle Den, in light of the ongoing Covid restrictions. Through this dialogue and engagement, 11 groups with 154 children

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

commenced Doodle Den; six in Tallaght with 78 children, four sites in Dublin inner city with 59 children and one group in Limerick with 17 children. This was a fantastic achievement and testament to the passion and dedication of each Facilitator to continue delivery of the programmes.

2020 also saw CDI train 16 Doodle Champions from a variety of disciplines including Primary School Teachers, Home School Liason, School Completion Officers, those with Social Science backgrounds and Early Years professionals. These Doodle Champions are now in a position to train new facilitators embarking on delivering Doodle Den and Doodle Families.

In November we awarded a contract to Myth Digital after a tendering process to redesign the DoodleDen.ie website. We convened an advisory group of literacy specialists to help guide this work. The site will be a series of fun games with a focus on elements such as high frequency words, phonics and rhyming. By the end of 2020 the development was at an advanced stage and the website will be ready for launch in the Spring of 2021 and will be widely available and not just exclusively for Doodle Den use.

Another achievement for Doodle Den was work completed around the 'Big Books' element of the programme. Big Books comprise an important element of Doodle Den with 13 of them being used in the year. Over the last number of years some of these books have gone out of print, creating a gap in elements of the programmes. We have now identified an additional nine books with associated activities to support programme delivery. These books have been specifically chosen to reflect the themes and content of the original books in order to maintain the programmes' high standards.

Targets for 2021

- Finish and launch Doodle Den website
- Support services to complete delivery of the programme
- Reengage areas and schools which did not engage in 2020 owing to Covid-19
- Develop a Business Development Plan to deliver Doodle Den as a social enterprise beyond Dublin 24
- Establish and strengthen literacy connections with other organisations e.g., NALA, Literary Association of Ireland
- Collect and analyse pre- and post-intervention data.

Doodle Families

Doodle Families (DF) too was affected by COVID-19. Nine groups commenced in 2020, with five having completed and four sites just starting prior to the March lock down. Thankfully, all were able to complete by the end of the year. This was challenging as Facilitators need to engage with parents remotely, which they did using various modes including sending packs home with video recorded content and offering phone support to the parents.

Monitoring data indicate that children's attitudes towards literacy significantly improved after the programme. This was more significant for the boys surveyed, and most gains in improved attitudes to reading were amongst those aged seven years. We also found that the types of books associated with improvements in attitudes were those that explain things.

DF will also benefit from the support of Doodle Champions who were trained to deliver the Facilitators programme and we saw 15 facilitators trained to deliver DF in 2020.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Achievements 2020

The table below illustrates significant improvements in attitudes to reading having participated in the Doodle Families programme.

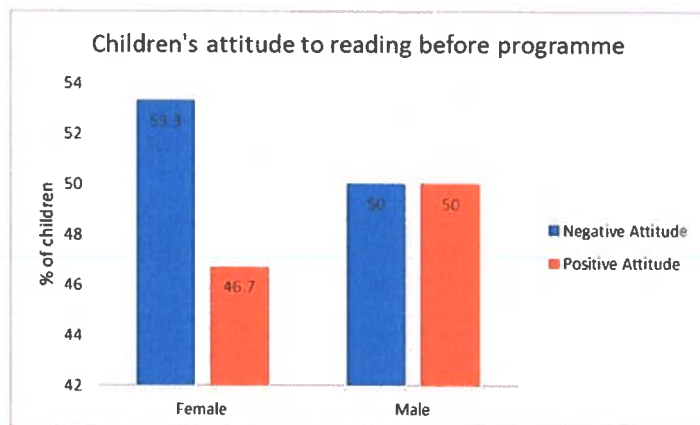


Table No 1 Children's attitude to reading before programme

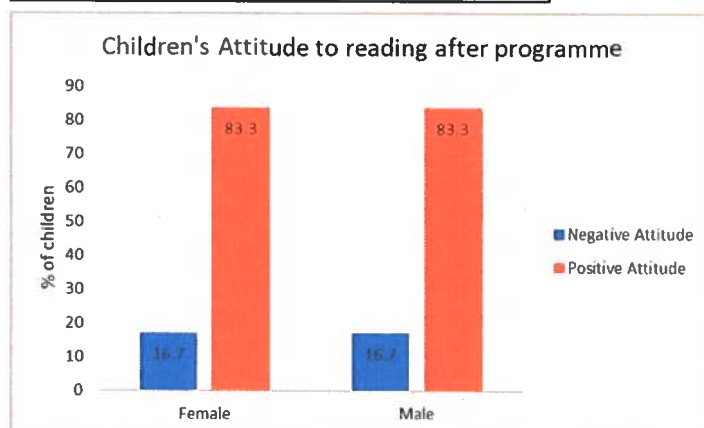


Table No 2 Children's attitude to reading after programme

Targets for 2021

- Support services to deliver DF in our existing Tallaght schools.
- Develop a Business Development Plan to deliver DF as a social enterprise.
- Engage with relevant agencies and institutions such as NALA, ECSI, Parents Council, ETB's and academic institutions to promote DF.
- Collect and analyse data and disseminate findings.
- Develop online version of DF.

