

FRONTLINE



Annual Report  
**2021**





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# CHAIRMANS REPORT



Aodan Bourke, Chairman

The past year was a very difficult one for everyone with the continuation of the pandemic and the restrictions imposed to try and curb its effects. Once again the team in Frontline managed through this exceptionally trying time in a professional and competent manner to provide services to the organisations' clients, young and old.

Restrictions notwithstanding the organisation continued to grow, expand and deliver best practice with robust governance and quality and safety policies. The addictions and childcare divisions continued to provide core services and as the year progressed were able to recommence normal service provision as restrictions relaxed and we learnt to live with Covid. The social enterprise division, which commenced trading several months before the pandemic, managed to grow from strength to strength in 2021 and continued to receive tremendous support from the local community as well as state grant assistance. Later in the year the division was successful in winning a grant to commence a national recycling and training centre in the area. Premises were quickly sourced with the aim of having the recycling division up and running in early 2022. Training will be brought on stream in the coming years.

As the 3 year strategic plan period finished in 2021, it is great to be able to say that the vast majority of the goals and objectives were achieved. Groundworks for a new plan commenced before year end with the strategy document to be finalised in spring 2022.

The main goals of the strategy are to build on the existing evidence based high quality services, continue to focus on measuring and recording inputs and outputs and expand into other geographic areas that are currently under provided for. The focus for the social enterprise division is to bed down the new national bicycle recycling business and increase the number of individuals that the business can upskill or reskill to assist with their rehabilitation journey.

To assist the board in monitoring the organisations capacity to deliver on its strategic objectives an external consultant was engaged before year end to assess the strategic growth risk and provide objective assurance and recommendations to the board on the organisational capacity.

Finally on behalf of the Board, I would like to extend our thanks to the management, staff team and the CEO Stuart without whom none of this is possible. I would like to thank those who support Frontline in particular our funders and donors. Members of the Board of Frontline contribute their time and expertise on a voluntary basis, and I thank each one for their guidance to me and their strong commitment to achieving Frontline's objectives.

Aodan Bourke  
Chairman

# CHIEF EXECUTIVES REPORT

Stuart Fraser, Project Director



2021 was another unprecedented year, with a difficult winter due to the COVID 19 global pandemic. However, due to the successful roll out of the vaccination programme, we are learning to live with the virus. Towards the end of the year, we had a new optimism for the future, and we were beginning to reopen services and get back to pre-pandemic operational activity.

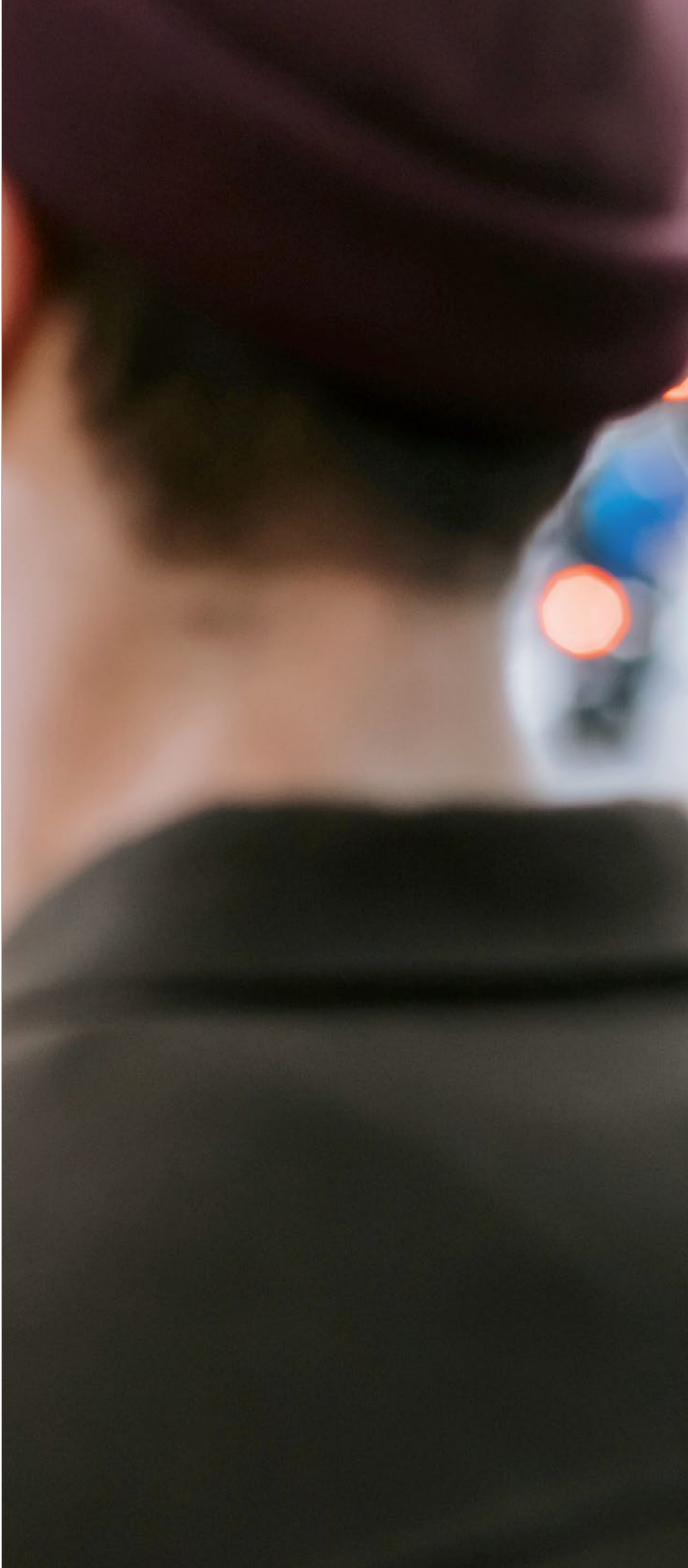
This has been a slow process, as all stakeholders begin to get back to normality and reengage with the referral process of clients. There has also been a change in drug using behaviours in relation to drug consumption, moving to use more stimulants and alcohol. The clients also had to survive with reduced services, and we will have to entice them back to re-engage in treatment services. The organisation will take into consideration, as we prepare early next year to develop our 3yrs. strategic plan.

