





Company Details

Let's Grow Together! Infant & Childhood Partnerships CLG

(Company Limited by Guarantee, not having a share capital)

Let's Grow Together is a business name of Let's Grow Together! Infant & Childhood Partnerships CLG

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Company Registration Number 658035

Registered Charity Number 20206296

CHY Charity Number 22936

Directors of the Board

Chairperson Mr Kevin Fitzgibbon

Secretary Mr John Buckley

Directors Niamh O'Connor, Nóirín Russell, Fiona Forde, Nicola Glasgow, Anne Horgan, Margaret Curtin, Lisa O'Connor, Julie Helen.

Executive Director Ms Katherine Harford

Bank Allied Irish Banks (AIB), Bishopstown, Cork

Auditors Xeinadin Audit Ireland Limited, Heron House, Blackpool, Cork

Solicitors Noonan, Linehan, Carroll, Coffey LLP, 54 North Main Street, Cork

Glossary of Terms

ABC Programme

Area Based Childhood Programme

CDI

Childhood Development Initiative

CDNT

Children's Disability Network Teams

CETB

Cork Education and Training Board

CFSN

Tusla Child and Family Support Networks

CSO

Central Statistics Office

CUMH

Cork University Maternity Hospital

CYPSC

Children and Young People's Services Committees

DEIS

Delivering Equality of Opportunity in Schools

ETB

Education and Training Board

GDPR

General Data Protection Regulation

HSE

Health Service Executive

IASLT

Irish Association of Speech and Language Therapists

IMH / IECMH

Infant and Early Childhood Mental Health

IT

Information Technology

MTU

Munster Technological University

NICHE

Northside Community Health Project (Cork) CLG

NBO

Newborn Behavioural Observation

PEIN

Prevention & Early Intervention Network

PHN

Public Health Nurse

PPFS

Tusla Prevention, Partnership and Family Support

SEEP

Social, Environmental and Economic Plan

SOFA

Statement of Financial Activities

SORP

Statement of Recommended Practice

SLT

Speech and Language Therapist

STEAM

Science, technology, engineering, arts, and maths

Tusla

The Child and Family Agency

UCC

University College Cork

Let's Grow Together would like to warmly acknowledge and thank all our funders and partners for their continued support in 2025. We would especially like to thank the children, families, communities, and professionals we work with every day, and without them our work would not be possible.

Thank you also to all the families who shared their photos and stories on the pages of this Report, bringing it to life. A special thank you goes to Brooke for being on the front cover.

Our core funders and partners include:



An Gníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



Area Based Childhood
Programme



An Roinn Leanaí, Comhionannais,
Michumais, Lánpháirtíochta agus Óige
Department of Children, Equality,
Disability, Integration and Youth



**RETHINK
IRELAND** Our
Social
Innovat
Fund



Newbury House
Family Centre



**Cork
City Council**
Comhairle Cathrach Chorcaí

Tomar Trust
National influence. Local implementation



Sláintecare.
**Healthy
Communities**



cetb
Bord Oideachais agus
Oiliúna Chorcaí
Cork Education and
Training Board

**DOLLYWOOD
FOUNDATION**
— HOME OF —



**THE WELL
SCHOOLS
NETWORK**



UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

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1. Introduction & Background

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Chairperson's Statement - Kevin Fitzgibbon



As Chairperson of Let's Grow Together, I am very pleased to present to you our Annual Report 2025. My sincere thanks goes out to our wonderful staff, who put so much into their work with a positive spirit. My thanks also to my fellow volunteers on the board for all their valuable work for Let's Grow Together, including through board meetings, subcommittee work, and in many other ways.

In 2025 Let's Grow Together continued its work to give all children in the area the opportunity to have the best start in life, to grow, thrive and be happy, safe and supported in their community. To achieve this vision, Let's Grow Together provides both direct services and sectoral leadership, in prevention and early intervention programmes for infants, young children and their parents. This is achieved through many different community programmes, as well as academic research, national networking, education and training, and international collaborations.

Through 2025, Let's Grow Together received funding from several sources, the most significant being from Tusla, which funds our core Area Based Childhood (ABC) Programme work and associated salaries. Let's Grow Together also received significant financial support from the HSE, Cork City Council, Tomar Trust, and Cork Education and Training Board. We also continued to develop new sources of income, to help secure our financial sustainability into the future. I would like to take this opportunity to record our sincere gratitude to all our funders.

Regarding our governance, we continued our programme of ongoing improvement through 2025. A self-evaluation of the board was undertaken by our Board Secretary. Our subcommittees fulfilled their roles according to their Terms of Reference, meeting quarterly throughout the year and reporting back to the board. We achieved full implementation of Tulsa audit recommendations and reported full compliance with the charity governance code. As we were in the last year of our current strategic plan, we began a process of consultation sessions, to develop a new Strategic Plan for Let's Grow Together. And finally, we continued our policy development and review processes through the year, to ensure all aspects of our work follow best practice.

There were some changes to our board membership in 2025, with the appointment of new members Margaret Curtin, Anne Horgan, Lisa o' Connor; and Julie Helen rejoined the board. In June 2025, Niamh O' Connor – Board member and long-standing community representative – attended the 10th anniversary celebration of the ABC Programme in Dublin, and gave a speech on behalf of Let's Grow Together. Meanwhile, Clíodhna Foley-Nolan stepped down from the board; many thanks to Clíodhna for her service to Let's Grow Together.

Let's Grow Together works in partnership with many organisations, at both local and national level, and plays a leading role in relevant national networks. collaboration and networking are at the heart of how we work. We seek ways to create greater reach for our work, such as through our collaborations with the Wellschools Network and Kidscope programmes; we provide training to professionals from other organisations, to share our knowledge and experience; and we provide a high level of input into graduate and undergraduate university programmes, helping to build future professionals working with children and families.

In 2025 we began to develop new emerging partnerships, expected to come on stream in 2026, including replication of our home-visiting programme, and a HSE primary care partnership, again aiming to bring our services to benefit greater numbers of young children and families. And we consistently advocate for our approach – prevention and early intervention for early childhood wellbeing – to government departments and national agencies.

Finally, I would like to express our sincere thanks again to all our staff, funders, collaboration partners and supporters, who together make it possible to pursue our vision, for the benefit of our families and communities. We continue to grow together..!



Kevin Fitzgibbon
Chairperson

Executive Director's Report - Katherine Harford



In 2025, Let's Grow Together celebrated locally and with our national colleagues, 10 years of the national Area Based Childhood Programme. This was where it all started for us and the progress made in 2025 continued to add to that legacy by reaching more children and families through prevention and early intervention services to ensure all children have the best start.

2025 marked the final year of the current Let's Grow Together Strategic Plan. Thanks to the staff team, the board members, partners, funders and stakeholders, much of this plan has been delivered. It stood the test of time over the years, as our values, focus and purpose remain very closely aligned with those envisaged in 2020. A lot has changed around us internationally, nationally, and within the organization. This creates new challenges as well as opportunities to consider and respond to. So in 2025 we initiated a new strategic planning process that will guide the organization to 2030, ensuring mission alignment, sustainability, growth, quality and impact.

This year, we realized a key goal: **to reach families earlier**. Over half the families registered with us, did so before their baby was three months of age and 2/3 before age 1. Our direct services for families and children reached **748 parents, 681 children** including group attendances which were up 28% to **447 in 2025**. We are delighted that many families choose to attend more than one of our service offerings as we know that the more positive experiences at the earliest age of a child, the better outcomes for the future. Within the figures, it is also worth noting, increased engagement with Tusla social work, Meitheal, and court processes, which indicates to us **greater complexity of family need being held within our service**.

Our reach extends further through our indirect work of training and capacity building programmes and teaching benefiting **845 childhood practitioners** and in-turn, the children and families they work with. This year, for the first time, we delivered Togetherness (formally Solihull) training to professionals in Cork as part of a national approach to build work force capacity in infant and early childhood mental health. This training delivery builds on our previous Infant Mental Health Masterclass, ensuring the evidence-based content reaches more professionals in more areas of the country than ever before. We are delighted to see what was once niche training in Ireland, be mainstreamed in this way, and we are pleased to play our part in that nationally and locally.

We were also once again able to host Newborn Behaviour Observation System training to 25 professionals working with babies and their caregivers. This is a 2 day training, followed by accreditation and mentoring, provided by our colleagues in Boston Children's Hospital's Brazleton Institute. We have now trained over 100 people working in community and hospital settings nurturing early relationships and helping to understand the wonderful and enormous capacity of babies to relate to others and the world around them.

We expanded the reach of our work even further through partnership and systems approaches in 2025. We saw Kidscope Paediatric clinic days double, providing 217 appointments during the year; Dolly Parton's Imagination Library expanded into the The Glen and Mayfield areas of the city, increasing access to early literacy supports for young children. **70,783 books** have now been delivered since programme began in Cork. Wellschools Network approach, was delivered through onsite coaching **in 11 schools in 2025, benefiting 395 teachers and 165 Special Needs Assistants**, in turn supporting the social and emotional wellbeing of **3,400 primary school students who are better able to learn and be curriculum engaged.**

I hope you enjoy reading further about all these services and supports and more through the pages of this report. None are possible without the core funding and support from from Tusla through the Area Based Childhood Programme, and additional annual Programme funding from HSE Southwest & Tomar Trust. We also expanded and diversified our funding in 2025 through Cork City Council, Katharine Howard Foundation, Rethink Ireland, and Cork ETB. Thank you to all our funders for their support in 2025.

A big part of our role in Let's Grow Together is to advocate for young children, to ensure they have the best opportunities through their relationships, services and environments important in shaping their lives. With this in mind, In September, I was pleased to attend the second National Summit on Child Poverty and Wellbeing, hosted by the Department of Taoiseach. It was very encouraging to hear the commitment to children from government through senior Ministers and the Taoiseach. It's important that these words are followed though as it was restated many times on the day, the measure of a country is defined by the wellbeing of all it's children.

Throughout the year we have had many opportunities to share our experiences and views, as well as that of children and families themselves during the year. In my role as ED of Let's Grow Together and as current chair of the Prevention and Early Intervention Network, I shared the platform at the PEIN Summit, Children's Rights Alliance Conference, provided an Op Ed for the Irish Examiner, and contributed to various policy and practice consultations and forums.

Advocacy and creating compelling narratives to impact change, to bring in investments, and to scale our work, requires data, evidence and scientific and policy alignment. We are very grateful to the continued support of UCC in the form of our research advisory group, interpreting data and creating opportunities with us to share our findings and learning.

In 2025, we initiated the development of a new data-base system, which will support us to hold data securely and to use it in a more nuanced and effective way. We also undertook our 3rd Child Level Profile, to inform our strategic plan and annual work plans with a rich, focused understanding of children's views, their experiences, and where they are developmentally. Both these projects, as well as the strategic plan, will be completed in 2026.

All team members behind the scenes and out in front, are making their contribution to the impact of the organisation. So a huge thanks to them for the work they do so positively in the face of change and challenges, to provide high quality services, value for money and sustainable effective processes. Many thanks too, to our Board of Directors under the leadership of Kevin Fitzgibbon. All volunteers giving their time, expertise and commitment to steward the organisation through an ever developing strategic, and governance landscape. We are so grateful for their support.

Finally, thanks to the local partner services, families and children in our community. We love the work we do, and when we see children skipping into us exploring our spaces, or involved in messy play in our groups, or turning pages of books, or enjoying a sing song, or a moment of attuned interaction with their caregiver and educators, we know all these experiences are adding up and they are thriving.



Katherine Harford
Executive Director

Vision, Mission, Objectives & Values

Vision

Our communities are places where children experience happy, healthy and thriving childhoods that last a lifetime and no child is left behind

Mission

To work in partnership with everyone important in children's lives, sharing knowledge, skills and resources, empowering families and enabling children through their relationships and in their communities to be nurtured, fulfilled, achieving and learning

Main Objectives

- To govern, support and develop area-based prevention and early intervention programming and approaches that support early childhood development, relationships, and environments
- To set the foundations for infant and child development, learning, wellbeing, quality of life and outcomes
- And by doing so mitigate the intergenerational impact of child poverty and get all children's lives off to the best possible start

Subsidiary Objectives

- Respectfully enhancing skills and early childhood development knowledge, of all parents, practitioners, and services
- Strengthening and supporting all relationships and environments that are important to every child's early development
- Embedding systems and community change to support early childhood development
- Undertaking participatory learning and evaluation, documenting, and policy development

Values

Inclusive We will build trusting supportive relationships with families. Families include everyone who is important in a child's life: parents – Mams AND Dads, caregivers, and the wider family including grandparents, and the wider community. We will engage and be accessible to all while recognising that some require additional supports to facilitate inclusion.

Respectful We will show respect in all our interactions at every level of the organisation. We seek to be a trusted and valued support to children, their parents and guardians, caregivers, educators, services and communities.

Empathetic We place the relationship at the core of all aspects of our work. We offer empathy and kindness. We are trauma and adversity aware and responsive. We are non-judgemental. We acknowledge and accept challenges, but always build on strengths.

Integrity We will stay aligned with the vision, mission and principles of our work. Our work is informed by evidence and good practice. We work to a high standard with positivity and commitment. We advocate with and for children, families, their services and communities.

Open We will listen and communicate effectively at all levels of the organisation to be visible and accessible. We will continuously learn and engage with stakeholders in design, implementation and evaluation processes.

Collaborative We will work in partnership with children, their families, practitioners, services and organisations, policy makers and the State, with the purpose of improving outcomes for children, families and communities. At all times ensuring that we have consent from participants.

Well governed We will be an organisation providing quality in terms of governance and compliance as an employer, and effective deliverer of services, offering value for money and sustainability.

Core Concepts & Approach

Prevention, Promotion & Early Intervention

Let's Grow Together is an organisation rooted in area-based prevention, promotion, and early intervention. The programmes, approaches, and services are designed to support everyone important in children's lives, to empower them to support all children to have happy, healthy, thriving lives. This includes parents, caregivers, families, communities, services, systems, and polices. A particular focus of the organisation is to promote, build, and strengthen strong, lasting relationships and environments that have a protective, enhancing effect on children's development, reducing negative and long-term effects of adverse childhood experiences.

Prevention is the act of providing protective support to families and communities to stop issues or problems from starting or to stop them from getting worse. Promotion is enabling families to support their child's lifelong health and wellbeing, through universal, population and targeted services. Early intervention means providing support and help as early as possible when an issue or concern starts. Stopping issues from starting or helping them as soon as possible if they do start leads to better outcomes for children and families.

