



# Extern Ireland Annual Report 2020-21

**IRELAND'S LEADING SOCIAL JUSTICE CHARITY**

# Extern Ireland is most grateful for the support of the following:



# Extern Ireland 2020-21: Reaching more people... Changing more lives

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\*The names have been changed in the service user stories throughout this report to protect the identities of those involved.  
The photos we have used are for illustration only and should not be taken as bearing any resemblance to those people involved in our narrative.





# Chair's Message

**Adversity can often provide an opportunity for positive change within an organisation.**

When this year began with news of the impending Coronavirus pandemic, few could have imagined just how far-reaching and challenging its impact would be on our communities and relationships.

Sadly, many vulnerable people were left without the vital supports they relied upon, as agencies and organisations were forced to shut their doors – in some cases permanently – due to the hardship and uncertainty they faced.

As a dynamic and innovative organisation, Extern was able to move quickly to reassure our service users and our partners that we would do everything we could to ensure as little disruption as possible to our service delivery. As you will read in the following pages, our frontline teams – assisted at all times by their colleagues in the supporting services – went above and beyond to meet the needs of those they work alongside.

In our response we have never lost sight of the people who have been so profoundly impacted, our service users. We pride ourselves on the fact that Extern is an organisation which always puts people at the centre of every decision.

Ensuring that the confidence of our service users, our funders and our partners is maintained is of the utmost importance to Extern. And that is achieved by continuing to do what we do best – working tirelessly and with unwavering commitment to support the people who need us the most, at their point of need. From this most challenging of times we can - and will - continue to go forward as a stronger organisation.

This report stands as testament to that commitment, as it outlines the exceptional work carried out by Extern staff and volunteers to keep our services going amid the unprecedented challenges of 2020-21. I thank every one of them for their commitment and professionalism.

I also thank the Strategic Leadership Team for their hard work during this most difficult of times, as well as my colleagues on the Board of Trustees for their dedication to maintaining the governance and oversight which is so important to Extern's work.

I look forward to many more positive times ahead, and I thank you for your support for Extern and the fantastic work it does to transform lives for the better every day.

**Jim Daly**  
*Chair, Extern Ireland*

\*Mr Daly was elected Extern Ireland Chair on 25th November, 2021, as the 2020-21 Annual Report was being finalised.





# CEO's Welcome

Our innate can do and must do attitude has carried us through some of the toughest days we have ever faced as an organisation.

When the Coronavirus pandemic reached our shores in the Spring, it had a profound impact upon the lives of the people we support every year, as so many of these individuals, families, young people and children were already coping with enormous challenges.

For many, Extern was the only source of support they could turn to in these difficult times, as many other agencies and organisations were forced to scale down or even put a temporary hold on their services due to the swift and sudden onset of the Covid-19 restrictions.

As the lockdowns began to take effect, we kept our doors open to our service users. Our frontline staff and volunteers who worked throughout the projects, calmly and professionally developed ways to ensure that the people they supported were never left in need.

To have done so, knowing the risks that this could present to themselves and their own loved ones, is a source of the greatest admiration from myself and my colleagues in the Strategic Leadership Team. We are profoundly grateful for all that our colleagues have done to keep our service users front and centre in everything that we do. Extern exists to support those who are in the greatest need, and we did everything in our power to ensure this core principle was not sacrificed during the pandemic.

Despite the challenges we have faced in 2020-21, I believe that Extern is stronger than before. This is down to the extraordinary commitment and dedication of our staff – including those working behind the scenes in our supporting services - who not only met but overcame so many of the difficulties they were faced with to deliver uninterrupted services whilst keeping everyone Covid-safe.

It has been a year of great achievement for Extern too. We have launched new projects and expanded others, including our ground-breaking Bail Supervision Scheme and Janus programme. Creativity, innovation, resilience, and engagement were the hallmark of our work before lockdown and these qualities have stood by us during this challenging time.

From a personal perspective, I was appointed Interim CEO after serving Extern as Director of Services for the previous eight years. Being at the helm of the organisation during one of the most challenging periods in Extern's forty-year history I have been humbled by how generously loyal and supportive the staff in Extern are to our service users and to each other. I am very proud of every one of them for their dedication and compassion - truly we have an amazing team.

I hope the stories and testimonies you find in this annual report bear witness to the life-changing work we set out every day to do – work we are proud to carry out, and which truly does transform lives for the better.

**Danny McQuillan**  
CEO, Extern

\*The Extern Board of Trustees made its interim chief executive, Danny McQuillan, a permanent appointment in October 2021 as this Annual Report was being finalised.

# We are Extern Ireland

## Our Vision

We will aim to change lives to support a socially just and inclusive society.

## Our Mission

We will create opportunities and provide supports to enable everyone to meaningfully participate in society.

## Our Values

### Respect

We value the feelings, opinions and rights of our service users, colleagues, and other stakeholders.

### Integrity

All our decisions and interactions will be ethical, open, honest, and transparent.

### Compassion

We care about our service users and colleagues and will act with empathy in all engagements.