Our New Social Enterprise venture, of an Upcycling Bike Retail Unit, has already provided full time employment and training for four of our service users who are in recovery. The success in our first full year of trading has not gone unnoticed and we were delighted to be successful in securing further funding to scale up the business and develop a new site in Bluebell, to increase our production of upcycled bikes for sale and mechanic training. The building work to develop the new premises will commence in January 2022. This exciting opportunity will also hopefully increase our already decent trading revenue which will subsequently be, reinvested, into the organisation to further our social mission.

It has been another challenging year, but one that has seen new optimism going forward and I would like to thank all the staff and board members for keeping services going and expanding services through the development of new initiatives.

Ní neart go cur le chéile

Stuart Fraser  
CEO



In 2021 we helped  
make 246 people  
make positive  
changes in  
their lives



## ABOUT **US**

### Our Vision

Our Vision is to help people reach their full potential.

### Our Mission Statement

Our Mission is to provide effective, evidence based services that have impact by not only improving the health of the individual, but has a lasting positive impact on the wellbeing of their families, friends and the communities in which they live.





### Our Values

Frontline is a value driven organisation. We are committed to change, quality, honesty, innovation and integrity. These strong values are at the heart of all we do, because we believe in people's capacity to change. People who use our services are not just people with problems, they are partners, fathers, mothers, sisters, grandmothers, children, brothers, friends, work colleagues and carers.

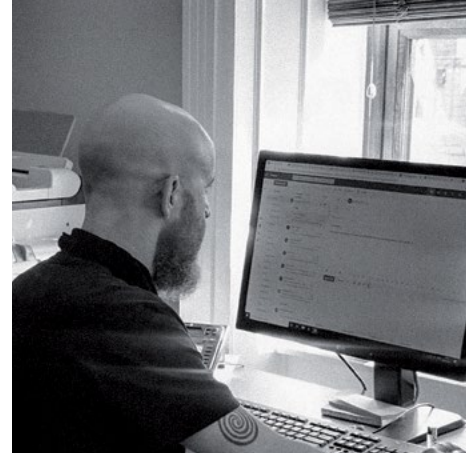
### Our Target Group

- 1 Those who struggle with a wide variety of substance misuse issues
- 2 Parents coping with substance misuse and their children
- 3 Family members
- 4 Inter agency / Community work.

### Our Strategic Goals

- 1 To provide a safe environment where people affected by substance misuse can explore in a non-judgmental way the issues that are impacting on their lives.
- 2 To promote opportunities for individuals to move out of the cycle of addiction.
- 3 To develop opportunities for children and young people to reach their full potential.
- 4 To identify gaps in service provision and initiate local and national responses.
- 5 To promote a better understanding of how the substance misuse problem impacts locally and increase the community awareness of drug and alcohol issues.
- 6 To develop the structures, roles and responsibilities in accordance with the strategic plan.

## OUR TEAM



### Chief Executive Officer

Stuart Fraser

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### Addiction Team

Greg Christodoulou - Operations Manager

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Tom Long - Senior Addiction Practitioner

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Alison McNulty - Acting Addiction Services Manager

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Martina Curtis - Progression & Aftercare / Addiction Practitioner

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Jason Gallagher - Addiction Practitioner

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Michelle Moran - Addiction Practitioner

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Alan Boyne - Relief Addiction Practitioner

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Leticia Ortega - Addiction Practitioner (Bluebell)

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Katie Dawkins - Addiction Practitioner

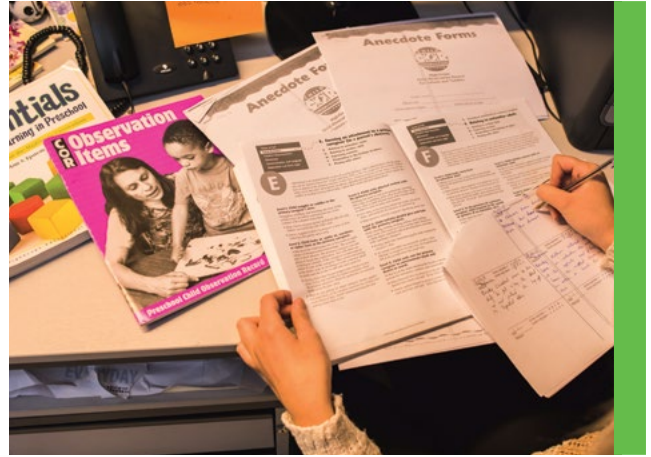
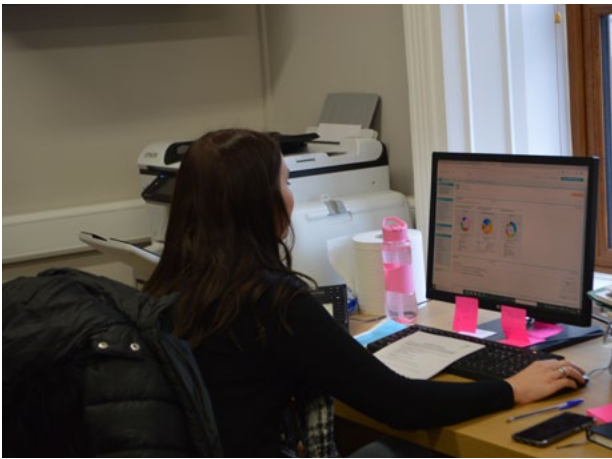
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Paul Cunningham - Community Prison Links / Addiction  
Practitioner (Bluebell)

