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**CENTRE FOR EFFECTIVE SERVICES**

**(A company limited by guarantee not having a share capital)**

**DIRECTORS AND OTHER INFORMATION**

**DIRECTORS:**

Catherine Ruth Lavery  
Dan Flinter  
Mary Walsh  
Owen Keenan  
John Dominic Patrick Burke

**SECRETARY AND  
REGISTERED OFFICE:**

Danyanne Quemper  
9 Harcourt Street  
Dublin 2

**AUDITORS:**

Horwath Bastow Charleton  
Chartered Accountants and Registered Auditors  
Marine House  
Clanwilliam Court  
Dublin 2

**BANKERS:**

National Irish Bank  
South Docks  
60 Sir John Rogerson's Quay  
Dublin 2

Bank of Ireland  
88 Lower Camden Street  
Dublin 2

Permanent TSB  
PO Box 10152  
Dublin 2

RaboDirect  
PO Box 10152  
Dublin 2

**SOLICITORS:**

McCann Fitzgerald Solicitors  
Riverside One  
Sir John Rogerson's Quay  
Dublin 2

Moran and Ryan Solicitors  
35/36 Arran Quay  
Dublin 7

**CENTRE FOR EFFECTIVE SERVICES**  
**(A company limited by guarantee not having a share capital)**  
**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 DECEMBER 2010**

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The directors submit their report together with the audited financial statements for the year ended 31 December 2010.

**BUSINESS REVIEW AND FUTURE ACTIVITIES**

The core mission of the Centre is to connect the design and delivery of services with scientific and technical knowledge of 'what works', in order to improve outcomes for children and communities by working at a strategic whole-sector level, and with individual client services, across Ireland and Northern Ireland.

The aims of the Centre are:

To promote and support the application of an evidence-informed approach to policy and practice in child, family and community services.

To promote the development of collaborative, joined up working that is outcomes-focused across research, policy and service providing organisations.

To build capacity within Ireland and Northern Ireland to take this work forward in the longer term by developing knowledge, skills and competencies.

The work of the Centre is supported by the Atlantic Philanthropies, the Office of the Minister for Children and Youth Affairs and the Department of Community, Equality and Gaeltacht Affairs. In late 2009, the Centre moved from its temporary office accommodation in Dublin and set up 'fit for purpose' offices at No. 9 Harcourt Street, Dublin 2. The Centre also opened offices in Belfast at 65/67 Chichester Street, BT1 4JD and attained its charity status in Ireland.

Delays in recruitment in 2009 created a surplus by end of 2010. However, this surplus is expected to be temporary due to increases in CES staff complement from nine in 2009 to sixteen in 2010 and the associated activity generated by the organisation. The staff additions include the Belfast team, comprising of four staff members, and two new staff to form the Knowledge and Communications team. This brings the total number of staff at the Centre, including secondments, to eighteen across Ireland and Northern Ireland. Our founding CEO and Director, Dr Deborah Ghatge decided to stand down at the end of 2010 and was succeeded by Nuala Doherty in early 2011, who will lead the organisation through its next phase of development.

The forming of our permanent team in Belfast is especially exciting, and CES can now look forward to developing more ways to support the policy, practice and research community in Northern Ireland.

The year 2010 has been remarkably busy for the Centre. It published several substantial reports and reference documents, including 'An introductory guide to the key terms and interagency initiatives in use in the Children's Services Committees in Ireland' and 'Learning from experience to inform the future findings from the initial phase of the Children's Services Committees in Ireland'. The CES also published jointly with the Department of Community, Equality and Gaeltacht Affairs 'Effective community development programmes, a review of the international evidence base' and this was launched with Minister Pat Carey TD in attendance. Work is also underway on our new website which aims to act as our knowledge exchange hub for the organisation.

With the help of experts from Ireland, Northern Ireland, Scotland and the USA, CES ran a 'road show' of three half-day seminars in Cork, Galway and Dublin on the theme of 'Evidence-informed practice: "the what, the why, and the how'. The first CES seminar for senior policy makers in Ireland was held in June on the theme of 'Developing evidence-informed policy for children, families and communities - making and implementing policy at national and local level'. The intention with this series is to be a focused and productive dialogue about how to achieve policy that is rooted in solid knowledge of what works, and which is also feasible, practical, sustainable and affordable.

## CENTRE FOR EFFECTIVE SERVICES

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

### REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 DECEMBER 2010

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#### BUSINESS REVIEW AND FUTURE ACTIVITIES CONTINUED

In late 2010, CES also commenced work on a major project to collate and synthesise learning on 'what works' from the Prevention and Early Intervention Initiative in Ireland and Northern Ireland funded by Atlantic Philanthropies and the Office of the Minister for Children and Youth Affairs. This will involve working collaboratively with a wide range of service providers and research teams across the island. Alongside other partners, CES has also been supporting the development of a major dissemination and knowledge transfer project for the Prevention and Early Intervention Initiative.

