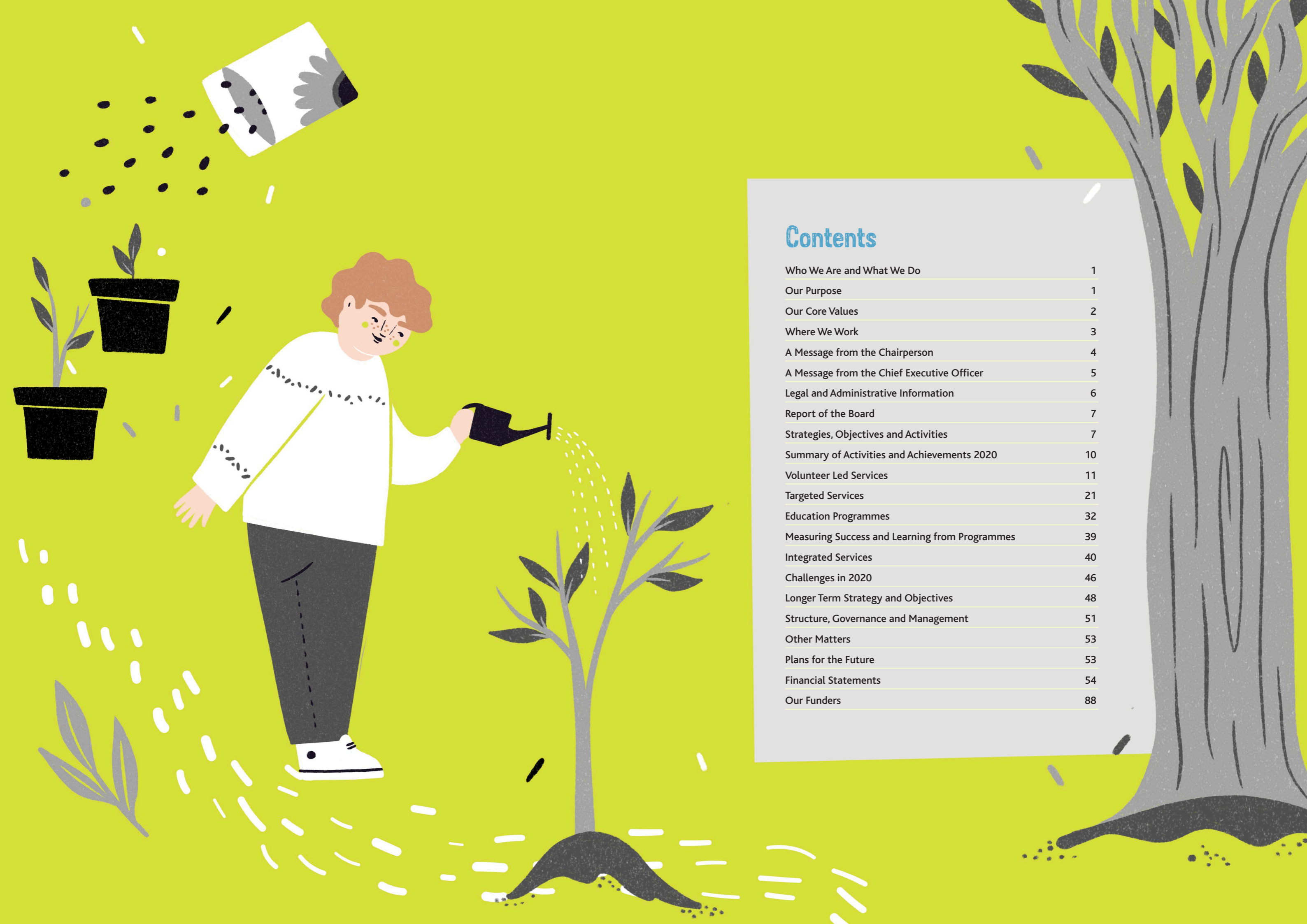


# ANNUAL REPORT 2020





## Contents

Who We Are and What We Do	1
Our Purpose	1
Our Core Values	2
Where We Work	3
A Message from the Chairperson	4
A Message from the Chief Executive Officer	5
Legal and Administrative Information	6
Report of the Board	7
Strategies, Objectives and Activities	7
Summary of Activities and Achievements 2020	10
Volunteer Led Services	11
Targeted Services	21
Education Programmes	32
Measuring Success and Learning from Programmes	39
Integrated Services	40
Challenges in 2020	46
Longer Term Strategy and Objectives	48
Structure, Governance and Management	51
Other Matters	53
Plans for the Future	53
Financial Statements	54
Our Funders	88

## Who We Are and What We Do

Foróige is a youth development organisation. We believe profoundly in the potential of every young person. You will find us in local communities right across Ireland where we enable adult volunteers and staff to make it possible for young people to lead happier, healthier and more fulfilled lives. We work with young people aged 10 – 25 to develop their knowledge, skills, behaviour and attitudes.

We believe in a world where young people have opportunities to grow and develop, one where young people are an intrinsic part of their communities and where adults and young people work in partnership to achieve this.

## Our Purpose

Foróige enables young people to involve themselves consciously and actively in their own development and in the development of their community.

We empower young people to develop their own abilities and attributes, to think for themselves, to make things happen and to contribute to their community and society. As a result, they develop greater self-confidence, self-reliance, resilience and a greater capacity to take charge of their lives. Foróige's clubs, projects and programmes are designed to achieve this aim. We work in a friendly and safe environment in which young people can meet friends and, importantly, have fun.

We support adults to engage them as volunteers and provide them with the required training and supports to facilitate the development of young people.

## Our Core Values

Foróige's purpose is supported by the organisation's philosophy – our core values. These are built on the beliefs and values of our founders, volunteers, staff and young people over the past 68 years. These core values are lived by volunteers, young people and staff in their everyday interactions. In the broadest terms our philosophy can be summarised as follows:



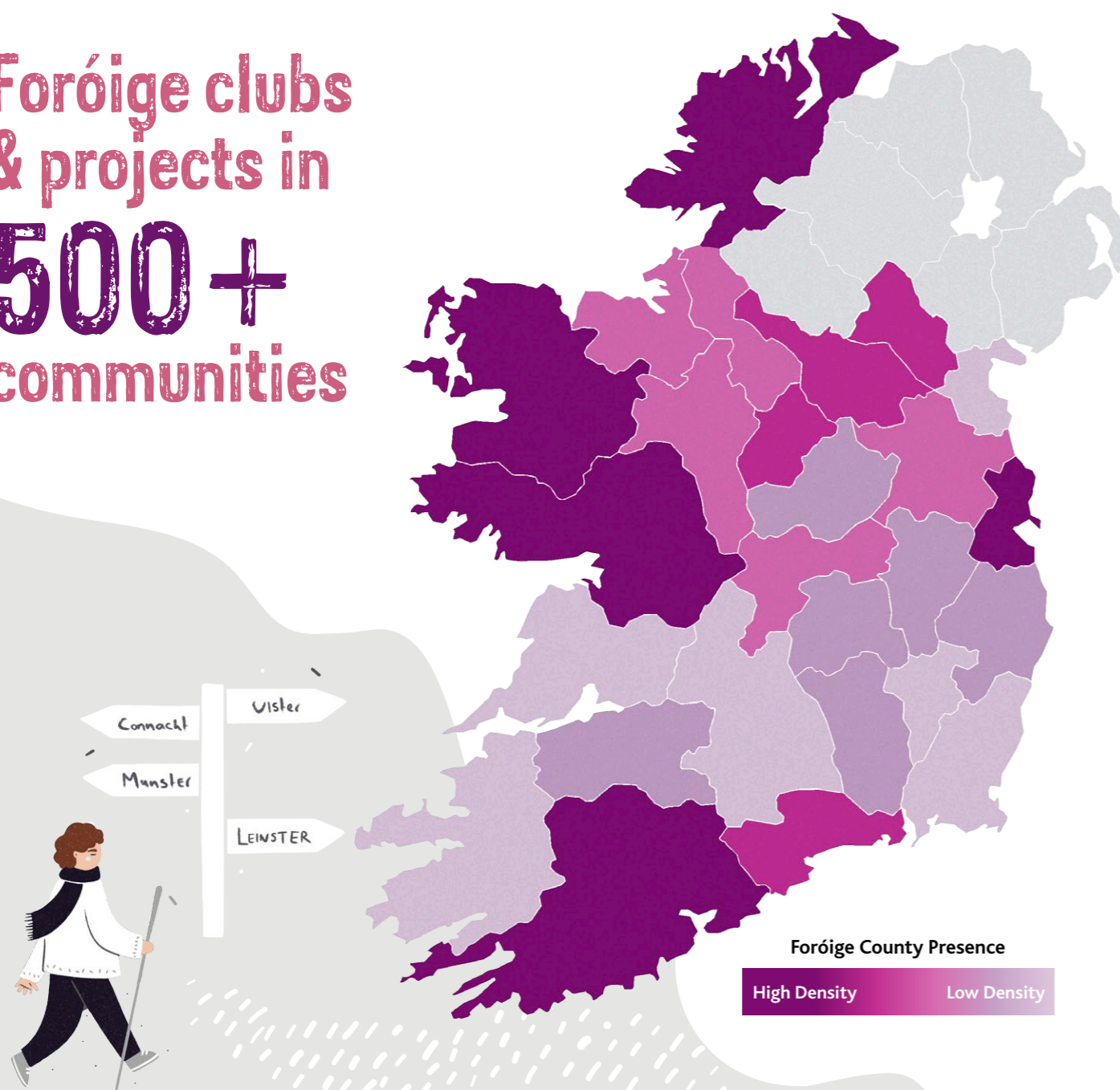
**Have FUN!**

## Where we work

Foróige primarily works in the Republic of Ireland and has partnerships and projects with organisations in Northern Ireland and the United States of America.

We have clubs and projects in over 500 communities, across 26 counties in Ireland in both urban and rural areas. Some communities are fortunate to have both clubs and projects.

Foróige clubs  
& projects in  
**500+**  
communities



## A Message from the Chairperson



At the beginning of 2020 few of us could have anticipated the profound challenges that the world and Foróige would face in the months ahead.

The COVID-19 pandemic affected almost every element of how we live, work and socialise, and we had to draw on our deepest reserves of resilience. The individual and collective responses of the Foróige community have been remarkable in the face of this adversity and a true testament to the strength of our purpose, values and culture.

It is fair to say that during the COVID-19 pandemic, Foróige was a lifeline for young people, but as we emerge from the crisis and rebuild, our work will be even more vital. Young people need us, probably more than ever before.

The challenges we faced this year have taught us a great deal and sharpened our commitment to preparing young people to thrive in the world of today and the world of tomorrow. As a volunteer with Foróige for 25 years, I have continued to be struck by the countless stories of young people who develop the confidence and skills to transform their lives. I strongly believe that our support of young people is one of the soundest social investments we can make. We know that much of the burden of our country's emergence from COVID-19 will fall upon young shoulders and it is organisations like Foróige that will ensure those shoulders are as strong as they can be.

I would very much like to thank my fellow Board members, our staff team, volunteers, funders and partners, who together work so hard to support young people across Ireland. A core part of the work of the Board is to serve as guardians of the trust placed in Foróige by our funders and the young people and communities with whom we work. We are firmly committed to ensuring the highest standards of transparency and accountability in all that the organisation does.

As we move beyond the crisis, I am confident that we are in a strong position to adapt to meet the changing needs of young people, and to navigate an external environment that may well be uncertain. Over the coming year, we look forward to giving a voice to even more young people and supporting them to overcome the challenges of today and strive for the opportunities of tomorrow.

**Barbara Daly**  
CHAIRPERSON

## A Message from the Chief Executive Officer

The defining feature of 2020 was undoubtedly the COVID-19 pandemic. Right across the organisation we faced this challenge with strength and ingenuity. Our adaptability was tested, as our work practices changed almost overnight. The enterprising spirit of our staff, volunteers and funders meant we were able to respond and innovate to continue to meet the needs of young people and their families and I am extremely proud of this.



The journey into adulthood is often fraught with challenges, but 2020 presented a whole new spectrum of difficulty for young people. Almost every element of their lives and the very building blocks of their development changed within 24 hours – their education, how they socialise and how they access support. The real and present danger is that, without significant focus and investment, many young people will be set back for life.

Foróige has responded in times of crisis for young people before, and we recognise it is time to do so again. Over the next year, as the full extent of the repercussions of COVID-19 become clear, we will continue to work with government, policy makers and communities to ensure that this does not become a lost generation. We simply have to get this right for young people, the history books will be rightly unforgiving if we do not.

We know that the pandemic and necessary response has changed the world around us forever and although we are operating in a uniquely challenging environment, I am confident that we are coming from a position of strength. We know the world will not go backwards, so instead of preparing for 'recovery', we are working towards 'resurgence'. With the expertise of our staff, the commitment of our volunteers and support of our funders, we want better for young people.

### Through adversity comes opportunity.

The pandemic forced change, and it forced it rapidly. Foróige implemented some changes in a matter of days and found new ways of doing things that were previously unthinkable: when choice is no longer an option, necessity drives innovation. We learned new ways to deliver our programmes and to support young people, we worked smarter and grasped the opportunities provided by technology with both hands.

Youth Work has been highly successful in terms of adapting to and embracing digital. COVID-19 has taught us that impactful youth work can be delivered through online and blended means in addition to face-to-face. This means that, for the first time ever, we can see a roadmap that could make it possible for every young person, no matter where they live or what challenges they face, to have the opportunity to benefit from the developmental opportunities provided by youth work. This is an exciting prospect.

The need to empower young people with digital skills and digital literacy has been accelerated by the pandemic. I believe we are at a seminal moment for young people. Technology is and will be central to their lives and how we support them to use it to their advantage and to enhance their personal, education and employment prospects will decide whether they control their digital future, or they are controlled by it.

In these extraordinary times, I am especially grateful for the wisdom, support and advice of our Board, superbly led by the Chair, Barbara Daly, and for the tremendous leadership of our staff team. Our annual report and financial statements tell the story of 2020 – all the highs and lows of a year that will change our society – our hope is that this change will be for the good and for the benefit of all.

**Seán Campbell**  
FORÓIGE CEO

## Legal and Administrative Information

### Board Members

The following were members of the Board of Foróige at the date on which the financial statements were approved:

Adam Peerbux  
Barbara Daly - Chairperson  
David Guillfoyle  
David O'Reilly  
Evan Murphy<sup>1</sup>  
Grace Gallagher<sup>2</sup>  
Mairi McMahon  
Patrick O'Meara  
Róisín McGlone  
Seamus Carey  
Shauna Gilbride<sup>1</sup>  
Thomas Horan  
Wayne Travers

The following were members of the Board in 2020:

Ashleigh O'Sullivan  
(Resigned September 2020)  
Laura Duncan  
(Resigned December 2020)

### Board Committees and Other Information

#### Finance Committee

Wayne Travers – Chair  
Tommy Horan  
Seamus Carey  
Shauna Gilbride<sup>4</sup>  
Ryan Payne<sup>2, 5</sup>  
Eoghan Flood<sup>3, 5</sup>  
Chloe Beausang<sup>3, 5</sup>

#### Audit & Risk

Barbara Daly – Chair  
Conan Doonan  
Jim Leahy  
Grainne Reynolds<sup>4, 5</sup>  
Darragh Flynn<sup>4, 5</sup>  
Alliyah Brennan<sup>3, 5</sup>  
Patrick McGrath<sup>3, 5</sup>

#### Governance & Nominations

Mairi McMahon  
Grace Gallagher  
Dave O'Reilly  
Robbie Sweeney<sup>4, 5</sup>  
Eoghan Flood<sup>4, 5</sup>  
Adam Walsh<sup>3, 5</sup>  
Mitchella Lacuesta<sup>3, 5</sup>

#### Human Resources & Remuneration

Ashleigh O'Sullivan<sup>4</sup>  
David O'Reilly<sup>4</sup>  
Catherine Fahy<sup>3</sup>  
Lilly Kelly<sup>5</sup>  
Catherine McCaughey<sup>5</sup>  
Deborah Nicoll Walsh<sup>5</sup>  
Daniel Read<sup>4, 5</sup>  
Aoife May<sup>4, 5</sup>  
Jack Kelly<sup>3, 5</sup>  
Allanah Hegarty<sup>3, 5</sup>

#### Banker

AIB,  
Naas Rd, Dublin 22

#### Solicitors

Beauchamps,  
Riverside Two  
Sir John Rogerson's Quay  
Dublin 2

#### Auditor

Mazars, Chartered Accounts  
& Statutory Audit firm,  
Block 3 Harcourt Centre  
Harcourt Road, Dublin 2

#### Registered Office

Block 12D, Joyce Way  
Park West, Dublin 12

#### Senior Management Team

Seán Campbell  
*Chief Executive Officer*

John Cahill  
*Assistant CEO & Director of Operations*

Claire Gavigan  
*Area Manager - North West*

Karen Hannify  
*Director of Marketing, Communications and External Relations*

Sarah Haslam  
*Director of Programmes and Research*

Siobhan McCormack  
*Director of Finance*

Rachael Murphy  
*Director of Support Services*

Declan O'Leary  
*Area Manager - Cork*

Miriam Ryan  
*Area Manager - Dublin North*

<sup>1</sup> Appointed July, 2020

<sup>2</sup> Appointed December, 2020

<sup>3</sup> Retired from the Committee June, 2020

<sup>4</sup> Joined the Committee July, 2020

<sup>5</sup> Member of National Council, not a Board Member

<sup>6</sup> Resigned from the Committee September, 2020

# Report of the Board

The Board of Foróige presents its report and consolidated financial statements for the year ended December 31, 2020.

## Strategies, Objectives and Activities

2020 was the fourth and final year of Foróige's current strategic plan. The plan builds on the achievements and challenges of previous years and positions Foróige to meet the identified needs of young people in Ireland. Our strategy aligns well with government policy – *Better Outcomes, Brighter Futures* and *The National Youth Strategy*.

The strategy commits us to four critical impact goals:

- ▶ Enhance the quality of engagement with young people and volunteers
- ▶ Be the 'go to' youth organisation for young people and those interested in youth development - locally, nationally and internationally
- ▶ Sufficient supports in place to operate a quality organisation
- ▶ Secure adequate, sustainable funding to maintain and develop Foróige services

### COVID-19

2020 was the most challenging year in the history of Foróige. As an organisation we are centred on people – young people, participants, volunteers, parents, families, funders and staff. We utilise personal contact and relationship building in all aspects of our work to grow and develop – personally, professionally and organisationally. Relationships between young people, participants, volunteers and staff enable our work and the achievement of our purpose. Whether this is in formal meetings, interventions, activities and programmes or informal conversations, it is the heart of what we do.

The onset of the global pandemic of COVID-19 and the resulting public health restrictions significantly challenged who we are, what we do and how we do it. This report will focus on how Foróige rose to meet the challenge. It will report on progress against objectives but within the context of COVID-19 and its impact on young people, staff and volunteers.

In 2020, as a result of COVID-19 Foróige took action on a number of fronts to mitigate the short, medium and long term challenges of working within the public health restrictions.



#### 12th March

Based on Government guidance, staff were instructed to work from home, all group work was suspended, one to one work restricted to outdoor settings, Foróige Club meetings were suspended and all large events were postponed. The initial period of restriction was until the 31st March.



#### 29th March

The instruction was given that the above measures were extended to May. In addition, all staff had to work from home with no in-person work to take place.



#### 18th May

There was a slight easing of restrictions and staff could access offices for essential tasks and meet small groups of young people outdoors.



#### 5th June

Restrictions were further eased to allow groups of six to meet indoors and outdoors.



#### 29th June

Further easing of restrictions enabled groups of 15 to meet both indoors and outdoors.



#### 19th August

Restrictions were intensified in Counties Donegal, Offaly and Kildare.



#### 10th October

The whole country was moved to Level 3.



#### 21st October

The whole country moved to level 5, meaning group sizes were reduced to 6.



#### 1st December

Saw the country return to Level 3 meaning group sizes of 15 were once again permitted.

Moving between types of restrictions, and at times, varying by counties, was challenging and had the potential to be confusing for young people, participants, volunteers and staff.

### Board Response

The Board determined that the health and safety of all involved in Foróige was the priority, everything possible would be done to support young people, participants, volunteers, and staff in their youth work roles. Further, the most vulnerable young people and families should be prioritised to receive any service available within the public health restrictions.

It was recognised that this was a time of crisis, not just for Foróige, but globally. The implementation of the strategic plan and the development of a new strategic plan was postponed until there was greater clarity, but at least until 2022.

### Summary of Organisation Wide Actions During COVID-19

Supporting staff to support young people, participants and volunteers was the priority of the organisation. Therefore, Foróige had to be nimble and both responsive and reactive to emerging needs to ensure there was a solid scaffold in place for all of our work.