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Sabrina O'Neill - Addiction Practitioner

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## Childcare Team

Orlagh McDonald - Childcare Manager

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Rachel Wasser - Childcare Worker

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Nicole Harding - Childcare Worker

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Gillian Turner - Childcare Worker

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## Administration & Household Team

Eleanor Burke - Finance and Administration  
(part-time)

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Jenny Banks - Project Innovation Officer  
(part-time)

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## Sessional Staff

Mick Murrin - Counselling

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## Community Employment

Kevin Forde- Quinlivan (C.E.)

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## OUR BOARD MEMBERS



### **Stuart Fraser**

CEO

Stuart Fraser has been at the helm of Frontline since 2016; taking the organisation from strength to strength in that time. Prior to his work with Frontline, Stuart garnered over 25 years' experience working in healthcare and specifically drug treatment services, initially as a nurse and subsequently in various management positions. Stuart's experience spans the NHS, and various social enterprises, development associations and initiatives in Scotland, England and Ireland. Stuart has strong strategic leadership credentials, having held the position of Chairman of the Board for the Irish Social Enterprise Network for 6 years, and Chairman of the Board for Community Response for 6 years, where he led two successful strategic plans that repositioned the organisation.



### **Aodan Bourke**

Chairman

Aodan Bourke is Chairman of Frontline's Board.

Aodan brings to the board over 20 years' experience in business, finance and accounting from his work with large development and construction companies throughout the world to his setting up and managing of the property services business, Regency Group. While working with Multiplex in the UK, Australia and the Middle East Aodan managed all aspects of the group's financial, tax, legal and structural aspects of developments as well as being a key player in the Initial Public Offering of the group in 2003. In more recent times he has worked with various developers and banks to assist with the workout of property since the property market collapse in Ireland. Aodan's background is chartered accountancy, training with KPMG, qualifying in 1998.



**Michelle Licardi**

Director

Frontline’s Board benefit from Michelle Licardi’s extensive experience working with and developing social enterprises on behalf of Dublin South City Partnership. In her current role as the Partnership’s Enterprise and social enterprise Officer, Michelle identifies and nurtures potential social enterprise ideas through business planning, and operational and strategic management support. Michelle, who began her career as a Marketing professional in the private sector, sits on the Board of several non-profits, and tutors students in DCU on Entrepreneurship and Emerging Technologies. Michelle has a detailed understanding of Dublin’s social enterprise ecosystem and has an extensive network within it.



**Mary-Jane Halpin**

Director

Frontline’s Board benefit from the invaluable HR expertise of Mary-Jane Halpin. Mary-Jane is also the Director of Human Resources and Business Change at Cornmarket Group Financial Services Ltd, one of Ireland’s largest insurance brokers serving the financial needs of Public Sector employees. Prior to joining Cornmarket, Mary-Jane was HR manager at Matheson for five and a half years.



**Leo Philomin**

Director

Leo Philomin is a priest appointed as the Moderator of the Pastoral Area of Inchicore-Bluebell, working as part of a team of Oblate priests and associates in the areas of St Michael’s, Mary Immaculate and Bluebell Parishes. Prior to arriving in Inchicore, Leo worked in Darndale Belcamp parish for nine years and was a board Director on The Dales Centre (the Darndale Belcamp Drug and Alcohol Awareness Project). Leo was born in Sri Lanka, grew up in London and worked in Edinburgh, London and Birmingham prior to being stationed in Dublin



## OUR BOARD MEMBERS (CONT.D)



### **Colum Ward**

Director

Colum Ward brings to the Board his experience and expertise as a Chartered Accountant of 14 years PQE with C-Suite and Board level experience. Colum has over 18 years' experience in Financial Services, 13 of which were in the insurance industry, with leadership expertise in operations, business restructuring, regulatory reporting, compliance, tax, and financial analysis. Colum is an approved person from a Central Bank of Ireland perspective, currently approved PCF 11 Head of Finance and PCF 43 Head of Claims. Colum has lead diversity and inclusion programmes within his workplaces, including the delivery of initiatives on mental health, LGBT issues and cultural identity.



### **Aoife Hannan**

Director

Aoife Hannan brings to the board her knowledge of local government and developed her role as Programme Manager at Kilmainham Inchicore Network Forum (a Dublin City Council Initiative) and Director at Inchicore Regeneration Consultative Forum.

Aoife has a keen interest in community development and regeneration, holding a research, business and crafts background. In her role as Programme Manager of the Kilmainham Inchicore Network, she acts as a liaison between the local community and Dublin City Council and facilitates local people, local businesses and community groups in engaging in the development and enhancement of the economic, social, cultural, and environmental aspects of Inchicore and Kilmainham.

Frontline Make Change CLG (Frontline) is constituted as a company limited by guarantee without a share capital. Its purpose, objectives and how it conducts its business are set out in its Memorandum and Articles of Association which establishes the objects and powers of the company. The Company is registered with the Charities Regulator and has charitable tax status with the Revenue Commissioners CHY 15068.

Frontline’s Board members, management and staff are focused on delivering quality outcomes. Our vision is that everyone should have the opportunity to overcome addiction and live a fulfilled and productive life – in practical terms this means being with family, friends and positive relationships, in housing, with a job or in education or training. This is where our services are targeted.