Dolly Parton's Imagination Library

Amazingly the Imagination Library (DPIL) was possibly the only programme that did not bear the brunt of Covid-19. Indeed it was quite the contrary, with 2020 seeing 58,889 books delivered to 5,007 children in Dublin 24. This represents books being delivered to 72% of the 0- to 5-year-old children in Tallaght. We achieved a significant increase in getting more books into the homes of children as outlined in the graph below.

Parental engagement was encouraging in 2020 with 18 contacts made via the data base, with a 40% average opening rate of these communications. This represents approximately 1800 to 2000 parents engaging with each communication. These contacts contained various topics, such as top tips for reading with your baby toddlers and young children. It was also used to share information on Covid and Tusla led services. Parents regularly get in touch to say how much their children are enjoying receiving the books here is an example.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

New Developments:

CDI's new Programme Team met every six weeks during the year to discuss each of our programme areas and interventions. We share best practice and offer cross-cutting supports. This time is used to collectively discuss any new and emerging needs that arise through our engagement with stakeholders and the progress of our interventions. We regularly analyse how each of our interventions and programmes are impacting on child poverty and how programme areas can maximise improved outcomes through interagency work and collaboration.

A specific target to "Dad-Proof" all CDI interventions was agreed, so that all services are committed to improve tailored approaches to facilitate greater inclusion of fathers. The Programme Team regularly reviews how we are engaging fathers and shares learning on effective strategies, such as the language we use, services we offer, supports we advertise, and activities we develop.

Programme Team meetings also provide an opportunity to agree methods which maximise the impact and outcomes of our interventions all, incorporating the voice of the child where possible, and consider the analysed data to ensure continuous quality improvement across all areas of our work.

CDI's leadership of 'The Inbetweeners Project' continued during 2020, although covid impacted considerably on our ability to progress recommendation from the research report launched in late 2019. A positive benefit however was that many services quickly moved to online delivery, a strategy which had been identified as beneficial for many of the young people who's unmet needs were identified in the research.

Two literature reviews were commissioned during 2020, to follow on from the Inbetweeners Report, and these will be presented to the Advisory Group in early 2021, at which point a revised action plan will be developed.

Targets for 2021:

- To continue to build on the 'Dad Proofing' work and ensure that all CDI services have considered how best to include fathers.
- CDI to consider training and information needs amongst relevant staff in relation to supporting families in financial difficulty.
- To share the literature reviews on effective service for young people with unmet mental health needs and agree an action plan to address local gaps.

Overheads Management and Governance:

CDI takes great pride in our governance arrangements as they give us and our funder's reassurance that our approaches, spending and strategy maximise the investment in our work. This year CDI achieved the Charities Institute of Ireland "Triple Lock" standard which involves adopting the Guidelines for Charitable Organisations on Fundraising from the Public; preparing a Trustees Annual Report and Financial Statements in full compliance with the Charity Statement of Recommended Practice (SORP); making them easily available to the public on our website and formally adopting the 'Charities Governance Code' as devised by the Charities Regulator. CDI have also continued our work towards achieving the Excellence Ireland Quality Association (EIQA) Q Mark.

The Board of CDI is chaired by Mary Corcoran. In 2020 there were six meetings of the Board with an average of eight Board members present. The CDI Board members are all extremely experienced and knowledgeable in their area of expertise and bring valuable contributions to the work of CDI. Suzanne Guerin resigned as both Chairperson and Board member in 2020 after serving for many years and having been a central support since the organisation was established. We are delighted that she will continue to work with us as a member of our Research Advisory Committee. We welcomed a new Board member Isabel Aust, whose experience of working with NGOs and delivering communication activities will be a very welcome addition to the existing skillset.

There are established and efficient governance structures, with several Committees supporting CDI's Board, as follows: HR; Finance & Risk; Research, and Business Development.

In responding quickly to the Government public health guidelines, systems were put in place to support staff in working from home, and all were provided with the necessary equipment to facilitate this. In line with the Government Guidelines, Return to Office Protocols were developed and a return to office plan and induction course, were created and presented to staff. CDI has adhered to Government Guidelines and only essential workers have returned to the office.

A review of all CDI's Policies and Procedures was undertaken in 2020 with the assistance of an external consultant. As a result of this review CDI now has 30 policies with each one assigned to a member of staff to ensure it is in line with best practice and legislation. As part of the review each policy is also assigned to a Board Committee which considers the document in detail before recommending it to the Board for approval. Each policy will be reviewed

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

and approved on an annual basis. A new IT system was put in place following a competitive tendering process and a more robust CLOUD service was provided.

