



**ANNUAL REPORT**  
2021



## VISION

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

## MISSION STATEMENT

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

## Our VALUES

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

### DIGNITY & RESPECT

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

### COMPASSION

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

### SAFETY & SECURITY

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

### QUALITY & RESEARCH

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



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## CORPORATE INFORMATION

Directors  
Dick Brady  
Billy Carr  
Carthage Conlon  
Alan Connolly  
Patricia Doherty (resigned 17th May 2022)  
Emma Farrell  
Edward Matthews  
James McKeon  
Mary Galvin  
Sarah Morton  
Tony Quilty (appointed 25 May 2021)

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  
Dublin 15  
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  
Patrick F. O'Reilly & Co. Solicitors,  
9-10 South Great George's Street,  
Dublin 2,  
D02 PN81





## BOARD OF DIRECTORS

### CURRENT DIRECTORS AND DIRECTORS WHO SERVED DURING THE YEAR



**Alan Connolly**

Chairman, appointed December 2014, third term, (2)

A former General Manager of Irish Public Bodies Mutual Insurances Ltd, Alan is a member of the Board of DLR Property Ltd. and a member of the Audit and Risk Committees of the LGMA, the DDELTB and Institute of Technology Blanchardstown. Alan was Chairman of the Board of 92.5 Phoenix FM and has served on a number of boards including the Temple Bar Cultural Trust and Draíocht – a Centre for the Arts.



**Patricia Doherty**

Director, appointed January 2017, resigned May 2022 (1,2)

Patricia has over thirty years' experience as an Executive Manager in St. Michael's House—one of the largest communitybased Health/Social Care, Education and Training services in Ireland. Her roles included Chief Executive Officer, Deputy Chief Executive Officer and Regional Director of Adult and Children's Services.



**Carthage Conlon**

Director and Company Secretary, appointed May 2014, third term, (2,3)

Carthage is a Partner in the firm of O'Mara Geraghty McCourt Solicitors. Carthage mainly works in the areas of regulation, litigation and dispute resolution.



**Dr Sarah Morton**

Director, appointed September 2018, first term, (4)

Dr Sarah Morton is the Director of the Community Drug Programme in the School of Social Policy, Social Work and Social Justice in UCD. She holds a PhD from the Centre for Action Research in Professional Practice, University of Bath and has extensive experience in practice, policy development and research in regard to issues of substance use, domestic violence and practitioner practice development.



**Dr Mary Galvin**

Director, appointed July 2018, first term, (1, 5)

Dr Mary Galvin is an Assistant Professor in the Department of Design Innovation at Maynooth University. With a PhD in Psychology from University College Cork, she has researched and managed various international and nationally funded projects. Her research interests are within psychology, design, patient public involvement and inclusion health. She is currently co-chair of the All Ireland Inclusion Health Forum research advisory group.



**Dick Brady**

Director, appointed May 2014, third term

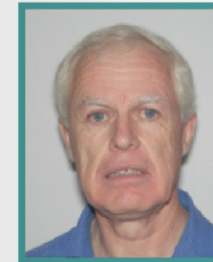
Dick is now retired having spent his entire career working in local government. He held position of Assistant Chief Executive of Dublin City Council with special responsibility for Roads, Traffic, Environment, Housing, Residential services and Community. He also served as the Managing Director of Ballymun Regeneration Limited and as a member of the City and County Managers Association, the CCMA Housing Sub Committee, CCMA Water Committee along with being the chair of the Dublin Regional Homeless Agency.



**Eddie Mathews**

Director, appointed May 2012, third term, (1)

Before retiring in June 2011, Eddie spent most of his working life in various senior management positions within the Irish health service. Before retiring Eddie took up the position of National Planning Specialist for Social Inclusion in the National Social Inclusion Office.



**Jim McKeon**

Director, appointed June 2017, second term, (3)

Jim is a Chartered Accountant and has a BA in French and Philosophy from UCD and an MA in Financial Control. He has 35 years' experience in financial reporting, accounting and compliance covering a variety of businesses. Jim is former Financial Controller with St. Michael's House Group. He is on the Board of Management and is Treasurer of St. Philip's School Mountview and Chairperson of the Finance Committee of St. Brigid's Parish Blanchardstown.



**Emma Farrell**

Director, appointed March 2020, first term, (3)

Emma is an entrepreneur, with an MBA and a BA in Modelmaking & Design. Emma founded EF Creative Studios, a multi award-winning talent agency working in Media, TV and PR. Emma has wide experience in brand and marketing optimisation, social media and content creation, digital transformation and business development.



**Billy Carr**

Director, appointed March 2020, first term, (1)

Billy has extensive business experience having worked in Operations and Supply Chain roles for Aldi over the past fifteen years and is now a Buying Director. Billy has Bachelor of Business Studies degree and a Masters Degree in Economic Science.



**Tony Quilty**

Director, appointed May 2021, first term, (4)

Tony Quilty has over 43 years of health service experience in HSE senior management, frontline and functional roles. He was Social Inclusion Specialist for HSE Mid West Community Healthcare. Tony also had National Lead responsibility for Intercultural Health. He chaired the National Intercultural Health Group within the HSE and was also National Liaison for the HSE with the Department of Justice concerning Refugees and Asylum Seekers.

Key:

(1) : Audit & Risk Committee

(2) : Nominations, Evaluation and Governance Committee

(3) : Finance Sub-Committee

(4) : Clinical, Quality and Safety Committee

(5) : Research Advisory Group

## SENIOR MANAGEMENT



**Pauline McKeown**

Chief Executive

Pauline was appointed Chief Executive in 2013 and reports directly to the Chair of Board. Pauline's qualifications include an MSc in Drugs and Alcohol Policy from TCD, and over 20 years experience of working in social care settings, namely homeless and alcohol & drug treatment/rehabilitation services. Pauline's key skills and areas of interest include change management, evidence based practice, treatment and rehabilitation longitudinal research, best practice quality standards, inter-agency working and service user participation strategies.



## CHAIRMAN'S FOREWORD

I am delighted to introduce Coolmine's Annual Report for 2021.

Does our work in Coolmine deliver change and quality outcomes? This annual report should provide evidence of our work in delivering quality services aimed at producing people centered quality outcomes.

This has been a significant year in the history of Coolmine with the ongoing accelerated expansion of our services in both the Mid West and South West regions. It is a great achievement by the entire team, to accomplish this expansion, in line with our Strategic Plan, against the backdrop of the challenging Covid situation while continuing to provide our clients with uninterrupted services in the East region. We are also happy to report that we achieved a slight surplus in the year of €8k, compared with a deficit in 2020 of €92k. These are significant achievements in a challenging environment.

### COOLMINE'S VISION

Coolmine's Vision is clear. We believe that abstinence is not enough. Coolmine's Board members, management and staff are committed to a vision of recovery where everyone has the opportunity to overcome addiction and live a fulfilled and productive life. In practical terms this means not only creating pathways to high quality treatment but also in developing recovery capital for our clients and their families which enable effective reintegration into their community. Our services are targeted at improvements in physical and psychological health and well-being, re-engagement with family, developing positive peer relationships, supporting access to housing, gaining employment and accessing education, training and development. We are focused on delivering quality outcomes which address the whole life needs of the individual.

### STRATEGIC PLAN 2019 - 2022

We have an ambitious strategic plan which reflects our commitment to delivering evidence based high quality services and also our commitment to expand Coolmine day and residential services to meet the growing demand for services nationally. The Board monitors progress of our Strategic Plan at every

Board meeting. This Annual Report outlines in detail to our stakeholders, the strong progress made as we head into the preparation stage of our next Strategic Plan.

As we approach the end of the period, work has commenced on a new Strategic Plan for 2023 and beyond. The launch of the Plan will coincide with the 50th Anniversary of Coolmine. We have commenced preparations on how we will mark this event. We are keen to showcase how we support the most marginalised in Irish society and how we plan to continue to help clients into the future.

In 2021, our services underwent a rapid expansion in the Midwest and South West. This expansion necessitated the preparation of a strategic growth risk assessment which was reviewed at all Audit & Risk Committee and Board meetings in 2021.

Our expansion plans include the establishment of the first residential service for homeless women, pregnant women and women with young children in Ireland's Mid West. The first phase of this project was achieved in 2021 with the opening of day programmes in Mahon House in Limerick City.

### CULTURE, ORGANISATION CAPACITY AND CAPABILITY

In the context of accelerated expansion of services and staffing, we commissioned an external consultant to review organisation capacity and capability to meet the growth challenges, addressing the continued delivery of high quality and safe services.

Given the necessity of building a positive culture in times of growth, transition and change, a consultant was commissioned to undertake a Culture Audit in 2021.

These two exercises have proved key in the successful expansion of our services in the Mid West and South West Regions.

### GOVERNANCE

Coolmine is committed to upholding the highest standard of corporate governance. Board members are appointed on the basis of skills, knowledge and experience. Having identified required skills, we welcomed Tony Quilty as a new Director in 2021.

During 2021 we have focused on our capacity to achieve compliance with legal, statutory and regulatory compliance and we actively reviewed our risk register. The management of risk is continually reviewed through our Audit & Risk committee, our Clinical Quality & Safety Committee, associated workplan, internal audit programme, Health and Safety audits and workflow as well as our GDPR portal/action plans. We shall continue to seek to increase resources for our compliance and quality standards work programme in 2022.

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

The Board has also invested considerable time in reviewing the organisation's compliance with the six principles of the Charities Regulatory Authority's Governance Code.

An annual evaluation of the effectiveness of our Board and sub committees takes place and is reviewed at our annual board away days. In 2021, we commissioned an independent, external review of Board effectiveness and succession planning, which was undertaken by Consultant, Bob Semple. The work involved the consultant attending a board meeting, conducting detailed interviews with individual board members and with selected members of management, followed by a board workshop. We will implement the recommendations of the review over the next twelve months.

### THANKS

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

Board Members played a significant role in 2021 and gave extraordinary service, time and expertise to Coolmine on a voluntary basis. I thank each one for their guidance to me and their strong engagement and commitment to achieving Coolmine's objectives.

In particular, I wish to thank Patricia Doherty who has recently stepped down from the Board. Patricia's contribution to the Board and the work of two committees over her five years on the Board has been outstanding and she guided the Company in ensuring its compliance with our regulatory requirements including the Charities Regulatory Authority's Governance Code. We wish her continued success.

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

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



Alan Connolly  
Chairman  
17th May 2022

A handwritten signature in black ink, appearing to read 'Alan Connolly', written in a cursive style.



## CHIEF EXECUTIVE OVERVIEW

2021 was both a challenging and productive year for us in Coolmine.

I am proud to report that, in line with our Strategic Plan, significant progress was made to grow our services regionally. New facilities were established in the Mid West and South West regions of the country during the year. This increased access for people locally, who need our quality and evidenced based drug and alcohol services.

We continued to deliver our full suite of services to the highest standard and inclusive of Public Health measures to mitigate against Covid-19.

However, of most significance for us, is the positive impact and outcomes for the people we serve, presented here in our 2021 annual report.

### STRATEGIC PLAN

At year end we are very proud to have achieved over 85% of our strategic plan, Pathways to Recovery 2019-2022.

Launched in May 2019, the plan focuses on the delivery of quality outcomes for clients through 5 Core Objectives and 21 key performance indicators with target dates. Progress has been monitored through our Strategic Planning Implementation Group (SPIGs) and an online tracker. During 2021 we agreed a process for the development of our next Strategic Plan. We look forward to progressing this work in 2022 to deliver, in collaboration with our stakeholders, a new Strategic Plan that will guide us for the next 4 years.

### PATHWAYS TO RECOVERY

An 85% positive progression rate to employment, training and education has been achieved while a 100% rate has been met for our Community Employment Scheme participants. Training and employment outcomes include PALC Prep for College, Social Studies course, Hairdressing, Safe Pass/Manual Handling and community employment placements. In addition, our bee-keeping and soap-making social enterprise activities made good progress under the guidance of our Social Enterprise Development Group in 2021 supporting clients with work placements and training.

95% housing move-on rate was attained for clients post residential treatment in 2021. This is largely due to our strategic collaborations with Focus Ireland,

PMVT and De Paul step down accommodation for single clients and families post residential treatment.