## Structure, Governance & Management

Frontline 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 requirements of The Governance Code for the Community, Voluntary and Charitable Sector, and the Charities Governance Code issued by the Charities Regulator.

We comply with the Statement of Recommended Practice for Accounting & Reporting by Charities (SORP) alongside the Governance Code and Fundraising Principles and the General Data Protection Regulations. Members of the Board of Directors, all of whom are non-executive, are drawn from diverse backgrounds and bring a broad range of experience and skills to the Board's deliberations. A review of the organisation's compliance with the principles of each Code is conducted annually. Frontline recognises that active compliance is an ongoing and continuous task where, as an organisation, we seek to achieve constant standards of excellence.

## Board Standing Committees

The board is assisted in its work, ensuring good governance and quality service delivery is maintained, through sub committees and working groups. Board sub-committees comprise of Board Directors and external co-optee's for expertise, where required.

### Governance

In 2021, the following Board Standing sub-committees met quarterly:

.....  
**Quality & Safety Committee**

Mary Jane Halpin (Chair), Aoife Hannan, Alison McNulty and Jenny Banks.

.....  
**Finance Committee**

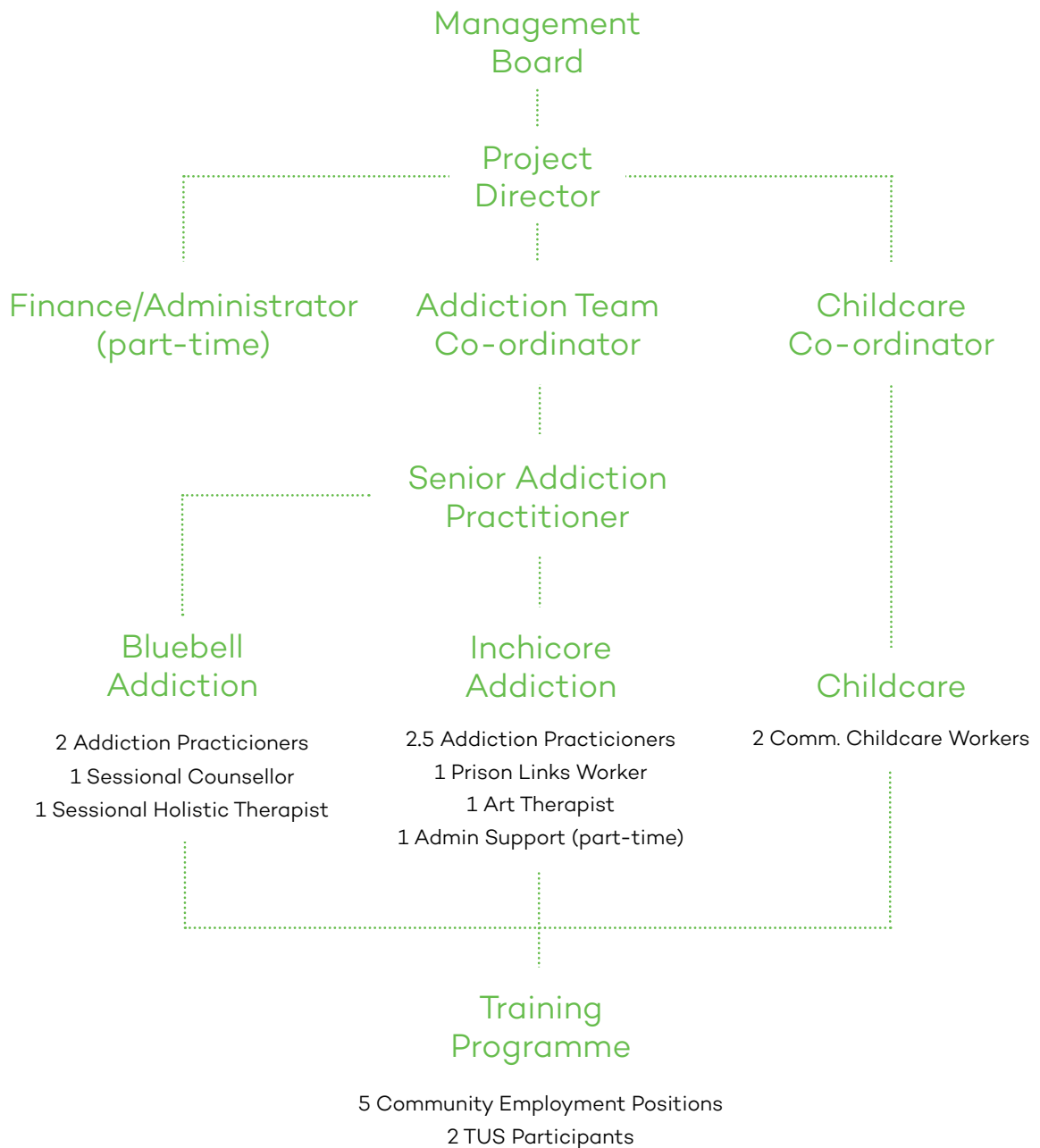
Colum Ward (Chair), Stuart Fraser and Eleanor Burke.

.....  
**Social Enterprise Committee**

Stuart Fraser (Chair), Aodan Burke, Michelle Liccardi and Daire O’Flaherty.



