The Centre for Effective Services

Annual Report & Audited Financial Statements

For the year ended 31 December 2025

Company Information

Board
Tom Malone (Chairperson)
Rossa McCann
Sarah Keane
Patrick Byrne
Brenda McVeigh

Company secretary
Michelle Hannon

Company number
451580

Registered charity number
20076252

CHY number
19438

Registered office
27 Fitzwilliam Street Upper,
Dublin 2

Independent auditors
Crowe Ireland
Chartered Accountants and Statutory Audit Firm,
40 Mespil Road,
Dublin 4
D04 C2N4

Principal Bankers
AIB
100/101 Grafton Street,
Dublin 2

Danske Bank
P.O. Box 183,
Donegall Square West,
Belfast

Permanent TSB
56-59 St. Stephen's Green,
Dublin 2

Principal Solicitors
Arthur Cox
Earlsfort Centre,
Dublin 2

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Foreword from the Chair

It gives me great pleasure to present CES's annual report for 2025. Again this year we have delivered a considerable body of work for the benefit of communities across the island of Ireland by supporting new and existing partners on the frontline of public services.

We have worked with 19 different partners across 31 programmes of work, on a wide range of social issues, continuing our founding focus on children and young people, while expanding our support in other areas such as disability, justice, domestic and gender-based violence, housing and homelessness, education and health.

During 2025 we published two significant research reports which shed a light for the first time on services which support the most vulnerable in our communities – male victims of domestic and sexual abuse, and children with Special Educational Needs.

In January we launched a report on the diverse experiences and critical challenges facing classroom assistants in Northern Ireland. While the number of Classroom Assistants in Northern Ireland has grown by almost two thirds in the last 6 years, their position in the special educational needs (SEN) landscape had never been strategically evaluated in terms of contribution, efficiency or impact. Our research, delivered in partnership with Ulster University, found that classroom assistants are facing increasing demands in light of the growing number of children requiring additional support in school, but feel undervalued for their contribution, with limited opportunities for professional development. You can read the report **here.**

We closed the year with the publication of a summary of our evaluation of the implementation and intermediate outcomes of 'Connecting for Life' - Ireland's National Strategy to Reduce Suicide.

The strategy's vision is for "an Ireland where fewer lives are lost through suicide and where communities and individuals are empowered to improve their mental health and wellbeing". The objectives of the evaluation were to understand the implementation of 'Connecting for Life' and the extent to which it is achieving its intermediate outcomes, to inform future resourcing of suicide prevention policies and activities.

The CES team delivered a mixed-methods evaluation and produced a set of recommendations around governance, scope, funding and processes, which can be found **here.**

We have also continued our collaboration with the Health Service Executive to help implement Ireland's national mental health strategy, and a range of other vital programmes.

These are only a few examples of the work that the CES team has delivered during the course of the year.

In 2025 the CES team also suffered a sad loss, when Director of Implementation Dr David Kryl passed away in September. On behalf of the Board of CES I would like to pay tribute to David for the important contribution he made, working with partners in the public sector to implement vital health strategies and leading our research and evaluation team in Dublin.

I would like to express gratitude to our CEO Dr. Inez Bailey, along with the entire team in CES for their exceptional commitment in delivering for our client organisations, while contributing to the growth and development of the organisation during an exceptionally busy year. I thank my colleagues on the Board of Directors for the time and expertise they provided to CES throughout the year.
In particular, on behalf of the CES Board, I would like to extend our gratitude to Dr Jack Golden who stepped down in 2026, for his dedicated service as chair over the past 9 years. Under Jack's strategic leadership and strong governance standards CES has achieved significant progress in advancing its purpose and positioning it strongly to continue to deliver impactful work for communities.

Finally, to our funders and partners, thank you for the opportunity to collaborate with you in responding to society's big challenges and for sharing your learning with us. Our entire team at CES looks forward to continuing our work with you as a trusted partner in the delivery of high quality public services across the island of Ireland in the coming years.

Tom Malone, Chair
Centre for Effective Services
June 2026

CEO Statement

Our work in 2025 represents the third year of achievement towards our strategy 'Partnerships, Profile, People 2022-2026'. This year we achieved some key defining outcomes of our plan, in terms of **partnerships** with statutory agencies, government departments, charities and universities.

In the first half of the year, we secured a multi-year contract to support the HSE in their work to deliver improved health services in Ireland. Towards the end of the year, we were also successful in our PEACEPLUS multi-year funding proposal involving 4 government departments, 2 statutory agencies and 2 charities in Northern Ireland and Ireland. To cap off our efforts, we secured a multi-year support contract with the National Lottery Community Fund to support their grant holders in Northern Ireland.

Combined with pre-existing multi-year projects, we worked with 19 partners covering 31 projects over the year. Key public policy priorities we contributed to included child wellbeing, disability, youth justice, domestic violence, mental health, homelessness and parenting.

We continued our academic all-island partnership concerned with evidence informed policymaking in youth justice and commenced another partnership with academics on increasing breastfeeding rates in Ireland. Our annual report further details our work, providing a unique snapshot of the development, implementation and evaluation of public policy and practice across the island of Ireland.

Reviewing the year, we conducted research, carried out evaluations and delivered capacity building sessions. We created new methodologies to find answers to complex questions and brought new evidence to inform policy and practice in real time. Each piece of work was completed as required, meeting our partners' high expectations of what can be achieved, and the impact real time evidence can have.

Our social mission operates within a market reality as CES spent down its final funding from Atlantic Philanthropies whilst increasingly earning most of our income through competitive trading and bidding. Significant change to our internal operations has taken place which resulted in our best income earning year to date.

Building the **profile** of our work, we continued to invest in communicating our role as an independent expert and our value in improving public policy and services through our website and social media channels.

As CES's work is under contract to government departments and service providers, we reinvest by sharing our insights to a wider audience through our website, our ezines and best practice guides, as well as through our participation in networks and conferences at national and European level.

We also participated in efforts to strengthen the links between government departments and the public research system, presenting our role as a knowledge broker to stakeholders in evidence informed policy making.

Delivering on our purpose requires a diverse, dynamic team of experts in research and use of evidence, implementation, programme and change management, and evaluation. Our investment in our **people** is delivered through our Pay and Career progression policy and annual Learning and Development Plan. We provided staff with a bespoke training programme, whilst supporting all individual staff training requests.

The illness and subsequent death of our colleague Dr David Kryl during the year was both a challenge and shock. We grieved his loss and will continue to remember him fondly.

I want to thank and acknowledge our outgoing Chairperson Dr Jack Golden who was a pleasure to work with. All at CES appreciated his expertise and commitment to the organisation and we wish him well for the future.

It has been a privilege to contribute to the enhancement of essential public services across the island of Ireland and to be a trusted partner with so many policy makers and service providers. It has been exciting to show how this contribution yields wider benefit to the public through our role as a knowledge broker. I am grateful to all our partners for working with us, and to the CES staff and Board for their enthusiasm and commitment shown throughout the year.

Dr. Inez Bailey, CEO
Centre for Effective Services
June 2026

2025 - The Year in Summary

PARTNERSHIPS

19
PARTNERS

31
PROGRAMMES OF WORK

KEY PUBLIC POLICY PRIORITITES

CHILD WELLBEING

EDUCATION

DISABILITY

YOUTH JUSTICE

DOMESTIC VIOLENCE

MENTAL HEALTH

HOMELESSNESS

EDUCATION

PROFILE

31 NEW PIECES OF WEB CONTENT

19,945 WEBSITE VISITS (+67% from 2024)

155% INCREASE IN YOUTUBE FOLLOWERS

25% GROWTH IN LINKEDIN FOLLOWERS

PRESENTED AT **9** CONFERENCES

PEOPLE

307 HOURS OF STAFF TRAINING

NEW PROJECT REPORTING TOOL

AI POLICY

NEW ETHICS COMMITTEE

About CES

The Centre for Effective Services (CES) was established in 2008 as a company limited by guarantee with charity status in Ireland and Northern Ireland. Operating on an all-island basis, with offices in Dublin and Belfast, CES works to enable excellent quality research and evidence among policy makers and practitioners, while also working to provide that evidence.

CES supports the implementation of excellent public services through evidence-informed policy and practice. An early focus on children and young people is still core to that work but CES now works with an increasing number of government departments, statutory agencies, community and voluntary providers and international organisations. CES has expanded its reach in **health, social care, housing, justice,** and **education**.

At CES we believe that Ireland and Northern Ireland should and can have excellent public services and we want to play our part in making that a reality.

We are committed to our **purpose**:

to improve the lives of people on the island of Ireland by supporting the implementation of excellent public services through evidence-informed policy and practice.

About CES

Our vision in CES is to be a trusted partner in the design, development, implementation and evaluation of public policies and services.

Our values

Collaboration

We value working collaboratively with organisations and people living in our communities, listening to and engaging with a range of voices because problem solving and making change happen takes collective effort.

Creativity

We recognise that creativity comes in many forms and we work in innovative ways to support, challenge and enable alternative ways of planning, doing and reflecting.

Equity

We believe that all people living in our communities deserve effective public services, whether delivered by statutory agencies or the community and voluntary sector.

Evidence

We appreciate evidence in all its forms, from the rigour of research to the expertise of policy makers and practitioners, and the experiences of people living in our communities.

Learning

We prize opportunities to expand and build upon our knowledge and ways of working to ensure excellence and quality in all that we do. We endeavour to share our learning creatively, internally and externally.

Governance

CES has a Framework of Authorities which includes the authority limits, decision making roles and rules, degrees of autonomy, assurance needs, reporting structure, accountabilities and roles. This document, together with the appropriate management practices and policies outline the requirements for decision making.

Our Board

CES is governed by a Board of non-remunerated Directors. The Board has a strategic role to play in providing standards of leadership and governance that are worthy of the trust of CES funders and other stakeholder groups.

To ensure independence and recruit trustees whose skills are required at board level CES uses **Boardmatch.ie**, an Irish charity that specialises in not-for-profit board recruitment.

All new Board members are provided with induction training including an online or in person presentation, an induction manual and the CES Constitution.