Business Improvement Solutions was contracted to undertake consultation to inform the development of CDIs next Strategic Plan for the period 2021 -2024. This process began in October, and the final plan will be approved by the Board in early 2021, and subsequently disseminated. It will provide the framework for our activities and priorities for the next three years.

Governance targets for the year ahead include:

- 1) Maintaining Charities Institute of Ireland "Triple Lock" standard
- 2) Ensuring all policies are reviewed annually and are in line with best practice and legislation.
- 3) Developing a succession plan is in place for Board and Committee positions
- 4) All Committees to develop an annual programme of work
- 5) Creating a phased return to the office in line with Government Guidelines.

CDI Training & Consultancy:

In the midst of a challenging year for everyone, CDI's training and consultancy service continued laying a solid foundation in 2020. Our training services adapted quickly, pivoting to online delivery. We ran several online courses across all programme areas – QSBO, ATTI, Chit Chat and PEAR, as well as several large-scale webinar events – a webinar on the *Being Dad* project, the MSCA- funded research on parental engagement, Infant Mental Health and ANCP.

With our Business Development Manager on Maternity Leave, October saw the creation of a full time Training Coordinator role, filled by Meadhbh Ryan. This role will help us define our mission for our training services, particularly with our work in the upcoming tenders.

We have also established an internal Social Enterprise Working Group, another step that will help our training and consultancy service step into the future and continue to establish CDI as a sustainable enterprise moving forward.

Achievements and Outcomes in 2020

- All courses moved to online delivery.
- 243 participants booked on our training courses across all programme areas (excluding RP).
- We ran three large scale webinars, serving 279 participants.
- We established our Social Enterprise Working Group, recognising the moves the sector is making towards additional sustainability.

Targets for 2021

- Develop a clear vision and mission for CDI training and consultancy services which reflects the changing manner of training in a post-Covid environment
- Develop plans to extend our customer base
- Deliver four QSBO modules to 48 participants from 12 ABC organisations from March to June
- Gain approval to deliver five QSBO modules as part of a DES approved summer course for teachers in July 2021.
- Apply for DES approval for a PEAR summer course for teachers for delivery in July 2022.
- Deliver eight QSBO modules.
- Support programme staff to run online training events including CYPSC online event and the Chit Chat online summer course.
- Product Development Plans to be developed and presented to the Social Enterprise Working Group / Business Development Committee and used to set annual targets.
- Apply for at least 15 grants, tenders or funding opportunities per year.

Restorative Practices:

In line with all of CDI (and, indeed, the whole world!), 2020 was a busy and challenging year for our Restorative Practices (RP) team. The onset of the Covid-19 pandemic and the accompanying Government 'lockdown' called a halt to face-to-face training in March and necessitated the development of online and remote alternatives for RP training, communities of practice (CoP), continuing professional development (CPD) events and meetings. Between January and March 2020, we delivered five RP Training courses in Dublin, Tipperary and Cork to 78 people and facilitated two face-to-face RP Trainers CoPs in February and early March.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

All RP training courses, CoPs and CPD events for the rest of 2020 were hosted online via Zoom. Following a crash course in online training delivery for the RP Programme Manager, we piloted our first two online training courses (Getting Started with RP (GSRP) and RP Summer Course) in June and July and piloted a third course online (RP Facilitation Skills) in October and November 2020. All told, we delivered online RP training to 246 participants between June and December 2020. Three online and one face-to-face Summer Course for Teachers were delivered in 2020. We also hosted seven RP Trainers CoPs online between March and December.

The Erasmus+ TReP project was also very busy in 2020. TReP (Professional Training in Restorative Practices) is a partnership with four European Countries to design and pilot an online RP Course that will be accredited at Level 5 on the European Common Awards System (ECAS), which is equivalent to a Level 7 QQI award. CDI began writing the course materials in 2020 and co-hosted an information Webinar for the course in October. Over 70 people attended from all over Europe and altogether 34 people registered for the pilot course before the end of the year, 16 of whom were in Ireland.

Interagency Work 2020

We continued to work with the Professional Development Service for Teachers (PDST) in 2020, supporting the training of their Wellbeing Advisors to deliver RP Training and providing them with updated online training materials once they had been tested out.

CDI continued to work with Oberstown Children's Detention Campus to develop a restorative culture within the organisation. Socially distanced refresher training in restorative practices was delivered to residential care staff from all seven Units between June and July 2020. Work begun in August on the production of an RP "Induction DVD" for newly recruited staff; this work had to be halted at the start of October due to Government-imposed public health restrictions.

Towards the end of 2020, CDI responded to a request from Tusla to pilot the use of RP in the work of foster care/residential care/social work teams in our local Tusla area. The aim is to test the extent to which adopting RP can improve outcomes for children in care or at risk of going to care, and RPs capacity to improve working relationships and morale among the team working with these children and their families. This will be an important and fascinating piece of work in 2021.

