



2024

Annual Report

Building Recovery Pathways



COOLMINE
OVERCOMING ADDICTION, SUPPORTING RECOVERY

The Therapeutic Community Philosophy

We are here because there is no refuge finally from ourselves.

Until we confront ourselves,
In the eyes and hearts of others we are running.

Until we suffer others to share our secrets,
We have no safety from them.

Afraid to be known,
we can know neither ourselves nor any others,
we will be alone.

Where else but on this common ground
Can we find such a mirror?

Here together we can at last appear clearly to ourselves.
Not as the giant of our dreams,
Nor the dwarf of our fears,
But as unique beings, part of a whole,
With our share in its purpose.

In this ground, we can each take root and grow,
Not alone anymore as in death,
But alive to ourselves and to others.

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01 Our Impact



Impact 2024



Total
Presentations

3293



Residential

200



Community

3093



Children
Supported

52



Families
Supported

326



Graduates

43

The Last Three Years



Our Programmes

Contact, Assessment and Stabilisation Services

At Coolmine, we understand that taking the first step toward recovery can be daunting. We are committed to ensuring a warm, compassionate, and supportive welcome. Access to our treatment services begins with a combination of contact, assessment, case management, and group programmes.

In collaboration with partners such as Ana Liffey Drug Project, Merchants Quay Ireland, HSE Southwest Addiction Services, and the Probation Service, we provide a range of treatment options, assessments, and pre-entry group supports. In 2024, we expanded these pathways to better support Travellers, new communities, people experiencing homelessness, young people, and families.

Coolmine’s contact, assessment and stabilisation services include:

- National Outreach and Assessment (including assessment for residential and/or community detox)
- Prison Outreach and Assessment
- Assertive Outreach and In-reach for Travellers, New Communities, Homeless Populations, and Acute Hospital Settings
- Satellite Clinics (Midwest and Southwest)
- Drop-in Services
- HSE Needle Exchange
- National Pre-entry Programmes
- “Reduce the Use” and “Here & Now” groups
- Stabilisation Programmes
- Contingency Management
- Community Case Management



Primary Treatment Services

Coolmine delivers a holistic, person-centred approach to recovery. At the heart of our services is the Therapeutic Community (TC) model, where individuals live and learn together in a structured, drug-free environment. This model promotes connection, responsibility, and personal growth.

Through our modified TC approach, supported by the Community Reinforcement Approach (CRA) case management framework, clients engage in group work, one-to-one therapy, and educational activities designed to support meaningful lifestyle changes and long-term recovery.

Coolmine’s primary treatment services include:

- Residential Methadone Detoxification
- Men’s Residential Service (Coolmine Lodge)
- Mother and Child Residential Service (Ashleigh House)
- Women’s Residential Service (Westbourne House)
- Drug-free Day Programmes
- Gender-specific Community Programmes
- Parents Under Pressure (PuP) Programme
- Alcohol Recovery Programme
- Young Persons’ Programme
- Cocaine Recovery programmes
- Family Support Services
- Community Reinforcement Approach/Case Management

Integration and Aftercare Services

Coolmine's integration and aftercare programmes support clients transitioning from treatment into independent living. These services aim to foster personal development, employment, education, and sustained recovery in the community.

Our integration and aftercare services include:

Integration Programme

Community Employment Scheme

Career and Education Support

Social Enterprise Programme

Aftercare Services

Lifelong Graduates Programme

Recovery Services

Recovery is about more than abstinence—it's about rebuilding a life. We support clients through wraparound services that address their full spectrum of needs and promote sustainable recovery.

Coolmine's recovery support services include:

Medical Services

Health Promotion

Housing Support

Education and Literacy Support

Career Guidance

Counselling and Psychotherapy

Psychiatric Services

Parents Under Pressure (PuP) Programme

Recovery Through Nature Programme

Client Participation Strategy

Pro-social Activities and Programmes



Medical & Clinical Supports

Clients often present with complex health needs. Our medical and clinical team ensures each individual receives appropriate care throughout their recovery journey.

Our medical and clinical supports include:

Comprehensive Needs Assessments Upon Admission

Onsite Nursing Care

Public Health Nurse Support

Pre- and Post-natal Maternity Care

Visiting General Practitioner (GP)

Psychiatric Services

Hepatitis C Screening and Referral

Guide Clinic Access

Health Promotion

Housing

Stable housing is critical to long-term recovery. In 2024, we partnered with a range of housing providers to secure appropriate accommodation for our clients transitioning from treatment to independent living.