The United Nations Convention on the Rights of the Child (1989) recognises that prevention and early intervention strategies and programmes have the potential to positively affect young children's well-being and future prospects. Established international research shows the long-term benefits throughout a child's life of supportive prevention and early intervention services and programmes. This includes the reduction of a variety of health and social difficulties later in life (*The Impact of Early Childhood on Future Health, 2017).

"She was always very kind and always great with my baby took to her very well. I couldn't have asked for a kinder person to come into my home. She was very understanding and so helpful to both me and baby. I'm very grateful for her help in my first time going through motherhood."

Parent feedback from Home Visiting Programme

Infant & Early Childhood Mental Health

Infant and Early Childhood Mental Health (IECMH) is “the developing capacity of the infant/young child to form close and secure relationships; experience, manage, and express a full range of emotions; and explore the environment and learn – all in the context of family, community, and culture,” (*Zero to Three, 2024).

All our work, programmes, and activities are guided by the principles and practice of IECMH. We work with everyone important in a child’s life, ensuring every child is able to form close and secure relationships. Key building blocks to supporting a secure parent/caregiver-child relationship include: attunement; serve and return; and rupture and repair.

Having an initial strong relationship and a secure attachment with a parent or caregiver is important for laying the foundation of a young child’s development. It is important for: developing a sense of self and of others; developing the capacity to learn, play, and understand the world; being able to form other relationships in the future; and developing the ability to regulate and manage thoughts, emotions, feelings, and stress.

Attunement

The ability of caregivers to be aware of and respond positively to a child’s needs, which can be communicated using verbal or non-verbal signals or cues such as eye contact, facial expressions, tone of voice, gestures, and touch. It involves a parent or caregiver “tuning in” to their child, and responding appropriately.

Serve & Return

Like a game of tennis, a baby serves by reaching out for an interaction (by babbling, making eye contact, or touch), and their caregiver returns and acknowledges by responding positively within the interaction and connection (talking back, smiling, or touching). We strive for predictable, consistent and regular returns to support children's optimal brain development.

Rupture & Repair

Ruptures, breaks, or negative interactions in a relationship happen to everyone, but how an adult responds is most important. Repairing the relationship, by acknowledging what happened or what went wrong, is key to restoring trust and security in the relationship.

Approach

Let's Grow Together's core work consists of four interconnected strategies supported by an integrated monitoring and evaluation process. These strategies are underpinned by an IECMH framework and connected by their common approaches of capacity building, integration, and quality improvement, to get every child's life off to the best possible start.

The Infant & Early Childhood Mental Health & Wellbeing Strategy aims to translate the science of early development, to develop and implement the necessary knowledge, skills, practice, and services to support optimal social, and emotional development in the pre-birth to four years period of a baby's and young child's development. Supporting early relationships within the context of family and community is a key component.

The Speech, Language, Communication & Literacy Strategy provides prevention, promotion, and early intervention services for parents, caregivers, and educators of infants and young children to support emerging speech, language, communication, and literacy skills. Focus is placed on supporting adult-child interactions and relationships, including babies' first relationships with parents and caregivers, to promote early language and communication development.

The Early Years Care & Education Strategy provides a suite of quality supports to Early Years Settings and Early Starts. It is aligned to the National Early Years Curriculum Framework Aistear and Quality Framework Síolta. The central resource to the Strategy is the Early Years Mentor, supporting Early Years quality locally.

The Schools Community Strategy works in partnership with primary school communities to promote children's social and emotional wellbeing and their learning opportunities and environments, through their families and educators. Programmes and supports are provided to school staff, parents, families and children themselves.

History

Beginnings of Young Knocknaheeny

In 2011/2012, professionals across different disciplines, services, and sectors working in Knocknaheeny and surrounding areas met to figure out how they could work together to improve quality of life and childhood outcomes. Together, as a Consortium and with support from Social, Economic and Environmental Plan (SEEP) Funding from Cork City Council, a Prevention and Early Intervention Programme was designed. It was called Young Knocknaheeny and was hosted by Niche Health Project Cork (NICHE).

At the end of 2013 the Consortium submitted a successful bid to become part of, and funded by, the national Area Based Childhood Programme (ABC Programme). This government initiative, under the Department of Children, aimed to grow area-based Prevention and Early Intervention services in Ireland, to address the cycle of intergenerational childhood poverty. In 2014 the 12 ABC Programme sites across Ireland developed a 3-year logic model, implementation plan, budget, and national evaluation plan. Work also began on bringing a shared understanding of and the development of skills in Infant Mental Health (IMH) to our area through trainings and workshops. This knowledge base became the foundation of the work and approach of the organisation up to the present day.

Young Knocknaheeny ABC Programme

A staff team started with Young Knocknaheeny in January 2015 to began delivering the programme of work around four interconnected strategies, and offered programmes both to families and professionals working in the area. Young Knocknaheeny also provided dedicated administrator hours to the Kidscope Paediatric Clinic.

The Infant Mental Health Home Visiting Service began, which was informed by the Michigan Association of Infant Mental Health Programme. From then until 2020, Young Knocknaheeny continued to expand service delivery, by developing the role of the seconded Public Health Nurse (PHN); specialising in the prebirth to age three period of child development; extending the range of programmes offered; and beginning to co-facilitate programmes with community partners. An assessment of quality in Early Years Care and Education Settings was conducted, and the Early Years Mentor programme began.

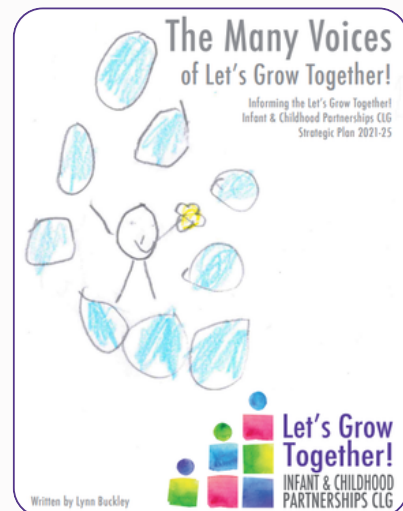
Transition to Let's Grow Together

In 2018, the ABC programme was positioned within the Prevention, Partnership and Family Support (PPFS) structure, and became mainstreamed for annual ringfenced funding. At the same time, NICHE went beyond their original 3-year commitment to host Young Knocknaheeny, and the management group decided to create a separate, independent organisation, to continue the work and allow it to grow and develop.

Let's Grow Together! Infant & Childhood Partnerships was established as a Company Limited by Guarantee and registered with the Companies Office under a newly formed Board of Directors. All staff and activities transferred to the new organisation in 2021. The Board of Directors began working to become a Registered Charity, developing a business plan and strategic plan, and committed to the Charity Governance Code.



Process and Outcome Evaluation launch by
The Ombudsman for Children in 2018



"She listened to how the previous week had gone, how we felt on the day and what we wanted to get from the class- often adding or adapting exercises depending on our needs. She made every person in the class feel listened to and important."

Mom-to-be from Pregnancy Yoga

Key Events in 2025

Infant Mental Health Endorsements of Team Members

Infant Mental Health Endorsement® recognises professionals who have developed strong knowledge, experience, and skills in supporting babies and young children (birth–3) and their families — especially around emotional wellbeing and early relationships. Endorsement recognises expertise and skill, ongoing learning, engagement in reflective practice and policy development.

The endorsement of Let's Grow Together team members supports our policy and advocacy work. After many years of building up knowledge, skill and practice development in Let's Grow Together, we strategically supported staff members in 2025 to apply for Infant Mental Health Endorsement® with the Irish Association of Infant Mental Health in order to validate their expertise. This process will continue into 2026.

10 Year Anniversary Celebration of the National ABC Programme.

The 10 year anniversary of the National Area Based Childhood Programme took place in the National College of Ireland in June 10th 2025, bringing the ABC Programme sites together, along with policy makers, politicians, funders, supporters and families for a day of reflection and learning. Kate Duggan, CEO of Tusla - Child and Family Agency welcomed attendees, and acknowledged the work and impact over the last 10 years.

Niamh O'Connor, one of our Parent Forum members and a Director on the Board, joined our Executive Director as a guest speaker to share the experiences of herself and her family engaging with Let's Grow Together over the years. supported her to grow in confidence and knowledge as a parent. Niamh also had the honour of being invited by Bernie Lavery - Tusla ABC Programme Manager, to cut the ABC Programme birthday cake!

This 10-year celebration continued in Cork, as it also marked 10 years of Prevention and Early Intervention services of Young Knocknaheeny and later Let's Grow Together. We marked this by celebrating with the existing members of the team who were there from the beginning.

Science of Love

Let's Grow Together collaborated with the Irish Play Therapy Association and the Irish Association for Infant Mental Health to host The Science of Love event on Friday 14th February 2025 in the Millenium, Hall, Cork City Hall. We were joined by over 100 attendees, including practitioners, caregivers and babies, for an interactive, positive event for Valentine's Day to celebrate and learn about the "Science of Love from pregnancy and beyond".

Our Guest speaker was Dr Dan Wuori, educator, Early Years advocate, author and to parents the world over, known for his innovative use of social media to educate about infants and toddlers – with more than a quarter million followers tuning in to his daily video child development lessons.

Dan zoomed into the micro moments of nurturing interactions in the context of adult-baby relationships to explain the science of child development and the role of attachment and love.

Home Visiting Day

Let's Grow Together joined the national celebration of National Home Visiting Day on 15 October 2025, marking the theme "Where Connection Builds Community." The day highlighted that early relationships matter and that home visiting empowers parents to nurture, teach, and lead in their children's development and care, beginning at home and extending into the wider community.

Throughout the event, presenters showcased the evidence that high-quality home visiting in early childhood is a small investment with a big return for children, families and communities. It was also an opportunity to hear from parents themselves about how home visiting helped them to understand, nurture, and support their children.

Suzanne Rigby, Infant Family Project Worker, with Let's Grow Together presented at the conference about the team's home visiting practice, with particular emphasis on engaging fathers in their relationships with their young children. Suzanne outlined the Let's Grow Together father inclusion strategy, and illustrating both the opportunities and challenges involved in meaningfully including fathers in early relational work.

Strategic Plan

The 2021-2025 Strategic Plan was the first, high-level strategic plan developed for Let's Grow Together, after transitioning from Young Knocknaheeny in 2020. It strengthened and defined our initial direction, while establishing the mission, vision, and values. The Strategy consisted of six strategic goals with multiple objectives within each goal.

Goal 1: Delivery and Integration of the Young Knocknaheeny Programme

- Objective 1: Continue to deliver programme within current agreements
- Objective 2: Revision of current presentation of service delivery model
- Objective 3: Visibility, engagement & communication
- Objective 4: IT Infrastructure

Goal 2: Consolidate Reach of Organisation

- Objective 1: Overall Reach
- Objective 2: Age range
- Objective 3: Geographical reach of direct services
- Objective 4: Capacity building reach
- Objective 5: Visual interpretation

Goal 3: Stakeholder Involvement

- Objective 1: Organisational level
- Objective 2: Service delivery level

Goal 4: Monitoring, Research, Evaluation, and Reporting

- Objective 1: Programme support
- Objective 2: Collaboration
- Objective 3: Child and family voices

Goal 5: Sustainability

- Objective 1: Premises
- Objective 2: Funding
- Objective 3: Programme and company development

Goal 6: Good Governance

- Objective 1: Company Board
- Objective 2: Governance Code
- Objective 3: Employee wellbeing and development

New Strategic Plan

As 2025 was the last year of this current strategic plan, a review of the plan was undertaken by members of the team and Board of Directors. The review found that:

- The consultation that informed the plan was very good, and something to build on.
- Language, science and practice, especially in participation has developed and changed.
- The needs of families are changing.
- Most of the objectives of the current plan were achieved.
- Some just partially such as development of the IT infrastructure and the establishment of a CRM.
- The plan is now out of date, and a new plan must be developed to avoid mission drift.
- Vision, mission, values and key concepts align continues to resonate.
- We need to address some fundamental questions about future direction including a position on the need/demand/capacity for expansion

In 2025 Let's Grow Together began the development of a new strategic plan for the period 2026-2030. This process commenced, with the development of a Theory of Change undertaken by consultant Emma Lane-Spollen, funded with thanks to Rethink Ireland. The Theory of Change allowed Let's Grow Together to check-in and refine on its purpose, focus, impact and how it delivers on its core mission.

Building on this process, in Q3 of 2025 Let's Grow Together commissioned consultant Sarah Quinlan of SQ Consulting, to develop the new strategic plan. Sarah undertook a wide-ranging and inclusive consultation, reaching out to the families and caregivers at the heart of our work, staff across the organisation, community partners, funders, statutory bodies, board members and local representatives. It was crucially important to us to ensure that the people closest to LGT's work, those who deliver it, those who experience it, and those who champion it - had a genuine voice in shaping what comes next.

The themes, insights and priorities that emerged from those conversations directly inform the shaping of the plan, from the values that underpin it to the actions committed to. We are deeply grateful to everyone who gave their time, shared their experiences and offered their perspectives. The Board of Directors and worked closely with the team and consultant to draft the plan, which will be launched in 2026.

Area Profile

The primary location of work for Let's Grow Together is in the Northwest area of Cork City. The geographical catchment area has expanded twice, to its current boundaries. This area of the city is rich in history and community identity. Many services were established out of community participation, supporting one another and the area.

The area is undergoing a long-standing housing regeneration programme, delivering high quality homes. There have also been developments in primary care services, parks and recreation, with further plans for Bus Connects, a Regional Park, and a NorthLink distributor road. There are a variety of primary, post-primary, and further education settings providing choice for families in the area.

From the 2022 CSO Census, there were 224,000 people living in Cork City. Across the Northwest r there were 27,927 people, including 1,214 babies and children aged 0-4 years*. A comparison between the Pobal HP Deprivation Index for 2016 and 2022 shows an increase in the level of disadvantage across the entire Northwest of Cork City**. In 2022 several Small Areas were designated as extremely disadvantaged.