At national level, CDI continued to provide leadership for Restorative Practices, Ireland. The Steering Committee met three times during 2020, with activities reduced as a result of Covid-19. However the committee also met four times towards the end of 2020 to progress and finalise a Strategic Plan. This will be launched following consultation in Quarter 1 of 2021.

In addition, CDI commissioned a review and update of the Quality Standards which were developed in 2014. These will be presented to the RPI Steering Committee in early 2021.

Achievements and Outcomes in 2020

In terms of our RP training programme, it was quite an achievement to deliver RP training to a total of 324 people in an unprecedented year that brought us mass lockdowns and social distancing. We facilitated nine RP Trainers Communities of Practice throughout the year, maintaining contact and ongoing reflective practice with RP trainers all over Ireland; an average of 12 trainers attended our CoPs in 2020.

We developed and disseminated a new Restorative Practices Podcast series called Circles of Connection that features restorative practitioners working in a wide range of settings all across Ireland talking about how RP has supported their lives and work. The series launched in April 2020, consisting of a short introductory episode and thirteen 20 – 40-minute episodes. By the end of 2020, the series had attracted more than 2,500 listens!

The partnership between CDI and the PDST was shortlisted for an award from the Irish Institute of Training and Development (IITD) National Training Awards in their "Best 'not for profit' collaboration or partnership" category. While we did not win the main award, it was a wonderful recognition of the work for us to be shortlisted for it.

An independent evaluation of CDIs restorative practices training was completed during the year. Whilst the pandemic severely interrupted the planned engagement process, there was a good response from previous training participants, and the report draws together the experience, benefits and implementation issues relating to the post-training use of restorative practices. The evaluation will be launched and published in early 2021.

It was also an achievement for us to finalise six out of seven Training of RP Trainers Courses that had begun in 2018 and 2019; meaning we facilitated 70 out of 78 people taking part in the courses to complete their training as RP Trainers. The planned Graduation event had to be postponed twice during 2020 and we agreed with participants towards the end of the year to conduct online Graduations in early 2021.

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Targets for 2021

Our targets for 2021 are as follows:

- Provide three Training of RP Trainers Courses
- Develop and pilot one online Training of RP Trainers Course
- Deliver one RP Champions Course
- Provide GSWRP Training to 10 Local Businesses
- Provide eight CoPs and two CPD events for RP Trainers
- Graduate 70 RP Trainers Online
- Provide 10 GSWRP courses and four RP Facilitation Skills (RPFS) training courses
- Deliver one online and 10 face-to-face (or Zoom) Summer Courses for Teachers
- Finalise and disseminate 14 RP Case Studies
- Finalise and disseminate one independent Evaluation Report
- Develop and implement RP Training follow up survey based on learning from Independent Evaluation
- Develop RP training quantitative data tracking and analysis processes based on learning from the independent evaluation
- Conduct six-monthly review of Workplan, M&E plan and targets
- Secure funding for establishment of RPI - Target €80K
- Support recruitment of RPI membership - Target 50 individual and 10 organisational members
- Pilot RP approaches with three local teams of foster and residential care staff in partnership with Tusla
- Support PDST to deliver online RP training - Target train eight Wellbeing Staff as RP Trainers
- Work with two third level institutions to develop RP modules on teacher training courses
- Work with two third level institutions to develop RP modules for social care courses
- Pilot ECAS Level 5 RP Online Course through TREP and Complete Erasmus+ project
- Finalise and disseminate Junior Cycle Year 1 and 2 RP Learning Units to 30 Schools

Financial Review

The results for the financial year are set out on page 23 and additional notes are provided showing income and expenditure in greater detail.

Financial Results

At the end of the financial year the charity has assets of €174,690 (2019 - €275,750) and liabilities of €173,771 (2019 - €283,780). The net liabilities of the charity have decreased by €8,949.

Directors and Secretary

The directors who served throughout the financial year, except as noted, were as follows:

John Murray
Mary Corcoran
Isabel Aust (Appointed 3 November 2020)
Suzanne Guerin (Resigned 29 May 2020)
Paul Murphy
Brendan Cremen
James Dolan
Helen Johnston
John Paul Byrne
Madeline Mulrennan
Elizabeth Nixon

In accordance with the Constitution, the directors do not retire by rotation.

The secretaries who served during the financial year were;

Philip Zambra (Appointed 12 February 2020)
Marian Quinn (Resigned 12 February 2020)

Compliance with Sector-Wide Legislation and Standards

The charity engages pro-actively with legislation, standards and codes which are developed for the sector. Tallaght West Childhood Development Initiative Company Limited By Guarantee subscribes to and is compliant with the following:

- The Companies Act 2014
- The Charities SORP (FRS 102)

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2020

Going Concern

The directors have prepared budgets for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the charity's ability to meet its liabilities as they fall due, and to continue as a going concern. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and the classification of the assets and liabilities that may arise if the charity was unable to continue as a going concern.