Our housing partners include:

Focus Ireland

Peter McVerry Trust

DePaul

Daisy House

Dublin Simon Community

Cork Simon Community

Sophia Housing

Novas (Limerick)

Crosscare

Housing Assistance Payment (HAP) schemes

Local Authorities and Social Housing Providers

Client Participation



Client voices are at the centre of everything we do. For nearly 20 years, Coolmine has embedded client participation in service delivery and decision-making. Through regular client-led meetings, individuals provide feedback that informs service improvement at all levels.

Regional Client Coordinators gather and present this feedback locally and at board level, influencing changes to therapeutic supports, physical environments, and organisational policies.

Family Support Services



Coolmine Family Support Services offer a space for family members impacted by addiction to receive guidance, emotional support, and education. One-to-one sessions and structured group programmes are available, tailored to each family's unique needs.

Our Parents Under Pressure (PuP) programme, delivered both within our services and in the community, is specifically designed for families facing multiple adversities, including substance use, mental health issues, and financial stress. This programme has led to improved family dynamics and reconnection across generations.

New Programme Initiatives

Traveller Outreach Programme

In 2024, Coolmine strengthened its long-standing commitment to supporting the Traveller community through enhanced outreach and early intervention services, developed in partnership with the HSE. This expanded programme reflects Coolmine's belief that recovery must be accessible, inclusive, and rooted in the lived experiences of marginalised communities.

At the heart of the initiative is a community-centred, evidence-based model that provides tailored addiction support to Travellers within primary healthcare settings. Designed to minimise stigma and improve accessibility, services are delivered in familiar, non-judgemental environments—aligning with the principles of Sláintecare by integrating addiction care within the broader healthcare system. Clients can engage with the service alongside other health supports, ensuring discretion and reducing barriers to treatment.

The programme offers a blend of one-to-one addiction support, family interventions, and peer-led engagement that reflects the lived experiences of the Traveller community. The

inclusion of Traveller Peer Support Workers is a key strength, fostering trust, building relationships, and promoting service uptake through culturally sensitive outreach.

In addition, Coolmine's targeted outreach programme for homeless Traveller women, introduced in 2023, continued to operate throughout 2024—further expanding the reach and responsiveness of our services.

In total,
160 members
of the Traveller community accessed
Coolmine's supports in 2024.

This growth reflects the deepening impact of our work and our continued commitment to inclusive, respectful, and meaningful recovery pathways for all.



Welcoming EDIT to Coolmine

In 2023, Coolmine began working closely with the EDIT Board, HSE Dublin North, and key stakeholders to sustain and enhance the vital addiction services provided by EDIT in Dublin 5. In 2024, EDIT became part of the Coolmine family, as Coolmine EDIT. The service delivers a holistic, client-centred approach to recovery through structured case management and one-to-one counselling. In response to emerging community needs, Coolmine EDIT has expanded its evidence-based supports to include Parents Under Pressure (PuP) groups, Cocaine-specific groups, and Community Reinforcement Approach (CRA) programmes. This integration ensures individuals and families in the area can access flexible, responsive care that promotes long-term recovery and community connection.

Building Bridges - Our Erasmus+ Journey

In 1987, the Erasmus programme was launched to foster deeper connections between European citizens through education and shared experience. This vision of unity and exchange aligns closely with our values at Coolmine. Originally designed for university students, Erasmus later expanded to include broader community groups through Erasmus+, introduced in 2014 to promote greater inclusivity—an ethos Coolmine champions every day.

Long before formally engaging with Erasmus+, Coolmine took part in international exchanges through the Ecett network, learning from sister organisations across Europe. In 2023, we took a bold step to formalise these exchanges and become an informal Adult Education Centre by applying for Erasmus+ accreditation. Thanks to the dedication of Anita Harris, Deputy Head of Services, who represented Coolmine at a

European-level workshop in Corfu, we secured our Erasmus+ accreditation in Spring 2024—a milestone that officially connected us to the wider European educational community.

Our participation in Erasmus+ is built on three strategic pillars: inclusion, sustainability, and exchange. These exchanges offer our staff the chance to learn from peer organisations and bring innovative practices back to strengthen our programmes.

For clients, Erasmus+ provides meaningful opportunities to participate in educational exchanges, broadening their horizons and deepening their sense of empowerment and inclusion. These experiences not only support personal development but also help break down stigma and inspire hope for long-term recovery.

By the end of 2024, Coolmine had established contact with over 45 organisations across Europe, laying the groundwork for impactful exchanges in areas such as dual diagnosis, art therapy, sustainability, social inclusion, and housing-first models.