*<https://visual.cso.ie/?body=entity/ima/cop/2022>

**www.pobal.ie/pobal-hp-deprivation-index/

Current Challenges & Opportunities

Cork is undergoing significant infrastructural development and regeneration, which will continue in the years to come. Many of these developments will benefit the Northwest area of the city, such as the continued Northwest Quarter Regeneration, delivering high quality local homes, Bus Connects, the development of the new Northwest Regional Park, and the light rail train line to Blarney, along with the development of the Mercy Hospital, Cork University Hospital, and St Mary's Health Campus. The population of the city is growing rapidly, and the Northwest area of the city is well placed to be served by the region, city centre and neighbourhood developments. The work we do alongside our local partners is an important resource to these developments, helping to create sustainable, healthy, and vibrant communities where families can thrive.

Across Ireland, the cost of living, housing, access to healthcare, and childcare, social cohesion all continue to adversely impact local families, particularly those experiencing poverty. Many families turn to community support services such as Let's Grow Together, putting increased demands on our own services, and without additional funding, it can be challenging to meet those demands. Fortunately, new partnerships allowed us to meet some of those challenges being felt in Cork City.

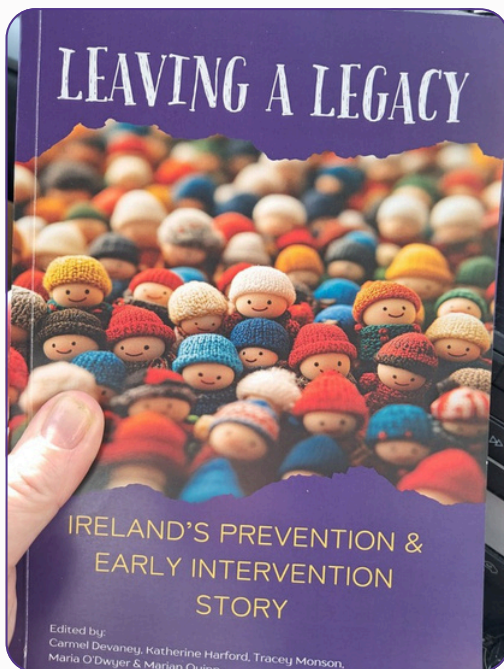
Prevention and Early Intervention features strongly across government policy, however, short-term crisis management can affect focus on the longer-term planning and investment that is required to see large-scale national and systems change. The HSE continues to restructure locally and nationally to part to shift their focus to prevention and community-based settings, and Let's Grow Together is an ideal local partner in the C&V sector to support that shift.



The continued implementation of the WRC decision to support pay increased to those working in the community and voluntary sector have been hugely welcomed by Let's Grow Together. These uplifts in staff pay for the very important and valuable work they do, help us to recruit and retain staff that are then given opportunities to train and develop their skills with us. This uplift is being covered by our core funders. The State legislated autoenrollment pension scheme is important to employees now and into the future. However, there has been no additional funding secured for its roll out on January 1st, 2026. For Let's Grow Together, this cost must be absorbed for the time being from existing funds, which if not addressed will impact service delivery, as the employer contribution increases year on year.

Tusla is undergoing a national reform which have begun to impact the processes into which Let's Grow Together collaborate and engage. However, Tusla has also grown its National Home Visiting Programme, which in 2025, Let's Grow Together worked collaboratively to extend in Cork.

Taken together, while there are interconnected challenges facing the organisation and families in the area, there are also opportunities for change and for ensuring the voices of children and families are heard and are part of future developments.



Key Partnerships

Parents Forum

Parents and caregivers are the experts in their children's lives. Let's Grow Together established a Parents Forum in 2019, and it has grown into a well-respected platform for positive change in the community. It started with six mothers in 2019, and in 2025 there were 9 members, including 2 fathers. Members are from a diverse range of backgrounds, which is representative of the diverse community in which we work, and ensures a wide range of views and opinions are heard. We are working to continue growing in inclusivity, by including foster and adoptive parents, non-parent caregivers, and parents of older children.

The Parents Forum plays a significant role in guiding what we do and how we do it. They give feedback and share ideas and suggestions for how we can improve our services. Members talk about issues and challenges affecting their families and community and discuss ways that we can provide support. The Forum meets throughout the year and communicates regularly through a busy WhatsApp chat.

A member of the Forum became a Director on the Board and is the Forum representative to the Board, ensuring local voices are involved throughout the organisation. The Forum also provides members with training and upskilling opportunities, such as Chairperson training, minutes taking training, and Peep Learning Together Programme Facilitator Training.

In 2025 the Parents Forum met 5 times including a Parents Forum Picnic! During the meetings they engaged in many consultations and activities including:

- Focus Group on the Let's Grow Together Strategic Plan
- Focus Group to provide feedback to HSE on recent Infant Mental Health publication for parents
- Feedback in relation to the child level profile design and accessibility of surveys
- Input into development of new PEEP drop-in Group and future shaping of Parents Plus groups.
- Consultation on HSE Quality Improvement Project
- Participation in local food and placemaking consultation.
- Discussions on access to Early Years services and community services and infrastructure.

Area Based Childhood Programme

Let's Grow Together is one of 12 Tusla ABC Programmes across Ireland, within Tusla PPFS. All ABC Programmes follow a strengths-based approach, harnessing the strengths and capabilities of families and their communities. Prevention and early intervention approaches are used throughout the ABC programmes and are essential to ending the intergenerational cycle of poverty and disadvantage. ABC Programmes collectively provide a large variety of evidence-based children and family programmes, parenting courses and supports, practitioner training and capacity building, and support processes for systems change at local and national levels. The ABC Programmes have developed a collective Outcomes Framework, which is monitoring and evaluating the scope, outputs, and outcomes of the Programmes. Indicators and outcome measures are being standardised across the ABC programmes, to better evaluate programmes and the value we provide to families and communities.

Infant and Early Childhood Mental Health National Partnerships

Let's Grow Together works in partnership with many others at national level to promote intersectoral capacity building and service delivery of IECMH. Partners include national Tusla PPFS Office, Tusla national home visiting programme, national HSE Healthy Ireland Programme, ABC Programme, and multiple interest groups. Let's Grow Together also contributed to the national framework development and implementation of IECMH Professional workforce Development across the country.

Kidscope Paediatric Clinic

The multidisciplinary paediatric clinic Kidscope operates in partnership with HSE, UCC, Let's Grow Together, NICHE, and Tusla Springboard. Tomar Trust and HSE committed 3 years of financial support, for 2024-26, for coordinator and operations support. This funding supports the strategic development, running, sustainability, and growth of the Clinic. The Clinic Administrative Coordinator is housed within the Let's Grow Together team.

HSE Sláintecare Healthy Communities

Through the Sláintecare Healthy Communities Programme, Let's Grow Together delivers Parents Plus Programmes in Community Healthcare Networks 8 and 9. The team works closely with community partners and the HSE Healthy Communities Coordinator and multi-agency implementation group on the delivery of the programme, to maximise the reach and impact of the programmes and workshops.

Cork City Council

Let's Grow Together has an important and long-lasting relationship with Cork City Council, working together to improve outcomes in the area. These include collaboration on the City Northwest Quarter Regeneration Plan and the Social, Environmental and Economic Plan. There are ongoing partnerships with Council staff within Community Initiatives, offering programmes and events for community members. Let's Grow Together also offers a mechanism for Cork City Council to engage with families, to hear directly from children and families. This partnership helps provide and develop opportunities that will have long-term positive impact in the area.

Home Visiting Alliance

Established in November 2020, the Home Visiting Alliance is a collaboration of five evidence-based early childhood home visiting programmes across Ireland. Let's Grow Together is a member of the Executive Committee, leading the strategic development and overseeing the implementation of activities. The Alliance focuses on sharing learnings and building on each other's experiences to enhance early childhood home visiting.

The WellSchools Network

Let's Grow Together developed a partnership with The WellSchools Network in 2024, following a review of the Schools Community Strategy. The WellSchools Network provides trauma-informed training and onsite coaching to schools, that supports student well-being and teacher efficacy in facilitating student learning. This partnership delivers on the aim to support children's social and emotional wellbeing in the school environment, through capacity building and mentoring of school staff. Significant progress was made on the delivery of Wellshools Network in 2025 thanks to financial support from Rethink Ireland and Tomar Trust.

Local Partnerships

Let's Grow Together works locally in partnership with a variety of local services and community organisations, such as schools, early years services, primary care, library services, family support, social care, and higher and further education. We also facilitate a local parents forum and include the voice and views of children themselves. Our local partners participate in planning, research, and co-ordination of our work; co-facilitate programmes with us; participate in our trainings; co-host events together; and provide facilities, time, expertise, and commitment to our vision.

Working Groups, Forums, Community of Practice, & Network Memberships

Let's Grow Together team members are involved with many different working groups, forums, communities of practice, and networks. This allows us to promote infant and early childhood awareness, practice, policy and systems change at local and national level. It is also an strengthen connections and share knowledge and resources with partners, other service providers, and other stakeholders locally, nationally, and internationally.

- ABC National Programme Managers Forum Working Groups
- IMH National Working Group and sub-groups (Solihull)
- Home Visiting Alliance and Subgroups
- Creative Places
- Tusla CFSN Forum and Subgroups
- Tusla CYPSC Forum and Subgroups
- Cork Healthy Cities
- Cork Child Friendly Cities
- Let's Play Cork Working Group
- Dolly Parton's Imagination Library Working Group
- PEIN Executive Committee
- SláinteCare Healthy Communities Implementation Group
- HSE Southwest Child Health Governance Group and subgroups
- IASLT Working Group and Subgroups
- My Place to Play
- What Works Building Evidence Group
- NBO network
- International Play Association Ireland



Social Media

Multiple social media platforms are used to promote programmes and events, and to share ideas, photos, family feedback, and stories. Instagram connects mostly with families, while Facebook connects with families and local service providers. LinkedIn connects with professionals and service partners both locally and nationally. Families often reach out to us through social media with queries about services and events. Having a social media presence helps build our reputation, ensures timely information is accessible to families, and promotes self-registrations.



543 followers end of 2025
363 followers end of 2024



2,004 followers end of 2025
1,988 followers end of 2024



1,320 followers end of 2025
1,169 followers end of 2024

NBO: *How did your home visitor help you feel comfortable?*

“She didn’t intrude or impose opinions but rather created a free conversational environment where we felt absolutely safe to ask any question. Her interaction with our baby was adorable and she made so many compliments to him and us as parents, which felt very nice and reassuring in this journey”



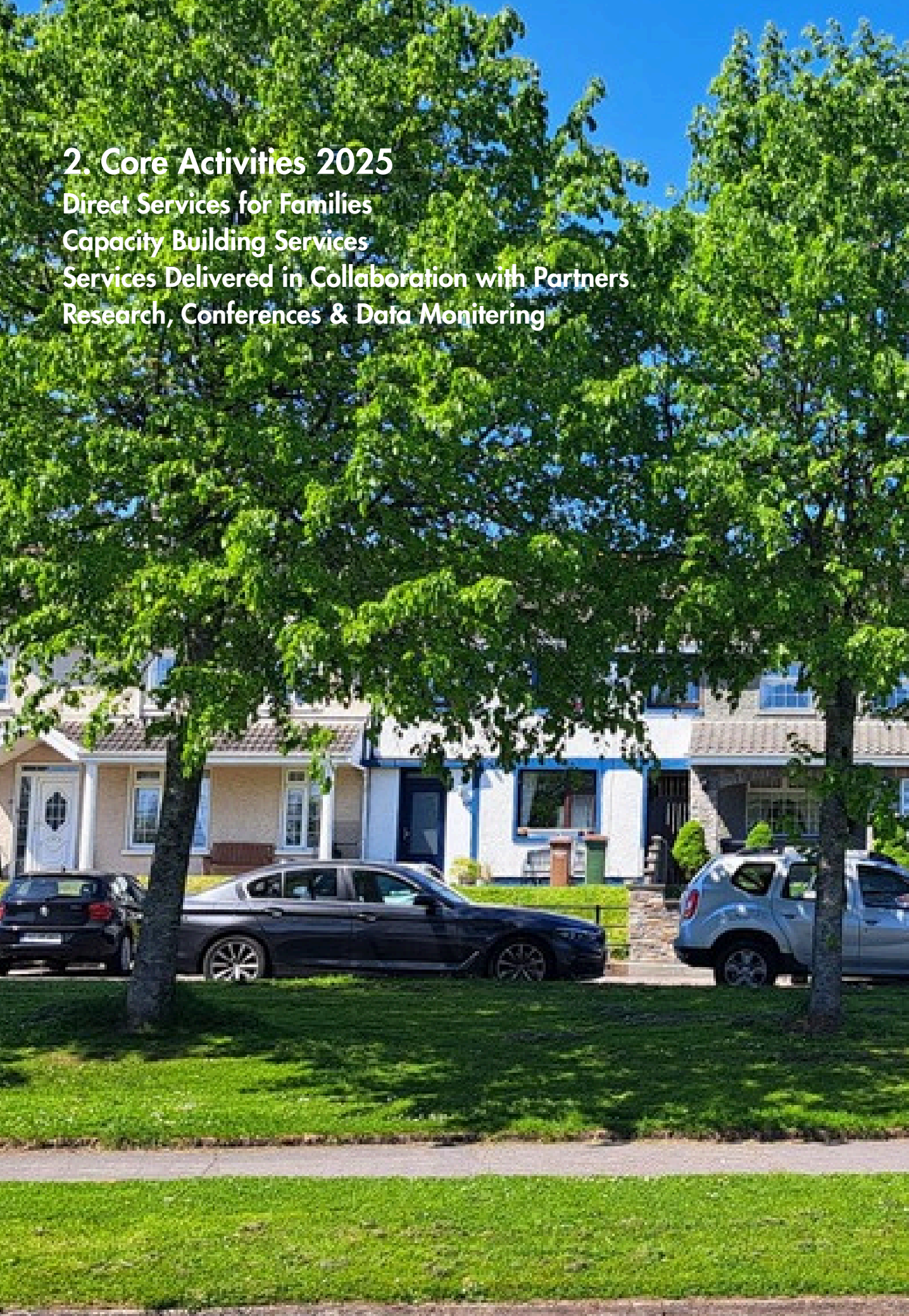
2. Core Activities 2025

Direct Services for Families

Capacity Building Services

Services Delivered in Collaboration with Partners

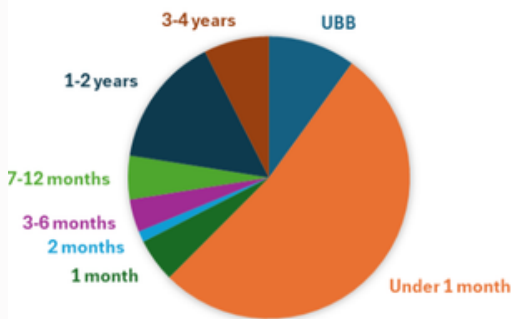
Research, Conferences & Data Monitoring



Core Activities 2025

Let's Grow Together works with families across the Northwest of Cork City and the services and organisations important in their lives. We also work at a regional and national level to promote systems and policy change. Family programmes are available from pregnancy throughout early childhood. Practitioner and professional capacity building programmes are for those working with or for young children and families in the Northwest of Cork City and beyond.

