

Company Number: 50621

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)

Directors' Report and Financial Statements

for the year ended 31 December 2020

PKF O'Connor, Leddy and Holmes Limited
Statutory Audit Firm
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DIRECTORS AND OTHER INFORMATION

Directors	Dick Brady Billy Carr (Appointed 10 March 2020) Carthage Conlon Alan Connolly (Chairman) Patricia Doherty Emma Farrell (Appointed 10 March 2020) Edward Matthews James McKeon Mary Galvin Sarah Morton
Company Secretary	Carthage Conlon
Company Number	50621
Charity Number	5902
Charities Regulatory Authority Number	20009687
Registered Office and Business Address	Ashleigh House Damastown Walk Damastown Industrial Park D15 HK12
Auditors	PKF O'Connor, Leddy and Holmes Limited Statutory Audit Firm Century House Harold's Cross Road Harold's Cross Dublin 6W D6W P993
Bankers	Allied Irish Banks PLC 7/12 Dame Street Dublin 2 D02 KX20 Ulster Bank 79-80 Camden Street Lower Dublin 2 D02 HA29
Solicitors	O'Mara Geraghty McCourt Solicitors 51 Northumberland Road Ballsbridge Dublin 4 D04 PD32

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)
DIRECTORS' REPORT
for the year ended 31 December 2020

The directors present their report and the audited financial statements for the year ended 31 December 2020.

The Company is limited by guarantee not having a share capital. The company is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Companies Act 2014 and, although not obliged to comply with the Statement of Recommended Practice (SORP). The organisation has implemented its' recommendations where relevant in these financial statements.

There has been no significant change in these activities during the year ended 31 December 2020.

Financial Results

The deficit for the year after providing for depreciation amounted to (€91,977) (2019: deficit €57,300).
At the end of the year, the company has assets of €2,965,188 (2019: €2,625,921) and liabilities of €1,643,575 (2019: €1,212,331). The net assets of the company have decreased by €91,977.

Directors and Secretary

The directors who served throughout the year, except as noted, were as follows:

Dick Brady
Billy Carr (Appointed 10 March 2020)
Carthage Conlon
Alan Connolly (Chairman)
Patricia Doherty
Emma Farrell (Appointed 10 March 2020)
Edward Matthews
James McKeon
Mary Galvin
Sarah Morton

The secretary who served throughout the year was Carthage Conlon.

Objectives and activities

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

Coolmine is a national drug and alcohol treatment centre providing a range of high quality residential and non-residential services to men and women with problematic substance use and their families in Ireland.

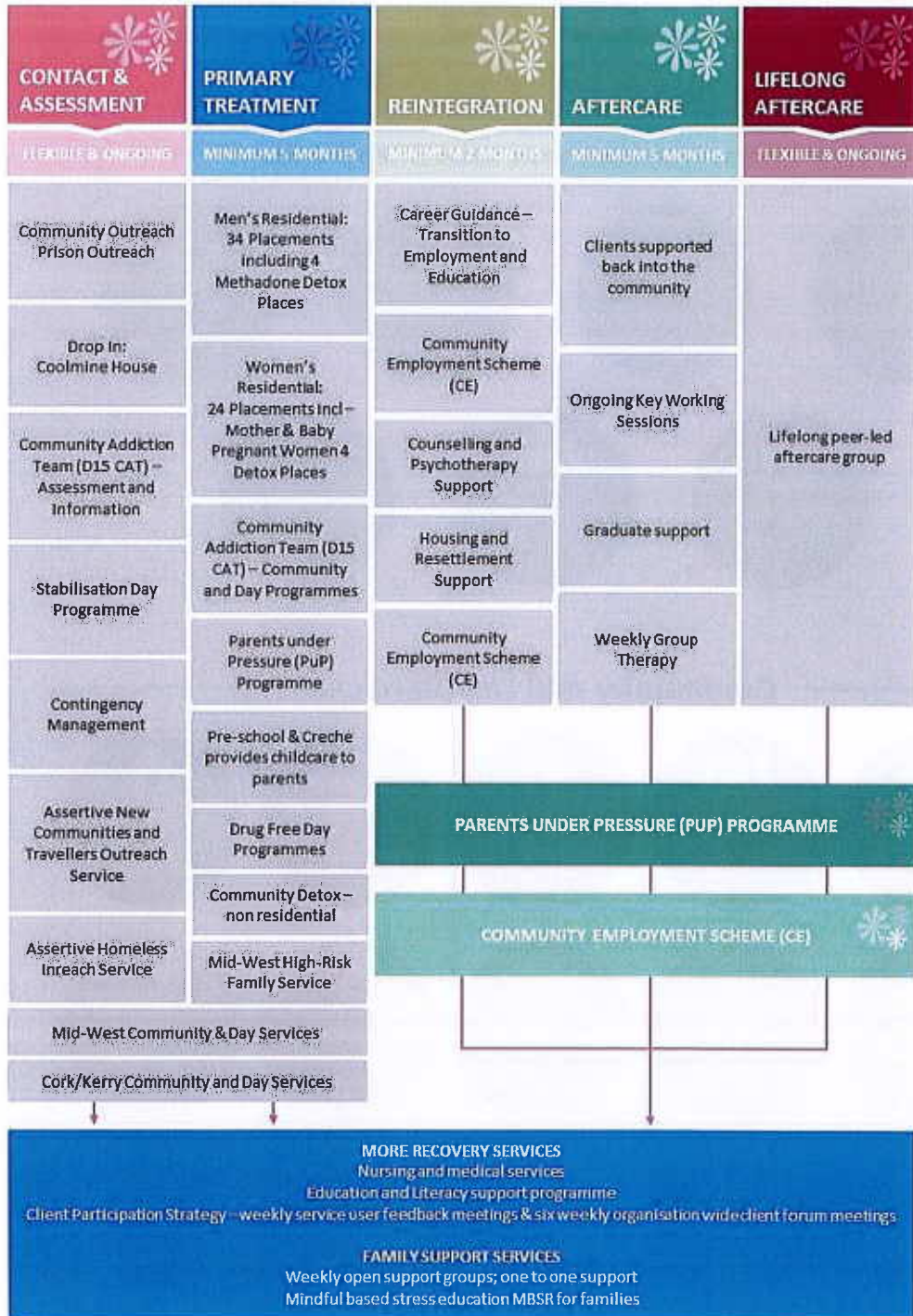
Established in 1973, Coolmine was founded, and remains grounded within, the philosophies of the Therapeutic Community (TC) approach to addiction treatment. Since the time of its establishment, Coolmine programmes are viewed as specialist and largely residential rehabilitation programmes working with the most marginalised in Irish society.

We have a national remit rather than being confined to any specific, geographic catchment area, due to our work with marginalised pregnant women, women with young children, Traveller community members, homeless people, prisoners and community probation clients, clients who have experienced trauma and those with complex medical needs (presenting mental and physical health). A common feature of Coolmine clients is a history of intergenerational addiction. (Coolmine Parents under Pressure Study, 2014) found that four out of five of our clients grew up in households where either one or both parents had acute addiction problems.

Whilst we recognise that many problem drug/alcohol users will neither need nor benefit from programmes of this intensity, for those assessed as being in need of our programmes, it is vital that we continue to offer highly structured residential rehabilitation of this kind. We are the only addiction Therapeutic Community provider in Ireland.

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Coolmine is committed to a vision of recovery which strives for an enhanced quality of life rather than mere abstinence from drugs and alcohol. Through service provision embedded in a continuum of care, we support clients to stabilise, detoxify and remain drug and alcohol free. Furthermore, we are committed to assisting them to improve their quality of life, enhance family and interpersonal relationships, progression of health, housing, educational, training and employment need.



2020

Human Impact

Outreach, Assessment and Stabilisation



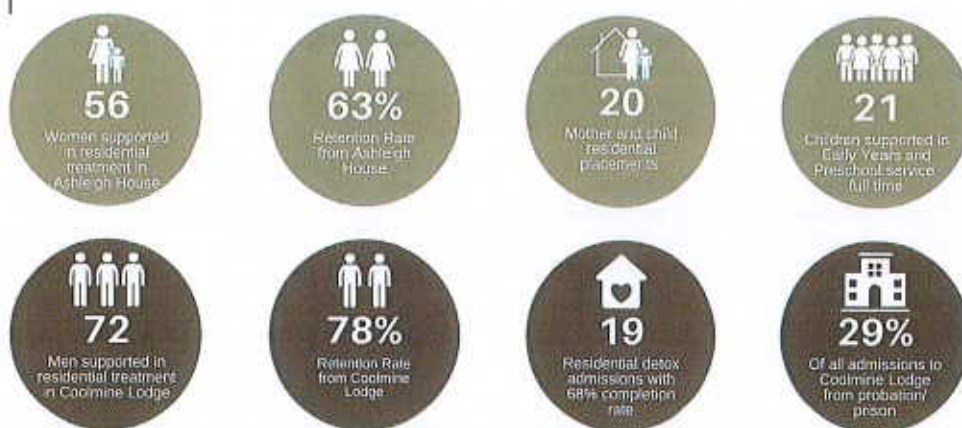
Community and Day Services



2020

Human Impact

Residential Services



Recovery Support Service



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Contact, assessment & stabilisation services:

Access is provided to our treatment services through contact, assessment, key working and group supports. We work in partnership with agencies nationally including Ana Liffey Drug Project, Arbour House Cork, Merchants Quay Ireland and the Probation Services for treatment options, assessment and pre-entry group supports. In 2020 we enhanced and created new pathways to treatment through targeted service delivery for travellers and new community members, homeless clients, young people and families.