In 2021, supported by a Rethink Ireland grant, we employed 2 standalone community Parents under Pressure (PuP) therapists in the East Region. In addition, PuP therapists are in place in our Mid-West and South-West regions. PuP is an evidence-based case management intervention for high risk families who face multiple issues including problematic parental substance use, mental health problems, financial stress and family conflict. PuP programme helps parents to develop positive and secure relationships with their children, in turn breaking intergenerational cycles of adversity. We shall publish an evaluation of the impact of the community PuP programme in 2022.

### GROW NEW SERVICES

In 2021 service delivery grew in collaboration with the HSE, as we established community-based facilities in the Mid West and South West. All Coolmine community and day services provide assertive outreach strategies (homeless, traveller community and new communities members), pre-entry supports, stabilisation and day programmes within our established case management practices. At year end 2021 we have 13 facilities operational nationally.

Our Mid West team provided 118 community treatment placements in our Mahon House facility in 2021. 14 staff onboarded and a core training plan completed including the Community Reinforcement Approach (CRA), Group facilitation, Case Management and Parents Under Pressure (PuP-training and accreditation) for all was provided. Mahon House delivers a range of interventions to clients presenting across North Tipperary, Clare and Limerick city and county.

During the year we identified a temporary premises for the Mid-West residential service delivery to commence in early 2022. This shall enable the commencement of our residential service for women and children, supporting homeless women, pregnant women and women with young children to access therapeutic supports and improve their quality of life.

In the South West we recruited our leadership team, a Regional Manager and 6 Team Leaders, to oversee the establishment of 6 service hubs across the region. By year end staffing compliments were in place and 345 clients had accessed services. Assessment, key-working, care planning, case management, pre-entry supports, stabilisation, aftercare and family support groups are operational across the region. We continue to collaborate with our funders and partners in relation to how we can continue to provide expertise and services in achieving our common goal.

### COVID-19

We continued to deliver our full suite of services in line with Public Health guidance to mitigate exposure and the potential spread of Covid-19. This was due to our dedicated and committed staff. In addition, our skilled management team put in place and continually reviewed contingency plans to maximise staff availability, particularly in our residential services, and consequently service delivery was not impacted.

### DRIVE ENGAGEMENT

Staff support and development was a key action in 2021. We hosted a number of events; away days, lunchtime walks and running groups. In collaboration with our corporate partner, CJK Engineering, we hosted an Operation Transformation challenge with really positive participation across the organisation. During 2021 a new initiative launched to assist in team building and knowledge exchange, peer to peer lunchtime talks. The initiative provides our staff with a platform to share knowledge about their role, practices and experience with colleagues. It has been extremely well received and shall continue in 2022.

100% of management were engaged in Leadership development through Servant Leadership training participation and mentoring in 2021. Our Performance Management System (PMS) matured and we evidenced a 90% compliance rate. In late 2021 we commenced a comprehensive Training Needs Analysis project across the organisation led by our Staff Training and Development Committee. This shall deliver a training schedule, role specific, in 2022.

### FUND FOR THE FUTURE

Our state income increased by 66% when compared to year end 2019. This was due to new HSE service arrangements in the Mid West and South West. In addition, the generation of unrestricted income in 2021 (€174k) comprising of €79k unrestricted income and €95k in grant income for specific capital projects. This exceeds the KPIs as set out in our Strategic Plan.

Several corporate partnerships were achieved during the year providing significant, transformative support and funding to Coolmine clients, staff and our services. Career, training and work placements for our clients, horticulture products and supplies, mentoring for our senior management team, communications and media support, volunteer impact days in our grounds and gardens provide a sample of the CSR activity during the year.

### DELIVERING EXCELLENCE

Our annual Audit and Risk work programme delivered in 2021, overseeing our schedule of compliance reviews and improvement plans, including our

strategic growth risk assessment. Key to managing the significant increase in services regionally was the onboarding and increasing of key skills and expertise to the organisation to deliver on our legal and regulatory responsibilities.

One of the main risks identified with this period of rapid growth was Culture. As such, a Culture Audit was undertaken in 2021 to identify the key components of our organisational culture. The results indicated a very strong and cohesive organisation culture is present across all services in Coolmine. Coolmine's culture is centred on the distinctive Coolmine values, philosophy, evidence-based service methods and very strong client-centred values. Furthermore, our culture is lived in practice and there is a very strong level of engagement and psychological safety across the organisation.

### REFLECTING ON THE YEAR

Coolmine would not exist without our dedicated and skilled staff who go above and beyond for our clients. As we reflect on 2021, I want to thank all our staff and volunteers for their work and commitment during the most challenging and busiest of years. I would also like to thank the Chairman and Board members who give their time generously and who provide invaluable advice and guidance.

Finally, our sincerest thanks to our funders, corporate partners, donors and supporters. Your generosity, in so many ways, helped us to provide our services during the pandemic. We look forward to strengthening our relationship with you further in 2022.



**Pauline McKeown**  
Chief Executive  
17th May 2022

A handwritten signature of Pauline McKeown in black ink.



## RACHEL'S STORY

My life before Coolmine was a living hell, it was chaotic and unmanageable and extremely dark.

I had come to a place where I didn't have any hope of recovering from my addiction. I was an intravenous heroin user and my life depended on finding ways and means to use drugs 24/7. I had lost all of my family, friends, my son and most of all I lost myself. I lost everything because of my addiction including jobs, my home, car anything that was positive in my life was taken away.

I remember the last day in that place like it was yesterday. I was in a toxic abusive relationship, with someone who was well accustomed to this way of life, homeless and completely a slave to drugs. I had totally given up on life and would have preferred to die that day than live another moment in the pain I was in. My body depended on the drug and my mind couldn't deal with the reality of how messed up my life had become. I sat in a public toilet on my own sobbing while I was desperately trying to put the drugs into my body. It was my last bag of heroin and I had nothing left. I prayed while I sat there desperate for God to just take me.

But that didn't happen, thankfully. I made my way over town manically thinking of the fastest way to end this pain and misery. I had no self worth left I was literally just existing. I was over town to see who I would have to rob next, or what I would need to do, in order to get that next bag. It was a horrible existence. I knew I hadn't another day left in me. That's when I was pulled down from a bridge, that I was about to jump from. This is how my last experience of my addiction was before my journey to recovery.

That day I believe I was saved, I believe my prayers were answered, I truly had enough. It was my chance to try recovery one more time. I met an old friend who suggested Coolmine, he was working in pre-entries at the time and I held onto the glimmer of hope he gave me. He too was a recovering heroin addict. He contacted my family who had nothing to do with me. My family reluctantly agreed to give me one last chance. From there I attended pre-entries, got stable on my methadone and waited patiently for my bed in Ashleigh House.

I remember clearly the day I got my bed in Coolmine. It was the 26th of July 2018. I went in on a methadone detox.

When I arrived in Coolmine I always remember the lady that greeted us first, her name was Wendy and she was so kind and welcoming I was extremely nervous but she made me feel at ease and comfortable. Then I was greeted by my big sister which instantly made me feel safer. Seeing the children in the residential gave Ashleigh House a sense of home and it helped me relax. I found everyone extremely kind and caring which increased my capacity to feel safe. This was the first time I felt the weight I had been carrying for so long was easing.

While in Coolmine the first thing I noticed I found myself increasingly relating to their philosophy. I knew I was in the right place, a place where women supported each other, and people understood me. I got an immense sense of hope for a future. I knew I was in the right place. I learned about the Therapeutic Community and the structure it involved. I needed structure, I learned about boundaries and it helped my positive growth. I still hold Coolmine's values with me today, like dignity and respect, compassion and honesty consistency and responsibility. After my detox I began slowly to believe in myself a bit more. All my peer believed in me and supported me through my detox which strengthened my own belief in myself. I knew I could not do this alone. I began to engaging whole heartedly with all aspects of the programme. As I watched the other ladies progress, I wanted what they had. I started engaging more in the behavioural pull up system which helped me become aware of my behaviours. I started to change them and I slowly

started to mature. While in Coolmine I also learned how to connect with my emotions. Connecting with emotions was difficult for me, as for many



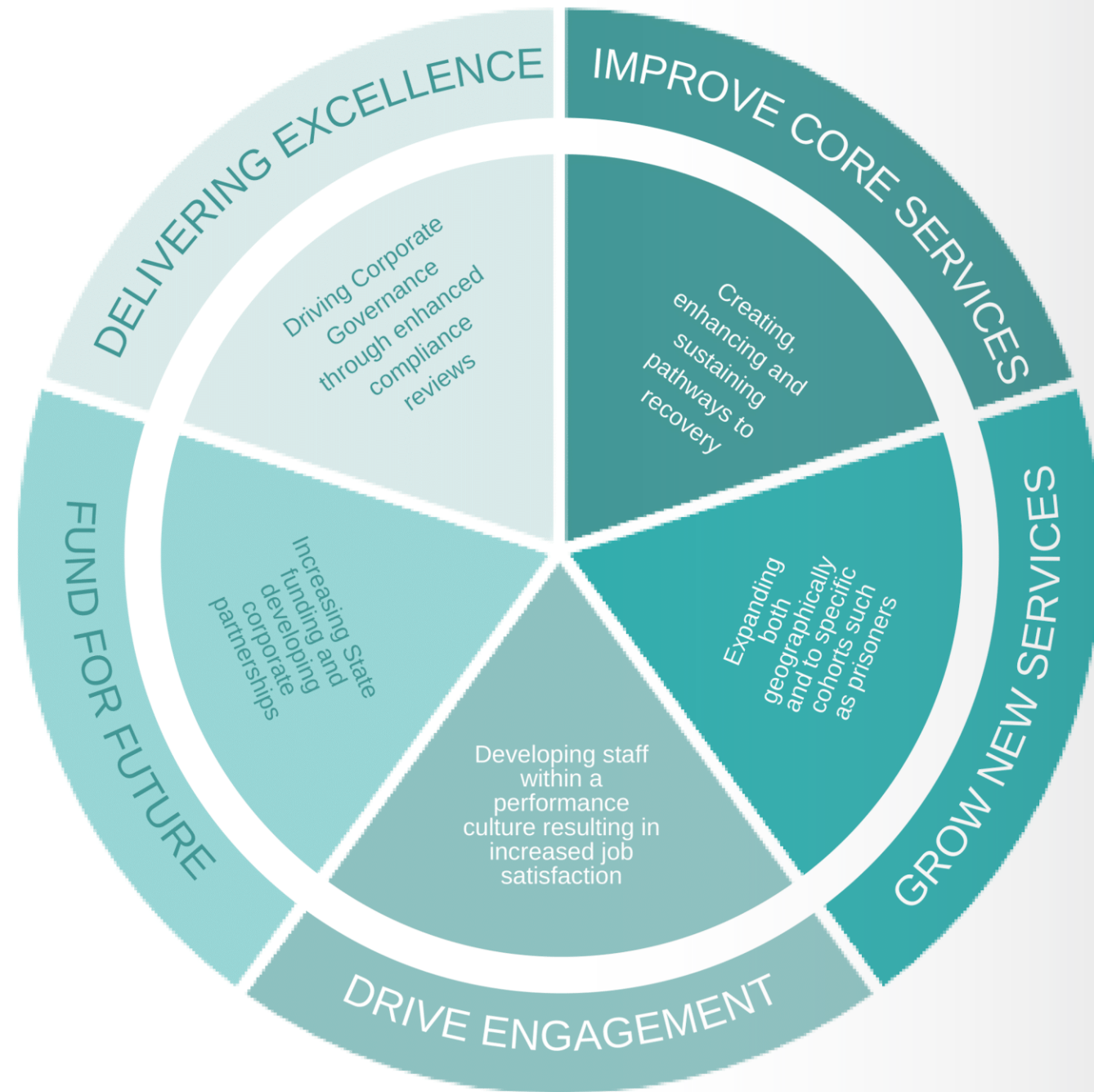
years all I knew was how to disconnect and run from my feelings, that's where drugs served their purpose. I learned that I don't have to escape reality anymore. Coolmine taught me its ok to have feelings and emotions. I learned the tools which helped me feel and acknowledge them, and that's where my healing began. I also learned how to assert myself which is something that I still practice today. I had an amazing keyworker who supported me the entire journey. I learned how to trust people again.