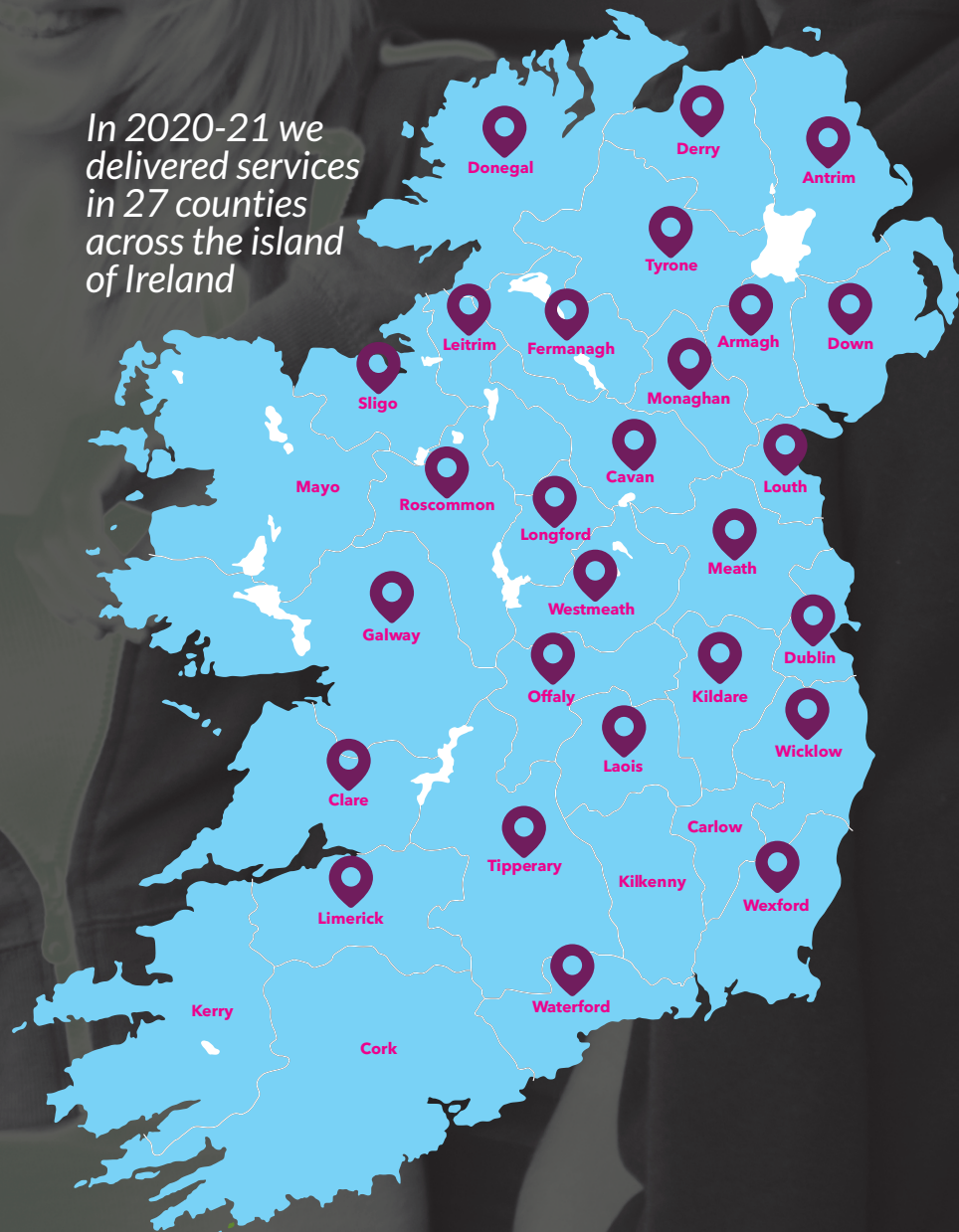
### Accountability

We hold ourselves and each other responsible for our decisions and actions.

### Professional

We work inclusively with service users, colleagues, and key stakeholders to deliver high quality supports and evidence-based services.

*In 2020-21 we delivered services in 27 counties across the island of Ireland*





# Why We Are Needed:



Rates of adolescent gambling in Ireland are believed to be

**2-3**

times greater than that of adults



**5,877**

referrals were made to Child Protection & Welfare Services in January 2020



**2,452**

children were homeless in Ireland as of end of 2020



**2,229**

young people were on waiting lists for child and adolescent mental health services (CAMHS) by December 2020



**31%**

of 17/18-year-olds in Ireland have reported engaging in risky or hazardous drinking behaviour

# In 2020-21...



We supported

**3,488**  
people like Peter

*"I didn't like going to school, and my dad and I were clashing a lot. We were living in hotels because we were homeless, so it was hard having no space to ourselves.*

*When I started working with Extern I told people I was going out with friends instead, because I was worried that they'd think differently of me.*

*But Extern have always been there for me. They always listen to me when things get hard. I've built some great relationships with the team – they're funny and kind, and they only want the best for you.*