### IT Systems

Foróige have had an IT Department since 2010. All staff are equipped with secure, encrypted smart phones and laptops. Foróige uses the cloud based G Suite for all document storage and all financial and HR systems are cloud based. Strategic decisions made over the past ten years ensured that all staff were equipped to work from any location so when the instruction was given to work from home, it was a smooth transition. Further, the use of Google Chats, Hangouts and Meet enabled all staff to remain in contact with one another and their line managers. However, during March 2020 there was a 100% increase in the IT support queries that were responded to and resolved within a two week timeframe.

### Young People & Volunteers

A sub-group of staff was established to assess the suitability of various apps and programmes for use for engagement with volunteers and young people. Apps and programmes were assessed through a security and data protection lens leading to recommended apps and programmes for use and also a list of apps and programmes to be avoided.

### Online Youth Work

In a very short space of time, staff and volunteers had to realign their working methods to engaging with young people online. At a minimum there was engagement

through Facebook, Instagram and Snapchat promoting activities and challenges.

Zoom was quickly adopted by both staff and volunteers for group engagement with young people

### HR

Foróige have an Employee Assistance Programme (EAP) provided through the VHI. It offers confidential support on a wide range of issues to staff and their families. This service was heavily promoted throughout 2020 to provide staff with additional supports as required. While the overall engagement with the service was comparable to other organisations of a similar size there was an increase in engagement levels compared to 2019. The top presenting issues were anxiety/stress, employment and COVID-19 support. There was also a marked increase in the uptake of the monthly webinars provided to staff through the EAP. Engagement in these sessions on topics such as wellbeing increased by 200%.

Foróige were understanding and flexible for staff managing difficult home situations and/or trying to juggle home schooling with working from home. All staff were regularly encouraged to reach out to colleagues and their line managers for support.

### Staff Council

Foróige have a representative group of staff – the Staff Council – whose role is to facilitate engagement between staff and the Board and to act as a consultative group. The Staff Council brought forward ideas and activities for staff engagement throughout 2020. This resulted in monthly coffee mornings for staff where they had an opportunity to have a non-work related chat with colleagues.

### Foróige's Big Day In

On the recommendation of the Staff Council Foróige held a 'Big Day In' for staff in May. This was a day for staff where they could choose to opt into a number of online events and activities. The tagline for the day was *your time, your choice*. There were live sessions with speakers on resilience, mindfulness and inspiration in addition to activities such as a National Coffee Morning, Walk 'n' Talk and Let's Get Quizzical – a national Foróige quiz.

The main purpose of the day was to allow staff to take time out and focus on their wellbeing and also as a token of appreciation for their work during the extraordinary time.



### Guidelines, Policy and Procedures

In response to new ways of working, a number of guidelines, policies and procedures were developed within a very short timeframe to assist staff and volunteers in their work with young people. We worked closely with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) as part of a National Oversight Group to develop guidelines for the sector. We now have a suite of guidelines covering all aspects of our work at each of the levels as set out in the Government Resilience and Recovery Document.

Foróige also developed a plan for the Continued Operation of Services, modelled on the Government Roadmap and modified to reflect the Government's *Resilience and Recovery 2021 – The Path Ahead*. This document provided a clear framework for the operation of services during 2020.

### Child Safeguarding

In the first response to the public health restrictions Foróige adapted its Child Safeguarding Guidelines to emphasise the primacy of Child Safeguarding, regardless of the medium used for engagement. Staff and volunteers were made aware of the updated guidance. Child Safeguarding training was adapted for online engagement and provided to potential and existing volunteers. Vetting for staff and volunteers moved online and was limited to 'emergency' vetting while the most severe public health restrictions were in place.

### Data Protection

All staff were reminded of their obligations under Foróige's Data Protection Policy and Guidelines. All new systems, apps and programmes were assessed to ensure compliance with Data Protection. All staff computers and devices are fully encrypted and compliant with relevant security requirements.

### Internal Communications

Throughout 2020, there were regular communications and updates for staff and volunteers in relation to COVID-19. Each communication outlined the measures in place and the actions staff could and could not take. Foróige's intranet – the Staff Portal – had a dedicated page that acted as a one-stop shop for all items related to COVID-19 including relevant guidance in place, use of IT, useful resources, staff well-being and guidance on working from home.

### External Communications and Social Media

Social media and the Foróige website played an important part in keeping the organisation's stakeholders engaged and informed during 2020. A COVID-19 specific section of [foroige.ie](https://foroige.ie) was developed which included support and resources for young people, parents, volunteers and youth workers. [An interactive map](#) to showcase local stories of social innovation and good practice was also created.

Social media campaigns were developed and delivered across all platforms targeted at key audiences including young people, volunteers and funders. In particular, social media was used as a tool to directly support young people to successfully navigate their way through the pandemic and to reinforce Government messaging in simple, youth friendly language.

We highlighted young people's authentic voices through the media to ensure that their concerns, hopes, fears and opinions related to COVID-19 were heard and part of the national conversation.

### Recording Innovation and Engagement

Between March and May and again in October and November, staff were asked to record the numbers of young people, participants, volunteers and families that they had engaged with, the issues emerging for each group and any new innovative programmes or methodologies that they had tried. It also recorded the number of unsuccessful attempts to engage with young people, volunteers and families.

### Leadership

Since March, the Senior Management Team met weekly to ensure the systems were in place for staff to manage through COVID-19 and to ensure there was regular and close communication between all parts of Foróige.

### Engagement with Funders

Throughout 2020 we maintained close engagement with all of our funders. In particular, Foróige was represented on the Advisory Group of the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and contributed to the development of the DCEDIY Guidance for Youth Work Organisations. Further, between April and June 2020, Foróige submitted weekly reports to both the DCEDIY and the Department of the Taoiseach highlighting the issues presenting for young people and the impact COVID-19 and related restrictions was having on them. This supported the recognition and designation of youth work as an essential service in 2020.

We proactively managed relationships with all funders, regularly updating them with progress reports detailing the impact of COVID-19 and how the organisation and the particular initiatives that they fund were adapting and coping.

In addition, Foróige worked closely with existing funders to access emergency funding to directly support young people and their families through bespoke well-being, care and resilience packages tailored to their needs.

### Conclusion

The above actions enabled and supported staff to continue their work with young people, volunteers and families throughout 2020. The following pages outline a summary of achievements and activities within this context.

## Summary of Activities and Achievements 2020

In 2020 we operated in 26 counties with programmes in Northern Ireland and in the USA. We focussed on three main types of services – Volunteer Led Services, Targeted Services and Education Programmes.

Our work contains a mixture of these components and was implemented on an integrated basis.



## Volunteer Led Services

The goal of our Volunteer Led Services is to enable young people to involve themselves consciously and actively in their own development and in the development of society. This is facilitated by adult volunteers who are supported by staff.

Our main objectives are to:

- ▶ Enable communities to develop and facilitate a range of Foróige Clubs in their own locality
- ▶ Recruit, support and develop adult volunteers in their youth work roles
- ▶ Support and develop young people in their Foróige roles
- ▶ Support and develop volunteers to provide holiday programmes for young people
- ▶ Support and develop the network of Big Brother Big Sister Mentoring matches

### Progress Against Objectives

- ▶ Enable communities to develop and facilitate a range of Foróige Clubs in their own locality
- ▶ Recruit, support and develop adult volunteers in their youth work roles
- ▶ Support and develop young people in their Foróige roles
- ▶ Support and develop volunteers to provide holiday programmes for young people

Foróige Clubs, Foróige Juniors, Foróige Interest Groups and Foróige Cork Youth Clubs are at the heart of the organisation. These various types of clubs for young people are based on the needs of local communities. The clubs are a partnership between the young people (members) and adult volunteers (Leaders). They facilitate the democratic participation of young people in the club structures and enable young people to 'learn by doing'.

2020 had a devastating impact on our clubs. Clubs were prevented from meeting in-person in their usual way from March 2020. Foróige Clubs meet in local spaces e.g. community halls, schools, in the evenings where it is a time for young people and volunteers to not only implement programmes and activities but also to meet friends and socialise. Inter-Club events such as quizzes and discos are an important element of the club calendar. All of which were suspended for 2020.

The Foróige Club year runs from 1st September to 31st August with the majority of clubs taking a break during the summer coinciding with school holidays.

At the end of February 2020 there were 438 clubs open. By the end of March there were none and there was no possibility of recruiting adult volunteers and young people for new in-person clubs.

The Clubs hoped to open in April, then May based on the public health restrictions. That then moved to September but was further prevented by the move to Level 3 in October.

### Response to COVID-19

There are 24 full time staff working as Club Support Staff. This group met at least monthly throughout 2020 to develop responses to COVID-19 for volunteer led clubs. The priority for the work was continued engagement with volunteers throughout the restrictions to enable the safe re-opening of clubs when possible.

There were three distinct phases during 2020:

- ▶ Initial reaction and response
- ▶ Planning for re-opening in Autumn 2020
- ▶ Foróige's World of Opportunities

### Initial reaction and response

#### Engagement with Adult Volunteers

Club Support Staff made every effort during March to talk individually to each Leader that they support. The purpose of this was to check-in with Leaders and to let them know that Foróige was still operating and there to support them in their youth work roles.

#### Online Meetings for Adult Volunteers

There were a number of meetings held online with Leaders in clubs e.g. District Council<sup>1</sup> meetings. These meetings afforded Leaders the opportunity to engage with one another, discuss ideas for activities within the public health restrictions and to support one another. These meetings were well attended and the commitment of volunteers to Foróige was evidenced.

#### Online Clubs

After the initial shock of the sudden suspension of Clubs, Foróige developed methodologies for Online Clubs. This involved adapting our Starting Out Training and Child Safeguarding Training for online use and also, adapting the club model for online engagement.

Leaders were offered training in this methodology although some, due to poor internet, lack of confidence and lack of appropriate devices were unwilling to engage. There was a sense that online clubs just didn't replace the in-person experience.

There was a mixed response to those that did engage with moving from in-person to online clubs. Attendance of young people was low and tended to taper off once the novelty had worn off.

However, clubs that specifically started as online clubs had a more positive experience. These clubs were focused on particular interests e.g. photography or music. Both young people and Leaders signed up for these online clubs rather than transition from an in-person club to an online club.

**The Foróige Online Book Club** brought together young people from all over the country with a shared love of reading. The group met once a week via Zoom and Meetings differed from week to week depending on feedback from members. Activities included murder mystery nights, book quizzes, and discussion nights. Rather than everyone reading the same book as they would in a 'traditional' book club, book challenges proved to be popular where everyone reads a book that falls under a certain category such as 'a book set in a country you've never been to' and then we discuss the books that we have read as a group. Fiona Kenny, Club Leader, Foróige Online Book Club said *"The online club model worked very well for us and we believe that it is something that could and should continue well into the future."*

**"I've really enjoyed the Foróige Online Book Club. It's great fun and it's a way I can talk about my interests with others. Online clubs are a great way to stay connected with people while at home and you get to make new friends. My favourite nights are the discussion nights as we get to discuss books with others who are interested and discover new books that might spark your interest."**

Abi, Foróige Online Book Club Member

<sup>1</sup> A District Council is a geographic based grouping of Clubs where Adult Volunteers can meet to exchange ideas, discuss issues arising and co-ordinate inter-club events

## Summary of Activities and Achievements 2020 - Volunteer Led Services (continued)

### Online Challenges

All Club Support Staff established or became administrators of county Foróige social media accounts. This enabled staff to support leaders in promoting a range of online challenges and activities. An example is the 'Around the World in 80 Ways' challenge for young people, families and volunteers from Foróige to collectively and creatively make their way around the world. They hopped, skipped, jumped, danced, ran, walked, crawled and tumbled (to name but a few) in an effort to stay physically fit and have fun during the pandemic.

### Walk 'n' Talk

As restrictions eased in June and July, Leaders were encouraged to meet small groups of members out doors for a Walk 'n' Talk. Many clubs availed of this option as it is a simple way to reconnect young people and Leaders.

### Online Club Management System

Foróige had undertaken a significant project in January 2020 to revise and update the Club Management System. This system, using Salesforce, enables the registration of Leaders and young people online, completion of parental consent and payment of affiliation fees. In addition, it allows clubs to record attendance, set up events, and communicate with parents and young people.

In response to COVID-19 the capability for completion of the COVID-19 Health Questionnaire and contact tracing were included in the initial development phase.

Staff were trained in the system, training manuals and materials were developed e.g. videos for training Leaders and a communication and change management plan was also implemented during 2020.

Leaders were offered training in the system in preparation for re-opening in Autumn 2020.

### Volunteer Appreciation Week

The last week in May was dedicated to volunteers with a series of online evening activities including social get-togethers and webinars as a mark of Foróige's appreciation for volunteers.

### Re-Opening Autumn 2020

In May, a group of young people, Leaders and staff were brought together to look at the reopening of Foróige Clubs in September 2020. As clubs take a break over the summer months and had not been meeting since March it was felt that consulting with young people and Leaders was important in informing any actions that may be taken to assist and support clubs in re-opening. This group identified barriers to re-opening and also supports that would be required.

#### Barriers

**Fear** – Leaders expressed concerns for their own and young people's health and safety and the risk posed by reopening clubs. There was also concern about the additional responsibilities placed on Leaders to ensure that the club could meet safely.

**Lack of premises** – Many community premises remained closed and unavailable to Foróige Clubs, despite assurances of the measures that would be in place for Foróige Clubs. Schools were no longer available for meeting spaces due to their cleaning regimes.

**Adhering to public health restrictions** – Social distancing, use of face coverings, maintaining contact tracing logs and completion of the COVID-19 health questionnaire was required to re-open the clubs. Leaders expressed concern that they may not be able to enforce restrictions and yet be responsible for any transmission of the virus.

**Associated cost of public health restrictions** – Clubs were required to purchase supplies of face coverings, sanitiser, signage and cleaning materials.

**Contact Tracing** – Leaders had concerns about maintaining contact tracing logs and having them accessible to the HSE should they be required.

**Reputational Risk** – One of the most significant concerns expressed was an outbreak of COVID-19 in the community resulting from the Foróige Club re-opening. Members come from different schools and there was a genuine concern that should COVID-19 be spread in the community resulting from the mixing of young people, the Foróige Club would be 'blamed' and lose the trust of the community.

### Response

The online club management system was developed to maintain contact tracing logs and the secure completion and storage of the COVID-19 health questionnaire.

A comprehensive guide for Leaders was developed to support them to safely reopen their Foróige Club. It included the principles for decision making, information on signs and symptoms of COVID-19, role of Leaders, how to prepare to re-open the club, requirements for premises, safety measures to be implemented, first aid guidance, ideas for activities and club programmes.

Staff organised online workshops for Leaders to prepare them for re-opening their clubs, to provide a space for discussion and to exchange ideas with one another. Leaders were stepped through the guidance and in addition, guidance was provided for young people, parents and owners of premises. In advance of re-opening Leaders and young people were required to complete a COVID-19 health questionnaire and appoint a COVID-19 lead. Leaders were required to confirm that they had read the HSE Information on COVID-19 and to attend online workshops prior to re-opening their clubs.

During September, many clubs were engaged in preparing to re-open and approximately 10% of clubs did re-open. However, Level 3<sup>2</sup> restrictions introduced in October meant that the vast majority of clubs could no longer meet. This was rapidly followed on 21st October with a move to Level 5<sup>3</sup>.

<sup>2</sup> Level 3 limited numbers to 15 (inclusive of adults) both indoors and outdoors

<sup>3</sup> All Foróige Club meetings suspended



It'll be grand,  
Mam!

## Finding additional support through our Big Brother Big Sister programme

"I'm a young carer for my Mam - she's got MS. I reached out to Foróige for extra support. And for an hour a week, me and my Big Sister meander museums and chat by the canal - I just get to be Mollyanna, not a carer.

When the time came to move to a hotel so the house could be made accessible for Mam to get around in her wheelchair, I was really worried because our dog Barky couldn't come.

But my Big Sister Karen went above and beyond to take care of Barky while we're away.

It's those little things about being part of the Big Brother Big Sister programme that make all the difference to me."



## Summary of Activities and Achievements 2020 - Volunteer Led Services (continued)

## Foróige's World of Opportunities

In late September, as the possibility of Level 3 restrictions became increasingly clear, Foróige undertook a listening exercise with 22 club support staff, 75 Leaders and 140 young people. The messages were clear.

## Young people said:

How, while they would prefer the real world meetings, online meetings may be better than not meeting at all, if they are planned well like Leadership or the Reference Panel meetings and have a purpose or common interest

Foróige is the only place where they see friends who go to other schools

How much they prefer real world Foróige

Foróige should not mirror online school but they understand the value that structured activity and programmes have

It's important to them that Foróige adhere to COVID-19 safety protocols so they don't need to worry about bringing COVID-19 home

They can't have "the chats" online

Foróige was such an important outlet for social interaction and relaxation

The difficulty of getting to know other young people on Zoom- and the value of small groups to make it easier

How they miss interclub events

## Staff said:

Young people's need for togetherness

How some parents and leaders are concerned about young people spending too much time online and Foróige adding to this

The negative impact lockdown had on more vulnerable members

Frustration with not being able to provide clubs and groups for young people due to restrictions, lack of premises or lack of leaders

Need to balance the youth work role with keeping themselves and family safe

How Zoom is just a place - what matters is what we do there - just like the real world meeting place is less important than our activities there

There's a need for training with staff to make Zoom more interesting...

522  
Foróige Clubs,  
Juniors and  
Interest Groups  
operated in 2020



From these consultations, the *Foróige World of Opportunities* was developed. This is a plan for engaging with young people and Leaders with the following built in elements:

- ▶ Accept uncertainty and plan from now to end of June 2021
- ▶ Blended club experience with maximum flexibility - changing as restrictions move up or down
- ▶ Out of doors activities
- ▶ Online youth work
- ▶ Interclub events
- ▶ Local, regional and national events and competitions
- ▶ Leader and member training
- ▶ Online clubs
- ▶ Foróige programmes
- ▶ District Council leadership

There are six areas to the plan:

1. **Online Clubs** – co-ordinate the recruitment and training of volunteer leaders. Recruit young people and provide support to online clubs
2. **Online Youth Work/Social Media** – provide specific training to volunteer leaders in online youth work and develop social media campaigns to support the key elements
3. **Programmes** – source programmes (in addition to Foróige programmes) and modify them for online engagement if required. Develop a timetable of short programmes to be offered locally, regionally and nationally. Recruit volunteer facilitators and young people to engage in the programmes
4. **Training** – identify volunteer leaders and members training needs, develop and adapt training, establish a training calendar, organise facilitators and recruit participants
5. **Events** – identify suitable and appropriate events, develop a calendar of events, organise and recruit clubs, members and leaders
6. **District Council Engagement** – District Councils are critical to the success of the plan. Their leadership, coordination and promotion of the plan is integral to its success

Starting in December 2020, a monthly newsletter of upcoming events and activities for leaders and members was distributed to all adult volunteers and young people registered with Foróige.

## Foróige Clubs in Numbers 2020

In total, 522 Foróige Clubs, Juniors and Interest Groups operated in 2020. However, the majority of those clubs have not met in-person since March 2020.

92%

matches continued to meet weekly during 2020

437

BBBS community based matches operated in 2020

21

BBBS operated in 21 counties in 2020

1,499

school based BBBS matches operated in 2020

### Recruit, support and develop adults in their youth work roles

An essential element of Foróige's service is to ensure that volunteers are supported to achieve their roles. In the main this is achieved through the provision of high quality, relevant training. During 2020 the majority of this training was online and concerned courses relevant to COVID-19.

Some of the achievements include:

- ▶ Over **600 hours** of training were provided to volunteers and young people in clubs. **1,503 training places** were taken up by volunteers. Training is an essential part of enabling adult leaders to work effectively with young people to ensure the purpose of Foróige is achieved. In 2020, **191** volunteers were trained in our Child Protection Awareness Programme. Volunteers availed of a range of other training courses such as **Online Youth Work, Salesforce (Club Management System), COVID-19 Briefings, LGBTI+ Capacity Building Workshops, Citizenship, First Aid, Games Workshops and Technology**. There is no cost for volunteers availing of these training opportunities.

### Support and develop young people in their Foróige roles

- ▶ In total, 31 training programmes were held for young people involving 545 members to assist them in their Foróige roles. Training included committee roles (Chairperson, Secretary, Treasurer, Communications Officer), team building, planning activities and programmes planning e.g. Citizenship, Be Healthy Be Happy and consultation events.
- ▶ In 2020 we created the role of Climate Justice Ambassador in Foróige clubs and projects, for young people passionate about climate justice to lead by example in their community. We provided training and support for 165 young people, empowering them to raise awareness of climate issues, encourage others to engage in climate action, and advocate for climate justice for all.
- ▶ Due to COVID-19 this was restricted in 2020. However, volunteers and staff provided young people with a range of opportunities to engage with Foróige and other youth work activities.

