



EPLUS
Building Stronger Futures For Children And Families

Charity No: 19021
CRA No: 20074043
Company No: 461361

Annual Report

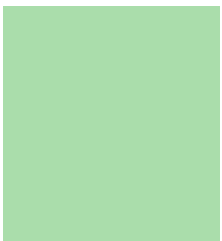
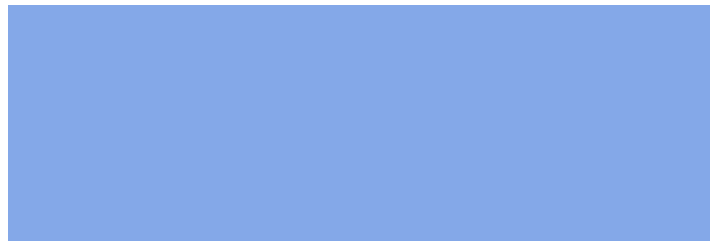


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Chairperson's Welcome

2024 marked a decisive year in the continued rebuilding and renewal of Eplus. Coming into this role, I was struck by the resilience, professionalism, and unwavering commitment of our staff and management team. This organisation has been through a period of transition, but what has remained constant is our shared focus on keeping children, young people, and families at the very heart of our mission.

During 2024, Eplus made real progress. The development of our new Strategic Plan 2025–2030 brought together staff, funders, young people, foster carers, and parents to define our vision for the future. This inclusive process has positioned us to move forward with purpose, clarity, and renewed strength.

Our first National Staff Day was another defining moment; a day that demonstrated the power of connection and collaboration across our national team. And, under the leadership of Safeguarding Officers Aileen Carey & Orla Dowling, we achieved major advances in safeguarding, reinforcing the safety and wellbeing of every young person we support.

As Chairperson, I want to extend sincere thanks to my fellow Trustees, to our CEO Valerie Hogan, and to the entire Eplus team for their tireless commitment to excellence in care. I also acknowledge the critical support of our funders and partners, including TUSLA and the HSE. Together, we are building an organisation that is stronger, more accountable, more sustainable and one that continues to place the needs of vulnerable children and families at its centre.

Anthony Tennyson
Chairperson



CEO's Address

2024 was a year of reflection and forward motion. A chance to rebuild, refocus, and reimagine what Eplus can be. After the intense challenges of 2023, our priority was stability: strengthening governance, ensuring service continuity, and creating the foundations for long-term growth.

One of the most significant achievements was the development of our new Strategic Plan 2025–2030, a clear, evidence based, and inclusive roadmap for our future. The process gave us the opportunity to engage deeply with staff, young people, parents, foster carers, funders, and partner agencies. Their honesty and insight shaped our path forward.

We also hosted our first National Staff Day in Moate, Co. Westmeath, bringing colleagues from across Ireland together for learning, reflection, and pride in our shared purpose.

For many, it was the first time meeting peers face-to-face after years of remote work. It set the tone for a stronger, more connected organisation.

Our safeguarding work also reached new heights. Under the leadership of Orla Dowling & Aileen Carey, we completed a full review and reissue of our Safeguarding Policy and Statement, developed with direct input and oversight from TUSLA. This work strengthened our framework for safety, accountability, and transparency across all levels of the organisation.

As we look to 2025, Eplus is better positioned than ever before. We have a committed team, a strong governance framework, and a clear plan for the future.



Valerie Hogan
Chief Executive Officer

“

Eplus staff have an amazing skill set and are dedicated to the work on the ground with service users. Our product is human care not profit.

Staff member,
Strategic Plan Consultation 2024

“

I love my work with Eplus. The flexibility, the trust, and the focus on young people make this job deeply meaningful.