*You can do day trips and go to nice places that you haven't seen before. One of my favourite memories is when me and my keyworker went to the beach - we were out for hours and we laughed so much because we nearly ended up getting lost!*

*My relationship with my dad is a lot better now, and I've even managed to enrol into a new school. Extern really have made a big difference to my life."*

We provided

**82,841**

hours of direct support to families like Mary's

*"My grandson was having problems at home and in school. He was anxious about catching the Coronavirus, so he stayed inside and refused to go out and play. His mood was very low.*

*Instead of just walking away or giving up, though, Extern thought of new ways they could help us. His keyworker would call over with things for him to do and brought him out on walks a couple of times a week. He went away on overnight stays, too, which he really enjoyed.*

*Extern have been such a great help over this past year. My grandson likes going out with his keyworker now, as it allows him the opportunity to talk about anything that's bothering him. I can also ring the team at any time and they always listen and let me know how he's getting on, and what the plan for each week is going to be. You've no idea how much that sort of support can really help someone until you need it yourself."*

**98%**

of young people believe that things have improved for them since working with Extern



# 100%

of referring professionals said they would refer other young people to Extern

# 95%

of parents said relationships had improved generally within the home thanks to Extern



We employed over

# 2000

fantastic staff like Jean

*"I worked in residential centres before joining Extern and always admired what they did for the young people I supported – they were always there for them, no matter what, and they always returned calmer and happier."*

*Working for Extern, my colleagues and I help strengthen families and keep them together. We let them know that we are there for them. We provide spaces where young people and their families can talk and know they are not being judged, and that Extern won't let them down.*

*Because that's what Extern is all about ... helping people to help themselves, and understanding that everybody deserves another chance."*



We provided

# 1,061

respite breaks to young people like Jenny

*"The first time I saw Savannah House I couldn't believe my eyes. I didn't think that I deserved a place like this – somewhere I could have a bed to sleep in and my own bedroom. I could go to sleep, and stay asleep because I didn't have to be afraid."*

*The respect the staff showed me and how they cared for me was amazing. They helped me see that life could be brighter because I was made to feel important, and that I mattered. Even just learning to make dinner was a big deal for me, as I'd never had a home-cooked meal before.*

*Staying at Savannah helped me to believe life would get better and that I could dream of better days."*

# 96%

of parents said their children now communicate more effectively with them as a result of the work they have done with Extern

# Playing as a Team



**Technology played a vital role for our staff during lockdown as it helped bring people together at a time when physical contact was not always possible – or even safe**

Ensuring that our work could continue, with as little disruption as possible, was due in no small part to the innovation of Extern's IT team. Based at our Hydepark House head office in Newtownabbey, Co Antrim, the team ensured that our systems were able to meet the continued demands that the Covid crisis brought.

One of the key breakthroughs was the adoption of the Microsoft Teams business communication platform, which enabled staff at all levels to connect quickly and effectively, whether for pre-planned meetings, or quick catch-up 'huddles' to share ideas or smooth out any issues or challenges which may have arisen.

"The demand was to give people a platform through which they could easily communicate, as well as allow them to work within a secure environment to have meetings and share documents," says Extern's Head of IT, Tony Murray (right). "Fortunately, since 2017 Microsoft have provided Extern with Office 365 licenses free of charge. Teams was a part of that package, therefore it allowed us to very quickly get our user base online without any additional expense for the organisation."

As face-to-face meetings continued to be restricted throughout lockdown, the platform was also used for 'virtual' launch and celebration events for a number of our projects.

The Teams platform also proved invaluable in allowing frontline staff to engage with service users who were in lockdown.

Another important technological milestone came with the development of our new Case Management System (CMS), Eclipse from OLM Systems Ltd. Launched here in 2021, this solution allows us to better store and manage the vast amounts of data which are generated through our interaction with thousands of service users every year.



Introduced to replace the existing ECO system, Eclipse can be tailored to suit each project – from how a referral comes in and is allocated to a worker, to how it is managed and the information which it captures is stored. The system is used by government and health trusts across the UK and will prove an important tool for the organisation in terms of keeping our service user data safe, as well as ensuring good data governance.

