



**COOLMINE**  
OVERCOMING ADDICTION, SUPPORTING RECOVERY

# ANNUAL REPORT 2020

## Expanding Possibilities



## **VISION**

Coolmine believes that everyone should have the opportunity to overcome addiction and lead a fulfilled and productive life.

## **MISSION STATEMENT**

Coolmine provides a range of quality community and residential services to empower people and their families overcome addiction and support long term recovery.

## **Our VALUES**

**HONESTY, CONSISTENCY and RESPONSIBILITY** is our **CORE VALUES**, demonstrated by accountability and transparency in all areas of our organisation.

### **DIGNITY & RESPECT**

We ensure the dignity and respect of individuals by actively listening and holding a non-judgemental attitude supported by our service standards.

### **COMPASSION**

We believe that compassion is demonstrated through responsible love, concern and understanding for each other.

### **SAFETY & SECURITY**

We believe in the physical and psychological safety and security for all through the implementation of sound policy, procedure and practice.

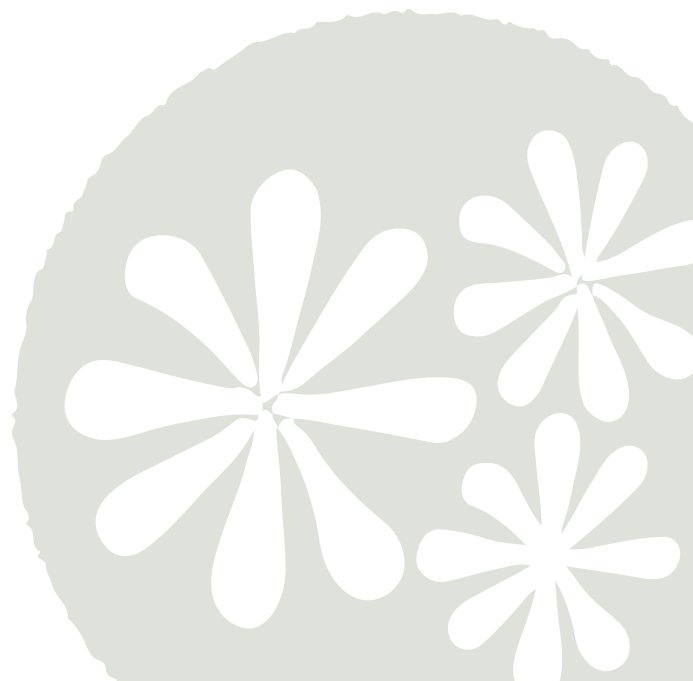
### **QUALITY & RESEARCH**

We are committed to quality through evidence based practice, research and continuous improvement of our standards and resources.



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## CHAIRMAN'S FOREWORD

In 2020, Covid-19 significantly affected all our lives and impacted on how the Coolmine organisation operated and delivered services.

Our staff have been exceptional. Staff willingly took on new challenges including internal redeployment and new rosters, and adapted to new digital and online ways of working as we navigated the impact, threat and the reality of Covid-19. During the year we supported and adapted our residential treatment services, maintaining high levels of occupancy and we expanded and adapted our community, day and residential services to reflect the new normal and to better meet the national demand for high quality drug and alcohol support services. Even during Covid-19, growing drug use patterns are being experienced across Ireland. Client outcomes provide evidence that people can and do recover and go on to live fulfilled and productive lives.

Coolmine is playing a key role in delivering Ireland's national policy *Reducing Harm, Supporting Recovery: a Health-Led Approach to Drug and Alcohol Use in Ireland 2017 - 2025*, most particularly in strengthening services to support families affected by substance misuse, helping individuals affected by substance misuse to build their recovery capital and increasing residential services for women, pregnant women, and postnatal women.

Coolmine works with people who are vulnerable and marginalised with lived experience of trauma. Mental health issues, homelessness and physical health issues are dominant. We see a prevalence of second and sometimes third generation families with addiction problems. Our work provides us with the opportunity to break that generational cycle of addiction, especially through working with the whole family community - mothers, fathers, and their children.

Coolmine's Vision is clear. We believe that abstinence is not enough. Coolmine's Board members, management and staff are committed to a vision of recovery where everyone has the opportunity to overcome addiction and live a fulfilled and productive life. In practical terms this means not only creating pathways to high quality treatment but also in developing recovery capital for our clients and their families which enable effective reintegration into their community. Our services are targeted at improvements in physical and psychological health

and well-being, re-engagement with family, developing positive peer relationships, supporting access to housing, gaining employment and accessing training and development. We are focused on delivering quality outcomes which address the whole life needs of the individual.

## STRATEGIC PLAN

We have an ambitious strategic plan which reflects our commitment to delivering evidence based high quality services and also our commitment to expand Coolmine day and residential services to meet the growing demand for services nationally. The Board monitors progress of our Strategic Plan at every Board meeting. At December 2020, measurable advances were demonstrated in our 2019-2022 Strategic Plan: *Pathways to Recovery*, with 70% of our strategic actions complete or had been significantly progressed. This included the expansion of our services, into the Mid-West and South West regions in partnership with the HSE and Limerick City and County Council.

In late 2020 we commenced a strategic growth risk assessment and commissioned an external consultant, to provide objective assurance to the board on the organisational capacity to meet the growth challenges, addressing the continued delivery of high quality and safe services and the maintenance of Coolmine's culture.

## QUALITY ASSURANCE

Coolmine is committed to having safe and effective practices in place to ensure that quality and evidence-based care is provided for our client base. Clinical governance and reporting structures are in place which include a Board Clinical Quality and Safety Subcommittee and a Clinical Quality and Safety Group, who ensure a safe, quality service is delivered. Clinical Quality and Safety is achieved by adhering to quality standards, statutory frameworks and compliance.

Our reporting structures include client and staff feedback to ensure continuous improvement of our services. The Client Forum provides an opportunity for Coolmine clients to discuss the quality of care they are receiving and raise any concerns regarding their treatment programme. The Client Co-Ordinator is invited to attend Board meetings which allows for client views to be heard and responded to.

Following extensive onsite reviews, the Royal College of Psychiatrists UK presented reports in 2020 that

Coolmine Ashleigh House met 100% of Standards reviewed and Coolmine Lodge met 99% of Standards reviewed. Both residential facilities were awarded CCQI Accreditation Community of Communities (COFC). We are the only service of our kind in Ireland to achieve this quality improvement accreditation.

#### CONTINUING RESEARCH

Coolmine has an established research culture and is committed to providing evidence and sharing knowledge of the impact of our services, our practice and also to influence national drug policy. Research is overseen by our Research Advisory Group. In 2020 we supported numerous external study requests including an International evaluation utilising TCD PuP Data 2018 (Griffith University, Australia). During the year we were delighted to contribute to a European study, Gender and Drug Policy Ireland, submitted in 2020 to the European Council working group and published on the UCD repository. In collaboration with Greece (Kethea) and Spain (Projecto Hombre), we are evaluating the role that sports plays in creating, supporting and enhancing addiction recovery. Our paper titled Women's Experiences of Mother & Child Residential Drug & Alcohol treatment & Factors that Impact on Progression Pathways: a Longitudinal Qualitative Study, is currently being finalised.

#### GOVERNANCE

Coolmine is committed to upholding the highest standard of corporate governance. Board members are appointed on the basis of skills, knowledge and experience. Having identified required skills, two new directors joined the Board in 2020: Emma Farrell and Billy Carr.

The company's constitution was reviewed and updated in 2020 and approved by the CRO and the Charities Regulator. We work within a robust framework of regulatory, statutory and legal governance obligations.

Coolmine have systems and procedures in place to ensure the safety of our clients, to ensure internal controls are in place and to manage presenting risks. This includes the annual work programmes of our five board sub-committees: Clinical Quality & Safety, Finance, Audit & Risk, Research Advisory Group and Nomination & Evaluation.