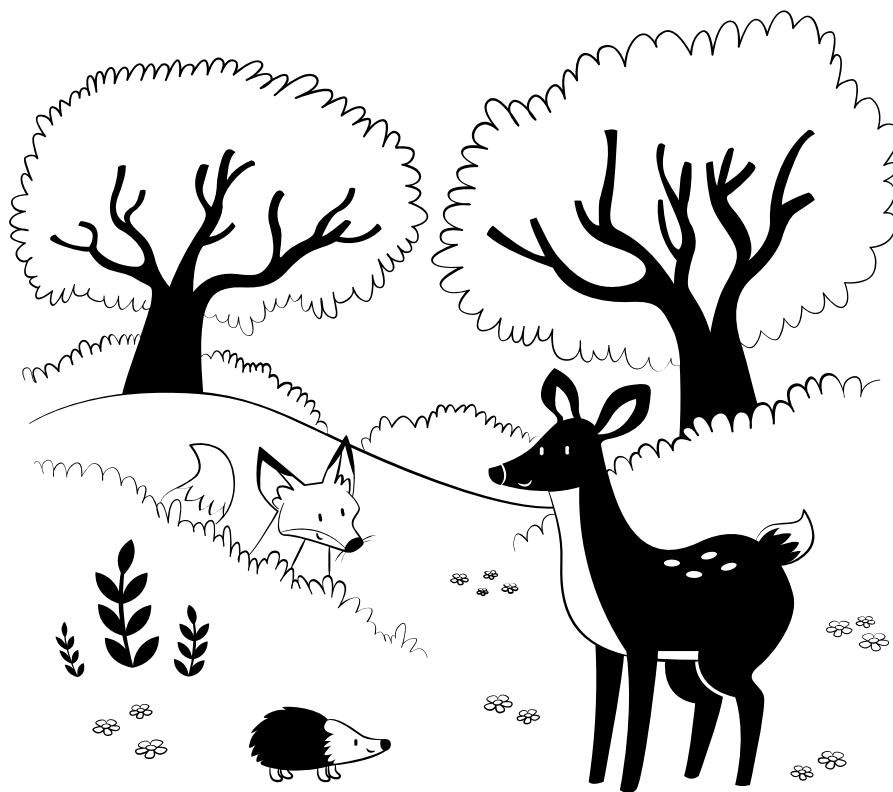
Staff member,
Strategic Plan Consultation 2024

About Eplus

Empowerment Plus (Eplus) is a national charity providing flexible, needs-led supports for children, young people, and families across Ireland. We work alongside TUSLA, the HSE, and other statutory and community partners to promote safety, stability, and positive change for those most in need.

Our vision is an Ireland where all children, young people, and families have the means to reach their full potential and the opportunity to live happy, healthy, and secure lives.

Our mission is to empower young people, families, and communities at risk to live just and fulfilling lives.



Our work is guided by four core values:



1

Integrity

We behave responsibly and to the highest standards of governance, accountability, and ethics.

2

Excellence

We continually strive for the highest standards in service delivery and organisational practice.

3

Respect

We listen with an open mind, value diversity, and foster mutual respect among staff, clients, and partners.

4

Equality

We believe in a fair and inclusive society where everyone has the opportunity to reach their potential.

These values shape how we work with every child, young person, and family. Our approach is trauma informed, person-centred, and built on trust.

In 2024, young people and foster carers described Eplus as **“always working towards what I need and want”** and praised **“staff who are there when I need them.”** Others said simply: **“The staff are respectful, kind, and considerate towards me”** and **“The service you provide is the best we have experienced ever.”**

These reflections capture what matters most — that people feel heard, respected, and supported in a way that makes a real difference. Eplus remains committed to those principles as we continue to build stronger futures for children and families across Ireland.

Our Impact In 2024

2024 was a year of rebuilding, adaptation, and renewed focus for Eplus. Despite funding pressures and national workforce challenges, our teams continued to deliver high-quality, person-centred services for children, young people, and families across Ireland.

Eplus staff delivered over **59,000** hours of support nationwide, including more than **40,000** hours of direct client work with children and families. These hours represent intensive one-to-one support, supervised family contact, outreach work, and emergency interventions provided in collaboration with TUSLA, the HSE, and community partners.

Our strongest delivery areas in 2024 were **DSW/KWW, Mid West, Louth Meath, and Dublin**, reflecting our continued reach and capacity to respond to complex needs across multiple regions.



What people said about our work

Feedback from our 2024 strategic planning process highlighted what makes Eplus effective: flexibility, professionalism, and genuine human connection.