Auditors

The auditors, Crowleys DFK Unlimited Company, (Chartered Accountants and Statutory Audit Firm) have indicated their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Statement on Relevant Audit Information

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

Accounting Records

To ensure that adequate accounting records are kept in accordance with Sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at St Mark's House, Cookstown Lane, Fettercairn, Dublin 24.

Approved by the Board of Directors on 23/4/2021 and signed on its behalf by:



John Murray
Director



Mary Corcoran
Director

Tallaght West Childhood Development Initiative Company Limited By Guarantee DIRECTORS' RESPONSIBILITIES STATEMENT

for the financial year ended 31 December 2020

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

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. 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 charity as at the financial year end date and of the net income or expenditure of the charity for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2015);
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with the relevant financial reporting framework, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the charity keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the charity, enable at any time the assets, liabilities, financial position and net income or expenditure of the charity to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Directors' Annual Report comply with Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Directors on 23/4/2021 and signed on its behalf by:


John Murray
Director


Mary Corcoran
Director

INDEPENDENT AUDITOR'S REPORT

to the Members of Tallaght West Childhood Development Initiative Company Limited By Guarantee

Report on the audit of the financial statements

Opinion

We have audited the charity financial statements of Tallaght West Childhood Development Initiative Company Limited By Guarantee for the financial year ended 31 December 2020 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the charity as at 31 December 2020 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", as applied in accordance with the provisions of the Companies Act 2014 and having regard to the Charities SORP; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other Information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

- the information given in the Directors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the charity were sufficient to permit the financial statements to be readily and properly audited. In our opinion the financial statements are in agreement with the accounting records.

INDEPENDENT AUDITOR'S REPORT

to the Members of Tallaght West Childhood Development Initiative Company Limited By Guarantee

Matters on which we are required to report by exception

Based on the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Annual Report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not complied with by the company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

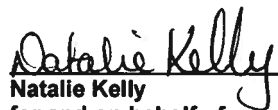
Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is contained in the appendix to this report, located at page 22, which is to be read as an integral part of our report.

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

Our report is made solely to the charity'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 charity's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the charity and the charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Natalie Kelly

for and on behalf of

CROWLEYS DFK UNLIMITED COMPANY

Chartered Accountants and Statutory Audit Firm

16/17 College Green

Dublin 2

D02 V078

23/04/2021

Tallaght West Childhood Development Initiative Company Limited By Guarantee APPENDIX TO THE INDEPENDENT AUDITOR'S REPORT

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Tallaght West Childhood Development Initiative Company Limited By Guarantee

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an Income and Expenditure Account)
for the financial year ended 31 December 2020

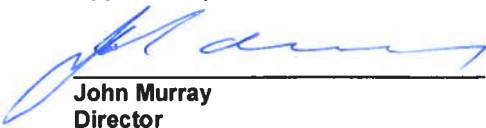
	Notes	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020 €	Unrestricted Funds 2019 €	Restricted Funds 2019 €	Total 2019 €
Income							
Charitable activities							
Grants	4.1	12,199	1,486,273	1,498,472	5,285	1,578,766	1,584,051
Other income	4.2	41,321	168,267	209,588	58,598	183,271	241,869
Total income		53,520	1,654,540	1,708,060	63,883	1,762,037	1,825,920
Expenditure							
Charitable activities	5.1	11,861	1,494,058	1,505,919	6,101	1,504,205	1,510,306
Other expenditure	5.2	24,924	168,268	193,192	73,648	243,104	316,752
Total Expenditure		36,785	1,662,326	1,699,111	79,749	1,747,309	1,827,058
Net income/(expenditure)		16,735	(7,786)	8,949	(15,866)	14,728	(1,138)
Transfers between funds		44,289	(44,289)	-	(45,165)	45,165	-
Net movement in funds for the financial year		61,024	(52,075)	8,949	(61,031)	59,893	(1,138)
Reconciliation of funds							
Balances brought forward at 1 January 2020	14	(13,467)	5,437	(8,030)	47,564	(54,456)	(6,892)
Balances carried forward at 31 December 2020		47,557	(46,638)	919	(13,467)	5,437	(8,030)

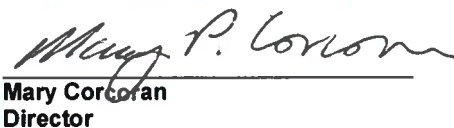
The Statement of Financial Activities includes all gains and losses recognised in the financial year. All income and expenditure relate to continuing activities.