Arising from HSE Service Arrangement schedules and other compliance requirements, planning began

in 2020 to hold a board training session to brief directors on their legal, regulatory and statutory governance obligations.

An annual evaluation of the effectiveness of our Board and sub committees takes place and is reviewed at our annual board away days. We have commissioned an independent, external review of Board effectiveness to take place in 2021 with specific reference to Board succession planning and organisation expansion.

#### THANK YOU

We would like to thank all of our stakeholders, our funders, donors and strategic partners for their continuing support and engagement with the work of Coolmine. We are particularly grateful to our corporate partners for their timely support to us in this unprecedented year.

On behalf of the Board, I want to acknowledge and extend sincere thanks to the entire team in Coolmine for their professionalism and exceptional effort in an exceptional year.

Our thanks also to our Chief Executive Pauline McKeown who has provided outstanding leadership and commitment.

Board Members played a significant role in 2020 and gave extraordinary service, time and expertise to Coolmine on a voluntary basis. I thank each one for their guidance to me and their strong engagement and commitment to achieving Coolmine's objectives.



**Alan Connolly**  
**Chairman**

## CHIEF EXECUTIVE'S OVERVIEW

2020 brought an unprecedented public health threat that has touched all our lives. It has been felt most keenly by vulnerable members of our society, and their families, who rely upon Coolmine's services to stay safe and recover.

### COVID-19

Coolmine responded to the challenges presented by the pandemic thanks to the flexibility, hard work and commitment of our staff. We adapted our community, day, residential and recovery services to reflect the new normal of Covid-19 during the year. We:

- Developed an internal Covid-19 Contingency & Communication Plan
- Implemented regular staff briefings
- Appointed our Clinical Nurse Manager as Covid-19 Co-Ordinator to support staff and clients
- Implemented prevention and mitigation measures including staff rosters, social distancing, PPE, client pods
- Created isolation beds in our residentials to ensure admissions continued
- Opened residential unit for 29 positive Covid-19 homeless clients during the first Covid-19 wave
- Implemented Covid-19, Homeless and Winter response teams in collaboration with HSE CH09, CHO3 and CH04

### DEMAND FOR TREATMENT

In 2020 we provided 30% more individual support contacts than 2019. This was due to many factors including our increased service provision through our Covid-19/Winter Plan response teams and our expansion of services in the Mid-West and South West. Our outreach services provided pre-entry group support placements and referral interventions to 227 individuals.

30 clients were supported in our Traveller and New Communities Assertive Outreach Service in North Dublin Regional Drug and Alcohol Task Force area. 44 individuals were case managed and supported with pathways to further treatment including detox, stabilisation and drug free treatment programmes.

Our Community Addiction Team in Dublin 15 (D15CAT) supported a total of 124 individuals in

2020. 1:2:1 key-working and case management was provided to 36 individuals. 15 family members were supported, 53 individuals attended the Alcohol Programme, 13 young people (aged 16 to 24) were supported in the Young Person's Programme and a further 7 individuals were supported in Aftercare.

### SERVICE EXPANSION FOR WOMEN AND CHILDREN

For over two decades Coolmine has been committed to creating pathways to treatment and recovery services for women. This commitment has evolved into Coolmine Ashleigh House the only residential treatment centre for pregnant women and women with young children, in Ireland. In 2020 demand remained alarmingly high, with 56 women (20 mother and child), placements in Ashleigh House from all over Ireland. On foot of the funding commitment in the national HSE service plan 2020 we have actioned in partnership with HSE Mid-West, Limerick City and County Council and local agencies, a community service and a residential service, for women and children in the Mid-West region.

During 2020 we opened our community service in Mahon House, Limerick City. We recruited and trained our staff team and commenced delivery of brief interventions, case management supports and stabilisation groups. To date we are currently case managing 84 clients. At year end 2020, we are progressing with local stakeholders, HSE and Limerick City & County Council, to commence delivery of the family residential placements in 2021.

### PATHWAYS TO TREATMENT & RECOVERY

In 2020 our range of evidence based, quality assured community and day services grew in response to presenting need. We continued and enhanced our targeted service delivery for Travellers and new community members, homeless clients, young people and families in the Eastern region, Mid-West and South West.

In November 2020 we were awarded a contract by HSE CH04, to work closely with Cork Local Drug and Alcohol Task Force and Southern Regional Drug and Alcohol Task Force, to reconfigure the drug and alcohol services in the region into six service hubs. Building on our existing services in the

region, the hubs shall provide assertive outreach, assessment, one to one support, care planning, case management and a range of day programmes for adolescents, adults, families impacted by problem substance use.

#### IMPROVE OUR CORE SERVICES

From our work in Coolmine we know that people can and do recover from problem drug use and associated needs. We also know that individuals recovering from addiction require appropriate housing, access to career guidance, education and employment opportunities as well as case management for high risk families back in their local community.

In 2020 we achieved an 85% positive progression rate to employment, training and education for our clients post residential treatment in 2020. This strategic action includes a scoping study on the viability of social enterprise concepts in Coolmine. This resulted in a successful Christmas soap-making enterprise in collaboration with We Make Good and Childvision.

In 2020 housing move on did not present as a significant barrier for our clients. A 95% housing move on rate for our clients was evidenced. This was due to two key factors, our strategic collaborations with Focus Ireland, PMVT Aftercare Housing and DePaul Ireland and the focus on housing provision, and preventing homelessness, during the pandemic. We shall continue to advocate for this positive social inclusion interagency strategy to continue into 2021 and beyond.

In 2020 we strengthened delivery of our evidenced based Parents under Pressure (PuP) programme for high risk families impacted by problem substance use. PuP programmes were delivered to 114 high risk families. In collaboration with Griffith University Brisbane, our PuP training hub in Ireland, delivered training to 12 professionals. Q4 2020 we received pilot seed funding from Rethink Ireland to put in place community PuP therapists to work with high risk families in their local community in the Dublin region.

During 2020, 9073 medical assessments, including 310 psychiatric reviews were completed. 56 housing outcomes were evidenced and our career guidance and education services worked with 173 individuals.

These care plan outcomes provide our clients with the best possible opportunity to maintain and strengthen their recovery.

#### REFLECTING ON THE YEAR

Coolmine would not exist without our dedicated and skilled staff who go above and beyond for our clients. As we reflect on 2020, I just want to take this opportunity to say a huge thank you to our staff for their work and commitment during the most challenging and busiest of years.

I would also like to thank our funders, corporate partners, donors and supporters. Your generosity, in so many ways, helped us to provide our services during the pandemic. We look forward to strengthening our relationship with you in 2021.



**Pauline McKeown**  
**Chief Executive**



## LORD PADDY ROSSMORE

Lord Paddy Rossmore set up Coolmine Therapeutic Community in 1973. Lord Rossmore, having visited Phoenix House in London, invited Brian Delaney and Jacqueline Ballard to Ireland to establish a therapeutic community at Coolmine Lodge.

In 1973 a tiny staff of three people, headed up by Paddy, opened the door of Coolmine for the first time. Paddy founded our therapeutic community in 1973 to help his then girlfriend, singer Marianne Faithfull and others in Ireland suffering with addiction. He introduced a holistic approach to addiction recovery to Ireland.

Coolmine was founded with love and compassion and we are so proud that those are our guiding principles to this day.