Life in recovery is beyond my wildest dreams. I am a good mother to my son, my family are a big part of my life and I have amazing friends. I am trusted, responsible and accountable. Since leaving Coolmine, I discovered a new love for myself and that was looking after myself spiritually, mentally and physically. I practice mindfulness and meditation on a daily basis. I attend the gym to look after my physical health and most importantly for me I began a new journey through education. I completed two Level 5s in Community Addiction Studies and Psychology, Level 6 in Key Working and Case Management, I am currently studying level 7 in Substance Misuse & Addiction Studies in UCC and I hope to continue on to get a degree. Today I have many hopes and dreams and I continue to thrive in my recovery using all the tools I've learned in Coolmine. Coolmine saved my life and believed in me every step of my journey in recovery.

Currently I am working in Coolmine North City and South City Hubs in Cork as Client Coordinator and I really feel I have found my purpose. I am also co-facilitating the pre-entry groups in the Southern region where I can support clients on the beginning of their journey. My life experiences also help me in doing this. I have recently got a new job opportunity to start in the Limerick Residential Centre as a support worker and I hope to get full time employment with Coolmine in the future. My dream in life is help people change their lives so that they can live a positive life in recovery.



STRATEGY AT A GLANCE



STRATEGIC OBJECTIVE ONE: IMPROVE 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.

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

STRATEGIC OBJECTIVE TWO: GROW NEW SERVICES

Recent prevalence research tells us that illegal drug use in Ireland is increasing. Cannabis, prescription drugs including anti-depressants and alcohol use are increasing. Demand for support and treatment access in Coolmine far exceeds availability. 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 in their community.

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 Midwest	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

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 88% of all staff, at minimum, are satisfied in their work/role. Annually, we shall raise our national profile through the delivery of position papers and academic publications that inform sound and evidence based social policy.

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



## 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. 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

## 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.

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 2022
5.2 Deliver capability to deliver audit & risk programmes	1 full time equivalent compliance resource	Q1 2020
5.3 Build robust IT infrastructure and outcome monitoring systems	95% systems availability Monthly client outcome reports	Q2 2020
5.4 Strengthen effective and transparent financial systems and processes	Quarterly testing of Finance controls register 95% pass rate	Q3 2020

The current Plan has been 85% achieved. A new Strategy is being developed for 2023 and beyond. Consultations with key stakeholders including our clients, funders and relevant Government representatives are underway.

## SERVICES LOCATIONS

### Community & Day Services:

- 📍 Coolmine House, Dublin 2
- 📍 D15 Community Addiction Team, Dublin 15
- 📍 Coolmine Mid-West, Mahon House, Limerick City
- 📍 Coolmine Cork City North Hub, The Glen
- 📍 Coolmine Cork City South Hub, Mary St
- 📍 Coolmine East Cork Hub, Midleton
- 📍 Coolmine West Cork Hub, Ahiohill,
- 📍 Coolmine North Cork Hub, Spa Glen, Mallow
- 📍 Coolmine Kerry Hub, Dochas House, Tralee

### Women & Children's Residential Services:

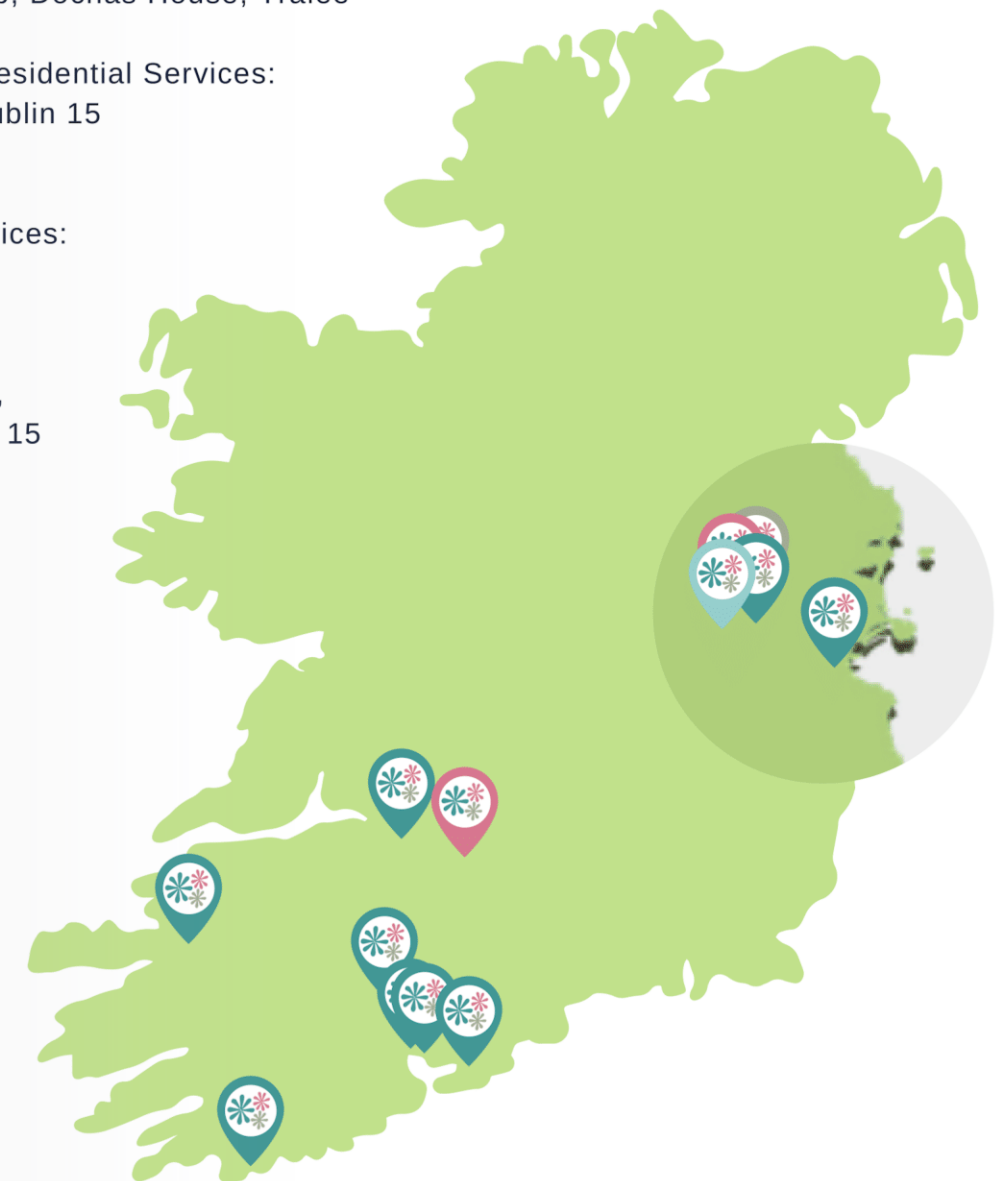
- 📍 Ashleigh House, Dublin 15
- 📍 Westbourne House

### Men's Residential Services:

- 📍 Coolmine Lodge

### Administrative Office:

- 📍 7 Ringwood Centre, Damastown, Dublin 15



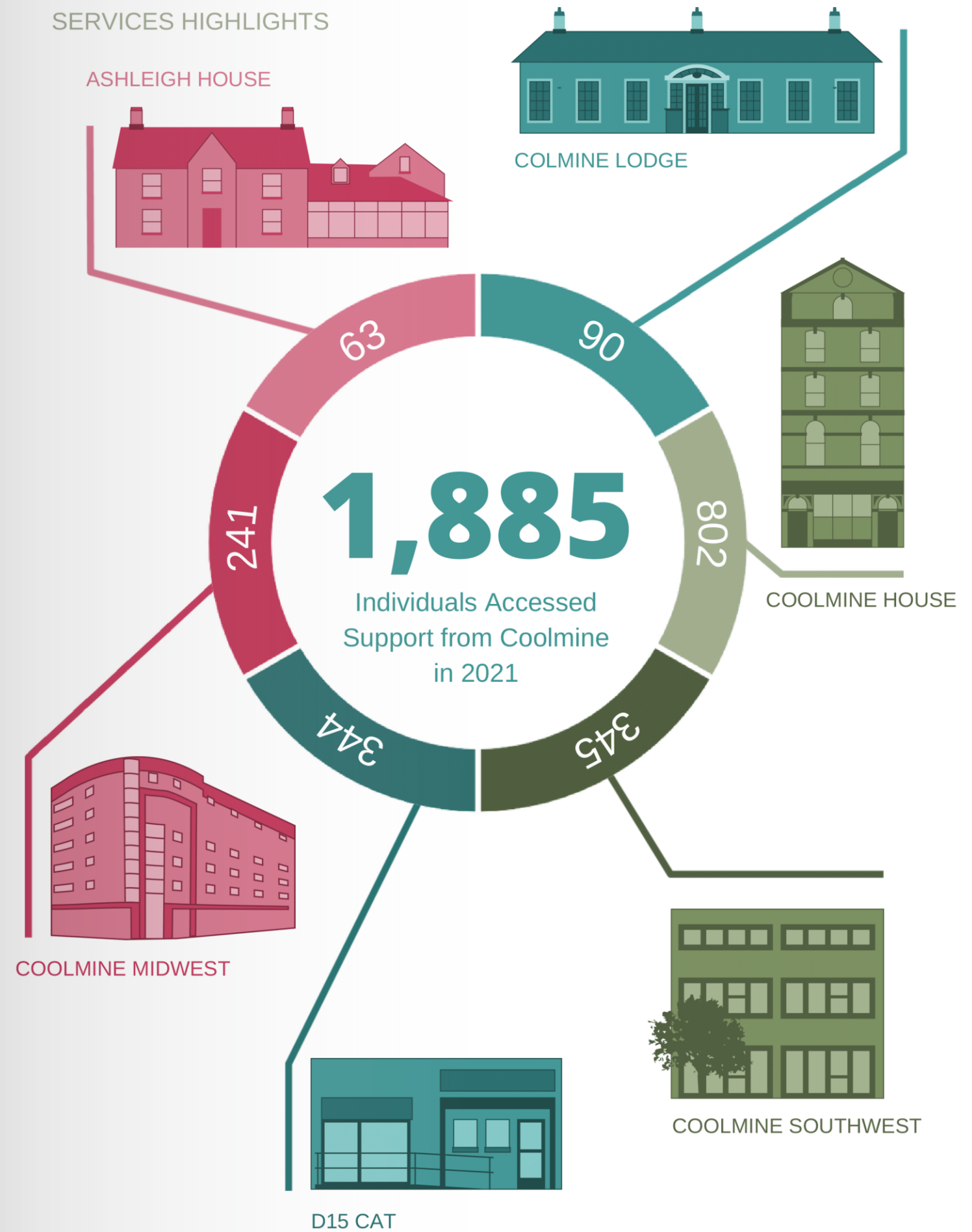


## SERVICES OVERVIEW

The following is a summary of services provided by Coolmine Therapeutic Community.