The following range of contact, assessment and stabilisation services are provided by Coolmine;

- Outreach and assessment in the Irish Prison estate
- Outreach and assessment in Dublin 1, Dublin 2, Dublin 15, Cork and Limerick
- Assertive Outreach Travellers and New Communities (North County Dublin & D15)
- Assertive Homeless In-reach worker North and South Inner-City Dublin
- Assertive Homeless In-reach team North East Inner City
- Drop-in service and HSE needle exchange at Coolmine House, Dublin 2
- Pre-entry groups in Dublin 1, Dublin 2, Dublin 15, Cork and Limerick
- Stabilisation Day Programme
- Contingency Management Programme
- Assessment for residential and/or community detox
- Community Addiction Team Dublin 15
- Drop-in service at D15 Community Addiction Team
- Cannabis Mental Health Programme
- Community Alcohol Programme
- Community Case Management
- Covid Winter Plan Initiative

Coolmine Outreach services completed 596 assessments during 2020 and 227 individuals were provided with pre-entry supports.

The Contingency Management Programme supported 32 cocaine users to stabilise, reduce their use and progress from their problematic substance use. A positive retention rate of 50% was evidenced in 2020.

Coolmine Stabilisation Day Programme creates pathways for chaotic drug users to stabilise their substance use, enhance their physical, mental and emotional well-being whilst attaining structure and routine in their lives. The programme supported 30 non-stabilised substance users during 2020. 44% of individuals were retained in service and progressed to further treatment.

An Assertive Outreach Service for Travellers and New Communities in the North Dublin Regional Drug and Alcohol Task Force area was provided in 2020. 30 individuals were case managed and supported with community health care and/or pathways to further treatment including detox, stabilisation and drug free treatment programmes.

An Assertive Homeless In-reach Service was Implemented in the North East Inner City (NEIC) from July 2019 until March 2020 providing clinics in homeless hostels in inner-city Dublin. The service offered assertive brief interventions, 1:2:1 key working and case management, creating pathways to treatment for homeless clients. Coolmine worked with 49 individuals in total across homeless and addiction services in the NEIC and 34 individual progressions to further treatment were evidenced, resulting in an 69% positive progression rate.

Coolmine Assertive Homeless In-reach Service provided clinics in homeless hostels and day services in South Inner-city Dublin. The service offered assertive brief interventions and 1:2:1 key working, creating pathways to treatment for homeless clients. During 2020 we worked with 79 individuals across different homeless and addiction services. 20% individual progressions to further treatment were evidenced. This programme ended in July 2020 and the funding was redirected to the Covid Response Winter Plan Initiative.

The Community Addiction Team in Dublin 15 (D15CAT) assessed a total of 185 individuals in 2020. Pre-entry supports were provided to 125 with 61 progressions to D15CAT primary treatment services.

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Service Delivery Commenced in Limerick in Q4 following the Midwest Service Managers appointment. Case Management was provided to 10 clients and Pre-Entry Support to 6. There are currently 84 clients being case managed in our Mid-West Community & Day Service.

Case Management was provided to 28 clients in total in our Cork Community Services with a further 18 clients being supported with addiction counselling in Kerry. In addition, our Cork and Kerry staff were redeployed to Isolation units to support the Covid Response in 2020.

A Covid 19 Winter Plan Initiative was implemented in November 2020 in response to the pandemic. An outreach team of two dual diagnosis workers and a mental health nurse were recruited and assigned to homeless hostels; to assess the needs of the homeless population diverted to Private Emergency Accommodation (PEA). The Coolmine winter plan team provided case management support to 49 clients in 2020.

Coolmine opened an Isolation Unit for homeless people who were Covid Positive in collaboration with HSE CH09 Social Inclusion team, Finglas/Cabra Drug & Alcohol Task Force and FAST Finglas. We set up this emergency response in April 2020 and supported 29 individuals.

Primary Treatment Services:

The Therapeutic Community model is a treatment and rehabilitation approach where clients live in a small structured drug-free community. The goal is to encourage psychological and lifestyle changes to enable people to maintain a drug-free life. The treatment approach is based on peer support. Participants contribute to the general running of the community and to their own recovery by actively participating in educational activities, group and individual therapy.

The following primary treatment services are provided by Coolmine;

- Residential methadone detoxification placements
- Men's residential service, Coolmine Lodge
- Mother & Child and Women's residential service, Ashleigh House
- Drug Free Day Programme in Coolmine House, 19 Lord Edward Street (Community detoxification placements available)

A total of 19 methadone detoxification placements were provided in the residential services in 2020. 13 detox placements were allocated to women and 6 to men. 67% of women fully completed and 66% of men, with an overall 68% completion rate evidenced. A further 10 individuals were supported with a community detox via Coolmine Community & Day Services.

During 2020 we continued to experience a demand from the criminal justice services to access TC placements. We worked with 72 men in residence at Coolmine with 29% being direct prison/probation service referrals. A retention rate of 78% was evidenced.

In addition, we worked with 56 women in Ashleigh House during 2020 with 11% being direct prison referrals. Mother and child placements accounted for 20 admissions and in addition there were 4 maternity transfers. A total of 21 children were supported by the onsite early year's crèche service. Ashleigh House retention rate was evidenced at 63%.

A total of 45 clients were supported in Coolmine's Drug Free Day Programme in 2020. Of those who completed the programme, 8 progressed to aftercare and 15 graduated from the programme. 12 individuals remained on the programme at year end. An overall retention rate of 73% was evidenced.

D15 CAT provided 1:2:1 key -working and case management to 36 individuals. In addition, Family Support services were provided to 15 family members, a further 53 individuals were worked with on the Alcohol Programme. The Cannabis Programme provided support to 13 young people (aged 16 to 24) and a further 7 individuals were supported in Aftercare.

Integration and Aftercare services:

We provide a range of integration and aftercare programmes to support clients as they transition from high support to community living, work, training and employment.

The following services are provided;

- Integration programme
- Aftercare services

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- Community Housing
- Lifelong graduates service
- Community Employment Scheme

195 individuals progressed across the organisation to step down, aftercare and graduate services in 2020; due to specific care plan progression and recovery supports being in place. Coolmine made significant progress with housing pathways with 95% of clients securing appropriate housing post residential treatment.

Coolmine's Community Employment Scheme had 29 placements during 2020. All 29 participants engaged in training and further education placements. 5 individuals gained full or part time employment by the end of 2020.

Recovery services:

Coolmine recognises the need for a holistic care plan and recovery supports to give clients the best possible chance of maintaining their recovery from problematic drug and alcohol use. Responding to the various needs identified during case management processes,

Coolmine provide the following range of services internally to ensure accessibility for our clients;

- Medical services
- Health Promotion
- Housing Support
- Education and literacy support programme
- Career guidance service
- Counselling/Psychotherapy services
- Parents Under Pressure programme
- Recovery Through Nature programme
- Client participation strategy

Medical & Counselling

Last year, 9073 medical reviews were completed by the nursing team in Coolmine. This figure includes 162 complex needs assessments on admission, 310 psychiatric reviews, 412 referrals to external specialist medical supports in the community, 33 Hepatitis C referrals, 19 Guide Clinic referrals for sexually transmitted infections and 27 contraception referrals. In addition, 94 Health Promotion & Covid education workshops were provided.

In 2020 our onsite psychiatry service continued in Coolmine Ashleigh House. This service assesses, supports and case manages women with mental health issues at admission and during their programme. 31 women received the support of the psychiatry service in 2020.

Coolmine's counselling/psychotherapy service supported 34 individuals.

Housing

In 2020, 56 housing outcomes were achieved, Coolmine worked in collaboration with various housing providers to secure aftercare accommodation for our clients post residential treatment.

- Peter Mc Verry Trust (11 aftercare housing placements),
- Teach Mhuire (2 placements)
- Daisy House (4 placements)
- Dublin Simon Community (1 placement)
- Cork Simon Community (2 placements)
- Focus (6 placements)
- Sophia Housing (2 placements)
- Housing Assistance Payments (4 placements),
- Social housing (5 placements)
- Return to Family Home (19 placements)

Career & Education Guidance

Coolmine's career guidance and education services worked with 173 clients during 2020. 71 applications were submitted to educational courses and 2 availed of literacy support, 5 clients were supported to full time employment and 23 Community Employment scheme placements were utilised. A further 10 clients engaged in Coolmine Social enterprise initiatives.

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Parents under Pressure

A total of 114 families were supported with the Parents under Pressure (PuP) programme across all services in Coolmine. There are 12 staff trained and accredited in PuP in Coolmine with a further 11 in training with supervision plans in place. There are 2 accredited PuP supervisors and an additional 2 therapists are in supervisor training with 1 near completion. The pandemic resulted in new plans/ methods of working been developed for PuP supervisor and trainer accreditation. Two PuP supervisors continued their training development remotely with an aim of securing PuP trainer accreditation by year end 2021. Coolmine's strategy to deliver PuP in to the community was strengthened through securing funding in 2020 through Re-think Ireland to put in place 2 community PuP workers to deliver PuP to high-risk families in the community.