“

I absolutely love the work I do with Eplus. This is down to the support I receive from my line managers and other Eplus staff.

Staff Member

“

Empowerment Plus always tries to work toward what I need and want.

Young Adult

“

Cheery, happy, respectful of both family and client... The service you provide is the best we have experienced ever.

Foster Carer

“

The staff are respectful, kind, and considerate towards me.

Young Adult

Strengthening Quality and Practice

In 2024, Eplus prioritised the consolidation of its service model, strengthening governance, supervision, and digital systems to improve consistency and accountability. Staff across all regions engaged in safeguarding and trauma informed training, ensuring our standards remained aligned with TUSLA expectations and best practice.



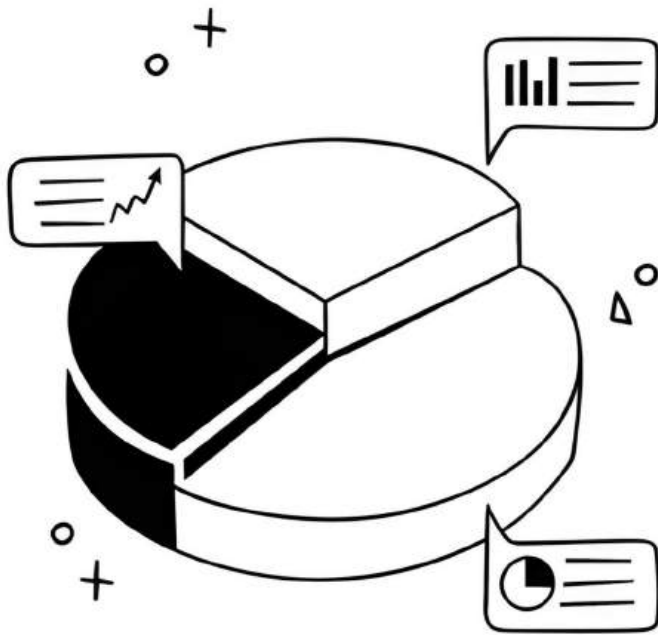
Despite a challenging operating environment, Eplus remained true to its purpose: to empower children, young people, and families to live safe, stable, and fulfilling lives.