Tallaght West Childhood Development Initiative Company Limited By Guarantee
BALANCE SHEET
as at 31 December 2020

	Notes	2020 €	2019 €
Fixed Assets			
Tangible assets	9	21,303	39,824
Current Assets			
Debtors	10	55,255	36,617
Cash at bank and in hand		98,132	199,309
		153,387	235,926
Creditors: Amounts falling due within one year	11	(173,771)	(283,780)
Net Current Liabilities		(20,384)	(47,854)
Total Assets less Current Liabilities		919	(8,030)
Funds			
Restricted trust funds		(46,638)	5,437
General fund (unrestricted)		47,557	(13,467)
Total funds	14	919	(8,030)

Approved by the Board of Directors on 23/4/2021 and signed on its behalf by:


John Murray
Director


Mary Corcoran
Director

Tallaght West Childhood Development Initiative Company Limited By Guarantee
STATEMENT OF CASH FLOWS

for the financial year ended 31 December 2020

	Notes	2020 €	2019 €
Cash flows from operating activities			
Net movement in funds		8,949	(1,138)
Adjustments for:			
Depreciation		16,591	6,962
		<u>25,540</u>	<u>5,824</u>
Movements in working capital:			
Movement in debtors		(18,638)	(17,487)
Movement in creditors		(110,009)	(41,847)
		<u>(103,107)</u>	<u>(53,510)</u>
Cash flows from investing activities			
Payments to acquire tangible assets		-	(35,928)
Receipts from sales of tangible assets		1,930	-
		<u>1,930</u>	<u>(35,928)</u>
Net cash generated from investment activities			
		<u>1,930</u>	<u>(35,928)</u>
Net increase in cash and cash equivalents			
		(101,177)	(89,438)
Cash and cash equivalents at 1 January 2020		<u>199,309</u>	<u>288,747</u>
Cash and cash equivalents at 31 December 2020	16	<u><u>98,132</u></u>	<u><u>199,309</u></u>

Tallaght West Childhood Development Initiative Company Limited By Guarantee

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2020

1. GENERAL INFORMATION

Tallaght West Childhood Development Initiative is a company limited by guarantee (registered under Part 18 of the Companies Act 2014) incorporated and registered in the Republic of Ireland (CRO Number: 433654). The registered office of the company is St Mark's House, Cookstown Lane, Fettercairn, Dublin 24 which is also the principal place of business of the company. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Basis of preparation

The financial statements have been prepared on the going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)".

The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland.

As permitted by the Companies Act 2014, the charity has varied the standard formats in that act for the Statement of Financial Activities and the Balance Sheet. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with section 4.7, 10.6 and 15.2 of that SORP.

Statement of compliance

The financial statements of the charity for the year ended 31 December 2019 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)" and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Fund accounting

The following are the categories of funds maintained:

Restricted funds

Restricted funds represent income received which can only be used for particular purposes, as specified by the donors. Such purposes are within the overall objectives of the charity.

Unrestricted funds

Unrestricted funds consist of General and Designated funds.

- General funds represent amounts which are expendable at the discretion of the board, in furtherance of the objectives of the charity.

- Designated funds comprise unrestricted funds that the board has, at its discretion, set aside for particular purposes. These designations have an administrative purpose only, and do not legally restrict the board's discretion to apply the fund.

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2020

Income

Income is recognised by inclusion in the Statement of Financial Activities only when the charity is legally entitled to the income, performance conditions attached to the item(s) of income have been met, the amounts involved can be measured with sufficient reliability and it is probable that the income will be received by the charity.

Income from charitable activities

Income from charitable activities include income earned from the supply of services under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the charity. Income from government and other co-funders is recognised when the charity is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Where a grant is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, it is accrued in debtors.

Grants from governments and other co-funders typically include one of the following types of conditions:

- Performance based conditions: whereby the charity is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the charity is meeting the core objectives of a grant agreement, it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.

-Time based conditions: whereby the charity is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the charity recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the charity is notified of entitlement.

Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier.

Expenditure

Expenditure is analysed between costs of charitable activities and raising funds. The costs of each activity are separately accumulated and disclosed, and analysed according to their major components. Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefits is required in settlement and the amount of the obligation can be reliably measured. Support costs are those functions that assist the work of the charity but cannot be attributed to one activity. Such costs are allocated to activities in proportion to staff time spent or other suitable measure for each activity.

Reserves policy

Reserves are income that is available to Tallaght West Childhood Development Initiative and which can be spent at the discretion of the Board of Directors to further any of the charity's objectives, but which is not yet spent, committed or designated for any specific purpose.

Tangible fixed assets and depreciation

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

Office Equipment & Fixtures and fittings	-	20% Straight line
IT equipment	-	33.33% Straight line

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the charity from government agencies and other co-funders, but not yet received at year end, is included in debtors.

Cash at bank and in hand

Cash at bank and in hand comprises cash on deposit at banks requiring less than three months notice of withdrawal.

Taxation and deferred taxation

No current or deferred taxation arises as the charity has been granted charitable exemption. Irrecoverable valued added tax is expensed as incurred.