Client participation

Coolmine's client participation strategy has been in existence for the last 14 years. The service comprises of weekly client led meetings across all our services to provide feedback on the quality of Coolmine service delivery to our clients facilitated by a Client Co-ordinator. The Client Co-ordinator facilitates feedback to management on suggested improvements to services, ranging from physical environment, therapeutic interventions through to organisational policy and procedures. A six weekly Client Forum brings organisational feedback for action led by our Client Co-ordinator supported by the Continuing Care Manager. Following a review of the Client Participation strategy processes, the Client Co-ordinator attends Coolmine's Board meeting to directly report on issues arising from the Client Forum. The client forum format has been under review due to COVID. The Coolmine Client Coordinator could not go on site during COVID due to the risk of cross contamination. We requested funding Q3 2020 for laptops and large TV screens for Coolmine group rooms to allow the client forums/meetings to occur online. The funding was approved, the laptop/screens were purchased and installed & Client forums recommenced with the Client Co-ordinator in March 2021.

Coolmine Family Support Services

Coolmine Family Support Service offers guidance and support to anyone who is affected by a loved one's addiction. The service has been running since the early eighties and is a peer led service. Family support workers are trained in 'Putting the Pieces Together' and CRAFT. The Family Support workers meet with each family member on a one-to-one basis to discuss their individual needs and a group programme is provided. A total of 50 families were supported in Coolmine Family support services in 2020.

STRATEGIC PLAN IN PROGRESS 2020

Coolmine's current strategic plan, Pathways to Recovery 2019-2022, made solid progress in 2020 despite the pandemic. The plan, launched May 2019, focuses on the delivery of quality outcomes for clients.

"Pathways to Recovery" has 5 Core Objectives and 21 key performance indicators with target dates which are monitored through an online IT Strategic Planning Implementation Tracker. A Strategic Planning Implementation Group (SPIG's), led by the Head of Services was launched in September 2019. The group has 25 members from across all disciplines in the organisation and meets every 12 weeks to monitor and ensure the implementation of the strategic objectives. The large group is divided into 5 subcommittees for each objective and a team leader is assigned to plan subcommittee team meetings and progress KPI's.

The format of our Strategic Planning Implementation Group (SPIGs) was adapted in 2020 to coincide with Covid Guidance. Attendance was restricted to subcommittee Team Leaders only. The smaller Subcommittees continued to meet to agree actions, identify challenges, make recommendations and review progress on key performance indicators. Lisa Larkin, Head of Services, attended all subcommittee meetings during 2020 to support discussions, reflections and considerations for implementation of Strategic plan objectives.

Access to the Strategic Plan, including methodology employed, is available at: <https://www.coolmine.ie/wp-content/uploads/2019/05/COOLMINE-STRATEGIC-PLAN-2019-2022.pdf>

To date we have achieved more than 70% of our Strategic actions with 15 of the 21 KPI's complete. The 5 strategic actions in Pathways to Recovery 2019-2022 Strategic Plan are summarised below alongside the 2020 KPI progress:

STRATEGIC OBJECTIVE ONE: IMPROVE CORE SERVICES

Improve our core services creating, enhancing and sustaining pathways for individuals and families impacted by problem substance use requires some basic outcomes and supports. This strategic priority shall deliver appropriate housing, access to career guidance, education and employment opportunities as well as case management for high-risk families back in their local community.

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PRIORITY → CREATE PATHWAYS TO RECOVERY		
ACTION	KPIs	TARGET DATE
1.1 Maximise education and career supports	75% positive progression rate	Q3 2019
1.2 Collaborate to deliver Recovery Housing	80% housing target	Q4 2019
1.3 Review and relaunch Community Employment scheme	60% employment rate; 40% education/training rate	Q3 2019
1.4 Reach Parents under Pressure(PuP) Programme into communities	4 Parents under Pressure(PuP) programme therapists	Q1 2020

1.1 Maximise education & career support

85% positive progression rate to employment, training and education has been achieved. During 2020 we completed a scoping and feasibility study on social enterprises to build confidence, develop skills and build CVs for our clients. In collaboration with We Make Good and Childvision, our Social Enterprise (SE) coordinator tested one SE concept, soap-making, which was very successful Q4 2020. The main challenge to the progression of SE activity is a lack of adequate workshop space which was heightened by Covid restrictions. We are working on this issue in 2021. Q4 2020 we engaged with Hair Together Ireland. The organisation delivers hairdressing and barbering skills to the vulnerable people including those with mental health and addiction issues. The 10-week course is a tool to build self-esteem, increase confidence & support wellbeing.

1.2 Collaborate to deliver Recovery Housing

95% progression to appropriate housing post residential treatment was achieved. Q2-Q4 2020 housing did not present as a barrier for our clients post residential treatment. This is largely due to the focus on housing and preventing homelessness during the pandemic. In 2020 we progressed collaborations with Focus Ireland, Peter McVerry Trust and De Paul for the provision of step-down housing for clients. This includes a new collaboration with De Paul for the provision of housing for mothers and children post Ashleigh House, residential treatment programme, which opened in 2020. We shall continue to advocate for this positive social inclusion interagency strategy to continue into 2021 and beyond.

1.4 Reach Parents Under Pressure Programme into communities

KPIs have made positive progress in 2020/Q1 2021. Coolmine, supported by Rethink Ireland grant, have recruited 2 community PuP therapists who commenced in role in March 2021. The therapists have an active caseload from external and internal referral sources. This is seed funding, and includes an evaluation, to assist in building a proposal for longer term mainstream funding.

STRATEGIC OBJECTIVE 2: GROW NEW SERVICES

Demand for our services continued to grow during 2020. Covid19 contributed to this growth and in Q3 2020 we managed an additional 500 calls a month from people seeking help and advice for their/or a loved one's substance use. These calls were directly related to issues caused by successive lockdowns and Covid restrictions. Some were individuals who realised, during this period, that they had a drug/alcohol problem. Other calls came from a loved one who experienced their partners' problem substance use due to living and working from home. This highlights the need for additional resources to support people impacted by problem substance use and mental health issues as we emerge from Covid.

This strategic priority shall deliver 40 additional high-risk family placements nationally, provide an additional 20% treatment placements for prisoners and regionally develop assertive in-reach to support individuals and their families with addiction issues in their community.

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PRIORITY → SCALE TO DEVELOP NEW SERVICES		
ACTION	KPIs	TARGET DATE
2.1 Deliver a second high risk family service	40 High Risk Families placements available in mid west	Q2 2021
2.2 Provide assertive in/out reach strategies nationally	8 Assertive In/Outreach staff- 2 per region	Q2 2022
2.3 Establish first Parents under Pressure(PuP) Programme training hub in Ireland	50 Parents under Pressure(PuP) programme trainee placements per annum	Q1 2020
2.4 Scale up and resource pre-entry, stabilisation and day programmes	1 new community based service hub annually	Q3 2020
2.5 Increase Therapeutic Community placements for prisoners	20% Increase	Q4 2022

2.1 Deliver a second high risk family service

KPI on target for Q2 /Q3 2021 delivery. Under the leadership of our Mid-West Service Manager, we have recruited and onboarded 10 staff in the Mid-West during 2020. This has enabled community and day programme service delivery in our Limerick City facility, Mahon House, William Street in Q1 2021. Our Mid-West Service Manager is progressing with local stakeholders, HSE and Limerick City & County Council, to identify a property to commence delivery of the family residential placements in 2021.

2.2 Provide assertive in/out reach strategies nationally & 2.4 Scale up and resource pre-entry, stabilisation and day programmes

KPIs met/on target. Actions relate to progression of community-based services including assertive outreach strategies and day programmes. Social Inclusion outreach, Covid response teams, Winter plan and homeless case management teams are in place in Dublin, Cork and Limerick. In collaboration with HSE Cork/Kerry we have recruited a Regional Manager, 5 Team leaders and onboarded project workers for the development of 6 service hubs across the region by Q3 2021.

2.3 Establish first Parents under Pressure Programme training hub in Ireland

Covid restrictions have seen the PuP Trainer, Supervisor and therapist training move online. Although this process delayed our action to deliver on this KPI, in collaboration with Professor Sharon Dawe, and colleagues, at Griffith University Brisbane Coolmine delivered 3 independent PuP training programmes. 13 staff are accredited PuP therapists with a further 9 trained and on their accreditation journey. The PuP training hub has been established and 42 PuP trainee placements were provided in 2020.

STRATEGIC OBJECTIVE THREE: DRIVE ENGAGEMENT

Internally and externally, Coolmine is committed to evidencing the impact of our work and developing our staff to be innovative and strong in their performance. We shall continue to innovate to ensure all management are participating in leadership development and strive to achieve a high job satisfaction for all staff in their work. Annually, we shall raise our national profile through the delivery of position papers and academic publications that inform sound and evidence based social policy.