From 28th May 2020, three-year terms are applied to each Director's current position. Directors serve a maximum of nine years. Board meetings are held in person, rotating between Dublin and Belfast.

CES Board Attendance Summary 2025:

Dates: 31st March, 30th June, 29th September & 8th December

Attendee	Role	Attendance
Jack Golden	Chair	4 of 4
Tom Malone	Board member	2 of 4
Rossa McCann	Board member	4 of 4
Sarah Keane	Board member	3 of 4
Brenda McVeigh	Board member	3 of 4
Pat Byrne	Board member	4 of 4

Role of the Directors

Individual Responsibilities

- TAKE AN ACTIVE ROLE IN THE GOVERNANCE OF THE ORGANISATION
- ACT IN THE BEST INTERESTS OF THE ORGANISATION
- CONFIDENTIALITY
- CARRY OUT DUTIES WITH DUE CARE AND DILIGENCE
- BE A CATALYST FOR GOOD PRACTICE, IMPROVEMENT AND CHANGE

Role of the Chairperson

Manage and Provide Leadership to the Board

- ORDERLY OPERATION OF THE BOARD
- INTERACTION BETWEEN BOARD AND CEO
- RESPONSIBILITIES OF SUB COMMITTEES
- BOARD PERFORMANCE, COMPOSITION AND SUCCESSION
- ACCESS TO TIMELY AND ACCURATE INFORMATION AND ANALYSIS
- CREATING A CULTURE OF OPENESS, CANDOUR AND RIGOUR

Role of the Board

Reviewing and guiding corporate strategy, major plans of action, risk management policies and procedures, annual budgets and business plans, setting performance objectives and monitoring implementation and corporate performance including:

Effective Leadership:
- Set the strategic direction
- Review, approve & oversee implementation of policies
- Review, approve & monitor strategic & annual plans

Ensure adequate resources:
- Review, approve & monitor strategic & annual plans
- Adherence to policies & procedures
- CEO appointment & succession
- Safeguard the organisation's reputation & wellbeing
- Legal & regulatory compliance
- Shared responsibility

Specific Tasks:
- Schedule of matters reserved for the Board
- Adherence to accepted accounting standards
- Annual financial statements
- AGM
- Regular Board/Management Committee meetings
- Board members are strongly encouraged to attend relevant training, with one Board member attending 2 training events in 2025 in their voluntary capacity.

There are currently two sub-committees in place:

CES Finance, Audit & Risk Committee

The purpose of the Finance, Audit & Risk Committee (FARC) is to oversee, on behalf of the Board, the integrity of the financial reporting controls and procedures implemented by management, in order to protect the interests of its stakeholders. This committee is also responsible to the Board for overseeing that an effective Operational Risk Management Framework is in place (which includes compliance with legislation).

This committee shall be appointed by the Board and will normally consist of two Directors as well as one non-Director member with relevant expertise. Alternates are not permitted. At least one member of the Committee should have recent and relevant experience in financial matters. In line with best practice the Board Chairperson can attend but is not a member of this committee.

FARC members and its Chairman shall be appointed by the Board Chairman for a period of two years, renewals are sanctioned by the Board.

At the request of the Chairman, the Executive i.e. the CEO, Head of Finance and Corporate Services Manager shall normally attend meetings. A quorum will consist of 2 members and one executive in attendance. A member of the Executive will keep minutes of all meetings.

Role of the Board

CES Research and Evaluation Ethics Panel

The Ethics Panel is a sub-commitee of the CES Board from which it derives its authority and to which it regularly reports. The Panel has delegated authority from the Board in respect of the functions and powers set out in its Terms of Reference. The Panel has authority to investigate any matter within its Terms of Reference and to obtain such information as it may require from any employee, partner, or sub-contractor. The Chair of the Committee will be a CES Board member by nomination.

Delegation of decision-making powers

CES has a Framework of Authorities in place which defines the level of decision-making appropriate to each level of authority in the organisation, from Board members to Directors to Senior Managers. Decisions in relation to finance, are made in accordance with the Framework of Authorities.

CES Policies

CES has a Conflict of Interest & Loyalty Policy and a Board Code of Conduct Policy which re-states the provision for Conflict of Interest. The Conflict of Interest & Loyalty policy is reviewed annually and was reviewed by the FARC and board in December 2025. This policy update included a Register of Interests for CES Board Members, Subcommittee Members & SMT. The Board Code of Conduct was reviewed by FARC and the board in June 2025.

CES has a Treasury & Investment Management Policy which was reviewed by the board in December 2025.

CES Board Members

Dr Jack Golden
Chairperson (Resigned March 2026)

Tom Malone
Chairperson (Appointed March 2026)
Read Bio

Sarah Keane
Read Bio

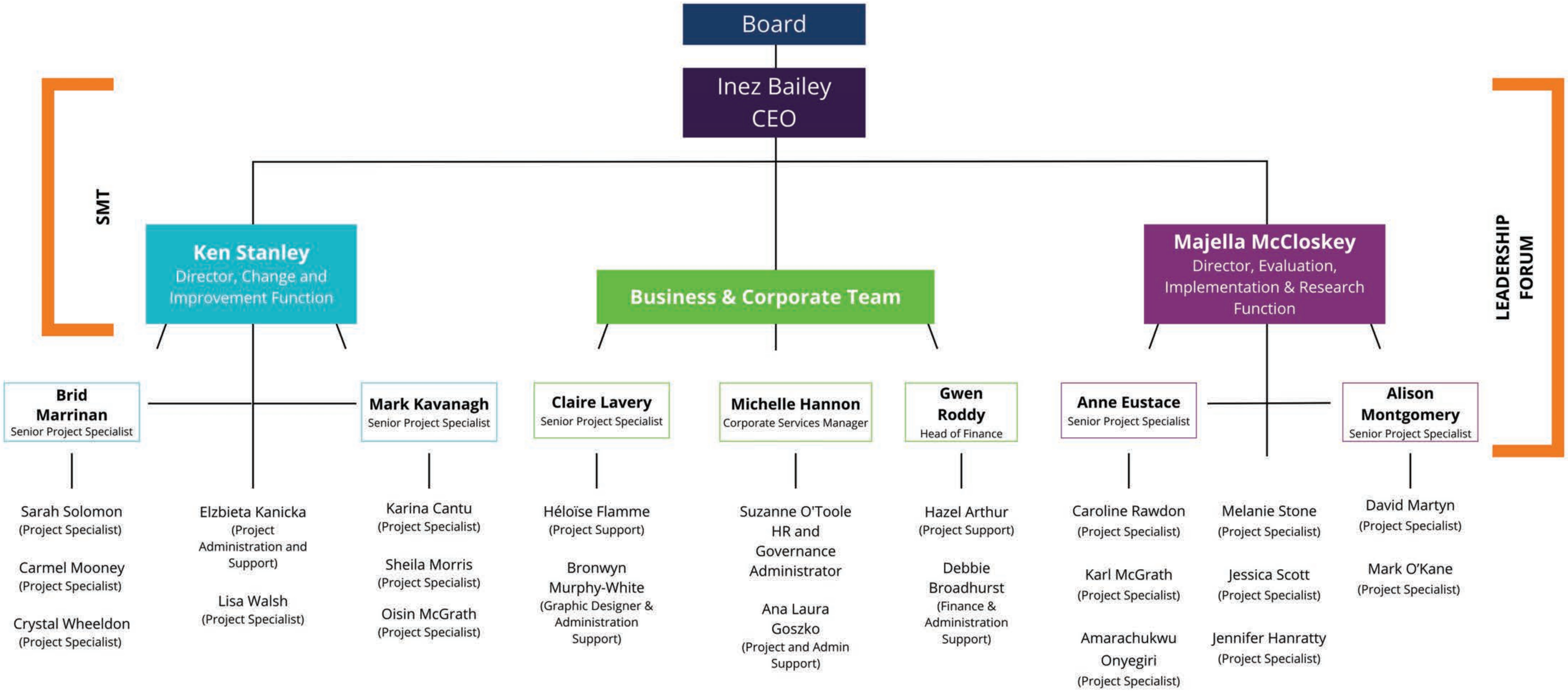
Rossa McCann
Read Bio

Brenda McVeigh
Read Bio

Pat Byrne
Read Bio

Our Team

Our team is based in Dublin and Belfast, and combines expertise relevant to our work, including implementation and change management; research, evaluation and evidence synthesis; policy and practice; knowledge and communications; finance and governance. Our work is made possible by the **commitment of our staff** and their **continued knowledge and skills development.** The team is led by Dr. Inez Bailey, CEO.



Our Strategic Objectives 2022 - 2026

'Partnerships, Profile, People - CES Strategy 2022-2026' is the framework for our work towards our vision. We have identified four long term outcomes for our work, which we will deliver through ten strategic priorities within three pillars - partnerships, profile and people.