Tallaght West Childhood Development Initiative Company Limited By Guarantee

NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2020

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting for depreciation

The company provides for depreciation on its tangible fixed assets. Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives. The directors review on an on-going basis the charge to depreciation to ensure it is consistent with the expected residual value applicable to the different categories of tangibles. The total amount of assets subject to depreciation is €39,824 (2018: €10,858).

Going Concern

During the first quarter of 2020, The Covid-19 pandemic has spread initially from Asia to Europe and subsequently worldwide. The initial economic effect of this has been a worldwide slowdown in economic activity and the loss of jobs across many businesses. In Ireland there are restrictions placed on "non-essential" businesses which has resulted in many businesses temporarily closing in measures designed to restrict the movement of people and to slow down the spread of the virus. Tallaght West Childhood Development Initiative has continued to provide part of the services during this period and has confirmation from TUSLA that it will continue to fund its services.

The directors have prepared budgets for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and the classification of the assets and liabilities that may arise if the charity was unable to continue as a going concern.

Useful Lives of Tangible Fixed Assets

Long-lived assets comprising primarily of property, fixtures and fittings, and office equipment represent a significant portion of the total assets. The annual depreciation and amortisation charge depends primarily on the estimated lives of each type of asset and, in certain circumstances, estimates of residual values. The directors regularly review these useful lives by considering technological change, patterns of consumption, physical condition and expected economic utilisation of the assets. Changes in the useful lives can have a significant impact on the depreciation and amortisation charge for the financial year.

4. INCOME

4.1 CHARITABLE ACTIVITIES

	Unrestricted Funds €	Restricted Funds €	2020 €	2019 €
Parental Support	-	379,934	379,934	291,732
Literacy and Language	8,565	432,386	440,951	240,536
New Developments	1,280	23,878	25,158	4,620
Overheads / Management / Governance	2,354	650,075	652,429	1,047,163
	<u>12,199</u>	<u>1,486,273</u>	<u>1,498,472</u>	<u>1,584,051</u>

4.2 OTHER INCOME

	Unrestricted Funds €	Restricted Funds €	2020 €	2019 €
Restorative Practices	41,321	168,267	209,588	241,869

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued

for the financial year ended 31 December 2020

5. EXPENDITURE					
5.1 CHARITABLE ACTIVITIES	Direct Costs	Other Costs	Support Costs	2020	2019
	€	€	€	€	€
Parental Support	215,052	164,882	-	379,934	398,865
Literacy and Language	177,445	263,507	-	440,952	419,073
New Developments	1,763	23,395	-	25,158	80,035
Overheads / Management / Governance	145,717	514,158	-	659,875	612,333
	<u>539,977</u>	<u>965,942</u>	<u>-</u>	<u>1,505,919</u>	<u>1,510,306</u>

5.2 OTHER EXPENDITURE	Direct Costs	Other Costs	Support Costs	2020	2019
	€	€	€	€	€
Restorative Practices	<u>5,809</u>	<u>187,383</u>	<u>-</u>	<u>193,192</u>	<u>316,752</u>

6. INCOME

All income relates to Republic of Ireland

7. NET INCOME	2020	2019
	€	€
Net Income is stated after charging/(crediting):		
Depreciation of tangible assets	<u>16,591</u>	<u>6,962</u>

8. EMPLOYEES AND REMUNERATION

Number of employees

The average number of persons employed (including executive directors) during the financial year was as follows:

	2020 Number	2019 Number
CEO	1	1
Program & Administration staff	16	14
	<u>17</u>	<u>15</u>

The staff costs comprise:

	2020	2019
	€	€
Wages and salaries	731,306	562,404
Pension costs	15,396	5,198
	<u>746,702</u>	<u>567,602</u>

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2020

9. TANGIBLE FIXED ASSETS

	Office Equipment & Fixtures and fittings	IT equipment	Total
	€	€	€
Cost			
At 1 January 2020	20,462	49,083	69,545
Disposals	(1,930)	-	(1,930)
At 31 December 2020	<u>18,532</u>	<u>49,083</u>	<u>67,615</u>
Depreciation			
At 1 January 2020	10,170	19,551	29,721
Charge for the financial year	2,095	14,496	16,591
At 31 December 2020	<u>12,265</u>	<u>34,047</u>	<u>46,312</u>
Net book value			
At 31 December 2020	<u><u>6,267</u></u>	<u><u>15,036</u></u>	<u><u>21,303</u></u>
At 31 December 2019	<u><u>10,292</u></u>	<u><u>29,532</u></u>	<u><u>39,824</u></u>

10. DEBTORS

	2020 €	2019 €
Trade debtors	2,130	11,921
Other debtors	46,232	13,768
Prepayments	6,893	10,928
	<u><u>55,255</u></u>	<u><u>36,617</u></u>