CONTACT & ASSESSMENT	PRIMARY TREATMENT	INTEGRATION	AFTERCARE	LIFELONG AFTERCARE
FLEXIBLE & ONGOING	MINIMUM 5 MONTHS	MINIMUM 2 MONTHS	MINIMUM 5 MONTHS	FLEXIBLE & ONGOING
Community Outreach Prison Outreach	Men's Residential: 34 Placements including 4 Methadone Detox Places	Career Guidance – Transition to Employment and Education	Clients supported back into the community	Lifelong peer-led aftercare group
Drop In: Coolmine House	Women's Residential: 24 Placements incl – Mother & Baby, Pregnant Women, 4 Detox Places	Counselling and Psychotherapy Support	Ongoing Key Working Sessions	
Community Addiction Team (D15 CAT) – Assessment and Information	Community Addiction Team (D15 CAT) – Community and Day Programmes	Housing and Resettlement Support	Graduate support	
Stabilisation Day Programme	Parents under Pressure (PuP) Programme	Integration Day Programme	Weekly Group Therapy	
Contingency Management	Pre-school & Creche provides childcare to parents	Social Enterprise		
Assertive New Communities and Travellers Outreach Service	Drug Free Day Programmes	Community Employment Scheme (CE)		
Assertive Homeless Inreach Service	Community Detox – non residential	<b>PARENTS UNDER PRESSURE (PUP) PROGRAMME</b>		
Midwest Community & Day Services	Mid-West High-Risk Family Service			
Southwest Community and Day Services				
<b>MORE RECOVERY SERVICES</b> Nursing and medical services Education and Literacy support programme Client Participation Strategy – weekly service user feedback meetings & six weekly organisation wide client forum meetings				
<b>FAMILY SUPPORT SERVICES</b> Weekly open support groups; one to one support Mindful based stress education MBSR for families				

## SERVICES HIGHLIGHTS





## ASHLEIGH HOUSE

**85%** Retention Rate in Ashleigh House



**63**

Women supported in Ashleigh House



**18**

Mother and child residential placements



**30**

Children supported in Early Years and Preschool service full time

## COOLMINE MIDWEST

**241** New referrals to Coolmine Midwest



**118**

Individuals worked with in Coolmine Midwest



**100%**

Retention Rate in the Reduce the Use Programme



**100%**

Retention Rate in PUP Programme

## COOLMINE LODGE



**90**

Men supported in Coolmine Lodge

**76%**

Retention Rate in Coolmine Lodge

**27%**

Of all admissions to Coolmine Lodge from probation/ prison

## COOLMINE SOUTHWEST



**345**

Individuals worked with in Coolmine Southwest

**90**

Individuals case managed in Coolmine Southwest

**66%**

Retention Rate in the Here and Now Group

## D15 CAT

**344** Individuals supported in D15 CAT



**100%**

Retention Rate in the Community Alcohol Programme



**19**

Young People case management (under 25)



**83%**

Retention Rate in the Cocaine Programme

## SOCIAL INCLUSION

**57**

Travellers supported in Coolmine services



**21%**

of all women supported in Ashleigh from Travelling Community



**23%**

of all men accessing residential treatment in Lodge from Travelling Community



**33%**

of all graduates in 2021 from Travelling Community

## COOLMINE HOUSE

**802**

Individuals supported in Coolmine House

**203**

Individuals supported through the Winter Plan

**418**

Individuals supported in pre-entry

**59%**

Retention rate in the Drug Free Day Programme

## PARENTS UNDER PRESSURE IN THE COMMUNITY

**88**

families supported with PuP programme (external to Coolmine services)



**39**

Families completed PuP Programme in the community



**26**

Families still engaged in the PuP Programme



**74%**

Retention Rate in PuP Programme in the community



## COOLMINE CULTURE AUDIT PROJECT

The Coolmine Culture Audit Project commenced in August 2021. The project initiation was strongly influenced by two factors:

1. A strong organisation culture can have a very positive impact on organisation performance.
2. A consistent positive organisation culture would be an important influence in shaping the successful growth of services on a regional basis.

There were three phases to the project including a custom designed culture audit survey for all staff. In addition, we completed the Organisational Culture Assessment Instrument (OCAI) Competing Values Culture survey. Both projects assisted us to:

- Baseline and describe the characteristics of the current organisation culture across Coolmine.
- Evaluate the strength and consistency of Coolmine's culture.
- Evaluate how well the current culture is aligned with the Coolmine Strategic Plan.
- Preview how well the culture fits with the changing demands and characteristics of the service sector.

The results indicated a very strong and cohesive organisation culture is present across all services in Coolmine:

- Staff sense of identity with the organisation is strongly centred on the therapeutic community method, the learning culture and the positive client-centred values that underpin it.
- Staff see evidence-based practice and therapeutic community as being the core underlying service process.
- The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high.
- The organisation emphasises human development. High trust, openness, and participation persist.
- Emphases are on acquiring new resources and creating new challenges.
- The leaders are considered to be mentors, innovators, risk takers, coordinators and organisers.
- Employees are managed by teamwork, consensus and participation. Security of employment, stability in relationships, innovation, freedom and uniqueness is in place.
- The organisation defines success on the basis of development of human resources, teamwork, employee commitment and concern for people.



**100%**

see dignity & respect and being client-centred as the most important standards to uphold

**90%**

identify Improvement of services & Development of new services as strategic priorities of the organisation

**70%**

feel they are involved in decision making

**99%**

respondents felt that the organisation values were reflected strongly in how people behave at work

**80%**

describe positive working relationships with colleagues and feel that management are approachable, supportive and respectful

**90%**

feel that they receive the information they need to do a good job

**92%**

feel that they have autonomy in their roles

Respondents are overwhelmingly clear on the underpinning belief that everyone deserves the opportunity to overcome addiction and lead a full life

Respondents identify Coolmine as being particularly distinctive in terms of its values & ethos

**94%**

feel positive about the recent growth in Coolmine's services

**83%**

feel that they are encouraged to express their real views



## CLIENT PRO-SOCIALS

The Therapeutic Community treatment model is designed to evoke social, psychological and behavioural change. Clients replace anti-social behaviour with more positive ways of thinking. Pro-social activities are an important foundation for improving quality of life and sustaining recovery. Clients take part in pro-social activities such as walking, hiking, running, cycling, sailing, museum visits, bowling and more as part of their programme.



## FOOTBALL TOURNAMENT

On 21st September our clients, graduates and staff - coached by football legend Brian Kerr - took on the local Gadaí and our corporate partners CJK for our Recovery Football Blitz. Our Recovery Football Blitz is an opportunity for our community to come together without the usual labels and roles, and enjoy some friendly competition. It was a brilliant day - thanks to everyone who took part and came to support the teams. Congratulations to our gracious winners CJK Engineering - we'll see you next year!



## RECOVERY MONTH

Throughout the month of September, alongside the rest of the world our organisation came together to celebrate recovery. Recovery month is an opportunity to make recovery visible, challenge stigma and show that recovery is possible, and a cause for celebration. We came together as an organisation across Ireland, as clients and staff challenged themselves with recovery walks, cycles and celebrations. Thursday 30th September was International Recovery Day, where globally a number of prominent buildings across the world were lit up purple to highlight that recovery is possible and is cause for celebration. Coolmine services across Ireland shone bright for a week as beacons of hope.



## MIDWEST LAUNCH

On Friday 16th July 2021, Frank Feighan TD, Minister of State for Public Health, Well Being and National Drugs Strategy, formally opened the Coolmine Midwest Community and Day Service in Mahon House, William Street, Limerick. The event marked the first phase of the service development to establish the Mid-West Residential treatment service for homeless women and their children.







## SERVICE VISITS

We were delighted to once again welcome visitors to our services in 2021. We thank you all for your generosity of time and compassion for our community.

On Friday 23rd April **An Tánaiste Leo Varadkar** and **Minister of State with responsibility for Public Health, Well being and National Drugs Strategy Frank Feighan** visited our Residential Services. Our guests were led on an outdoor tour of our services and heard directly from our clients on their experiences. Thank you to our guests for their compassion and empathy towards our clients and their families.



On Friday 11 June, **Government Chief Whip and Minister of State for Sport, and the Gaeltacht, Jack Chambers**, joined us in Ashleigh House to view our residential service, meet our clients and hear their inspiring stories of recovery in progress.



**Minister for Housing, Local Government and Heritage, Darragh O'Brien** visited our newly opened Midwest Service in Mahon House, Limerick on 7 September. Minister O'Brien heard from our Midwest team about our national expansion due to an increased demand for our services.

**Senator Emer Currie** had the opportunity to visit Coolmine Lodge on 22 October, to hear about the Therapeutic Community Model, a peer led treatment and rehabilitation approach where clients live in a small structured drug-free community. This encourages psychological and lifestyle changes by actively participating in educational activities, group and individual therapy.



**Roderic O'Gorman, Minister for Children, Equality, Disability, Integration and Youth** spent time in Ashleigh House, Ireland's only women and children's residential facility on Friday 12 November. Minister O'Gorman toured our dedicated early education and childcare facilities, while hearing first hand from our clients the impact the service has had on their recovery. Ashleigh House gives mothers the opportunity to engage in treatment; secure in the knowledge that their child is being looked after in a safe and nurturing environment.







"Today, our graduates have rebuilt relationships with their children and families; life is healthier than in many years and the future is exciting with positive work, training, education and career pathways ahead - you are inspirational and have achieved so much."

**PAULINE MCKEOWN**  
CHIEF EXECUTIVE



### SAMANTHA'S STORY

After years of turmoil from my addiction, I arrived into Ashleigh House where I began to leave my troubles and bad habits behind. When I entered Ashleigh House, it gave me the tools to work with, down to the Parents Under Pressure Programme, learning about the dynamics of addiction, and taking responsibility, which has made me an outstanding mother to my daughter who's here beside me. Because I never had that opportunity before.

I'd like to thank my uncle who has been and still is a fantastic support to me and my daughter – he's a legend and we love him so much.

To all my network of support and to my keyworker Ruth, going through my journey recovery I am and will be forever grateful.

My fellow graduates: you are true warriors. Thank you for the support you have given me. I am so happy and truly grateful.



## PARTNERS, FUNDERS & SUPPORTERS

Coolmine supporters are our lifeline. Some have been with us from the very start and others have donated funds to support us with specific projects over the decades. In 2021 our partners, funders and supporters helped us to expand many possibilities.

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

- Department of Justice and Equality via Probation Service
- Health Service Executive
- Department of Health
- Fingal County Council
- Dublin City Council
- Department of Social Protection
- CJK Engineering
- Mediolanum Ireland Operations
- Mallinckrodt Pharmaceuticals Ireland
- Strandum HR
- Dublin Port Company
- Keelings
- Limerick City & County Council
- Cork City Council
- Blanchardstown Local Drug & Alcohol Task Force
- Cork Local Drug & Alcohol Task Force
- Mid-West Regional Drug & Alcohol Task Force
- North Dublin Regional Drug & Alcohol Task Force
- South Inner City Local Drug & Alcohol Task Force
- Southern Regional Drug & Alcohol Task Force
- Alexion Pharmaceuticals
- Re-Think Ireland
- Community Foundation of Ireland
- National Lottery Fund
- ESB Funds for Generations
- S.K Biotech Ireland
- Motherland Productions
- Harvey Norman Blanchardstown
- AIB Blanchardstown
- Crowne Plaza
- EZ Living
- Luttrellstown Golf Club
- Gleesons
- Seamus Etherson
- Tomar Trust
- Castleknock Golf Club







Throughout 2021 we worked in collaboration with several agencies who enabled us to provide the high standards of recovery services for which Coolmine is known. They include Ana Liffey Drugs Project, Arbour House Cork, Business in the Community, Community Employment Schemes, CKU Addiction Counselling Service, De Paul Ireland, Dublin Simon Community, Focus Ireland, Irish Prison Service, Merchants Quay Ireland, Novas, Probation Service, Peter McVerry Trust, Tallaght Rehabilitation Project and Tolka River Project.

Over the first half of the year Covid-19 continued to impact on our fundraising plans, we welcomed the opportunity to participate in the inaugural CJK hike in Glendalough last May which proved to be a most enjoyable day for all who participated and resulting in a very generous donation to Coolmine. We were pleased to host our Inaugural Golf Classic on 1st September, 2021 where we received wonderful support from many individuals and corporates within our community, it was a most enjoyable event and successful from a fundraising perspective, we are grateful to all who participated and supported the event. Throughout the year we received great support from our supports and community with donations of PPE and hand soaps to keep our staff and clients safe.

We would like to thank all of you who generously donate monthly through our 'Friends of Coolmine Campaign'. We would also like to thank our community of individuals and businesses who donated to our online fundraising campaigns, including our "Coolmine Opens Doors" last Christmas.

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

We, as always, would like to thank those in the media who helped us highlight the issues surrounding addiction and our work helping and supporting people through recovery. Finally, we would like to thank everyone who supported Coolmine in 2021 – every donation, big and small, makes an important difference in vulnerable lives. Thank you all.





## LEE'S STORY

Before Coolmine I really struggled to stay sober. I had my kids and partner and a job. I had some great memories in my life but I always was held back on reaching my full potential by using drink and drugs. Although I held down a job and had my family I was struggling to stay sober and happy.

Covid 19 hit me hard, I lost my job and I began drinking and using cocaine every day during the lockdowns. When I had the opportunity to go back to work I couldn't. Drink and cocaine had taken over my life and I could not stop using. I ended up living in a homeless hostel in Dublin city centre and taking harder drugs. I got fed up using drugs and getting arrested. I missed not seeing my kids so I contacted D15 CAT for support and to access Coolmine Lodge. I was fed up holding myself back. I knew I had to go to Coolmine, so I starting attending Coolmine House, in Lord Edward Street for pre-entry support. I eventually got a phone call to start Coolmine Lodge a few weeks later.