AGE OF CHILDREN AT REGISTRATION 2025



Over 50% of the families who registered with a baby under 1 month

Can you describe how the Early Years programme changed your relationship with your child(ren)?

"Being a good enough parent is key - it's ok to go off track as long as repair is done - taking adult time out and doing something nice for me are essential to being a fully present parent"

In 2025, **141 new families registered** with Let's Grow Together. Over 3000 families have registered with Let's Grow Together since we began as Young Knocknaheeny in 2015. **Nearly 80% of families registered through their local PHN** in 2025, and 12% registered after hearing about Let's Grow Together from friends, family, or social media. This is an increase from 7% in 2024, indicating our presence and visibility in the community is becoming stronger.

There continues to be a strong trend of families registering during the first PHN visit after their baby's birth, with **over 70% of registrations being pregnant people and babies under 1 month**. This allows families to access programmes and services as soon as possible on their parenthood journey.

120 practitioners and professionals participated in training programmes facilitated by Let's Grow Together in 2025, a significant increase from 83 in 2024. These practitioners and professionals were from a wide range of backgrounds, services, and roles; including Early Years Settings, primary schools, health services, family support services, education providers, local authorities, and other community organisations. Many have attended multiple training programmes over the years, building on their knowledge and skills.

Additionally, over **660 students** in a variety of related disciplines attended lectures provided by the team in UCC, MTU, and ETB further education institutes.

Ten Early Childhood Care & Education Settings were supported throughout the year. These Settings provide crèche, preschool, Early Start, or a combination of services. Across these, over **70 staff work directly with children, and over 400 children attend the services.**

Eleven primary schools were supported throughout the year, all of which are DEIS Urban Band 1. **The combined 2024/2025 enrolment of these schools was over 2,500 students.**



Let's Talk With Your Baby: *Can you describe how the programme changed your relationship with your child(ren)?*

"It helped me to have more one-on-one time with my daughter and realise how important it is. Gave me new ideas for play together."

Direct Services for Families

Let's Grow Together offers a suite of evidence-based programmes for families which focus on promoting and supporting the development of:

- Early relationships between babies, toddlers, young children and their parents, caregivers, family, and community
- Early communication, social, and emotional development
- Overall child development and well-being



Once a family registers, they are supported in choosing which programmes to join, based on the age of their children, interests, capacity, and what will support their individual needs. The Home Visiting Programme is offered on a 1:1 basis, and is family led. This means that the length of time spent engaging with this programme is determined by the individual family meeting their goals.

Group programmes are offered as 5-8 weekly sessions, where multiple families come together to learn, share, and connect. Families enjoy meeting others with babies and children of the same age, and bonding over shared experiences. Often families join multiple programmes over the years as their baby grows, and come back to groups as younger siblings are born, building a deep and lasting connection with us.

For those of our team providing direct services to families in their homes and within groups in the community, we provide a Reflective Practice Group space. These are an important part of infant mental health practice, providing regular space to reflect on work with infants and families. They help practitioners think more deeply about the relationships, emotions, and dynamics present in the work, and to consider their own responses as part of the process. This supports a relationship-based approach and strengthens the ability to remain reflective, attuned, and grounded in infant mental health principles.

Infant & Early Childhood Mental Health Home Visiting Programme



581 Home Visits

The goal of the IECMH Home Visiting Programme is to make sure families are supported to help their children grow and develop in a safe and stimulating environment. The Home Visiting Programme is available for families during pregnancy and up until the child turns four years old, which is a critical period of growth and development. If families would like speech, language, and communication supports they can meet with a Speech and Language Therapist (SLT) as part of the programme. Home Visitors aim to build a strong relationship with each family and work with their strengths. Families determine how long to engage with the programme.

There are five core elements of the Programme:

- Early relationship assessment and support
- Developmental guidance
- Emotional support
- Advocacy
- Concrete assistance

Home Visitors work with many other agencies and services, providing wrap-around support for families. Some of the other services we collaborate with are local PHNs, Kidscope Clinic, Tusla Springboard, Tusla Child Protection Social Work, Early Years Centres, Children's Disability Network Teams (CDNT), Primary Care, Cork City Council, and Citizen's Information.

"She was incredibly kind and friendly. She interacted so warmly with my daughter, making her feel comfortable and at ease. We truly enjoyed her visit and appreciated her kindness. It was a pleasure having her over"

Parent from the IECMH Home Visiting Programme

Groups and Other Family Programmes



Pregnancy Yoga
15 moms-to-be



Newborn Behavioural
Observation
72 babies
94 caregivers



Baby Massage
59 babies
66 caregivers



Let's Talk With Your
Baby
27 babies
32 caregivers



PHN group information
sessions
41 families



Peep Learning Together
Programme
76 children
81 caregivers



Parents Plus
Early Years groups
9 caregivers



Graffiti BEAG
30 children
32 caregivers



Babloo
13 children
15 caregivers



Doodle STEAM
65 children
65 caregivers



Doodle Families
26 children
26 caregivers



Circle of Security
Parenting
10 caregivers



Parents Plus
Workshops
34 caregivers

Family Groups & Other Programmes

A range of programmes and groups are available to families to join throughout the year. Each programme is designed for a specific age/developmental stage, and offers capacity building, support, and guidance on different areas of child development.

Parent education sessions in PHN groups A LGT speech and language therapist attends parent groups facilitated by the local Public Health Nurses and shares information with the parents living in the community.

Our team member explains the importance of infant mental health and ways to support it. They then have a parent and baby session putting that information into practise, through signing songs, blowing bubbles and having chats between parent and baby.

Pregnancy Yoga Expectant mothers learn breathing, stretching, strengthening, and mindfulness techniques, in a supportive environment. By integrating IECMH relational language and practice, it can help to build a strong bond with their baby. It is for those who are after 12 weeks of pregnancy.

Newborn Behavioural Observation For babies aged 0-3 months. It supports positive parent-baby interactions and relationships. The Home Visitor meets with a family to invite them to observe their baby and talk about:

- What the baby can do
- How they are developing
- How they communicate
- What they are trying to tell their family

Baby Massage Demonstrates techniques and tips for parents and caregivers to massage and soothe their baby. Doing regular baby massages enhances the early bonding and relationship building between a baby and their parent or caregiver. It is for babies aged 0-6 months.

Elklan Let's Talk With Your Baby Offers opportunities for parents and caregivers to discover ways to support and encourage their baby's development, in areas such as gross motor, sensory, and speech, language and communication. For example, it promotes face to face interactions, shared attention, and exploring the benefits of music, songs, and rhythm. The group supports early communication development through play, as well as the baby and parent or caregiver relationship. It is for babies aged 3-12 months.



Baby Massage room setup

Baby Massage: *Can you describe how the programme changed your relationship with your child(ren)?*

"We bring in elements of massage from time to time now when my son is in the right mood for it. It's a really nice calm addition to our routine which can be so much about playing or tummy time activities"

Babloo Babloo was an 8 session group done in collaboration with artist Catarina Araújo. The goal of the project was to enrich participants sense of place & to promote well-being through creative engagement. Caregivers were invited to co-create by engaging alongside their children, through modelling exploration, responding with wonder, and allowing space for the child's independent choices. Their active involvement becomes a mirror and a guide for the child's creative journey. Each session encouraged imagination, playfulness and creativity, essential skills for early years development.

Graffiti BEAG In 2025 LGT partnered with Graffiti Theatre Company through its BEAG Early Years programme to bring high-quality arts experiences to families with babies. We hosted three specially designed performances and recruited three groups of ten families to participate. This initiative supported sensory exploration, play and connection in the earliest years. Funding for this pilot collaboration was secured through the R&D phase of the Creative Places Knocknaheeny project.

Peep Learning Together Programme Values and extends what parents and caregivers already do to support their child's learning in everyday life. Peep sessions raise awareness and model how singing, talking, playing, and sharing books and stories together helps strengthen relationships and develop children's listening, talking, and later literacy skills. The Programme focuses on:

- Ways to make regular day-to-day activities into learning opportunities
- The importance of recognising their child's efforts and achievements
- Ways to interact with and support their children
- The importance of modelling positive behaviours and interactions

It is offered as both an Under 2 group and an Under 4 group. We offer Peep groups in partnership with Barnardos, Tusla Springboard, schools, and Early Years Settings. A Summer Peep Dad's Group was also offered in 2025.

Circle of Security Parenting A group for parents and caregivers to explore ways to build and strengthen a secure parent/caregiver-child relationship. The programme supports parents and caregivers to think about, reflect on, and understand how their child's behaviour is communicating a need, and how to best respond to those needs. This helps support the child's ability to manage their emotions and the development of the child's self-esteem. It is for caregivers of children under 7.

Doodle STEAM Weekly sessions for parents, children and educators to enjoy together as they explore all things Science, Technology, Engineering Arts, and Maths. Both educators and parents found the focus on early STEAM learning to be valuable and enjoyable. Parents have expressed a strong sense of community and fun throughout the programme.

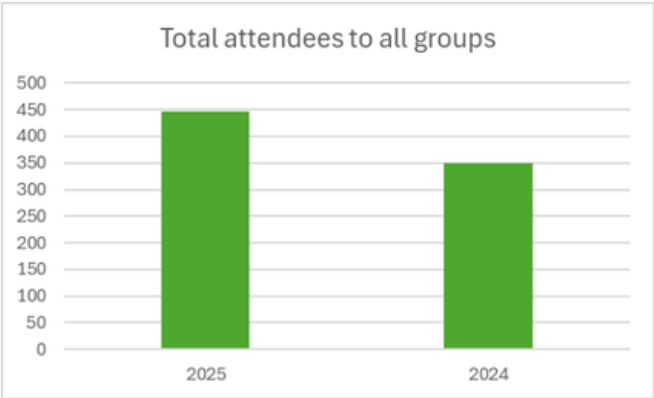
Doodle Families A literacy programme for children in First Class in primary school and their parents or caregivers. The main goal is to encourage family literacy by helping children learn fun and interesting ways to include their reading and writing skills in everyday activities. Sessions focus on oral language development, school experience, and writing. It is run by trained facilitators in each school.

Sláintecare Healthy Communities Parents Plus Programmes and Workshops

Practical parenting groups that focus on promoting confidence, learning, and positive behaviour. They support parents and caregivers to:

- Develop positive attachments and relationships with their children
- Reduce their own stress and anxiety
- Increase their children's self-esteem
- Manage behavioural and emotional issues
- Encourage their child's learning

The Early Years Programme is for parents and caregivers of children aged 1-6, and the Children's Programme is for parents and caregivers of children aged 6-11. Workshops are single sessions that focus on a specific topic, and some workshops are provided in partnership with primary schools.



In 2025, we had 447 families that attended our groups, an increase from 349 in 2024.



Peep: *Is there something you learned or did that stands out for you?*

"I learned that all children are different and do things in their own time. I saw my son flourish and become more outgoing as the weeks went by."



Capacity Building Services

Let's Grow Together provides a suite of capacity building services and supports, of which a core component is training coaching/mentoring and reflection for practitioners and professionals. These are offered to support and strengthen the knowledge, abilities, and capacities of practitioners, professionals, and service agencies. Providing such resources to adults who are important in children's lives further promotes children's social and emotional well-being and enhances their learning environments and opportunities.



2-Day Solihull Approach
Training
35 participants



Monthly Infant Mental
Health Network Group
10 participants



Early Years Mentoring
50 on-site visits
59 sessions mentored



Information sessions with
PHN network
21 practitioners



Doodle STEAM
Facilitator Training
14 practitioners



Newborn Behavioural
Observation Training
24 participants



Peep Learning Together
Programme Facilitator Training
20 practitioners



Learning Language and Loving
It Hanen Program
11 participants
5 participants in Refresher Course

"In my role I meet parents/ caregivers every day, often as the first point of contact with services. Parents often are under pressure and overwhelmed by their child's needs , this approach will be helpful in framing my interactions with them"

Practitioner after Solihull Approach Training

Solihull Approach Training Training provides an in-depth knowledge of IECMH principles and their use in practice. It is aimed at those working with or for babies, children, and families. Participants learn about:

- The theory of IECMH and how to integrate it into practice
- Early social, and emotional development
- The effects early caregiving relationships and experiences have on brain development
- Attachment, emotional regulation, and reflective capacity
- Impact of stress and adverse childhood experiences
- Observation skills to use when working with families
- Reflective practice

Newborn Behavioural Observation training We host a three-day NBO System Training, facilitated by Brazelton International and funded by The Katherine Howard Foundation (KHF). Practitioners from diverse disciplines strengthen their skills in observing and understanding newborn behaviour to better support early parent–infant relationships.

Learning Language and Loving It™ – The Hanen Program® for Early Childhood Educators Provides professionals working with young children (developmental stage up to 5 years) with practical strategies for supporting all children to develop language and social skills, no matter what their learning and communication styles are. This includes:

- Promoting every child's language development using regular daily activities, routines, and play
- Becoming tuned into children's interests to follow their lead
- Adjusting ways of speaking to help children advance their language skills
- Fostering emerging literacy skills.

A Refresher course is also offered once a year for previous graduates, to help reinforce what participants learned and refocus on how they can continue to use the strategies in their own practice.

Information Sharing with Public Health Nurses We value ongoing collaboration with Public Health Nurses across our community. Regular information-sharing sessions strengthen communication, promote shared understanding of family needs, and enhance coordination of support for parents and young children. These sessions ensure families receive consistent, connected, and responsive care during the important early years.

Peep Learning Together Programme Facilitator Training Participants learn:

- How to engage and support parents and caregivers to build on what they already do to enhance their child's early learning and development
- The importance of learning during everyday play activities
- Practical ideas, skills, strategies, and resources
- How to deliver the Peep Learning Together Programme in scheduled groups, 1:1 sessions, or drop-in sessions

Infant Mental Health Network Groups Provide a reflective space for members to explore topics related to IECMH, and support the translation and implementation of IECMH knowledge and skills into frontline practice.