## LORD PADDY ROSSMORE ON VISITING COOLMINE, 2018

*“A girlfriend of mine, the singer Marianne Faithfull was trying to quit her drugs habit. She was trying so hard to get everything sorted out. She was seeing a psychiatrist and was being given alternative drugs to help with the dependency. She was really really struggling in herself. And it just didn't make sense to me that she was being given more drugs to help with an addiction.*

*“Life is about challenges, I really think so. People respond to challenges, because they have to. A friend of mine suggested that I research alternative means of help and I spoke to Dr Michael Kelly who ran the Jervis Street Drug Centre. He said not much was known about recovery methods in Ireland in 1971 and he suggested I go to London.*

*“So I headed over to London and, while I was there, I was told about a drug-free community which was a rehab community in California where there was an emphasis on self-examination and group talk therapy sessions. The community was started by addicts themselves. As soon as I started to read the book on Synanon, as it was called, I knew this was what we needed to do. It was so different and so extraordinary. And it worked.*

*“Phoenix House in London was a therapeutic community based on similar teachings – they used*

*group psychotherapy sessions that were hard-hitting but also compassionate. We're all defensive about our private lives. But if you are an addict then being open can be a matter of life and death. You can't be evasive.*

*“I got back to Ireland and started working out how to get something similar up and running here. Professor Ivor Browne was programme manager within the eastern health board. He was a very forward-looking man. Having met him he said to me, “if you can find the staff to introduce the therapeutic programme I will get you a house.” In time I found the staff, Brian Delaney and Jackie Ballard and when I rang him the very next day we had a house!*

*“Initially our clients were referred from the methadone clinic on Jervis Street. We were three staff members which in retrospect was far too few. At any given time, in the initial stages, we had four to fifteen residents. We didn't know what the community was going to become.*

*“When I sit here in Coolmine today, or any of the recent times that I have visited, it is with amazement and pride. It is a place that has meant so much to so many people. And it has saved people's lives. The most incredible thing for me is that, at its heart, the idea of the original programme is still there. It's a place, I think, with integrity. And the holistic approach is still at its centre. That, I cannot believe. And of course, the staff are the most dedicated group of people you could wish for. I'm very proud.”*

“

*When I sit here in Coolmine today... It is with amazement and pride. It is a place that has meant so much to so many people. And it has saved people's lives... It's a place, I think, with integrity... And of course, the staff are the most dedicated group of people you could wish for. I'm very proud.*

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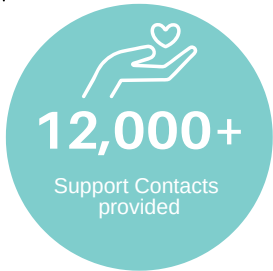
Lord (Paddy) Rossmore, founder of Coolmine, was born on February 14, 1931. He died in his sleep on May 4, 2021, aged 90  
*Ar dheis Dé go raibh a anam*



# 2020

## Human Impact

### Outreach, Assessment and Stabilisation



### Community and Day Services

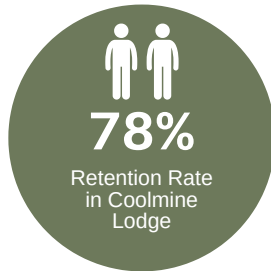
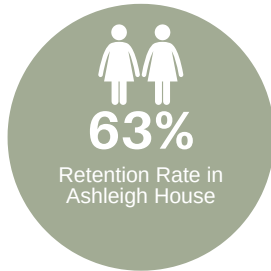




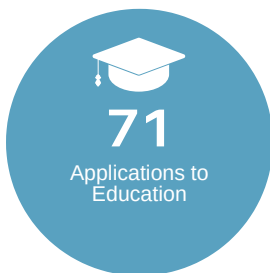
# 2020

## Human Impact

### Residential Services



### Recovery Support Service



## 2020 HIGHLIGHTS



Servant Leadership was rolled out across 100% of senior management within the organisation and will be rolled out across the organisation. Servant Leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world. (Greenleaf, 1976).

## COVID-19 RESPONSE



Our Covid-19 team at their daily briefing. Coolmine provide over 60 adult residential addiction treatment beds, in addition to community addiction support, our priority is to prevent the spread of Covid-19 and have a robust contingency plan so we can continue to serve our clients.





## SAILING INTO WELLNESS



## OPERATION TRANSFORMATION



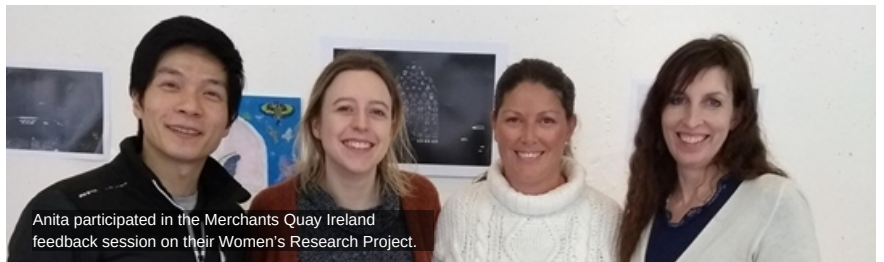
## RECOVERY THROUGH NATURE



## AGENCY COLLABORATION



Pauline and Lisa were warmly welcomed by Terry and Joe from North Star Family Support Project in Limerick.



Anita participated in the Merchants Quay Ireland feedback session on their Women's Research Project.



Lisa and Anita meeting with Bernie from Bedford Row Family Project and Denis Barclay from Focus Ireland in Limerick.



Pauline speaking at the launch of "Addiction Debates" by Prof. Comiskey at TCD Nursing & Midwifery.



Coolmine hosted the Work Integration Social Enterprises workshop, facilitated by Siobhan Cafferty, Social Enterprise Project Manager with the Probation Service/Irish Prison Service.



Lisa Larkin at the start of the Reintegration through Sports programme in Athens, working in partnership with European agencies on a study that will evaluate the benefits of Sports in Recovery.



## DANNY'S STORY

"I would have never believed myself to be an addict, I always thought I was just a person who liked to enjoy himself. After years of pretending I was only enjoying myself, I found myself homeless living in a car. I had destroyed any type of relationship I had with all family members, I had hurt my partner and kids so many times they couldn't have me around, anyone who I thought I could manipulate had kept their distance.

"I needed to do something, I couldn't keep going on like this. I loved my partner and kids I really did, my addiction just made me so selfish that all I could think about was me.

"I made the call to Coolmine and started the steps to recovery. From the moment I engaged with them I knew I was in good hands, they made me look at myself and see who I really was. Throughout my programme I met some amazing people who I will always be grateful for. The work they do is unbelievable and I can truly say if it was not for all the staff who are involved in Coolmine I would not be here today."