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PRIORITY → INNOVATIVE PERFORMANCE VALUES LED

ACTION	KPIs	TARGET DATE
3.1 Invest in our staff development and well being strategies	88% staff satisfaction 50% engagement In Active@work	Q1 2020
3.2 Build capability to enhance our performance based culture	100% management participation in Leadership development	Q4 2019
3.3 Build communications and advocacy strategy	Raise national profile by 100% 4 position papers annually	Q1 2022
3.4 Deliver and disseminate research	4 annual publications and 3 conference presentations per annum	Q4 2022

3.1 Invest in our staff development and wellbeing strategies

Coolmine would not exist without our dedicated and skilled staff. A core element of our internal Covid contingency plan was to ensure the safety, health and wellbeing of our staff to mitigate against the impact of Covid. We appointed our Clinical Nurse Manager as our Covid Coordinator to assist staff in the workplace, and externally, with queries and concerns that arose during 2020. Our 2020 Staff satisfaction survey results evidenced a 91% positive staff satisfaction rate (up 14% from 2019). Although Covid 19 presented challenges to the planning and delivery of our 2020/Q1 2021 staff well-being strategy many activities prevailed including lunchtime walking, running groups, circuit training and an organisational cycle. Q1 2021 activities included a pizza wind down afternoon and a 'Jerusalem' dance challenge, following a challenge from Tabor Group (Cork/Kerry). Our final production aired and was well received on our social media platforms in March 2021.

3.2 Build capability to enhance our performance-based culture

KPI met. 100% of management engaged in Leadership development by participating in Servant Leadership training and mentoring development programme during 2020/Q1 2021. Servant Leadership training will also be delivered to recently recruited Managers and Team Leaders as part of their induction programme during Q2 2021. The mentoring programme, facilitated by Senior Management Team, continues for Team Leaders to build leadership experience. We are reaching out to CSR partners to assist with the mentoring programme, due to the limited capacity of SMT, and the growing Team Leaders that shall onboard in 2021. In addition, our annual training and development plan for all staff was delivered 2020 either remotely or in small groups within Covid guidance.

3.3 Build communications and advocacy strategy

Raising our national profile has made solid progress in 2020 largely due to our regional service development. The appointment of our communications and fundraising executive has supported delivery of professional and branded communications, particularly across social media platforms, in the last quarter. We redesigned and launched our website in 2020. This project was overseen by our fundraising and communications steering committee to refresh the design/visual impact, increase accessibility for families and individuals seeking advice and support, we well pivoting our community based fundraising to online platforms.

3.4 Deliver and disseminate research

In 2020 we have delivered 2 publications. The first was a paper titled *Gender and Drug Policy Ireland* was submitted, April 15th 2020, to the European Council working group and published on the UCD repository. The second *Mothers experiences of the Parenting Under Pressure Program (PuP) in a Residential Therapeutic Community: A qualitative study* was published in the Journal of Psychoactive Drugs 15th December 2020. Coolmine presented at 3 conferences/webinars during 2020 including a keynote address at the European Federation of Therapeutic Communities Covid-19 Learning event (June 2020), Parents Under Pressure webinar in collaboration with Griffith University Brisbane (September 2020) and an Inclusion Health Forum webinar on our services for women impacted by problem substance use (October 2020).

STRATEGIC OBJECTIVE FOUR: FUND FOR FUTURE

During the course of our last strategic plan 2016-2019, Coolmine innovated to respond to presenting client and their family's needs. This was from within our limited resources, and resultant from staff flexibility, drive and commitment.

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Coolmine now need to generate resources for any service adaption and growth. This includes delivery of 7% unrestricted annual income and 2% annual capital investment for our facilities.

PRIORITY → GENERATE RESOURCES FOR GROWTH CAPABILITY		
ACTION	KPIs	TARGET DATE
4.1 Maintain and grow state funding	66% increase in state income	Q4 2022
4.2 Deliver new non restricted seed and investment funds	7% annual income	Q1 2020
4.3 Drive real meaningful Corporate Social Responsibility partnerships	5 corporate partnerships per year	Q2 2020
4.4 Resource capital investment	2% annual income	Q3 2020

4.1 Maintain and grow state funding

66% increase in state funding is on target for Q4 2022. Due to new service arrangements in CHO9, CHO4 & CHO3 we predict a 68% increase on income from HSE Mid-West, from a baseline of €3.5million.

4.2 Deliver new non-restricted seed and investment funds & 4.4 Resource capital investment

Year-end 2020 4.5% KPI was achieved (target 7%). We pivoted our fundraising activity to online platforms in 2020 delivering €69k. This was largely community fundraising events, once off donations and corporate donations. A calendar of communication and fundraising campaigns was in place for 2020/Q1 2021. This included our first online Recovery Capital campaign (raising our profile/brand), as part of international Recovery month, followed by an online Christmas campaign. In 2021 we delivered a webinar for International Women's Day with a concurrent "#choosetochallenge" branding awareness campaign. UCD Innovation Academy, as part of a digital marketing project, supported this campaign and have made a positive impact to raise our profile/brand (LinkedIn) in Q1 2021.

4.3 Drive real meaningful Corporate Social Responsibility partnerships

KPI met. Mallinckrodt Pharmaceutical Ireland, CJK Engineering, Mediolanum Ireland, Strandum HR, Alexion and Bank of Ireland (YaaM) programme were all engaged in targeted CSR strategies with Coolmine during 2020. During Q1 2021 we planned a calendar of activities with our CSR partners for implementation throughout the year. In addition, our Communications and Fundraising executive is focusing on reaching out to new possible CSR partners through our brand profile and communications campaign in 2021.

STRATEGIC OBJECTIVE FIVE: DELIVERING EXCELLENCE

Governance, audit and an environment of learning and continual improvement has been the most significant outcome from our last strategic plan period. Building on this solid foundation we shall complete and deliver annual compliance reviews, a schedule of audit and risk programmes as well as build further our IT and finance systems and processes. This shall safeguard and monitor our corporate governance excellence and ensure the best possible service is delivered to our clients and their families.

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PRIORITY ► DRIVE CORPORATE GOVERNANCE EXCELLENCE

ACTION	KPIs	TARGET DATE
5.1 Deliver annual compliance reviews and improvement plans	4 Audit and Risk committees meeting per year	Q4 2019
5.2 Deliver capability to deliver audit & risk programmes	1 full time equivalent compliance resource	Q4 2021
5.3 Build robust IT infrastructure and outcome monitoring systems	95% systems availability Monthly client outcome reports	Q1 2020
5.4 Strengthen effective and transparent financial systems and processes	Quarterly testing of Finance controls register 95% pass rate	Q3 2019

5.1 Deliver annual compliance reviews and improvement plans

KPI met in 2020. The work programme for the Audit & Risk committee shall be reviewed in Q2 2021. This report shall provide assurance to the board on our legal, regulatory & statutory requirements and level of compliance with same. A Board & Management Seminar occurred on March 2021 on legal and compliance responsibilities reflective of HSE Service arrangement, company law and charities regulations with a Senior Counsel facilitator. Our IT audit commenced on 22nd March 2021 facilitated by our external auditor Crowleys.

5.2 Deliver capability to deliver audit & risk programmes

KPI on target for Q4 2021. Due to the current growth surge in Coolmine during the last 18 months a compliance officer shall assist us to deliver on our audit and risk programmes. This role shall safeguard our quality and effective service delivery in line with our legal and regulatory responsibilities and requirements. During 2020 we progressed our Compliance audit with the Charities Regulators Governance Code.

5.3 Build robust IT infrastructure & outcome monitoring systems

This KPI was delayed due to Covid planning for blended service delivery (online platforms and equipment) and the onboarding of new service staff. Q1/Q2 2021 our IT technician shall focus on development of staff IT skills. Online training programmes are being continually developed and will be available to all staff via a dedicated learning portal to launch Q3 2021. Online Incident & Accident reporting system has been updated to include trend analysis reporting (Version 3) year end 2020. A Network Management system has been successfully installed with remote management and intrusion prevention enabled. Q1/Q2 2021 shall focus on mobile devices management including replacement/refresh, and upgrade internet connection capacity across our sites.

5.4 Strengthen effective and transparent financial systems and processes

Internal Audit Framework for testing our financial controls is in place since Q3 2020. Although delayed, due to staffing restraints, we shall have the framework operational and a full test of our finance controls register completed by Q3 2021.

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 IT support related grants available).

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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 NPHE's 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, 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-related support grants were applied for to cover Covid related expenditure.

Thus far, Coolmine Lodge has had one Covid outbreak, resulting in 7 clients and 4 staff Covid positive, in late December 2020. The outbreak was contained, due to our contingency measures and community pod system in place. Our Covid Coordinator 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 briefings occur twice weekly, led by the Coolmine Covid Coordinator and all NPHE guidelines are followed within all Coolmine facilities.

Strategic Growth

In line with our strategic growth objectives as outlined in the Strategic Plan 2019-2022 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,

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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 our current and grow new services KPIs.

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 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 Coordinator 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.