The Centre also convened two informal 'special interest groups' (on Supporting Parents, and Evidence-informed approaches to Working in Communities), and during 2010 we are especially proud to have helped a brand new, all-island research network, The Children's Research Network, to form and launch. This network is designed to connect and serve all those who produce or use child and family research whether for policy, practice or research and evaluation.

Another important development has been the pilot-testing of the CES diagnostic 'What Works Process' and its components in three volunteer sites in Ireland and Northern Ireland. The results have been analysed and are being used to inform the development of a working version of the tool and process, which will be launched in 2011.

During 2010, the staff of the Centre worked with exceptional energy and commitment to achieve its institutional aims and for 2011, the Centre will continue to focus its activities in order to achieve its aims in Ireland and Northern Ireland.

#### RESULTS, DIVIDENDS AND RETENTIONS

	2010	2009
	€	€
The results and appropriations are summarised as follows:-		
Surplus for the year	438,909	399,295
Balance at beginning of year	780,200	380,905
Balance at end of year	<u>1,219,109</u>	<u>780,200</u>

In accordance with the memorandum and articles of association, no dividends may be declared.

#### STATE OF AFFAIRS AND EVENTS SINCE THE BALANCE SHEET DATE

In the opinion of the directors, the state of the company's affairs is satisfactory and there has been no material change since the balance sheet date.

#### PRINCIPAL RISKS AND UNCERTAINTIES

The directors are responsible for the company's system of internal controls and for reviewing its effectiveness. The internal control system is designed to manage, rather than eliminate the risk of failure to achieve the company's business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The key risk facing the Centre is the ongoing availability and level of finance from our funders. To address this the Board has created a reserve fund and maintains a close monitoring of the budget for the organisation.

#### TAXATION STATUS

The company is exempt from taxation as a not-for-profit entity.

**CENTRE FOR EFFECTIVE SERVICES**  
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**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 DECEMBER 2010**

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**CHANGE OF COMPANY NAME**

On 21 October 2010 the company changed its name from Centre for Effective Services Limited to Centre for Effective Services.

**DIRECTORS AND THEIR INTERESTS**

The present membership of the board is set out on <http://www.effectiveservices.org/about-ces/ces-board-members>

None of the directors or secretary held any beneficial interest in the company at the balance sheet dates.

In accordance with the Articles of Association, Catherine Ruth Lavery and Owen Keenan retire by rotation and, being eligible, offer themselves for re-election.

**DIRECTORS RESPONSIBILITIES**

The directors are responsible for the preparation of the financial statements in accordance with applicable law and accounting standards issued by the Accounting Standards Board and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland). The directors are also required to prepare the financial statements on a going concern basis which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for the year. In preparing the financial statements, the directors are required to select suitable accounting policies and then apply them consistently and to make judgments and estimates that are reasonable and prudent.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to ensure that the financial statements comply with the Companies Acts 1963 to 2009. To ensure that proper books and accounting records are kept in accordance with Section 202 Companies Act, 1990, the company has employed appropriately qualified accounting personnel and has maintained appropriate accounting systems. The books of account are located at the company's office at 9 Harcourt Street, Dublin 2. The directors 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.

**AUDITORS**

Horwath Bastow Charleton is eligible and has expressed a willingness to continue in office in accordance with Section 160(2) of the Companies Act 1963.

**ON BEHALF OF THE BOARD:**

**Dan Flinter** )  
**Directors**  
**Owen Keenan** )  
**Date: 19 May 2011**

**CENTRE FOR EFFECTIVE SERVICES**  
**(A company limited by guarantee not having a share capital)**  
**INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF**  
**CENTRE FOR EFFECTIVE SERVICES**

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We have audited the financial statements of Centre for Effective Services on pages 8 to 14 which have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an 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.

**RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS**

As described on page 5 the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and the accounting standards issued by the Accounting Standards Board and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with the Companies Acts, 1963 to 2009. We also report to you whether in our opinion: proper books of account have been kept by the company and whether the information given in the directors' report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purposes of our audit and whether the company's financial statements are in agreement with the books of account.

We report to the shareholders if, in our opinion, any information specified by law regarding directors' remuneration and directors' transactions is not given and, where practicable, include such information in our report.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatement within it.