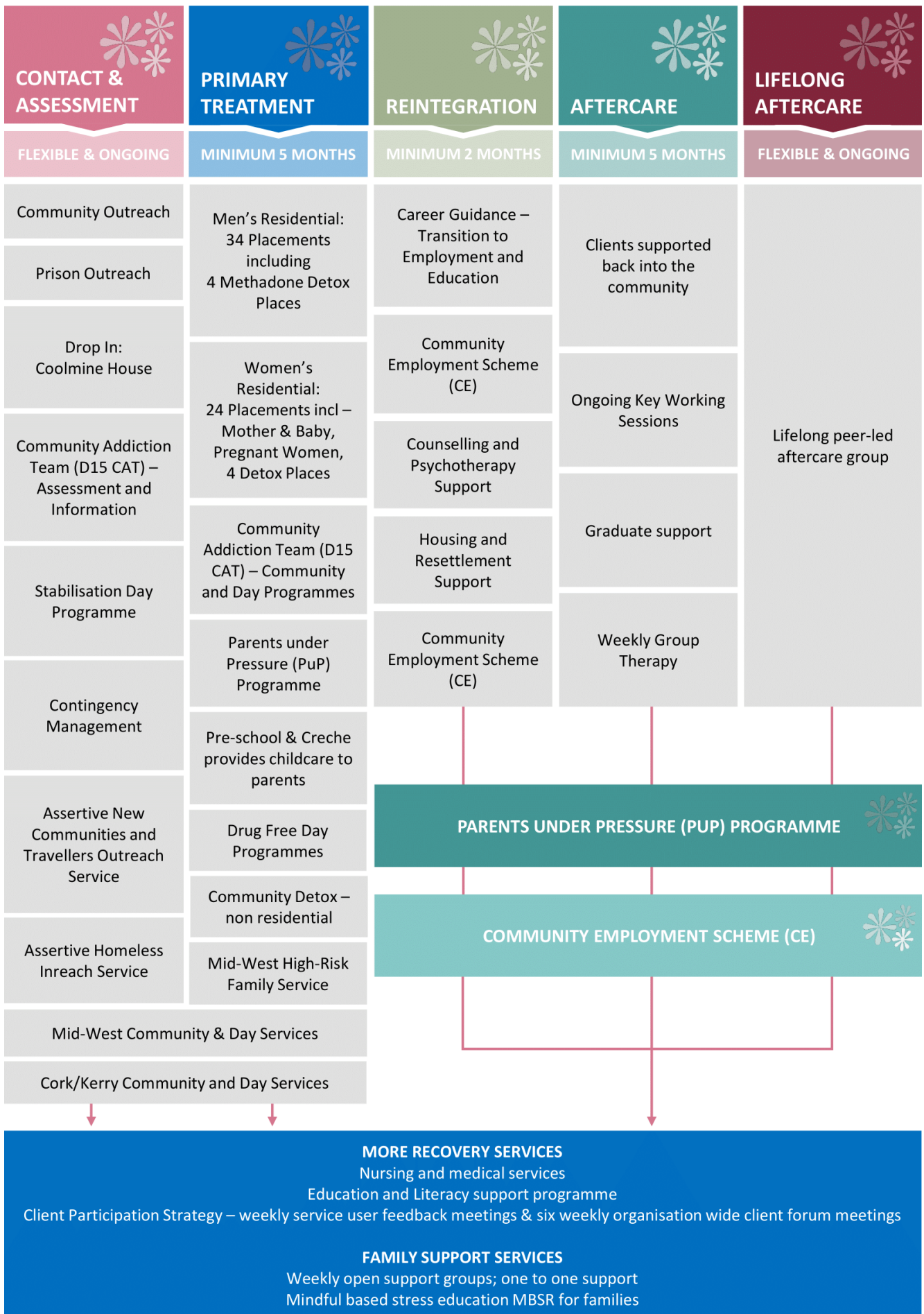
On 5th March, Danny, a graduate of Coolmine, completed the Goggins 4x4x48 challenge in aid of Coolmine. The challenge involves running for four miles every four hours for 48 hours. Danny raised a whopping €3,635 – more than tripling his fundraising goal.

"Not many people would be up for the challenge, but I am, today I am truly enjoying myself substance free."



*"My kids have their father back, my partner has her soulmate back and my parents have their son back."*







## SERVICES OVERVIEW



### COOLMINE LODGE

- Residential methadone detoxification placements
- Men's residential service
- Integration
- Aftercare
- Community Employment Scheme (based on Coolmine Lodge premises)



### ASHLEIGH HOUSE

- Residential methadone detoxification placements
- Mother & Child and Women's residential service
- Integration
- Aftercare
- Early Years & Preschool Service

**78%**

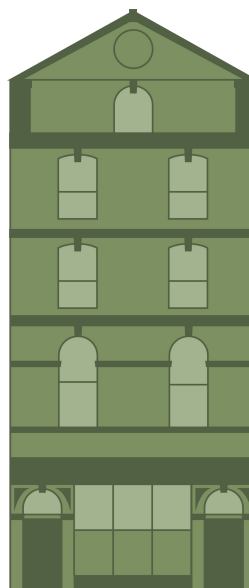
Retention Rate in  
Coolmine Lodge

**36%**

Residential Placements in  
Ashleigh House were mothers  
with children

**596**

Assessment & Referral  
Interventions through  
Coolmine House



### COOLMINE HOUSE

- Outreach and Assessment
- Assertive Outreach Travellers & New Communities
- Assertive Homeless Inreach
- Pre-Entry
- Stabilisation Day Programme
- Contingency Management Programme
- Assessment for residential and/or community detox
- Drug Free Day Programme



## D15 COMMUNITY ADDICTION TEAM

- Pre-Entry
- Alcohol Programme
- Young Persons Programme
- Parents Under Pressure
- Family Support
- Aftercare
- Case Management Over 25
- Case Management Under 25
- Assessment for Residential Treatment
- Online Support for all D15 clients throughout lockdown

# 185

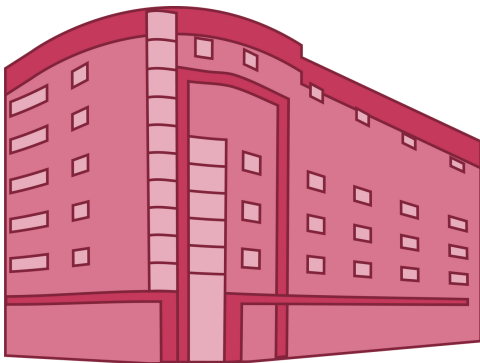
Individuals supported in D15 Community Addiction Team

# 80

Clients being supported in Cork/Kerry service hubs

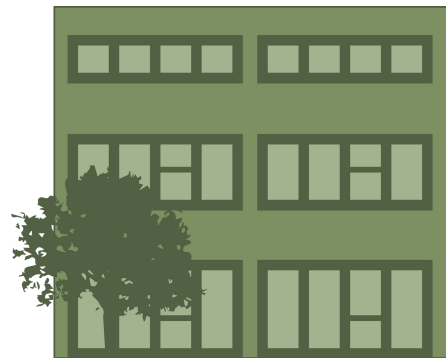
# 8

Clients being case managed in Coolmine Mid-West



## COOLMINE MID-WEST

- Outreach and Assessment
- Pre-Entry
- Case Management
- Harm Reduction



## CORK NORTH CITY

- Outreach and assessment
- Pre-entry groups
- Case Management
- Harm Reduction
- Interagency work with Recovery Academy Cork, SAOR Screening & Brief Intervention
- Clinical Supervisor

## BOARD OF DIRECTORS



Alan Connolly  
Chairman



Carthage Conlon  
Company Secretary



Eddie Matthews



Sarah Morton



Dick Brady



Mary Galvin



Patricia Doherty



Jim McKeon

And a warm welcome to our new board members:



Billy Carr



Emma Farrell

## GOVERNANCE

Coolmine Therapeutic Community Ltd (Coolmine) is constituted as a company limited by guarantee without a share capital. The Company is registered with the Charities Regulator and has charitable tax status with the Revenue Commissioners CHY 5902.

The objects clause of Coolmine's Constitution was revised by the board of Directors during 2020 and approved by the CRO and the Charities Regulator.

Coolmine is focused on delivering quality outcomes. Our vision is that everyone should have the opportunity to overcome addiction and live a fulfilled and productive life.

Coolmine is committed to maintaining high standards of corporate governance and stewardship and has taken action to ensure that the organisation is fully compliant with the principles outlined in the Charities Governance Code issued by the Charities Regulator. We comply with the Statement of Recommended Practice for Accounting & Reporting by Charities (SORP) and Fundraising Principles and the General Data Protection Regulations

The Covid-19 crisis unfolded in 2020 and presented risks to the health, safety and welfare of clients and staff. Contingency and mitigation measures were put in place to address risks and to reduce exposure to Covid-19, with Covid-19 briefings being held twice weekly and all HSE and NPHET guidelines followed in all Coolmine facilities.

Coolmine's internal controls, risk management and compliance processes are well-established but required a deeper analysis of risks in 2020 not just because of Covid-19 but because of expansion of services into Limerick, Cork and Kerry. Internal audits of IT and HR systems were planned for 2021.

Progress on our 2019-2022 Strategic Plan: Pathways to Recovery is monitored at every Board meeting.

A Client Forum operates to provide an opportunity for Coolmine clients to discuss the quality of care they are receiving and raise any concerns regarding their treatment programme.

Our monthly staff training and development programme continued with 100% of Coolmine management engaged in Servant Leadership training. Our 2020 Staff satisfaction survey resulted in 91% staff satisfaction.