Outcome 1

People living in our communities will have better designed and better implemented public services, which improve their lives

Outcome 2

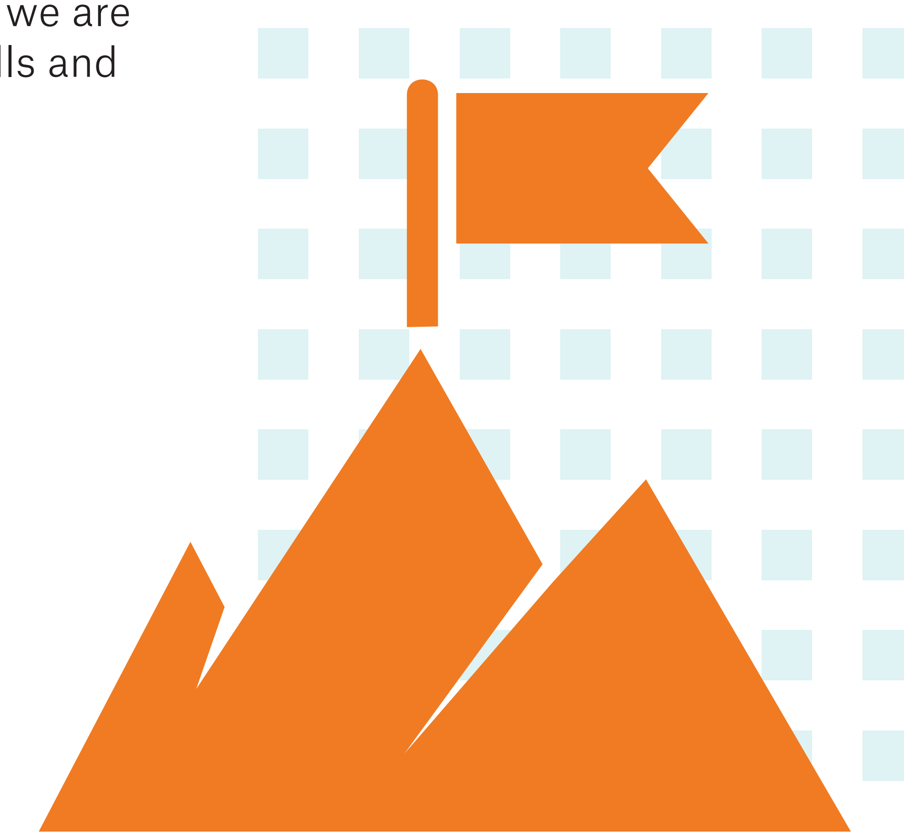
Organisations we support are more skilled and effective because of our collaborations, and they trust and value CES

Outcome 3

Our team experience CES as an attractive place to work. We are contemporary, diverse and competitive in what we offer

Outcome 4

CES is financially sustainable, which allows us to continue to develop innovative approaches to deliver on our purpose and vision. CES has a strong reputation and we are recognised for our skills and expertise.



Our Strategic Objectives 2022 - 2026

Partnership

- Strategic relationships with government and others
- Strategy to work with the CSVE sector
- Enabling the voice of people and communities by investing in our people and tools
- Finance and business plan for sustainability

Profile

- Clearly communicate our role, purpose and service offer
- Augment and improve our service and product offer
- Implement measures to better demonstrate achievement of our outcomes

People

- People Plan to attract, retain, engage and reward our team
- Diversity, equity and inclusion
- Environmental sustainability
- Operating model based on quality assurance and digital technology

I had the pleasure of attending the Introduction to Implementation Science course delivered online by the Centre for Effective Servies, and I cannot recommend it highly enough. This course not only expanded my academic understanding but had a direct impact on my clinical thinking and practice. It's an ideal starting point for anyone looking to build a strong foundation in implementation science, whether you are working in research, service development or frontline practice. A truly valuable learning experience.

Professor Laurence Taggart
Professor of Implementation Science, Queens University Belfast

Our Operational Objectives 2025

Partnership

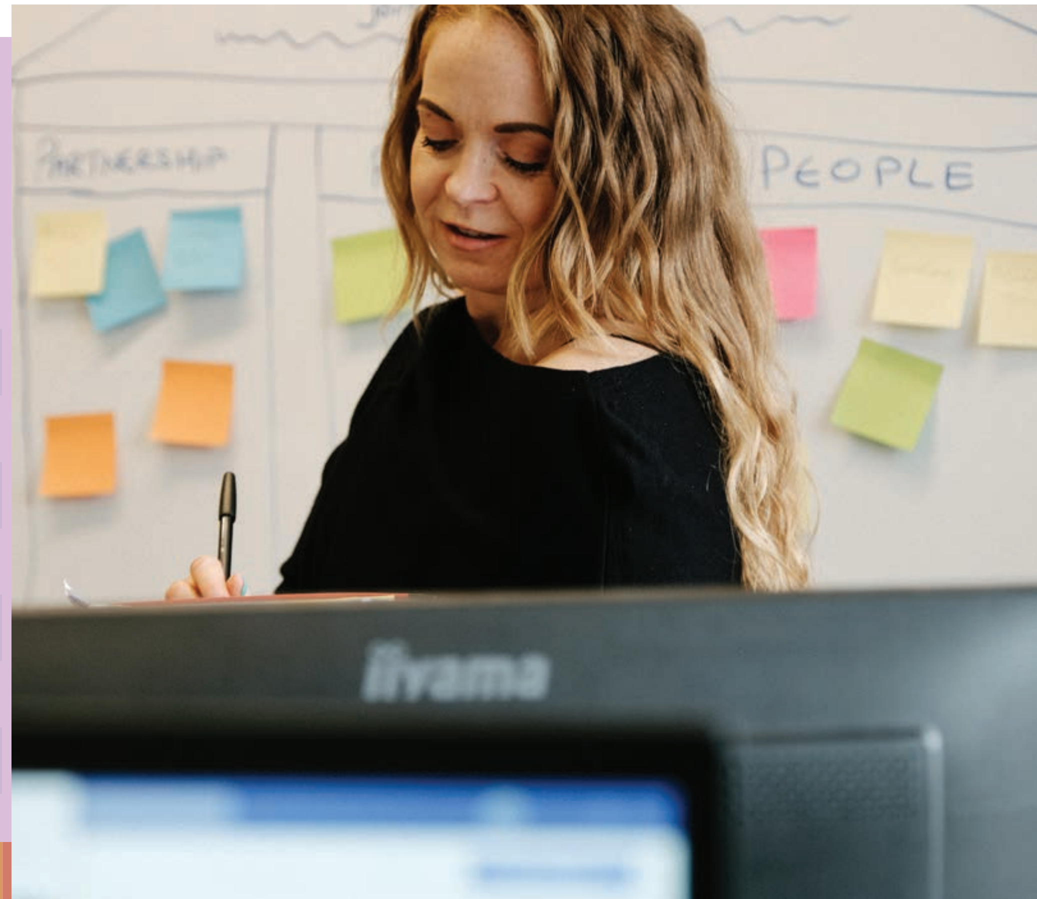
- Partners are better supported to achieve their outcomes, through our expertise in evaluation, service design, implementation science, programme and change management.
- Partners have greater capacity to design and deliver their services.
- Partners are better able to build connections within and across organisations.
- People are increasingly engaged in policy and service design and implementation. People inform our approaches and processes.

People

- CES is a learning organisation using emerging approaches and methodologies in our work.
- CES has a more diverse stream of income sources.
- CES policies and practices are more environmentally conscious.

Profile

- CES is better known for its expertise, service offering and the work we do.



Business Review 2025

During 2025, CES delivered on the aims and objectives set out in its strategic plan **Partnerships, Profile, People (2022-2026)**, and our operational objectives for 2025.

Overall, we have made positive progress in achieving our objectives, and realising our outcomes for our population, our partners and our organisation.

During this year CES further developed several important partnerships, enhanced the profile of the organisation and invested in significant staff training and development. We also identified new opportunities, successfully bidding for work in Ireland and Northern Ireland.

CES utilised the last small amount of our Atlantic Philanthropies grant and earned a mix of competitive income from government departments, agencies, research funders, and service providers.

The non-remunerated Board of Directors at CES played a strategic leadership role enabling the organisation to deliver on its approach to sustainability.

The following sections outline activities and achievements during 2025 in each of the three pillars of work.

Pillar 1: Partnerships

To deliver on our strategic priority to continue to develop and grow strategic relationships with governments and their agencies in Ireland and Northern Ireland, and secure additional large programmes of work to support their delivery of outcomes, CES worked with 19 partners working across 31 programmes in 2025.

We secured client contracts to the value of €2.13m, winning almost half of all tenders and grants we applied for during the year, not fully reaching our more ambitious target, but performing well against industry norms.

We worked on a wide range of public policy issues with our partners, ensuring that the voices of people and communities is heard in the work that we do.

Children and young people

CES concluded one piece of work for the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and commenced 2 new projects. We evaluated the impact and effectiveness of the Children and Young People's Services Committee (CYPSC), to inform future resourcing of the Committees. We commenced research into Young Care Leavers career and education journeys, a study exploring the journeys of young care leavers and the systemic barriers and enablers to education, employment, and training. We established a young people's advisory group to guide our work and engaged with 96 young care leavers aged between 18-24 years old in the course of the research. We also provided data analysis support.

On behalf of TUSLA, Child and Family Agency, we conducted an independent review of their funded activity-based therapeutic supports, concerned with their implementation and outcomes. We also facilitated the Social Work All Employers Forum discussion on the apprenticeship on social work.

CES completed evaluations of Extern's Intensive Home Support Service, and Janus programme.

Justice

On behalf of the Irish Prison Service (IPS), CES conducted a review of their Death in Custody Policy. This will inform the IPS in updating their Death in Custody policy following a report by the Council of Europe Anti-Torture Committee (CPT).

Domestic and Gender Based Violence

Also for the IPS, we reviewed supports available to those in prisons who have experienced Domestic and Gender Based Violence (DSGBV). This project is mapping and comparing DSGBV services available in prison to those in the general population and we expect our report to be finalised in February 2026, providing evidence of actions that can strengthen DSGBV supports to those in custody.

Pillar 1: Partnerships

CES, on behalf of CUAN, the domestic and sexual violence agency, carried out a review of the 'Zero Tolerance Strategy' set out by the Department of Justice and Cuan and supported the formulation of a revised implementation plan.

We also concluded work with the Commissioner Designate for Victims of Crime (CVOCO) in Northern Ireland, conducting a comprehensive mapping of services available to male victims (both adults and children) of domestic and sexual abuse. The primary goal was to gain a clearer understanding of the current support infrastructure, identify service gaps, and provide actionable recommendations to enhance provision for male victim-survivors.

You can read more about it **here**

Housing and Homelessness

We concluded a brief review of an Irish Probation Service (IPS) and Dublin Regional Homeless Executive housing pilot programme, administered by the Peter McVerry Trust. We also worked with the Dublin Regional Homelessness Executive to support the drafting of their homelessness action plan for 2025.

In the year CES commenced a new research project concerned with the Health, Housing and Support Needs of People Sleeping Rough, commissioned by the HSE Social Inclusion Office. This research is designed to deepen an understanding of the gaps that exist in the provision of health and care for people sleeping rough in Ireland – and what can be done to ensure that the health and care system better meets the needs of this group. It is expected to be finalised at the end of 2026.