### Support and develop volunteers to provide holiday programmes for young people

- ▶ In Cork, there is a long tradition of running volunteer led summer schemes. These summer schemes train and support volunteers to provide summer holiday programmes for young people. They involve learning new skills such as gardening, art and swimming and also provide recreational opportunities for young people who may not otherwise have the opportunity. Unfortunately, due to COVID-19, it was not possible to facilitate the Cork Summer Schemes in 2020.

### Support and Develop the Network of Big Brother Big Sister Mentoring Matches

The Big Brother Big Sister Programme is an internationally recognised youth mentoring programme that forms supportive friendships for young people inspiring them to brighter futures. An adult mentor (Big) is matched with a young person (little) based on mutual interest. Matches meet for two hours each week and do various activities that are mainly focused on building a supportive relationship between the adult and young person. Big Brother Big Sister (BBBS) operated in 21 counties in 2020 with 437 community based matches and 1,499 school based matches.

#### Response to COVID-19

BBBS transitioned to online engagements between Bigs and Littles during March and April 2020. 92% of matches continued to meet weekly – either in-person or online, depending on the public health restrictions in place. Staff engaged directly with the young people, their families and Bigs for the remaining 8%.

#### Some of the achievements include:

- ▶ **437** BBBS community based matches operated in 2020. These matches are between an adult mentor and a young person. Matches typically last 12 – 24 months and are based in the community that the young person lives in. These matches are proven to improve young people's wellbeing, improve their social support and relationships with others.
- ▶ School based BBBS matches are where an older student mentors a younger student. In 2020 there were **1,499 matches** helping to improve young peoples' hopes and aspirations for their academic achievements and combating bullying.

- ▶ In 2020, a BBBS research study, on young people in Care, was undertaken by the Child and Family Research Centre, NUI Galway. The aim of this research was to explore how young people in care describe the importance of their relationship with their mentor and its impact on their life and care experience. The research found that having a BBBS mentor:

- **Supports** young people to cope with loneliness, stress and anger
- **Strengthens** young people's resilience
- **Encourages** positive engagement and progression in school
- **Promotes** feelings of well-being; happiness and enjoyment in life
- **Builds** confidence and improve social skills
- **Connects** young people with social networks and opportunities
- **Encourages** young people to take up leadership and volunteer roles in society

- ▶ With funding from the Lakeside Fund, BBBS worked with BBBS Australia to adapt their purpose built e-mentoring platform, called OurSpace, for use in Ireland. OurSpace was developed in partnership with Walt Disney Australia. It is a bespoke, safe and secure online platform which enables young people to receive support from their mentor remotely. E-mentoring provides a unique ongoing offering that will make it possible for BBBS to reach more young people, especially those experiencing rural or social isolation.

- ▶ With funding from the HSE, the college mentoring programme is currently expanding into a further three third level institutions; NUI Galway, Letterkenny IT and Sligo IT. Staff from the colleges will mentor incoming first year students, commencing September 2021. The programme has been operating in GMIT since 2019.



- ▶ In 2020, BBBS was awarded a grant from Rethink Ireland to develop the OurSpace platform into a mobile app to ensure mentoring is inclusive, flexible and accessible for young people. This initiative was acknowledged by BBBS International with the 'Becca Fain Annual Programme Excellence Award'.
- ▶ Foróige worked with experts in the Netherlands to implement a programme called MentorMe. This programme is based on the model of youth initiated mentoring – where a young person identifies an adult mentor within their social network to support them through a challenge they are experiencing. Foróige staff train and support the young person and volunteer mentor throughout the process. This model has attracted international praise from some of the most eminent voices in the field of youth mentoring, including Professor Jean Rhodes. The model is very much in line with Tusla's Signs of Safety, where you look within your own network as a first step for your support. There are seven staff implementing the programme in Ireland, supporting a small number of MentorMe matches.
- ▶ BBBS invested in a new Customer Relationship Management System – Salesforce which is a single, secure, flexible online system that will replace the current paper-based forms and processes. During 2020, two teams of staff worked on this rollout and will train and support the wider BBBS staff team to use the new system throughout 2021. It will provide a more efficient and flexible system that will enable our staff to spend more time supporting our mentees and mentors on the ground.

## Targeted Services

The goal of our Targeted Services is the provision of education, training and development programmes directly by professional youth workers, sometimes in partnership with adult volunteers, to young people who are disadvantaged, at risk or marginalised. Foróige operate targeted services in 22 counties in the Republic of Ireland.

Our main objectives are to:

- ▶ Provide local, community based youth work projects catering to a broad range of young people's identified needs
- ▶ Impact upon the attitudes, behaviours and circumstances that give rise to youth offending
- ▶ Support young people and their families to strengthen positive informal social networks
- ▶ Promote healthier lifestyle choices among young people generally and to prioritise prevention interventions on those in communities who are at particular risk of problem drug/alcohol use
- ▶ Ensure that children and young people will have a voice in their individual and collective everyday lives

### Response to COVID-19

Foróige operate **163** Targeted Services through various funding streams. These services operated, in the main, out of Foróige controlled premises and are staff led. They provide essential youth work services to some of the most marginalised and vulnerable young people and families. Critical to their success is the relationship that develops between the staff and the young person and their families.

Until late March, Foróige in person groups and one to one interventions continued. However, after that date all in-person engagement was suspended with the exception of in person one to one interventions that could happen in an outdoor environment.

On the 19th May, staff were issued with the Roadmap for Resuming Full Foróige Services. The Roadmap was modelled on the Government Roadmap and the DCEDIY Roadmap. There were many iterations of the Roadmap as it was updated in tandem with Government advice at that time.

After the 18th May, staff were able to meet with a maximum of three young people outdoors; from June groups of up to six (4 young people and 2 adults) and from July in groups of 15 (indoors and outdoors).

At the end of August, group sizes were restricted to 6 indoors and 15 outdoors by October and this continued to be the situation until December 2020.

The changing levels and regulations made planning extremely difficult and staff demonstrated resourcefulness and flexibility to meet the needs of young people, participants, volunteers, parents and families.

In addition, during May and June significant time and resources were expended on preparing premises and offices that had been closed since March to make them COVID-19 safe for all who use them. Foróige prepared checklists and documents and instigated a system for capturing the COVID-19 Health Questionnaire information for staff.

There were two distinct phases for Targeted Services in 2020:

#### Phase 1: March - May

#### Phase 2: June - December

### Progress Against Objectives

- ▶ Provide local, community based youth work projects catering to a broad range of young people's identified needs
- ▶ Impact upon the attitudes, behaviours and circumstances that give rise to youth offending
- ▶ Support young people and their families to strengthen positive informal social networks
- ▶ Promote healthier lifestyle choices among young people generally and to prioritise prevention interventions on those in communities who are at particular risk of problem drug/alcohol use

Foróige operate a range of projects in geographical areas that have been designated as disadvantaged. These projects aim to ensure that young people living in these areas have access to a wide range of community based, youth work programmes and activities that enable them to reach their full potential. The programmes are based on the needs and interests of the young people in the area. They are based in the communities that young people live in.

These projects often identify needs that are beyond the scope of the project but due to their local networks and connections are able to refer young people to other appropriate services while continuing to engage with them through the youth project. Foróige operate these youth and community projects in 16 counties. Some of the achievements in 2020 include:

In 2020, there were **163** Targeted Services operating -

- ▶ There were **61** youth and community projects operated by Foróige in 2020
- ▶ There were **6** Health & Wellbeing Projects
- ▶ **4** Youth Employability Projects that run employability initiatives for 16 – 25 year olds. They aim to support individuals to take better control of their lives by exploring good relations, cultural identity, personal development and employment opportunities. The projects offer a range of accredited and non-accredited training.
- ▶ Foróige operate **50** projects funded by the Department of Justice in partnership with An Garda Síochána. These Garda Youth Diversion Projects (GYDP) are local community based projects which work with young people. The projects aim to help young people move away from behaving in a way that might get them or their friends into trouble with the law. They help young people develop their sense of community and their social skills through different activities.
- ▶ The projects offer opportunities for education, employment training, sport, art, music and other activities. Most projects operate outside of school hours. However, in areas with a high proportion of early school-leavers, activities may also be planned during the daytime. The projects seek to encourage a better quality of life for everyone in the community and to support good relations between the Gardaí and the community.
- ▶ Foróige operate **23** projects aimed at working with young people and supporting their families, mainly in partnership with Tusla, the Child and Family Agency. These projects engage in a wide variety of initiatives including involving young people in educational activities and working with their families and their parents to enable them to achieve the identified outcomes for their young people.

- ▶ Foróige operate **19** projects specifically aimed at drug education for young people, their parents and the communities in which they are based.

### UBU – Your Place, Your Space

In June 2020, projects previously funded by the DCEDIY and through ETBs Special Projects for Youth and Young People's Facilities and Services Fund Rounds 1 and 2 were funded through a new funding scheme - UBU. This has impacted on the target groups engaged, the numbers engaged, planning and reporting. Some projects amalgamated under this new funding scheme resulting in a reduction in the overall number of projects provided by Foróige.

#### Phase 1: March - May

COVID-19 significantly challenged the working methods of Foróige's Targeted Services. The services are predicated on the in-person relationship developed between the staff and the young people, participants, volunteers and parents. From this relationship, developmental opportunities and activities are created and implemented to achieve the objectives of the project. Many of the young people and their families are vulnerable and experience a range of complex issues. During Phase 1, these young people and families were prioritised to ensure that they received appropriate support.

Staff and young people had to make a rapid transition to telephone, text and online engagement. This was challenging not only in having to learn and become comfortable with new technologies for both staff and young people but also many of the most vulnerable young people had no access to appropriate devices, enough credit or, particularly in rural areas, no or poor internet connectivity.

During this period, young people experienced many issues with a lot of similarity across the country in both urban and rural areas. The main issues that young people faced were recorded weekly by staff and the following is a snapshot of young people's and family's experiences of COVID-19 and Foróige's response in March – May 2020.

Summary of Activities and Achievements 2020 - Targeted Services (continued)

Mental Health

There was an increased concern regarding young people’s mental health during Phase 1. There was a reported increase in incidents of low mood, lack of motivation, stress, anxiety, potential eating disorders, self-harm and suicidal ideation. There were also reported increases in alcohol and drug misuse.

FORÓIGE RESPONSE

Where there was significant concern about a young person’s mental health, Foróige staff met with them in-person in a COVID-19 safe environment. This provided a space to discuss the issues affecting them and to signpost other appropriate services. Foróige staff also referred young people to more specialised services.

Wellbeing

Young people reported feeling bored, lonely and isolated from their social connections. The lack of routine and structure resulting from school closures led to significant disruptions in sleep patterns with young people staying up later into the night on social media, gaming or watching television resulting in sleeping longer during the day.

There were many reports of young people eating unhealthily and not exercising contributing to low mood.

FORÓIGE RESPONSE

There was an emphasis on mindfulness and relaxation with many recommended podcasts and activities provided for young people. Staff worked with young people to establish routines and emphasised the importance of exercise, healthy eating and sleep patterns.

Foróige ran a national social media campaign on Mind, Body and Soul throughout April – providing online support and engagement in a variety of activities and challenges.

School

Young people struggled with school closures. It prevented them from having a routine, meeting their friends in addition to impacting on their learning. The ongoing uncertainty regarding the Leaving Cert contributed to young people’s stress and anxiety. Some young people reported little to no engagement with their school while others reported feeling overwhelmed by the amount of work set by the school and little to no support to complete it. The experience of the school closures varied widely across the country. Lack of appropriate devices and internet was extremely challenging for some young people and they reported going to the local chipper to access free Wi-Fi. Other young people reported the challenges of trying to complete school work from home with lack of suitable space and overcrowding being challenging. Some young people completely disengaged from schooling.

FORÓIGE RESPONSE

Foróige staff engaged with young people who were struggling with schooling. Young people’s concerns were listened to and advice and support provided as appropriate. Online sessions in various subjects were organised and young people were assisted in creating study schedules. Learning packs and study plans were sent to young people to assist them with their schooling.

Programmes and supports were put in place by staff to prepare young people returning to school and also supporting them once the schools had reopened.

COVID-19 Restrictions

Initially, some young people did not appear to understand the severity of the pandemic, with some believing that they were immune and therefore did not need to socially distance and could still meet up with friends.

Others expressed extreme anxiety, particularly regarding the health of relatives. Parents found it challenging to prevent their children leaving the house and meeting up with their friends. Young people struggled to understand the restrictions and how they were to apply them. There were reports of anti-social behaviour with young people sneaking out late at night or congregating in large crowds and Gardaí issuing public order offences.

FORÓIGE RESPONSE

Foróige staff listened to young people and reiterated the public health guidelines in easy to understand language. They dispelled myths, answered questions and signposted young people to reliable sources of information. They discussed the restrictions with young people to enable a greater understanding and compliance with the restrictions.

We created youth friendly social media campaigns to highlight the importance of the health guidelines for young people and included well known voices such as Jack Woolley who will represent Ireland at the Olympic Games in Taekwondo, to help us reinforce this message.

In partnership with the Gardaí in areas where there was anti-social behaviour, Foróige staff did outreach work in compliance with strict guidelines provided by the organisation. This work involved going to such areas in highly visible and branded clothing, approaching groups of young people and engaging in short conversations to explain the restrictions and the importance of adhering to them. They utilised easily understandable graphics to explain social distancing. This was met with an extremely positive response by young people, families, communities and the Guards.

Family Conflict

During Phase 1 family conflict presented as a growing issue. Families were not used to spending so much time together and, in some cases, in crowded living conditions. Families missed the opportunities for social interaction and parents were challenged in maintaining clear and definitive boundaries. Some parents were concerned about the ill health of older family members and relatives and this added to the strain of the relationships within families.

There were reports of conflict, anger and aggression within the home due to the confinement of restrictions. There were increasing reports of increases in domestic violence where arguments were frequent. There were reports of lack of privacy, overcrowded households and increased alcohol and drug misuse.

FORÓIGE RESPONSE

Foróige staff engaged with young people and families experiencing family conflict and, in the first instance, ensured that they had the information to access appropriate services, particularly where there were instances of domestic violence.

Parenting courses were provided online such as Parenting Plus and Strengthening Families. Parents were offered one to one telephone support and information and advice on managing difficult situations. Activity packs for younger children were posted to families with all the materials and resources required.





## Summary of Activities and Achievements 2020 - Targeted Services (continued)

### Food Poverty/Financial Difficulties

As Phase 1 continued many families found it increasingly difficult to manage financially. Food poverty and financial difficulties due to unemployment were mentioned in reports as causing problems for many families. Some expressed the difficulty to budget for all household requirements on welfare payments alone.

#### FORÓIGE RESPONSE

Foróige worked with our funders and other community organisations to ensure that families had sufficient food and resources to manage through the pandemic.

With the support of the Lakeside Fund, Aldi Ireland and basis.point Foróige rapidly mobilised to organise well-being, care and resilience packages based on the needs and interests of young people and their families. Each pack was bespoke, but they included items such as food, nutritious snacks, fuel, cleaning products, sanitary products, personal hygiene products, recipe cards, mindfulness colouring books, simple games, phone credit, books, stationery and journals.

### Technology

There are two categories relating to technology – overuse and lack of access.

Some young people reported spending hours on their phone or other devices, scrolling through social media in particular. Others reported spending hours gaming and in an extreme case, up to 22 hours in their own room in isolation. As mentioned previously, this had knock on implications for sleep patterns. There were also reports of young people behaving inappropriately on social media or accessing adult websites.

Other young people had no access to appropriate technology e.g. smart phone, tablet or laptop, no credit for the internet or poor internet connectivity to connect with their friends, school, youth workers or to complete school work.



#### FORÓIGE RESPONSE

Young people's safety online was prioritised in the early days of Phase 1. The Digital Dozen was created – 12 do's and don'ts for staying safe online. This was made into a social media friendly graphic and widely distributed through all social media channels – national and local. Staff used the graphic as a way of discussing and promoting online safety with young people.

Some staff connected with young people through online games and met them where they were at, while gaming, they could chat to one another in a safe environment. Foróige partnered with ESports Ireland to create a secure online gaming platform for young people.

Foróige also provided technology to young people in need of it – laptops, smart phones, credit and Wi-Fi vouchers. This enabled the staff to maintain contact with young people and ensure they could connect with their friends online.

### Engagement

Engagement with young people and staff was challenging. After the initial novelty of Zoom calls had worn off young people were less likely to engage. They reported missing the in-person engagement and found that online just didn't compensate. Lack of routine and the disruption to normal sleep patterns meant that scheduled calls were missed. Young people felt that there was nothing to talk about. Conversations seemed the same and each week was just like the last.

#### FORÓIGE RESPONSE

Staff worked extremely hard to maintain contact with young people utilising all platforms – telephone, messaging, WhatsApp, Zoom, Instagram, Snapchat, Facebook. It was challenging and very often, for every one successful engagement there were three unsuccessful attempts. Despite this, staff persevered as the wellbeing of young people, parents and families was prioritised.

### Phase 2: June - December

Once the public health restrictions were somewhat relaxed, staff were able to meet with young people in-person. Though the changing level of public health restrictions was challenging, there was scope for organised, outdoor group activities. Additional measures such as the use of face coverings, social distancing, limits to group sizes, signage, cleaning and sanitisation regimes and contact tracing were implemented. This impacted on the nature of the activities and programmes that could be done i.e. restrictions on physical contact and increased work for staff to ensure compliance.

#### Highlights

Despite the significant challenges 2020 posed, the following are some examples of the innovation, creativity and resilience of young people during the year.

- ▶ Berkna Musse, has been a member of the **Neighbourhood Youth and Family Project in Carrick-on-Suir** since she was 10 years old. Berkna has faced a great deal of adversity in her life. She came to Ireland at a young age with her mother and two siblings and lived in a Direct Provision Centre. Berkna has never let this hold her back or break her spirit. The staff in the project nominated her for the Lions Club Youth Ambassador of the 21st Century Awards and she was successful in the Club finals in Carrick-on-Suir. She went on to the District Final in Dublin where she was a runner up and won a youth exchange.
- ▶ **Nenagh SPY Project** responded to not being able to attend their project space by creating a virtual SPY project in minecraft. They called the project **youthcraft** and they worked together through zoom calls and on the minecraft platform to recreate every detail of the Youth Project.
- ▶ Foróige Donegal created a kindness campaign called **#PayItForwardForóige**. The idea behind it was to simply do a small act of kindness for people in their community or family to spread some joy. It could be anything from making a cup of tea for someone who is studying for exams to washing the car or buying a newspaper for an elderly neighbour.
- ▶ In **North Fingal**, the Linkup Festival was held in August. The festival supported young people with their return to education. The Festival included 'Trails & Tales', a 5km walk followed by a healthy picnic; 'Tunes & Chats', which gave young people the time to de-stress with friends while listening to music to improve their mental health; motivational speakers; self-care, yoga and meditation.
- ▶ The **HAY Project** in Dublin worked with Dublin City Council and All City to create a collaborative piece of street art. Young people worked with artist Shane Haag to create the piece and painted the bollards and lower areas of concrete. Due to the success of the project and the positive response from local residents, they are planning a second phase of the community project.
- ▶ Raymond Costin and Nita Collins from **St. Joseph's UBU Project in Mayfield** were presented with awards from the Lord Mayor of Cork City, Joe Kavanagh, at Cork City Hall, for successfully completing the #WeAreCorkYouthChallenge. The challenge, which was run in summer 2020, gave young people (13-18) the opportunity to showcase existing skills, learn or experience something new. The young people took part in challenges across a number of themes including music, arts, society environment, sport and technology.
- ▶ In **Cork**, young people from a number of Foróige youth projects took part in a collaborative art programme called 'Sconce'. The young artists created images using a very limited colour palette, red on white and the results were incredible. The finished pieces were displayed on over 60 billboards around Cork city.
- ▶ **Rathkeale Foróige (GYDP)** identified the need for adapted service provision at holiday periods to accommodate the influx in population to the town. At Christmas, the Project usually runs an open café where the motto is 'everyone is welcome, even with a uniform' to provide a place for relationship building and breaking down barriers. In 2019 over 100 young people attended the café in Rathkeale and there was disappointment that due to COVID-19 it would not take place in 2020. So the staff decided to move the café online. Over 60 activity packs for young people and families were sent out and an online forum was created so that people could talk and get support if they needed it.