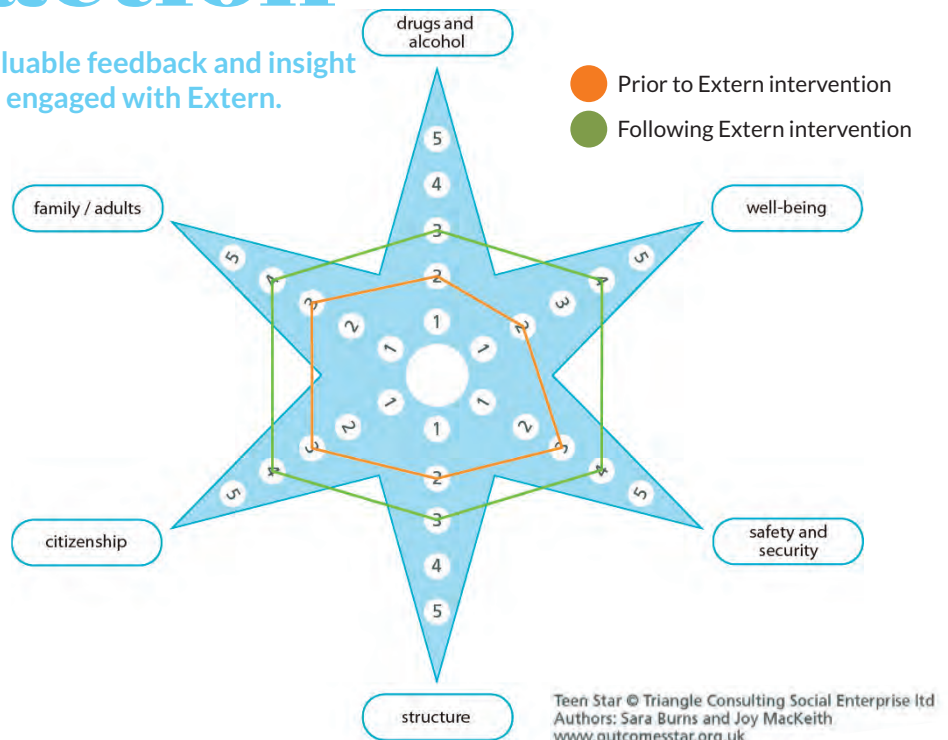
"This new system will provide a level of agility as it allows our staff to use it outside of the pre-existing Citrix environment, on any device and anywhere," says Tony. "The agility and flexibility that adopting new systems such as these gives us will allow us to open up a digital transformation within the organisation over the next few years."

# Star Attraction

Outcomes Stars continue to provide valuable feedback and insight about our service users' journeys while engaged with Extern.

First adopted by Extern in 2017 Outcomes Stars are tools for measuring and supporting change when working with people. They offer a unique and innovative way for frontline services to demonstrate their impact whilst improving their key work. Each star is tailored to specific sectors, with over 25 versions developed in collaboration with service users.

The stars that Extern has implemented within our projects are My Star, Teen Star and Family Star Plus. The findings below are reflective of young people and families who have completed more than one Star during their engagement with Extern in 2020.



## My Star

**MY STAR IS PRIMARILY AIMED AT CHILDREN AGED 7-14 AND IS SUITABLE FOR:**

- Children in families that are identified as vulnerable/troubled and receiving services
- Children looked after by foster carers or in a children's home

**140 MY STARS COMPLETED IN 2020:**

**87% of service users showed progress in one or more areas**

**77% showed progress in two or more areas**

**62% showed progress in three or more areas**

## Teen Star

**THE TEEN STAR WAS DEVELOPED FOR USE WITH YOUNG PEOPLE ENGAGED IN SUBSTANCE MISUSE SERVICES, ALTHOUGH IT CAN BE USED IN OTHER SETTINGS WHERE YOUNG PEOPLE HAVE COMPLEX NEEDS.**

**87 TEEN STARS COMPLETED IN 2020:**

**80% showed progress in one or more areas**

**68% showed progress in two or more areas**

**51% showed progress in three or more areas**

## Family Star Plus

**THE FAMILY STAR PLUS HAS A GREATER FOCUS ON THE PARENTS THEMSELVES AND THEIR ABILITIES. IT COVERS TEN AREAS, WITH A SCALE ON THE PARENT'S PROGRESS AND SEPARATE SCALES FOR THE PARENT'S AND CHILDREN'S EMOTIONAL WELLBEING.**

**15 FAMILY STAR PLUS COMPLETED IN 2020:**

**100% showed progress in one or more areas**

**87% showed progress in two or more areas**

**87% showed progress in three or more areas**



# Coping with the unknown

Lockdown presented challenges for many of our young people and families and required creative solutions from our dedicated staff to provide the support they still so urgently needed.

Extern's family support services provide a structure and routine to many people's lives, as well as allowing them to develop important relationships outside of the home. For families already under enormous strain, having to be restricted to their homes indefinitely had the potential to make the challenges they were facing even more difficult.

While initially there was a certain 'novelty factor' to the newly enforced routine, it soon became apparent that many of those we support were struggling with the crisis. For some, there were concerns around engaging with the service and the health risks involved, while others who found themselves with more time on their hands due to the closure of schools required extra intervention and services.

Within some projects, there was an increase in challenging behaviours displayed by young people in the family home, as restrictions impacted on their daily routines and access to friends and hobbies. Trying to manage these challenging behaviours proved difficult for some parents and resulted in an increase in stress levels and family disharmony.