Our Services



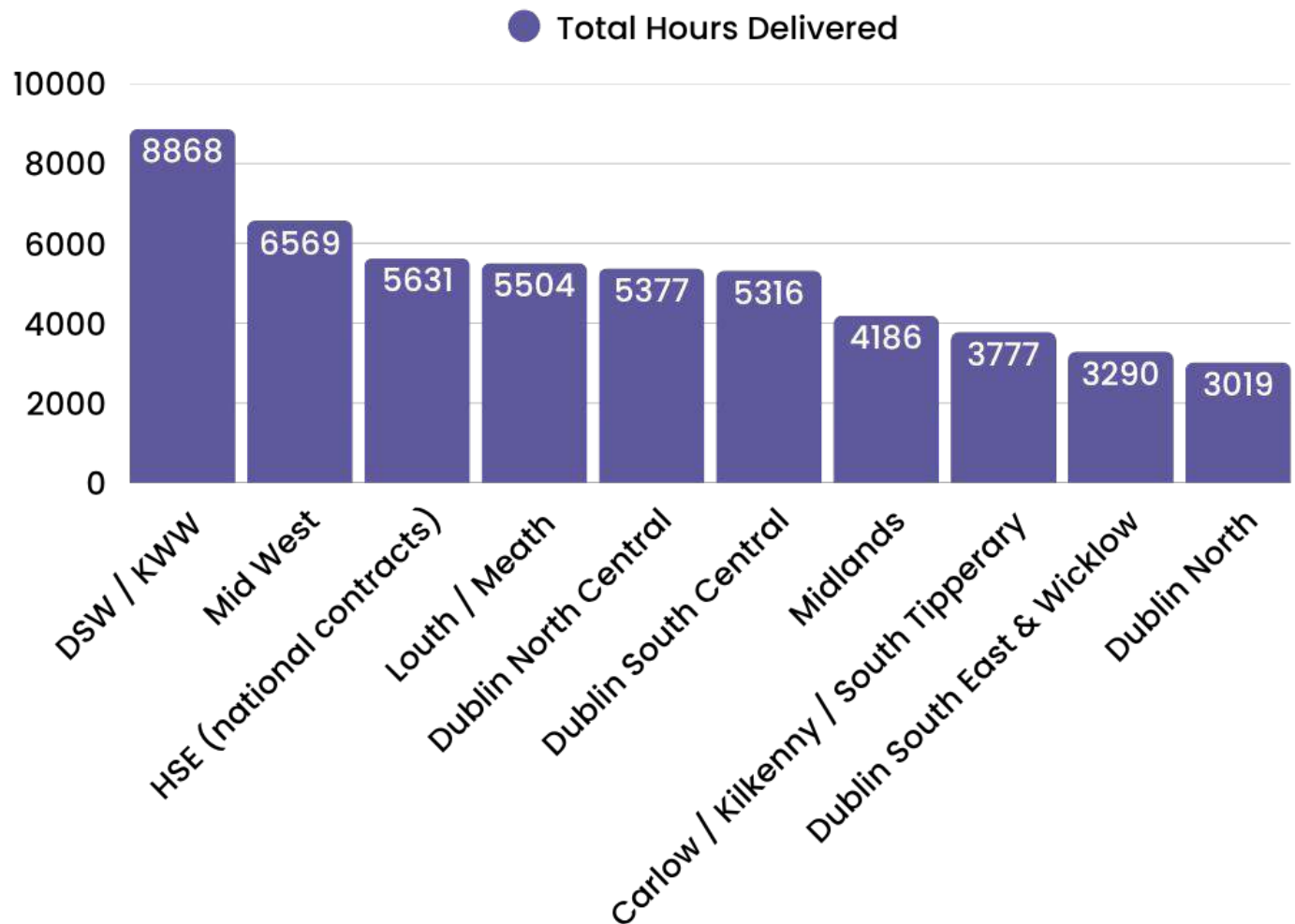
Eplus delivers flexible, trauma-informed services for children, young people, and families across Ireland. Every service is designed to meet individual needs while promoting safety, stability, and long-term wellbeing.

In 2024, our teams provided over **59,000 hours of support**, including more than **40,000 hours of direct client work**. This reflects thousands of family contact sessions, one-to-one supports, and crisis interventions delivered in partnership with TUSLA, the HSE, and community agencies.



Service Reach and Activity

Eplus maintained a strong national footprint throughout 2024, with services delivered across every TUSLA region and HSE area. Our largest delivery areas were:



This spread demonstrates Eplus's capacity to operate at scale while maintaining strong engagement ratios — with over two-thirds of all hours delivered as direct work with children and families.

Key Service Areas



Supervised Family Contact

Eplus continues to provide safe, child-centred environments where children can maintain positive connections with family members. These sessions are structured around the child's needs and delivered by trained, trauma informed professionals.



Transport and Accompaniment

Our supervised transport service ensures safe and reliable journeys for children and young people attending family contact, education, or health appointments.



Emergency and Crisis Response

Eplus provides 24/7 emergency and overnight supports when required, including hospital accompaniment, short-term placement stabilisation, and immediate risk response.



Partnership Services

Eplus delivers targeted supports through partnerships with statutory and community agencies, including HSE and TUSLA regional teams, across social care, mental health, and family preservation projects.



Family and Community Support

Our outreach teams work with families experiencing crisis or instability, helping them build routines, restore communication, and strengthen family relationships. The focus remains on preventing placement breakdown and supporting reunification where possible.

Safeguarding: at the Heart of What We Do

Our People

The strength of Eplus lies in its people. Across every region and service, our staff bring professionalism, compassion, and resilience to work that is often demanding and emotionally complex. Their commitment ensures that children, young people, and families receive the highest standard of care — no matter the circumstances.

In 2024, Eplus employed a skilled, qualified, and diverse workforce delivering services across Ireland. Our staff include social care professionals, managers, and operational leads who share a deep belief in the values that underpin all our work: integrity, excellence, respect, and equality.