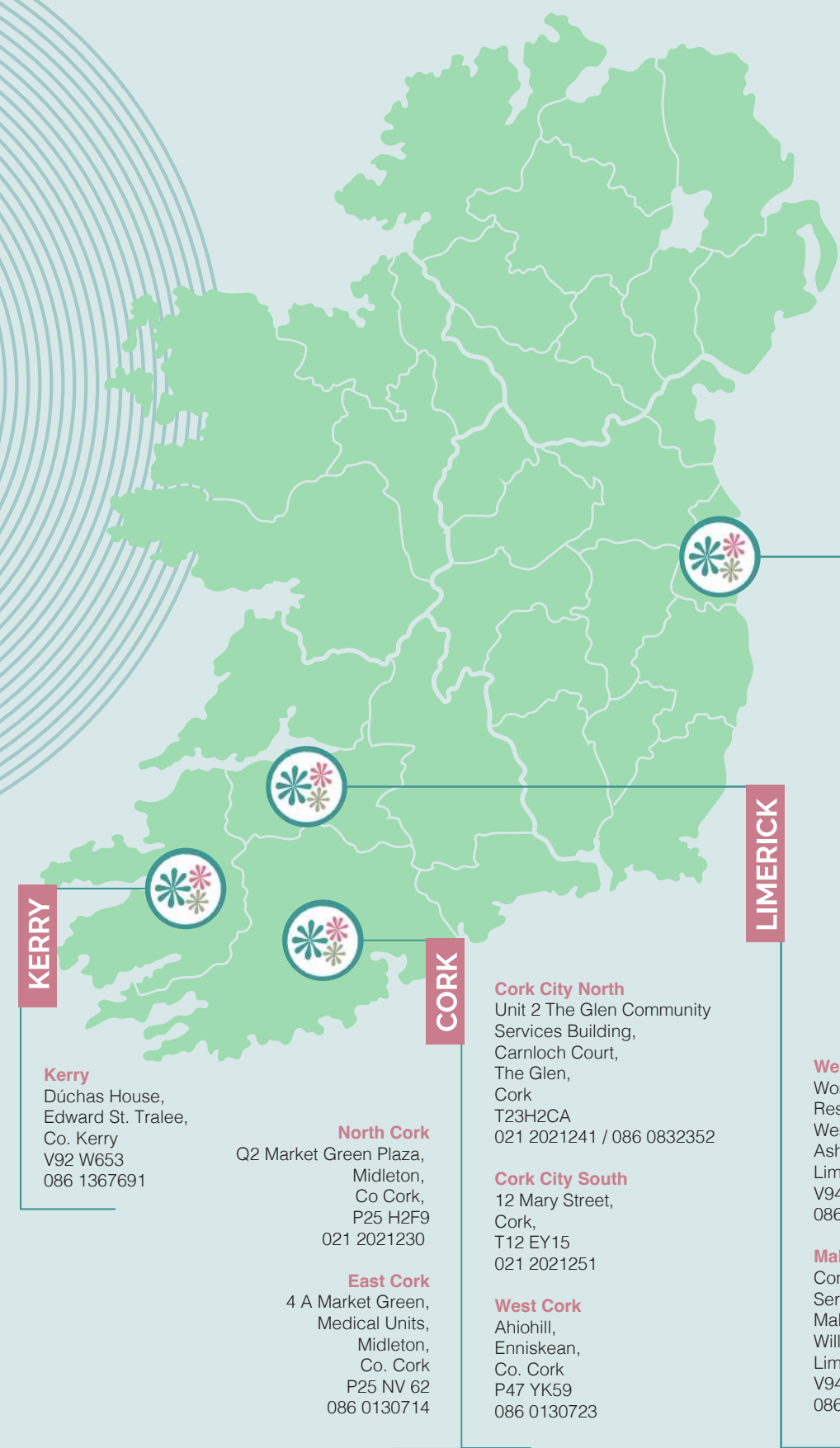
At Coolmine, we believe education and exchange are powerful tools for growth and empowerment. Through Erasmus+, we are building bridges that will enable our community to evolve, learn, and lead in recovery and social inclusion across Europe.

Erasmus+
Enriching lives, opening minds.