Summary of Activities and Achievements 2020 - Targeted Services (continued)

- **Croom Foróige** hosted a healthy eating initiative which involved 10 families receiving food hampers every week for 4 weeks. The hampers included ingredients to cook two meals and a healthy snack. Ballyhoura Development also included healthy eating recipe books and provided spot prizes to offer an incentive to each family to complete the cooking challenge. This programme was a great way of keeping connected with each family while also offering practical support and encouraging the family to learn a new skill.
- In **Galway** young people from Gort Youth Service created a COVID-19 awareness video that showed how easily COVID-19 could spread in a youth project if people didn't follow guidelines. This short film came 3rd in the NUI Galway Reel life Science competition.
- The CABLE Project in **Louth** set up a youth club to reach young people who are not being engaged by services but who are being impacted by a major local drug feud. This was a collaboration among a number of local agencies that proved to be highly successful.
- South **Leitrim** NYP organised a 6 week online transition programme for 35 6th class rural primary school children transitioning to second level. Parent sessions were also provided engaging 20 parents in the Parents Plus Programme along with wellbeing and self-care sessions.
- In **Sligo**, the Crib Health & Wellbeing Project organised a 6 week summer programme for young women from Syria. The programme involved outdoor activities and a safe space to discuss their experiences and cultural differences.
- The Healthy Streets Programme in **Kilkenny** successfully moved online. Healthy Streets is a community family engagement programme. Families are identified through the community and they engage in health and wellbeing activities.
- A young person from the SUB Project, **Offaly** created and produced a music track while in lockdown and won an award at the ESB Creative TechFest.
- The young people from Tramore Youth and Family Project in **Waterford** came together online and created a big Thank You poster for frontline workers during the pandemic. It has pride of place in the project premises window for all to see.
- In June 2020, a group of 6 young people from **Coastal North County Dublin UBU** channelled their frustrations and hopes regarding race relations by creating a Black Lives Matter Graffiti Mural. Motivated by racial division both in America and in Ireland, the 6 participants worked with renowned graffiti artist RASK to create an installation that captured their experience as Irish People, as females and as young people. This project was a Summer Programme delivered in partnership with Fingal County Council and Lusk Community Council.
- "Let's Be Blunt" - an animation created by sixteen young people from Ronanstown Youth Service and Foróige South **Dublin**. This animation provided information on cannabis, its effect and possible outcomes of its use. The animation came about as result of an identified need in relation to dispelling the myths of cannabis use among young people. Through focus groups with young people it was highlighted that the information needed to be communicated in a simple accessible way and promoted through social media. Young people worked with Long Lost Creative Digital Agency to develop, design, story board, animate, and provide voice overs for the [video](#).
- **Ballyshannon/Bundoran NYP** joined with a local mental health organisation to create custom Christmas Cheer Packs which were hand delivered to over 50 young people before Christmas. Items included vouchers, games, self-care products and mental health resources.
- **Monaghan Neighbourhood Youth Project** held the Wellóige event in November 2020. As COVID-19 restrictions were still present nationally, the event was held online. The focus was on promoting young people's health and well-being while introducing them to tools that will help them make informed decisions regarding their health. Classes and workshops included HIIT workouts, Zumba classes and Cookery demonstrations. The event also had special guests from the TV show Young Offenders. This event was free of charge and open to all young people in County Monaghan.
- Across all projects young people were engaged in online programmes, Kahoot Quizzes, fitness and wellbeing activities, learning new languages, music groups (including ukulele), biodiversity initiatives, art and photography.

Ensure that children and young people will have a voice in their individual and collective everyday lives

A central tenet of the work of Foróige is ensuring that young people can influence decisions that affect them. To this end in 2020 there have been a number of projects and initiatives that support this aim. The structure of Foróige ensures that young people from all aspects of the work of the organisation have an opportunity to engage in influencing organisation decisions and also, decisions that affect them outside Foróige.

Internal

Each year Foróige host a number of Regional Conferences and Regional Seminars to provide young people with an opportunity of exchanging views, influencing local, regional and national decisions and making representations concerning the organisation to the Foróige Board or District Councils.

In 2020, the Regional Conferences and Regional Seminars took place in person but the decision was made to postpone the first meeting of the Reference Panel due to the uncertainty at that time of the situation regarding COVID-19.

In January and February a number of Regional Conferences and Regional Youth Participation Seminars took place for young people in Foróige.

756 young people participated

194 Foróige clubs & projects were represented

In March 2020 a meeting was held with the outgoing members of the Youth Sub-Group 2019. The discussion focussed on COVID-19 and there was huge depth and emotion in the discussion.

Education emerged as a key topic. Young people were struggling to stay up to date with class work and they found it very hard to get motivated to do school work at home. They reflected how challenging it was to find a routine whilst trying to learn new material on their own, without the support of peers or their teachers. Young people felt that the lack of clarity relating to exams was causing increased stress and anxiety.

Inequality of access to technology was also a big issue for young people. Not all young people have access to a laptop or smartphone, with many fearing they would fall further behind because of it. Those from rural areas in particular noted challenges with broadband making it very difficult for them to stay connected. Young people also noted the pressure that there was on space and technological equipment at home, with parents working and siblings needing time on the computer too.

Mental health and general wellbeing was also a significant topic. Worry and anxiety when the world as they know it has been turned on its head were the main emotions. Their concerns ranged from their loved ones staying safe to the long term impact - what does the future look like when the pandemic is over?

64 young people are elected onto the Reference Panel of Foróige at the Regional Conferences and Regional Seminars. The Reference Panel meets twice a year (March and October) for a two day, intensive, residential meeting.

16 young people are elected at the March meeting onto the National Council of Foróige (who also form the Youth Sub-Group of the Board). From these 16, two young people are elected onto the Board.

## Summary of Activities and Achievements 2020 - Targeted Services (continued)

In relation to COVID-19 itself and the isolation measures, young people were finding it tough. They were frightened for their older relatives and they found all of the information overwhelming. While they were following the Government's guidelines, they missed their friends and the social aspect of their lives.

The Reference Panel 2020 met online over a series of evenings during April and again in May. There was excellent engagement and attendance and the topics covered were the impact of COVID-19 on young people and how Foróige could support them and Climate Justice.

The Reference Panel met again, online, in October 2020 to discuss the progress made on their recommendations. A key action was the implementation of the Climate Justice Programme, which will be covered in more detail in a later section of this report.

### External

- ▶ In 2020, Foróige operated [Hub na nÓg](#), the centre of excellence on child and youth participation, on behalf of the DCEDIY. This was the final year of the three year contract. The Hub supports government departments, state agencies and non-government organisations to give children and young people a voice in decisions that affect their lives with a particular focus on seldom heard children and young people.
- ▶ Hub na nÓg completed the National Framework for Children and Young People's Participation in decision-making in 2020. The consultative process adopted in its development ensured that a wide range of statutory departments and agencies, non-government organisations, young people and practitioners who work with children and young people were invited to give feedback. This feedback has significantly and positively shaped the final Framework, checklists and feedback forms. The Framework will be launched in 2021.
- ▶ New training and capacity building programmes on a rights-based approach to involving children and young people in decision-making were delivered by Hub na nÓg to a wide range of organisations, including units in the DCEDIY, Tusla, the Educational Research Centre and others. The public health restrictions drove most of this training online, and the Hub developed new approaches to training in that space. This enabled us to refine and improve the training model and scale it for use across different sectors.

- ▶ The Hub continued support, guidance, coaching and training to the HIQA child inspectors, the DES Inspectorate Student Voice Project, the Creative Schools programme, the ETB Local Creative Youth Partnerships (LCYPs) and others.
- ▶ The continued collaboration with the DES Inspectorate on its Student Voice Project took the form of coaching and training using the draft Framework Planning Checklist. These interventions supported the Inspectorate team to develop a plan for online and face-to-face focus groups with children and young people on the impact of the first lockdown and on their needs in returning to school in September. The findings from these focus groups informed decision-making at management level in DES.
- ▶ On behalf of the DCEDIY, Foróige in partnership with Youth Work Ireland continued to provide national support to Comhairle na nÓg ensuring that all Comhairlí were able to fulfill their Comhairle lifecycle including continuing to work on a topic important to young people in their area, liaise with local decision makers and influence change, promote the work of their Comhairle and host an online AGM.
- ▶ In December 2020 Foróige coordinated the Comhairle na nÓg National Showcase to celebrate the work of Comhairlí Nationally on behalf of DCEDIY. Given COVID-19 restrictions, the event was held online. The showcase was attended by over 400 Comhairle members with special guests including An Taoiseach Micheál Martin, Minister Roderic O'Gorman, Astronaut Chris Hadfield, as well as performers Denise Chaila, Picture This and Niall Horan. The event, which was hosted by Doireann Garrihy, created a high level of conversation on social media and was trending at number two for a large portion of the day. Young people shared their stories of the impact being involved in Comhairle na nÓg has had on their lives and a special video was commissioned that featured all 31 Comhairlí and their achievements over the last year.

## Education Programmes

The goal of our Education Programmes is to enable participating young people and adults to develop, implement and evaluate programmes that foster and promote the development of young people and their involvement in the development of their communities.

Our main objectives are to:

- ▶ Implement, support and develop the following programmes:
  - Leadership for Life
  - Aldi Foróige Youth Citizenship Programme
  - REAL U
  - Best Practice Development Team (GYDP)
  - Network for Teaching Entrepreneurship

### Impact of COVID-19

While COVID-19 impacted on the programmes of the organisation it also led to ingenuity and a swift move to facilitating existing programmes online. This involved a huge amount of work on the part of those developing and implementing programmes. While staff and volunteers now engage in programme training through platforms such as Google Hangouts and Zoom, training remains interactive with a learning by doing approach at its core.

The programmes that are facilitated online follow this methodology also – ensuring that there is optimum engagement and interactivity for participants making the learning a fun and engaging experience.

In addition, COVID-19 led to the development of new programmes and initiatives. These included:

- ▶ Future Proof (Climate Justice)
- ▶ VRóige (Virtual Reality)
- ▶ LevelUP (Technology)
- ▶ Bridging Worlds (Formal and non-formal education)

## Progress Against Objectives

### Leadership for Life

Foróige's *Leadership for Life Programme* is a personal development programme facilitated across three modules. Aimed at equipping young people to explore their vision and passion, the programme develops key leadership skills such as: planning, decision making, critical thinking, goal setting and problem solving.

Participants have the opportunity to demonstrate their newly developed leadership skills through a self-directed Community Action Project in Module 3. In addition, they have the option to work towards formal accreditation by NUI Galway, receiving a Level 6 Foundation Certificate In Youth Leadership and Community Action on submission of all three completed modules for assessment.

- ▶ **2,900** young people were involved in the Leadership for Life Programme in 2020. Young people were engaged in the programme through their Foróige clubs and projects, schools, sporting organisations and many other youth involving organisations. The Leadership for Life programme was also run with young people in the USA through the Foróige clubs in Philadelphia and New York and through the 4H Youth Organisation in New Jersey.
- ▶ In 2020 there were 15 facilitator training events held, 4 in person - Roscommon, Donegal, Dublin and Cork and the remaining 11 were conducted online. **238** adults were trained as facilitators in 2020.
- ▶ Three special workshops were designed and delivered to train facilitators in how to run the programme online with young people using Zoom. A total of **53** facilitators attended these sessions.
- ▶ A 'mentor support session' was designed to provide Leadership for Life mentors with all the information they needed to help their young person through Module 3. **18** people attended.
- ▶ Ongoing support sessions for facilitators running the programme online were offered throughout the year. In total **68** facilitators attended these sessions.

# Exploring new worlds with our back garden biodiversity programme in Blackwater Valley

Foróige needed new ways to engage young people all around Ireland during lockdown, so we ran a 10-week back garden biodiversity programme.

From zooming zoo keepers, spotting magpies as the crow flies and looking at the world through a new lens, even the shiest young people started to shed their shells.

Coming together each week to see what wonders they each had found, asking about all things naturally grown. A whole new world was opened up by going outside and taking a look.

Butterflies  
are awesome!



## Summary of Activities and Achievements 2020 - Education Programmes (continued)

### Dermot Earley Youth Leadership (DEYL) Initiative

- ▶ **98** young people from the GAA were awarded their certificates at an online recognition event held in May. The GAA President, Chairperson of Foróige, members of the Earley family, participants and their families attended and were congratulated for completing the first two modules of the programme.
- ▶ The intake for the 2020 Dermot Earley Programme has seen more clubs than ever before express interest in getting involved. A total of **72** facilitators representing **26 GAA clubs** from all corners of the country attended the DEYL training. Despite the ongoing restrictions and barriers for face to face meetings, a total of **186** young GAA members started the programme online. This is the highest number to be involved in this initiative. We hope to continue to grow this initiative in the coming year.

### Level 6 Certificate In Youth Leadership and Community Action, NUI Galway

- ▶ 2020 saw the highest number of young people graduate from NUI Galway with a Level 6 Foundation Certificate in Youth Leadership & Community Action. The NUIG ceremony was postponed until 2021 but that didn't deflect from the achievement of the **368** graduates. The quality and variety of the projects undertaken by graduates was notable. This was all the more impressive given the significant challenges this group faced with the COVID-19 restrictions.

### Leadership for Life Conference

- ▶ The first ever virtual Leadership for Life Conference took place in July 2020. **140** young people from Ireland, UK, Azerbaijan & the USA attended. Young people developed their leadership skills, met new people online and listened to inspirational leadership journeys from our guest speakers, Senator Lynn Ruane and Mentalist Keith Barry. The online conference was a huge success, with 98% of participants saying they had a very positive and enjoyable experience.

### Further Developments

- ▶ The Leadership for Life team promoted the programme to secondary schools across the country and offered training to teachers and other school staff. In total **76** teachers from over **40** schools took up training opportunities in the programme. As a result, the programme has provided TY and LCA students with the opportunity to engage in a rewarding, beneficial and fun programme during a time when many of the usual opportunities for these students was not possible.

- ▶ An additional training officer, as well as an online learning officer joined the Leadership for Life team. These new positions, which were funded through the Tomar Trust, will provide additional resources to train and support facilitators in the programme. The online learning officer has started to develop a purpose built online version of the Leadership for Life programme, with the support of volunteers from Foróige's corporate partner Accenture, which will give more young people access to the programme. The online programme will provide an engaging, fun and flexible online learning experience for young people.

### Aldi Foróige Youth Citizenship Programme

The Aldi Foróige Youth Citizenship Programme is a youth development programme that empowers young people to use their talents and initiative to make a positive difference to the world around them. It involves young people researching the needs of their community, organising practical action in response, evaluating the effectiveness of their work and reflecting on what they're learning along the way.

Due to the public health restrictions the Awards element of the programme was suspended for 2020. However, that didn't stop young people getting active to improve their communities.

- ▶ In **Tallaght** young people from Foróige linked in with a local care home. They created short videos of hope and support for the residents.
- ▶ The Big Brother Big Sister Programme initiated the **BeeBBS Programme**. It involved the distribution of packets of seeds to BBBS matches around Ireland to sow to increase awareness of ecology and biodiversity while brightening up the local area.
- ▶ Ballinlough Foróige Youth Club, **Cork** did a food collection for Penny Dinners, and they also organised a virtual weekly bingo night, with the proceeds going to Penny Dinners.
- ▶ **Donegal Youth Council** along with the Donegal Road Safety Working Group ran a campaign to inform students and parents about the importance of wearing seatbelts on school buses. The group designed Belt Up stickers which are displayed on school buses and outline a step by step process for school children to wear their seatbelts on buses safely.

- ▶ In **Cavan** the 365 Project partnered with Tullacmongan Resource Centre to create a Community Fairy Garden and mural to enhance their estate. The mural featured the stories of people who live in their community, the hopes and dreams of young people in the community and some of the challenges they have faced in life including loss of siblings and friends. The mural also included a rainbow to symbolise the bright futures that lie ahead for them.
- ▶ In **Ballineen, Co. Cork** members helped create a huge mural depicting the West Cork Railway, bringing a piece of history back to life.
- ▶ In **Tallaght**, young people from the STAY Project were involved in a Christmas Shoebox project – filling boxes for vulnerable families with essential items.
- ▶ A member of Carrick-on-Suir Neighbourhood Youth and Family Project in **Co. Tipperary** started making and selling her own face masks to protect against COVID-19. Hannah has had great success with this, and has made €888 which she donated to Carrick-on-Suir NYFP to give back to a group that has given so much to her over the past couple of years.
- ▶ Conna Foróige Club, **Co. Cork** made a real impact on their community with their work on a Green Engineers Project, which involved planning and installing a bee and butterfly garden and the use of solar power and water harvesting to autonomously irrigate various areas within the village.

### REAL U

REAL U (Relationships Explored and Life Uncovered) is a personal development and sex education programme that equips young people with the skills, knowledge and confidence to develop healthy relationships and delay the onset of early sexual activity. Informal sex education can be an important and effective way of enhancing young people's knowledge, attitudes and behaviour.

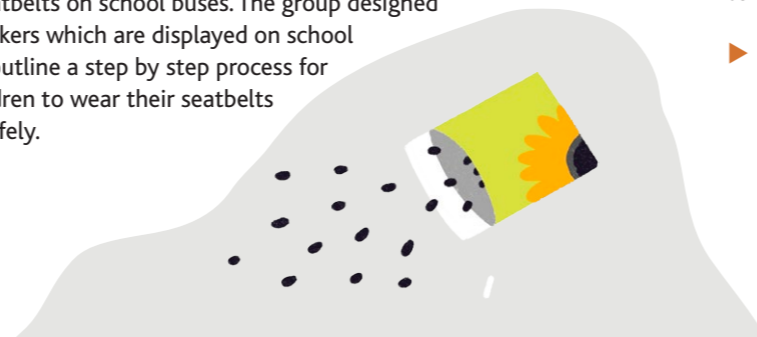
Foróige, with funding from the HSE Sexual Health Crisis Pregnancy Programme, trains volunteers and staff – both internally within Foróige and also to external agencies – to run the programme with young people.

- ▶ **182** youth workers were trained in programme delivery. Of that number, **89** participants came from organisations other than Foróige including Tusla, regional youth services, the ISPCC and Spina Bifida Hydrocephalus Ireland.

- ▶ **21** training courses took place in 2020 with two of these face to face prior to the pandemic. The remaining 19 trainings took place online with 16 of these taking place in the September - December term.
- ▶ A *Consent Capacity Building Training* was developed and rolled out to further support staff, volunteers and trained facilitators of the REAL U Programme. *Gender & Sexuality Capacity Building Training* continues to be offered and is available to all trained facilitators of the REAL U Programme.
- ▶ At the request of DCU, Foróige took part in their TEACH-RSE Consultation Process research. Foróige highlighted the need for a holistic approach to RSE in Ireland and has recommended that specific training and continuous CPD opportunities be available to students in ITE.
- ▶ A second staff member was appointed, with additional funding from the HSE Sexual Health Crisis Pregnancy Programme, with remit for the REAL U programme and related capacity building training to aid in the development of an organisation wide Sexual Health Promotion Policy and a review and update of the REAL U programme.
- ▶ Foróige started reviewing the REAL U Programme in late 2020 to look at what updates and changes can be made in line with recent RSE developments and continue to meet the developing needs of young people. An online consultation survey for young people was widely shared in November to hear directly from young people their thoughts on the REAL U Programme and what RSE programmes in general should contain.

### Best Practice Development Team

With funding from the Department of Justice and in partnership with Crosscare, Youth Work Ireland Galway and the Independent Network of GYDPs, Foróige provides support to the GYDP network through the Best Practice Development Team for Garda Youth Diversion Projects (GYDP BPDT). The purpose of the GYDP BPDT is to achieve better outcomes for young people engaged in Garda Youth Diversion Projects nationally by providing ongoing support to Youth Justice Workers, CBORs and JLOs in relation to the provision of a high-quality GYDP service, informed by both international research and best practice.



## Summary of Activities and Achievements 2020 - Education Programmes (continued)

Foróige's involvement in the GYDP BPDT in 2020 focused on further developing the structure to support the ongoing implementation of an evidence-based risk/need assessment tool to predict the likelihood of a young person offending or reoffending across the GYDP network. In 2020 this included the recruitment, training and integration of a number of new trainers, the conversion of training and quality assurance measures to the online context, and the provision of support for Youth Justice Workers through Communities of Practice. Support and guidance were also provided to the wider GYDP network through the development and dissemination of temporary guidance to facilitate ongoing referral, assessment and engagement processes during Covid-19. These guidelines were developed in conjunction with An Garda Síochána and the Department of Justice and follow-up implementation support was provided by the GYDP Best Practice Development Team.

In conjunction with the University of Ulster, the BPDT further developed a bespoke Restorative Practice model for GYDPs which will be rolled out nationally in 2021, an initiative which also provided an opportunity for a number of Youth Justice Workers from across the GYDP network to train as Restorative Practice trainers. The team were also involved in the appraisal of the GYDP Annual Plans for 2021, providing detailed feedback to all GYDPs on the coherence of their plan, with the intention of enhancing both the implementation of the plan for 2021 and the development of any future plans.

### Network for Teaching Entrepreneurship

Foróige's youth entrepreneurship programme, Network for Teaching Entrepreneurship (NFTE), is a World renowned, youth entrepreneurship education and development programme operated in Ireland by Foróige since 2009.