Coolmine's research programme is committed to providing evidence and sharing knowledge of the impact of our services, our practice and also to influence national drug policy.

Members of the Board of Directors are recruited based on skills, knowledge and experience. Following an



induction process, including site visits, all new Board members sign a Code of Conduct which requires Board and committee members to disclose and manage actual or potential conflicts of interest. Once appointed, Board members serve for a period of three years and may be re-appointed, subject to an overall limit of nine years.

The members of the Board do not receive remuneration for services to Coolmine and may only be reimbursed for incidental out of pocket expenses.

Two new directors were appointed in 2020. See brief biographies on [www.coolmine.ie](http://www.coolmine.ie)

- Emma Farrell joined the Board 10th March 2020
- Billy Carr joined the Board 10th March 2020

The Chief Executive is responsible for the day to day running of the organisation supported by a senior management team comprising of Head of Services, Head of Human Resources, Head of Finance and Support Services and Head of Fundraising.

#### QUALITY AND STANDARDS

Coolmine is committed to upholding the highest quality standards and compliance in our service delivery. The board of directors receive quarterly reports on our Health and Safety, Clinical Governance, Finance and Audit and Risk compliance reports. Reports to Board include updates and progress on our Internal Audits, Quality Standards, Clinical Safety, Client Participation Strategy, Policy and Procedures, Risk Management, Research, Employee Training and Development, Incident/Accident and Complaints Analysis.

We work within the following quality standards and compliance:

- Royal College of Psychiatrists (UK) Community of Communities Quality Standards (CCQI)
- Quality in Alcohol and Drugs Service Standards
- Safer Better Healthcare
- Children First Guidelines
- Tusla Early Years and Pre-school Service Inspection
- National Social Inclusion Office - Competencies framework

Coolmine actively review our standards to ensure compliance with the Health Information and Quality Authority (HIQA) and HSE National Social Inclusion Office National Standards for Safer Better Healthcare Standards.

The National Social Inclusion Office Competencies Framework has been integrated into our performance management system.

The Coolmine Child Protection and Welfare Working Group regularly monitors and reviews Children's First Guidelines to ensure compliance.

CCQI Accreditation has been awarded by the Royal College of Psychiatry (UK) for the highest clinical standards in therapeutic community service provision for our residential services in both Ashleigh House and Coolmine Lodge.

#### BOARD STANDING COMMITTEES

Board sub-committees comprise of Board Directors and external co-optee's for expertise, when required. In 2020 the following Board Standing sub-committees met quarterly:

##### Audit & Risk Committee

Patricia Doherty (Chair), Eddie Matthews, Billy Carr, Seamus Dillon (external co-optee), Eoin O'Loughlin and Pauline McKeown (in attendance)

##### Finance Committee

Jim McKeon (Chair), Carthage Conlon, Eoin O'Loughlin and Pauline McKeown (in attendance)

##### Nominations and Evaluation Committee

Alan Connolly (Chair), Carthage Conlon, Patricia Doherty, Pauline McKeown (in attendance)

##### Clinical Quality and Safety Committee

Dr Sarah Morton (Chair), Suzi Lyons (HRB), Mark Kennedy (MQI), Dr Joanne Fenton (Clinical Governance Lead), Lisa Larkin and Pauline McKeown (in attendance)

##### Research Advisory Group

Dr Mary Galvin (Chair), Anita Harris and Pauline McKeown (in attendance)

Terms of Reference for all sub committees of the board were reviewed in 2020.

Six Board meetings were held in 2020, with Board Standing Committees meeting between each Board meeting.

Board Director	Meetings Attended (Eligible meetings in 2020)	Subcommittee Meetings Attended (Eligible in 2020)
Alan Connolly (Chair)	5 (6)	2 (2)
Billy Carr	5 (6)	3 (3)
Carthage Conlon (Secretary)	6 (6)	7 (7)
Eddie Matthews	5 (6)	4 (4)
Dick Brady	6 (6)	2 (2)
Emma Farrell	5 (6)	2 (2)
Patricia Doherty	3 (6)	6 (6)
Jim McKeon	5 (6)	5 (5)
Mary Galvin	4 (6)	4 (4)
Sarah Morton	6 (6)	4 (4)

## PARTNERS, FUNDERS & SUPPORTERS

Coolmine supporters are our lifeline. Some have been with us from the very start and others have donated funds to support us with specific projects over the decades. In 2020 our partners, funders and supporters helped us to expand the possibilities.

Amongst all our funders and partners we would like to say a specific thank you to:

- Department of Justice and Equality via Probation Service
- Health Service Executive
- Department of Health
- Fingal County Council
- Dublin City Council
- Department of Social Protection
- Local Drug and Alcohol Task Forces
- CJK Engineering
- Mediolanum Ireland Operations
- Mallinckrodt Pharmaceuticals Ireland
- Strandum HR
- Dublin Port Company
- Alexion Pharmaceuticals
- Deloitte
- Workday
- Re-Think Ireland
- Community Foundation of Ireland
- National Lottery Fund
- ESB Funds for Generations
- Tradfest
- SICDATF
- S.K Biotech Ireland
- Motherland Productions
- Harvey Norman Blanchardstown
- AIB Blanchardstown
- Kildology
- Crowne Plaza
- EZ Living
- Luttrellstown Golf Club
- Gleesons
- Seamus Etherson



Throughout 2020 we worked with several agencies who enable us to provide the high standards of recovery services for which Coolmine is known. These include Ana Liffey Drugs Project, Arbour House Cork, Business in the Community, Community Employment Schemes, CKU Addiction Counselling Service, De Paul Ireland, Dublin Simon Community, Focus Ireland, Irish Prison Service, Merchants Quay Ireland, Novas, Probation Service, Peter McVerry Trust, Tallaght Rehabilitation Project and Tolka River Project.

Covid-19 radically affected our fundraising plans for 2020. All planned events and community fundraising were postponed from mid-March with a major loss of budgeted income. Thanks also to all who went beyond the call of duty by giving of their time and energy to donate necessities like hand soap and PPE to our services and helped us to keep our staff and clients safe.

We would like to thank all of you who generously donate monthly through our 'Friends of Coolmine

Campaign'. We would also like to thank our community of individuals and businesses who donated to our online fundraising campaigns, including our "Coolmine Opens Doors" Christmas Campaign.

Coolmine express a sincere thank you to staff of CJK Engineering, Mediolanum, Strandum HR, Alexion, Deloitte, Mallinckrodt Pharmaceuticals for their appreciated support. For the volunteer hours and resources given to upgrade our facilities we are deeply grateful, as well as their support to the management team in our public relations, communication and promotions - thank you.

We, as always, would like to thank those in the media who helped us highlight the issues surrounding addiction and our work helping and supporting people through recovery. Finally we would like to thank everyone who supported Coolmine in 2020 – every donation, big and small, makes an important difference in vulnerable lives. Thank you all.