Education

We worked for the Department of Education (DoE), to conduct an evaluation of the Counselling Services in Primary Schools' pilot where we engaged with 97 stakeholders, including 23 school children. The report will be finalised in 2026.

CES participated in a research project which examined the experiences of Classroom Assistants in Northern Ireland for the first time. CES partnered with Ulster University (UU) to complete the research and engaged with almost 1500 Classroom Assistants. We supported the dissemination of the findings in 2025, which included a high profile launch event at the NI Assembly and a presentation to the NI Assembly's Education Committee.

You can read more about the research **here.**

Pillar 1: Partnerships

Lone Parent Families

CES joined a PEACE PLUS application with Parent Focus and One Family to seek funding to promote good relations amongst families who are separating. Whilst our proposal met the criteria for funding, unfortunately it did not score high enough to receive an award.

Health

CES continued to provide Programme and Change Management support to the Health Service Executive (HSE) to build and implement change to improve health and social care services, while also building sustainable capacity within the system. We secured a new multi-year contract to continue our support work with the HSE.

The portfolio includes programmes in Policy Implementation, Service Design and Service Reform and Transformation across Mental Health, Disabilities, Older Persons and Primary Care. The model of working for this portfolio is for CES Project Specialists to be fully embedded within the HSE, working alongside HSE team members to co-design and implement a customised suite of project strategies, tools, and resources that will support the team to realise the desired project outcomes while building sustainable capacity within the system.

In 2025, the team supported the HSE on 19 individual programmes of work including:

- Sharing the Vision, Ireland's Mental Health Strategy
- Child and Youth Mental Health Improvement Programme
- Reform of Home Support Services
- Implementation of National Adult Palliative Care Policy
- Development of Operational Guidance for Adult Mental Health Services
- Programme support to HSE Community Care Record Programme
- National Disabilities Services Home Sharing Working Group
- Connecting for Life - Outcomes Framework
- Traveller and Roma Mental Health Action Working Group
- Sharing the Vision Traveller Mental Health Specialist Group.

You can read more about our approach to partnership working with the HSE in our case study at the end of this report.
The HSE also commissioned CES for research and evaluation work, including supporting the HSE Sláintecare Transformation and Innovation Office with an evaluation on the effectiveness, impact and value of a range of innovative Remote Health Monitoring technology solutions deployed across acute and community services to determine their viability.

Pillar 1: Partnerships

We delivered Effective Project Execution and Delivery training for staff in the Children First National Office and carried out a review of the current functions of the HSE Adult Safeguarding Office.
We also concluded an evaluation of the implementation and intermediate outcomes of the HSE/National Office for Suicide Prevention (NOSP) 'Connecting for Life' suicide reduction strategy. It is the first time that this type of evaluation of a national strategy to reduce suicide has been undertaken internationally.

You can read more about it **here.**

We secured work to support the Department of Health in the development of an Adult Safeguarding Research Strategy commencing in January 2026.

CES progressed our first Health Research Board grant, in partnership with University College Cork, on 'Maximising Support for Breastfeeding for Sustainable Population Health and Wellbeing: An integrated knowledge translation approach'.

Within this €2.5 million programme of work CES is leading a work package focused on social, political and economic influences on breastfeeding in Ireland. Related to this work CES secured additional funding from HRB to support Knowledge Translation capacity building for the MaxBf programme team. The project lead Dr Jennifer Hanratty also secured a fellowship from Evidence Synthesis Ireland in "Communicating with the Public" and CES hosted Evidence Synthesis Ireland Fellow Dr Claire Kerins from NUI Galway, strengthening CES reputation in leading evidence synthesis for policy and practice.

CES completed work with the NI Social Care Council and the 5 Health and Social Care Trusts in NI to implement and evaluate the Social Work Leadership Framework, which is a framework to champion and promote social work in Northern Ireland. We also provided facilitation and logic modelling support to the Leaders in Social Care Partnership.

Pillar 1: Partnerships

All Island work

CES has a longstanding track record for building all island programmes and networks to advance evidence use in policy and practice. A significant example has been 'Stable Lives, Safer Streets', a major programme to research how policymakers implement policy in Ireland and Northern Ireland, and to work with academics to raise awareness and build their capacity to consider policy implementation implications of their research. This partnership, now in its final year with University of Limerick (UL) and Queens University Belfast (QUB), is part of a Higher Education Authority (HEA) North-South Research Programme, a collaborative scheme arising from the Irish Government's Shared Island initiative. This is an example of our role as a knowledge broker, connecting academic research to policy on an all-island basis.

As part of this project, we have produced Learning from CES Implementation Projects informed by a review of 10 CES implementation reports over the past 10 years. Other work includes a policy maker/implementer consultation, a policy in a multi-stakeholder environment research review, a policy guidance and competencies frameworks review and a policy context for the research paper. These resources will be made available in 2026.

During the year we submitted a funding application to the Department of Foreign Affairs under their Shared Ireland Civic Fund however we were not successful on this occasion.

In 2011, CES established the Implementation Network of Ireland and Northern Ireland to share experience of implementation and to build the capacity of people working in services in implementation. The Network includes senior policy makers, service providers, managers and researchers from public services in Ireland and Northern Ireland. CES co-ordinates the network, and in 2025 produced several training videos which are now on our website.

Implementation

In addition to our work supporting the Implementation Network of Ireland and Northern Ireland, CES also collaborates internationally on implementation science and our work this year included Melanie Stone and Dr Alison Montgomery presenting to the European Implementation Collaborative conference in Newcastle Upon Tyne and a presentation and engagement with the UK Implementation Society.

CES continued to build the implementation capacity of its team, with 2 further staff members completing the University of North Carolina Chapel Hill Certificate Program in Implementation Practice.

CES undertook an independent evaluation of a multi annual pilot project we were leading, which involved a number of key partners. The resulting report was extremely comprehensive and informative. It synthesised and presented ket data, showed where there was success, but also critical learning and key recommendations which have been directly instrumental in the successful mainstreaming and continuation of many of the key strands of work piloted. It was a well worthwhile and positive experience for Women's Aid.

Sarah Benson
CEO, Women's Aid

Pillar 1: Partnerships

Public Service Reform and Innovation

CES has significant track record of supporting public service reform and innovation. For example, from 2016 to 2019, CES, under the GOAL Programme, worked with seven government departments in Ireland and Northern Ireland, to implement nine projects involving change, innovation and new ways of working.

It is a strategy goal to form a further strategic partnership with government in Ireland and Northern Ireland. CES continued to use learning from the GOAL Programme to inform blogs and articles on our website and social channels, along with responses to tenders and proposals for new work which involve building capacity for change, contributing to Carnegie UK's Embedding Wellbeing in Local Government and delivering a Working Together initiative between local and central government in NI.

CES met with the leaders of key government departments to develop a new partnership proposal. With widespread support for the concept, CES hosted a meeting of The Executive Office and Department of the Taoiseach to build on this work to develop a proposal to PEACEPLUS, a programme managed by the Special EU Programmes Body (SEUPB), under the theme of collaboration.

Limerick City and County Council, Monaghan CYPSC and Local Community Development Company, the Department of Communities, the Department of Rural, Community Development and Gaeltacht, NICVA and The Wheel also joined the proposal.

In 2025, our proposal COLAB 'Collaborative Leadership Across the Border', to SEUPB, was awarded €1.9m over a 40-month period, commencing in 2026.

COLAB
Collaborative Leadership
Across the Border

Pillar 1: Partnerships

Community and Voluntary Sector

The CES Strategy included a goal to develop a strategy for supporting the Community and Voluntary (C&V) sector. In 2025, CES continued to develop a model to support C&V organisations in evaluation, funded by the Dormant Accounts Fund NI. The Enabling Community Outcomes (ECO) project developed and promotes a range of CES products to the C&V sector. We piloted training in evaluation and offered this for a fee and also engaged with key sector infrastructure bodies such as NICVA and CO3. To date the training has been particularly successful with charities and front-line statutory services in Northern Ireland and Ireland. The funds have enabled CES to further develop our training offer and test ways to expand our reach through e-learning options. The Evaluating Impact training programme will be available online in early 2026. We plan to expand this learning to our implementation offering in 2026.

Towards the end of the year, CES won a large 3-year contract with the NI National Lottery Community Fund to enable its pool of grant holders to share their learning and build their networks and capacity. The Learning Exchange Network is an innovative approach by the Fund, the first of its kind in the UK and work has already got underway.

The CES team's dedication to explaining the step-by-step evaluation process, timeframes and flexibility to unforeseen challenges was excellent! We appreciated CES' expertise on survey formats suitable for children, young people, parents/carers and professionals and their approach to delivering workshops and training in a professional, accessible and inclusive manner that was thoughtfully planned and delivered.

Donna McNicholl

Our Futures Project Officer, RNIB NI

Pillar 1: Partnerships

Client Satisfaction

Having introduced a client satisfaction survey in 2024, CES received a score of above 4.5 out of 5 from 25 responses received by the end of 2025, with a score of 5 indicating that CES exceeded the client's expectations. This would represent a strong result in our trading environment.