890

young people were supported through our Janus programmes in 2020

111

young people and family members were supported through our IHSS projects in 2020

# Lockdown taught us the value of teamwork... we are better together!



*When the lockdown first hit there was so much uncertainty and anxiety for the families we support. What would it mean for our relationships and all of the great work we had been doing together? We couldn't just let that slip away...*

*Teamwork has always been at the heart of what we do in Extern, and from the very first moments of the lockdown we came together to map out the next steps for our families. This was so important in building our own confidence, having a clear plan for moving forward, while keeping everyone as safe as possible.*

*Face-to-face contact is central to what we do – it's what makes our jobs so worthwhile – so not being able to meet up with our families was tough, but we came up with some great ideas to make sure our young people didn't feel neglected. We dropped food parcels to their door and made sure we had daily phone contact. Sometimes we'd even meet them at their front gate or go for walks together (socially-distanced, of course!).*

*Relationships were a bit strained at first, but we soon found a natural rhythm to this new way of working together. The rapport we had built before the pandemic made all of this so much easier.*

*The most important thing I have learned is the value of teamwork – we are definitely better together!*

**Tom Stack,**  
**Project Worker,**  
**Naas Janus**



# 92%

of young people are getting on better in their day-to-day lives after engaging with Extern's services

# Staying on the right path

For those young people and families supported through our justice services, ensuring that the lockdown did not hamper their efforts to remain positively engaged was crucial.

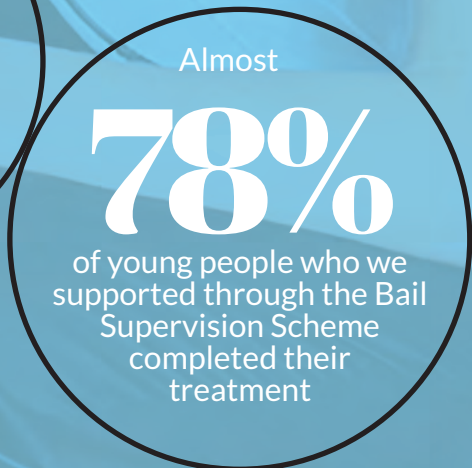
The first six months of 2020 was a challenging time for the Dublin Bail Supervision Scheme (BSS) as referrals continued and new cases opened. Service delivery had to adapt to blended sessions online, over the phone and face-to-face in emergency situations. While the BSS team would normally spend a considerable amount of time at the children's court, access to this was curtailed in line with public health guidelines.

The BSS team also became aware of an increase in drinking and drug use in some homes, which in turn affected young service users and their wider family. Among the young people themselves, some showed signs of depression and anxiety.

To alleviate some of the issues, staff engaged as closely as possible with young people across our justice projects using methods such as online gaming and facilitated therapy sessions through phone/video calls. As many of our projects were considered a vital frontline service, face-to-face meetings were permitted to be held with families, either in the home or in gardens. Such visits were risk assessed, and adhered to all relevant public health guidance at the time.

While initially our digital and remote methods of working were well received by young service users engaged with the Janus Justice and Youth Diversion Projects, it soon became apparent that face-to-face interaction was greatly missed.

However, staff discovered that as time went on their relationships with young people grew stronger, and many families remarked that Extern were the only service they were working with that had continued to engage with their children throughout the lockdown.





# While other services shut their doors, we were still there for people



*Like so many people, at the start of lockdown I was pretty unsure about working from home. Technology was one solution, but when you live out in the countryside, what if your wi-fi signal isn't always the best?*

*I quickly got into a routine, though, which really helped the days fly by. Not being able to see colleagues felt a bit isolating at times – there's nothing like being able to meet in real life – but the team organised a few coffee mornings online to help stay connected.*

*All the same, we couldn't help feeling restricted as to what we could do for our young people, some of whom were really struggling as the lockdowns went on ... and on. Many of them didn't want to speak to us by phone or video, so it felt like we weren't able to give them as much as we would have before.*

*If there's one thing my colleagues and I have learnt from this year it's just how appreciated we are by our young people and their families. While other agencies were closing their doors – or shutting down completely – we were there for them, and that has made our relationships a whole lot stronger.*

**Edel O'Brien,**  
Youth Justice Worker,  
Southside Youth Initiative,  
Limerick



# 99%

of parents said their child has stayed out of trouble through Extern's support

# Managing problematic behaviours

This year saw a marked increase in referrals to our drug and alcohol, and problem gambling services, as a direct consequence of the lockdown.

Amid the stresses and uncertainties of Covid-19 our Midlands Youth Drug and Alcohol Service (MYDAS) team continued to meet the needs of young service users and their families.

During this time the service continued to grow, with the team experiencing an increase in siblings and parents seeking support. As the lockdown progressed it became evident that our service users' mental health had started to decline. There was an increase in child-to-parent violence, self-harm, high risk behaviour and overdose. In response, our support to service users and their families increased.

Despite the adverse impact of the pandemic, the team adapted well to remote working in order to connect with service users, and this in turn will be incorporated into working practice moving forward.

As is the case for many who are coping with addictions, the boredom and anxiety stemming from the isolation of lockdown provided something of a 'perfect storm' for gambling problems to develop.

In spite of sporting events having been cancelled or postponed, outlets were still available for people to gamble, for example through online poker, slot machines, and virtual racing. For some, what started as a distraction began spiralling out of control, and there was a notable emergence of a 'rapid onset' of gambling problems among people who had never had such issues pre-Covid.