Doodle STEAM Facilitator training Doodle STEAM is an evidence-based, Science, Technology, Engineering, Arts, and Mathematics (STEAM) programme. This programme aims to break down barriers to STEAM participation, at home and at school, in a fun and accessible way for children aged 6-8 years and their caregivers

Early Years Mentoring The Let's Grow Together Early Years Mentoring Programme works in partnership with Early Years Professionals, primary school teachers, and managers directly in their Early Years Setting or Early Start. They work collaboratively with a strength-based approach to identify needs and improve the quality of the environment, interactions, and relationships. The mentoring relationship is ongoing throughout the year, and is supportive, individualised, and tailored to each Professional and their unique setting, children, strengths, and needs. The Environmental Enhancement Fund was made available through this programme and supported the identification of needed equipment and materials that would enhance the quality of children's learning and play environment.

"Studying as a children's nurse, this lecture was helpful to make me realise how impactful my presence could be in a child's life. I have the tools to guide parents and their child to this service, and it could change their lives"

UCC 2nd Year Children's Nursing student lecture feedback

Transitions Partnership

The transition from early years to primary school is an important milestone for both children and their families. Let's Grow Together, in collaboration with schools and early years settings on the Northwest of Cork City established a transition-focused working group to support families and young children.

In 2025, the group met in early spring with the core objective of making the move into primary education smoother and more positive for everyone involved. From this, the transitions-specific adaptation of the PEEP, Learning Together Programme was implemented as an evidence-base to work from with schools and early years settings and has been rolled out in several schools. Central to this work is highlighting the importance of strong relationships, as positive connections between schools, parents and children help build confidence as children begin their journey into primary school.

Schools Support & Capacity Building

The Schools Community support works in partnership with primary school communities to promote children's social and emotional wellbeing and their learning opportunities and environments, through their families and educators.

14 local schools and 6 community organisations meet with Let's Grow Together regularly throughout the year to co-ordinate services, discuss challenges and identify further support and resources.

Let's Grow Together developed a partnership with The WellSchools Network in 2024, to support student well-being and collective teacher efficacy in facilitating student learning. Significant progress was made on the delivery of WellSchools Network in 2025 thanks to financial support from Rethink Ireland and Tomar Trust. WellSchools Network approach was delivered through onsite coaching delivered in 11 schools in 2025 benefiting 560 educators, in turn supporting the social and emotional wellbeing of 3,400 primary school students.

In the beginning of 2025, Let's Grow Together, in collaboration with the Childhood Development Initiative, began the roll out of the Doodle STEAM programme in schools in the Northwest of Cork City. 14 educators completed the day long, in-person, Doodle STEAM training with LGT. Four schools in our catchment area went on to implement the Doodle STEAM programme, and nine more schools have expressed interest in the programme and have begun the self-directed, online training. The expectation for 2026 is to expand the Doodle STEAM programme to all schools in Let's Grow Together's catchment area and beyond into Mayfield, the Glen and Dublin Hill.



15 lectures
663 students



7 Student placements

Student Lectures and Learning

Let’s Grow Together partners with UCC, MTU, and other Higher Education Institutions to provide lectures and workshops to students in a variety of disciplines. These include SLT, Children’s Nursing, Psychology, Early Childhood Studies, Psychology, Montessori Education, and Public Health. This provides students with exposure to the principles, practices, and importance of IECMH, and how they can incorporate it into their future practice and careers. 230 additional students were reached in 2025, compared to 2024. Medical Students also attend the Kidscope Paediatric Clinic each week, giving them practical community-based developmental paediatric training.

Student Placements

Students from various disciplines from different Higher Education Institutions join the team on placement throughout the year. In 2025, 7 students completed a placement with LGT; 2 SLT students from UCC, an Early Years Education student from UCC, a Social Care student from MTU, a Psychology master's student from TUS, a Play Therapy student from MTU, and a Psychotherapy student from MTU. Robust placements where students work alongside interdisciplinary team members provide invaluable learning experiences and in-depth training. Over the years we have had over 25 students do their placements with our organisation.



Services Delivered in Collaboration with Partners

Kidscope Paediatric Clinic



44 clinic days in 2025
217 appointments in 2025



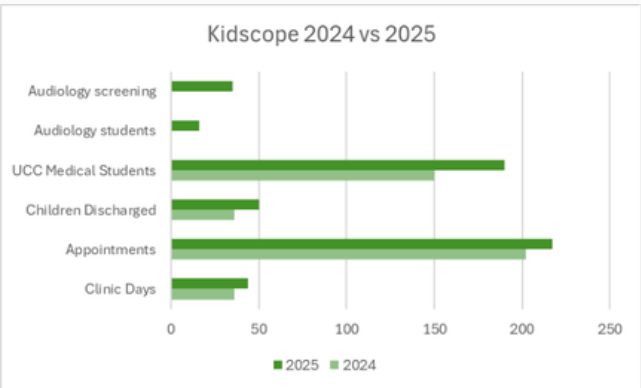
Medical students trained
190 in 2025

Kidscope is a multidisciplinary, community-based children’s clinic which offers free health and developmental assessment and onward referral for pre-school children aged 0 to 6 years old living in the Northwest area of Cork City. It is led by Consultant Paediatrician Dr Louise Gibson. Children are referred to the clinic by local PHNs. Children are given referrals to other assessments and services or seen for follow-up appointments as needed.

The clinic is delivered in partnership with an inter-disciplinary team of a paediatrician, 4th Year medical students from University College Cork (UCC), community medical doctors, PHNs, CDNT, and practitioners from local agencies including Let’s Grow Together, NICHE Health Project, and Tusla Springboard Child & Family Support Service. Let’s Grow Together houses the Clinic Administrative Coordinator. The Clinic piloted an audiology service that joined the team at the start of 2025. They performed 35 screenings and hosted 16 audiology students. Audiology will become a permanent part of the clinic team in 2026.

The main objectives of the clinic are to:

- Provide assessment, treatment, and onward referral to children aged 0-6 with health and developmental concerns
- Improve child outcomes by providing a wrap-around community system of care for vulnerable children and their families
- Act as a teaching clinic for undergraduate medical students attending UCC



Tomar Trust

National influence. Local implementation



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

Dolly Parton's Imagination Library

- 442 Welcome books delivered to new children registered
- 13,956 books delivered in 2025
- 70,783 books delivered since programme began in Cork

Dolly Parton's Imagination Library Cork is placing books into the hands and hearts of young children and their families across local communities to foster and nurture a love of reading and books from an early age. Dolly Parton's Imagination Library is an international book-gifting programme that has seen over 270 million children's books gifted to young children from birth up to 5 years since the programme began in 1995. This international initiative was first introduced in Ireland in early 2019 by The Childhood Development Initiative Tallaght, making Ireland the fifth country to join.

Let's Grow Together and An Post launched Dolly Parton's Imagination Library Cork in late 2020. The Imagination Library Cork is currently available in the Let's Grow Together catchment area Northwest Cork City, Mahon, Carrigtwohill, Ashbourne House, and the Kinsale Road Accommodation Centre. In 2025, DPIL expanded to Mayfield and the Glen, and to celebrate the launch, a special Storytime session was held in the Mayfield library.

Once a child is registered, they receive a book each month in the post, addressed to them, at no cost to the family thanks to An Post's ongoing sponsorship. The books are hand-selected by the UK & Ireland Imagination Library Book Selection Committee. Each title is chosen to meet the growing needs of the child at the pivotal stages of development. It is never too early for parents and caregivers to share and explore books together with their baby.



**an
post**

 **Cork
City Council**
Comhairle Cathrach Corcaí

 **cetb**
Bord Oideachais agus
Oiliúna Chóirle
Cork Education and
Training Board



Storytime at the Library

Storytime at the Library is a weekly drop-in session at Hollyhill Library, that provides an opportunity for families of young children to share books, songs, colouring, and laughter together. We run this group in partnership with the librarians, taking turns facilitating the group each week. Storytime at the Library promotes the benefits of reading and singing together, and we encourage everyone to get a free library card while they are there.



22 Storytime at the
Library sessions
221 families



Cork Child Friendly City

Cork Child Friendly City is an open forum made up of intersectoral allies working collaboratively toward Cork becoming a Child Friendly City – in progressing children’s rights, participation and belonging in Cork City. The inter-agency network forum brings together many stakeholders across government, academia, local authority, community & voluntary sector, health and social services and other stakeholders and organisations as well as children themselves who wish to make their cities and communities more child friendly. The staff member that Let’s Grow Together was hosting for this project resigned partway through 2025, and interagency group continued to work on consultations with children & young people, seeking sustainable funding, and preparing the Situational Analysis. Katherine Harford was invited to present on the work in Cork, with Dr. Shirley Martin, UCC as part of the UNIC research gathering.

Community Events & Family Fun Days

Non-fire night

On 23 June, we were delighted to take part in the Knocknaheeny and Farranree Non-Fire Night / Summer Fun Night celebrations. Alongside other local organisations, we supported a vibrant, family-friendly evening designed to provide a safe and positive space for the community to come together. Our team facilitated engaging, child-centred activities that encouraged creativity, play and connection.

Toy distribution

A huge number of brand-new toys were donated to us, which we then distributed amongst the families we work with. Parents and children were able to come in and choose for themselves what they wanted to take home.



IECMH Briefings, Service Briefings, & Information Stands

Throughout the year team members present to various groups and service partners about IECMH and about the services Let's Grow Together provides. These briefings provide information, resources, and opportunities to build relationships with other organisations and partners.

- Strawberry Hill junior infants' Open day stand
- St Mary's on the Hill Open Day stand
- ECP Mayfield family fun day stand
- Churchfield and Farranree neighbourhood gathering stands
- Cork Alliance Centre stand
- Strawberry hill inclusion day stand
- Cork Migrant Centre World Refugee Day event stand
- Schools network Language Screen app briefing
- My Place to Play toddler bag & baby play mat briefings
- Briefing at Terence McSweeney Community College

Research, Conferences & Data Monitoring

LGT Research Advisory Group

UCC academics across disciplines together with senior Let's Grow Together team members, make up the LGT Research Advisory Group. This group identifies research and evaluation requirements, and provides advice and guidance and resources. This advisory group is a very long standing partnership between Let's Grow Together and UCC, which provides mutual benefits, in both teaching and learning, research output and publication and evidence based practice. The Research Advisory Group encourage and support external researchers to partner with us to conduct research. For this we have developed guidance document to learn more about our research process.

Publications and Conferences

In 2024 and 2025 research supported by Dr Ciara O' Toole, Senior Lecturer in School of Speech and Hearing at UCC and member of LGT Research advisory group was undertaken to understand in more detail the outcomes of our Babbling Babys Programme. The research was published in 2025:

O'Toole C, Looney E, Martin S, Curtin M, Harte J, Walsh G. Experiencing an Early Intervention Programme Targeting Communication and Literacy for Infants Living in a Socially Disadvantaged Community in Ireland. Advances in Communication and Swallowing. 2025;0(0).

With the support of the LGT Research Advisory Group, throughout 2025, Let's Grow Together team members presented at several local, national, and international conferences.

- Cork College of EFT Student Conference
- Parton's Imagination Library Homecoming Conference
- Cork Access Network Community Education Conference
- HSE National Integrated Healthcare Conference
- Prevention and Early Intervention Network Summit
- Home Visiting Alliance Conference
- Children's Rights Alliance Conference
- UNIC Research Conference
- HSE Integrated Care Conference
- IAIMH Symposium

Data Monitoring

Let’s Grow Together’s strategic plan and annual operating plans, are supported by integrated and ongoing monitoring and evaluation. Monthly operational activity reports are provided to the management team and Board of Directors. The Board of Directors also review and evaluate the organisation performance on a quarterly basis.

Programme feedback and evaluations are used to inform programme content and structure changes, as well as in advocacy and policy work. Family registration and demographic information is also monitored for changing needs and trends, to be able to adapt to better meet the needs of families.

Below is an example of the results from programme feedback, showing that all parents who attended the Parents Plus Early Years programme in 2025 and provided feedback, agreed or agreed strongly with several positive outcome metrics:



Data collection for the ABC Outcomes Framework began in late 2023. Initial data analysis from the first two years of data collection showed that: overall the ABC Programmes are reaching the key target groups, including children from low-income households, children from one-parent households, and parents and caregivers of non-Irish nationality. Improvements in secure attachment were measured nationally from interventions such as Circle of Security- Parenting; improvements in parental wellbeing were measured after interventions such as baby massage; and improvements in parental confidence and competence were measured after interventions. The 2025 outcomes data report is now available from the ABC Programme.

3. Governance

Meet the Team

Directors Report

Structure, Governance & Management

Board

Committees

Management



Meet the Team

Let's Grow Together Staff Team

Executive Director

Katherine Harford

Finance & Governance Coordinator

Sonya Dawes

Infant Mental Health & Wellbeing Coordinator

Trish Hurley

Speech, Language & Early Years Coordinator

Grace Walsh

Information & Reporting Officer

Jessie Shea

Infant & Family Project Workers

Tracie Lane

Suzanne Rigby

Cliona Twohig

Katherine Manley

Ellen Lucey

Catherine O'Sullivan (appointed 19/02/2025)

Ciara Gordon (appointed 26/02/25)

Speech & Language Therapist

Jennifer Harte

Schools Community Support Worker

Arhonda Lynch

Early Years Mentor

Ciara O'Connor (resigned 16/05/25)

Aoife Lynch (appointed 05/08/25)

Kidscope Administrative Coordinator

Emma Murphy (resigned 31/12/25)

Ciara Hegarty (appointed 08/12/25)

Cork Child Friendly City Development Worker

Donna O'Keeney (resigned 29/08/25)

Administration Assistants

Joanne Murphy

Carol Craig

Research Assistant

Etain Caulwell (appointed 19/05/25 - resigned 19/09/25)

Coordinators Team

Katherine Harford, Executive Director

Katherine has a background in Social and Political Science, Community Development and Organisational Management. She previously managed Young Knocknaheeny ABC Programme and NICHE CLG, developing and overseeing innovative community health programmes. She also has experience in homeless services and in community development and community health services. She now has extensive leadership experience in developing and delivering Prevention and Early Intervention Childhood Services. Within her role working at systems level, she is currently the Chairperson of Prevention and Early Intervention Network Executive Committee, Chairperson of Cork Child Friendly City, Co-Chair of Northwest Interagency Forum, and in 2024 took up a Public Participation Network representative role on Cork Local Community Development Committee.