Supporting and Developing Our Team

Staff training and professional development remained a key focus throughout 2024. Every team member completed mandatory safeguarding refreshers and trauma-informed care training, alongside further opportunities in areas such as reflective supervision, communication, and risk management.

Eplus also invested in strengthening internal systems — introducing clearer policies, manager training, and digital tools to support supervision, documentation, and compliance. These changes are part of our ongoing commitment to build a sustainable, high performing organisation that values its people and supports their professional growth.



What Our Staff Said

The 2024 staff survey highlighted strong levels of commitment, flexibility, and satisfaction in direct work with children and families — alongside honest feedback on where we can improve.

“

I absolutely love the work I do with Eplus. This is down to the support I receive from my line managers and other Eplus staff.

Eplus Staff Member

“

Our managers are approachable and genuinely care about staff. The work is challenging, but it's rewarding and meaningful.

Eplus Staff Member

“

Flexibility gives me freedom to balance work and personal commitments. It reduces the risk of burnout and increases job satisfaction.

Eplus Staff Member

At the same time, staff identified areas where further progress is needed, including communication across management levels, workload balance, and investment in technology.

These insights are informing our workforce priorities for 2025 — with a focus on stability, transparency, and wellbeing.



Looking Ahead

Eplus will continue to build on this foundation in 2025 through renewed leadership development, clear communication channels, and improved digital infrastructure. Our goal is simple: to ensure every staff member feels supported, informed, and valued – because their work changes lives every day.

All our social care staff complete the following training at a minimum

Training	Audience	Frequency
HSEland An Introduction to Children’s First	All staff/volunteers (Mandated Persons)	Every two years
Tusla Children First e- learning	All staff/volunteers (Mandated Persons)	Annual refresher
Safeguarding Vulnerable Adults	All staff/volunteers	Annual refresher
Signs of Safety – National Approach	All frontline/social care staff	Every 2 years
Lone Working Training	All staff	At induction & refreshers as needed
Mandated Persons Module	Mandated staff (per Schedule 2 roles)	Annual refresher

Governance

Eplus operates under the governance of an independent, voluntary Board of Trustees, responsible for ensuring strong oversight, compliance, and strategic direction. The Board is guided by the principles of the Charities Governance Code, the Companies Act 2014, the Children First: National Guidance for the Protection and Welfare of Children, and the Charities Act 2009.

The Board provides leadership and accountability, overseeing the organisation's financial health, risk management, safeguarding standards, and delivery of strategic objectives. The CEO reports directly to the Board, and regular updates are provided through standing committees covering governance, finance, and operations.

In 2024, Eplus continued to strengthen its governance framework following a period of restructuring in 2023. This included embedding new systems for financial oversight, formalising policy review cycles, and reinforcing compliance reporting across all service areas.



Accountability and Transparency

Eplus maintains strong standards of transparency across governance and operations. Over the year, the organisation's policies and procedures were thoroughly reviewed and updated to ensure they remain robust, aligned with best practice, and support effective oversight and decision-making.

Leadership and Strategy

Eplus's leadership team is responsible for translating strategy into action. In 2024, the focus was on stabilising operations, building management capacity, and embedding accountability at every level. This work laid the foundation for the 2025–2030 Strategic Plan, which sets out clear priorities for governance, service development, workforce planning, and stakeholder engagement.

The Board and management are committed to working in partnership to ensure Eplus remains a trusted, well-governed organisation that delivers measurable impact for children, families, and communities nationwide.

Safeguarding and Quality



Safeguarding sits at the core of everything we do at Eplus. The safety, welfare, and dignity of the children, young people, and families we work with are nonnegotiable. In 2024, we took significant steps forward: a full review and update of our Safeguarding Policy and Statement in partnership with TUSLA, realignment of reporting procedures, organisation-wide refresher training, and strengthened governance oversight.

A sincere acknowledgement is due to **Orla Dowling** and **Aileen Carey**, whose leadership in reviewing and strengthening safeguarding practices has ensured that safeguarding is now firmly embedded across every aspect of Eplus's work.

Our safeguarding team provided continuous guidance and oversight, ensuring that every concern or disclosure was managed appropriately and that children and young people remained at the centre of every decision.