Arriving to Coolmine Lodge was a strange experience. The philosophy was very odd to me as I had never experienced anything like it before. But I trusted this was going to work for me as I had friends who had come through Coolmine and it worked for them. I was made feel very welcome I was so surprised at how much the clients have a part to play in running the Lodge.

In Coolmine I learned why I was using drink and drugs. It was all about escaping feelings and trauma. I learned that I needed to face them by talking about them and especially speaking about my fathers' death and allowing myself to grieve. I learned that I have a voice and the tools to manage my life when it gets tough. I know what to do in order to stay sober.



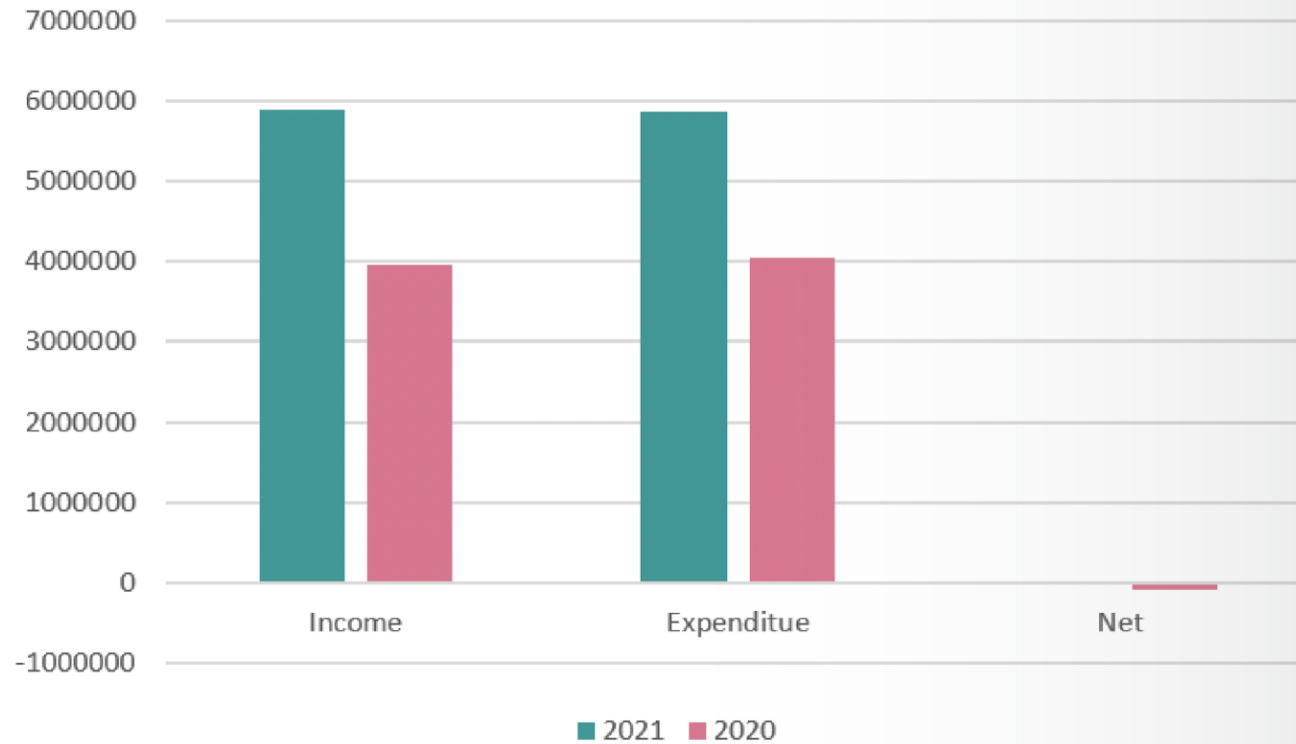
My life is a dream come true now. I started in Coolmine homeless, no job and a terrible relationship with my family. Now 14 months on I am the Dublin client coordinator. I have my own apartment. I have a second job as a bowling alley mechanic. Most of all I see my kids every weekend. I'm very proud of who I am today. I'm an excellent role model for my kids. I look forward to waking up every day now and connecting with people. I am able to help those still suffering with their addiction and carry a message of hope to others. I have a purpose in life now. I have love for myself again. I'm reaching my full potential in life now. I am content with everything now and have a great relationship with my family. I'm glad I came to Coolmine.



## FINANCIAL REVIEW

The Statement of Financial Activities and Statement of Financial Position are set out on pages x-y. The surplus for the year is €8,728 (2020: deficit of €91,977).

### Financial Summary

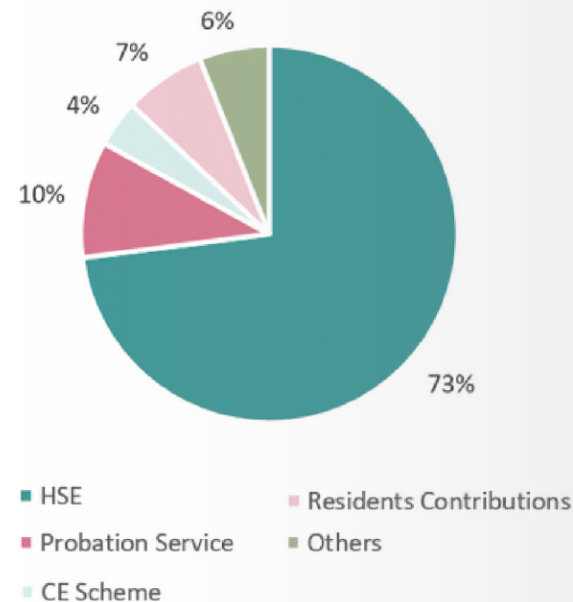


### SOURCES OF INCOME AS %

**Incoming Resources – Where we received our income**  
Income for 2021 was €5,883,463 compared to €3,953,729 in 2020, a 49% increase.

The work of Coolmine would not be possible without the continuing support of funders. Principal funders include Health Service Executive/Department of Health (73%), Department of Justice & Equality via the Probation Service (10%), Department of Social Protection – CE Scheme (4%) 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) (7%), other restricted grant income and capital grant amortisation (3%) and other unrestricted income, community fundraising and donations (3%).



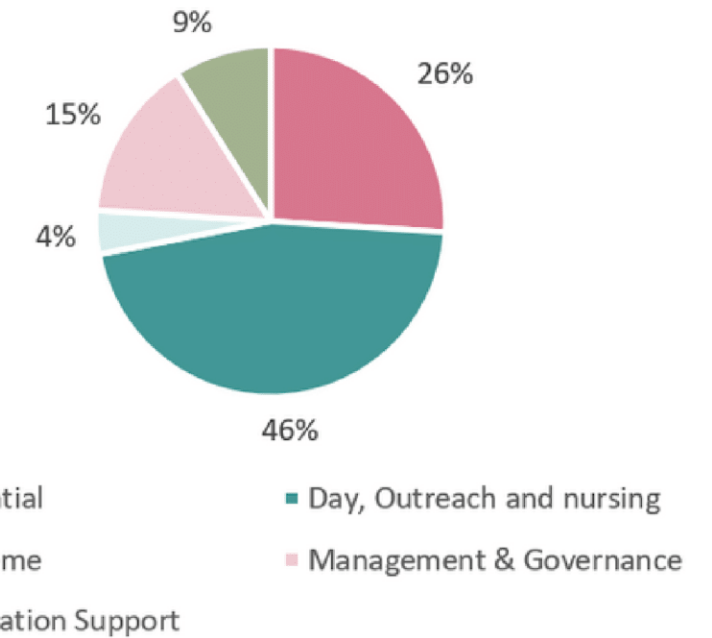
### AREAS OF EXPENDITURE %

**Resources Expended – Where we spend our funding**

Expenditure incurred for 2021 was €5,874,735 compared to €4,045,706 in 2020, an increase of 45%.

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 2021	Staffing & Related Costs €,000	Other €,000	Total €,000
<b>Residential Services</b>	565	210	775
Coolmine Lodge (Men's)	568	187	755
Ashleigh House (Women & Children)	1,133	397	1,530
<b>Sub-Total</b>			
<b>Day Services</b>	2,114	417	2,531
<b>Other Service Supports</b>			
Management & Governance (including Clinical Governance)	691	169	860
Nursing	156	16	172
Community Employment Scheme	225	8	233
<b>Sub-total</b>	1,072	193	1,265
<b>Organisational Support</b>			
Legal, Insurance, Audit & Depreciation	6	212	218
IT Systems & Support	42	73	115
Administration	131	85	216
<b>Sub-total</b>	179	370	549
<b>Total</b>	4,498	1,377	5,875

### 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 2021 Receivables €81,263 (2020: €99,408) and Cash and Cash equivalents €1,252,493 (2020: €985,488) amount to €1,333,756 (2020: €1,084,896). Of this amount, €1,237,151 (2020: €984,595) is committed to the following liabilities; Creditors and Accruals of €303,712 (2020: €260,498) and Deferred Income (state funding received in advance) of €933,439 (2020: €724,097).




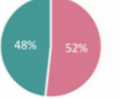
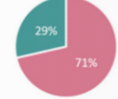
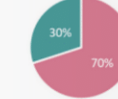
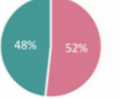
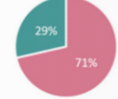
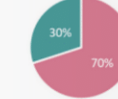
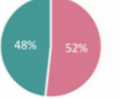
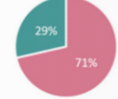
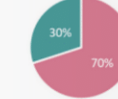


### Designated Reserves

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.



## SUSTAINABILITY, DIVERSITY AND INCLUSION

We have developed a Sustainability Policy based on the UN Development Goals and aligning with our Values. We are committed to:

SDG	UN DEFINITION	COOLMINE COMMITMENT	WHAT HAVE WE IN PLACE SO FAR								
	Take urgent action to combat climate change and its impacts.	Assessing the environmental impacts of our operations, seeking to reduce these impacts and improving our resource efficiency through reduction of energy, water use and waste.	<ul style="list-style-type: none"> <li>• Embedded practice of upcycling furniture</li> <li>• Clothes recycled to clients or bought to charity shops</li> <li>• All heating and hot water timers monitored as per season and adjusted accordingly</li> <li>• Change from tumble drying to outdoor drying from May- September</li> <li>• Public transport encouraged for transport of clients</li> <li>• D15 CAT is our first paper free service.</li> </ul>								
	Ensure sustainable consumption and production patterns.	Facilities are run efficiently, with a focus on reducing waste and sustainable consumption.	<ul style="list-style-type: none"> <li>• Daily headcounts to prevent food waste in residential services</li> <li>• Produce from the horticulture department consumed in kitchen and leftovers dispensed to animals on site</li> <li>• Community and Day services partner with FoodCloud, a social enterprise with a mission to transform surplus food into opportunities to make the world a kinder place, to provide nutritional and quality meals for our clients and their families.</li> <li>• Waste recycling and composting systems in place</li> </ul>								
	Achieve gender equality and empower all women and girls.	For clients, access to our services will always be available for everyone. We have a dedicated residential facility for women and children. For employees, opportunities will be equal.	<ul style="list-style-type: none"> <li>• The Board of Directors has a gender split of 60% male and 40% female.</li> <li>• Employees are split by region as follows:                             <table border="0" data-bbox="795 1283 1320 1409"> <tr> <td>East Region</td> <td>Midwest Region</td> <td>Southwest Region</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td> <ul style="list-style-type: none"> <li>• Female</li> <li>• Male</li> </ul> </td> </tr> </table> </li> <li>• Residential services – 2021 facts for clients – 63 women and 90 men supported in residential facilities.</li> </ul>	East Region	Midwest Region	Southwest Region					<ul style="list-style-type: none"> <li>• Female</li> <li>• Male</li> </ul>
East Region	Midwest Region	Southwest Region									
			<ul style="list-style-type: none"> <li>• Female</li> <li>• Male</li> </ul>								
	Promote peaceful and inclusive societies for sustainable development.	Our services are available to anybody in the community, regardless of gender, race or ethnicity.	<ul style="list-style-type: none"> <li>• Coolmine works with the most marginalised in Irish society including homeless people, prisoners, young people, Travellers, pregnant women and mothers with young children.</li> </ul>								
	Ensure healthy lives and promote well-being for all at all ages.	This is the very core of the Coolmine Mission.	<ul style="list-style-type: none"> <li>• Employee wellness programme is in place.</li> <li>• Health and safety of employees is key and accident reporting is reviewed quarterly at the Board.</li> </ul>								

### DURING 2022 WE WILL FOCUS ON:

**Awareness / Training:** Ensuring that all employees understand our Sustainability policy and specific commitments.

**Measuring and Reporting:** Establishing a measurement tool and reporting methodology to the Board so that progress towards our targets can be measured and reported.