Sonya Dawes, Finance and Governance Coordinator

Sonya has over two decades experience in both accounting and management spanning financial services, computer hardware and software, and the childcare sector. In April 2024, Sonya joined Let's Grow Together, in the dual role of managing both the Finance and Governance functions. In this capacity, she now oversees these functions as well as Human Resources and has leveraged her background to streamline processes, enhance standards, and assisted Let's Grow Together in meeting its objectives by working closely with the operations team.

Trish Hurley, Infant Mental Health and Wellbeing Coordinator

Trish holds a BSc Nursing, a MA in Health Promotion, and a Professional Diploma in Clinical Supervision. She worked in acute hospital settings in the early stage of her career, after which she spent many years supporting caregivers and children in the community through home visiting. Trish, in collaboration with the Interdisciplinary team, is responsible for integrating IECMH principles and mindset into all the Let's Grow Together practices and supports. Trish is very interested in the integration of IECMH knowledge and practice from the pregnancy stage, through to the early years of a child's life.

Grace Walsh, Speech, Language & Early Years Coordinator

Grace holds a BSc Honours in Speech and Language Therapy. Since then, she has gained clinical experience in a variety of paediatric settings. Grace joined Young Knocknaheeny when it was established in 2015. Grace is passionate about developing the role of SLT in universal, prevention and promotion services to provide accessible information to all parents about how best to support their baby's communication in the context of their relationship, ensuring a relational approach to meet families where they are at.

Let's Grow Together Research Advisory Team

Let's Grow Together team members:
Katherine Harford (Chairperson)
Executive Director

Jessie Shea
Information & Reporting Officer

Trish Hurley
Infant Mental Health and Wellbeing Coordinator

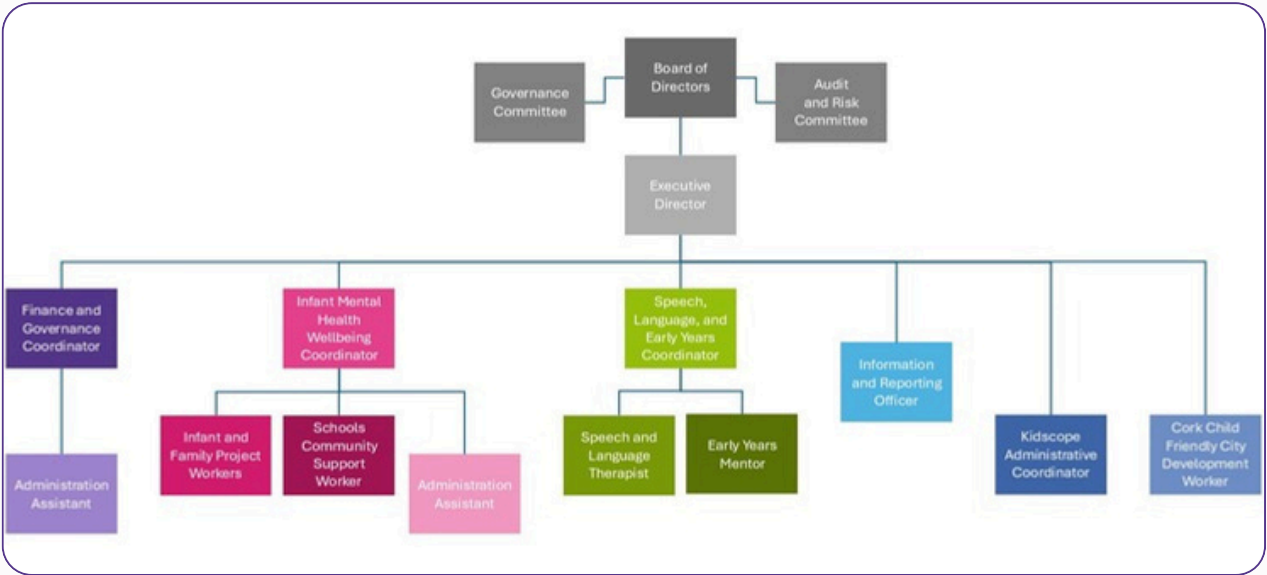
Grace Walsh
Speech, Language & Early Years Coordinator

External members:
Dr Shirley Martin
Senior Lecturer, School of Applied Social Studies, UCC

Dr Ciara O'Toole
Senior Lecturer, Speech and Language Therapy, Department of Speech and Hearing Sciences, UCC

Dr Margaret Curtin
Senior Lecturer, Integrated Children's and General Nursing Programme, School of Nursing and Midwifery, UCC

Organisational Chart



Directors Report

The Directors of Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee present their annual report and audited financial statement for the year ended 31 December 2025. Let's Grow Together is a registered charity and hence the report and results are prepared to meet the accounting standards issued by the Financial Reporting Council, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2019 as well as the Charities Governance Code. The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland however it is considered best practice.

As Let's Grow Together is a registered charity (20206296) and a company limited by guarantee, not having share capital and incorporated in the Republic of Ireland under the Companies Act 2014, consequently, the liability of the members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding one euro.

In 2025 Let's Grow Together complied with its obligation to submit annual returns on its core activities to the Charities Regulator.

The company was set up under a Memorandum of Understanding and Articles of Association which established the objects and powers of the charitable company and is governed by its constitution and is managed by a Board of Directors.

Structure, Governance & Management

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee is a charitable company with a registered office at Drum Building Complex, Foyle Avenue, Knocknaheeny, Cork, T23 KHE0. It trades under the name Let's Grow Together. This is a company limited by guarantee registered under Part 18 of the Companies Act 2014. The company's registered number is 658035 and the company's registered charity number is 20206296.

The charity has been granted charitable tax status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No CHY 22936 and is registered with the Charities Regulatory Authority.

The company operates with an Executive Director, Katherine Harford, who manages the day to day activities and reports to a Board of 10 Directors. The Directors have signed up to operate under the Charities Governance Code.

Apart from the Executive Director and board of directors, the work of the company is carried out by a staff of 19.

Details of the external advisors engaged by the company are as follows:

Type	Name	Address
Bankers	Allied Irish Banks	Bishopstown, Cork
Auditors	Xeinadin Audit Ireland Limited	Heron House, Blackpool, Cork
Solicitors	Noonan, Linehan, Carroll, Coffey LLP	54 North Main Street, Cork

Directors and Secretary

The names of persons who at any time during the financial year and since the year end unless otherwise stated were Directors of the charity are as follows:

- John Buckley
- Catherine Burke (Resigned 24 July 2025)
- Clíodhna Foley- Nolan (Resigned 27 March 2025)
- Kevin Fitzgibbon (Chairperson)
- Niamh O'Connor
- Noirin Russell
- Fiona Forde
- Nicola Glasgow
- Margaret Curtin (Appointed 28 May 2025)
- Anne Horgan (Appointed 29 May 2025)
- Lisa Cotter (Appointed 26 June 2025)
- Julie Helen (Appointed 26 June 2025)

Julie Helen ceased her employment with the company in December 2024. Julie was remunerated for her role as an employee only and has received no remuneration while she has been a director of the company. Julie received no remuneration during 2025.

John Buckley held the position of company secretary for the financial year.

Board

Let's Grow Together is overseen by a dedicated Board of Directors, all of whom are volunteers and do not receive remuneration. The Board is responsible for the strategic direction and oversight of the organisation and is required to act honestly and in the best interests of the organisation. Its responsibilities include determining the long-term aims of the organisation, providing leadership, and establishing supervisory controls to ensure that the management of the organisation is effective. Directors are required to comply with their obligations under the Companies Act 2014. The responsibility for the management of the day-to-day operations of the organisation is delegated by the Board to the Executive Director who is notably not a member of the Board.

The Board is comprised of individuals from diverse backgrounds. Directors are nominated and elected to the board and various committees. Directors are appointed based on their expertise and skill set, considering the composition of the existing Board. The number of the Directors shall be not less than 3 and, unless and until determined by the Company in a general meeting, not more than 12. At each Annual General Meeting one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest one-third, shall retire from office. The Directors to retire in every year shall be those who have been longest in office since their last election.

A term on the Board is three years, and Directors can serve three terms, resulting in a cumulative maximum tenure of nine years. The Board has the authority to co-opt new members to fulfil specific needs or address ad-hoc vacancies. Co-opted Directors hold office until the next Annual General Meeting (AGM), at which point they may be re-appointed or retire from their position.

The company operates with an Executive Director, Katherine Harford, who manages the day-to-day activities and reports to the Board of Directors. Apart from the Executive Director and Board of Directors, the work of the company is carried out by a staff of 19.

The Board met 11 times throughout 2025. The Board approved the 2025 Annual Report and Audited Financial Statements at their meeting on the 10 June 2026 and authorised them for issue at the AGM. The board will recommend the adoption of the 2025 Annual Report at the AGM. These and previous years' accounts and reports are available to view on our website.

Board Review

The Board reviews its effectiveness each year through an evaluation, this process was carried out by John Buckley, Company Secretary and Board Member in 2025. The purpose of this is to assess Board performance and give Board members the opportunity to comment and address specific queries. The review also identifies gaps in knowledge or experience on the Board which aids in the selection of new Board members. The results of the review were very positive, indicating the enthusiasm of the board as it moves to the next strategic plan 2026-2030.

Board Meeting Attendance

The Board met 11 times throughout 2025 and had a 69% attendance rate, up from 67% in 2024

	30/01 2025	27/02 2025	27/03 2025	01/05 2025	29/05 2025	26/06 2025	24/07 2025	25/09 2025	30/10 2025	27/11 2025	09/12 2025	
Mr Kevin Fitzgibbon	Y	N	Y	Y	Y	N	Y	Y	N	Y	Y	8/11
Mr John Buckley	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	9/11
Ms Niamh O'Connor	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	10/11
Prof Noirin Russel	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	8/11
Ms Nicola Glasgow	Y	N	Y	N	N	N	Y	Y	Y	N	N	5/11
Ms Fiona Forde	N	Y	Y	Y	Y	N	N	Y	N	N	N	5/11
Dr Cathy Burke	N	N	N	N	Y	-	-	-	-	-	-	1/6
Dr Cliodhna Foley-Nolan	N	Y	Y	-	-	-	-	-	-	-	-	2/3
Ms Anne Horgan	-	-	-	N	Y	Y	Y	Y	Y	Y	Y	7/8
Dr Margaret Curtin	-	-	-	-	Y	Y		Y	Y	Y	Y	6/7
Ms Lisa Cotter	-	-	-	-	-	N	N	Y	N	Y	Y	3/6
Ms Julie Helen	-	-	-	-	-	Y	Y	Y	Y	Y	N	5/6

Selection and Induction of Board Members

Directors are appointed based on their expertise and skill set, taking into account the composition of the existing Board. Candidates undergo a screening process and are invited to interviews conducted by the Chairperson and a Director / Executive Director. The final step is that the candidate is nominated to the Board of Directors for approval. Upon appointment, all new Board members receive an induction pack aimed at familiarising them with their statutory responsibilities, their role as Board members and the governance framework of Let's Grow Together. This induction occurs before attendance at the first meeting and is organised by the Chairperson and the Executive Director.

All Board members are made aware that they are required to adhere to the Conflict-of-Interest Policy, which is reviewed every three years and which they are expected to sign. Declarations of Conflicts of Interest are a standard agenda item at the start of every Board meeting. On an on-going basis Directors are encouraged to attend training paid for and facilitated by Let's Grow Together.

Committees

Board members have additional responsibilities in relation to sub-Committees. There are two sub-Committees which deal with specific aspects of the organisation's operations. Namely, the Audit & Risk Committee and the Governance Committee. Each committee has its own Terms of Reference (approved by the Board), and membership is made up of Directors. The Executive Director, Finance & Governance Coordinator, and other staff as deemed necessary attend Committee meetings.

Audit & Risk Committee

The Audit & Risk Committee supports the Board in their responsibilities for issues of risk, control, and aspects of governance. It reviews the adequacy, scope, and effectiveness of accounting and internal control systems of all activities carried out by the organisation.

This includes:

- Advising on strategic processes
- Review of financial statements prior to finalisation
- Advising on the adequacy of management responses to issues identified during audits
- Developing anti-fraud policies, protected disclosure processes, and arrangements for special investigations should they arise

Audit & Risk Committee Meeting Attendance

	20/03/25	23/06/25	01/10/25	Attendance total
Dr Clíodhna Foley-Nolan	Y	-	-	1/1
Ms Nicola Glasgow	Y	-	-	1/1
Ms Anne Horgan	-	Y	Y	2/2
Ms Fiona Forde	-	Y	Y	2/2
Ms Julie Helen	-	-	Y	1/1

Notes: Anne Horgan, HSE Primary Care SLT Manager, was an external member of the Audit and Risk Committee. Kevin Fitzgibbon is ex officio and attends Committee meetings.

Governance Committee

The Governance Committee assists the Board in fulfilling its fiduciary responsibilities concerning the oversight of the organisation's affairs in corporate governance and Board membership.

This includes:

- Ensuring compliance with the Charities Regulator
- Making recommendations to the Board
- Developing actions plans for addressing recommendations
- Leading the evaluation of Board performance

Governance Committee Meeting Attendance

	13/02/25	09/04/25	10/07/25	16/10/25	Attendance total
Ms Niamh O' Connor	Y	Y	Y	Y	4/4
Mr John Buckley	Y	Y	Y	Y	4/4
Ms Julie Helen	-	-	Y	-	1/1

Management

Engagement with Funders

Periodic review meetings take place regularly throughout the year with our core funder, Tusla. Twice yearly metric reports and quarterly finance reports are also submitted to Tusla. Meetings with other funders (HSE, Tomar Trust, Cork County Council, etc.) take place when requested, and all funders receive regular updates and reports in relation to the specific project being funded. All funder requirements were complied with in 2025, ensuring consistent strong funder engagement.

On a national level, Tusla's Internal Audit department performed an audit of the 2023 accounts to ensure that the funds they provided were expended appropriately and that governance, risk management, and internal controls were in operation. Following this they made 15 recommendations, all of which have been fully implemented in 2025.