Financial Overview

Empowerment Plus operates through funding granted by its statutory partners TUSLA and HSE for the provision of services delivered and is also funded through other charitable activities from other funding sources which we will be seeking to broaden in future years. Our financial management approach continues to balance compliance, sustainability, and accountability, seeking to ensure every euro is being used to deliver direct support to children, young people, and families.

2024 Financial Performance

In 2024, total income amounted to **€3,234,631**, with 97% derived from government contracts and the remaining 3% from other charitable activities. There were no donations received during the year.

Total expenditure for 2024 was **€3,276,916**, comprising primarily of staffing costs, direct client supports, family-related expenses, and travel costs associated with service delivery. The Organisation reported a deficit of **€165,285** for the year, which included an exceptional item of **€123,000** relating to the COVID Stability Grant originally received in 2020 which was subsequently found to be repayable. The underlying operational deficit of **€42,285** was attributed mainly to restructuring costs and increased professional fees.

At year-end, total assets stood at **€1,219,521**, with liabilities of **€1,055,689**, resulting in net assets of **€163,832**.

2023 Comparison

For context, in 2023, Empowerment Plus recorded income of **€3,469,592** and expenditure of **€4,092,450**, resulting in a deficit of **€622,858**. The prior year's loss reflected a period of significant structural change and realignment of the operating model, including the adoption of revised charge-out rates and a streamlined management model.

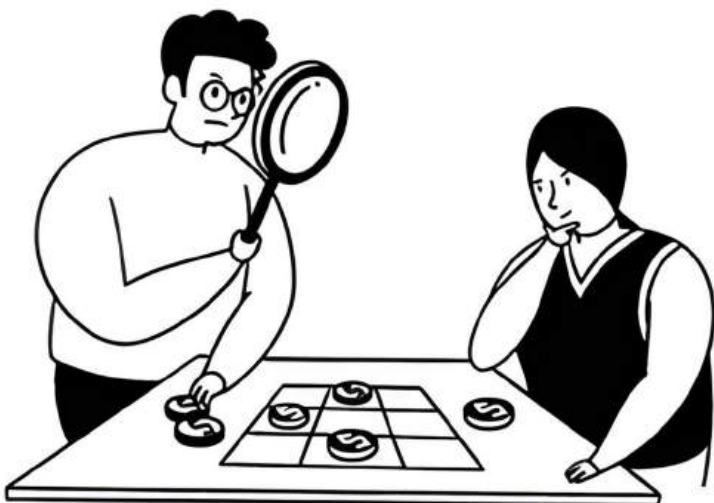


Reserves and Sustainability

At the end of 2024, Empowerment Plus held total reserves of **€163,832**, comprising restricted reserves of **€88,594** and unrestricted reserves of **€75,238**. This equates to approximately one month of operational costs.

The organisation's Reserves Policy targets a minimum of three months' operating costs to safeguard continuity of services in the event of funding delays or unforeseen challenges.

The trustees remain focused on rebuilding reserves to meet this target, supported by strengthened financial controls, revised cost structures, and diversification planning.



Financial Governance

Financial information is reviewed regularly by both management and the Board of Trustees. The independent auditors, Whelan Dowling & Associates, issued an unqualified audit opinion for the 2024 financial year, confirming compliance with the Companies Act 2014 and Charities SORP (FRS 102) requirements. Empowerment Plus continues to prioritise robust financial stewardship, ensuring transparency, accountability, and value for money across all its services.