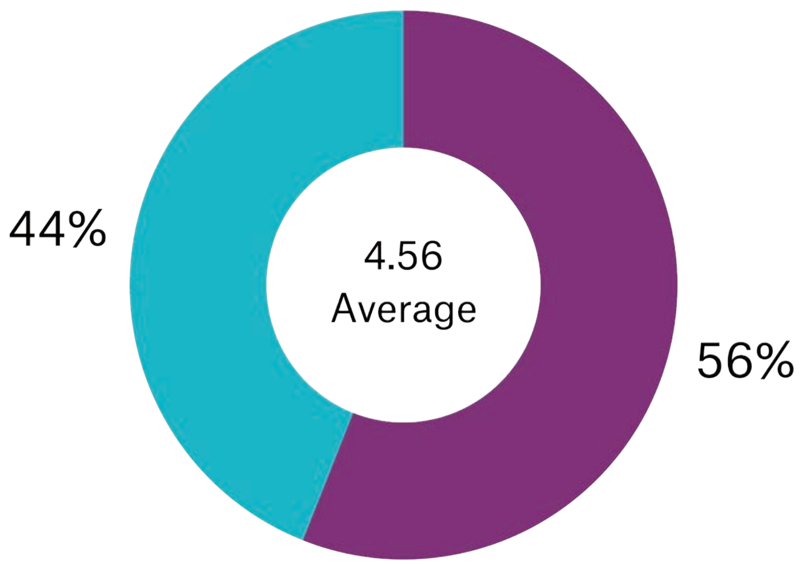
37 surveys sent out

26 responses received

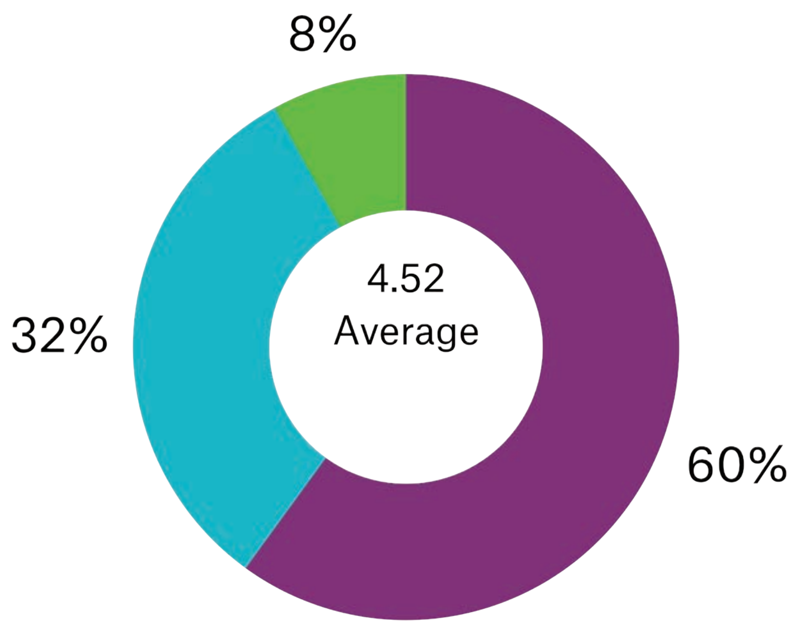
68% response rate

75% response rate target

How would you rate the overall **experience** of working with CES?



How would you rate the **quality** of the project output/ support received?



1 - Did not meet the expectations | 2 | 3 | 4 | 5 - Exceeded expectations

Target of 4.5 average score for both questions was achieved for 2025 (incl. results from late 2024 when survey was first launched).

Pillar 2: Profile

CES work to enhance its profile continued apace in 2025, seeking to engage with our key stakeholders - policy makers and Government departments in Ireland and Northern Ireland, Service Commissioners, Service Providers and practitioners. Our communications objectives and results are:

Developing our website to effectively showcase our offerings and expertise, grow engagement with our resources and generate interest.

During 2025 we populated our website with new content - we published 10 journal articles in the year (target 16), 18 new case studies (target 6), and 3 new 'CES Guides To.... (target 2).

Visits to the CES website increased by 61% receiving 33,295 visits in the year (target 27,902) with 31% engagement rate.
We experienced an increase in the number of incoming business-related enquiries via the website – 142 against a target of 117, and an increase in the uptake of our offer of a free virtual consultation with our team (36 against target 31).

Creating and disseminating new and engaging content to promote our products and services to key audiences

In 2025, CES published 12 Knowledge Exchange ezines for our 1370 email subscribers with an average open rate of 50% (target 14%) and an average 'click through' rate of 13% (target 11%).

We published 12 'Creating Connections' ezines which focus on developments in Knowledge Brokerage, featuring case studies from Ireland, Northern Ireland and around the world. We achieved a 53% open rate (target 40%) and 12% click through rate (target 11%) with an audience of 291 subscribers.

Pillar 2: Profile

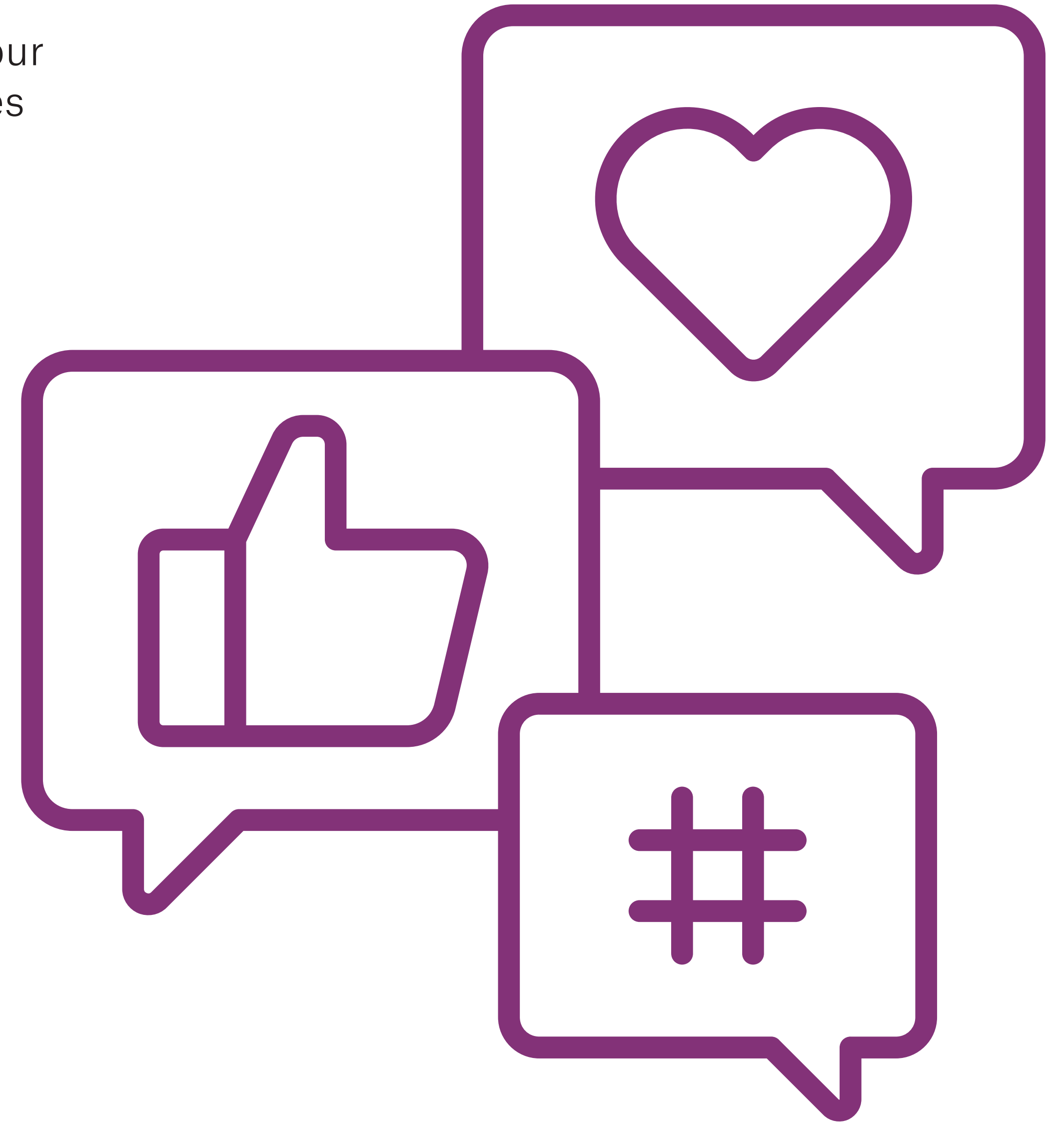
Growing reach and impact with key audiences through direct marketing and social media campaigns

While our follower numbers on X continued to decline during 2025, as the platform wanes in popularity, our LinkedIn following grew by 25% compared to 2024 (target 10%) with a 7.6% engagement rate (6% target). Our Forward Focus newsletter on LinkedIn continues to attract new readers, with a 17% increase in subscribers compared to 2024. We also posted a series of vlogs from our senior team exploring the use of Implementation Science in policy, practice and research and a blog series on working with peer researchers.

The creation of this new video content has led to a significant spike in subscribers to our Youtube channel – growing by 155%.

Researching and securing external opportunities to showcase our expertise in programme management, change management, implementation, research and evaluation.

CES continued to engage with a variety of stakeholders and partners in Ireland, Northern Ireland and further afield, and our team presented at 9 different conferences and events across the year (target 4).



Pillar 3: People

Operational Excellence and People Plan

As well as supporting individual training and development opportunities for staff, we designed and delivered bespoke staff training. In total 307 hours of staff training were recorded in the year, which in addition to the fees spent on training courses, saw our investment exceed our target of 1% of our payroll investment. We had a particular focus on AI and our AI policy during the year.

During the year we also achieved increased billability across many of the staff grades, despite staff turnover and extended sick leave.

We continued to gather feedback from staff through an annual staff survey, exit interviews and regular all staff check-ins. The annual staff survey results were in line with previous years, although not better. A new proposal seeking sponsorship for our Graduate Programme has been developed and will be sent to potential public sector funders in 2026.

CES continued to facilitate team members from across the organisation to get the opportunity for exposure to and, where possible, to contribute to projects, customers, or segments of work outside of what they have previously undertaken through our Cross Team Working initiative. In turn, staff get the chance to develop new skills, competencies, and experience in working in other sectors and with different customers, while also promoting a greater sense of collaboration, connection, and networking across the organisation. Further, Cross Team Working affords the opportunity for individual projects, and in turn our customers and those we work with, to benefit from the inputs (different experience, insights, approaches, skills) of those assigned which showcases the breadth of CES expertise to customers and could in turn lead to further, and different, work with those customers.

Pillar 3: People

In 2025 we further developed our Diversity, Equality and Inclusion policy, with the creation of workplace guidance on Sexuality and Gender in the workplace, Neurodiversity in the workplace, and Disability in the Workplace.