Risks and Mitigation

The responsibility for the management and control of Let's Grow Together rests with the Board and therefore their involvement in the key aspects of the risk management process is essential. The Board of Directors, Executive Director, and staff work to strict Financial Management policies and practices. Every effort has been made to reduce risk and uncertainties across all aspects of the organisation's activities. Let's Grow Together uses its Risk Register to monitor and mitigate risk arising across its full range of activities. The Risk Register is reviewed regularly by the Audit & Risk Committee and any proposed changes are approved by the Board. Let's Grow Together's Risk Register identifies risks under the following strategic areas:

- Delivery of the programme
- Consolidate the reach of the organisation
- Stakeholder involvement
- Monitoring, research, evaluation and reporting
- Sustainability
- Good Governance

The Directors are aware of the key risks to which the organisation is exposed, particularly those related to the operations and finances of the company, and are satisfied that there are appropriate systems in place to address these risks. Risk management forms an integral part of Let's Grow Together's decision-making, is incorporated into strategic and operational planning, and is listed as an agenda item at each Board meeting.

- **Strategic** – A new strategic plan for 2026-2030 is being developed. Internal and external stakeholder input has been sought to ensure appropriate business planning attainable goals. The new plan will provide an inbuilt review process for the next five years.
- **Reputational** – The current website needs to be revamped to increase accessibility and engagement. Work on a new website will take place in 2026.
- **Operational** – A new staff handbook to protect the organisation and inform staff of internal and external processes is being developed and is expected to be rolled out in 2026. HR is expected to be incorporated in one of the existing committees.
- **Financial** – The service is unsustainable if core funding from Tusla ceases. Management identify and apply for alternative funding where possible and capitalise areas of service that can generate income. A Reserves Policy is in place.

Remuneration and Performance Management

Each year the Executive Director oversees the annual reviews for all members of staff. Line Managers conduct staff performance reviews, and the Chairperson of the Board has responsibility for carrying out the performance review of the Executive Director. An Education Policy is in place to support all staff as part of the performance review process. Each year the Executive Director and staff remuneration packages are agreed and approved by the Board. The Executive Director remuneration package cost in 2025 was €93,810, excluding employers PRSI.

Compliance

Let's Grow Together is fully compliant with the annual requirements of the Charities Regulator and adheres to the Charities Governance Code. Let's Grow Together is also fully compliant with the Companies Registration Office and engages proactively with legislation, standards and codes which are developed for the sector. This includes compliance with the following:

- The Companies Act 2014
- The Charities SORP (FRS 102)
- Children First Act 2015
- Children First: National Guidance for the Protection and Welfare of Children 2017

7. Financial Statements



Let's Grow Together had a strong financial performance in 2025, with income totalling €1,173,168 and expenditure totalling €1,126,415. Let's Grow Together recorded a surplus of funds for the year of €46,753 which brings the Balance Sheet to net positive assets of €71,390. This was achieved through increased financial management and reporting as well as cost savings and additional funding. It is the intention of the Board to continue financial management to reduce the likelihood of future losses. Let's Grow Together was set up as part of the National ABC Programme and receives its core funding from Tusla. During 2025 additional funding was successfully secured from the HSE, Cork City Council, Tomar Trust, and Cork ETB.

Income

The financial outcome for 2025 is set out in the statement of financial activities. 2025 was a good year with turnover of €1,173,168 up 24% on 2024. This growth was driven in part by the increase of funding from Tusla and the HSE for staff costs of 4.25%; the remaining increase came from an increase in additional funding secured. All funding was restricted, except for income received from charitable activities.

- Tusla Core Funding income was €846,173 (2024: €801,719)
- Additional Funding income was €312,923 (2024: €121,580)
- Charitable activities income was €14,072 (2024: €19,290)

Expenditure

Let's Grow Together is principally a service-based organisation requiring a high skills-based team to drive and deliver programmes and services, for this reason, the majority of expenditure is staff costs, followed by service delivery costs. Let's Grow Together operates from two premises, both facilitate offices as well as individual, family and group spaces. This is the third largest on-going expense.

Reserves

Let's Grow Together's Reserves Policy, allow reserves to be built from unrestricted funds. The aim of the policy is to grow reserves to facilitate activities such as working capital, future expenditure on selected purposes, and to provide for unexpected events. The reserves will be built up to the desired level in stages consistent with the company's overall financial position and its need to maintain and develop its activities. Board approval must be sought before the reserves can be transferred to meet the needs of the organisation.

Analysis of Funding Movements

Let's Grow Together continued to maintain excellent relationships with all funders, including Tusla, the HSE, Tomar Trust, Cork City Council and Cork ETB. This has secured the continuation year-on-year provision of the core programmes of Let's Grow Together to the community. The Coordination Team are focused on identifying new funding opportunities which add value to our work programmes. In 2025, we received funding for the first time from Rethink Ireland, and our funding from the Tomar Trust and HSE was renewed for a third year for Kidscope based on their report and reviewing process.

Going Concern

It is the Directors' view that Let's Grow Together has the ability to operate as a going concern for at least the next 12 months from the date of presentation of the accounts. Let's Grow Together is secure in its position for the next 12 months as it is core-funded by Tusla, under the ABC Programme. This programme was originally established as a project under the Department of Children, was mainstreamed in 2018 and is now funded on an ongoing, annual basis. Let's Grow Together is reporting a surplus for the year of €46,753 and net assets as at 31 December 2025 of €71,390. Let's Grow Together continues to source additional funding and income streams. Let's Grow Together are always looking at ways to reduce costs and save monies where possible, without compromising services, quality and safety.

Accounting Records

The Directors acknowledge their responsibilities under Sections 281 to 285 of the Companies Act 2014 to keep adequate accounting records for the company, the employment of appropriately qualified accounting personnel and the maintenance of accounting systems.

In order to comply with the requirements of the act, monthly management accounts are prepared. The accounting records of the company are kept at the registered office and principal place of business at Drum Building Complex, Foyle Ave, Knocknaheeny, Cork.

Disclosure of Individual Remuneration of Senior Staff

The disclosure of remuneration for each staff member in the senior management team is not disclosed individually due to the over-riding requirements of the Data Protection Act, we have disclosed the salary of the Katherine Harford (CEO) in note 9. Total remuneration for the team is disclosed in note 8.

Companies Act, 2014

The reporting requirements of Section 325 and Section 329(1) (c) of the Companies Act, 2014, relating to financial statements do not apply to the company, as it is a company limited by guarantee not having a share capital.

Statement on Relevant Audit Information

In accordance with Section 330 of the Companies Act 2014, so far as each person who was a Director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report. of which the auditor is unaware. Having made enquiries of fellow Directors and the group's auditor, each Director have taken all the steps he/she is obliged to take as a Director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of the information.

Statement as to Disclosure to our Auditors

In so far as the Directors are aware, at the time of approving our Directors' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- The Directors, having made enquiries of fellow Directors and the auditor that they ought to have taken, have each taken all steps that he/she is obliged to take as Director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

Pursuant to Section 383 (2) of the Companies Act 2014, the independent auditor, Xeinadin Audit Ireland Limited, have indicated their willingness to continue in office.

This report was approved by the Board of Directors on 10 June 2026 and signed on behalf of the board by:



Kevin Fitzgibbon
Chairperson



John Buckley
Director

5. Directors' Responsibility Statement



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

Irish company law requires the Directors to prepare financial statements for each financial year. Under the law, the Directors have elected to prepare the financial statements in accordance with applicable Irish accounting standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102) issued by the Financial Reporting Council, and promulgated by the Institute of Certified Public Accountants in Ireland as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2019. Under company law the Directors must not approve financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company, as at the end of the financial year, and profit or loss, for the financial year and otherwise comply with the Companies Act 2014.

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

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

The Directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss 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 and the Charities Regulator website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the board



Kevin Fitzgibbon
Chairperson



John Buckley
Director

6. Independent Auditors' Report

Report on the Audit of the Financial Statements
Respective Responsibilities



Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee for the financial year ended 31 December 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including the summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is the Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. In applying that framework, the Directors have elected to comply with the Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2024 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for Opinion

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

Conclusions Relating to Going Concern

In auditing these 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.

Other Information

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

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

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2014

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

- we have obtained all the information and explanations which we consider necessary for the purposes of our audit,
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited,
- the financial statements are in agreement with the accounting records,
- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective Responsibilities

Responsibilities of Directors for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

The Purpose of our Audit Work and to Whom we owe our Responsibilities

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



Patrick Kearney
For and on behalf of
Xeinadin Audit Ireland Limited
Chartered Accountants and Statutory Audit Firm
Heron House
Blackpool Park
Blackpool
Cork

Date: 19 June 2026

7. Statement of Financial Activities

Statement of Financial Activities

Balance Sheet

Cash Flow Statement



Statement of Financial Activities

Including the Income & Expenditure Account

Year Ended 31 December 2025

		Unrestricted funds	Restricted funds	Total	Total
		2025	2025	2025	2024
	Note	€	€	€	€
Income from:					
Grants and donations	5	-	1,159,096	1,159,096	923,299
Charitable activities	6	14,072	-	14,072	19,290
Total income		<u>14,072</u>	<u>1,159,096</u>	<u>1,173,168</u>	<u>942,589</u>
Expenditure on:					
Charitable activities	7	-	1,126,415	1,126,415	914,915
Total expenditure		<u>-</u>	<u>1,126,415</u>	<u>1,126,415</u>	<u>914,915</u>
Net surplus		14,072	32,681	46,753	27,674
Reconciliation of funds					
Total funds brought forward	16/17	<u>16,253</u>	<u>8,384</u>	<u>24,637</u>	<u>(3,037)</u>
Total funds carried forward	16/17	<u>30,325</u>	<u>41,065</u>	<u>71,390</u>	<u>24,637</u>

All income and expenditure arises from continuing operations.

There are no recognised gains or losses other than the deficit for the above two financial years.

On behalf of the Board:



Kevin Fitzgibbon
Chairperson



John Buckley
Director

Date: 10 June 2026

Balance Sheet

As at 31 December 2025

	Note	2025		2024	
		€	€	€	€
Fixed assets					
Tangible assets	11		13,022		16,039
Current assets					
Debtors	12	264,459		10,222	
Cash at bank and in hand	13	<u>266,988</u>		<u>241,884</u>	
		531,447		252,106	
Liabilities					
Creditors: amounts falling due within one year	14	<u>(473,079)</u>		<u>(243,508)</u>	
Net current assets/(liabilities)			<u>58,368</u>		<u>8,598</u>
Total assets <u>less</u> current liabilities			71,390		24,637
Deferred capital grants			<u>-</u>		<u>-</u>
Net assets/(liabilities)			<u>71,390</u>		<u>24,637</u>
The funds of the charity					
Restricted Funds	16/17		41,065		8,384
Unrestricted Funds	16/17		<u>30,325</u>		<u>16,253</u>
			<u>71,390</u>		<u>24,637</u>

The financial statements were approved by the Board of Directors and authorised for issue on 10 June 2026. They were signed on its behalf by:



Kevin Fitzgibbon
Chairperson



John Buckley
Director

Cash Flow Statement

For the Year Ended 31 December 2025

	Note	2025	2024
		€	€
Reconciliation of operating profit to net cash inflow from operating activities			
Operating surplus/		46,753	27,674
Depreciation		4,627	6,307
Loss on disposal of tangible assets		190	347
(Increase) in debtors		(254,237)	(6,698)
Increase in creditors		229,571	35,373
Net cash inflow from operating activities		26,904	63,003
Cash flow statement			
Net cash inflow from operating activities		26,904	63,003
Financing activities		-	-
Capital expenditure		(1,800)	(12,502)
Increase in cash in the year		25,104	50,501
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		25,104	50,501
Net funds <u>at 1 January</u>		241,884	191,383
Net funds <u>at 31 December</u>	13	266,988	241,884

8. Notes to the Financial Statements



Year Ended 31 December 2025

GENERAL INFORMATION

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee is constituted under Irish company law as a company limited by guarantee and is a registered charity. The Registered Office is Drum Building Complex, Foyle Avenue, Knocknaheeny, Cork. The company's registered number is 658035 and the company's registered charity number is 20206296.

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee reports its performance in accordance with the format provided for in the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" as published by the Charity Commission for England and Wales. In particular, it reports its performance for the financial year in the format of the SORP'S Statement of Financial Activities (SOFA).

ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared on the going concern basis, under the historical cost convention, and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2019) effective 1 January 2019 and the Companies Act 2014.

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee is a public benefit entity as defined by FRS 102.

The financial statements are presented in euro which is also the functional currency of the company.

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

The following principal accounting policies have been applied:

Recognition of income

(i) Grant income from operating activities, in furtherance of the charity's programmes is accounted for when the company becomes entitled to the funds, the income can be measured reliably and it is probable that the funds will be received. Where income has been received in advance, it is deferred until the donor's conditions are met. Where income has not yet been received, but all criteria for recognition have been satisfied, the income is accrued as a debtor in the balance sheet.

(ii) Public donations and similar income arising from fundraising events and activities are accounted for when received. As with many charitable organisations, independent groups and individuals from time to time organise fundraising activities. However, as amounts collected in this way are outside the control of the company, they are not included in the financial statements until received by the company.

(iii) Donations in kind such as services rendered to the company are recognised in income with an equal amount being charged against expenditure where valuations can be measured with confidence. Valuations of donations in kind are based on the unit cost to the donor. If such a valuation is not available, reasonable market rates are used.

(iv) Interest income is recognised in the period in which it is earned.

Recognition of expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

(i) Costs of raising funds comprise the costs associated with attracting voluntary income, investment management costs and the costs of trading for fundraising purposes.

a. Expenditure is analysed between the activities in furtherance of the charity's objects, cost of generating funds and governance costs between the activities in furtherance of the charity's objects, cost of generating funds and governance costs.

(ii) The costs of each activity have been separately accumulated and disclosed. Expenditure is recognised in the period to which it relates. Expenditure incurred but unpaid at the balance sheet date is included in accruals and other creditors.

(iii) Governance costs are the costs associated with the stewardship arrangements of the company. They comprise costs arising from constitutional and statutory obligations, as well as costs associated with the strategic management of the company's activities. Typical costs would be internal and external audit, and legal fees.

Restricted and unrestricted income

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee maintains various types of income as follows:

Restricted income:

The restricted income represents income, which has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donors or grant making institutions. Donations or grants may become repayable in the event

that the conditions of the related agreements are not adhered to.

Unrestricted income:

The unrestricted Income represents amounts which are expendable at the discretion of the company in furtherance of the objects of the charity. Such funds may be held in order to finance working capital or capital investment.