NFTE is committed to changing the lives of young people in disadvantaged communities by enabling them to develop core skills in business and enterprise and help them to unlock their individual talents and potential. Involvement in the Foróige NFTE programme **improves the business, academic and life skills** of young people. It **increases school completion rates** and **career aspirations** for young people while supporting them to develop transferrable life skills, confidence and empathy.

- ▶ **5,000** young people across **139** sites were involved in the NFTE Programme in 2019 through **99** schools and **40** youth projects.
- ▶ All NFTE sites stayed engaged during COVID-19 and the programme continued to be delivered online.

- ▶ The Regional, Semi Finals and National competitions were all held online.
- ▶ **60 New Certified Entrepreneurship Teachers** were recruited and trained to roll out the NFTE programme in schools and youth settings. This increased the number of teachers from 120 to 180. **Three** New NFTE staff recruited to the Team.
- ▶ The NFTE team developed a new **Business Mentoring Programme** so young people can receive access to mentoring and coaching on a group and individual basis from businesses and volunteers in the corporate world. This programme can be delivered online or face to face.
- ▶ In partnership with the Department of Rural and Community Development, Foróige is piloting a new **Social Enterprise** module of the NFTE programme.
- ▶ **8** Foróige NFTE Alumni were selected to attend a **Leadership in Business Course** with **Western Michigan University** led by Dr. Doug Lepisto. In 2021, they will be given the opportunity to explore the concept of leadership in business and what it means to be a leader, develop their networks, work on their CV's and have mentoring sessions with business professionals.

### Future Proof

In summer 2020, Foróige received funding from the Youth Climate Justice Fund run by the Department of Children, Equality, Disability, Integration and Youth. This was in support of Foróige's Climate Justice initiative. Under this umbrella, Training Learning & Development staff developed the Foróige Future Proof Programme (a 6-session Climate Justice programme for young people aged 12-18). This was co-created with the Foróige ECOLlective (Foróige's climate justice youth advocacy panel), who were directly involved with all stages of planning, design and delivery. Climate Justice Workshops for staff and volunteers were developed and facilitated, as well as Climate Justice Workshop Train the Trainers sessions to enable staff to run these workshops locally. The Future Proof programme training and Climate Justice Workshops have been very positively received across the organisation, with 95% of evaluations rating the trainings 'Excellent' or 'Very Good'.

Foróige's inaugural Climate Justice Digital Youth Conference was held online in December 2020. The conference was created and hosted by members of the ECOLlective and was supported by staff and volunteers. It featured contributions from Minister Roderic O'Gorman and Foróige's Chairperson Barbara Daly, as well as an interview with Dr. Tara Shine



conducted by members of the ECOLlective and an interactive workshop run by the Useless Project on eco-friendly and sustainable ways to reduce our waste. A real highlight was the themed break out rooms which allowed discussions on a range of topics, facilitated by young people and staff. Topics featured were fast fashion, education, waste, food, transport, climate migration and homelessness, and young people as victims of climate justice. 92% of respondents rated their experience of the conference as 'Excellent' or 'Very Good', and comments were very positive about the direct participation of young people in the conference delivery.

The ECOLlective worked on a host of initiatives during the year including a 10 part podcast series which featured a range of topics including fashion, waste, education, young people as victims in the climate justice debate, weather, transport, migration and food as well as a host of special guests including [Former President of Ireland Mary Robinson](#).

### VRóige

In response to the growing number of young people using online platforms combined with improved accessibility to VR equipment via PlayStation and Oculus VR equipment, a Foróige VR pilot was designed using Microsoft's AltspaceVR. AltspaceVR is a social virtual reality platform where users can connect with friends, attend creative and educational workshops or host private events using VR equipment (or in 2D via a laptop). AltspaceVR is an immersive environment where user generated avatars mimic movements and language in the real world, allowing for a very realistic communication experience. AltspaceVR is a fun and informal VR platform, which has gained in popularity with all ages over the past 12 months.

With over 30 Foróige staff members and volunteers from all parts of the country, from north Donegal to Cork, 9 private hour-long 'VRóige' events were created in AltspaceVR. **39** young people attended from 18 sites, VR equipment (Oculus Go) was loaned to each young person. The VRóige events included, walking quizzes VR flying lessons, treasure hunts and interactables such as basketball. Overall, the VRóige pilot was a fantastic opportunity to demonstrate how Foróige can establish and connect with young people in a virtual space, allowing for an array of existing and new Foróige programmes to be developed for VR.

### LevelUP

LevelUP is Foróige's Creative Digital Skills and Innovation Programme made possible through a partnership with Accenture.

The programme enables young people 10-14 years to develop their digital skills and digital citizenship. Young people then use their newly acquired skills, innovation and creativity to collaboratively find a solution to a challenge they have identified in their life, their community or society.

The Programme involves six 90 minute sessions that explore a range of digital skills and the following digital tools, poster design, animation, podcasting and digital storyboarding.

The programme was developed and piloted in 2020 with planned full implementation in 2021.

### Bridging Worlds

The Bridging Worlds - Learning Spaces for New Times is a new and exciting project in partnership with NUI Galway and Foróige which aims to bridge the gap between formal and non-formal learning. Funded by Rethink Ireland, the project has been conceptualised, from the outset to support teachers and youth workers to increase educational outcomes for young people - with a shared focus on the quality of all young people's learning.

The project includes training for teachers and Foróige staff in Galway, Mayo and Roscommon.

The online training includes formal and non-formal approaches to education and facilitates the connection and the link between youth workers and teachers to support young people in their learning and development.

The project enables teachers and youth workers to upskill in programmes that can be facilitated in person or online to young people. The project includes innovative evidence based programmes developed for non-formal settings to be delivered in and out of school.

The project also provides support sessions which allows teachers and youth workers to integrate Information Communication Technology skills in teaching and youth work, apply blended learning into their everyday work, share knowledge and best practice and create and strengthen these partnerships through hubs.

## Measuring Success and Learning from Programmes



Foróige believes in the importance of measuring the impact and effectiveness of its projects and programmes. Throughout the organisation a 'learning by doing' approach is utilised. All staff are trained in evaluation methods and evaluation is built into how Foróige staff and volunteers do the work. Programmes and activities are planned using logic models – this enables staff, volunteers and young people to identify the desired short, medium and long term outcomes. This method of planning ensures that desired outcomes are identified in advance and, after the programme or activity, evaluate how these outcomes were achieved.

This method of planning and evaluation extends across all aspects of the organisation to ensure that all systems and processes are effective and efficient.

Where possible Foróige partners with academic institutions e.g. NUI Galway to conduct research into particular programmes or issues. This research and other relevant evaluations are widely disseminated throughout the organisation.

Within the resources, Foróige endeavours to ensure that successes and failures are captured. However, large scale evaluations and data capture systems are resource intensive and unfortunately, Foróige does not have the resources (both human and financial) to invest in evaluation and measurement to the extent that is desired.

### Impact of COVID-19

Throughout 2020 staff and volunteers have had to react and adapt to a rapidly changing situation. All staff and volunteers were encouraged to create and implement new interventions, activities and programmes to maintain engagement and ensure that young people and their families were supported.

Foróige maintained records of innovation and engagement and these will be assessed in due course when there is time for space and reflection on the impact of COVID-19 on the young people, volunteers, families, staff and the organisation.

Foróige participated in research conducted by NUI Galway exploring how Foróige responded and adapted during the initial period of COVID-19 closures. It explored the specific actions taken by the organisation to respond to the COVID-19 crisis and the experiences of staff during this period.

The research concluded that:

- ▶ Many of the themes from the literature on voluntary / non-profit crisis management were reflected in the strategies adopted by Foróige. Significant service innovation and adaptation was undertaken, supported and enabled by proactive strategies to bolster organisational agility and responsiveness.
- ▶ The organisation's strategy was guided by ongoing communication with young people, staff, funders and government departments, which in turn necessitated advocacy, negotiation and relationship building.
- ▶ The needs of the most vulnerable young people and their families were addressed through the provision of practical and emotional support, while youth work clubs, groups and programmes were moved online.
- ▶ The experiences during this period will have a transformative effect on the future delivery of youth work services for the organisation.
- ▶ Despite the stress associated with the onset of the pandemic, there were a number of positives.
  - The speed and agility of management in responding to needs and making the adjustments to operations and services, boosted confidence in the organisation, demonstrating the ability to deal with the unknown.
  - There is a sense of re-engagement with the value and the mission of the organisation as the crisis served to bolster staff morale in relation to the importance of youth work in society.
  - Foróige demonstrated resiliency. Resilience in nonprofits, according to Witmer and Mellinger (2016) refers to the ability of an organisation to respond productively to significant disruptive change and transform the challenges into opportunities. The importance of hope and optimism that challenges are seen as surmountable is highlighted.

## Integrated Services

Foróige has a number of services that work across the organisation to the benefit of Foróige, its staff, volunteers and young people. Foróige operate a shared services model i.e. central services such as Child Safeguarding, Finance, Audit and Risk, Governance, Human Resources, IT, Data Protection, Training, Learning and Development, Public Engagement, Funding, Marketing and Communications. Projects contribute to the resourcing of these services enabling all to receive a professional, cost effective service.

### Response to COVID-19

Like all other services in Foróige, the above functions had to rapidly pivot to new ways of working and supporting frontline staff in their roles. 2020 challenged these functions as all work was done from homes, there was the need for the rapid development of policies and guidelines and working across functions became more important than ever.

### Child Safeguarding

Child safeguarding and protection is of paramount importance in Foróige. An internal management working group ensures that the organisation is fully compliant with *Children First 2015* and all other relevant legislation. Work on the review and amendment of Foróige's Child Safeguarding Statement and Child Protection and Welfare Policy and Procedures was ongoing in 2020.

The adaptation of guidance for online working was prioritised. This included the development of new processes for Garda Vetting and guidance on online youth work.

In 2020, Foróige completed the re-vetting of all staff and commenced re-vetting of volunteers.

All staff and volunteers undergo a rigorous recruitment process that includes application, Garda Vetting and reference checks as well as attendance at Induction and Child Protection Training.

### Finance

There is strict adherence to statutory obligations, internal policies and procedures and best practice in the operation of the finance function within the organisation. During 2020 all control procedures moved online with no impact on segregation of duties or authorisations.

Monthly management accounts continued to be produced for each project and both the external audit and a number of funder audits were completed successfully remotely.

### Marketing and Communications

In 2020 Foróige continued to use our social media channels to speak to the entire spectrum of our audience, albeit in different voices and tones depending on the channel. We have seen steady increases across our social media platforms in 2020, which reinforces the sustained interest among our young people, volunteers, youth work staff, parents, local communities and the public to keep in touch with Foróige news and activities.

Throughout 2020 we ran innovative multimedia campaigns highlighting our organisational messages, whilst also reacting to zeitgeist defining movements and issues affecting our online community throughout the COVID-19 pandemic.

We continue to use Twitter as the voice of the organisation, making official announcements, welcoming new programmes and initiatives and getting involved in wider online conversations to add Foróige's voice to discussions regarding young people.



On Facebook Foróige page likes and followers increased by 1.5% to 109,890 and 111,994 respectively



On Instagram Foróige followers grew by 10% to 4,566 followers



On LinkedIn Foróige has grown its following by 33% to 4,037



On Twitter Foróige has increased its following by 6% to 11,982

Many of Foróige's 2020 annual events were held virtually. Foróige used a variety of platforms and developed significant expertise in hosting online events to provide an engaging experience for attendees.

The focus of our media presence in 2020 was to ensure that young people's voices, opinions, concerns and ideas were heard and were part of the National conversation. To counterbalance a sometimes negative public narrative about young people's compliance with public health guidance in 2020, we shared positive stories of young people and worked to create a greater understanding of young people's perspectives through the media.



## Channeling grief through community carpentry in Croom

For 3 weeks, 5 days a week, 10 young men came together to talk about their feelings, their loss, and to turn their focus to creative carving.

These young men channelled their loss into creating something new and in a manifestation of metaphor, they built a boat.

They were supported by Foróige and supported each other through the sea of change, to shape a vessel, and honour their loved ones who've passed on.

## Summary of Activities and Achievements 2020 - Integrated Services (continued)

### Public Engagement

- ▶ Foróige.ie remains a key arm of our public engagement strategy. All social media posts, newsletters and staff portal calls to action bring users and staff back to the website. We continued throughout 2020 to innovate to increase website traffic and time spent on the site by users.
- ▶ Foróige.ie had 169,569 unique page views in 2020.
- ▶ [A new section of the website was created during COVID-19](#) with helpful resources, ideas and materials for volunteers, parents and youth workers to enable them to continue to support young people during 2020. Resources like good practice guides for social media and online meetings along with a suite of activities to help clubs go online are all available and downloadable on the COVID-19 Hub of Foróige.ie. In addition, there is a section for young people themselves.
- ▶ During 2020 Foróige successfully advocated alongside other organisations such as the Children's Rights Alliance and National Youth Council of Ireland for the word Youth to be included in the Department title which now reads The Department of Children, Equality, Disability, Integration and Youth.
- ▶ Foróige engaged with politicians and other relevant public officials to promote the engagement of young people and the work of the organisation throughout 2020. Meetings were held with key Ministers, T.D's, Senators and public officials to keep them updated on the work of the organisation during COVID-19. Engagement with public officials is vital to ensure their understanding and support for the work of the organisation - this was more important than ever before during COVID-19.
- ▶ In 2020 Foróige was presented with the Public Sector Magazine Award for excellence in the Services to Community and Recreation Category.
- ▶ Foróige is represented on a variety of networks and organisations that contribute to the promotion of youth work nationally. Examples include the National Children's and Young People's Advisory Council, National Youth Council of Ireland, Children's Rights Alliance, Prevention and Early Intervention Network, Children and Young People's Services Committees, Public Participation Networks and local and regional drug and alcohol task forces.

### Training, Learning and Development

Training, Learning and Development provided **1,023** training places to Foróige staff, **537** training places to other organisations and **52** places to volunteers. In addition to this there were **1,503** training places availed of by volunteers in Foróige in 2020.

119 training courses were provided on topics to meet the training, learning and development needs of staff. In addition to a comprehensive Induction training programme for staff, courses included Motivational Interviewing, Brief Intervention, Youth Participation, programme training, Employability Skills, Climate Justice, Sound Surfers.

It is notable that attendance at training sessions across 2020, was higher than in previous years as staff and volunteers used more of their time to engage in training and capacity building opportunities to develop their skills sets and knowledge.

Foróige continued to implement a programme of Continuous Professional Development on behalf of Tusla Education and Welfare Service to School Completion Programme staff.

### Human Resources

In 2020 Foróige provided a comprehensive HR service to management and staff. It provides advice and support on all areas of HR including recruitment and selection and compliance with HR legislation. Foróige maintained the provision of its Employee Assistance Programme (EAP) in 2020 to ensure that a comprehensive EAP is available to all staff.

Despite COVID-19, 2020 was an extremely busy year for HR. A number of projects were completed including:

- ▶ Moving to remote interviewing and the development of resources to support both interviewers and interviewees
- ▶ All administration for the recruitment process moved online reducing emails and providing improved security

- ▶ Updates to policies and procedures to reflect the changing public health regulations and also to reflect new legislation (Parental Leave, Statutory Sick Pay)
- ▶ Development of a manual and training for staff in the HR element of Business World
- ▶ All HR Forms are now completed online via DocuSign

In 2020:

- ▶ Headcount – 478
- ▶ Absence rate – 1%
- ▶ Turnover – 10%
- ▶ Recruitment – 121 posts advertised, 109 recruitment competitions, 81% hit rate
- ▶ Of the recruitment positions;
  - 30 were newly funded posts
  - 44 were backfilling due to movement within the organisation
  - 47 were temporary cover positions such as maternity leave or career break
  - 52 appointments were external to Foróige
  - There were 9 promotions within the organisation

### Data Protection

All staff receive comprehensive Data Protection training as part of their Induction Training. This training is completed within two weeks of their start date. There were no data breaches or significant data incidents in 2020.

### IT

In addition to supporting all staff to move to remote working and ensuring appropriate technical secure solutions were in place, IT undertook the single biggest change project in the past ten years.

### Salesforce – Club Management System

Building on work commenced in 2019, Salesforce was further developed with our partners, 4C, to become a bespoke club management system for Foróige. The system has been designed to ensure that the experience for the end user is easy to use and understand and meets the varying requirements of different stakeholders.

Learning from previous experience, Salesforce, while facilitated by IT, is an organisation wide project that will fundamentally change how we operate. It enables staff and leaders to have information at their fingertips and removes the need for paper based record keeping and multiple copies of documents, thus reducing the risk of data breaches.

Staff, volunteers and management were involved in all stages of development – design, piloting, training and implementing to ensure that there was buy in and understanding from all who will use this in their day to day work.

Two teams of staff were established – a Training Team and a Change Management Team. These teams ensured that the training that was designed and developed for both staff and volunteers met their needs and also that end users were prepared and understood the change to processes regarding club management.

The system easily allows for modifications and therefore Contact Tracing and the COVID-19 Health Questionnaire were added functionalities to the system.

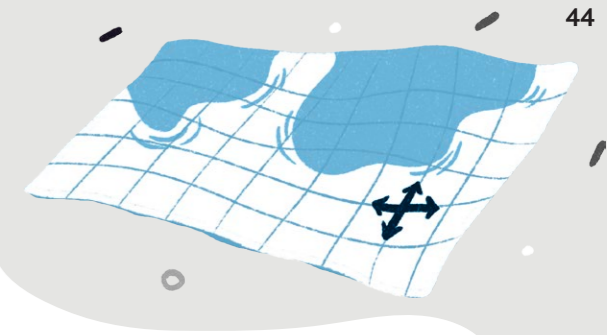
### Salesforce – Phase 1 Projects

Building on the successful development of the Club Management System, Salesforce was tailored for use by all projects operated by Foróige. This involved discovery, development, testing, training and implementation.

Again, staff teams were utilised in every step of the process to facilitate the implementation of Salesforce. Full implementation is planned for 2021. It is expected that full adoption of Salesforce will result in the provision of quality data for strategic decision making, reduction in replication of data collection, ease of reporting (internal and external) and a reduction in paperwork therefore reducing the administrative burden on staff.

### Salesforce – BBBS

Having seen the potential of Salesforce for projects, BBBS were keen to replace their previous data management system with Salesforce. This resulted again, in a process of discovery, development, testing, training and implementation. Initial responses to the changes in processes have been positive and in 2021 all BBBS staff will be utilising Salesforce.



Summary of Activities and Achievements 2020 - Integrated Services (continued)

Governance

Foróige is fully compliant with the **Charities Governance Code**. The governance of Foróige is drawn from all sections of the organisation ensuring there is appropriate representation at the governance level. In 2020 Foróige completed the process of ensuring compliance with the new Charities Governance Code. This work was overseen by the Governance and Nominations Committee. It involved assessing all elements of the Code and determining whether or not Foróige was in compliance, further work to be done to ensure compliance and documenting evidence to demonstrate compliance. In 2021 Foróige will report on the Charities Governance Code to the Charities Regulator.

In 2020 the Board operated three sub-groups:

- ▶ The Youth Sub-Group (consisting of young people to advise and guide on the direction of Foróige)
- ▶ The Volunteer Sub-Group to advise on specific activities relating to volunteers and
- ▶ The Board Performance Sub-Group to focus on skills development of both the Board and Directors

Foróige have a **Staff Council** – it is a method to ensure that staff can engage directly with the Board of Foróige. The Staff Council consists of representatives from all sections of the organisation and they develop initiatives such as the Staff Engagement Survey, policy development and staff recognition.

Impact of COVID-19

The Board determined that the overarching strategy for 2020 was the health and safety of all involved in Foróige and ensuring that the most vulnerable young people, participants and families received the necessary services within the public health restrictions.

The Board were fully briefed throughout 2020 on the actions that were undertaken for young people, volunteers, participants, families and staff to deliver on this strategy.

Due to the ongoing public health restrictions the AGM 2020 was postponed until September. To ensure continuity of service into the future, there was a Constitutional change to ensure that future meetings of the Company could take place virtually.

Funding

Foróige successfully secured funding from a variety of sources for new and ongoing initiatives. In 2020, new funding streams were secured, with many focussed on supporting Foróige’s emergency response to COVID-19 for young people and their families.