11. CREDITORS

Amounts falling due within one year	2020 €	2019 €
Trade creditors	23,309	96,214
Taxation and social security costs	26,861	22,367
Other creditors	2,787	16,553
Accruals	54,861	16,666
Deferred Income	65,953	131,980
	<u><u>173,771</u></u>	<u><u>283,780</u></u>

12. State Funding

Agency	Tusla - Child and Family Agency
Government Department	Department of Children and Youth Affairs
Grant Programme	ABC Programme
Purpose of the Grant	The ABC Programme is a prevention and early intervention initiative, targeting investment in effective services to improve the outcomes for children and families living in disadvantaged areas.
Term	January 2020 to December 2020
Total Grant	€1,481,980
Funds deferred from 2019	€131,980
Received in the financial year	€1,350,000

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2020

Agency	Tusla - Child and Family Agency
Purpose of the Grant	Child & Youth Participation
Term	July 2020 to December 2020
Total Grant	€5,000
Fund deferred or due at year end	No amount deferred or due at year end
Received in the year	€5,000

Agency	Tusla - Child and Family Agency
Purpose of the Grant	Parental Participation
Term	July 2020 to December 2020
Total Grant	€5,800
Fund deferred or due at year end	No amount deferred or due at year end
Received in the year	€5,800

13. RESERVES

	2020	2019
	€	€
At 1 January 2020	(8,030)	(6,892)
Surplus/(Deficit) for the financial year	8,949	(1,138)
At 31 December 2020	919	(8,030)

14. FUNDS

14.1 RECONCILIATION OF MOVEMENT IN FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
	€	€	€
At 1 January 2019	47,564	(54,456)	(6,892)
Movement during the financial year	(61,031)	59,893	(1,138)
At 31 December 2019	(13,467)	5,437	(8,030)
Movement during the financial year	61,024	(52,075)	8,949
At 31 December 2020	47,557	(46,638)	919

14.2 ANALYSIS OF MOVEMENTS ON FUNDS

	Balance 1 January 2020	Income	Expenditure	Transfers between funds	Balance 31 December 2020
	€	€	€	€	€
Restricted funds					
Restricted	5,437	1,654,540	1,662,326	(44,289)	(46,638)
Unrestricted funds					
Unrestricted General	(13,467)	53,520	36,785	44,289	47,557
Total funds	(8,030)	1,708,060	1,699,111	-	919

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2020

14.3 ANALYSIS OF NET ASSETS BY FUND

	Fixed assets - charity use €	Current assets €	Current liabilities €	Total €
Unrestricted general funds	21,303	153,387	(127,133)	47,557
Restricted general funds	-	-	(46,638)	(46,638)
	<u>21,303</u>	<u>153,387</u>	<u>(173,771)</u>	<u>919</u>

15. STATUS

The charity is limited by guarantee not having a share capital.

The liability of the members is limited.

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

16. CASH AND CASH EQUIVALENTS

	2020 €	2019 €
Cash and bank balances	<u>98,132</u>	<u>199,309</u>

17. POST-BALANCE SHEET EVENTS

In the first half of 2020, the Covid-19 virus spread worldwide. In common with many other countries, the Irish government issued guidance and restrictions on the movement of people designed to slow the spread of this virus. In early March 2020, many businesses closed voluntarily and throughout the month more restrictions were placed on people and businesses. On 28th March, all "non-essential" businesses were ordered to close temporarily.

Due to coronavirus pandemic Tallaght West Childhood Development have assessed the financial impact on funding & operations for 2021 and there is no impact on funding and cashflow in the next 12 months, as confirmed with ABC Funder, however 2021 will be a challenging environment. Programme activities have been suspended in part but alternative measures have been put in place to allow most operations to continue and our Program Teams have prioritised reaching out to the most vulnerable participants of our programs in these challenging times. There have been no other significant events affecting the Charity since the financial year-end.

Tallaght West Childhood Development Initiative Company Limited By Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2020

18. FINANCIAL INSTRUMENTS

The Charity only has basic financial instruments.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Other Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities.

	2020	2019
	€	€
Financial assets that are debt instruments measured at amortised cost		
Trade debtors	2,130	11,921
Other debtors	46,232	13,768
Cash at bank and in hand	98,132	199,309
	<u>146,494</u>	<u>224,998</u>

19. SALARY BAND

The following number of employees receive salaries in excess of €60,000:

	2020	2019
	€	€
€70,001 - €80,000	1	1
€110,001 to €120,000	-	1
€130,001 to €140,000	1	-
	<u>2</u>	<u>2</u>

20. PROVISIONS AVAILABLE FOR AUDITS OF SMALL ENTITIES

In common with many other charitable companies of our size and nature, we use our auditors to assist with the preparation of the financial statements and to prepare and submit returns to the Companies Registration Office.

21. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board of Directors on

23/4/2021