Incoming Resources – Where we received our income

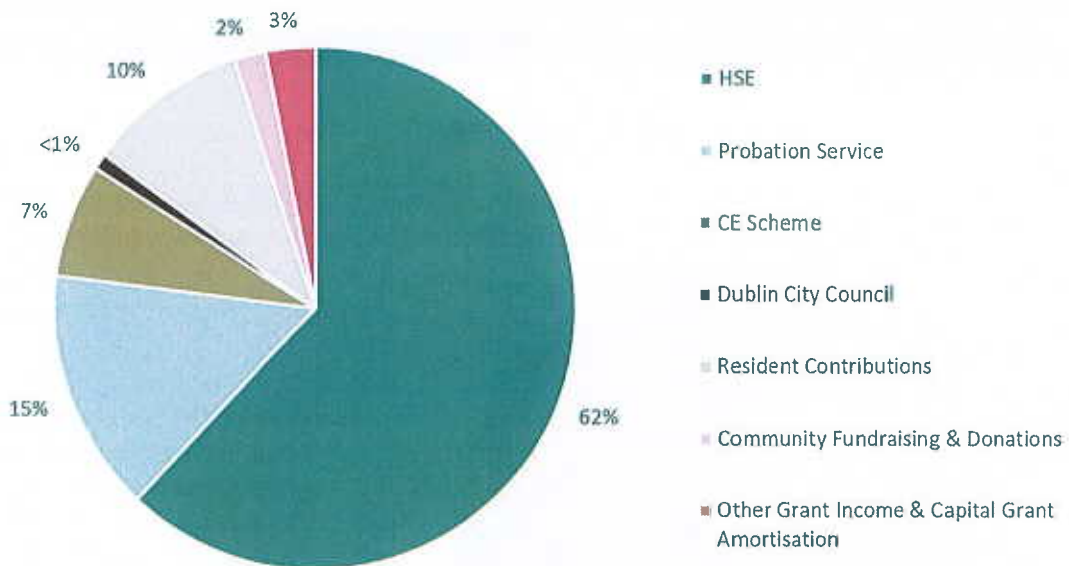
Income for 2020 was €3,953,729 compared to €3,735,864 in 2019.

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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%).

% of total income



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
Residential Services			
Coolmine Lodge (Men's)	557	213	770
Ashleigh House (Women & Children)	565	201	766
Sub-Total	1,122	414	1,536
Day Services	872	121	993
Other Service Supports			
Management & Governance (including Clinical Governance)	638	104	742
Nursing	144	2	146

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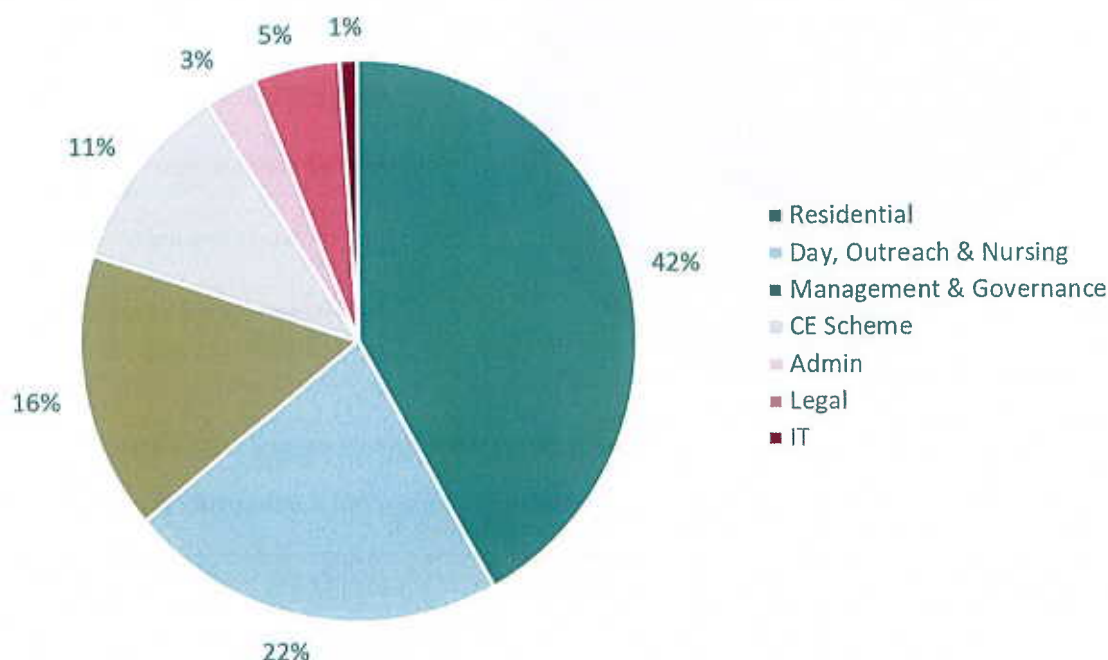
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Community Employment Scheme	<u>278</u>	<u>4</u>	<u>282</u>
Sub-total	1,060	110	1,170

Organisational Support			
Legal, Insurance, Audit & Depreciation	0	179	179
IT Systems & Support	26	12	38
Administration	<u>76</u>	<u>54</u>	<u>130</u>
Sub-total	102	245	347
Total	3,156	890	4,046

% Expenditure



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.

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GOVERNANCE

Coolmine Therapeutic Community Ltd (Coolmine) 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 objects clause of Coolmine's Constitution was revised and approved by the board of Directors during 2019. The Company is registered with the Charities Regulator and has charitable tax status with the Revenue Commissioners CHY 5902.

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 requirements of 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.

Coolmine recognises that active compliance is an ongoing and continuous task where, as an organisation, we seek to achieve constant standards of excellence.

BOARD STRUCTURE

Directors are recruited based on the skills, knowledge, experience and expertise they can bring to the Board and subsequently to the work and ethos of the organisation. Following an induction process, inclusive of site visits, all new Board members sign a code of conduct which sets out their role and required considerations for their term of office. The main duties and responsibilities of the Board include:

Strategic Direction and Management

- Approval of Coolmine Therapeutic Community's strategic plan and fundraising strategy.
- Approval of the annual operating and expenditure budgets and any material changes to them.
- Oversight of the company's operations ensuring:
 - competent and prudent management;
 - safe and secure operational practice;
 - sound planning;
 - an adequate system of internal control;
 - adequate accounting and other records; and
 - compliance with statutory and regulatory obligations.
- Review of performance in the light of the company's strategy, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.

Financial reporting and controls

- Approval of quarterly management accounts.
- Approval of the annual report and accounts.
- Approval of any significant changes in accounting policies or practices.

Internal controls

- Ensuring maintenance of a sound system of internal control and risk management including the effectiveness of company risk and control processes to support its strategy and objectives.

Board membership and other appointments

- Ensuring adequate succession planning for the Board and Chief Executive.
- Appointments to the Board, following recommendations by the nomination & evaluation committee.
- Selection and appointment of the Chairperson of the Board.
- Membership and chair of Board committees.
- Continuation in office of any Director following initial three-year term of office.
- Appointment of the external auditor following the recommendation of the audit & risk committee.

Delegation of authority

- The division of responsibilities between the Chairperson and Chief Executive.

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- Approval of terms of reference of Board committees.
- Receiving reports from Board committees on their activities.

Safe operations

- Ensuring the company's overall health and safety arrangements are in place and monitored.
- Agree policies, procedures and reporting mechanisms to make sure there is compliance with all relevant legal and regulatory requirements
- Approval of the overall levels of insurance for the company.

Coolmine's Board has a minimum of seven voluntary directors. As per Coolmine's Protocol for Directors, the term of office for a Board Director is three years, with an option for reappointment for a second, and maximum three office terms. Set within a culture of corporate governance review, the board of Coolmine agreed to an annual internal process of board evaluation and an independent evaluation every 3 years. During 2020 an internal board evaluation took place with a focus on succession planning. The plan focused on board, and executive team succession planning, and shall be implemented through our Nominations and Evaluation Committee. This is in line with our commitment to annually evaluate Coolmine's board functioning and performance. A special board meeting is scheduled (Q2 2021) with a Senior Counsel to brief directors on their legal and regulatory responsibilities as per HSE Section 39 Service Arrangement, Annual Compliance statements, Company Law, Charity Law and Charities Regulator guidance. The Coolmine board meets at minimum five times per year. In 2020, due to our regional service growth an additional two board meetings took place to consider, and mitigate against, the risks associated with the growth surge. Directors do not receive any remuneration in respect of their service. 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, when required. In 2020 the following Board Standing sub-committees met quarterly:

Sub-committees and membership are as follows:

Audit & Risk committee

Patricia Doherty (Chair), Eddie Matthews, Billy Carr, Seamus Dillon, 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.

Board of Directors and Subcommittee meeting Attendance 2020

Board Director	Meetings Attended (Eligible meetings in 2020)	Subcommittee Meetings Attended (Eligible meetings in 2020)
Alan Connolly (Chair)	5 (6)	2 (2)
Billy Carr	5 (6)	3 (3)
Carthage Conlon (Secretary)	6 (6)	7 (7)

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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)

In 2020 there were ten directors who served on the Board of Coolmine. Generally, directors serve for a three-year term of office. Directors are recruited based on the skills, knowledge and experience they can bring to the Board and subsequently to the work and ethos of the organisation.

Billy Carr joined the board 10th March 2020
Emma Farrell 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. 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

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 2018-2021.

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.

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

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

Quality assurance

The board of directors receive quarterly reports on our Health and Safety, Clinical Governance and Audit and Risk compliance reports. This includes 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.

Lobbying Act

As required under the Regulation of Lobbying Act 2015, Coolmine records all lobbying activity and communications with Designated Public Officials and has made the returns and submissions required by the Act.