## FINANCIAL REVIEW

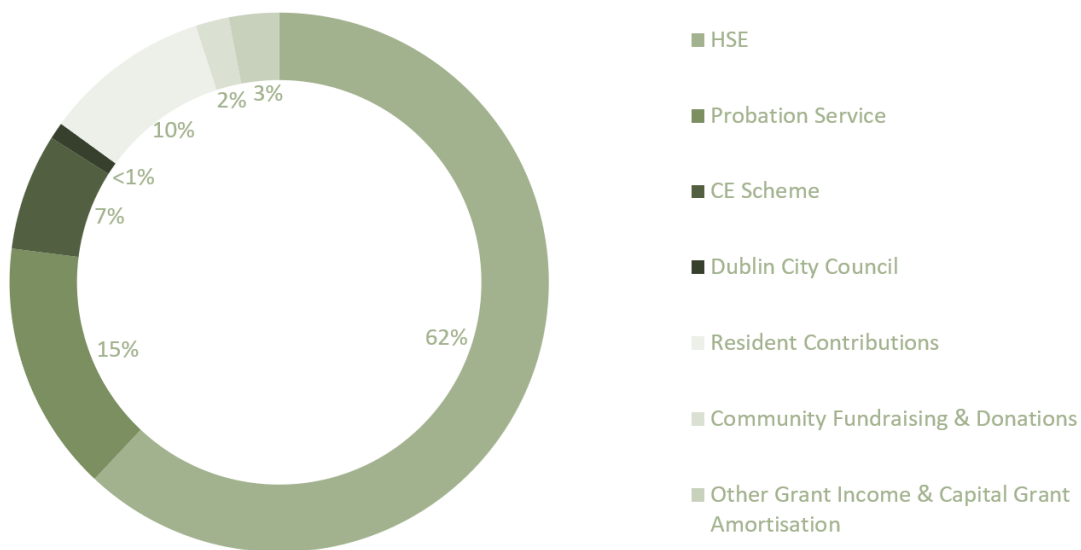
The statement of Financial Activities and Balance Sheet for the year ended 31st December, 2020, are set out on pages 23 to 26. The deficit for the year after providing for depreciation amounted to €91,977 (2019: deficit €57,300).

**Incoming Resources – Where we received our income**  
 Income for 2020 was €3,953,729 compared to €3,735,864 in 2019.  
 The work of Coolmine would not be possible without the continuing support of funders.

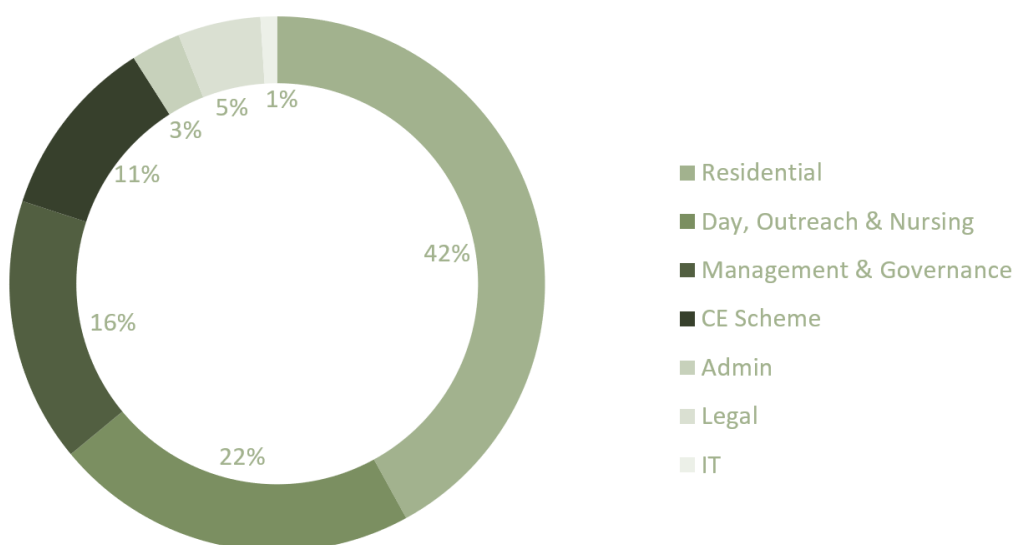
Principal funders include Health Service Executive/Department of Health 62%, Department of Justice & Equality via the Probation Service 15% Department of Social Protection – CE Scheme 7% and Dublin City Council <1%.

In addition, Coolmine’s income is supported by resident contributions (normally the redirection of welfare benefit to Coolmine whilst they are in our residential services) 10%, other grant income and capital grant amortisation 3% and community fundraising and donations 2%.

### SOURCES OF INCOME AS %



### AREAS OF EXPENDITURE %



### Resources Expended – Where we spend our funding

Expenditure incurred for 2020 was €4,046,187 compared to €3,793,175 in 2019, an increase of €253,012.

The incoming resources are wholly applied to support the mission of Coolmine and to ensure that robust

governance and stewardship procedures exist to safeguard clients and other stakeholders. Income is adequate to maintain services but resource constraints do restrict the nature of the service and there is scope to do more if resource provision increased. Likewise, we carry some risks due to funding constraints and these are discussed in the section on risks and challenges.

Areas of Expenditure 2020	Staffing & Related Costs €,000	Other €,000	Total €,000
<b>Residential Services</b>			
Coolmine Lodge (Men's)	557	213	770
Ashleigh House (Women & Children)	<u>565</u>	<u>201</u>	<u>766</u>
<b>Sub-Total</b>	<b>1,122</b>	<b>414</b>	<b>1,536</b>
<b>Day Services</b>	<b>872</b>	<b>121</b>	<b>993</b>
<b>Other Service Supports</b>			
Management & Governance (including Clinical Governance)	638	104	724
Nursing	144	2	146
Community Employment Scheme	<u>278</u>	<u>4</u>	<u>282</u>
<b>Sub-total</b>	<b>1,060</b>	<b>110</b>	<b>1,170</b>
<b>Organisational Support</b>			
Legal, Insurance, Audit & Depreciation	0	179	179
IT Systems & Support	26	12	38
Administration	<u>76</u>	<u>54</u>	<u>130</u>
<b>Sub-total</b>	<b>102</b>	<b>245</b>	<b>347</b>
<b>Total</b>	<b>3,156</b>	<b>890</b>	<b>4,046</b>

#### Reserves Policy

The Board of Directors have examined Coolmine's needs for reserves in light of the main risks to the organisation. It has established a policy that the charity should maintain available reserves (namely reserves not committed or invested in tangible fixed assets) at a level equivalent to 13 weeks expenditure, in order to meet the working capital requirements of the charity.

As at 31st December 2020 Receivables (€99,408) and Cash and Cash equivalents (€985,488) amount to €1,084,896. Of this amount, €984,595 is committed to the following liabilities; Creditors and Accruals of €260,498 and Deferred Income (state funding received in advance) of €724,097.

#### Designated Reserves

In addition to the general reserves policy above, Coolmine also has some designated reserves of €20,000. These represent the balance of an original amount of €50,000 which was a legacy from the estate of previous Chairman Bill Foley of which €30,000 supported the extension to the Crèche in Ashleigh House completed in 2017 and the balance will support the work of the women's residential service in future years, as needed.

#### Future Developments

The principal Objective of the business will remain as the operation, administration and support of therapeutic programmes.

#### Post Statement of Financial Position Events

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

#### Auditors

PKF O'Connor, Leddy & Holmes Limited carried out this function for 2020 and have expressed their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

#### Payment of Creditors

The directors acknowledge their responsibility for ensuring compliance with the provision of the European Communities (Late Payment in Commercial Transactions) Regulations 2012. It is the company's policy to agree payment terms with all suppliers and to adhere to those payment terms.

#### Statement on Relevant Audit Information

So far as the directors are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

#### Accounting Records

To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at Ringwood Centre, Unit 7, Damastown Close, Damastown Industrial Park, and Dublin 15.

## PRINCIPAL RISKS AND CHALLENGES

### COVID-19 PANDEMIC

Coolmine's services have faced unprecedented challenges in 2020. We expanded and adapted our community, day, residential and recovery services to reflect the new normal of Covid-19. We have seen an increasing demand for our services nationally, during 2020, as a result of rising problem drug and alcohol use.

The ongoing Covid-19 pandemic has presented significant risks to Coolmine. The impact has been felt across all areas of the organisation; finance, HR/staffing, service delivery and IT. As front-line essential workers, the health and safety of Coolmine's staff and the implications for service delivery continue to be a challenge. To ensure continued safety of our staff and clients, whilst maintaining optimum service delivery, we quickly implemented public health guidelines/protocols across the organisation; work from home where possible, social distancing, increased hand hygiene, reduced group sizes, deferral of family visits etc. To enable these new ways of working our IT infrastructure/ resourcing needed to implement work from home/teleconferencing solutions (with the cost for this borne by the Covid-19 IT support related grants available)

In addition, the following contingency and mitigation measures remain in place to ensure the health and safety of Coolmine's clients and staff and to reduce exposure to Covid-19:

- Risk assessments across all services to ensure health, welfare and safety of all clients engaged in community, day, residential, aftercare and graduate programmes in Coolmine
- An organisational contingency plan & regular briefings and updates based on NPHET/public health guidance for all staff.