Financial Overview

At a Glance (Year Ended 31 December 2024)

Key Indicator	2024	2023	Change / Note
Total Income	€3,234,631	€3,469,592	↓ 7% – Lower contract drawdown & no once-off grants
Total Expenditure	€3,276,916	€4,092,450	↓ 20% savings – Reflects results of restructuring measures taken
Operating (Deficit)	(€42,285)	(€622,858)	Significant year-on-year improvement
Exceptional Item	€123,000	–	2020 COVID Stability Grant repayable
Net (Deficit)	(€165,285)	(€622,858)	Result for each year reflects the impact of the corrective measures taken
Total Assets	€1,219,521	€1,032,660	Improved liquidity and working capital
Total Liabilities	€1,055,689	€703,543	Reflects the timing of creditor payments
Net Assets	€163,832	€329,117	Reserves reduction driven by inclusion of grant repayable from 2020
Represented By			
Restricted Reserves	€88,594	€257,322	Restricted reserves carried forward to future years
Unrestricted Reserves	€75,238	€71,795	Unrestricted reserves carried forward to future years
Total Reserves	€163,832	€329,117	Future focus is on rebuilding reserves to comply with policy

Looking Ahead

As Eplus looks toward 2025, we do so with a renewed sense of purpose and optimism. The past year has been about strengthening our foundations — stabilising operations, embedding quality, and ensuring our systems, people, and governance are fit for the future.

In 2025, this work will become visible. The publication of our new **Strategic Plan** will mark a significant milestone for the organisation, setting a clear direction for how we will continue to support children, young people, and families in the years ahead.

We are also investing in how we connect and communicate — launching a **revamped website**, a **new organisational logo**, and updated **digital systems** that will improve efficiency, transparency, and user experience. These developments are more than visual or technical upgrades; they reflect our deep commitment to quality, accountability, and accessibility in everything we do.

Our continued focus will remain on delivering the highest standard of care and support, building trust with our partners, and ensuring that every child and family we work with feels seen, heard, and supported.

Eplus's evolution is grounded in the same principles that have guided us from the start — integrity, respect, equality, and excellence. These values will continue to shape the way we work, the way we lead, and the way we grow.

As one participant shared during our 2024 engagement process:

"Eplus always try to work toward what I need and want."
— Young Adult

That remains our measure of success for the better.

Acknowledgements

The achievements of 2024 reflect the commitment, professionalism, and compassion of everyone involved in Eplus. Our staff continue to go above and beyond — working in complex, often challenging situations with empathy, flexibility, and a deep sense of purpose.

To our **managers** and **frontline teams**, thank you for the care, integrity, and consistency you bring to your work every day. To our **Board of Trustees**, your guidance, governance, and oversight continue to steer the organisation with clarity and accountability.

We extend sincere thanks to **TUSLA**, the **HSE**, and all partner agencies for their ongoing trust and collaboration. Together, we ensure that children, young people, and families receive timely, high-quality support when they need it most.

Special recognition goes to **Orla Dowling** and **Aileen Carey**, whose leadership in reviewing and strengthening safeguarding practices has ensured that safeguarding is now firmly embedded across every aspect of Eplus's work.

Finally, to the **children, young people, parents, and carers** who work with us — thank you for your honesty, courage, and trust. You remain at the heart of everything we do and the reason Eplus continues to evolve and improve.

Appendices and Compliance Statement

Legal and Regulatory Information

Registered Name: Empowerment Plus CLG
Registered Address: 10 Earsfort Terrace, Dublin 2,
D02 T380
Company Number: 461361
Charity Number: 19021
Registered Charity (RCN): 20074043
Auditors: Whelan Dowling & Associates,
Chartered Accountants & Statutory Auditors,
Dublin
Bankers: AIB



Governance

Empowerment Plus CLG is a company limited by guarantee and a registered charity governed by a voluntary Board of Trustees. The Board has ultimate responsibility for governance, strategic direction, financial oversight, and compliance with the Charities Governance Code, the Companies Act 2014, the Charities Act 2009, and all relevant statutory and contractual requirements.

Board of Trustees as at 31 December 2024:

Name	Role	Start Date	Years of Service
Mr Nevan Redmond	Chairperson	26 October 2023	2
Mr Anthony Tennyson	Trustee	26 October 2023	2
Ms Martina Donohoe	Trustee	26 October 2023	2
Ms Ana Raquel Batista Horta	Trustee	26 October 2023	2
Ms Tara Gaffney	Trustee	26 October 2023	2
Ms Valerie Noonan	Trustee	26 October 2023	2
Mr John Andrew O'Connell	Trustee	26 September 2024	1
Ms Aoife Sammon	Trustee	7 November 2024	1

All members of the Board of Trustees serve in a **voluntary capacity** and receive **no remuneration or benefits** for their role. Trustees contribute significant professional expertise and time to support the effective governance and strategic oversight of Empowerment Plus.