In 2025 we established a new Leadership Forum to strengthen CES at both the operational and strategic levels. It brings together the Senior Management Team of Directors with the Senior Project Specialists. It is a vital engine for the growth and sustainability of the organisation as it changes to fully earn its funding.

In 2025, we also formalised our Project Oversight and governance around project delivery, meaning that every individual project has dedicated oversight from a member of the new Leadership Forum to support the Project Lead and the team to ensure successful execution and delivery in our pursuit of operational excellence.

We developed a new project reporting tool which ran over a 4-month pilot, capturing data from a small cohort of projects implementing the revised processes to capture high level project information. Insights from the pilot support improved ways for demonstrating and verifying overall organisational performance with the new system going live from 2026.

CES has a track record of applying to Ethics Committees of several external partners as part of our governance processes. In line with strengthening our processes, in 2025 we established an Ethics Committee, to enhance the organisations ethical approach to research and evaluation. This is chaired by CES Board member Sarah Keane and has the support of three external research professionals from a variety fields. The committee operates as a subcommittee of the Board with a Terms of Reference and governance structure which was ratified by the board in December 2024.

During 2025, our esteemed colleague Dr David Kryl passed away in September following an illness. Although only being with CES for less than 2 years, he made his mark on our implementation work and supporting the research and evaluation team in Dublin. He is missed and fondly remembered.

The CES Board acknowledges the support of partners during the year, and the efforts of the staff team, all of which helped CES to deliver on its objectives.

Future Activities for CES in 2026

CES is committed to supporting government departments, agencies, and organisations to develop the skills and capacity to introduce and manage change in 2026. This involves working in partnership to design training, support implementation and produce tools and resources so that change is sustainable.

We are committed to further developing the unique all-island dimension of our work. CES advises on, and conducts evaluations of projects, programmes, and services, and helps to build skills and capacity in evaluation and self-evaluation. In 2026, CES will continue to work on a range of evaluations of varying depth, duration and scale.

Against the backdrop of CES spending down the last of our Atlantic Philanthropies grant and earning all our income from competitive trading, there will continue to be a focus on our sustainability. This will include further development and expansion of strategic partnerships and securing contracts relevant to CES's area of work.

We will also seek to become a state supported 'knowledge broker' as a new ecosystem between research and policy emerges in Ireland. As a knowledge broker, CES produces and synthesises evidence, provides policy advice, position papers and implementation support as well as capacity building and training. CES as a knowledge broker also supports knowledge producers and users to build networks. Our stakeholders include policymakers, practitioners, researchers and sometimes citizens. Based on our track record and contribution, CES will seek to be embedded into the national architecture and bring our rich experience in evidence for policy into the conversation and developments currently taking place in Ireland and beyond.

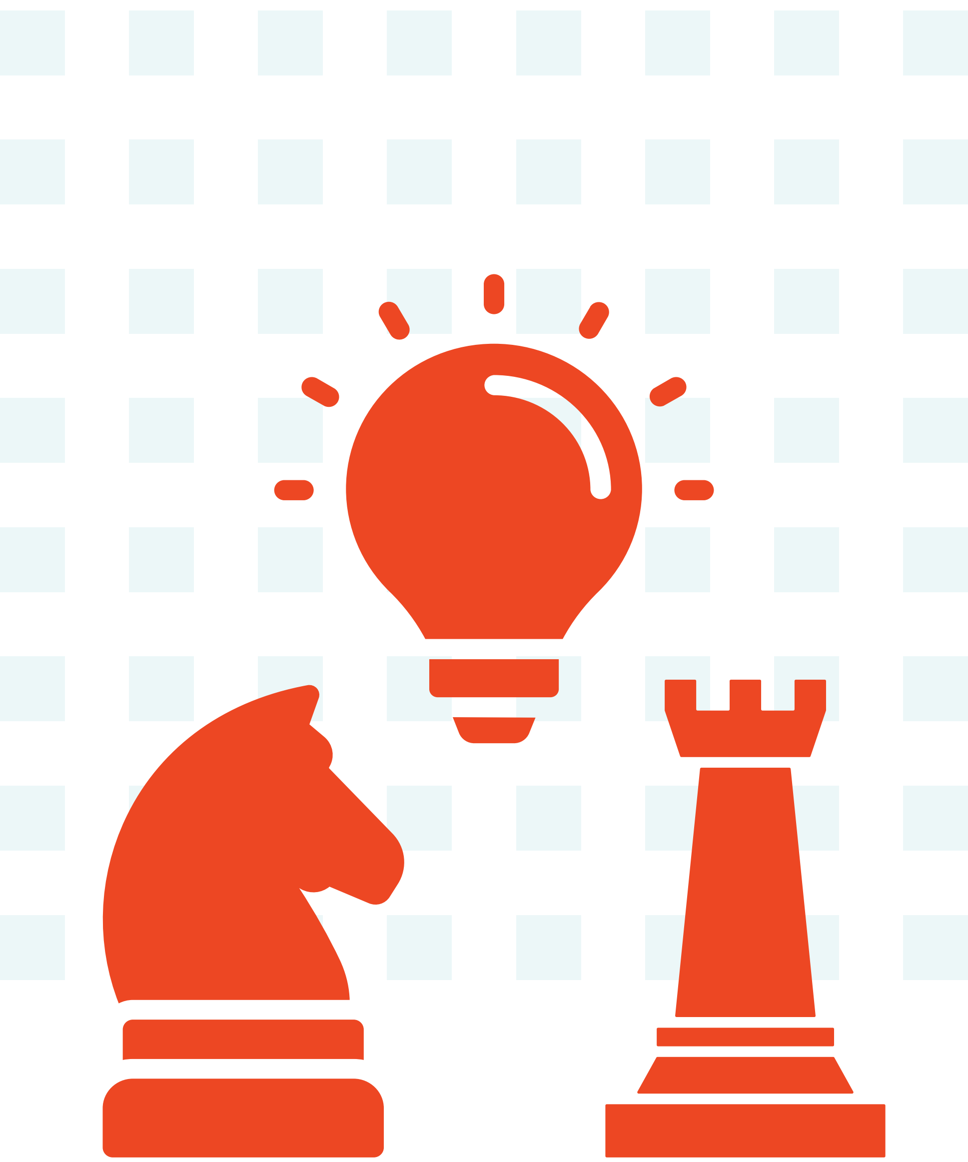
Principal Risks and Uncertainties

CES holds a risk register which is updated quarterly and provided to the Board. The risk appetite statement sets the approach that CES takes to managing risks. This helps us identify, manage and mitigate risks which are set out in the risk register, which is reviewed quarterly and revised annually with the Finance, Audit and Risk Committee and the Board.

In addition, CES introduced a new project status report and dashboard, identifying the risk status of all projects and mitigation underway which is reviewed by the Board on a quarterly basis. During the year the CES Board held a dedicated session to discuss our sustainability and guided on the need for a business development manager and increased adoption of business processes.

The key risks facing CES are in maintaining the ongoing level and quality of work outputs within budget and time and the availability and level of finance from our funders to replace our Atlantic Philanthropies grant. To address this, the Board will review and ensure that the appropriate quality assurance processes remain in place and will maintain close monitoring of the budget for the organisation.

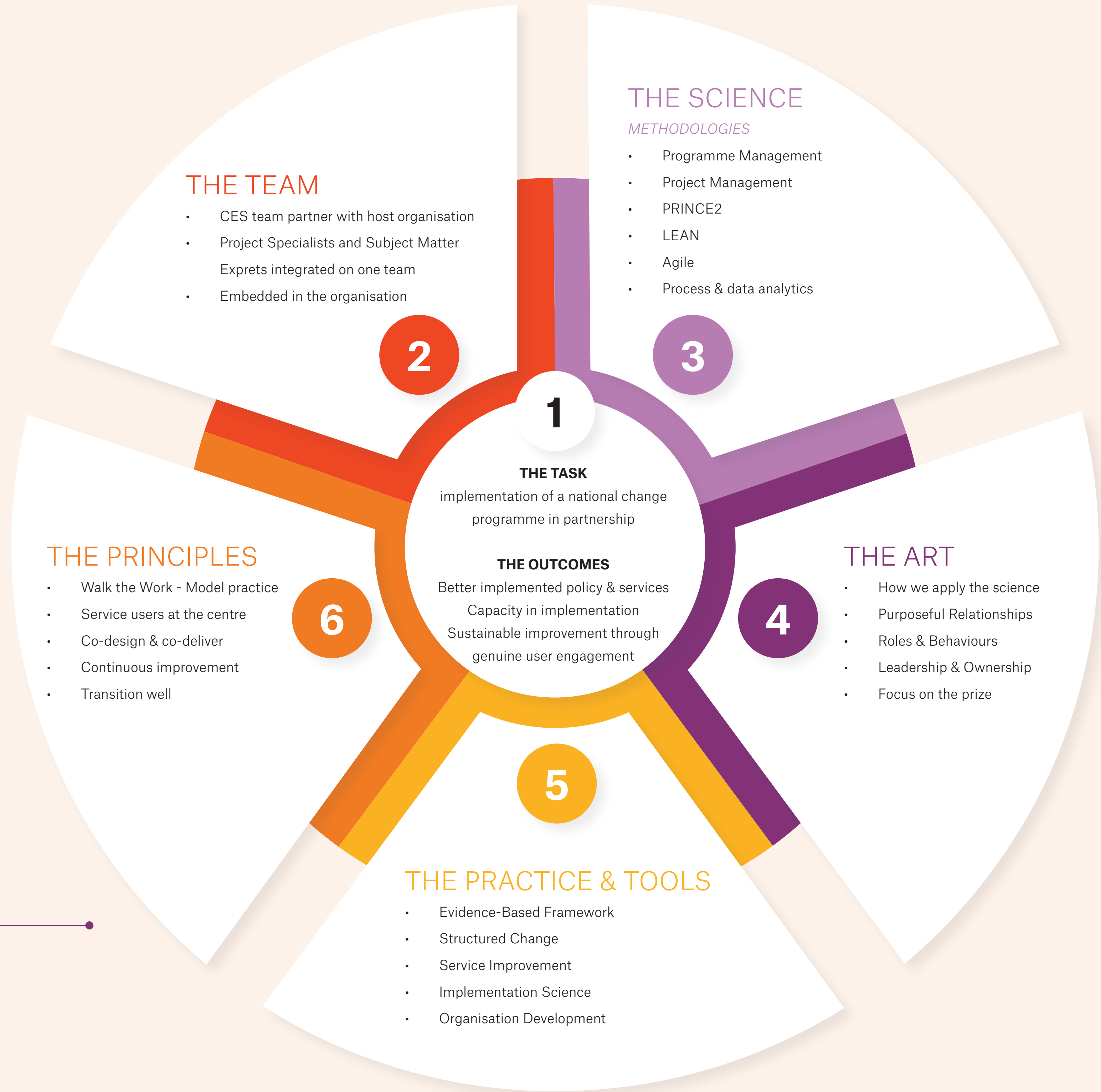
The inflationary environment also poses a risk particularly in a competitive labour market where attracting and retaining skilled staff remains a challenge for all organisations. Climate change is a focus of our strategic plan and CES staff are committed to playing their part in environmental initiatives. The Finance, Audit and Risk Committee, supported by staff and the Board, works proactively to identify and mitigate these risks.