This is the start of a journey towards a more Sustainable future.





## DIRECTORS' REPORT

The directors present their report and the audited financial statements for the year ended 31 December 2021.

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, we 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 2021.

### FINANCIAL RESULTS

The surplus for the year after providing for depreciation amounted to €8,728 (2020: deficit €91,977).

At the end of the year, the company has assets of €3,203,726(2020: €2,965,188) and liabilities of €1,873,385 (2020: €1,643,575). The net assets of the company have increased by €8,728.

### DIRECTORS AND SECRETARY

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

Dick Brady  
Billy Carr  
Carthage Conlon  
Alan Connolly (Chairman)  
Patricia Doherty (resigned 17th May 2022)  
Emma Farrell  
Mary Galvin  
Edward Matthews  
James McKeon  
Sarah Morton  
Tony Quilty (Appointed 25 May 2021)

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. We 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. The 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.

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.

### SERVICE REVIEW

In what was another challenging year due to Covid 19, the continued expansion of the services in both the Mid West and South West, was very successful. This expansion, in line with our Strategic Plan, provides the services to more clients nationally. The existing services continued to operate satisfactorily.

#### Contact, assessment & stabilisation services:

Access is provided to our primary treatment services through contact, assessment, case management and group programmes. We work in partnership with agencies nationally including Ana Liffey Drug Project, Merchants Quay Ireland, HSE Southwest addiction services and the Probation Services for treatment options, assessment and pre-entry group supports. In 2021 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;

- National outreach and assessment, including assessment for residential and/or community detox
- Outreach and assessment in the Irish Prison estate
- Assertive outreach/in reach for Travellers & new communities, homeless & acute hospital settings
- Satellite Clinics Midwest & Southwest
- Drop-in service
- HSE needle exchange
- Pre-entry programmes nationally
- Reduce the use/ Here & Now groups
- Stabilisation programmes
- Contingency Management
- Community Case Management

#### 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. Participants contribute to the general running of the community and to their own recovery by actively participating in educational activities, group and individual therapy. Our community and day services use a modified Therapeutic Community and Community Reinforcement Approach as our case management framework.

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 Programmes
- Parents under Pressure Programme
- Alcohol Programme
- Young Persons Programme
- Community Reinforcement Approach/ Case Management

#### 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
- Community Employment Scheme
- Careers & Education
- Social Enterprise Programme
- Aftercare services
- Lifelong graduates' service

#### 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. Coolmine responds to the individual needs by providing the following range of services -

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

#### Medical & Clinical support

Coolmine clients have a range of physical and mental health needs that are responded to via the following medical and clinical supports -

- Complex needs assessments on admission
- Onsite Nursing

- Public Health Nurse
- Pre- & Post Natal maternity support
- Visiting GP
- Psychiatric Service
- Hepatitis C referral & treatment
- Guide Clinic
- Health Promotion
- Covid Supports which included, onsite testing, vaccination and public health education

#### Housing

In 2021 Coolmine worked in collaboration with various housing providers to secure accommodation for our clients -

- Peter Mc Verry Trust
- De Paul
- Daisy House
- Dublin Simon Community
- Cork Simon Community
- Focus Ireland
- Sophia Housing
- Novas Limerick
- Housing Assistance Payments Scheme
- Social housing

#### Client participation

Coolmine's client participation strategy has been in existence for the last 16 years. The service comprises of client led meetings across all our services to provide feedback on the quality of Coolmine service delivery. The regional Client Co-Ordinator's provide feedback to management on suggested improvements to services, ranging from physical environment, therapeutic interventions through to organisational policy and procedures. Client feedback is raised and responded to at 6 weekly regional client forums chaired by the Coolmine Continuum of Care Manager. In addition, a national client forum, attended by all client coordinators, is held quarterly and chaired by a board member.

#### Coolmine Family Support Services

Coolmine Family Support Service offers guidance and support to concerned persons who are affected by addiction. 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 also provided.



## KEY PERFORMANCE INDICATORS

COOLMINE SERVICE / LOCATION	PROGRAMME	NUMBER OF INDIVIDUALS	RETENTION RATE
Ashleigh House	Residential Phase 1	53	85%
Ashleigh House	Integration Phase 2	10	90%
Ashleigh House	Aftercare Phase 3	28	72%
Coolmine Lodge	Residential Phase 1	82	76%
Coolmine Lodge	Integration Phase 2	32	78%
Coolmine Lodge	Aftercare Phase 3	36	78%
Coolmine House	Welcome/Stabilisation Programme	48	52%
Coolmine House	Drug Free Day Programme	46	59%
Coolmine House	Aftercare	19	95%
Coolmine House	Contingency Management Programme	36	39%
D15 CAT	Pre-Entry Programme	38	N/A
D15 CAT	Community Alcohol Programme	18	100%
D15 CAT	Young Persons Case Management	19	53%
D15 CAT	Young Persons Programme	15	60%
D15 CAT	Case Management (Over 25s)	39	95%
D15 CAT	Cocaine Programme (from Sept-Dec)	24	83%
D15 CAT	Family Support	14	100%
Coolmine Midwest	New Referrals	241	N/A
Coolmine Midwest	Case Management	92	N/A
Coolmine Midwest	Reduce the Use Group	6	100%
Coolmine Midwest	Welcome Group	6	N/A
Coolmine Southwest	Clients Accessing Support	345	N/A
Coolmine Southwest	Case Management	90	66%
Coolmine Southwest	Here & Now Group	17	66%
Coolmine Southwest	Reduce the Use Group	11	100%
Coolmine Southwest	Pre-Entry Programme	16	N/A
Coolmine Southwest	Aftercare	10	N/A
Parents Under Pressure	Coolmine Lodge	26	62%
Parents Under Pressure	Ashleigh House	37	68%
Parents Under Pressure	Coolmine House	6	33%
Parents Under Pressure	D15 CAT	18	89%
Parents Under Pressure	Coolmine Midwest	24	100%
Parents Under Pressure	Clients Case Managed by Community PUP Workers	88	N/A

COOLMINE SERVICE / LOCATION	SUPPORT SERVICE	
Homeless Response Winter Plan	Individual Engagements	203
Homeless Response Winter Plan	Clients Case Managed	51
Social Inclusion Outreach	Individuals from Travelling Community Case Managed	31
Outreach	Comprehensive Assessments	521
Outreach	Assessments with Prison Clients	20
Nursing/Medical Services	Client Medical Reviews/Encounter	3369
Nursing/Medical Services	Client Psychiatric Reviews	504
Nursing/Medical Services	Clients Admitted for Detox	12
Nursing/Medical Services	Clients supported through Hep C testing & treatment	28
Career Guidance	Individual Clients accessing Career Guidance	159
Community Employment Scheme	Clients Secured Full-Time Employment	5
Community Employment Scheme	Clients Secured Part-Time Employment	4
Community Employment Scheme	Clients Secured Work Experience / Volunteer Work	2

## PRINCIPAL RISKS AND CHALLENGES

The company reviews its risks on an ongoing basis and puts plans in place to mitigate these risks. The following key risks and other risks are reviewed:

### Strategic Growth

In 2021, Coolmine services underwent a rapid expansion of services in the Midwest and South West. With the support of the Audit and Risk Committee, the key expansion risks identified were:

- Building integrated services within a geographically dispersed delivery model is very challenging and requires a significant stepping up of the leadership/management/governance approach (Natural tendency of geographically dispersed services is towards independently/silo).
- Undertaking large scale service expansion in a tight timeframe also requires a significant step up for the leadership/management team and the overall governance approach/model. There is a requirement for structured and customised HR, T&D, Quality & Safety, Finance, Communications, IT and Risk Management systems.

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 a % 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.

### Staffing

Coolmine has expanded our service provision during 2021. 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 2021 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.

### 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 over 90% 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 the 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 2022. In Coolmine we manage this risk through open, transparent and regular communication with our funders.

### IT Security

Cyber security is an environmental challenge which is managed by our internal IT Team.

### Covid-19 Pandemic

Coolmine's services have faced unprecedented challenges in 2020 and 2021. 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 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).

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

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

### 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 2021. 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) 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.

An in-depth review of the organisation's compliance with the six principles of the Charities Regulator's Governance Code was carried out in 2021, with a thorough review of our obligations by each board subcommittee and finally approved by the board.

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

#### Culture Audit

The board agreed that culture is an important element of the Organisation Development Process. Given the necessity of building a positive culture in times of growth, transition and change, a consultant was commissioned to undertake a Culture Audit in 2021. The context included the importance of moving towards a "Deliberate" rather than "Default" culture development process, the significance of culture in the context of organisation growth and expansion and the importance of doing a "culture as is" versus a "desired culture" workout in the context of organisation strategy and growth.

#### Organisation Capacity and Capability

As Coolmine was experiencing accelerated expansion, there was a need to review organisation capacity and capability. The board were pleased that the Chief Executive commissioned experts to review clarity of strategic intent and follow-on planning, capability, vision and membership of the Senior Management Team, succession planning and the capacity of the organisation to successfully execute new projects.

All management participated in a Servant Leadership course over the last 12 months.

#### 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 the 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 the Chief Executive.
- 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 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 2021 an external board evaluation took place with a focus on succession planning. The plan focused on board, and executive team succession planning, in particular, imminent changes in board composition,

significant expansion in operations (with employment expected to double from 80 to 160), and, recognized potential gaps in the collective skills of the board. The exercise included conducting detailed interviews with board members and with selected members of management and a special board away day on the recommendations which will be implemented during 2022 with the oversight of our Nominations and Evaluation Committee.

A special board meeting took place during 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's guidance.

The Coolmine board meets at minimum five times per year. 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 2021 the following Board Standing sub-committees met quarterly:

#### Audit & Risk committee

Patricia Doherty (Chair)  
Eddie Matthews  
Billy Carr  
Mary Galvin  
Seamus Dillon (external co-optee, Rehab Group)

#### Finance committee

Jim McKeon (Chair)  
Carthage Conlon  
Emma Farrell

#### Nominations and Evaluation committee

Alan Connolly (Chair)  
Carthage Conlon  
Patricia Doherty

#### Clinical Quality and Safety committee

Dr Sarah Morton (Chair)  
Tony Quilty  
Suzi Lyons (external co-optee, HRB)  
Mark Kennedy (external co-optee, MQI)  
Dr Clodagh Maguire (external co-optee, Blanchardstown Medical Centre)  
Dr Joanne Fenton (Clinical Governance Lead)

#### Research Advisory Group

Dr Mary Galvin  
(And supported by Coolmine Senior Management)

The Chief Executive and appropriate senior management also attend Sub Committee meetings. Terms of Reference for all sub committees of the board were reviewed in 2021.

The attendance of Directors at Board and Committee meetings and the number of meetings for which they were eligible is set out [below](#).

Board Director	Board Meetings Attended (Eligible Meetings)	Finance Committee Attended (Eligible Meeting)	Nominations, Evaluation and Governance Committee Attended (Eligible Meeting)	Audit & Risk Committee Attended (Eligible Meeting)	Clinical, Quality and Safety Committee Attended (Eligible Meeting)	Research Advisory Group Attended (Eligible Meeting)
Alan Connolly (Chair)	5 (5)		4 (4)			
James McKeon	5 (5)	4 (4)				
Eddie Matthews	4 (5)			3 (3)		
Dick Brady	4 (5)					
Patricia Doherty	5 (5)		4 (4)	4 (4)		
Mary Galvin	3 (5)			0 (1)		4 (4)
Sarah Morton	5 (5)				4 (4)	
Emma Farrell	4 (5)	0 (1)				
Billy Carr	5 (5)			3 (3)		
Carthage Conlon	5 (5)	4 (4)	4 (4)			
Tony Quilty	4 (4)				0 (1)	

In 2021 there were eleven 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.