- ▶ **basis.point**, an initiative of the Irish funds industry, provided emergency funding for care and wellness packages for young people and their families across the country
- ▶ **The Lakeside Fund** was an important new source of funding for the organisation in 2020. They funded four separate initiatives including;
  - Provision of the Big Brother Big Sister (BBBS) Programme in Kilkenny
  - Emergency COVID-19 funding for care and wellness packages for young people and their families
  - Provision of Increased capacity on Foróige Summer Programmes so that more young people could participate
  - Funding to bring a purpose built e-mentoring platform that was developed in Australia to Ireland and adapt it for use in the BBBS programme in Ireland
- ▶ **Accenture** provided funding for Foróige to develop a new Creative Digital Skills & Innovation Programme called LevelUP
- ▶ **Rethink Ireland**, through their Innovate Together Fund, provided funding to develop the OurSpace e-mentoring platform into a mobile app
- ▶ **The Tomar Trust** made a further funding commitment to support the development and delivery of intensive volunteer-led services in West Waterford and North Cork



Challenges in 2020

COVID-19 presented the single biggest challenge for Foróige in 2020. From this and the accompanying public health restrictions specific challenges emerged and Foróige adopted appropriate mitigating strategies.

CHALLENGE	MITIGATION
Reduction in the number of young people and volunteers involved in the organisation	Social Media presence promoting Foróige
	Recruitment of young people and volunteers for specific online clubs
	Increased direct communication with young people and volunteers
	Ensuring the most vulnerable received services
Required rapid responses to deal with dynamic situation	Planning for re-engagement
Wellbeing of young people, volunteers and staff	Increased regularity of Senior Management Meetings
	Prioritised development of supports to enable continued provision of service
Wellbeing of young people, volunteers and staff	Wellbeing support for young people and parents promoted through internal and external channels
	Volunteer Appreciation Week
	Signposting support services to volunteers and staff
	Increased promotion of the Employee Assistance Programme
Adapting to Online methods of work – both youth work and organisation	Ongoing consultation with the Staff Council
	Sub-group of staff created to assess suitable apps etc
	Development of workshops for staff and volunteers in online youth work
Working from home/ dispersed teams	Development of workshops, training manuals and resources for use of appropriate programmes
	Regular check ins with staff
	Guidance and support regarding working from home available on the Staff Portal
Communication	Monthly 'coffee mornings'
	Flexible and adaptable in approach to remote working
	Health & Safety Assessments for home working and providing additional resources if required
COVID-19 Workplace Compliance	Regular, clear, consistent communication with all staff
	Development of a dedicated 'COVID-19' Page on the Staff Portal
COVID-19 Workplace Compliance	
	Comprehensive guidance developed for Managers to ensure compliance with Returning to the Workplace
	Sourcing of signage, cleaning equipment, sanitiser etc
	Training for Staff and Management on Returning to the Workplace
Ensuring compliance with new and changing policies, procedures and guidelines	All workplaces assessed and organised to ensure compliance with all relevant guidelines
	Policies, procedures and guidelines developed and reviewed by staff and management where possible
	Management and Staff notified directly of any changes to the policies, procedures and guidelines
Ensuring compliance with new and changing policies, procedures and guidelines	Frequently Asked Questions section on the Staff Portal

Funding for volunteer led services and organisation supports

Volunteer led services

It is recognised and welcomed that gradual increases in government funding are bringing funding levels for volunteer led services back very slowly to the 2008 levels. However, there has been no new government investment in the provision of universal volunteer led services for young people. The provision of these services, such as Foróige Clubs, Youth Cafés and Special Interest Groups are how the majority of young people can engage in youth work. Often, in rural communities, they are a young person’s only access to youth work.

Lack of investment in this universal provision denies young people the supports they need to achieve their full potential. Further, it prevents young people requiring prevention and early intervention services when they need them and not waiting until a problem arises.

Universal volunteer led youth work urgently requires an investment of funding to ensure that all young people who want to can access youth work and are supported by fully trained adult volunteers, supported by professional staff.

Organisation Supports

It is increasingly challenging to ensure that Foróige receives the funding required to operate a fully compliant organisation. Funding organisations can struggle to realise the full cost of employing and supporting professional youth work staff. Currently Foróige charges an Operational Support Charge to projects - see page 81. Increasingly, there is a difficulty in charging this fee which presents a challenge as Foróige require income to provide a professional support service to staff and funding organisations.

As an organisation, Foróige prides itself on being professional and carrying out our work to best practice standards. In order for this to continue it’s imperative that the operation of Foróige is supported by professional support services including Finance; Marketing and Communications; HR; IT; Training, Learning and Development; Volunteer Development and Compliance. These are critical to the achievement of our positive work with young people, volunteers and communities and it is vital that funders continue to invest in these as core to the continued operation of a successful organisation.

Compliance

There has been a significant increase in the number and complexity of compliance and reporting requirements over the last number of years. While we welcome and embrace the increased transparency across the sector, there is a need to ensure that the funding is available to enable us to continue to provide quality supports to our board, funders, young people, volunteers, management and staff.

Changing focus of Youth Work

Youth work in Ireland is undergoing significant restructuring. The new UBU: Your Place Your Space scheme, while welcome, is taking time to embed. In addition, legislation such as Children First and the Data Protection Acts place additional training and administration requirements on the organisation and its staff. Foróige keeps abreast of all change, contributes to consultations and engages in a meaningful way with Government and funders to assist in shaping the policy environment.

Complexity

Managing the increasing complexity of the issues presenting to young people and families is challenging. The availability of appropriate services is dependent on location. The increase in concerns regarding young people’s mental health and the lack of appropriate services is difficult. As a result, maintaining the boundaries of the role of youth work is increasingly difficult.

Diversity

2020 highlighted the challenges of inequality and diversity. Foróige are committed to providing equality of access, opportunity and outcomes but it is recognised that further work is required to ensure that the policies, procedures and practice reflect this. There is a requirement to update Foróige’s Integration Strategy but sourcing adequate resources for this is difficult.

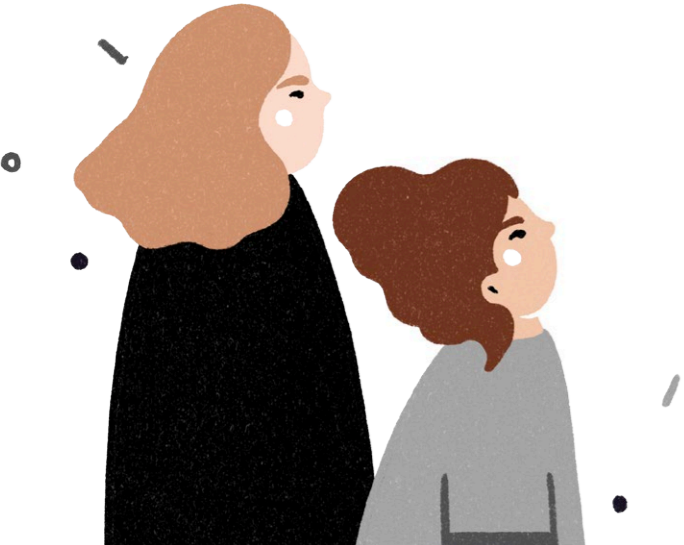
Longer Term Strategy and Objectives

Foróige Strategic Plan runs from 2017 – 2020 and commits Foróige to progress against four Critical Impact Goals

CRITICAL IMPACT GOALS	
Enhance the quality of engagement with young people and volunteers	
➔	Foróige is an attractive offering to young people 10 – 25
➔	Increased number of young people engaged with Foróige
➔	Foróige programmes and methodologies available through formal education system
➔	Foróige provides and supports a wide range of evidence based programmes to all young people
➔	Foróige young people representative of the broad diversity of people in Ireland
Be the 'go to' youth organisation for young people and those interested in youth development- locally, nationally and internationally	
➔	Foróige has meaningful engagement with all relevant statutory, political and sectoral agencies and personnel
➔	Foróige has a presence in Northern Ireland
Sufficient supports in place to operate a quality organisation	
➔	Foróige staff have required supports to achieve desired outcomes for young people
➔	Foróige provides supports to families of young people we engage with
➔	Foróige organisation structure, systems and infrastructure are fit for purpose
Secure adequate, sustainable funding to maintain and develop Foróige	
➔	Foróige has a broader funding base
➔	Foróige operating within the financial resources available

Impact of COVID-19

The Strategic Plan was paused in 2020 to manage the unforeseen and dynamic situation of COVID-19. It is the intention to review the plan in 2021 and develop a revised Strategic Plan 2022 - 2025.



# Climbing the four highest peaks of Ireland with focus and drive

Keeping active during lockdown meant finding imaginative ways to challenge ourselves, so Foróige's young people, volunteers and staff summited 4000km above the sea.

Staying 2km from home, we hiked to the top of Down, reached Mayo's coastal climb, peaked Macgilllicuddy's Reeks and scrambled up the slopes of Ballinaskea.

From curbside clambers, to one-step up-down on the kitchen chair, we conquered Ireland's highest peaks together. Our determination kept us fit and connected even though we were apart.



# Structure, Governance and Management

Foróige is a company limited by guarantee. It develops and implements a youth education programme complementary to the home, school and work to enable young people to involve themselves consciously and actively in their own development and in the development of society. Foróige is a registered charity with the Charities Regulator (Ireland).

The Foróige Board of Directors is committed to maintaining high standards of corporate governance and has taken action to ensure that the organisation is fully compliant with the requirements of *The Charities Governance Code for Community, Voluntary and Charity Sector in Ireland*. Further, Foróige has 'Triple Lock' status with the Charities Institute of Ireland. The Board is committed to annually review compliance with the principles of The Charities Governance Code.

Members of the Board of Directors, all of whom are non-executive, are from a diverse range of backgrounds and bring a broad range of knowledge, skills and attributes to the Board. As provided for by the Constitution, nine Board members are elected from the membership of Foróige and three Directors appointed with specific skills and expertise required. There are two youth representatives (under 18 years of age). However, should a youth representative turn 18 during their term of office they become a Director. All Board members receive induction training shortly after appointment to familiarise themselves with their statutory responsibility, their role as Board members, the governance frameworks, Foróige's range of youth work and Foróige's risk environment.

There are clear distinctions between the roles of the Board of Directors and the Chief Executive Officer, to whom the day-to-day management is delegated. Matters such as policy, strategic planning and budgets are drafted by the Senior Management Team for consideration and approval by the Board who then monitor the implementation of these plans. The members of the Board, cannot, under the governing documents, receive remuneration for services to Foróige and may only be reimbursed for incidental expenses claimed.

There are four Board Committees: *Finance*, which monitors the organisation's financial results and policies; *Audit & Risk*, which monitors the control and risk management systems; *HR & Remuneration*, which monitors the HR policies and procedures and oversees pay and rewards policies across the organisation and *Governance and Nominations* which monitors the governance arrangements of Foróige. The membership of these Committees include members of the Board and also volunteers and young people who are members of the Company.

The Board met 12 times during the course of the year. 2020 was the end of the maximum term of office of the Chairperson. A new Chairperson was duly elected at the AGM in 2020.

The attendance below indicates the number of meetings attended out of the number of meetings eligible to attend.

BOARD MEMBER	NUMBER OF MEETINGS ATTENDED
Adam Peerbux	9/12
Ashleigh O'Sullivan	1/9
Barbara Daly	12/12
Bonnie Donnell*	4/5
David Guilfoyle	10/12
David O'Reilly	12/12
Evan Murphy	7/7
Grace Gallagher	1/1
Jack Nolan	5/5
Laura Duncan	11/12
Mairi McMahon	11/12
Pat O'Meara	11/12
Roisin McGlone	10/12
Seamus Carey	8/12
Shauna Gilbride	7/7
Tommy Horan	10/12
Wayne Travers	12/12

\*Under 18 years of age - Youth Representative.

The majority of Board members had additional responsibilities in relation to Board Committees. These met during the year as follows: the Finance Committee met four times; the Audit & Risk Committee met five times; the HR & Remunerations Committee met four times and the Governance & Nominations Committee met four times.

## Internal Control and Risk Management

Foróige operates in a wide variety of environments. As an organisation we are committed to having appropriate systems and controls in place in all locations in order to ensure that assets are safeguarded and applied only for the purposes intended. We seek to achieve this by recruiting qualified and experienced staff, providing them with appropriate training and by giving them effective support in carrying out their work. Clear policies, procedures and guidelines are in place. These systems are generally thought to be adequate to provide a high degree of assurance that resources are properly applied. That said, no system provides absolute guarantees. For these reasons we have strong compliance and protected disclosures policies and systems in place. In 2020 no instances of actual or attempted fraud were discovered.

Foróige has a risk management function that is responsible for ensuring that a comprehensive process exists to identify and rank significant organisational risks, it also considers how these are managed and how they are reported and monitored.

As part of the risk management process, an annual risk review is undertaken and the results are presented to the Board. The purpose of that review is to ensure that the organisation is not on an ongoing basis exposed to an unacceptable level of preventable risk. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence. Management undertakes ongoing monitoring of the level of risk and reports on this to the Board. The major risks identified are:

## Operational

Child safeguarding and protection is of primary importance to Foróige and policies are in place to ensure that the welfare of young people is of paramount importance. In all aspects of our engagement with young people we aim to:

- ▶ exercise positive and developmental leadership and support
- ▶ create appropriate structures and a safe setting
- ▶ provide safe and appropriate programmes and activities

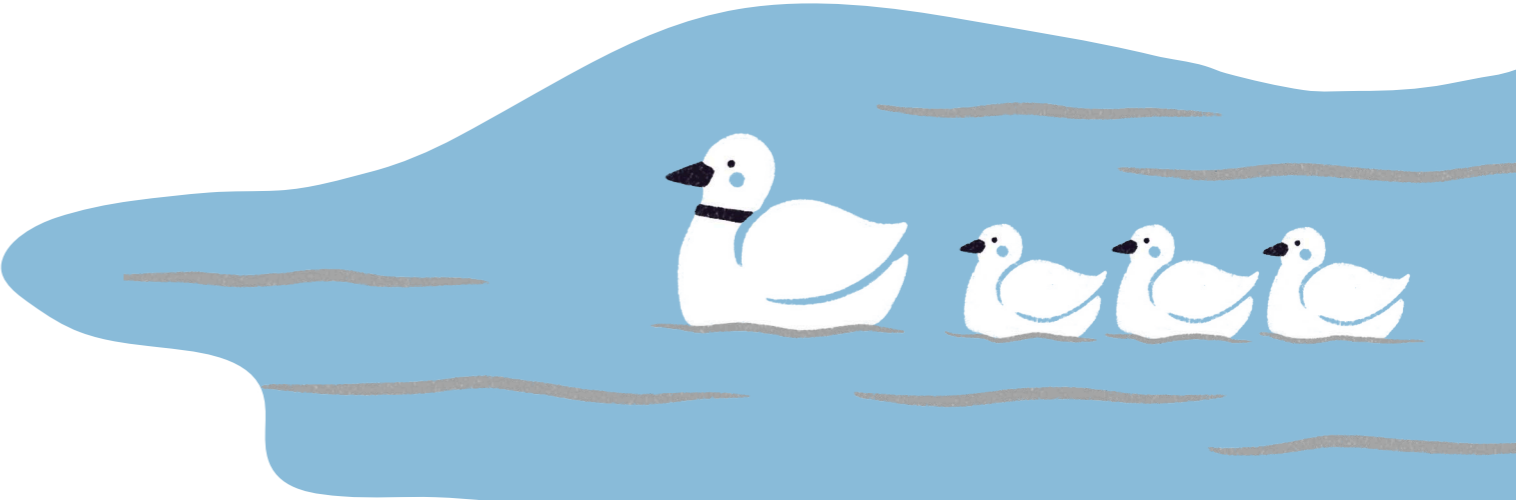
In this way the dignity of young people is both respected and promoted and they can grow into more confident, caring and creative human beings. Robust child protection policies and procedures are in place to ensure that both staff and young people are safe and protected.

## Financial

Foróige has in place strong financial controls, monitoring and budgetary procedures to ensure that all funds are expended in line with appropriate procurement procedures and funders requirements. The 2020 risk review has specifically identified a review of the Defined Benefit pension scheme to be undertaken following the next actuarial valuation.

## Reputational

Foróige's commitment to applying best practice in all areas of the organisation's work minimise the potential exposure to reputational risk.



# Other Matters

## Staff and Volunteers

Foróige is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity regardless of gender, race, religion, disability, nationality, marital/family status and sexual orientation.

Volunteers play a vital role in the provision of services and activities. Foróige’s equal opportunities policy also applies to volunteers. Young people in Foróige benefited greatly from the guidance, support and assistance of thousands of volunteers who gave their time, expertise, commitment and energy.

The organisation acknowledges with gratitude the work of its staff and volunteers in 2020. The major achievements during the year are due to the belief and dedication of these people.

## Our objectives as stated in our governing documents

The Constitution of Foróige states that the main object for which the organisation exists is: “...to develop and implement a youth education programme complementary to the home, school and work to enable young people to involve themselves consciously and actively in their own development and in the development of society.”

It is supported by the ‘ancillary objects’ or aims namely:

- (a) to provide learning experiences designed to enhance human potential and foster the personal development of its members, young people, leaders, volunteers and others through involvement in its programmes, activities and events;
- (b) to foster the development by its members, young people, leaders, volunteers and others of essential knowledge, attitudes and skills necessary for effective living, especially in areas such as:
  - i) family life
  - ii) vocational development
  - iii) recreational activity and
  - iv) democratic, civic and social activity

## Lobbying and Political Contributions

There were no political contributions in 2020, and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulations of Lobbying Act 2015, Foróige records all lobbying activities and communications it engages in with Designated Public Officials (DPOs). It has made the returns and submissions required by the Act.

# Plans for the Future

The primary focus for 2021 is to manage the ongoing situation of COVID-19 within the public health restrictions while ensuring that we maintain the services provided by Foróige.

In addition, Foróige will;

- ▶ Develop a new Strategic Plan 2022 – 2025.
- ▶ Focus on restoring the numbers of young people and volunteers involved in the organisation to pre-pandemic levels.
- ▶ Continue to seek additional government and philanthropic resources to ensure that more young people have access to better youth services and supports.
- ▶ Continue to embed the governance structures throughout the organisation and ensure that we are fully compliant with all regulation, compliance and governance requirements.
- ▶ Lobby and make the case for young people to be a central part of our National COVID-19 recovery plan.



Financial Statements

Financial Review

The results for the year are presented on pages 61 and 62 in the form of a Statement of Financial Activities in order to comply with the Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) (FRS102).

The total income for the year ended 31 December 2020 was €28,017,138 (2019 – €27,192,713). There were no significant events during the year which impacted on the core financial activities.

Foróige’s resources at the end of the year were in deficit by €6,683,422 (2019 – €3,276,546) including a deficit in the defined benefit pension fund under the applications of FRS102 of €14,057,000 (2019 – €8,840,000) and unrestricted general funds of €631,363 (2019 – €306,299). €6,199,815 is held for restricted purposes (2019 – €4,714,974) as the funds were donated for specific programmes and projects as set out below.

Restricted and Unrestricted Funds at 31 December	2020	2019
Volunteer Led Services	2,031,876	1,530,345
Targeted Services	4,033,629	3,254,425
Education Programmes	765,673	236,503
Defined Benefit Pension Fund	(14,057,000)	(8,840,000)
Unrestricted Designated Funds	542,400	542,181
	<b>(6,683,422)</b>	<b>(3,276,546)</b>

Reserves Policy

Reserves describe the part of Foróige’s funds that are freely available to fund its general operations and is not subject to commitments, planned expenditure or restrictions. Consequently reserves do not include restricted funds and designated funds.

Reserves should provide Foróige with adequate financial stability and the means for it to meet its charitable objectives.

Principal Funders

Department of Children, Equality, Disability, Integration and Youth  
Education and Training Boards  
Department of Justice  
TUSLA  
The Health Service Executive  
Pobal

Transfers in the Statements of Financial Activity

Transfers are made from restricted funds for the management and administration of projects. Transfers from unrestricted funds are made to restricted funds to meet the shortfall on restricted projects.

Defined Benefit Pension Plan

The last formal actuarial funding valuation of the organisation’s defined benefit pension plan was carried out as at 1 November 2017. As part of this valuation it was noted that the plan met the statutory Minimum Funding Standard (MFS) as at this date and a positive Actuarial Funding Certificate was signed with an effective date of 1 November 2017. The annual MFS test as at 31 October 2020 showed that the plan met the statutory MFS as at that date.

The next formal actuarial funding valuation of the plan is due as at 1 November 2020 and is currently underway.

Directors and their Interests

The company is limited by guarantee and does not have a share capital. Therefore, the directors who served during the period did not have a beneficial interest in the company.

The names of the individuals who were directors at any time during the year ended 31 December 2020 and up to the date of approval of the financial statements are set out below. The directors served as set out on the accompanying table:

All directors serve in a voluntary capacity.  
The company secretary is HBK Secretarial Services.

Events subsequent to the year end

There have been no significant events affecting the company since the year end.

Accounting records

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company’s accounting records are maintained at the company’s registered office at Block 12D, Joyce Way, Park West, Dublin 12.