## OUR ORGANISATION STRUCTURE IN 2021



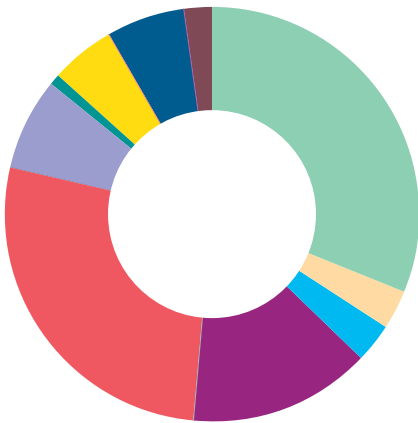


## OUR **COMMUNITY** INVOLVEMENT IN 2021

We continued to be the voice of those struggling with substance misuse and their families throughout 2021. We represented Frontline in the following areas;



## OUR **SERVICES** DELIVERED IN 2021



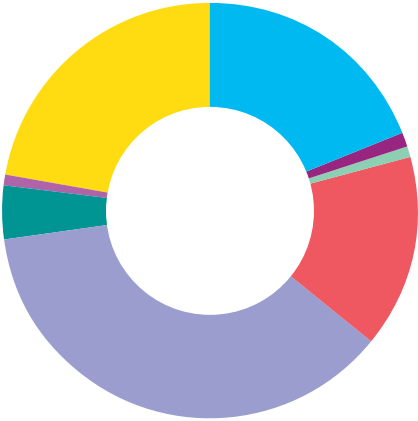
### Main Areas of Focus for 2021

<span style="color: #76c7a0;">●</span> Mental Health / Wellbeing	31%	2,464
<span style="color: #f9c97d;">●</span> Social Supports	3%	264
<span style="color: #00b0f0;">●</span> Accommodation	3%	262
<span style="color: #8e44ad;">●</span> Alcohol	14%	1,121
<span style="color: #a6a6a6;">●</span> Child Protection	0%	30
<span style="color: #e91e63;">●</span> Drugs	27%	2,201
<span style="color: #34495e;">●</span> Dual Diagnosis	0%	31
<span style="color: #9b59b6;">●</span> Education & Training	7%	575
<span style="color: #009688;">●</span> Employment	1%	50
<span style="color: #f1c40f;">●</span> Family & Relationships	5%	367
<span style="color: #e91e63;">●</span> Gambling	0%	23
<span style="color: #0056b3;">●</span> General Health	6%	473
<span style="color: #9b59b6;">●</span> Income & Financial Situation	0%	33
<span style="color: #8e44ad;">●</span> Justice & Legal Issues	2%	172



### Interventions with Clients in 2021

● Brief Intervention	19%	1549
● Counselling	1%	40
● Drop In	1%	58
● Keyworking	15%	1229
● Phone Call	37%	3065
● Professional Phone Call	4%	334
● Outreach	1%	119
● Other	22%	1802



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Mental Health and Wellbeing remained main area of focus for our service as we emerged from the pandemic encouraging service users to re-engage





# ADDICTION **SERVICE** REPORT

## Prison Links

2021 has proven itself to be the most challenging year to date for community prison links workers, with lockdown preventing community prison links workers face to face access to clients. This became a huge challenge as one to one client contact is vital for measuring progress, care planning, relationship building, and ensuring the smoothest reintegration into the community at the end of a prison sentence. A working group was set up where all the CPL workers met weekly via zoom to brainstorm ideas and possible solutions. A positive outcome came in the form of secure video link calls which allowed access to clients once again. Unfortunately, not all prisons have the infrastructure to facilitate video link and the issue of one-to-one face contact with clients remains an ongoing challenge.

The community prison links worker continues to support clients and families post release and where appropriate referrals are made to other community services. Most of the client keyworking and care planning sessions for 2021 have been done via tele communication.

Relationships within the Irish Prison Service internal management system remain strong and healthy, professional networking is ongoing and expanding throughout the probation services and will continue to grow, these relationships are vital to ensure the best interests of the client are at the core of the work carried out by the CPL.



## Aftercare Programme

The Aftercare Programme caters for clients who are in sober recovery from their addiction. They have either moved from the Progression Programme or have been referred in to Kavanagh House from other services specifically for this programme.

Within the programme, clients avail of one-to-one key working sessions, they can also avail of counselling and alternative therapies, and referrals to other relevant services. Furthermore, there is an Aftercare Support Group running every Thursday all year round. Every second week, the group is peer led with an open format and facilitated by a group member further fostering empowerment and a sense of belonging. It allows participants to explore their self-care, life challenges that might have arisen throughout the week and possible healthy coping strategies. The core values of the group are to be a safe and non-judgemental space for participants to support one another around their recovery.

The programme itself is an essential part of the service and the organisation altogether as it adds yet another step in the continuum of care. It provides support to clients who are moving from a life of addiction and recovery into a life, where recovery is merely a part of one's everyday goings. Return to education, to paid employment or work schemes, but also restoration of relationships with close ones, are some of the many challenges that arise, that our clients successfully manage also thanks to support from this programme.

## Take Out

During the pandemic in 2021 we began to provide take away hot meals to clients. This was hugely popular and gave us an opportunity to have a brief face to face intervention with clients and their children when they called to the door. A lot of our families struggled during this time in close quarters during lockdown with very little outside contact. The trip to collect their dinner might be there only other social interaction that day.

## Walk & Talk

Later in 2021 we introduced the walk and talk initiative. Addiction Practitioners could meet clients in an outdoor setting and have a one to one session with them as walked. This has been so beneficial to clients and staff as an additional intervention to phone support. Clients feeling isolated and vulnerable have an opportunity to see their keyworker face to face and have a meaningful session.

## Counselling

During 2021 our counselling service continued to provide a safe and confidential space for individual service users and families to examine painful, confusing and uncomfortable issues emanating from addictions, traumas, bereavement, depression, anxiety, phobias, suicide ideation and self-harm. Counselling assists service users in recognising any life stage developmental psychological issues such as sexual/physical/racial abuse, eating disorders and educational deficits that may debilitate their ability to reach their full potential.