Operational environment

Coolmine maintained professional, collaborative and responsive relationships with statutory funders during 2020. This included regular meetings with Health Service Executive National Social Inclusion and Community Healthcare Areas, Probation Service and various government departments.

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Coolmine are a leading provider of treatment and rehabilitation services in Ireland and values the close working relationship with peer organisations to ensure that pathways of care for our clients and their families are provided in their community. Coolmine furthers this aim through our membership and representation at the National Voluntary Drug and Alcohol Sector, Dublin and East Coast Cluster Sector, Homeless Network and Local Drug and Alcohol Task Forces. These forums provide opportunities to enhance care pathways, explore collaborative partnerships to improve service delivery, receive updates and legislative and policy changes. In addition, clinical expertise at our Clinical Quality and Safety Committee supports safeguarding Coolmine's adherence to compliance and legislative changes.

In addition, Coolmine's Chief Executive represents the National Voluntary Drug and Alcohol Sector at the Standing Subcommittee in the Department of Health. This is the implementation structure to guide delivery of our national drug and alcohol strategy; "[Reducing Harm, Supporting Recovery – a health led response to drug and alcohol use in Ireland 2017-2025](http://www.gov.ie)" (www.gov.ie).

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

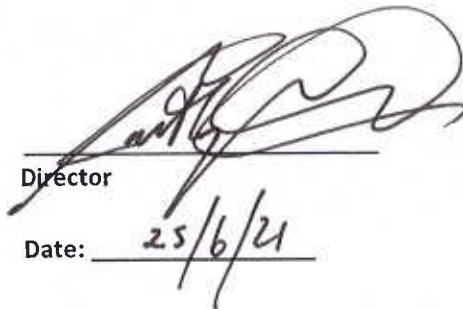
To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's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

Signed on behalf of the board



Director

Date: 25-6-21



Director

Date: 25/6/21

Coolmine Therapeutic Community

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DIRECTORS' RESPONSIBILITIES STATEMENT

for the year ended 31 December 2019

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

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard, issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

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

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy and enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be readily and properly audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

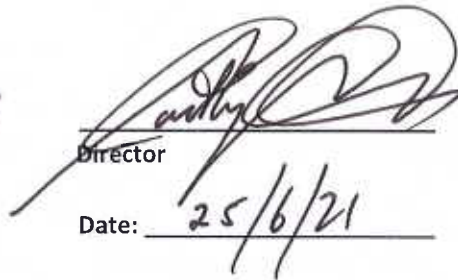
- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Signed on behalf of the board



Director

Date: 25-5-21



Director

Date: 25/6/21

INDEPENDENT AUDITOR'S REPORT

to the Members of Coolmine Therapeutic Community

(A company limited by guarantee, without a share capital)

Report on the audit of the financial statements

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.

INDEPENDENT AUDITOR'S REPORT

to the Members of Coolmine Therapeutic Community

(A company limited by guarantee, without a share capital)

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:

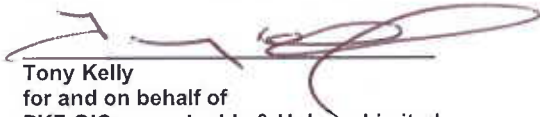
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting 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.

INDEPENDENT AUDITOR'S REPORT
to the Members of Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)

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

Date: 25 June 2021

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)
STATEMENT OF FINANCIAL ACTIVITIES
for the year ended 31 December 2020

		Unrestricted	Restricted	Total	Total
	Notes	2020 €	2020 €	2020 €	2019 €
Income and Endowments from					
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
Total Income		542,836	3,410,893	3,953,729	3,735,864
Expenditure On					
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
Total Expenditure		285,196	3,760,510	4,045,706	3,793,164
Net surplus/(deficit)		257,640	(349,617)	(91,977)	(57,300)
Transfers between funds		(368,671)	368,671	-	-
Net movement in funds		(111,031)	19,054	(91,977)	(57,300)
Reconciliation of funds					
Total funds brought forward	21	1,239,749	173,841	1,413,590	1,470,890
Total funds carried forward		1,128,718	192,895	1,321,613	1,413,590

There were no recognised gains and losses for 2020 or 2019 other than those included in the Statement of Financial Activities.

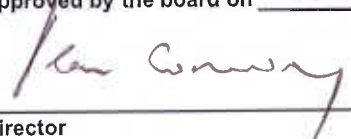
All amounts relate to continuing operations.


Coolmine Therapeutic Community
 (A company limited by guarantee, without a share capital)
STATEMENT OF FINANCIAL POSITION

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

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".

Approved by the board on 28-6-21 and signed on its behalf by:


 Director


 Director

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

Coolmine Therapeutic Community

(A company limited by guarantee, without a share capital)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2020

1. GENERAL INFORMATION

Coolmine Therapeutic Community is a company limited by guarantee incorporated in the Republic of Ireland. The registered office of the company is Ashleigh House, Damastown Walk, Damastown, D15HK12, which is also the principal place of operations of the company. The nature of the company's operations and its principal activities are set out in the Directors' Report. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Statement of compliance

The financial statements of the company for the year ended 31 December 2020 have been prepared on the going concern basis and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102).

Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention. The financial statements have been prepared on the going concern basis and in accordance with the Charities SORP (Statement of Recommended Practices) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council.

Incoming Resources

Income from donations, gifts, legacies or capital is included in the Statement of Financial Activities when the charity is legally entitled to it, its financial value can be quantified with reasonable certainty and there is reasonable certainty of its ultimate receipt. Entitlement to legacies is considered established when the charity has been notified of a distribution to be made by the executors. Income received in advance of due performance under a contract is accounted for as a deferred income until earned. Grants for activities are recognised as income when the related conditions for legal entitlement have been met. All other income is accounted for on an accruals basis.

Resources Expended

All resources expended are accounted for on an accruals basis. Charitable activities include costs of services and grants, support costs and depreciation on related assets. Expenditure on raising funds similarly include fundraising activities. Non-staff costs not attributed to one category of activity are allocated or apportioned pro-rata to the staffing of the relevant service. Finance, HR, IT and administrative staff costs are directly attributable to individual activities by objective. Governance costs are those associated with constitutional and statutory requirements.

Fund Accounting

Unrestricted funds are general funds that are available for use at the board's discretion in furtherance of any of the objectives of the charity.

Restricted funds are those received for use in a particular area or for specific purposes, the use of which is restricted to that area or purposes and the restriction means that the funds can only be used for specific projects or activities.

Financial Instruments

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Other financial instruments include derivatives, are initially measured at fair value, unless payment for an asset is deferred beyond normal business at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value with any changes recognised in the Statement of Financial Activities, with the exception of hedging instruments in a designated hedging relationship. Financial assets that are measured at costs or amortised costs are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Financial Activities immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in the Statement of Financial Activities immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been has the impairment not previously been recognised.

Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of property, plant and equipment, less their estimated residual value, over their expected useful lives as follows:

Land and buildings freehold	-	2% Straight line
Fixtures, fittings and equipment	-	15% Straight line
Motor vehicles	-	25% Straight line
Computer equipment	-	33.33% Straight line

The company's policy is to review the remaining economic lives and residual values of property, plant and equipment on an on-going basis and to adjust the depreciation charge to reflect the remaining estimated life and residual value.

Fully depreciated property, plant & equipment are retained in the cost of property, plant & equipment and related accumulated depreciation until they are removed from service. In the case of disposals, assets and related depreciation are removed from the financial statements and the net amount, less proceeds from disposal, is charged or credited to the income statement.

Impairment of assets, other than financial instruments

Where there is objective evidence that recoverable amounts of an asset is less than its carrying value the carrying amount of the asset is reduced to its recoverable amount resulting in an impairment loss. Impairment losses are recognised immediately in the profit and loss account, with the exception of losses on previously revalued tangible fixed assets, which are recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in equity, in respect of that asset.

Where the circumstances causing an impairment of an asset no longer apply, then the impairment is reversed through the profit and loss account, except for impairments on previously revalued tangible assets, which are treated as revaluation increases to the extent that the revaluation was recognised in equity.

The recoverable amount of tangible fixed assets, goodwill and other intangible fixed assets is the higher of the fair value less cost to sell of the asset and its value in use. The value in use of these assets is the present value of the cash flows expected to be derived from those assets. This is determined by reference to the present value of the future cash flows of the company which is considered by the directors to be a single cash generating unit.

for the year ended 31 December 2020

Leasing

Rentals payable under operating leases are dealt with in the Statement of Financial Activities as incurred over the period of the rental agreement.

Trade and other receivables

Trade and other receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the Statement of Financial Position bank overdrafts are shown within Payables.

Trade and other payables

Trade and other payables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Employee benefits

The company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the company. Annual contributions payable to the company's pension scheme are charged to the income and expenditure account in the period to which they relate.

Taxation

As a result of the company's charitable status, no charge to corporation tax arises under the provisions of Section 207 of the Taxes Consolidation Act, 1997.

Provision for liabilities

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Profit and Loss Account in the year that the Company becomes aware of the obligation and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Income Statement.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Establishing useful economic lives for depreciation purposes of property, plant and equipment.

Long-lived assets, consisting primarily of property, plant and equipment, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated useful economic lives of each type of asset and estimates of residual values. The directors regularly review these asset useful economic lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset useful lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful economic lives is included in the accounting policies.