 **léargas**

 **Funded by
the European Union**

Our Services



DUBLIN

D15 CAT
Community Day Service
37A Coolmine Industrial Estate,
Coolmine,
Dublin 15
01 699 1078
d15staffteam@coolminetc.ie

Coolmine Lodge
Men's Residential Service
Grove Road, Blanchardstown,
Dublin 15,
D15 AK66
01 8214545
admissions@coolminetc.ie

Ashleigh House
Women and Children's
Residential Service
Damastown Walk,
Damastown,
Dublin 15,
D15 HK12
01 8251100
admissions@coolminetc.ie

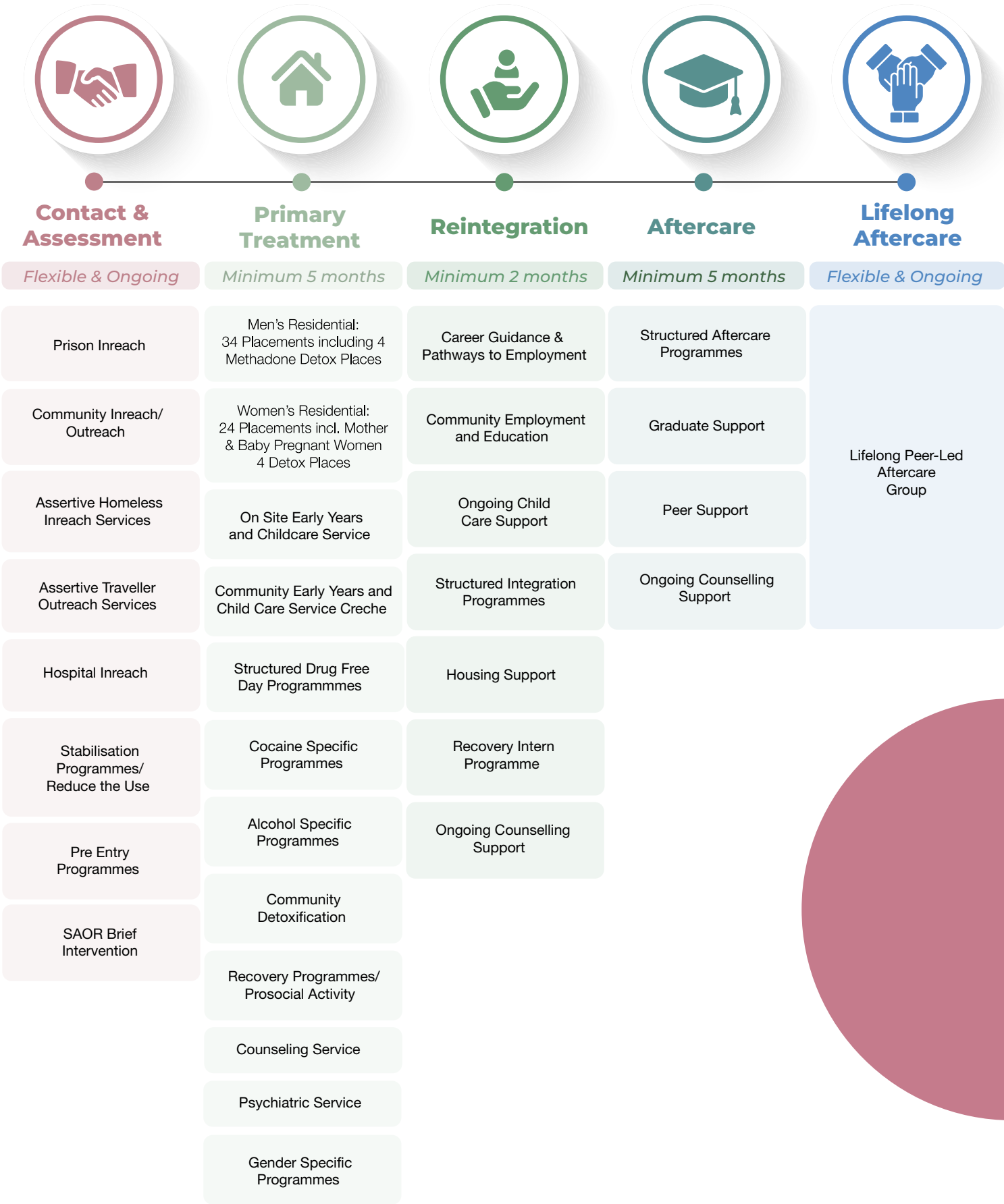
Coolmine House
Community Day Service
Coolmine House,
19 Lord Edward Street,
Dublin
01 6794822
admissions@coolminetc.ie

Office
Administration
Unit 1, Block 8,
Blanchardstown,
Corporate Park,
D15 EE9T
01 6991587
info@coolminetc.ie

PACT Team
Outreach
9a Trinity Street,
Dublin 2
086 415 9099

Coolmine EDIT
Community Day Service
Unit 6 Edenmore Shopping Centre,
Edenmore, Raheny,
D05 KH36
086 074 6293

Continuum of Care



David's Story

From Recovery to Giving Back

“If you stay in your comfort zone, that’s as far as you’ll go.”