Tony Quilty joined the Board on 25th May 2021 and Patricia Doherty resigned on 17th May 2022.

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.

#### Operational Environment

Coolmine maintained professional, collaborative and responsive relationships with statutory funders during 2021. This included regular meetings with Health Service Executive National Social Inclusion and Community Healthcare Areas, the Probation Service and various government departments.

#### Prompt 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 policy to agree payment terms with all suppliers and to adhere to those payment terms.

#### 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.

#### Accounting Records

The directors are responsible and have complied with the requirements of Section 281 to 285 of the Companies Act, 2014 with regard to adequate accounting records by employing personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of the Company are maintained at the Company's premises at Unit 7, Ringwood Centre, Damastown Close, Dublin, D15 E8FH.

#### Political Donations

During the financial year ended 31 December 2021, the Company made no political contributions which would require disclosure under the Electoral Act 1997, (2020: Nil).

#### Subsequent Events

There have been no events subsequent to the year end that require disclosure.

#### Going Concern

The Board of Directors have a reasonable expectation that the Group will have adequate resources to continue in business for a period of at least 12 months from the date of approval of these financial statements. For this reason, they continue to adopt the 'going concern' basis for the preparation of the financial statements. Details are set out in note 2 to the financial statements.

#### Relevant Audit Information

For the purposes of Section 330 of the Companies Act 2014, the directors believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Company's statutory auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Company's statutory auditors are unaware.

#### Auditor

The auditor, PKF O'Connor, Leddy & Holmes Limited, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 383(2) of the Companies Act 2014.

Signed on behalf of the board:

Alan Connolly  
Chairman  
17th May 2022



Carthage Conlon  
Secretary  
17th May 2022



## DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2021

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.

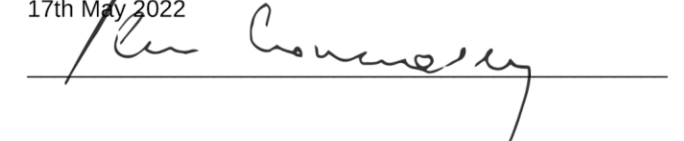
The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined 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:

Alan Connolly  
Chairman  
17th May 2022



Carthage Conlon  
Secretary  
17th May 2022





## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COOLMINE THERAPEUTIC COMMUNITY

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 2021 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 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 4 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions Relating to Going Concern

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

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

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

### Other Information

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

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

### Opinions on other matters prescribed by the Companies Act 2014

- Based solely on the work undertaken in the course of the audit, we report that:
- in our opinion, the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

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

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

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

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

### Respective Responsibilities

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

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

### Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

### The purpose of our audit work and to whom we owe our responsibilities

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



Tony Kelly  
for and on behalf of  
PKF O'Connor, Leddy & Holmes Limited  
Statutory Audit Firm Century House  
Harold's Cross Road  
Harold's Cross  
Dublin 6W  
D6W P993  
17th May 2022



## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2021

		Unrestricted	Restricted	Total	Total
	Notes	2021	2021	2021	2020
		€	€	€	€
<b>Income and Endowments from</b>					
Donations and sundry income	7	173,852	-	173,852	138,281
Resident contributions	7	393,213	-	393,213	404,555
Government grants	7	-	5,316,398	5,316,398	3,410,893
<b>Total Income</b>		<b>567,065</b>	<b>5,316,398</b>	<b>5,883,463</b>	<b>3,953,729</b>
<b>Expenditure On</b>					
Raising funds	8	4,671	-	4,671	6,481
Staff costs	8	63,253	4,612,313	4,675,566	3,238,217
Administration & Occupancy Costs	8	71,850	723,952	795,802	485,949
Direct Costs	8	82,347	189,169	271,516	249,268
Professional costs	8	11,342	115,838	127,180	65,791
<b>Total Expenditure</b>		<b>233,463</b>	<b>5,641,272</b>	<b>5,874,735</b>	<b>4,045,706</b>
<b>Net surplus/(deficit)</b>		<b>333,602</b>	<b>(324,874)</b>	<b>8,728</b>	<b>(91,977)</b>
<b>Transfers between funds</b>		<b>(327,072)</b>	<b>327,072</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>6,530</b>	<b>2,198</b>	<b>8,728</b>	<b>(91,977)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	21	1,128,718	192,895	1,321,613	1,413,590
<b>Total funds carried forward</b>		<b>1,135,248</b>	<b>195,093</b>	<b>1,330,341</b>	<b>1,321,613</b>

There were no recognised gains and losses for 2021 or 2020 other than those included in the Statement of Financial Activities.

All amounts relate to continuing operations.

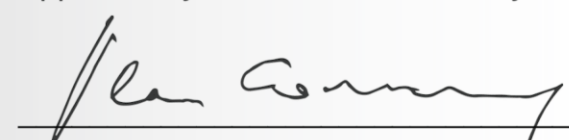
## STATEMENT OF FINANCIAL POSITION


AS AT 31 DECEMBER 2021

	Notes	2021	2020
		€	€
<b>Non-Current Assets</b>			
Property, plant, and equipment	12	1,869,970	1,880,292
<b>Current Assets</b>			
Receivables	13	81,263	99,408
Cash and cash equivalents	20	1,252,493	985,488
		1,333,756	1,084,896
<b>Payables: Amounts falling due within one year</b>	14	<b>(1,237,151)</b>	<b>(984,595)</b>
<b>Net Current Assets</b>		<b>96,605</b>	<b>100,301</b>
<b>Total Assets less Current Liabilities</b>		<b>1,966,575</b>	<b>1,980,593</b>
Amounts falling due after more than one year	15	(636,234)	(658,980)
<b>Net Assets</b>		<b>1,330,341</b>	<b>1,321,613</b>
<b>Reserves</b>			
Restricted funds	21	195,093	192,895
Unrestricted funds	21	1,135,248	1,128,718
<b>Total funds</b>		<b>1,330,341</b>	<b>1,321,613</b>

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

Approved by the board on 17th May 2022 and signed on its behalf by:

  
 Alan Connolly  
 Director  
 Date: 17th May 2022

  
 Carthage Conlon  
 Director  
 Date: 17th May 2022



## STATEMENT OF CASH FLOWS

FOR YEAR ENDED 31 DECEMBER 2021

	Notes	2021 €	2020 €
<b>Cash flows from operating activities</b>			
Surplus/(deficit) for the year		8,728	(91,977)
Adjustments for:			
Depreciation		89,266	90,749
Amortisation of government grants		(35,480)	(1,338)
		<u>62,514</u>	<u>(2,566)</u>
Movements in working capital:			
Movement in receivables		18,145	(12,850)
Movement in payables		217,290	427,582
Movement in grants		48,000	5,000
		<u>345,949</u>	<u>417,166</u>
<b>Cash flows from investing activities</b>		<b>(78,944)</b>	<b>(12,692)</b>
Payments to acquire property, plant and equipment			
		<u>(78,944)</u>	<u>(12,692)</u>
<b>Net Increase/(Decrease) in cash and cash equivalents</b>		<b>267,005</b>	<b>404,474</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>985,488</b>	<b>581,014</b>
		<u>1,252,493</u>	<u>985,488</u>
<b>Cash and cash equivalents at end of financial year</b>	20	<b>1,252,493</b>	<b>985,488</b>

## NOTES TO THE FINANCIAL STATEMENTS

### 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 2021 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 ongoing 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.

#### 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)

	2021	2020
	€	€
<b>OPERATING SURPLUS/(DEFICIT)</b>		
<b>Operating surplus/(deficit) is stated after charging:</b>		
Depreciation of property, plant and equipment	89,266	90,749
Leasing of office equipment	25,407	5,230

### 7. PRINCIPAL FUNDING SOURCES

The company's principal funding sources are detailed below:

	2021	2020
	€	€
1. CHO7 HSE Funding - East Region – Restricted	534,260	525,830
2. CHO9 HSE Funding - East Region – Restricted	1,565,658	1,488,986
3. CHO3 HSE Funding – Midwest Region – Restricted	830,489	67,507
4. CHO4 HSE Funding - Southwest Region – Restricted	1,337,346	350,286
5. Department of Justice & Equality - Probation Service – Restricted	606,000	600,000
6. Community Employment Scheme Income – Restricted	232,579	281,951
7. North Dublin Regional Drugs Task Force – Restricted	40,000	40,000
8. Other Grants and Miscellaneous Income – Restricted	170,066	74,595
Donations & Fundraising - Unrestricted	79,773	95,936
Resident Contributions - Unrestricted	393,213	404,555
Other Grants and Miscellaneous Income - Unrestricted (Pobal)	94,079	24,083
	<b>5,883,463</b>	<b>3,953,729</b>

#### 1. CHO7 HSE Funding – East Region - Restricted

- 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.
- 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.

#### 2. CHO9 HSE Funding – East Region - Restricted

- 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.



- **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.
- **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.

### 3. CHO3 HSE Funding – Midwest Region - Restricted

The purpose of this grant is to support the provision of quality day treatment and rehabilitation services (including on-site Creche) in order to help clients end their dependence on drugs and alcohol in the Midwest region. Funds are applied to staffing and programme costs both direct and indirect.

### 4. CHO4 HSE Funding – Southwest Region - Restricted

The purpose of this grant is to support the development of 6 new quality day treatment and rehabilitation services (Cork North City, Cork South City, Cork East, Cork West, Cork North and Kerry) in order to help clients end their dependence on drugs and alcohol in the Southwest region. Funds are applied to set-up, staffing, and programme costs both direct and indirect.

### 5. Department of Justice & Equality – Probation Service - Restricted

The purpose of this grant is to support the provision of quality community and residential treatment and rehabilitation services targeted at probation service clients in order to help this group end their dependence on drugs and alcohol. Funds are applied to staffing and administration costs both direct and indirect.

### 6. Community Employment Scheme Income - Restricted

The purpose of this grant is for the provision of a Community Employment Scheme sponsored within Coolmine Therapeutic Community and funded by the Department of Social Protection. The Community Employment (CE) Scheme provides a progression pathway into training/employment for our clients upon completion of their residential treatment. Funds are applied to the CE supervisor salaries, CE participant wages and training/material costs.

### 7. North Dublin Regional Drugs Task Force - Restricted

The purpose of this grant is for the provision of salary and programme costs for a social inclusion worker that assertively engages with members of the travelling and new communities in the North Dublin region. This role provides progression pathways and support for these marginalised group to access further treatment.

### 8. Other Grants and Miscellaneous Income - Restricted

	2021	2020
	€	€
Dublin City Council - Rental of Community House	6,415	12,830
Kentro Sports Plus Grant Income	16,420	7,375
Arts Council Grant - Drama Production	410	4,500
Hospital Saturday Grant - Room Sanitisers Nurses	3,000	-
Social Innovation - Rethink Ireland, PUP Therapists Grant	53,189	-
Pobal Kickstart Social Enterprise Feasibility Study	13,500	-
ESB Soap Making Grant	3,000	-
D15 Grant for IT Equipment	1,697	-
Comic Relief IT Grant	3,125	-
National Lottery Grant - Coolmine Lodge floor repairs	9,575	-
Dublin City Council Grant - Lord Edward Street chairs	1,320	-
Community Foundation Fund - Ashleigh House repairs	1,000	4,000
National Lottery Grant - Coolmine Lodge repairs	6,872	-
Community Foundation Fund - Ashleigh House repairs	4,169	-
Cork City Council Grant - The Glen	2,000	-
Capital Grant Amortisation	35,480	35,003
Old Keltoi and Nurse Grant	8,812	8,812
Miscellaneous Income	82	2,075
	<b>170,066</b>	<b>74,595</b>

A Capital Grant was received during the year from HSE CHO9 for the construction of a modular unit to run Aftercare programmes for our clients in Coolmine Lodge in the amount of €48,000. This Grant has been fully expended in 2021 and the income shall be recognised over 50 years in line with the depreciation rate of the asset.