Case study:
Working with the HSE as an 'embedded partner'

CES brings new ways of thinking and working with complex problems to advance social change. We support organisations in the implementation of policies and large-scale strategic change that improve the lives of people in Ireland. One of the ways we do this is through our **embedded partnership model.**

The Embedded Partnership Model



Case study:
Working with the HSE as an 'embedded partner'

CES has partnered with the Health Service Executive (HSE) for over a decade, providing embedded project, programme and change management support. This team has worked alongside national and community health services to co-design and deliver more than **80 projects** that address complex implementation challenges while building sustainable capacity within the system.

Our work has encompassed **Mental Health** (Adult and Child and Youth Services), **Disability Services, Primary Care Services, Social Inclusion** (incl. Homeless Services, Traveller and Roma Community, Addiction Services, Migrant Communities), **Social Work, Older Persons** and **Public Health.**

CES works side by side with senior leadership, management and staff to achieve the desired outcomes including:

- Better implemented policy and services;
- Capacity in implementation within the host organisation;
- Sustainable improvement through the engagement of service users.

Key programmes CES has supported in 2024-2025 included:

- Sharing the Vision, Ireland's Mental Health Strategy
- Child and Youth Mental Health Improvement Programme
- Reform of Home Support Services Implementation of National Adult Palliative Care Policy
- National Disabilities Services Home Sharing Working Group

The portfolio includes programmes in Policy Implementation, Service Design and Service Reform and Transformation. Taking a bespoke approach for each project, our CES ethos is to meet project teams 'where they are' and from there, working with our partner teams, co-design a customised suite of project strategies, tools, and resources that will support the team to realise the desired project outcomes.

In 2025 we have been supporting policy implementation teams to develop an approach to measuring both the implementation and impact (including near-term and long-term benefits) of service improvement programmes. Taking an implementation science approach, CES teams are supporting teams to develop realistic, structured, and practical approaches to defining and establishing a project specific Outcomes Framework which will be used to monitor progress, while also supporting real-time learning and decision-making as programmes of work progress.

A key feature of our work is to build capacity of HSE staff in systematic evidence-informed processes and approaches. This is primarily accomplished as a by-product of day-to-day work through knowledge sharing, informal coaching and mentoring of staff and has been augmented with the delivery of classroom based interactive training. A curriculum of 8 individual training sessions on topics including Project Management, Collaborative Working, Stakeholder Management, Logic Modelling, Evidence Informed Policy and Evaluating Impact has been developed and will be delivered through 2026.

You can read more about our work with the HSE **here.**

My CES project support has provided tremendous support to myself (as the lead), to individual team members and to the overall group. She has supported and guided the overall project and kept it moving within the agreed timeframes, supported 4 workstreams and kept them on task, provided valuable expertise, participated in group discussions and provided insightful suggestions. In addition, she was an absolute pleasure to work with and made the experience very positive. Overall, we would not be in the strong position we are now, without her.

Ciara Latimer
National Disability Specialist, HSE

Financial Statements

Statement of Directors Responsibilities for the year ended 31 December

Results and dividends

The results for the year are set out on page 45. The funds at the balance sheet date amounted to €2,572,786 (2024: €2,681,631).

The company, as a charity, is prohibited from declaring dividends and did not do so during the year.

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the Directors to prepare the 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom (UK) and Republic of Ireland' .

Under company law, the Directors must not approve the financial statements unless they are satisfied they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date, of the surplus or deficit for that financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgments and accounting 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 confirm they have complied with the above requirements when preparing the financial statements.

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 Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Jack Golden
Director

Tom Malone
Director

Date:
30 March 2026

Independent Auditors’ Report to the members of Centre for Effective Services

(A Company Limited by Guarantee)

Opinion

We have audited the financial statements of Centre for Effective Services (A Company Limited by Guarantee) (the ‘Company’) for the year ended 31 December 2025, which comprise the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of 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 2025 and of its loss for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 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 further described in the Auditors’ responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Independent Auditors' Report to the members of Centre for Effective Services

(A Company Limited by Guarantee)

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 Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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.

Opinion on other matters prescribed by the Companies Act 2014

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

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

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and the 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 requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Independent Auditors' Report to the members of Centre for Effective Services

(A Company Limited by Guarantee)

Auditors' 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 Auditors' 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.** This description forms part of our Auditors' Report.

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

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

Signed by: Aidan Ryan F.C.A.

Date: 9 April 2026

For and on behalf of

Crowe Ireland

Chartered Accountants and Statutory Audit Firm, 40 Mespil Road, Dublin 4, D04 C2N2

Statement of Financial Activities

	Note	2025	2024
		€	€
Income and endowments from:			
Charitable activities	4	**2,209,207**	2,708,315
Investment income	4	**30,783**	73,438
		2,239,990	2,781,753
Total incoming resources Ex-penditure on:			
Charitable activities		**-2,331,822**	-2,757,071
Other costs		**-17,013**	-12,588
Net (loss) / income		**-108,845**	12,094
Total funds at the beginning of the financial year	11	**2,681,631**	2,669,537
Net income for the financial year	11	**-108,845**	12,094
Total funds at the end of the financial year	11	**2,572,786**	2,681,631

All amounts relate to continuing operations.

The notes on pages 48 to 61 form part of these financial statements.

Balance Sheet

	Note	2025	2024
		€	€
Fixed assets			
Tangible assets	8	**31,368**	20,751
		31,368	20,751
Current assets			
Debtors: amounts falling due within one year	9	**495,229**	543,690
Cash at bank and in hand		**2,194,544**	2,786,257
		2,689,773	3,329,947
Creditors:			
amounts falling due within one year	10	**-148,355**	-
Net current assets		**2,541,418**	2,660,880
Net assets		**2,572,786**	2,681,631
Funds			
General fund (unrestricted)	11	**2,572,786**	2,681,631
Total funds		**2,572,786**	2,681,631

The notes on pages 48 to 61 form part of these financial statements.

Statement of Cash Flows

	2025	2024
	€	€
Cash flows from operating activities		
(Loss)/profit for the financial year	**-108,845**	12,094
Adjustments for:		
Depreciation of tangible assets	**16,225**	25,992
Decrease/(increase) in debtors	**48,461**	-288,433
(Decrease) in creditors	**-520,712**	-745,333
Net cash generated from operating activities	**-564,871**	-995,680
Cash flows from investing activities		
Purchase of tangible fixed assets	**-26,842**	-
Net cash from investing activities	**-26,842**	-
Net (decrease) in cash and cash equivalents	**-591,713**	-995,680
Cash and cash equivalents at beginning of year	**2,786,257**	3,781,937
Cash and cash equivalents at the end of year	**2,194,544**	2,786,257
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**2,194,544**	2,786,257

The notes on pages 48 to 61 form part of these financial statements.

Independent Auditors' Report to the members of Centre for Effective Services

(A Company Limited by Guarantee)

1. General information

These financial statements comprising the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the related notes to the financial statements including a summary of the significant accounting policies constitute the individual financial statements of Centre for Effective Services for the year ended 31 December 2025.

Centre for Effective Services is a company limited by guarantee (registered under Part 18 of the Companies Act 2014) incorporated and registered in the Republic of Ireland (CRO number 451580). The registered office is 27 Fitzwilliam Street Upper, Dublin 2. The company is engaged in the not-for-profit sector, including government departments, statutory agencies and community organisations.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared on a going concern basis under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2014 and with consideration given to the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued by the Charities Commissioner in the UK (the 'Charities SORP').

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Foreign currency translation

Functional and presentation currency

The Company's functional and presentational currency is Euros.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

2. Accounting policies (Contd.)

2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured
- reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.4 Grant income

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Income and Retained Earnings in the same period as the related expenditure.

2.5 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.

2.6 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2. Accounting policies (Contd.)

2.7 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.8 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures & fittings - 25%
Office equipment - 25%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2. Accounting policies (Contd.)

2.10 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

2.11 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.12 Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

2.13 Financial instruments

The Company has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's Balance Sheet when the Company becomesparty to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

2. Accounting policies (Contd.)

2.13 Financial instruments (Contd.)

Basic financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other creditors, bank loans and other loans are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade creditors are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade creditors are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

Derecognition of financial instruments

Derecognition of financial assets

Financial assets are derecognised when their contractual right to future cash flow expire, or are settled, or when the Company transfers the asset and substantially all the risks and rewards of ownership to another party. If significant risks and rewards of ownership are retained after the transfer to another party, then the Company will continue to recognise the value of the portion of the risks and rewards retained.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Company's contractual obligations expire or are discharged or cancelled.

2.14 Unrestricted funds

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

3. Judgments in applying accounting policies and key sources of estimation uncertainty

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

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

The company makes estimates and assumptions concerning the future. The resulting accounting estimates, will by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year are discussed below.