The service continued during 2021 to support service users over the phone. In these challenging times our counsellors helped service users to bring about effective ways to enhance their lives and create pathways to facilitate positive change for themselves, their families and the community.

## Drop-In

Our drop-in was put on hold from March 2020 until July 2021 due to covid restrictions and was re-introduced in August 2021 for our clients and now takes place on Monday, Wednesday, and Friday from 2.00 - 3.30pm and operates from a harm minimisation ethos. Clients are offered a hot meal and a cup of tea.

We offer workshops and information sessions for clients, some of the areas covered include self-esteem, keeping safe, and support systems that are available in the community.

The Wednesday drop-in consists of a structured group covering various relevant topics such as life skills and harm reduction topics.

Clients are welcome to avail of Auricular Acupuncture which is offered by trained staff. This has been proven to be very beneficial for relieving stress, detoxification from substances and reducing cravings.



Clients can have tea / coffee, a hot meal and a chance to socialise in a non-judgemental environment. The Drop-In is often the first port of call for new clients. Through this space they often engage further through key working and one to one sessions.



### **Client Christmas Dinners**

Our Client Christmas Dinners resumed at Christmas 2021. An emotional day for both staff and service users. A full Christmas dinner was served in the Bluebell Community Centre with lots of fun.

For the children Santa returned to Kavanagh House to great excitement!!



## Christmas Tree of Memories, Hopes & Wishes

Our much loved annual event could not take place in 2021 due to restrictions. However, a tree was erected in the grounds of St. Michaels Church and many people in the local community took part in making stars to remember loved ones.

In conjunction with the Family Resource Centre, Outreach Centre, KRIB, CORE Youth Service and Dublin City Council. A service was put together and made available to everyone on YouTube. It took place in St. Michaels Church with singing and a reflection read by Michelle Moran

In the church there was singing, Michelle Moran from Frontline read a reflection and Paidrigin Clancy the Pastoral Worker in St. Michaels also read a blessing.

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## Frontline Connections Programme

Frontline Connections is a psycho-educational 12-week stabilisation programme which runs 2 mornings and 2 afternoons per week.

The programme is for individuals over 18 who are in recovery from substance misuse or are motivated to change their substance use. They may wish to explore further training, employment or education or treatment. The overall therapeutic approach is one of a person-centred group work process combined with evidence-based approaches such as cognitive behavioural worksheets, motivational interviewing techniques and psycho-educational topics.

There is a particular focus on the role of mental health in relation to addiction with the group focusing biweekly on some psychological issues contributing to or in some cases directly leading to addiction. There is paired with classes designed to give participants an insight into the psychology of addiction itself and to learn practical coping skills within this cycle.

The programme layout focuses on four key areas of development and each key area is provided in a four-week block. These areas are, Stabilisation, Health- Personal and Mental, Personal Development and Progression & Choices.

With the gradual easing of Covid restrictions over the last year we have been able to run the full connections programme as laid out along with the Make Change feeder programme.



## Family Support Group

Frontline's Family Support Group (FSG) is made up of individuals who have a common concern or issue re another's substance use and behaviour, the group process is a supportive process and is peer led. The group discuss their experiences and together provide support to each other. The core components of group work include Learning, both Personal and Shared; Resource Gathering / Pooling; Decision Making; Planning; Sharing Ideas; Brainstorming; Conflict Resolution and Support.

The Frontline Family Support group has a range of participants including adult family members; spouses; partners; parents; grandparents; children (Over 18); siblings and concerned individuals. Common presenting issues for family support group members include mental; emotional; physical; financial; spiritual impacts and consequence of another's negative behaviour linked to substance use.

This family "System" influences all members of the family, it is a system of Interdependent / interrelated parts. So, from the Frontline Family Support Group, further Interventions are offered and taken up by family members through a supportive process incorporating group and individual work to explore and develop mechanisms/skills to be more effective in responding to family substance use issues. The supports to group members including one to one key-work; counselling and holistic therapy.

The Frontline Family Support Group provide a welcoming informative and stimulating safe environment that provides a non-threatening atmosphere, the group is inclusive for all participants and non-judgment, the process has its roots in the humanistic person-centred approach.

Frontline Family Support Group values and practice maintain Confidentiality; Honesty; Best Practice; Dignity; Respect; Safety; Non-judgemental and Inclusion. The group meet one evening per week in Kavanagh House Inchicore.

The family support group was able to resume meeting during 2021. Having the face to face contact again has proved hugely beneficial to the members.

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Each of child  
has a care plan  
tailored to their  
individual needs





# CHILDCARE **SERVICE** REPORT

## Back to Reality

The year 2021 saw the reopening of the Children's Project to full-service capacity which has kept its doors open since. The year was filled with plenty of learning, new experiences, and fun! The staff, children and families were delighted to return to normality and the consistency of our service has continued to be extremely beneficial to our children and their families over the past year.

## The transition to High Scope: A New Way of Learning

The New Year brings a new classroom environment as the morning group children made a big switch to The HighScope Preschool Curriculum. This child-centred pedagogy includes training staff, adjusting the physical learning environment, creating an improved daily routine and even some new materials! This curriculum is grounded in years of research and puts importance on active learning, consistency, and the development of essential life abilities. This adjustment to our teaching and learning will encourage critical thinking, problem-solving, social and-emotional skills, and higher levels of self-confidence. The morning group children have enjoyed the benefits of this curriculum, staff members have already noticed a change in classroom environment and wellbeing. This considerable transition has been welcomed by the morning group children with resilience and enthusiasm.