22,474

new users accessed the Extern Problem Gambling website

12,477

interventions provided by the MYDAS project this year

# Our lockdown podcast helped us connect with thousands of listeners



*If there's one thing that this year has taught us, it's that technology can be a great way of connecting with people when there's no other option available. And strangely enough, the lockdown could almost be said to have had a positive impact on the work of Extern Problem Gambling, as moving our services online meant we could reach more people!*

*One of our proudest achievements during the year has been our new podcast, which we set up at a point early on in the lockdown when we weren't getting as many referrals as usual. We wanted to find a different way of connecting with people and providing information, advice and personal stories of recovery.*

*We like to keep the tone and feel of the podcast quite lively and engaging, so we feature a mix of interviews with experts and people who have experienced problem gambling, along with some episodes where myself and my colleague Tony O'Reilly discuss important topics in gambling addiction recovery.*

*The response was really positive – we had over 40,000 listens to the podcast, and it was referenced in national newspapers. One of the biggest highlights was Tony interviewing GAA legend Oisín McConville. Tony and Oisín are two of the most inspirational people on the island of Ireland who are in recovery. Their books have been read by countless people who are trying to manage gambling addiction and their stories help greatly to reduce the stigma associated with the issue.*

*Most importantly people have been in touch to tell us how the podcast has had a positive impact on their recovery. At the end of the day that's what we do this job for, to make a real difference to people's lives, and the podcast is one more way we can deliver that.*

*Barry Grant,  
Project Manager/Counsellor,  
Extern Problem Gambling*



# 173

people received counselling/support directly via Extern Problem Gambling



# Growing in the face of adversity

The Extern Outreach Support Service (EOSS) continued to grow despite the challenges presented by the pandemic.

Funded by the HSE Disability and Mental Health Services department, the EOSS project was classified as an essential service and had a vital role to play in ensuring that service users and their families were still able to access support throughout the lockdown.

One particular obstacle in the initial stages of the pandemic was that many service users did not have the ability or capacity to engage via remote systems as a result of their disability. Although these service users felt extremely isolated, particularly in March, April and May, EOSS staff remained in contact by phone to let them know they were there if needed.

In spite of the impact of Covid, this was another year of important growth and development for the project, which has expanded from two staff in 2018 to a 15-strong team this year. Initial funding for the project has also grown, from €78,000 in 2018 to €1.2m.

**42**  
individuals engaged with the EOSS this year

“ ”

## People were so generous towards those we support

*When the country went into lockdown in late March 2020 it was highlighted in sharp relief that if a standard of equal dignity and equal participation is not met in 'normal' times, it can rapidly become a casualty in times of crisis.*

*In parts of the country some people with autism reported encountering significant problems with measures such as wearing facemasks and queueing outside shops due to restrictions on capacity. Blind and visually-impaired people reported encountering problems with social distancing in public spaces. This resulted in hostility and negative attitudes from non-disabled people towards them, perhaps due to a misunderstanding or ignorance of their disability.*

*Thankfully, neither myself, nor any of my colleagues witnessed any of this type of prejudice in our day-to-day work during lockdown. On the contrary, the people of Limerick and the surrounding counties proved to be incredibly generous in the support they offered. Likewise, our local HSE Disability team played a pivotal role in supporting Extern to tailor individual services as required.*

**Kevin Heffernan,**  
Project Worker,  
Extern Outreach Support Service (EOSS)



# Making health a priority

Delivering health advice to those we support within the Traveller community was more important than ever during lockdown

The impact of the lockdown on our services was keenly felt among those supported by our Traveller Healthcare programme in Cavan. The success of this project depends on the strength of the relationships which have been developed between staff and service users over many years.

While initially our outreach work had to be carried out via phone, messaging, video, social media and socially-distanced house calls, the team swiftly began to develop more innovative ways of connecting with these often hard to reach communities to ensure their health could remain a priority.

The team also developed a dedicated Facebook page to reach out and provide information on Covid-19 and health related issues, as well as continuing to raise awareness on health matters, and encouraging routine health checks. The project also teamed up with a personal trainer who posted weekly workout videos and general fitness tips on the Facebook page.

“ ”

## We've built new relationships and gained people's trust

*It's hard to believe that a pandemic could bring anything good to our lives, especially for people already facing huge challenges with their health and well-being. As a high-risk group, life was certainly already tough enough for many within the Traveller community.*

*Incredibly, the pandemic saw us actually increase the number of families we support in Cavan, Monaghan and farther afield. Despite their initial reluctance, we helped many members of the community register for the Covid vaccination programme – who knows how many lives that has helped save?*

*Some of our Traveller women also took part in an eight-week literacy course, from which a weekly class was developed, and set up a new weekly walking group to promote physical activity.*

*They also took an active role in promoting a new Traveller-specific mental health resource website, helping to build important connections with the Mental Health Ireland charity. Perhaps most crucially so many new relationships have been created and so much trust has been gained with the Traveller community over the past year. That's the kind of outcome we could never have predicted in those awful early days of the pandemic, and a real reason for hope and celebration among us all.*

**Emily McCusker,  
Assistant Service Manager,  
Cavan Traveller Primary Health Care**





# A Royal Occasion

In March, staff and young people welcomed TRH The Duke and Duchess of Cambridge to our Savannah House respite centre in Co Kildare, as part of their first official visit to Ireland.