(a) Accrued and deferred income

The recognition of accrued and deferred income requires management to assess the stage of completion of contracts at the reporting date. Revenue is recognised based on management's estimate of work performed, primarily using the percentage of-completion method, which considers time incurred compared with total expected time to complete each project.

These estimates require judgement in assessing total project effort, remaining work, and expected billing profiles. Accrued income arises where work performed exceeds amounts invoiced, while deferred income arises where billings exceed work completed. Management reviews project progress on an ongoing basis and updates these estimates as required.

(b) Going concern

The results for the year are set out on page 15. The funds at the balance sheet date amounted to €2,572,786 (2024: €2,681,631).

In assessing going concern, the directors have prepared budgets and cash-flow forecasts covering a period of at least 12 months from the date of approval of these financial statements. These forecasts reflect expected income, planned expenditure and known commitments. The directors have also reviewed the company's reserves and working capital position.

Based on this assessment, the directors are satisfied that the company has adequate resources to meet its obligations as they fall due and that it is appropriate to prepare the financial statements on a going concern basis.

(c) Useful economic lives of tangible fixed assets

The annual depreciation charge depends primarily on the estimated lives of each type of assets and estimates of residual values. The company regularly reviews these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can

3. Judgments in applying accounting policies and key sources of estimation uncertainty (Contd.)

have a significant impact on depreciation and amortisation charges for the period. Detail of the useful lives is included in the accounting policies.

(d) Providing for doubtful debts

The company makes an estimate of the recoverable value of trade and other debtors. The company uses estimates based on historical experience in determining the level of debts, which the company believes will not be collected. These estimates include such factors as the current credit rating of the debtor, the ageing profile of debtors and historical experience. Any significant reduction in the level of customers that default on payments or other significant improvements that resulted in a reduction in the level of bad debt provision would have a positive impact on the operating results. The level of provision required is reviewed on an on-going basis.

4. Incoming resources	2025	2024
Income From Charitable Activities	€	€
Atlantic Philanrophies (GOAL)	**80,600**	778,450
Department of Children and Youth Affairs	**52,071**	163,548
Tusla	**30,168**	23,022
HSE	**1,351,320**	1,230,586
Health Research Board	**147,845**	58,073
University of Limerick	**68,714**	123,826
Department of Justice	**21,467**	27,603
Self generated income	**-**	253,303
Department of Education	**79,800**	49,904
Irish Prison Services	**66,762**	-
Dormant Accounts	**56,635**	-
Dublin Homelessness Regional Executive (Dublin City Council)	**48,600**	-
Extern	**46,441**	-
City of Dublin Education and Training Board Psychological Service	**29,220**	-
Northern Ireland Social Care Council	**27,355**	-
The Probation Service	**12,450**	-
National Lottery	**12,088**	-
Respond Housing Association	**10,639**	-
Other Income	**26,647**	-
	2,168,822	2,708,315
Training Income	**40,387**	-
INCOME FROM INVESTMENTS		
Bank interest received	**30,783**	73,438
TOTAL INCOMING RESOURCES	**2,239,992**	2,781,753

Independent Auditors' Report to the members of Centre for Effective Services

(A Company Limited by Guarantee)

4. Incoming resources (Contd.)

Grant Income

Grant Income	Grant Name	Purpose	Total Funds
Health Research Board	Maximising Support for Breastfeeding (MaxBF)	To understand and improve support for breastfeeding in Ireland.	147,845
Higher Education Authority/ University of Limerick	Stable Lives, Safer Streets	A north-south hub of scientific excellence to serve intergovernmental and statutory frameworks in the policy area of Youth Crime, Child Criminal Exploitation and Community Safety.	68,714
The National Lottery Community Fund	Grant Holder Learning	To bring National Lottery Community Fund grantholders together.	12,088
Dormant Account Funds NI	Enabling and Streamlining Community Outcomes	Strengthen CES's internal systems and develop its capacity to support community and voluntary organisations to improve outcomes through better evaluation, learning and service delivery.	56,635
		TOTAL GRANT INCOME	**285,281**

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4. Incoming resources (Contd.)

Earned Income

Funder	Project Name
Atlantic Philanthropies	Atlantic Philanthropies Core Funding
Coimisiun na Mean	Provision of Support Services for Operationalising New Functions
CUAN	CUAN Strategy Review
Department of Children, Equality, Disability, Integration and Youth	Report on Public consultation on Regulation of Early Years
Department of Children, Equality, Disability, Integration and Youth	The Career and Educational Journeys of Care Experienced Young Adults'
Department of Children, Equality, Disability, Integration and Youth	Evaluation of the impact and effectiveness of the Children and Young People's Services Committees (CYPSC)
Department of Education	Evaluation Services Counselling Primary Schools
Department of Justice NI	Mapping DSGBV services for men/boys NI
Dublin Homelessness Regional Executive (Dublin City Council)	Development of the Draft Homelessness Action Plan 2025-2027
Evidence Synthesis Ireland	Max Bf Evidence Synthesis Fellowship
Extern	Evaluation of Janus and Intensive Home Support Service (IHSS)
Health Service Executive	HSE - Children First National Office Training
Health Service Executive	HSE Innovation Hub Support
HSE - National Social Inclusion Office	Research Project Exploring Health, Housing and Support Needs of People Sleeping Rough
HSE National Office for Suicide Prevention (NOSP)	NOSP - CAMS Implementation Support and Capacity Buliding
HSE National Office for Suicide Prevention (NOSP)	NOSP - Connecting for Life Evaluation
HSE National Safeguarding Office	Review of the HSE National Safeguarding Office
HSE Programme Support and Capicity Building	Communtiy Operations Improvement Programme
Implementation Network of Ireland and Northern Ire/TUSLA	Implementation Network of Ireland and Northern Ireland
Irish Prison Services	Review of support services available to people in custody who have experienced domestic, sexual and/or gender-based violence (DSGBV)
Irish Prison Services	IPS Death in Custody Policy Review
Northern Ireland Social Care Council	NISCC - Social Work Leadership Framework
Northern Ireland Social Care Council	NISCC - Capacity Building for Implementation
Northern Ireland Social Care Council	NISCC-Facilitation & logic modelling support SCP
Northern Ireland Social Care Council	NISCC - Social Work Admissions Review
Other	Miscellaneous
Respond Housing Association	RESPOND - Project Management support to Respond Implementation Planning
Science Foundation Ireland	SFI - Logic Modelling Support
The Probation Service	Review of the Criminal Justice Housing First Pilot
TUSLA	Tusla Apprenticeship in Social Work: Facilitation of the Social Work All Employers Forum
TUSLA - Child Family Agency	Independent Review of Activity-Based Therapeutic Supports Funded through Tusla Child and Family Agency

TOTAL EARNED INCOME **1,883,539**

5. Net income

The net income is stated after charging:	2025 €	2024 €
Rent - operating leases	159,273	162,382
Depreciation of tangible fixed assets	16,225	25,992
Board of directors’ expense	375	532

6. Staff costs

	2025 €	2024 €
Wages and salaries	1,651,109	1,985,220
Social security costs	196,786	216,398
Pension costs	88,547	85,652
	1,936,442	**2,287,270**

The average monthly number of employees during the year was 30 (2024 - 37).

The board of directors receive no remuneration for their services as board directors of the Centre for Effective Services.

In 2025, the salary of the Chief Executive Officer (CEO) amounted to €125,805 and employer pension contributions amounted to €9,577 (2024: salary of €123,583 and employer pension contributions of €9,264). Directly incurred expenses of the CEO, which are reimbursed if claimed, amounted to €731 (2024: €454) and these costs are included in travel and subsistence.

The number of employees whose remuneration was greater than €60,000 is as follows:

	2025 €	2024 €
€60,000 to €70,000	4	3
€70,000 to €80,000	1	3
€80,000 to €90,000	2	2
€90,000 to €100,000	1	2
€100,000 to €110,000	-	-
€110,000 to €120,000	-	-
€120,000 to €130,000	1	1
€130,000 + - -	-	-
	9	**11**

7. Taxation

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

8. Tangible fixed assets

	Fixtures & fittings €	Office equipment €	Total €
Cost or valuation			
At 1 January 2025	42,126	150,927	193,053
Additions		26,842	26,842
Disposals	(36,832)	(123,078)	(159,910)
At 31 December 2025	5,294	54,691	59,985
Depreciation			
At 1 January 2025	36,635	135,667	172,302
Charge for the year on owned assets	5,440	10,785	16,225
Disposals	(36,832)	(123,078)	(159,910)
At 31 December 2025	5,243	23,374	28,617
Net book value			
At 31 December 2025	51	31,317	31,368
At 31 December 2024	5,491	15,260	20,751

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9. Debtors

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

	2025 €	2024 €
Trade debtors	145,961	424,737
Prepayments	58,059	58,873
Accrued income	291,209	60,080
	495,229	**543,690**

10. Creditors: Amounts falling due within one year

	2025 €	2024 €
Payroll taxes	44,312	58,509
Other creditors	7,435	1,769
Accruals	48,690	93,839
Deferred income	47,918	514,950
	148,355	**669,067**

11. Creditors: Amounts falling due within one year

	2025 €	2024 €
Total funds at the beginning of the financial year	2,681,631	2,669,537
Net (loss) / income for the year	-108,845	12,094
Total funds at the end of the financial year	**2,572,786**	**2,681,631**

Independent Auditors' Report to the members of Centre for Effective Services
(A Company Limited by Guarantee)

12. Company Status

The company is limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding €1 towards the assets of the company in the event of liquidation.

13. Pension commitments

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 €63,699 (2024: €85,652). The company makes a contribution matching an employee contribution of up to a maximum of 5%. There were no amounts outstanding at the year end (2024: €Nil).

14. Commitments under operating leases

At 31 December 2025, the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2025 €	2024€
Not later than 1 year	41,586	-
Later than 1 year and not later than 5 years	34,655	-
	76,241	-

15. Related party transactions

There were no related party transactions during the year ended 31 December 2025 (2024: €nil).

16. Post balance sheet events

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

17. Approval of financial statements

The board of Directors approved these financial statements for issue on 30 March 2026.

Dr David Kryl

CES Director of Implementation

1972-2025

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