**We continued to be dedicated to keeping up to date with training and spent time attending courses and continuing our professional development during 2021. We believe in the importance of quality care for our children and this includes highly trained, informed childcare educators. Our training during 2021 included:**

- High Scope Preschool Curriculum training
- Specialist Training in Group Theraplay
- First Aid Responder training (FAR)
- Trauma Informed Care
- HACCP Food Safety training
- Manual Handling
- Children's First E-Learning
- LGBT+ Awareness and Inclusion training
- Intercultural Awareness training
- Hidden Harm: The impact of parental alcohol and other drug use
- Motivational Interviewing

## Children's Project Art Exhibition

Led by our art therapist, Dee, the after-school children created a piece of art that represented their life in during Covid. Their self-generated creations took the form of mixed media such as cardboard, paint and clay. One child made a phone to represent the one line of communication she had with her friends. While another made a painting including crushed sand to represent a day out at the beach once restrictions were lifted. This project allowed the children to work through their emotions and experiences as they harnessed art and creativity to make sense of pandemic life. The Life in Lockdown art from the children was a fantastic success and is due to be showcased in 2022. The children eagerly await the opening of this showcase and look forward to becoming exhibited artists.

## Lives in Lockdown - Community Based Art Initiative

Covid 19 was a traumatic and unsettling time for many people. We were living through something unprecedented and historical.

Frontline Make Change wanted to give clients and those in the wider community a chance to express what this event meant for them.

People were invited to submit a piece for this "Lives in Lockdown" theme exhibition. Their piece could be written, spoken or visual.

To engage the local residents, an open studio style workshop was held in the Oblates with free art materials and the guidance of an Art Therapist.

The creations we received for this exhibition were humbling and inspirational.

Initially the exhibition was held online via the Frontline Make Change website. It was then shown as part of the launch of the new Frontline Bikes premises in Bluebell.

Frontline would like to thank Dubco Credit Union for their sponsorship of the art materials.

## Carlingford & Summer Trips

The excitement was high amongst our afterschool children for the return of our annual trip to Carlingford in July 2021. Together with 3 members of staff, we spent 5 days in Carlingford Adventure Centre with the 10 afterschool children. The children (and staff) enjoyed daily activities such as rock climbing, kayaking, zip-lining, laser tag and even axe throwing. Despite some of the children being away from home for the first time, the trip was a huge success.

As well as our big trip to Carlingford the afterschool children enjoyed a number of smaller trips throughout the Summer of 2021. These trips included a day spent in Clara Lara, a visit to Bray aquarium, a visit to the National Wax Museum and even a private guided tour of the Book of Kells and Trinity College Dublin.







## The Richmond Barracks Christmas Market

On December 11th 2021, the afterschool children participated in Richmond Barrack's very first Christmas Craft Fair. The Children's Project were delighted to join local artists and vendors to celebrate this festive initiative. The local community shared our excitement as queues stretched way into Thornton Heights on opening day! In the lead up to the fair the children worked with staff including our art therapist, Dee, to make Christmas decorations, paintings, and crafts. At the fair, staff supervised while the children hosted their own stall including the selling of their crafts and goods and the handling of money. This gave the children the opportunity to showcase and develop their entrepreneurial skills and thanks to their dedicated work, we raised funds way beyond our expectations. Together we raised over €300 which funded a well-deserved pizza party for the children and new materials for the project. Christmas spirit was still in the air as the after-schoolers were generous enough to donate a percentage of their earnings to the younger children who attend the service.

## Barnardos Big Toddle

In September of 2021, the morning group children participated in Barnardos' Big Toddle. This campaign is a sponsored walk, in which preschools across the country participate in annually to raise money for vulnerable children. Our morning group children each made a hat for this special occasion and with the staff of The Children's Project toddled their way around Inchicore. Our mini fundraisers even persuaded our staff to make short pit stop to the local playground before returning to Frontline. Thanks to our parents and staff for their generous donations with a special thanks to the little ones themselves.

## Child Protection

In the Childrens Project we work with lots of agencies to provide a wrap around service for the child. We work closely with Social Services, school teachers, TUSLA and local youth services to help the children to reach their full potential. Covid 19 presented a lot of challenges to families who live with addiction. We looked to ensure that the children and their parents has access to all the supports that we could give them.

Frontline Bikes  
continued to  
thrive during  
2021



Frontline Brand Launch, December 2018



OH, THE  
PLACE  
YOU'LL  
- Dr. Seuss

## FRONTLINE BIKES REPORT

Frontline Bikes  
Continued to grow  
throughout 2021.  
Providing upskilling  
and training for those  
who struggle to access  
the main stream jobs  
market.

2021 represented the first full year of trading for Frontline Bikes and it was a very successful year. We repaired over 3000 bikes and sold 150 used bikes. This level of activity ensured we made a net-profit for the year. Our team of 2 employees at the start of the year has increased now to 6 (4fte, 2pt).

We continued with our social mission throughout the year, donating over 100 bikes to children in Direct Provision centres, a project collaboration with Trail Blaisers. Community engagement is also important to Frontline Bikes. Throughout the year we donated bikes to local community events and school raffles.

Our most significant achievement in 2021 was our success in the Up-cycling of Bicycles and e-Bikes Pilot Initiative. This three-year pilot initiative allows for the provision of high quality up-cycled bicycles and e-bikes for those on low incomes and/or those who are most marginalised and disadvantaged.



Dublin City Council and BAM provided funding for some of the refurbishment of the shop

Employees gain confidence and a work ethic that will allow them to access mainstream employment or maintain employment with our social enterprise.

We were awarded an investment of €548,000 over a three-year period and will be made available through the Department of Rural and Community Development's Community Services Programme.