4. PROVISIONS AVAILABLE FOR AUDITS OF SMALL ENTITIES

In common with many other businesses of our size and nature, we use our auditors to assist with the preparation of the financial statements.

5. DEPARTURE FROM COMPANIES ACT 2014 PRESENTATION

The directors have elected to present a Statement of Financial Activities instead of a Profit and Loss Account and Statement of Financial position instead of Balance Sheet in these financial statements as this company is a not-for-profit entity.

6. OPERATING SURPLUS/(DEFICIT)

	2020	2019
	€	€
Operating surplus/(deficit) is stated after charging:		
Depreciation of property, plant and equipment	90,749	110,283
Leasing of office equipment	5,230	9,330
	<u> </u>	<u> </u>

7. PRINCIPAL FUNDING SOURCES

The company's principal funding sources are detailed below:

	2020	2019
	€	€
CH07 HSE Funding	525,830	555,330
CH09 HSE Funding	1,488,986	1,419,480
CH03 HSE Funding	67,507	-
CH04 HSE Funding	350,286	22,268
Department of Justice & Equality – Probation Service	600,000	600,000
CE Scheme Income	281,951	414,368
Donations & Fundraising	95,936	54,236
Resident Contributions	404,555	480,687
Miscellaneous Income	138,678	189,495
	<u>3,953,729</u>	<u>3,735,864</u>

Section 39 Funding - The purpose of this grant is to support the provision of quality community and residential treatment and rehabilitation services in order to help people end their dependence on drugs and alcohol. Funds are applied to staffing and administration costs both direct and indirect.

South Inner-City Drugs Task Force - The purpose of this grant is to support the provision of quality residential treatment and rehabilitation to female clients in Ashleigh House. Funds are applied to staffing and administration costs both direct and indirect.

Blanchardstown Local Drugs and Alcohol Task Force - The purpose of this grant is to support specific project worker posts in Coolmine Lodge in order to maintain sufficient staff/client ratios to work towards relapse prevention.

Section 39 Funding (Drugs Free Day Programme) - The purpose of this grant is to support the provision of a Drugs Free Day Programme. Funds are applied to direct staff and administration costs.

Welcome, Integration and Aftercare Funding - The purpose of this grant is to support specific clients to stabilise their substance use, and to support them as they adjust to wider community living at the end of the residential programme. Funds are applied towards staff costs.

Northern Area Nurse Funding - The purpose of this grant is to support the provision of quality community and residential treatment and rehabilitation services in order to help people end their dependence on drugs and alcohol. Funds are applied to staffing and administration costs both direct and indirect.

Coolmine Creche Funding - The purpose of this grant is to support the provision of quality childcare to enable mothers to retain guardianship of their children whilst participating fully in the recovery programme. Funds are applied to staff costs and other direct costs.

Increased Tier 4 Beds - The purpose of this grant is to fund staff positions in order to maintain appropriate staff/client ratio in order to increase capacity in Ashleigh House from 18 to 24 client places (majority of growth are places for mothers).

Psychiatric Services - The purpose of this grant is to fund psychiatric services that the clients avail of whilst partaking in the programme.

No capital grants were received during the year. Grant income is restricted as per the terms and conditions of the annual funding agreement.

Coolmine Therapeutic Community is compliant with relevant tax circulars including 44/2006 'Tax Clearance Procedures Grants, subsidies and Similar Type Payments.'

8. EXPENDITURE ON RAISING FUNDS & CHARITABLE ACTIVITIES

	2020	2019
	€	€
Rising Funds		
Fund-raising costs	6,481	518
	<u>6,481</u>	<u>518</u>
Staff Costs		
Wages and salaries	2,826,653	2,519,013
Employers PRSI	270,200	222,879
Payroll costs	4,531	4,568
Staff defined contribution pension costs	58,919	56,222
Staff recruitment costs	3,204	2,700
Staff redundancy costs	-	697
Staff Medical costs	-	639
Contracted staff	54,055	75,264
Staff training	2,313	9,341
Travelling and Subsistence	18,342	21,652
	<u>3,238,217</u>	<u>2,912,975</u>

Coolmine Therapeutic Community

(A company limited by guarantee, without a share capital)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2020

continued

Professional Costs		
Clinical governance/nurse	14,000	13,000
Legal and professional	4,959	4,049
Auditor's remuneration	9,594	10,068
Subscriptions	4,752	3,236
Psychiatric services	14,000	15,000
Conference and Seminars	2,143	12,208
Clinical Supervision and Employee Counselling	16,343	20,190
	<u>65,791</u>	<u>77,751</u>
Client Costs		
Residents allowance	88,950	108,948
Clothes, leisure and travel	16,171	37,931
Food	71,730	86,312
Careers & Education	55,876	63,849
Return to Nature Equipment	-	195
Bad Debts – residents' contribution	863	4,159
Covid19 & Keltoi Other Costs	15,678	-
	<u>249,268</u>	<u>301,394</u>
Facilities & Admin Costs		
Insurance	78,379	66,418
Rent payable	67,313	63,546
Leasing of office equipment	5,230	9,330
Light and heat	66,677	67,205
Repairs and maintenance	85,225	99,404
Printing, postage and stationery	11,514	27,089
Advertising	1,196	4,730
Telephone	34,891	25,800
Computer costs	36,117	9,864
Bank charges	3,215	4,057
General expenses	3,093	3,401
Medical - First Aid Supplies	1,342	6,400
Medical - Training Supplies	1,007	2,999
Depreciation	90,749	110,283
	<u>485,949</u>	<u>500,526</u>
Total Expenditure	4,045,706	3,793,164

Coolmine Therapeutic Community
 (A company limited by guarantee, without a share capital)
NOTES TO THE FINANCIAL STATEMENTS
 for the year ended 31 December 2020

9. FUNDING AND EXPENDITURE BY INCOME SOURCE

		Restricted										Unrestricted Income	
		HSE-CHO9	HSE-CHO7	HSE-CHO3	HSE-CHO4	Department of Justice & Equality - Probation Service	Community Employment Scheme	North Dublin Regional Drugs Task Force	Dublin City Council	Community Foundation Grant	Arts Council Grant		Grant Amortisation
Income	3,953,729	1,488,986	525,830	67,507	350,286	600,000	281,951	40,000	12,830	4,000	4,500	35,003	542,836
Expenditure													
Staff Costs													
Wages and Salaries	2,826,653	1,330,357	368,475	41,243	262,886	403,252	277,908	34,877	0	0	0	0	107,655
Employers PRSI	270,200	143,879	39,696	4,514	28,748	42,811	0	3,855	0	0	0	0	6,698
Payroll costs	4,531	2,671	0	0	0	1,060	0	0	0	0	0	0	800
Staff defined contribution pension costs	58,919	36,091	589	0	1,061	8,978	0	0	0	0	0	0	12,201
Staff recruitment costs	3,204	1,263	378	354	708	501	0	0	0	0	0	0	0
Contracted Staff	54,055	28,598	8,559	0	8,250	8,648	0	0	0	0	0	0	0
Staff training	2,313	1,381	413	0	0	519	0	0	0	0	0	0	0
Travel and Subsistence	18,342	9,535	695	1,587	2,910	1,979	0	1,636	0	0	0	0	0
Professional Costs													
Clinical governance/nurse	14,000	8,254	0	0	0	3,276	0	0	0	0	0	0	2,470

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2020

continued

		HSE-CHO9	HSE-CHO7	HSE-CHO3	HSE-CHO4	Department of Justice & Equality - Probation Service	Community Employment Scheme	North Dublin Regional Drugs Task Force	Dublin City Council	Community Foundation Grant	Arts Council Grant	Grant Amortisation	Unrestricted Income
Legal and professional	4,959	738	4,000	0	0	0	0	0	0	0	0	0	221
Auditor's remuneration	9,594	5,666	0	0	0	2,375	0	0	0	0	0	0	1,563
Subscriptions & Professional Memberships	4,752	2,816	838	0	0	1,093	0	0	0	0	0	0	5
Psychiatric services	14,000	14,000	0	0	0	0	0	0	0	0	0	0	0
Conference and Seminars	2,143	1,642	0	0	0	501	0	0	0	0	0	0	0
Clinical supervision & employee counselling	16,343	6,212	5,001	0	960	3,179	0	0	0	0	0	0	991
Client Costs													
Residents allowance	88,950	0	0	0	0	20,814	0	0	0	0	0	0	68,136
Clothes, leisure and travel	16,171	9,048	4,069	0	401	2,653	0	0	0	0	0	0	0
Food	71,730	39,264	16,824	11	0	15,631	0	0	0	0	0	0	0
Careers & Education	55,876	5,908	29,667	0	0	3,284	4,043	0	0	0	4,500	0	8,475
Bad Debts - residents' contribution	863	0	0	0	0	0	0	0	0	0	0	0	863
Covid19 & Keltor Other Costs	15,678	14,443	0	257	977	0	0	0	0	0	0	0	0