	Date of Appointment	Date of Resignation
Seamus Carey		
Barbara Daly		
Laura Duncan		January 6, 2021
Grace Gallagher	November 22, 2020	
David Guilfoyle		
Tommy Horan		
Shauna Maye Gilbride	July 2, 2020	
Roisin McGlone		
Mairi McMahon		
Evan Murphy	July 2, 2020	
Jack Nolan		May 28, 2020
Patrick O’Meara		
David O’Reilly		
Ashleigh O’Sullivan		October 22, 2020
Adam Peerbux		
Adam Prendergast	May 6, 2021	
Wayne Travers		

Statement on relevant audit information

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

- ▶ So far as each director is aware, there is no relevant audit information of which the company’s statutory auditors are unaware, and
- ▶ Each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company’s statutory auditors are aware of that information.

Auditors

The auditors, Mazars, Chartered Accountants, have expressed their willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

The financial statements were approved on behalf of the Board on 17 June 2021 on its behalf by:



Barbara Daly  
DIRECTOR



Wayne Travers  
DIRECTOR

## Directors' Responsibilities Statement

The directors are responsible for preparing the Annual Report and 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 ("relevant financial reporting framework") and the Statement of Recommended Practice (Charities SORP (FRS102)), issued by the Charity commissioners for England and Wales and the Office of the Scottish Charities Regulator. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

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

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

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

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



**Barbara Daly**  
DIRECTOR



**Wayne Travers**  
DIRECTOR

## Independent Auditors' Report

### to the Members of Foróige the National Youth Development Organisation Limited

#### Report on the audit of the financial statements

##### Opinion

We have audited the financial statements of Foróige, the National Youth Development Organisation ("the company") for the year ended 31 December 2020, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accounts In Ireland (Generally Accepted Accounting Practice in Ireland).

##### In our opinion the financial statements:

- ▶ give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2020 and of its results for the year then ended;
- ▶ have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- ▶ have been properly prepared in accordance with the 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 in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard 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

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- ▶ the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- ▶ the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

##### Other information

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

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

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- ▶ in our opinion, the information given in the directors' report is consistent with the financial statements; and
- ▶ in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014

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

#### Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

### Respective responsibilities

#### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set on page 57, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

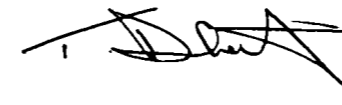
#### Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

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

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



Tommy Doherty

for and on behalf of Mazars

Chartered Accountants & Statutory Audit Firm

Harcourt Centre,

Block 3

Harcourt Road

Dublin 2

17 June 2021

## Statement of Financial Activities

Incorporating the Income and Expenditure Account  
for the year ended 31 December 2020

	Notes	Restricted Funds €	Unrestricted Funds-general €	Unrestricted Funds-designated €	Unrestricted Funds-pension €	2020 Total Funds €	2019 Total Funds €
<b>Income</b>							
<i>Income from charitable activities</i>							
Department of Children, Equality, Disability, Integration and Youth - Youth Service Grant		2,927,564	–	–	–	2,927,564	2,814,965
Other income		24,830,329	228,014	–	–	25,058,343	24,321,006
		<b>27,757,893</b>	<b>228,014</b>	<b>–</b>	<b>–</b>	<b>27,985,907</b>	<b>27,135,971</b>
<i>Income from other trading activities</i>							
Other trading activities		11,834	19,178	–	–	31,012	56,551
Income from investments		–	–	219	–	219	191
		<b>11,834</b>	<b>19,178</b>	<b>219</b>	<b>–</b>	<b>31,231</b>	<b>56,742</b>
<b>Total income</b>		<b>27,769,727</b>	<b>247,192</b>	<b>219</b>	<b>–</b>	<b>28,017,138</b>	<b>27,192,713</b>
<b>Expenditure</b>							
Charitable activities		26,207,014	–	–	1,257,000	27,464,014	27,620,879
Other expenditure		–	–	–	–	–	–
<b>Total expenditure</b>		<b>26,207,014</b>	<b>–</b>	<b>–</b>	<b>1,257,000</b>	<b>27,464,014</b>	<b>27,620,879</b>
<b>Net income/ (expenditure)</b>		<b>1,562,713</b>	<b>247,192</b>	<b>219</b>	<b>(1,257,000)</b>	<b>553,124</b>	<b>(428,166)</b>
<b>Transfers</b>							
Transfers between funds							
Income transferred		(1,691,456)	1,691,456	–	–	–	–
Expenditure transferred		1,613,584	(1,613,584)	–	–	–	–
<b>Net income/ (expenditure) before other gains and loss</b>	2	<b>1,484,841</b>	<b>325,064</b>	<b>219</b>	<b>(1,257,000)</b>	<b>553,124</b>	<b>(428,166)</b>

## Statement of Financial Activities

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

	Notes	Restricted Funds €	Unrestricted Funds-general €	Unrestricted Funds-designated €	Unrestricted Funds-pension €	2020 Total Funds €	2019 Total Funds €
Carried forward		1,484,841	325,064	219	(1,257,000)	553,124	(428,166)
<b>Other gains and losses</b>							
Actuarial (loss)/gain on defined benefit scheme	15	–	–	–	(3,960,000)	(3,960,000)	(1,839,000)
<b>Net movement in funds</b>		<b>1,484,841</b>	<b>325,064</b>	<b>219</b>	<b>(5,217,000)</b>	<b>(3,406,876)</b>	<b>(2,267,166)</b>
<b>Reconciliation of funds</b>							
Total funds (deficit) at the start of the year		4,714,974	306,299	542,181	(8,840,000)	(3,276,546)	(1,009,380)
<b>Total funds (deficit) at end of year</b>		<b>6,199,815</b>	<b>631,363</b>	<b>542,400</b>	<b>(14,057,000)</b>	<b>(6,683,422)</b>	<b>(3,276,546)</b>

All results derive from continuing operations.

## Balance Sheet

As at 31<sup>st</sup> December 2020

	Notes	Restricted Funds €	Unrestricted Funds-general €	Unrestricted Funds-designated €	Unrestricted Funds-pension €	2020 Total Funds €	2019 Total Funds €
<b>Fixed Assets</b>							
Tangible Fixed Assets	6	77,080	193,130	–	–	270,210	400,544
Investments	7	–	–	254	–	254	254
		77,080	193,130	254	–	270,464	400,798
<b>Current Assets</b>							
Debtors	8	834,711	79,325	–	–	914,036	1,037,661
Cash at Bank and in Hand		7,053,870	679,120	542,146	–	8,275,136	5,690,307
		7,888,581	758,445	542,146	–	9,189,172	6,727,968
<b>Current liabilities</b>							
Creditors (Amounts falling due within one year)	9	(1,765,846)	(320,212)	–	–	(2,086,058)	(1,565,312)
<b>Net Assets excluding Pension Liability</b>		6,199,815	631,363	542,400	–	7,373,578	5,563,454
Pension Liability	15	–	–	–	(14,057,000)	(14,057,000)	(8,840,000)
<b>Net assets/liabilities including Pension liability</b>		6,199,815	631,363	542,400	(14,057,000)	(6,683,422)	(3,276,546)
<b>The funds of the Organisation</b>	11	6,199,815	631,363	542,400	(14,057,000)	(6,683,422)	(3,276,546)

The Financial statements were approved by the Board on 17 June 2021 on its behalf by



Barbara Daly  
DIRECTOR



Wayne Travers  
DIRECTOR

## Statement Of Cash Flow

For the Year Ended 31<sup>st</sup> December 2020

	Notes	2020 €	2019 €
<b>Cash generated from Operating Activities</b>	13	2,586,250	801,359
<b>Cash flows from Investing Activities</b>			
Interest received		219	191
Expenditure on tangible fixed assets		(1,640)	(46,262)
<b>Net cash used in Investing Activities</b>		(1,421)	(46,071)
<b>Net increase in cash and cash equivalents</b>		2,584,829	755,288
Cash and cash at bank at beginning of period		5,690,307	4,935,019
<b>Total cash and cash at bank at end of period</b>	14	8,275,136	5,690,307

# Notes To The Financial Activities

## For the Year Ended 31<sup>st</sup> December 2020

### 1. ACCOUNTING POLICIES

Foróige is constituted under Irish Company law as a company limited by guarantee and is a registered charity. These financial statements have been prepared on a going concern basis and in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (FRS 102) and Company Law 2014. The financial statements have also been prepared in accordance with Statement of Recommended Practice (Charities SORP) (FRS 102) “Accounting and Reporting by Charities”.

#### Basis of Accounts Preparation

The financial statements include all income, expenditure, assets and liabilities of Foróige, The National Youth Development Organisation and of all projects directly managed and controlled by it. The financial statements cover the period for the year ended 31 December 2020.

Foróige meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

As noted on the balance sheet on page 63, the organisation has a pension liability of €14m which is accounted for in accordance with FRS 102 and is representative of the total future liability under the Scheme arrangement determined primarily by the discount rate and conditions that exists at the balance sheet dates. Under normal accounting rules, these conditions and discount rates are revalued at each balance sheet date and can fluctuate year on year. Notwithstanding the liability at the balance sheet date, the Directors have prepared the financial statements on a going concern basis on the basis that the pension scheme adequately meets the minimum funding standard as determined independently by the Schemes Actuary and no additional funding is required by the organisation other than normal contributions to meet that liability as it may fall due in the future.

#### Income

Income, primarily revenue-based grants, other than affiliation fees, are recognised in the financial year to which they relate. Income due, but not received, at the year-end is included in debtors on the balance sheet. Funds already received in respect of a specific performance by the organisation, are recognised when the organisation becomes entitled to the grant, this is classified as deferred income and is included in creditors in the balance sheet.

Income from affiliation fees is recognised in the financial year during which it is received.

#### Expenditure and Irrecoverable VAT

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

- ▶ Charitable activities
- ▶ Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. During 2020 €3,805 (2019 – €4,187) was received under the VAT Compensation Scheme in respect of VAT expended in 2019.

#### Allocation of Support Costs

Support costs are those functions that assist the work of the organisation but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the organisation’s programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 19.

#### Donated Services and Facilities

Donated professional services and donated facilities are recognised as income when the organisation has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the organisation of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to note 4 for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the organisation; this is normally upon notification of the interest paid or payable by the Bank.

#### Tangible Fixed Assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated in order to write off the cost of fixed assets, on a straight line basis, over the period of their expected useful lives. The expected useful lives of fixed assets, by reference to which depreciation is calculated, are as follows:

Education equipment	5 years
Office equipment	5 years
Motor vehicles	5 years
Furniture & fittings	10 years
Buildings	10 years
Computer equipment & software	3 years

#### Financial Instruments

The Organisation only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Funds

Restricted income arises when the funder has specified that the income may only be used for a particular purpose. The balance of the restricted fund at the end of the year represents income held and not yet expended for the purpose specified by the funder.

Unrestricted income is available to the organisation to use for any of the organisation’s purposes. The balance at the end of the year represents assets held for general use.

Unrestricted funds that are designated are held for Capital and Development purposes.

The organisation has also recognised the cost of the pension scheme as unrestricted funds to separately show its effect on the total funds of the organisation.

Creditors and Provisions

Creditors and provisions are recognised where the organisation has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Leases

Operating lease costs are charged to the income and expenditure account as incurred.

Retirement Benefit Costs

The organisation operates two contributory pension schemes, one of the defined benefit type, and one of the defined contribution type, for employees.

Defined Benefit Scheme

The scheme is administered by trustees. The funds of the scheme are separate from those of the organisation. Contributions are paid to the scheme in accordance with the recommendations of independent actuaries to enable the trustees to meet from the scheme the benefits accruing in respect of current and future services.

Pension scheme assets are measured using bid value. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The increase/(decrease) in the present value of liabilities of the organisation’s defined benefit pension scheme expected to arise from employee service in the period is charged to expenditure. The expected return on the scheme’s assets and the increase/(decrease) during the period in the present value of the scheme’s liabilities arising from the passage of time are included in other income. Actuarial gains and losses are recognised in the Statement of Financial Activities.

The pension scheme’s surplus or deficit is recognised in full and presented on the face of the balance sheet.

Defined Contribution Scheme

Pension contributions in respect of the scheme for employees are charged to expenditure as they become payable in accordance with the rules of the scheme. The assets are held separately from those of the organisation in an independently administered fund. Differences between the amounts charged to expenditure and payments made to pension funds are treated as assets or liabilities.

Judgements and Key Sources of Estimation Uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

Retirement benefits

The organisation operates two pension schemes for its employees one of which is a defined benefit scheme. The accounting policy in relation to the scheme is set out above. During the period the directors approved the underlying assumptions used in the calculation of the estimate of the liability for the scheme following input from their independent actuaries. The assumptions applied are set out in Note 15.

Donated services

The company received donated services in the form of volunteer time and occupies properties at below market lease rates. Accounting standards require that donated services should be recognised in the company statement of financial activities at fair value. In accordance with the Charities SORP (FRS102) the fair value volunteer time is not included however, management have estimated that the fair value of donated lease costs to be €106,000.

Going concern

The net asset position of Foróige at 31 December 2020 was €7,373,578 before inclusion of a pension deficit of €14,057,000. The Directors have reviewed the current reserve levels, forecast income and expenditure, including the ongoing funding of the pension scheme and note that Foróige continues as a going concern. The Board of this entity will continue to focus on the long-term sustainability of Foróige and the activities which it carries out.

2. NET INCOME

	2020 €	2019 €
The net income is stated after charging		
Depreciation	131,974	149,772
Operating Lease payments	650,000	705,000
Auditors remuneration – statutory audit	67,035	67,113
Directors remuneration	–	–

3. WAGES AND SALARIES

The average number of persons employed (excluding casual employees) (full time equivalent 438, 2019 – 426)	2020	2019
Administration and Operations	471	457
Wages and salaries	17,686,312	16,763,176
Social welfare costs	1,936,068	1,835,568
Other retirement benefit costs	826,197	1,036,343
Redundancy costs	3,528	19,119
Retirement Benefit current service cost	1,116,000	753,000
	21,568,105	20,407,206

Statutory termination benefits were paid to 1 staff member in 2020 (2019 – 2) due to the post becoming redundant.

The remuneration paid to the senior management team in respect of qualifying services for the year or from date of appointment for those appointed during the year amounted to € 958,821 (2019 €522,825) including employers PRSI and pensions costs. Seán Campbell, Foróige CEO is paid € 117,991 (2019 – €117,991) per year before the costs of employers PRSI. He receives a 9.5% (2019 – 9.5%) contribution to the defined benefit pension scheme.

The Senior Management team who are also considered key management personnel is made up of

Seán Campbell	Chief Executive Officer
John Cahill	Assistant Chief Executive Officer
Claire Gavigan	Area Manager (North West) with SMT responsibilities
Karen Hannify	Director of Marketing, Communications and External Relations
Sarah Haslam	Director of Programmes and Research
Siobhan McCormack	Director of Finance
Rachael Murphy	Director of Support Services
Declan O’Leary	Area Manager (Cork) with SMT responsibilities
Miriam Ryan	Area Manager (North Dublin) with SMT responsibilities

The number of employees whose remuneration for the year fall within the following bands are

	2020	2019
€60,000 – €70,000	16	16
€70,000 – €80,000	8	6
€80,000 – €90,000	3	1
€90,000 – €100,000	1	1
€100,000 – €110,000	–	–
€110,000 – €120,000	2	2

4. DONATED SERVICES

Volunteer time

The Covid 19 pandemic has had a major impact on volunteering in Foróige during 2020. Foróige pays tribute to all volunteers who continued to support young people as best they could through a very difficult year. We have some 5,102 adult volunteers in 2020 (5,572 in 2019), contributing 116,900 hours (380,837 in 2019) to Foróige’s youth development purpose. These figures count only the contribution of adult volunteers aged 18 and over.

Foróige clubs operated normally in January and February 2020. From mid-March all volunteer engagement with young people had to move online or cease. Throughout the rest of the year, as restrictions changed volunteers had some opportunities for in person engagement, but these were very limited.

Adult Volunteers operate in a wide range of roles including:

Governance Volunteers

These volunteers in addition to volunteering in clubs, projects and programmes contribute additional hours to attend meetings of District Councils, National Council, Sub-committees, Project advisory committees and Board Meetings.

We estimate that Governance volunteers contributed 4,000 hours during 2020.

Club Volunteers

Clubs normally open for approximately 2 hours each week for 8 months of the year. From mid March some clubs operated on line for at least part of the club year or out of doors when allowed. We estimate that club volunteers contributed 57,000 hours of their time during 2020.

Projects and Programmes Volunteers

These volunteers contribute in a number of settings including in local projects, as Big Brothers and Big Sisters in the Big Brother Big Sister programme, as mentors and judges in the Network for Teaching Entrepreneurship programme and as Summer Scheme and Project volunteers. We estimate that volunteers within our projects and programmes contributed 48,900 hours in 2020.

Training and Events

Volunteers within Foróige attend and facilitate at a number of events throughout the year including local recognition events and achievement days, facilitation of local leadership, Trainer training, Reference Panel meetings, Regional Conferences, Officer training and volunteer training. A number of these events were held on line during 2020. We estimate that volunteers contributed 7,000 hours during 2020 to training and events.

In summary we estimate volunteers contributed 116,900 hours during 2020. At the industrial average wage this would be valued at approximately €3,000,000 (2019 – €9,020,000)

However due to the nature of the estimates and in accordance with the Charities SORP (FRS102) this donated volunteer time has not been reflected in the financial statements.

Below Market Value Rent

A number of Foróige projects occupied premises at below market rent within the communities in which they operate. The valuation of the rent donated by these community resources is estimated at €106,000 and is reflected in both Income and expenditure in 2020 (€200,000 in 2019)

## 5. TAXATION

The Organisation is entitled to exemption from taxation under Sections 207 and 208 Taxes Consolidation Act 1997. The charity registration number is CHY 5359.

## 6. TANGIBLE FIXED ASSETS

	Computer Equipment & Software €	Furniture & Fittings €	Office Equipment €	Motor Vehicles €	Education Equipment €	Buildings €	Total €
<b>Cost:</b>							
At 1 January 2020	295,684	766,998	424,513	374,393	185,134	562,187	2,608,909
Additions	–	–	–	–	1,640	–	1,640
Disposals	–	–	–	–	–	–	–
At 31 December 2020	295,684	766,998	424,513	374,393	186,774	562,187	2,610,549
<b>Accumulated Depreciation:</b>							
At 1 January 2020	(277,405)	(712,779)	(389,965)	(325,864)	(176,320)	(326,032)	(2,208,365)
Charge for period	(10,719)	(12,084)	(14,997)	(31,730)	(6,225)	(56,219)	(131,974)
Disposals	–	–	–	–	–	–	–
At 31 December 2020	(288,124)	(724,863)	(404,962)	(357,594)	(182,545)	(382,251)	(2,340,339)
<b>Net Book Value</b>							
At 31 December 2020	7,560	42,135	19,551	16,799	4,229	179,936	270,210
At 31 December 2019	18,279	54,219	34,548	48,529	8,814	236,155	400,544

## 7. INVESTMENTS

	2020 €	2019 €
Prize Bonds	254	254

The realisable value of the investments is not less than the above stated cost.

## 8. DEBTORS

	2020 €	2019 €
Debtors and accrued income	842,280	958,743
Prepayments	71,756	78,918
	914,036	1,037,661

## 9. CREDITORS: (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2020 €	2019 €
Deferred income 9(a)	716,810	203,452
Tax and social insurance due	465,926	450,561
Trade creditors and accruals	903,322	911,299
	2,086,058	1,565,312

### Trade creditors

The carrying amounts of trade and other payables approximate to their fair values largely due to the short-term maturities and nature of these instruments. The repayment terms of trade creditors vary between on demand and 90 days. No interest is payable on trade creditors.

### Taxes and Social Security Costs

Taxes and social security costs are subject to the terms of the relevant legislation. Interest accrues on late payment. No interest was due at the financial year end date.