The Board is responsible for ensuring compliance with the **Charities Governance Code**, maintaining oversight of the organisation's finances, risk management, and safeguarding standards, and ensuring that Empowerment Plus continues to act in the best interests of the children, young people, and families it serves.

The Board meets regularly throughout the year and delegates operational responsibility to the Chief Executive Officer and senior leadership team, supported by committees focused on finance, risk, governance, HR, and operations.

Chief Executive Officer: Valerie Hogan

Compliance

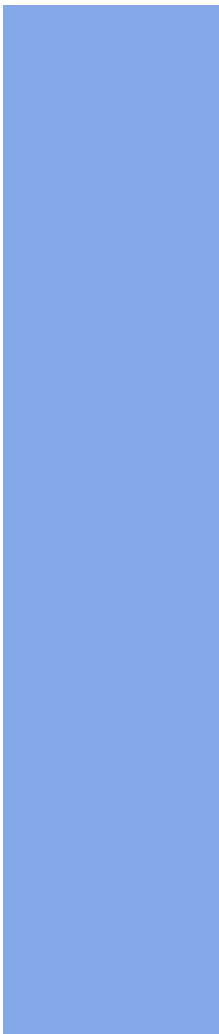
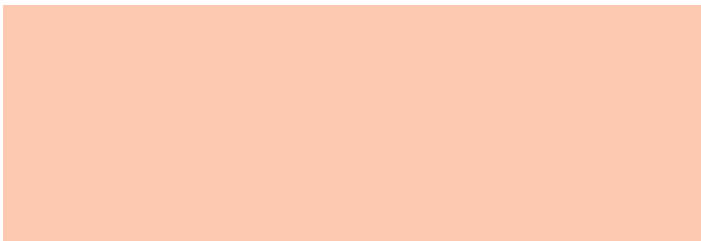
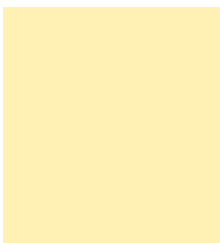
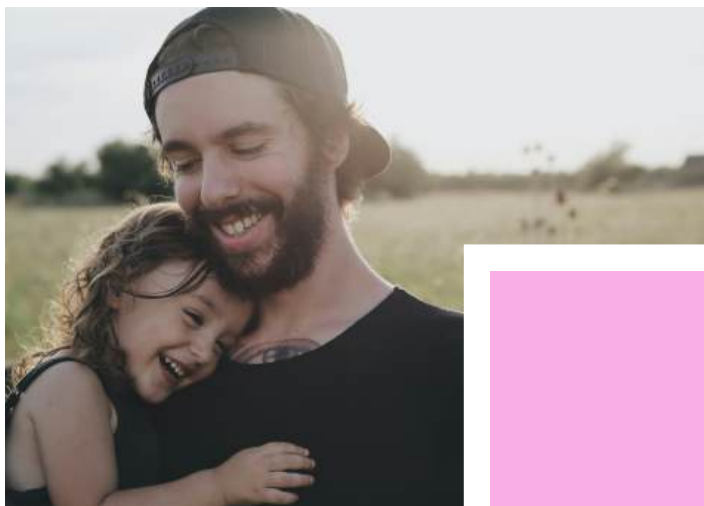
Empowerment Plus confirms that throughout 2024 it:

- Complied with the **Charities Governance Code** and relevant statutory reporting obligations.
- Maintained full compliance with **Children First: National Guidance for the Protection and Welfare of Children (2017)**.
- Operated in accordance with its Constitution, internal control framework, and financial procedures.
- Ensured transparent and timely reporting to funders, regulators, and other stakeholders.



Statement of Responsibility

The Trustees and Chief Executive Officer are satisfied that Empowerment Plus remains compliant with all legal, financial, and regulatory requirements and continues to act in the best interests of the children, young people, and families it serves.



Eplus
10 Earlsfort Terrace
Dublin 2
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087 901 2324

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