This was the Royal couple's second journey to Extern in just over a year, following their visit to Roscor Youth Village in February 2019. This time the Duke and Duchess spent time with 18 young people, hearing how they have benefitted from our life-changing supports and their time at Savannah.

One of the key focuses for those staying at the site is the development of independent living skills, and in keeping with this, the Royal couple joined the young people as they discussed the budget for a meal and what ingredients to buy. The Duke and Duchess then joined some of the young people on a trip to the local Londis shop in Prosperous to buy their ingredients, before returning to the kitchen in Savannah to help prepare vegetable soup and cookies.

The Duke and Duchess also joined in with a game of table tennis with a number of the young people, while others were able to show off their creative side with a bunting project, which the Royal couple helped to hang.

The couple also met with Extern staff and heard about many of the life-changing psychological and social care interventions which are delivered at the site.

Just as the visit to Roscor a year before had provided much excitement for our staff and young people, so too did their visit to Savannah, offering wonderful memories of a very special day.

*I first knew William and Kate were coming to Savannah House on the morning of the visit. I didn't know what to expect because I spent so much time in Savannah and thought it would be no different. When we got there I couldn't believe it. There were so many security people, and everyone was in a really good mood.*

*When William and Kate came over I was kind of embarrassed because they are a prince and a princess, but they were so nice. Kate asked me what I wanted to be when I was older. I panicked because I didn't know what to say, so I told her I wanted to be a gardener and she told me she loved doing flowers in her garden.*

*She spoke about her children's favourite dinners while helping us cut the vegetables for our soup. It was great and she was really into it.*

*When I got home, my mam had recorded all of the news and called my nanny straight away. The next day in school my teacher spoke about it and everybody was asking how I was picked for this.*

*It felt great. I will always remember that day!*

Chloe, Young Service User





# Appendix

## 1) Extern Ireland Company Details

### Chair

Gerard Campbell (appointed 9 December 2020)

Dermot O'Donnell (appointed 10 February 2020, resigned 10 November 2020)

### Other Directors

Aideen D'Arcy

Grainne Hassett (appointed 22 April 2020, resigned 27 October 2020)

Brendan Johnston (co-opted 9 December 2020)

Ian McAvoy

Dr Shane McCarthy (resigned 4 October 2020)

Allen McCartney

Dr Colm Ó Cuanacháin (resigned 28 September 2020)

Dermot O'Donnell (appointed Chair 10 February 2020, resigned 10 November 2020)

### Company Secretary

HBK Secretarial Services Ltd, Dublin (appointed 9 December 2020)

Dr Shane McCarthy (from 10 February 2020, resigned 4 October 2020)

### Management Team

Ciairín de Buis (Interim CEO from 18 August 2020 to 5 November 2020)

Charlie Mack (CEO – until 11 September 2020)

Danny McQuillan (Interim CEO from 9 November 2020)

Thelma Abernethy (Acting Director of Services Northern Ireland)

Dr Gavin Adams (Director of Business Development)

Jonathan Carroll (Director of People & Organisational Development)

Pauline Flynn (Interim Director of Finance from 20 February 2020), (Director from 31 Dec 2020)

Colin McMullan (Director of Finance & Corporate Services, until 22 June 2020)

Leslieann Scott (Acting Director of Services Ireland)

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### Principal Bankers:

Bank of Ireland

Naas, Co Kildare

### Principal Solicitors:

Beauchamps

Riverside Two, Sir John Rogerson's Quay, Dublin 2, D02 KV60

### Auditors:

PKF-FPM Accountants (Ireland) Ltd

Unit 5B, Fingal Bay Business Park

Balbriggan, Co Dublin

### Registered Office

Unit B, Block B, Kreston House

Arran Court, Arran Quay

Dublin 7, D07 K271

### Company Reg No:

383201

### Charity No.:

CHY15770 & 20055318

# Appendix

## 2) Extern Ireland Board of Trustees

### Gerard Campbell

Gerard is the current Chief Executive of the Council for Catholic Maintained Schools, and previously led Colleges NI, the membership body representing the six Regional, Further and Higher Education Colleges in Northern Ireland. Before that, he was Chief Executive of the Northern Ireland Commissioner for Children & Young People. Prior to that, Gerard was the Director of Corporate Services with the Northern Ireland Social Care Council. Gerard is currently the Chair of two small charitable organisations in Antrim and was previously a Non-Executive Director and Deputy Chair of the Health & Safety Executive for Northern Ireland and a Board Member with Sport Northern Ireland. Gerard is also the independent Chair of the Audit and Risk Assurance Committee with the Commissioner for Older People in Northern Ireland.

### Dermot O'Donnell

Dermot is skilled in the areas of Conflict Management, Educational Television Production, Group Facilitation, Quality and Innovation Management and Outcomes and Impact Measurement. His professional career has seen him involved with the City of Dublin Public Library Service, An Garda Síochána, Respond Housing Association and currently, the Disability Federation of Ireland.