## 9(a) DEFERRED INCOME

	2020 €	2019 €
Opening balance	203,452	19,454
Recognised during the year	(203,452)	(19,454)
	–	–
Deferred income during year – Funding received relating to subsequent year allocation	716,810	203,452
Closing balance	716,810	203,452

## 10. COMMITMENTS

## Operating leases

The Organisation holds a number of leases for its properties around the country. There are 5 leases in operation, the duration of which ranges from 1 to 10 years. The total minimum lease payments under non-cancellable operating leases are as follows

	2020 €	2019 €
Due within one year	178,314	165,557
Expiring between two and five years	697,162	429,704
Expiring between six and ten years	188,379	283,155
	1,063,855	878,416

## 11. FUNDS OF THE ORGANISATION

	2020 €	2019 €
Balance at beginning of year	(3,276,546)	(1,009,380)
Net income/(expenditure)	553,124	(428,166)
Actuarial (loss)	(3,960,000)	(1,839,000)
Balance at end of year	(6,683,422)	(3,276,546)

## 11. FUNDS OF THE ORGANISATION (2019 MOVEMENT)

	Restricted funds €	Unrestricted funds- general €	Unrestricted funds- designated €	Unrestricted funds- pension €	2019 Total Funds €
<b>Income</b>					
<i>Income from charitable activities</i>					
Department of Children and Youth Affairs Youth Service Grant	2,814,965	–	–	–	2,814,965
Other income	23,692,029	628,977	–	–	24,321,006
	26,506,994	628,977	–	–	27,135,971
<i>Income from other trading activities</i>					
Other trading activities	31,992	24,559	–	–	56,551
	–	–	191	–	191
Income from investments	31,992	24,559	191	–	56,742
<b>Total income</b>	26,538,986	653,536	191	–	27,192,713
<b>Expenditure</b>					
Charitable activities	26,730,879	–	–	890,000	27,620,879
Other expenditure	–	–	–	–	–
<b>Total expenditure</b>	26,730,879	–	–	890,000	27,620,879
Net income/(expenditure)	(191,893)	653,536	191	(890,000)	(428,166)
<b>Transfers</b>					
Transfers between funds					
Income transferred	(1,610,788)	1,610,788	–	–	–
Expenditure transferred	2,223,882	(2,223,882)	–	–	–
Net income/(expenditure) before other gains and Loss	421,201	40,442	191	(890,000)	(428,166)

## 11. FUNDS OF THE ORGANISATION (2019 MOVEMENT) (CONTINUED)

	Note	Restricted funds €	Unrestricted funds- general €	Unrestricted funds- designated €	Unrestricted funds- pension €	2019 Total Funds €
Carried forward		421,201	40,442	191	(890,000)	(428,166)
<b>Other gains and losses</b>						
Actuarial (loss)/gain on defined benefit scheme	14	–	–	–	(1,839,000)	(1,839,000)
Net movement in funds		421,201	40,442	191	(2,729,000)	(2,267,166)
<b>Reconciliation of funds</b>						
Total funds (deficit) at the start of the year		4,293,773	265,857	541,990	(6,111,000)	(1,009,380)
Total funds (deficit) at end of year		4,714,974	306,299	542,181	(8,840,000)	(3,276,546)

## 12. BALANCE SHEET 2019 BY FUND

	Restricted Funds €	Unrestricted Funds General €	Unrestricted Funds Designated €	Unrestricted Funds Pension €	2019 Total funds €
<b>Fixed Assets</b>					
Tangible Fixed Assets	140,120	260,424	–	–	400,544
Investments	–	–	254	–	254
	140,120	260,424	254	–	400,798
<b>Current Assets</b>					
Debtors	941,490	96,171	–	–	1,037,661
Cash at Bank and in Hand	4,933,696	214,684	541,927	–	5,690,307
	5,875,186	310,855	541,927	–	6,727,968
<b>Current liabilities</b>					
Creditors (Amounts falling due within one year)	(1,300,332)	(264,980)	–	–	(1,565,312)
<b>Net Assets excluding Pension Liability</b>	4,714,974	306,299	542,181	–	5,563,454
Pension Liability	–	–	–	(8,840,000)	(8,840,000)
<b>Net assets/liabilities including Pension liability</b>	4,714,974	306,299	542,181	(8,840,000)	(3,276,546)
<b>The funds of the Organisation</b>	<b>4,714,974</b>	<b>306,299</b>	<b>542,181</b>	<b>(8,840,000)</b>	<b>(3,276,546)</b>

### 13. CASHFLOWS FROM OPERATING ACTIVITIES

	2020 €	2019 €
Income/(expenditure)	553,124	(428,166)
Adjusted for:		
Depreciation	131,974	149,772
Investment income	(219)	(191)
Movements in trade and other receivables	123,625	(309,373)
Movements in trade and other payables	520,746	499,317
Pension contributions – current service cost	1,116,000	753,000
Net return on retirement benefits	141,000	137,000
<b>Net Cash generated from operating activities</b>	<b>2,586,250</b>	<b>801,359</b>

### 14. ANALYSIS OF NET CASH

	2020 €	2019 €
Cash at bank and in hand	8,275,136	5,690,307

### 15. RETIREMENT BENEFITS

The Organisation operates two contributory pension schemes for employees. One scheme is of the defined benefit type and one scheme is of the defined contribution type.

#### Defined Contribution Pension Scheme

The defined contribution pension costs charges in the financial statements represent the contribution payable by the Organisation during the year.

The regular cost of providing retirement pensions and related benefits is charged to the statement of financial activities over the employee's service lives on the basis of a constant percentage of earnings. The Organisation's contributions to the scheme amounted to €12,720 (2019 – €12,717)

#### Defined Benefit Pension Scheme

The defined benefit pension scheme is administered by trustees. The funds of the scheme are separate from those of the Organisation. Contributions are paid to the scheme in accordance with the recommendations of independent actuaries to enable the trustees to meet from the scheme the benefits accruing in respect of current and future services.

Payments made to the fund are charged annually in the financial statements. The fund is valued every three years by a professionally qualified independent actuary. The rates of contribution are reviewed by the actuary for the continued appropriateness in the intervening year.

The table below outlines the Organisation's total cost relating to the defined benefit plan and are included in the financial statements as follows:

	2020 €'000	2019 €'000
Recognised in the Statement of Financial Activities	2,080	1,707
Remeasurements recognised in other comprehensive income and included in the cost of the asset	3,960	1,839
<b>Total cost/(income) related to defined benefit pension plan</b>	<b>6,040</b>	<b>3,546</b>

#### Financial Assumptions

The principal assumptions used, which are based on the advice of an independent actuary are set out below:

	2020	2019
Discount Rate	1.35%	1.70%
Expected rate of return on assets at year end	1.35%	1.70%
Salary increases	1.60%	1.65%
State Pension increases	1.60%	1.65%
Pension increases	1.35%	1.40%
Discretionary Pension Increases *	0.25%	0.25%
Inflation (CPI)	1.35%	1.40%

\* For benefits earned after 1/11/2016 at the discretion of the Trustees.

At 31 December 2020, the scheme held assets in funds managed by Irish Life Investments Managers (ILIM), Northern Trust and Phoenix Ireland. The fair value of the invested assets held at 31 December 2020 was €30,623,000 (2019 – €29,803,000). The breakdown of assets between the main asset sectors is given in the table below. The expected return on the plan assets is €(419,000) (2019 – €513,000).

	% of scheme assets 2020	Market Value 2020 €'000	% of scheme assets 2019	Market Value 2019 €'000
<b>Plan assets</b>				
The asset allocations at the period-end were as follows:				
Equity instruments	49%	14,886	43%	12,907
Debt securities	10%	3,110	11%	3,162
Property	6%	1,887	7%	2,031
Other	35%	10,740	39%	11,703
<b>Total</b>	<b>100%</b>	<b>30,623</b>	<b>100%</b>	<b>29,803</b>

The movement in the defined benefit liability over the year is as follows:

	Present value of obligation €'000	Fair value of plan assets €'000	Total €'000
<b>At 1 January 2020</b>	38,643	(29,803)	8,840
Current service cost	1,814	–	1,814
Gain on settlements	–	–	–
Interest expense/(income)	652	(511)	141
	41,109	(30,314)	10,795
<b>Remeasurements:</b>			
– Return on plan assets, excluding amounts included in interest expense/(income)	–	234	234
– (Gains)/loss from change in financial assumptions	3,794	–	3,794
– Experience (gains)/losses	(68)	–	(68)
	3,726	234	3,960
<b>Exchange differences</b>			
Contributions:			
– Employers	–	(823)	(823)
– Plan participants	447	(447)	–
Payment from plans:			
– Benefit payments	(527)	527	–
– Settlement payments	–	–	–
– Insurance premiums and Administration	(75)	200	125
<b>At 31 December 2020</b>	44,680	(30,623)	14,057

	Present value of obligation €'000	Fair value of plan assets €'000	Total €'000
<b>At 1 January 2019</b>	31,842	(25,731)	6,111
Current service cost	1,471	–	1,471
Gain on settlements	–	–	–
Interest expense/(income)	776	(639)	137
	34,089	(26,370)	7,719
<b>Remeasurements:</b>			
– Return on plan assets, excluding amounts included in interest expense/(income)	–	(2,696)	(2,696)
– (Gains)/loss from change in financial assumptions	5,008	–	5,008
– Experience (gains)/losses	(473)	–	(473)
	4,535	(2,696)	1,839
<b>Exchange differences</b>			
Contributions:			
– Employers	–	(817)	(817)
– Plan participants	443	(443)	–
Payment from plans:			
– Benefit payments	(347)	347	–
Insurance premiums and Administration	(77)	176	99
<b>At 31 December 2019</b>	38,643	(29,803)	8,840

There were no reimbursement rights.

The last formal actuarial funding valuation completed of the Defined Benefit Pension plan was carried out as at 1 November 2017. This valuation set the ongoing contribution rate for the plan and noted that the plan met the Minimum Funding Standard as at that date. The MFS test as at 31 October 2020 showed that the plan continued to meet the statutory MFS as at that date.

The next formal actuarial funding valuation of the plans as at 1 November 2020 is underway at the date of approval of these financial statements.

The FRS102 pension liability exceeds the balance of unrestricted funds. Restricted funds are not available to fund this liability. The organisation has not contributed to the scheme beyond the recommended employer's contribution rate and will continue to maintain this position.

## 16. INCOME FROM THE DEPARTMENT OF CHILDREN, EQUALITY, DISABILITY, INTEGRATION AND YOUTH

The following income was received directly from the Department of Children, Equality, Disability, Integration and Youth

	2020 €	2019 €
Youth Service Grant	2,927,564	2,814,965
Dáil na nÓg support	467,085	450,041
Participation Hub	123,879	20,586
Climate Action	116,926	–
Other Grants	76,744	5,000
	<u>3,712,198</u>	<u>3,290,592</u>

The Department of Children, Equality, Disability, Integration and Youth Youth Services Grant is issued annual for a term of one year and is restricted to supporting the work of Foróige

	Core €	Big Brother Big Sister €	Total €
Grant Income	2,578,908	348,656	2,927,564
Pay, Service Provision and General Administration	2,578,819	348,656	2,927,475
Surplus for year	89	–	89
Deficit forward from prior year	(89)	–	(89)
Deficit forward	–	–	–

## 17. RELATED PARTY TRANSACTION

Details of remuneration to key management is set out in note 3.

## 18. DIRECTORS EXPENSES

During 2020 11 Directors were reimbursed for expenses incurred in the performance of their responsibilities as directors for a total of €3,795 (2019 – €8,786).

## 19. ALLOCATION OF SUPPORT COSTS

The central operation of the organisation charges an Operation Support Cost to each Youth Service, Project or Programme operated by the organisation as a contribution towards the cost of essential professional services provided to them. Through the provision of these in-house shared services, Foróige provides a cost effective means by which staff have access to resources, knowledge, procedures, supports, controls and facilities that would otherwise be out of their financial reach. The basis on which the charge is applied to each project is detailed below, however, on average it equates to 5% of project expenditure. The professional suite of support services provided to all Foróige operated Youth Services, Projects and Programmes through the Foróige Operation Support Charge are as follows.

**Management Support:** Each Youth Service, Project or Programme provided by Foróige is assigned to a Foróige Area Manager. These Managers offer staff a number of key supports which ensure that the objectives of each initiative are achieved effectively, efficiently and within budget.

The range of direct management supports include:

- ▶ Recruitment
- ▶ Child protection policy and procedure implementation
- ▶ Project planning, evaluation and reporting
- ▶ Staff consultancy and problem solving
- ▶ Programme development
- ▶ Induction and In-service training
- ▶ Staff support and supervision
- ▶ Facilitates strategic and operational planning.

**Finance:** A professional finance department which:

- ▶ Implements the financial control policies and procedures of the organisation, ensuring value for money and adherence to best practice
- ▶ Ensures compliance with legislation including FRS102 and Charities SORP and the submission of statutory returns including compliance with the Department of Expenditure and Reform relevant circulars
- ▶ Delivers on internal and external reporting requirements
- ▶ Manages the payroll, accounts payable and receivable functions

**Marketing and Communications:** A full suite of marketing and communications services which include:

- ▶ Media relations and publicity support, including local and national media
- ▶ A full communications and marketing consultancy service
- ▶ A media monitoring and evaluation service
- ▶ Event management support
- ▶ Online communications support
- ▶ The provision of promotional literature and other promotional items

**Human Resources:** A comprehensive range of HR services which include:

- ▶ Management of employee resources and consultancy
- ▶ Recruitment and selection
- ▶ Policies and procedure development and implementation
- ▶ Employee relations
- ▶ Legislative compliance
- ▶ HR administrative support

**Information Technology:** An in-house IT Department, which provides:

- ▶ Centralised IT purchasing processes ensuring value for money on IT purchases for all parts of the organisation
- ▶ Policies and solutions to ensure the organisation complies with data protection and security policies and guidelines
- ▶ Basic IT support and advice for staff on IT issues
- ▶ Support of Financial, HR, Project Management Systems, Online Communications and resources and other systems throughout the organisation, ensuring accurate and timely reporting to funders and other stakeholders.

**Correlate:** A bespoke data management and outcomes monitoring database that provides specific, tailored reports as per funder requirements relating to census data and other operational matters as required.

**Training, Learning and Development:** Foróige’s Training, Learning and Development unit enables staff and volunteers to develop the competencies to carry out their job to the highest standard in order to best facilitate youth development and ensure that the objectives of each Youth Service, Project or Programme are being achieved. The operation support charge covers the cost of training programme development, the trainer and programme materials.

Courses include:

- ▶ Induction
- ▶ Child Protection
- ▶ Organisational Procedures and Policies (such as Health and Safety)
- ▶ Drugs Awareness
- ▶ Personal Effectiveness and Facilitation Skills

**Volunteer Development** – Foróige provides support services to staff to enable them to proactively engage volunteers in roles relevant to the work of the particular project or service.

Services include:

- ▶ Staff and volunteer training
- ▶ Recruitment policy and procedures
- ▶ Garda vetting service
- ▶ Volunteer recognition and progression
- ▶ Development and dissemination of best practice guidelines on all aspects of volunteer involvement in the organisation
- ▶ Support in developing volunteer role descriptions.

**Charge amount**

The Operation Support charge is calculated based on the number of staff employed in each project. The rationale for this method is that the number of staff indicates the level of activity in the project. The rate in 2020 was €402 (2019 – €402) per employee per project per month where there is no Foróige manager on site and €240 (2019 – €240) per employee per month where there is a Foróige Manager on site. 50% of the appropriate rate may be charged where an employee does not work full time hours.

The total charged for 2020 was €1,691,456 (2019 – €1,610,788) and this is reflected as a transfer from restricted to unrestricted reserves in the Statement of Financial Activities.

20. FINANCIAL INSTRUMENTS

The analysis of the carrying amounts of the financial instruments of the organisation required under Section 11 of FRS 102 is as follows:

	2020 €	2019 €
Financial Assets that are debt instruments measured at amortised cost		
Trade debtors and accrued income	842,280	958,743
Prepayments	71,756	78,918
Prize Bond investment	254	254
Cash at bank and in hand	8,275,136	5,690,307
	9,189,426	6,728,222
Financial liabilities at amortised cost		
Deferred Income	716,810	203,452
Trade Creditors and accruals	1,369,248	1,361,860
	2,086,058	1,565,312

## 21. MOVEMENT IN RESERVES

By activity	Opening Reserves €	Income €	Expenditure & net transfers €	Closing Reserves €
Volunteer Services	1,530,345	5,716,611	(5,215,080)	2,031,876
Targeted Services	3,254,425	20,120,050	(19,340,846)	4,033,629
Education Programmes	236,503	2,180,258	(1,651,088)	765,673
Unrestricted Designated Funds	542,181	219	–	542,400
Defined Benefit Scheme	(8,840,000)	–	(5,217,000)	(14,057,000)
<b>Total</b>	<b>(3,276,546)</b>	<b>28,017,138</b>	<b>(31,424,014)</b>	<b>(6,683,422)</b>

By funder	Opening Reserves €	Income €	Expenditure & net transfers €	Closing Reserves €
Department of Children, Equality, Disability, Integration and Youth Youth Service Grant	(89)	2,927,564	(2,927,475)	–
Department of Children, Equality, Disability, Integration and Youth Other grants	218,505	784,634	(923,685)	79,454
Education and Training Boards	(86,233)	6,814,317	(6,545,341)	182,743
Department of Justice	660,004	6,455,282	(6,399,275)	716,011
TUSLA	735,798	4,853,063	(4,579,575)	1,009,286
The Health Service Executive	311,809	1,114,831	(869,250)	557,390
Pobal	204,728	1,108,685	(993,206)	320,207
CDYSB	654	139,540	(137,194)	3,000
Other Income	3,518,278	3,819,222	(2,832,013)	4,505,487
Pension Fund	(8,840,000)	–	(5,217,000)	(14,057,000)
<b>Total</b>	<b>(3,276,546)</b>	<b>28,017,138</b>	<b>(31,424,014)</b>	<b>(6,683,422)</b>

## 22. CONTINGENCIES

Foróige, in the normal course of its activities is subject to claims and legal matters. Due to the status and likely outcome of these matters, no provision has been recognised in the financial statements.

Foróige is in the process of renewing a number of project service agreements, the costs associated with which have yet to be quantified.

## Thank You to our Funders and Supporters

RESTRICTED FUNDS CHARITABLE ACTIVITIES EXPENDITURE	Schedule	2020 €	2019 €
Salaries and Direct Costs	1	25,133,056	25,442,261
Administrative Support Costs	2	1,073,958	1,288,618
		26,207,014	26,730,879

SCHEDULE 1 SALARIES AND DIRECT COSTS	2020 €	2019 €
Salaries and Pensions	20,452,105	19,654,206
Travel and Subsistence	465,362	1,072,144
Training and Programme Costs	2,206,902	2,640,271
Project Premises and Operating costs	2,008,687	2,075,640
	25,133,056	25,442,261

SCHEDULE 2 ADMINISTRATIVE SUPPORT COSTS	2020 €	2019 €
Support offices premises costs	184,926	267,690
Insurance	175,921	150,161
Support offices operational costs	141,592	159,453
Public relations and advertising costs	37,408	75,945
Professional fees	14,281	20,318
Bank interest and charges	7,930	12,189
Human resources and recruitment	44,301	64,374
Audit and Accountancy Fees	67,035	67,114
Voluntary committee expenses	3,950	23,064
Information Technology	264,638	298,538
Depreciation	131,974	149,772
	1,073,958	1,288,618

Department of Children, Equality, Disability, Integration and Youth	Community Action Scheme	National Gallery of Ireland
Department of Culture Heritage and the Gaeltacht	Cork City Council	Northside Partnership
Department of Education and Skills	Cork Local Sports Partnership CLG	Pobal
Department of Justice	Courts Service	Regional Drug and Alcohol Task Forces
Department of Rural and Community Development	Credit Suisse	Rethink Ireland
TUSLA The Child and Family Agency	Donegal County Council	School Completion Programme
Cavan Monaghan Education and Training Board	Dormant Accounts Fund	Special EU Programmes Body
Cork Education and Training Board	Dun Laoighaire Rathdown County Council	Sligo County Council
Donegal Education and Training Board	Fingal County Council	Smurfit Kappa
Dublin and Dun Laoighaire Education and Training Board	Galway City Partnership	South Dublin County Council
Galway Roscommon Education and Training Board	Galway University Foundation	St Dominic's School Completion Programme
Kilkenny and Carlow Education and Training Board	Healthy Ireland Fund	St Gabriel's Primary School Management Committee
Limerick and Clare Education and Training Board	Huntstown Community Centre	St Vincent de Paul
Longford and Westmeath Education and Training Board	International Fund for Ireland	Strengthening Families Programme
Mayo, Sligo and Leitrim Education and Training Board	Irish Cancer Society	The Charities Aid Foundation
Tipperary Education and Training Board	Irish Youth Foundation	The Community Foundation
Waterford and Wexford Education and Training Board	JP Morgan Chase Foundation	The Health Service Executive
Accenture	Kilkenny County Council	The Killeen Group
Aldi Ireland	Kilkenny Leader Partnership	The Lakeside Fund
Ballincollig Family Resource Centre	Laois County Council	Tomar Trust
basis.point	Leitrim County Council	Transdev Dublin Light Rail Ltd
BeLonG To	Limerick Institute of Technology	Transitional Youth Funding Scheme
Camara Ireland	Local Drug and Alcohol Task Forces	VHI
Candle Community Trust	Longford County Council	Westmeath County Council
Castlerea Mental Health Association	Louth Leader Partnership	Youth Action Northern Ireland
City of Dublin Youth Services Board	Mary Immaculate College	YouthBank
	Mayo County Council	
	Mayo Education Centre	
	Mazars	
	Monaghan County Council	
	Monaghan Town Country Music Festival Ltd	
	Monaghan Town Runners	



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