Unrestricted Income in 2020 from fundraising, donations and resident contributions has reduced by 6.4% from 2019 levels. To mitigate against this income loss, cost saving measures were implemented across the majority of cost centres; some costs were temporarily deferred until post-Covid-19, some were eliminated altogether, discounts were negotiated with existing suppliers and procurement tenders were put in place for services supplying Coolmine (Waste, Electricity etc). Also, any available Covid-19 related support grants were applied for to cover Covid-19 related expenditure.

Thus far, Coolmine Lodge has had one Covid-19 outbreak, resulting in 7 clients and 4 staff Covid-19 positive, in late December 2020. The outbreak was contained, due to our contingency measures and community pod system in place. Our Covid-19 Co-Ordinator liaised with HSE CHO9 Social Inclusion

Public Health throughout this period. Public health visited us in January 2021 and are satisfied that we have all precautionary measures in place and are adhering to all public health guidance.

As we navigate the pandemic through 2021, we closely monitor changing public health guidelines and continue to react immediately as needs be. Covid-19 briefings occur twice weekly, led by the Coolmine Covid-19 Co-Ordinator and all NPHET guidelines are followed within all Coolmine facilities.

### STRATEGIC GROWTH

In line with our strategic growth objectives as outlined in the 2019-2022 Strategic Plan: *Pathways to Recovery*, we continued to expand our service delivery nationwide in 2020 despite the challenging conditions during the Pandemic. Service delivery grew in the Cork\Kerry region (supported by HSE CHO4) and the Mid-West region (supported by HSE CHO3); income received in 2020 to fund these services was €350,286 and €67,507.

The main risks identified with this period of rapid growth are:

- Culture; In terms of the existing culture in the region and the change management piece of aligning the new services with the existing Coolmine culture.
- Resourcing/Process Mapping; in particular the availability of adequate back-office resources (IT, Finance, HR) to support the expansion.
- Financing; ensuring sufficient funding is in place to cover the service level agreements.

The main mitigation approach to ensure the culture of Coolmine becomes embedded in the growth regions was a targeted HR recruitment drive to onboard leaders experienced and capable of driving the new recovery-based culture in the region.

In terms of resourcing and finance, a full-cost funding model (with the inclusion of an appropriate management fee as % of all costs) is now employed for any new service expansion, with the Dublin Ringwood office operating a shared- service model for back-office functions (IT, Finance and HR). Additional resource for these back-office functions form part of any new service level agreement to ensure the organisation continues to run efficiently and cost-effectively as we grow. In addition, an external consultant was engaged in Q4 2020 to support our Chief Executive with mapping of our senior management roles, conducting executive assessments and supporting role expansion process mapping procedures.

## FUNDING

The most significant risk facing Coolmine is unsustainable service delivery due to a reduction in core funding. Coolmine is fully dependent upon its' current funding base to maintain services. Funding from state organisations accounts for 80% of our total income. This is just about adequate to maintain services at current levels and does not allow for increased support services in the organisation to support increased compliance environment. Any reduction in funding will threaten front line services. Any service adaptations or growth of new services shall be on a full cost model in 2021. In Coolmine we manage this risk through open, transparent and regular communication with our funders. In addition, we actively seek funding from alternate sources to safeguard service delivery. We have a clear target to deliver 7% new non-restricted annual income to sustain current and grow new services.

## STAFFING

Coolmine has expanded our service provision during 2020. Parallel with this process we have conducted a full audit and risk programme of work to ensure, and safeguard, that the best possible service is delivered to our clients and their families. Internal audit, Clinical governance, quality standards, compliance with legislative requirements and quality assurance are incorporated into operational practice and reviewed regularly. As a consequence of these developments an emerging risk is key person dependency. In 2020 we continued our process to define the key tasks and competencies required to ensure contingencies and succession plans are in place to safeguard the organisations service delivery into the future.

A further risk for Coolmine is the loss of experienced staff due to increased employment opportunities, namely more attractive salaries, externally. It is expected wage movement will be a factor in future years and increased funding will be required if Coolmine is to meet reasonable expectations to secure and retain competent staff. For Coolmine, our staff are our services. They deliver and require continual professional development and supports to be innovative and strong in their performance. We are focusing on core staff training, development and well-being supports during 2019- 2022.

## GOVERNANCE

Coolmine is aware that working with people who are frequently vulnerable, marginalised and often from disadvantaged backgrounds, there is a continuous risk that we might fail in our duty of care to ensure that the organisation operates to the highest standards of governance and stewardship. To protect against this risk, the Board of Directors has put in place appropriate systems and procedures to manage these risks actively through the Audit & Risk committee work programme, the Internal audit programme, the Clinical Quality & Safety Committee, our H&S programme and

the triple lock of good governance recommended by the Charities Institute of Ireland and the Charity Regulator – namely compliance with the Statement of Recommended Practice for Accounting & Reporting by Charities (SORP) and the Charities Governance Code.

During 2020 we have focused on our capacity to achieve compliance with legal, statutory and regulatory compliance and actively review our risk register. This is continually reviewed through our Audit & Risk committee, associated workplan, internal audit programme, Health and Safety audits and workflow as well as our GDPR portal/action plans. During 2020/2021 we shall seek to increase resources for our compliance and quality standards work programme.

## QUALITY ASSURANCE

Clinical risk management and clinical safety are reviewed quarterly at the Clinical Quality and Safety Board committee and presented to the board via the Audit and Risk Committee. This quality assurance work includes continual review of our safeguarding controls to mitigate against the risk of harm to any child residing and visiting our services due to the nature of our services. Quarterly reviews of Tusla Child Safeguarding standards, regulations and legal compliance are conducted to ensure compliance in our governance and operational practice. This includes Children First training for all staff and ensuring Designated Liaison Persons are appointed in Coolmine. In addition, we have safeguarding vulnerable adults' policy, complaints policy, protected disclosures and disciplinary procedures in place.

For over a decade Coolmine has had an active client participation strategy in place. It has evolved and developed over the years but the key component has remained, with an aftercare client being assigned as the Client Co-Ordinator. Their role is to facilitate bi-weekly client only meetings across all our services, represent our client's voice in weekly management meetings, which results in quarterly reports to the Board. The aim of this strategy is to formally and informally exchange views, monitor service delivery to all our clients, discuss difficulties in service provision, resolve problems and suggest improvements for Coolmine at both a local and strategic level. The Client Co-Ordinator reports directly to Board.

## HEALTH AND SAFETY

Our main operations take place in old buildings which require continuous maintenance to ensure they are fit for purpose. To a large extent this operational requirement is unfunded and presents a challenge to management to protect the health and safety of staff, clients and visitors. We need to ensure that adequate facilities are in place to conduct our service activity and provide safe, suitable and comfortable living accommodation in residential services.