Frontinke Bikes upcycles old bikes that would otherwise end up in landfill



Frontline Bikes was a recipient of a Shopfront Award from Dublin City Council in 2020 and 2021. Newworld Associates worked pro-bono on the branding and shop design with us.

# AUDITED FINANCIAL STATEMENTS

for the financial year ended 31 December 2021

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# REFERENCE AND ADMINISTRATIVE INFORMATION

Directors	Aoife Hannan Louis Patrick Joseph Luke McDermott (Resigned 1 March 2021) Aodán Bourke Lauren Norton (Resigned 27 April 2021) Michelle Licciardi Tracey Deeks (Resigned 1 March 2021) Colum Ward Mary-Jane Halpin (Appointed 1 February 2021) Leo Philomin (Appointed 1 March 2021)
Company Secretary	Leo Philomin (Appointed 27 April 2021) Lauren Norton (Resigned 27 April 2021)
Charity Number	CHY 15068
Charities Regulatory Authority Number	RCN 20050979
Company Number	307103
Registered Office and Principal Address	Kavanagh House 135 Emmet Road Inchicore Dublin 8
Auditors	Byrne O'Byrne Accounting & Tax Advisors Limited Certified Public Accountants and Statutory Audit Firm 222-224 Harold's Cross Road Dublin 6w
Bankers	Bank Of Ireland 177 Drimnagh Road Walkinstown Dublin 12
Solicitors	F.M. O'Reilly & Co. Red Church Phibsboro Dublin 7

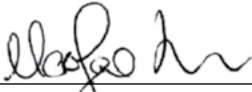
# STATEMENT OF FINANCIAL ACTIVITIES

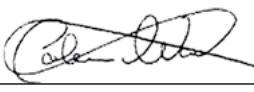
(Incorporating an Income and Expenditure Account)  
for the financial year ended 31 December 2021

	Notes	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020€
<b>Incoming Resources</b>							
Voluntary Income	3.1	66,968	-	66,968	69,826	2,000	71,826
Charitable activities							
Grants from governments and other co-funders	3.2	-	731,158	731,158	-	723,422	723,422
Activities for generating funds	3.3	160,354	92,180	252,534	53,760	-	53,760
<b>Total incoming resources</b>		<b>186,884</b>	<b>812,885</b>	<b>1,050,660</b>	<b>123,586</b>	<b>725,422</b>	<b>849,008</b>
<b>Resources Expended</b>							
Charitable activities	4.1	184,741	683,502	868,243	77,466	751,421	828,887
Other expenditure	4.2	4,027	23,946	27,973	25,124	-	25,124
<b>Total Resources Expended</b>		<b>188,768</b>	<b>707,448</b>	<b>896,216</b>	<b>102,590</b>	<b>751,421</b>	<b>854,011</b>
Net movement in funds for the financial year		38,554	115,890	154,444	20,996	(25,999)	(5,003)
<b>Reconciliation of funds</b>							
Balances brought forward at 1 January 2021		192,372	61,814	254,186	171,376	87,813	259,189
<b>Balances carried forward at 31 December 2021</b>		<b>230,926</b>	<b>177,704</b>	<b>408,630</b>	<b>192,372</b>	<b>61,814</b>	<b>254,186</b>

The Statement of Financial Activities includes all gains and losses recognised in the financial year. All income and expenditure relate to continuing activities.

Approved by the Board of Directors on 30 June 2022 and signed on its behalf by:

  
Mary-Jane Halpin  
Director

  
Colum Ward  
Director



# BALANCE SHEET

as at 31 December 2021

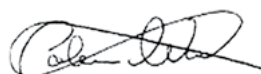
	Notes	2021 €	2019 €
<b>Fixed Assets</b>			
Tangible assets	7	703,318	702,805
<b>Current Assets</b>			
Stocks	8	19,005	6,063
Debtors	9	40,493	4,197
Cash at bank and in hand		432,703	196,566
		492,201	206,826
Creditors: Amounts falling due within one year	10	(363,824)	(210,602)
<b>Net Current (Liabilities)/Assets</b>		<b>128,377</b>	<b>(3,776)</b>
<b>Total Assets less Current Liabilities</b>		<b>831,695</b>	<b>699,029</b>
Grants receivable	11	(423,065)	(444,843)
<b>Net Assets</b>		<b>408,630</b>	<b>254,186</b>
<b>Funds</b>			
Restricted trust funds		177,704	61,814
Unrestricted designated funds		230,926	192,372
<b>Total funds</b>		<b>408,630</b>	<b>254,186</b>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard.

Approved by the Board of Directors on 30 June 2022 and signed on its behalf by:



Mary-Jane Halpin  
Director



Colum Ward  
Director

## OUR FUNDERS IN 2021

Many thanks to the Oblate Community of St. Michael's who continue to facilitate us with the use of the DeMazenod Centre for our group work.

Pro-bono work by a number of organisations greatly appreciated.



**An Roinn Dlí agus Cirt  
agus Comhionannais**  
Department of Justice  
and Equality



**An Roinn Leanaí  
agus Gnóthaí Óige**  
Department of Children  
and Youth Affairs



**Canal  
Communities**  
Local Drugs Task Force



**An Ghníomhaireacht um  
Leanaí agus an Teaghlach**  
Child and Family Agency



**Comhairle Cathrach  
Bhaile Átha Cliath**  
Dublin City Council



**pobal**

government supporting communities



**The Community  
Foundation for Ireland**



Kavanagh House  
135 Emmet Road  
Inchicore, Dublin 8  
tel 01 473 6502

Bluebell Youth Centre  
Bluebell Road  
Bluebell, Dublin 12  
tel 01 426 5970

**[WWW.FRONTLINEMAKECHANGE.COM](http://WWW.FRONTLINEMAKECHANGE.COM)**