Let's Grow Together! Infant & Childhood Partnerships Company Limited by Guarantee holds reserves for the following purposes:

- (i) To allow for uncontrollable fluctuations in income and expenditure and for unbudgeted essential expenditure, without disproportionate disruption to operations.
- (ii) To absorb setbacks and the (adverse) effects of large scale external events.
- (iii) To take advantage of unbudgeted opportunities which cannot effectively be planned in future financial periods.

Reserves policy

The board of directors aim is to grow reserves, over time, equal to two months cashflow plus redundancy costs. Reserves will be held in an interest earning bank account. The reserves will be built up to the desired level in stages consistent with the company's overall financial position and its need to maintain and develop its activities. Board approval must be sought before the reserves can be transferred to meet the needs of the organisation.

Taxation

No charge to current or deferred taxation arises as the company has been granted charitable status (CHY 22936).

Government grants

Grants towards capital expenditure are credited to deferred income and are released to the profit and loss account over the expected useful life of the related assets, by equal annual instalments. Grants towards revenue expenditure are released to the statement of financial activities as the related expenditure is incurred.

Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses.

Tangible fixed assets and depreciation

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, other than freehold land, over their expected useful lives, using the straight-line method.

The rates applied in calculating depreciation are:

- Fittings, fixtures and equipment 12.50%
- Computer equipment 25.00%

Impairment of assets

At each reporting date, fixed assets are reviewed to determine whether there is any indication that those assets have suffered impairment in the recoverable amount. If there is an indication of possible impairment, the recoverable amount of the asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Trade and other debtors

Trade and other debtors are recognised initially at transaction price (including transaction costs). Subsequently these are measured at amortised cost.

Cash at bank and in hand

Cash at bank and in hand includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

Trade and other creditors

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Short term employee benefits

Short term benefits, including holiday pay, are recognised as an expense in the period in which employees have become entitled to the benefits as a result of service rendered to the company.

Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the balance sheet when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expired.

CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES

3 In the application of the company's accounting policies, which are described in note 2, the Directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the accounting policies and notes to the financial statements.

The directors do not consider that there are any key sources of estimation uncertainty requiring disclosure.

Judgments

The directors consider the accounting assumptions below to be its critical accounting judgments:

Going Concern

It is the Directors’ view that Let’s Grow Together has the ability to operate as a going concern for at least the next 12 months from the date of presentation of the accounts. Let’s Grow Together is secure in its position for the next 12 months as it is core-funded by Tusla, under the ABC Programme. This programme was originally established as a project under the Department of Children, was mainstreamed in 2018 and is now funded on an ongoing, annual basis. Let’s Grow Together is reporting a surplus for the year of €46,753 and net assets as at 31 December 2025 of €71,390. Let’s Grow Together continues to source additional funding and income streams. Let’s Grow Together are always looking at ways to reduce costs and save monies where possible, without compromising services, quality and safety.

INCOME FROM GRANTS AND DONATIONS

All income derives from activities in the Republic of Ireland.

INCOME FROM GRANTS AND DONATIONS

	2025	2024
	€	€
Unrestricted		
Grants and donations	-	-
	-	-
Restricted		
Grants and donations	1,159,096	923,299
	1,159,096	923,299

Details of grants received from state agencies and other bodies in line with Department of Public Expenditure and Reform Circular (DPER) 13/2014 are as follows:

Name of Body	Deferred Income brought forward	Receivable in the year	Deferred Income at year end	Amount recognised in the year
	€	€	€	€
Tusla	69,684	842,103	65,615	846,173
Cork City Council	80,740	23,310	43,866	60,184
Health Service Executive	7,666	239,524	186,000	61,190
Tomar Trust	38,825	90,000	30,000	98,825
Cork ETB	-	14,000	4,243	9,756
Katherine Howard Foundation	-	14,200	251	13,949
Rethink Ireland	-	65,000	-	65,000
Newbury House	-	79,810	79,810	-
Childhood Development Initiative	-	7,485	5,966	1,519
Cork City Partnership CLG	-	2,500	-	2,500
	196,914	1,377,932	415,751	1,159,096

The Cork Child Friendly Cities programme was previously funded by the Department of Children, Equality, Disability, Integration and Youth. This is now administered by Cork City Council.

The above funding was received and expended on the delivery of local area-based prevention and early intervention programmes to address child poverty.

Name of Body	Type of Funding	Restrictions	Funding Term
Tusla	Core Funding	Restricted	12 Months
Tusla	CRM Development	Restricted	12 Months
Tusla	WRC Payment Agreement	Restricted	12 Months
Tusla	Home Visiting Research	Restricted	12 Months
Cork City Council	SEEP	Restricted	12 Months
DCEDIY/CorkCity Council	Cork Child Friendly Cities	Restricted	12 Months
Health Service Executive	Healthy Communities	Restricted	12 Months
Health Service Executive	Kidscope	Restricted	12 Months
Tomar Trust	Kidscope	Restricted	3 Years
Cork ETB	Dolly Parton Library	Restricted	12 Months
Cork ETB	Doodle Literacy Program	Restricted	12 Months
Katherine Howard Foundation	New Born Observation	Restricted	3 Years
Rethink Ireland	WellSchools Program	Restricted	12 Months
Childhood Development Initiative	Doodle Literacy Program	Restricted	12 Months
Cork City Partnership CLG	Dolly Parton Library	Restricted	12 Months

INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	€	€
Income from charitable activities	14,072	19,290
Total Income from charitable activities	14,072	19,290
Made up as follows:		
Unrestricted Income	14,072	19,290
Restricted Income	-	-
Total Income from charitable activities	14,072	19,290

EXPENDITURE

	Charitable activities	Total 2025	2024
	€	€	€
Staff costs	805,610	805,610	705,302
Service delivery costs	195,303	195,303	62,316
Support costs:			
Staff remuneration & other staff costs	8,133	8,133	19,171
Travel, subsistence & motor expenses	8,820	8,820	6,512
Rent & office expenditure	62,544	62,544	70,503
Professional fees	36,991	36,991	41,196
Insurance	2,279	2,279	2,256
Subscriptions	1,918	1,918	1,005
Depreciation	4,627	4,627	6,307
Loss on disposal of tangible asset	190	190	347
Total expenditure	1,126,415	1,126,415	914,915

No expenditure was incurred towards raising funds in 2025 (2024: Nil).

Restricted costs of €1,126,415 were incurred in the year to 31 December 2025 (2024: €914,915).

Where support costs are attributable to a particular activity the costs are allocated to that activity. Where support costs are incurred to further more than one activity, they are apportioned between the relevant activities based on the below measures:

	Charitable activities	Total 2025	2024
	€	€	€
Costs			
Governance	-	-	-
Finance	-	-	-
Information Technology	-	-	-
Human Resources	-	-	-
Overheads	125,502	125,502	147,297
Total resources expended	125,502	125,502	147,297

NET INCOMING RESOURCES

Net incoming resources are stated after charging/(crediting):

	2025	2024
	€	€
Depreciation of tangible assets	4,627	6,307
Auditor's remuneration		
Statutory audit	12,240	15,833
Tax advisory	-	-
Other financial services	-	-
	<u>16,867</u>	<u>22,140</u>

ANALYSIS OF STAFF COSTS, DIRECTORS' REMUNERATION AND EXPENSES, AND THE COST OF KEY PERSONNEL

	2025	2024
	€	€
Wages and salaries	727,174	636,878
Social Insurance costs	<u>78,436</u>	<u>68,424</u>
	<u>805,610</u>	<u>705,302</u>

Average number of employees	19	14
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Directors are appointed on a voluntary basis and are not remunerated for their time. No directors' expenses have been incurred.

The number of employees whose total employee benefits, including employer's PRSI and excluding employer's pension costs, for the reporting period exceeded €60,000 were as follows:

Salary Bands	2025 No of Employees	2024 No of Employees
€60,000 - €69,999	-	-
€70,000 - €79,999	1	2
€80,000 - €89,999	2	-
€90,000 - €99,999	-	1
€100,000-€109,999	1	-
€110,000+	-	-

Total employer's pension costs for the year ended 31 December 2025 were €Nil (2024: €Nil).

Key management includes the Board of Directors and the company's executive director. The compensation paid or payable to key management for employee services is shown below:

	2025	2024
	€	€
Key management personnel		
Salaries and other short-term employee benefits	93,810	85,738
Social insurance costs	10,486	9,384
Post-employment benefits	-	-
	<u>104,296</u>	<u>95,122</u>

The highest paid staff member included in the above is the executive director, Katherine Harford, which was €104,296 and includes employers PRSI of €10,486. The disclosures above relate to payments made to one individual.

TAXATION

The Company obtained charitable status on 4 August 2022 and is exempt from taxation valid from that date (Revenue Commissioner's registration number: CHY 22936).

TANGIBLE ASSETS

	Fixtures Fittings & Equipment €	Computer Equipment €	Total €
Cost			
At 1 January 2025	11,262	20,751	32,013
Additions	1,800	-	1,800
Disposals	(380)	-	(380)
At 31 December 2025	<u>12,682</u>	<u>20,751</u>	<u>33,433</u>
Depreciation			
At 1 January 2025	1,800	14,174	15,974
Charge for the year	1,360	3,267	4,627
Disposals	(190)	-	(190)
	<u>2,970</u>	<u>17,441</u>	<u>20,411</u>
Carrying Amount at 31 December 2025	<u>9,712</u>	<u>3,310</u>	<u>13,022</u>
Carrying Amount at 31 December 2024	<u>9,462</u>	<u>6,578</u>	<u>16,040</u>

The Directors consider the carrying value of tangible fixed assets as at 31 December 2025 to be appropriate.

DEBTORS

	2025	2024
	€	€
Trade debtors	257,200	6,397
Other debtors	3,000	-
Prepayments	4,259	3,825
	<u>264,459</u>	<u>10,222</u>

CASH AT BANK AND IN HAND

	2025	2024
	€	€
Cash at Bank and in Hand	<u>266,988</u>	<u>241,884</u>
	<u>266,988</u>	<u>241,884</u>

CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2025	2024
	€	€
Bank overdraft	3	-
Credit Card	1,496	2,402
Trade creditors	5,967	4,996
PAYE/PRSI	20,051	14,649
Accruals	28,940	23,212
Deferred income	415,750	196,915
Other creditors	872	1,334
	<u>473,079</u>	<u>243,508</u>

Other creditors contains an amount of €872 (2024: €1,334) relating to funds and assets that were transferred from NICHE Health Project (Cork) CLG to Let's Grow Together! Infant & Childhood Partnerships CLG in line with the agreement for the transfer of the undertaking known as 'Young Knocknaheeny Area Based Childhood Programme' dated 21 December 2020.

See note 5 for details of deferred income carried forward as at 31 December 2025.

COMMITMENTS AND CONTINGENT LIABILITIES

As at 31 December 2025, there was one capital commitment outstanding for 2026 which was the purchase of a door, the company had paid a deposit of €3,000 towards this in 2025.

ANALYSIS OF NET FUNDS

	Unrestricted Funds	Restricted Funds	Total
	€	€	€
At 1 January 2024	(3,037)	-	(3,037)
Net income for the year	19,290	8,384	27,674
Transfer between funds	-		
Gains and losses	-		
At 31 December 2024	16,253	8,384	24,637
At 1 January 2025	16,253	8,384	24,637
Net income for the year	14,072	32,681	46,753
Transfer between funds	-		
Gains and losses	-		
At 31 December 2025	30,325	41,065	71,390

The unrestricted funds reflect the aim of the company to maintain resources to facilitate the provision of both direct services and sectoral leadership, in prevention and early intervention programmes for infants, young children and parents, to make sure that the company has the required funds to function on a day-to-day basis and to enable the company's work and services to continue during a period of unforeseen challenges.

ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total
	€	€	€
Fixed assets	872	12,150	13,022
Current assets	30,325	501,122	531,447
Current liabilities	(872)	(472,207)	(473,079)
Net assets at 31 December 2025	30,325	41,065	71,390

FINANCIAL INSTRUMENTS

The analysis of the carrying amounts of the financial instruments of the company under section 11 of FRS 102 is as follows:

	2025 €	2024 €
<i>Financial assets that are Debt Instruments measured at undiscounted cost</i>		
Trade debtors	257,200	6,397
Other debtors	3,000	
Prepayments	4,259	3,825
Cash at bank and in hand	266,988	241,884
<i>Financial Liabilities measured at undiscounted cost</i>		
Bank overdraft	3	-
Credit Card	1,496	2,402
Trade creditors	5,967	4,996
Other creditors including tax and social insurance	20,923	15,983
Accruals	28,940	23,212
Deferred income	415,750	196,915

ULTIMATE CONTROLLING PARTY

The company is one that is Limited by Guarantee not having a share capital. The company is run by a board of directors and therefore does not have a controlling party.

COMPANY LIMITED BY GUARANTEE

See paragraph 10 of the constitution.

"Every member of the Company undertakes to contribute to the assets of the Company, if the company is wound up while he or she is a member or is wound up within one year after the date on which he or she ceases to be a member, for

- (a) Payment of the debts and liabilities of the Company contracted before he or she ceases to be a member, and the costs, charges and expenses of winding up; and
- (b) the adjustment of the rights of the contributories among themselves, such amount as may be required, not exceeding €1"

RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

POST BALANCE SHEET EVENTS

There were no significant events affecting the company which have taken place since the end of the financial year.

APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 10 June 2026.

The following page does not form part of the statutory accounts.

		Year ended 31 Dec 2025			Year ended 31 Dec 2024
		Tusla	Other Sources	Total	
	Note	€	€	€	€
Income from:					
Grants and Donations	5	846,173	312,923	1,159,096	923,299
Charitable Activities	6		14,072	14,072	19,290
Total Income		846,173	326,995	1,173,168	942,589
Expenditure on:					
Charitable Activities	7	839,462	286,953	1,126,415	914,915
Total expenditure		839,462	286,953	1,126,415	914,916
Net surplus/(deficit) before taxation		6,711	40,042	46,753	27,674
Taxation		-	-	-	-
Net surplus/(deficit)		6,711	40,042	46,753	27,674
Reconciliation of funds					
Total funds brought forward		-	24,637	24,637	(3,037)
Total funds carried forward		6,711	64,679	71,390	24,637

All income and expenditure arises from continuing operations.

There are no recognised gains or losses other than the surplus for the above two financial years.



Photo: Kieran Casey

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