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

	2021	2020
	€	€
<b>Raising Funds</b>		
Fund-raising costs	4,671	6,481
	<b>4,671</b>	<b>6,481</b>
<b>Staff Costs</b>		
Wages and Salaries	4,017,806	2,826,653
Employers PRSI	410,599	270,200
Payroll costs	6,232	4,531
Staff defined contribution pension costs	69,373	58,919
Staff recruitment costs	16,866	3,204
Staff Medical costs	245	-
Contracted Staff	66,240	54,055
Staff training	30,659	2,313
Travel and Subsistence	57,546	18,342
	<b>4,675,566</b>	<b>3,238,217</b>
<b>Professional Costs</b>		
Clinical governance/nurse	15,550	14,000
Legal and professional	27,351	4,959
Auditor's remuneration	23,927	9,594
Subscriptions & Professional Memberships	8,579	4,752
Psychiatric services	13,850	14,000
Conference and Seminars	4,481	2,143
Board Expenses	1,587	-
Clinical supervision & employee counselling	31,855	16,343
	<b>127,180</b>	<b>65,791</b>
<b>Client Costs</b>		
Resident's allowance	83,097	88,950
Clothes, leisure, and travel	21,000	16,171
Food	81,440	71,730
Careers, Education & Training	69,345	55,876
Graduations – Venue & Other Costs	5,940	-
Bad Debts - residents' contribution	733	863
Covid19 & Keltoi Other Costs	9,961	15,678
	<b>271,516</b>	<b>249,268</b>
<b>Facilities &amp; Admin Costs</b>		
Insurance	123,106	78,379
Rent payable	108,039	67,313
Office Equipment	25,407	5,230
Light and Heat	91,430	66,677
Repairs and Maintenance	156,374	85,225
Printing, postage, and stationery	43,989	11,514
Advertising	2,901	1,196
Telephone	60,327	34,891
Computer costs	71,643	36,117
Bank charges	3,531	3,215
General expenses	7,228	3,093
Medical - First Aid Supplies	10,709	1,342
Medical - Training Supplies	1,852	1,007
Depreciation	89,266	90,749
	<b>795,802</b>	<b>485,949</b>
<b>Total Expenditure</b>	<b>5,874,735</b>	<b>4,045,706</b>



	RESTRICTED							UNRESTRICTED		
	TOTAL	HSE – CH09	HSE – CH07	HSE – CH03	HSE – CH04	North Dublin Regional Drugs Task Force	Dept of Justice & Equality - Probation Service	Community Employment Scheme	Other Grants and Miscellaneous Income	Total Unrestricted Income
	€	€	€	€	€	€	€	€	€	€
<b>INCOME</b>	<b>5,883,463</b>	<b>1,565,658</b>	<b>534,260</b>	<b>830,489</b>	<b>1,337,346</b>	<b>40,000</b>	<b>606,000</b>	<b>232,579</b>	<b>170,066</b>	<b>567,065</b>
<b>EXPENDITURE</b>										
<b>Staff Costs</b>										
Wages and Salaries	4,017,806	1,345,995	369,060	527,278	1,048,335	34,823	401,036	225,083	66,196	-
Employers PRSI	410,599	143,150	39,701	58,040	113,928	3,848	44,632	-	7,300	-
Payroll costs	6,232	3,402	-	998	-	-	600	-	-	1,232
Staff defined contribution pension costs	69,373	-	-	3,482	7,036	-	13,548	-	1,125	44,182
Staff recruitment costs	16,866	12,061	-	360	894	-	850	-	-	2,701
Staff Medical costs	245	180	-	-	-	-	-	-	-	65
Contracted Staff	66,240	33,614	-	701	10,600	-	8,830	-	320	12,175
Staff training	30,659	7,536	1,436	14,495	4,658	-	294	-	-	2,240
Travel and Subsistence	57,546	4,814	670	19,468	28,830	882	1,457	-	767	658
<b>Professional Costs</b>										
Clinical governance/nurse	15,550	9,856	-	550	-	-	1,935	-	-	3,209
Legal and professional	27,351	12	-	6,443	20,896	-	-	-	-	-
Auditor's remuneration	23,927	7,606	-	5,000	6,000	-	2,567	-	-	2,754
Subscriptions & Professional Memberships	8,579	6,116	-	80	-	-	272	-	-	2,111
Psychiatric services	13,850	13,000	-	850	-	-	-	-	-	-
Conference and Seminars	4,481	1,045	-	768	1,996	-	294	-	-	378
Board Expenses	1,587	772	-	68	-	-	468	-	-	279
Clinical supervision & employee counselling	31,855	10,205	5,001	3,927	6,240	-	3,871	-	-	2,611

	RESTRICTED							UNRESTRICTED		
	TOTAL	HSE – CH09	HSE – CH07	HSE – CH03	HSE – CH04	North Dublin Regional Drugs Task Force	Dept of Justice & Equality - Probation Service	Community Employment Scheme	Other Grants and Miscellaneous Income	Total Unrestricted Income
	€	€	€	€	€	€	€	€	€	€
<b>Client Costs</b>										
Resident's allowance	83,097	-	-	145	-	-	19,913	-	-	63,039
Clothes, leisure, and travel	21,000	8,384	4,376	1,629	1,305	-	2,357	-	-	2,949
Food	81,440	30,167	16,787	4,375	1,562	-	17,964	-	-	10,585
Careers, Education & Training	69,345	7,181	29,667	-	-	-	4,505	7,496	16,910	3,586
Graduations - Venue & Other Costs	5,940	4,017	-	-	-	-	468	-	-	1,455
Bad Debts - residents' contribution	733	-	-	-	-	-	-	-	-	733
Covid19 & Keittoi	9,961	7,482	-	2,479	-	-	-	-	-	-
Other Costs										
<b>Facilities &amp; Admin Costs</b>										
Insurance	123,106	35,005	14,200	36,382	6,500	-	18,340	-	-	12,679
Rent payable	108,039	20,043	-	58,014	5,324	-	11,212	-	6,247	7,199
Office Equipment	25,407	4,471	-	14,594	992	-	2,478	-	1,283	1,589
Light and Heat	91,430	40,615	18,507	-	6,744	-	12,210	-	-	13,354
Repairs and Maintenance	156,374	45,724	19,485	35,299	9,095	-	15,485	-	21,784	9,502
Printing, postage and stationery	43,989	14,994	913	15,766	4,605	-	1,263	-	3,004	3,444
Advertising	2,901	403	-	1,917	-	-	434	-	-	147
Telephone	60,327	24,180	3,733	5,929	8,875	-	7,273	-	1,606	8,731
Computer costs	71,643	2,292	10,544	7,992	42,124	-	1,977	-	5,925	789
Fund-raising costs	4,671	-	-	-	-	-	-	-	-	4,671
Bank charges	3,531	2,033	-	74	175	-	513	-	-	736
General expenses	7,228	3,302	-	450	333	-	-	-	2,083	1,060
Medical - First Aid Supplies	10,709	7,429	-	2,936	299	-	-	-	-	45
Medical - Training Supplies	1,852	1,605	-	-	-	-	-	-	-	247
Depreciation	89,266	34,039	-	-	-	-	7,420	-	35,479	12,328
Total Expenditure	5,874,735	1,892,730	534,080	830,489	1,337,346	39,553	604,466	232,579	170,029	233,463
<b>Net Deficit/Surplus</b>	<b>8,728</b>	<b>-327,072</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>447</b>	<b>1,534</b>	<b>-</b>	<b>37</b>	<b>333,602</b>



## 10. EMPLOYEES

The average monthly number of employees, including directors, during the year was 127 (2020 - 87).

	2021 Number	2020 Number
CES Participants	7	16
Support Services	11	10
Part Time Support Services	16	13
Management	11	7
Project Workers	72	33
Part Time Project Workers	10	8
	<u>127</u>	<u>87</u>
The staff costs comprise:	2021 €	2020 €
Wages and salaries	4,017,806	2,826,653
Social security costs	410,599	270,200
Pensions costs	69,373	58,919
	<u>4,497,778</u>	<u>3,155,772</u>
The number of higher paid employees are as follows:	2021	2020
€50,000 - €60,000	5	5
€60,001 - €70,000	1	1
€70,001 - €80,000	-	-
€80,001 - €90,000	1	1
	<u>7</u>	<u>7</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 €69,373 (2020: €58,919).

## 12. PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings freehold €	Fixtures, fittings and equipment €	Motor Vehicles €	Computer Equipment €	Total €
<b>Cost</b>					
At 1 January 2021	2,582,343	522,605	97,839	13,905	3,216,692
Additions	75,944	3,000	-	-	78,944
At 31 December 2021	<u>2,658,287</u>	<u>525,605</u>	<u>97,839</u>	<u>13,905</u>	<u>3,295,636</u>
<b>Depreciation</b>					
At 1 January 2021	780,356	457,390	84,749	13,905	1,336,400
Charge for the year	58,853	17,323	13,090	-	89,266
At 31 December 2021	<u>839,209</u>	<u>474,713</u>	<u>97,839</u>	<u>13,905</u>	<u>1,425,666</u>
<b>Carrying amount</b>					
At 31 December 2021	<u>1,819,078</u>	<u>50,892</u>	<u>-</u>	<u>-</u>	<u>1,869,970</u>
At 31 December 2020	<u>1,801,987</u>	<u>65,215</u>	<u>13,090</u>	<u>-</u>	<u>1,880,292</u>

## 13. RECEIVABLES

RECEIVABLES	2021 €	2020 €
Trade receivables	16,289	3,971
Other receivables	4,658	1,184
Prepayments	26,982	42,912
Accrued income	33,334	51,341
	<u>81,263</u>	<u>99,408</u>

## 14. PAYABLES (Amounts falling due within one year)

Amounts falling due within one year	€	€
Trade payables	14,699	30,022
Taxation	105,099	104,706
Other payables	41,898	39,500
Pension accrual	18,519	7,737
Accruals	123,497	78,533
Deferred Income	933,439	724,097
	<u>1,237,151</u>	<u>984,595</u>

## 15. PAYABLES (Amounts falling due after more than one year)

PAYABLES Amounts falling due after more than one year	2021 €	2020 €
Government grants	636,234	658,980

## 16. FINANCIAL COMMITMENTS

At 31 December 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 €	2020 €
Not later than 1 year	76,260	61,193
Later than 1 year and not later than 5 years	103,628	179,888
Later than 5 years	-	-

## 17. CAPITAL COMMITMENTS

The company had no material capital commitments at the year-ended 31 December 2021.

## 18. EVENTS AFTER END OF REPORTING PERIOD

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

## 19. RELATED PARTY TRANSACTIONS

In January 2006, Coolmine Housing Association CLG was incorporated and is controlled by Coolmine Therapeutic Community CLG. Coolmine Therapeutic Community CLG has agreed to be responsible for the management and financing of Coolmine Housing Association CLG. There were no transactions during the year.

Carthage Conlon is the Company Secretary and a director of Coolmine Therapeutic Community. He is also a partner in O'Mara Geraghty McCourt. We had one transaction with them during 2021 in the amount of €5,687 in relation to legal advice around service expansion in the Southwest region. Another partner in O'Mara Geraghty McCourt was retained for the work for which these bills relate. The work was billed on an hourly rate and an itemised invoice provided in respect of all work undertaken. These were considered arm's length terms. The invoice was reviewed by the Chairman as part of the internal approvals process for payments over €4,000 brought to the board's attention and review.



10. CASH AND CASH EQUIVALENTS

	2021 €	2020 €
Cash and bank balances	1,245,563	973,653
Cash equivalents	6,930	11,835
	<u>1,252,493</u>	<u>985,488</u>

21. ANALYSIS OF MOVEMENT IN FUNDS

	Opening Reserves 2021 (re-stated) €	Incoming Resources 2021 €	Resources Expended 2021 €	Transfers Funds 2021 €	Closing Reserves 2021 €
Restricted	192,895	5,316,398	(5,641,272)	327,072	195,093
Unrestricted	1,128,718	567,065	(233,463)	(327,072)	1,135,248
Total	<u>1,321,613</u>	<u>5,883,463</u>	<u>(5,874,735)</u>	<u>-</u>	<u>1,330,341</u>

22. CONTINGENT LIABILITIES

The company had no material contingent liabilities at the year-ended 31 December 2021.

23. COMPARATIVE INFORMATION

Certain comparative balances have been restated for the purposes of presentation.

24. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 17th May 2022.

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

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

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Charities Regulator Number 20009687  
Tax Number 00090286F