**BASIS OF OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

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**INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF**  
**CENTRE FOR EFFECTIVE SERVICES**

**OPINION**

In our opinion, the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at 31 December 2010 and of its surplus and cashflows for the year then ended and have been properly prepared in accordance with the Companies Acts 1963 to 2009.

We have obtained all the information and explanations that we consider necessary for the purposes of our audit. In our opinion, proper books of account have been kept by the company. The balance sheet of the company is in agreement with the books of account.

In our opinion, the information given in the directors' report on pages 3 to 5 is consistent with the financial statements.

**Horwath Bastow Charleton**  
**Chartered Accountants and Registered Auditors**  
**Marine House**  
**Clanwilliam Court**  
**Dublin 2**

**Date: 20 May 2011**

**CENTRE FOR EFFECTIVE SERVICES**  
**(A company limited by guarantee not having a share capital)**  
**STATEMENT OF ACCOUNTING POLICIES**

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

**BASIS OF ACCOUNTING**

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland and the Companies Acts 1963 to 2009 and with reference to the recommendations of the revised Statement of Recommended Practice (SORP) Accounting by Charities issued by the Charity Commissioners. Accounting Standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those published by the Institute of Chartered Accountants in Ireland and issued by the Accounting Standards Board.

**UNRESTRICTED FUNDS**

Unrestricted funds are those which are expendable at the discretion of the directors in furtherance of the objects of the organisation.

**DEPOSIT INCOME**

Income earned on funds held on deposit is credited to the Statement of Financial Activities in the period in which it is receivable and is treated as unrestricted income.

**GRANT INCOME**

Grant income is credited to the Statement of Financial Activities in the period in which it is receivable.

**TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets are stated in the balance sheet at cost less accumulated depreciation.

Depreciation is provided on all tangible assets, so as to write off the cost less estimated residual value of each asset over its expected useful economic life on a straight line basis at the following annual rates:

Office and equipment	-	25%
Fixtures and fittings	-	25%

**PENSIONS**

The company operates a defined contribution scheme for employees and pension benefits are funded over the employees' period of service by way of contributions from the company and employees. Contributions are charged to the statement of financial activities in the year in which they become payable.

**CENTRE FOR EFFECTIVE SERVICES**  
**(A company limited by guarantee not having a share capital)**  
**STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income & Expenditure Account)**  
**YEAR ENDED 31 DECEMBER 2010**

	Notes	2010 €	2009 €
<b>INCOMING RESOURCES</b>			
Grant income	1	2,345,000	1,620,000
Bank interest receivable		13,067	5,764
<b>TOTAL INCOMING RESOURCES</b>		2,358,067	1,625,764
<b>RESOURCES EXPENDED</b>			
Direct charitable expenditure		(1,908,792)	(1,219,181)
Governance costs		(10,366)	(7,288)
<b>TOTAL RESOURCES EXPENDED</b>		(1,919,158)	(1,226,469)
 <b>SURPLUS FOR THE PERIOD</b>	9	<u>438,909</u>	<u>399,295</u>

All income and expenditure arise from continuing operations.

The financial statements were approved and authorised for issue by the board of directors on 19 May 2011 and signed on its behalf by:

**Dan Flinter** )  
Directors  
**Owen Keenan** )

**CENTRE FOR EFFECTIVE SERVICES**  
**(A company limited by guarantee not having a share capital)**  
**BALANCE SHEET AS AT 31 DECEMBER 2010**

	Notes	2010 €	2009 €
<b>FIXED ASSETS</b>			
Tangible assets	5	183,444	99,399
<b>CURRENT ASSETS</b>			
Debtors	6	55,172	18,324
Cash at bank and in hand		1,156,888	707,097
		1,212,060	725,421
<b>CREDITORS (Amounts falling due within one year)</b>	7	(126,395)	(44,620)
<b>NET CURRENT ASSETS</b>		1,085,665	680,801
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,269,109	780,200
Deferred income	8	(50,000)	-
<b>NET ASSETS</b>		1,219,109	780,200
<b>FUNDS</b>			
General fund	9	1,219,109	780,200
<b>TOTAL FUNDS</b>		1,219,109	780,200

The financial statements were approved and authorised for issue by the board of directors on 19 May 2011 and signed on its behalf by:

**Dan Flinter** )  
Directors  
**Owen Keenan** )

**CENTRE FOR EFFECTIVE SERVICES**  
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**CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2010**