COOLMINE THERAPEUTIC COMMUNITY  
(A COMPANY LIMITED BY GUARANTEE, WITHOUT A SHARE CAPITAL)  
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED  
31 DECEMBER 2020

	Notes	Unrestricted 2020 €	Restricted 2020 €	Total 2020 €	Total 2019 €
<b>Income and Endowments from</b>					
Donations and sundry income	7	138,281	-	138,281	54,236
Resident contributions	7	404,555	-	404,555	480,687
Government grants		-	3,410,893	3,410,893	3,200,941
<b>Total Income</b>		<b>542,836</b>	<b>3,410,893</b>	<b>3,953,729</b>	<b>3,735,864</b>
<b>Expenditure On</b>					
Raising funds	8	6,134	347	6,481	518
Staff Costs	8	127,354	3,110,864	3,238,217	2,912,975
Administration & Occupancy Costs	8	68,984	416,964	485,949	500,526
Direct Costs	8	77,474	171,794	249,268	301,394
Professional costs	8	5,250	60,541	65,791	77,751
<b>Total Expenditure</b>		<b>285,196</b>	<b>3,760,510</b>	<b>4,045,706</b>	<b>3,793,164</b>
<b>Net surplus/(deficit)</b>		<b>257,640</b>	<b>(349,617)</b>	<b>(91,977)</b>	<b>(57,300)</b>
<b>Transfers between funds</b>		<b>(368,671)</b>	<b>368,671</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(111,031)</b>	<b>19,054</b>	<b>(91,977)</b>	<b>(57,300)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	21	1,239,749	173,841	1,413,590	1,470,890
<b>Total funds carried forward</b>		<b>1,128,718</b>	<b>192,895</b>	<b>1,321,613</b>	<b>1,413,590</b>



COOLMINE THERAPEUTIC COMMUNITY  
(A COMPANY LIMITED BY GUARANTEE, WITHOUT A SHARE CAPITAL)  
STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	Notes	2020 €	2019 €
<b>Non-Current Assets</b>			
Property, plant and equipment	12	<u>1,880,292</u>	<u>1,958,349</u>
<b>Current Assets</b>			
Receivables	13	99,408	86,558
Cash and cash equivalents		<u>985,488</u>	<u>581,014</u>
		<b>1,084,896</b>	<b>667,572</b>
<b>Payables: Amounts falling due within one year</b>	14	<b>(984,595)</b>	<b>(552,013)</b>
<b>Net Current Assets</b>		<b>100,301</b>	<b>115,559</b>
<b>Total Assets less Current Liabilities</b>		<b>1,980,593</b>	<b>2,073,908</b>
Amounts falling due after more than one year	15	<u>(658,980)</u>	<u>(660,318)</u>
<b>Net Assets</b>		<b><u>1,321,613</u></b>	<b><u>1,413,590</u></b>
<b>Reserves</b>			
Restricted funds	21	192,895	173,841
Unrestricted funds	21	<u>1,128,718</u>	<u>1,239,749</u>
<b>Total funds</b>		<b><u>1,321,613</u></b>	<b><u>1,413,590</u></b>

COOLMINE THERAPEUTIC COMMUNITY  
(A COMPANY LIMITED BY GUARANTEE, WITHOUT A SHARE CAPITAL)  
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 €	2019 €
<b>Cash flows from operating activities</b>			
Surplus/(deficit) for the year		(91,977)	(57,300)
Adjustments for:			
Depreciation		90,749	110,283
Amortisation of government grants		<u>(1,338)</u>	<u>(30,292)</u>
		<b>(2,566)</b>	<b>22,691</b>
Movements in working capital:			
Movement in receivables		(12,850)	(2,702)
Movement in payables		<b>432,582</b>	<b>(287,849)</b>
Cash generated from operations		<u>417,166</u>	<u>307,838</u>
<b>Cash flows from investing activities</b>			
Payments to acquire property, plant and equipment		<u>(12,692)</u>	<u>(86,374)</u>
Net cash used in investment activities		<b>(12,692)</b>	<b>(86,374)</b>
<b>Net Increase/(Decrease) in cash and cash equivalents</b>		<b>404,474</b>	<b>221,464</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>581,014</b>	<b>359,550</b>
<b>Cash and cash equivalents at end of financial year</b>	20	<b><u>985,488</u></b>	<b><u>581,014</u></b>

## INDEPENDENT AUDITOR'S REPORT

### Opinion

We have audited the financial statements of Coolmine Therapeutic Community ('the company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Changes in Equity, the Statement of Cash Flows and the related notes to the financial statements, including a summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2020 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 for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 4 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions Relating to Going Concern

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

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

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern.

### Other Information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Opinions on Other Matters Prescribed by the Companies Act 2014

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

- in our opinion, the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited. The financial statements are in agreement with the accounting records.

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

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report. The Companies Act 2014 requires us to report to you if, in our opinion, the 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 they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism 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 the directors.
- Conclude on the appropriateness of the directors' 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 a going concern. 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 a going concern.
- 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 any 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.

Tony Kelly  
for and on behalf of  
PKF O'Connor, Leddy & Holmes Limited  
Statutory Audit Firm Century House  
Harold's Cross Road  
Harold's Cross  
Dublin 6W  
D6W P993

## LAURA'S STORY

"I went into Ashleigh House in 2016 after I had lost everything. I had lost my family, my children and my home. I am a recovering alcoholic and I'm nearly five years sober now.

"When I was pregnant with my fourth child, my daughter, I didn't tell my family. I hid her for eight months. I felt so much shame because my other children were in care and I felt like I was letting my family down. But when my daughter came to visit me she hugged me and she could feel something.

"When I wasn't allowed to bring her home from hospital that was the breaking point for both my family and myself. Enough was enough. My sister had told me about Coolmine and I really would have tried anything but I think if I hadn't had my child with me then I wouldn't have been able to do it. I think because my other children were already in care before she was even born there was no hope. She was never going to be coming home with me, there was no chance. My family brought me to Coolmine and I began the assessments, and it was Coolmine that gave me that chance. Coolmine showed me that children need their parent and if their parent is willing to work then they should be given a chance.

"All of my kids are a gift, but my youngest daughter is the gift that got me to where I am. That was the turning point, because I had tried with my other kids but to get to see your kids one hour a week just doesn't help a mother. You can't work towards anything when you're walking out of a visiting centre and back home to nothing. People don't want to drink or do drugs, but you're put in a position where you're left on your own to deal with depression, loneliness and no one believing in you. I was very lucky to have my family to support me and believe in me and they gave me a chance.

"I went into Ashleigh House when my daughter was four weeks old. I went in very afraid and I didn't know what to expect but I knew that I just needed to turn my life around, not just for me but for my children.

"When I went in I really just had lost all hope, not knowing would I get my children back but I was able to start making baby steps in there. With the help of Wendy and Coolmine I got my daughter back after two weeks, she was six weeks old and from then on that was it for me - I had a chance to be a mother again, to be a human again and for someone to give me a little bit of trust. From then on I worked extremely hard on myself and getting my family back. It was difficult and I had to take baby steps from the start, when I went in I expected too much too quick. I thought I'd get my kids back in a certain amount of time.

"I just want to say thank you to all the staff but particularly to Wendy. Wendy built me up from a very shallow woman to the woman I am today. I want to say thank you to all the staff in Coolmine.

"It all began in Ashleigh House for me. It completely changed my life. I got my two eldest back in 2018 and then my youngest boy in 2019 so it's been a long process. I've only been finished with social workers for six months now so and it's taken four years to get all my kids back.

"I can honestly say that I have an incredible family. They took in my children and they helped me. Last year I became a surrogate for my sister because I wanted to give back. I was honoured that I was even asked because at one time no one would have even asked me to mind a dog, so for my sister to ask me to carry her baby was incredible.

"Today I just focus on my children and I would love to work as a counsellor and help people one day. As a woman you're judged more for being an addict, but you have to make the change for yourself. At the end of the day if you know you want something then you have to give it your all. Put everything into Ashleigh House because it's an incredible place. If you work with them they're the best people to help you."



# With your help we can reach out and save more people's lives.

 <b>FUNDRAISING</b>	 <b>COMPANIES</b>	 <b>WAYS TO DONATE</b>
Volunteer with us to help fundraising	Partnering with Coolmine	Online, in person or by post
Fundraise for us through your own in person/virtual event	Sponsor an event/project	Become a Friend of Coolmine to donate monthly
Take part in an organised event	Payroll Giving	Become a major donor
Support our online fundraising campaigns	Staff volunteering opportunities	Donate in memory
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