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2020

continued

Facilities & Admin Costs	HSE-CHO9	HSE-CHO7	HSE-CHO3	HSE-CHO4	Department of Justice & Equality - Probation Service	Community Employment Scheme	North Dublin Regional Drugs Task Force	Dublin City Council	Community Foundation Grant	Arts Council Grant	Grant Amortisation	Unrestricted Income
Insurance	78,379	52,888	4,000	0	3,150	18,341	0	0	0	0	0	0
Rent payable	67,313	28,244	0	140	6,435	11,211	0	12,830	0	0	0	8,453
Office Equipment	5,230	2,768	0	0	0	1,634	0	0	0	0	0	829
Light and Heat	66,677	32,445	18,509	0	1,806	13,918	0	0	0	0	0	0
Repairs and Maintenance	85,225	41,545	19,484	0	0	15,258	0	0	4,000	0	0	4,937
Printing, postage and stationary	11,514	8,084	913	65	224	1,938	120	0	0	0	0	170
Advertising	1,196	704	0	0	0	281	0	0	0	0	0	210
Telephone	34,891	16,307	3,733	473	3,399	6,098	0	0	0	0	0	4,881
Computer costs	36,117	5,738	0	15,510	12,332	1,924	0	0	0	0	0	613
Fund-raising costs	6,481	0	0	0	0	347	0	0	0	0	0	6,134
Bank charges	3,215	1,886	0	15	0	749	0	0	0	0	0	565
General expenses	3,093	2,441	0	124	200	328	0	0	0	0	0	0
Medical - First Aid Supplies	1,342	1,342	0	0	0	0	0	0	0	0	0	0
Medical - Training Supplies	1,007	1,007	0	0	0	0	0	0	0	0	0	0
Depreciation	90,749	0	0	0	0	7,419	0	0	0	0	35,003	48,326
	4,045,706	1,857,156	525,843	64,293	334,446	600,000	281,951	12,830	4,000	4,500	35,003	285,196
Net Deficit/Surplus	-91,977	-368,170	-13	3,214	15,840	0	0	0	0	0	0	257,640

Coolmine Therapeutic Community

(A company limited by guarantee, without a share capital)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2020

10. EMPLOYEES

The average monthly number of employees, including directors, during the year was 87 (2019 - 79).

	2020 Number	2019 Number
CES Participants	16	20
Support Services	10	10
Part Time Support Services	13	8
Management	7	5
Project Workers	33	26
Part Time Project Workers	8	10
	<u>87</u>	<u>79</u>

The staff costs comprise:

	2020 €	2019 €
Wages and salaries	2,826,653	2,500,172
Social security costs	270,200	222,879
Pensions costs	58,919	56,222
	<u>3,155,772</u>	<u>2,779,273</u>

The number of higher paid employees are as follows:

	2020	2019
€50,000 - €60,000	5	2
€60,001 - €70,000	1	-
€70,001 - €80,000	-	-
€80,001 - €90,000	1	1
	<u>7</u>	<u>3</u>

11. PENSION COSTS – DEFINED CONTRIBUTION

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Pensions costs amounted to €58,919 (2019: €56,222).

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

continued

12. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings freehold	Fixtures, fittings and equipment	Motor vehicles	Computer equipment	Total
	€	€	€	€	€
Cost					
At 1 January 2020	2,572,019	520,237	97,839	13,905	3,204,000
Additions	10,324	2,368	-	-	12,692
At 31 December 2020	<u>2,582,343</u>	<u>522,605</u>	<u>97,839</u>	<u>13,905</u>	<u>3,216,692</u>
Depreciation					
At 1 January 2020	723,674	440,517	71,655	9,805	1,245,651
Charge for the year	56,682	16,873	13,094	4,100	90,749
At 31 December 2020	<u>780,356</u>	<u>457,390</u>	<u>84,749</u>	<u>13,905</u>	<u>1,336,400</u>
Carrying amount					
At 31 December 2020	<u>1,801,987</u>	<u>65,215</u>	<u>13,090</u>	<u>-</u>	<u>1,880,292</u>
At 31 December 2019	<u>1,848,345</u>	<u>79,720</u>	<u>26,184</u>	<u>4,100</u>	<u>1,958,349</u>

13. RECEIVABLES

	2020	2019
	€	€
Trade receivables	3,971	16,275
Other receivables	1,184	2,946
Prepayments	42,912	11,647
Accrued income	51,341	55,690
	<u>99,408</u>	<u>86,558</u>

14. PAYABLES

Amounts falling due within one year	2020	2019
	€	€
Trade payables	30,022	30,035
Taxation	104,706	72,989
Other payables	39,500	41,047
Pension accrual	7,737	15,990
Accruals	78,533	51,220
Deferred Income	724,097	340,732
	<u>984,595</u>	<u>552,013</u>

15. PAYABLES

Amounts falling due after more than one year	2020	2019
	€	€
Government grants	<u>658,980</u>	<u>660,318</u>

16. FINANCIAL COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2020	2019
	€	€
Due:		
Within one year	<u>5,230</u>	<u>9,330</u>

Coolmine Therapeutic Community
(A company limited by guarantee, without a share capital)
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

continued

17. CAPITAL COMMITMENTS

The company had no material capital commitments at the year-ended 31 December 2020.

18. EVENTS AFTER END OF REPORTING PERIOD

In light of the uncertain and rapidly evolving situation relating to the spread of the coronavirus (COVID-19), we have taken temporary precautionary measures intended to help minimize the risk of the virus to our employees, our residents and the communities in which we participate, which could negatively impact our business. The extent to which the coronavirus (COVID-19) and our precautionary measures may impact our business will depend on future developments, which are highly uncertain and cannot be predicted at this time.

19. RELATED PARTY TRANSACTIONS

In January 2006, Coolmine Housing Association Limited was incorporated and is controlled by Coolmine Therapeutic Community.

Coolmine Therapeutic Community has agreed to be responsible for the management and financing of Coolmine Housing Association. There were no transactions during the year.

20. CASH AND CASH EQUIVALENTS

	2020	2019
	€	€
Cash and bank balances	973,653	566,522
Cash equivalents	11,835	14,492
	<u>985,488</u>	<u>581,014</u>

21. ANALYSIS OF MOVEMENT IN FUNDS

	Opening Reserves 2020 (re-stated)	Incoming Resources 2020	Resources Expended 2020	Transfers Funds 2020	Closing Reserves 2020
	€	€	€	€	€
Restricted	173,841	3,410,893	(3,760,510)	368,671	192,895
Unrestricted	1,239,749	542,836	(285,196)	(368,671)	1,128,718
Total	<u>1,413,590</u>	<u>3,953,729</u>	<u>(4,045,706)</u>	<u>-</u>	<u>1,321,613</u>

22. CONTINGENT LIABILITIES

The company had no material contingent liabilities at the year-ended 31 December 2020.

23. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on

25/06/2021

COOLMINE THERAPEUTIC COMMUNITY
(A company limited by guarantee, without a share capital)

SUPPLEMENTARY INFORMATION

RELATING TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

NOT COVERED BY THE REPORT OF THE AUDITORS

THE FOLLOWING PAGES DO NOT FORM PART OF THE AUDITED FINANCIAL STATEMENTS

Income		
CH07 HSE Funding	525,830	555,330
CH09 HSE Funding	1,488,986	1,419,480
CH03 HSE Funding	67,507	-
CH04 HSE Funding	350,286	22,268
Department of Justice & Equality – Probation Service	600,000	600,000
CE Scheme Income	281,951	414,368
Donations & Fundraising	95,936	54,236
Resident Contributions	404,555	480,687
Miscellaneous Income	138,678	189,495
	<u>3,953,729</u>	<u>3,735,864</u>
Expenditure		
Staff Costs		
Wages and salaries	2,826,653	2,519,013
Employers PRSI	270,200	222,879
Payroll costs	4,531	4,568
Staff defined contribution pension costs	58,919	56,222
Staff recruitment costs	3,204	2,700
Staff redundancy costs	-	697
Staff Medical costs	-	639
Contracted staff	54,055	75,264
Staff training	2,313	9,341
Travelling and Subsistence	18,342	21,652
Professional Costs		
Clinical governance/nurse	14,000	13,000
Legal and professional	4,959	4,049
Auditor's remuneration	9,594	10,068
Subscriptions	4,752	3,236
Psychiatric services	14,000	15,000
Conference and Seminars	2,143	12,208
Clinical supervision & employee counselling	16,343	20,190
Client Costs		
Residents allowance	88,950	108,948
Clothes, leisure and travel	16,171	37,931
Food	71,730	86,312
Careers & Education	55,876	63,849
Return to Nature Equipment	-	195
Bad Debts – residents' contribution	863	4,159
Covid19 & Keltoi Other Costs	15,678	-
Facilities & Admin Costs		
Insurance	78,379	66,418
Rent payable	67,313	63,546
Leasing of office equipment	5,230	9,330
Light and heat	66,677	67,205
Repairs and maintenance	85,225	99,404
Printing, postage and stationery	11,514	27,089
Advertising	1,196	4,730
Telephone	34,891	25,800
Computer costs	36,117	9,864
Fund-raising costs	6,481	518
Bank charges	3,215	4,057
General expenses	3,093	3,401
Medical - First Aid Supplies	1,342	6,400
Medical - Training Supplies	1,007	2,999
Depreciation	90,749	110,283
	<u>4,045,706</u>	<u>3,793,164</u>
Net surplus/(deficit)	<u>(91,977)</u>	<u>(57,300)</u>