### Aideen D'Arcy MBE

Aideen was educated at Queen's and the Ulster Universities. Aideen taught in the post-primary sector before embarking on a career in social housing for over 30 years, specialising in the provision of supported accommodation for vulnerable people. Aideen served on the NI Regional Council of the Society of St Vincent de Paul for over 15 years and undertook several initiatives to improve standards of accommodation and service provision of the organisation's homeless facilities throughout Ireland.

### Grainne Hassett

Grainne completed a BA degree and postgraduate LLB degree in the National University of Ireland, Galway. She qualified as a solicitor in 1996. Her professional experience ranges across both private practice and as an in-house legal counsel for a number of financial institutions. Grainne is a member of the Irish Women's Lawyers Association and participates in the Law Society/Bar Council Mentoring Programme.

### Brendan Johnston MBE

Brendan is a social worker and has spent his career in statutory social work in Northern Ireland. He has had experience of many different roles in his career, working in all programmes of care, though mainly in the area of children's services. In the late '90s he worked closely with Extern West, particularly with development of Killadeas, and later Roscor. More recently, Brendan was the first Chief Executive of the Northern Ireland Social Care Council and was responsible for establishing the regulation of social care workers in Northern Ireland.

### Ian McAvoy

Ian lives in Belfast and was educated at MCB and London University. After graduating in economics Ian studied accountancy. After a spell in practice, he became the Finance Director of a leading Irish brand and was promoted to Chief Executive, holding that position for 16 years. He has much expertise in strategic planning, transformation, finance and marketing. Ian was Chair of PlayBoard, Vice Chair of Sport NI, Director of Sport NI, and is presently Vice Chair of Ark Housing. He holds the position of Chairman of Rugby at Queen's University, Belfast.

### Dr Shane McCarthy

Shane is a member of the Garda Complaints Board (since 2002) as well as being a member of the Irish Parole Board since 2009. In addition, Shane is a current member of the Council of the Law Society of Ireland and also serves as an independent member of the Regulatory Board of the Royal Institution of Chartered Surveyors (RICS) for Ireland and the United Kingdom.

### Allen McCartney

Allen is by profession a Chartered Electrical Engineer and Fellow of the Institution of Engineering and Technology, with degree qualifications in both electrical engineering and corporate leadership. He has had a distinguished career in Northern Ireland Electricity and Viridian Group. He is currently a self-employed business consultant, a Lay Magistrate, an Independent Board Member of the Northern Ireland Legal Services Agency, and a Lay Assessor for NI Medical and Dental Training Agency.

### Dr Colm Ó Cuanacháin

Colm has worked as a Principal in primary schools in Tipperary and Cork. He has a PhD in human rights education and has been working in human rights and development for almost twenty years. He was director of Comhlámh, and Secretary General of Amnesty International in Dublin. He then moved to work with ActionAid International as global head of campaigns, before joining the senior management team at Amnesty International's global secretariat in London. Colm is chairperson of Accountable Now, a Berlin-based international standard for the development sector, and co-clerk of the Quaker United Nations Organisation based in Geneva.

# Appendix

## 3) Financial Accounts

### Statement of Financial Activities (incorporating an Income & Expenditure account) for the Year Ended 31 March, 2021

	Unrestricted	Restricted	Total Funds 15 Months 2021	Total Funds 12 Months 2019
<b>Income and endowments from:</b>				
Donations and legacies	1,529	(15,557)	(14,028)	162,800
Charitable Activities	3,488,892	9,696,652	13,185,544	10,451,930
Other trading activities	1,644	-	1,644	2,970
Investments	5	-	5	67
<b>Total Income and endowments</b>	<b>3,492,070</b>	<b>9,681,095</b>	<b>13,173,165</b>	<b>10,617,767</b>
<b>Expenditure on:</b>				
Charitable Activities	(3,125,599)	(9,975,456)	(13,101,055)	(10,734,066)
<b>Total Expenditure</b>	<b>(3,125,599)</b>	<b>(9,975,456)</b>	<b>(13,101,055)</b>	<b>(10,734,066)</b>
<b>Other Recognised Gain/(Losses):</b>				
Loss on sale of Fixed Asset	-	-	-	(78)
<b>Net income / (expenditure) for the year before transfers</b>	<b>366,471</b>	<b>(294,361)</b>	<b>72,110</b>	<b>(116,377)</b>
Transfers between funds	(131,823)	131,823	-	-
<b>Net movement in funds</b>	<b>234,648</b>	<b>(162,538)</b>	<b>72,110</b>	<b>(116,377)</b>
<b>Reconciliation of funds:</b>				
Funds Brought Forward	1,725,578	162,538	1,888,116	2,004,493
<b>Total Funds Carried Forward</b>	<b>1,960,226</b>	<b>-</b>	<b>1,960,226</b>	<b>1,888,116</b>

All income derives from continuing activities, therefore no statement of recognised gains or losses is given.





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