	Notes	2010 €	2009 €
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	10	575,348	402,603
<b>RETURNS ON INVESTMENTS AND SERVICING OF FINANCE</b>			
Bank interest received		13,067	5,764
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>	5	(138,624)	(79,359)
<b>INCREASE IN CASH</b>		449,791	329,008
<b>RECONCILIATION OF NET CASH FLOW TO MOVEMENTS IN NET FUNDS</b>			
NET FUNDS AT BEGINNING OF YEAR		707,097	378,089
INCREASE IN CASH		449,791	329,008
NET FUNDS AT END OF YEAR		1,156,888	707,097

**CENTRE FOR EFFECTIVE SERVICES****(A company limited by guarantee not having a share capital)****NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010****1. GRANT INCOME**

	<b>2010</b>	<b>2009</b>
	€	€
Atlantic Philanthropies	1,320,000	840,000
Department of Community, Rural and Gaeltacht Affairs	500,000	390,000
Office of the Minister for Children and Youth Affairs	525,000	390,000
	2,345,000	1,620,000

**2. SURPLUS FOR THE PERIOD**

The surplus for the period is stated after charging:

	<b>2010</b>	<b>2009</b>
	€	€
Board of directors' remuneration:		
- Directors' costs	1,708	39,463
Depreciation of tangible assets	52,992	20,653
Loss on disposal of tangible fixed assets	1,587	-
Auditors' remuneration	7,835	5,830
Operating lease - buildings	180,759	88,523

Included in legal, professional and consultancy fees is €847 (2009 : €2,603) paid to Middlequarter Limited, a company connected due to commonality of a company director, Owen Keenan.

**3. STAFF AND STAFF COSTS**

The average number of persons (including executive directors) employed during the financial period was 12 (2009 : 7).

The aggregate amounts paid to or on behalf of staff are as follows:

	<b>2010</b>	<b>2009</b>
	€	€
Wages and salaries	878,134	551,070
Social welfare costs	87,584	55,617
Other pension costs	39,146	29,377
	1,004,864	636,064

During the year, the Centre recruited a number of senior staff in order to achieve its aims.

Directly incurred expenses of the Director (CEO) are reimbursed, if claimed, and amounted to €1,721 (2009 : €1,774). These costs are included in travel and subsistence.

**CENTRE FOR EFFECTIVE SERVICES****(A company limited by guarantee not having a share capital)****NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010****4. TAXATION**

The company is exempt from taxation as a not-for-profit entity.

**5. TANGIBLE FIXED ASSETS**

	<b>Office equipment</b>	<b>Fixtures and fittings</b>	<b>Total</b>
	€	€	€
<b>COST</b>			
At 1 January 2010	96,586	26,179	122,765
Additions	49,219	89,405	138,624
Disposals	(2,639)	-	(2,639)
At 31 December 2010	143,166	115,584	258,750
<b>DEPRECIATION</b>			
At 1 January 2010	18,441	4,925	23,366
On disposals	(1,052)	-	(1,052)
Charge for the year	31,576	21,416	52,992
At 31 December 2010	48,965	26,341	75,306
<b>NET BOOK VALUE</b>			
At 31 December 2010	94,201	89,243	183,444
At 31 December 2009	78,145	21,254	99,399

**6. DEBTORS**

	<b>2010</b>	<b>2009</b>
	€	€
Prepayments and other debtors	55,172	18,324

**7. CREDITORS (amounts falling due within one year)**

	<b>2010</b>	<b>2009</b>
	€	€
Trade creditors	-	16,057
Accruals and other creditors	126,395	28,563
	126,395	44,620

**CENTRE FOR EFFECTIVE SERVICES****(A company limited by guarantee not having a share capital)****NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010****8. DEFERRED INCOME**

	<b>2010</b>	<b>2009</b>
	€	€
Deferred income	50,000	-

The deferred income relates to specific ring fenced project income received in 2010 for services to be delivered in 2011.

**9. GENERAL FUND**

	<b>2010</b>	<b>2009</b>
	€	€
Fund balance at the start of the year	780,200	380,905
Surplus for the year	438,909	399,295
Fund balance at the end of the year	1,219,109	780,200

**10. RECONCILIATION OF SURPLUS FOR THE YEAR TO NET CASH INFLOW FROM OPERATING ACTIVITIES**

	<b>2010</b>	<b>2009</b>
	€	€
Surplus for the year, before interest receivable	425,842	393,531
Depreciation	52,992	20,653
Increase in debtors	(36,848)	(18,324)
Increase in creditors	131,775	6,743
Loss on disposal of tangible fixed assets	1,587	-
Net cash inflow from operating activities	575,348	402,603

**11. PENSION COSTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost represents contributions payable by the company to the fund and amounted to €39,146 (2009 : €29,377).

**12. COMMITMENTS - OPERATING LEASES**

Annual commitments on operating leases due to expire within 5 years amount to €175,000.