For David Mannion, stepping outside of that comfort zone began the day he walked into Coolmine Lodge. Having only known addiction and prison, David arrived with little more than hope. But what he found was far more powerful—belief in himself and the tools to build a better future.

While in treatment, David began to uncover potential he never knew he had. He started organising events at the Lodge and even took to the radio, experiences that boosted his confidence and helped him find his voice. These small but significant steps planted a seed—he began to see a world of possibilities beyond addiction.

Coolmine gave David more than just support—it gave him practical life skills. He got his driver’s licence, found employment, and was encouraged to return to education. He enrolled in a Level 7 course after graduating from Coolmine in 2018, but following a relapse, had to drop out. After a second stay in Coolmine, he returned to college determined to finish what he started—and went on to complete a Level 8 degree in Sociology and Social Policy. Alongside his studies, he worked doing deliveries and explored other opportunities like radio and social inclusion.

David often reflects on one of his earliest experiences at Coolmine—a *Sailing into Wellness* trip that shifted his entire outlook. “I saw there was so much more to life than I had ever realised,” he said. That lesson still guides him: if an opportunity arises and he’s unsure, he gives it a try.

After college, David launched *Mani Matches*, a business running competitions and football-related events, including all-inclusive trips abroad. With over 40,000 followers across TikTok, Instagram and Facebook, his business has grown rapidly—but for David, it’s just the beginning. “I love it, but I still have big dreams for it,” he says. “Ten years ago, I never would have believed I’d be here.”

In 2024, David returned to Coolmine—not as a client, but to give back. He donated a set of football jerseys to the Lodge for their annual tournament, a gesture rooted in deep gratitude. Having already sponsored local underage teams, this felt like the next step.

“This place gave me everything when I had nothing,” David said. “They took me back after relapse, they supported me through college. I’m a Coolmine success story—and I’ll always give back as long as I live.”

Handing over those jerseys was a powerful, emotional moment—a reminder of how far he’s come, and how much further he’s still ready to go. Through Coolmine, David found not just recovery, but purpose, resilience, and a future worth sharing.



02 Forewords

Chair & Chief Executive Foreword

2024 was another impactful and busy year for Coolmine as we continued our mission to support individuals and their families in overcoming addiction and building fulfilling, productive lives. As a leading national provider of drug and alcohol treatment and recovery services, Coolmine remains at the forefront of delivering compassionate, evidence-based support across Ireland.

Ireland continues to face a growing crisis of drug and alcohol misuse. However, hope remains when effective services and recovery pathways are made available. In 2024, Coolmine created hope for over 3,293 individuals, and their families, by delivering community, day, and residential services across the East, Mid-West, and South-West regions of the country.

Social Impact

How did we do in 2024?

Our 2024 *Building Recovery Pathways* report provides a powerful overview of our impact:

- **35% more** people supported compared to 2023.
- **Women:** We supported 1,396 women, a clear sign that our efforts to reduce barriers—such as childcare, domestic violence, and stigma—are working.
- **Children:** Between 2022 and 2024, there was a 21% increase in the number of children entering our women's residential services. In 2024 alone, 52 children arrived with their mothers. Each child received a personalised care plan and dedicated key worker. These are more than statistics—they represent young lives being given the chance to heal, grow, and thrive.
- **Families:** 365 parents took part in the evidence-based Parents Under Pressure programme—an increase of 28%, highlighting the value of treating the whole family.

- **Service Access:** In collaboration with HSE Social Inclusion, Coolmine ensures equitable access for marginalised groups through targeted initiatives. These include:

- * **RISE** in Cork for people with acute mental health needs

- * **PACT** team, supporting care planning for people experiencing homelessness

- * A **dedicated service** for Traveller women

All three showed high engagement and retention throughout 2024.

- **Retention:** We achieved 74% retention across residential services—double the international average.

- **Quality of Life:** Clients reported improvements in physical health, emotional wellbeing, psychological resilience, employment, safe accommodation, and financial stability—foundations essential for long-term recovery.

In summary, our 2024 impact reflects the strength of sustained recovery planning and support—which is at the heart of everything Coolmine does. It also highlighted one key area for improvement: sustained mental health and wellbeing support post-treatment. This will be a core focus for us in 2025.

National Policy

The vital services delivered by Coolmine aligns to the objectives of the *Reducing Harm, Supporting Recovery 2017-2025* Ireland's National Drug and Alcohol Strategy through the provision of evidence based treatment and recovery services. In 2024 we provided services on a continuum of care, supporting clients and families to stabilise, detox, rehabilitate and gain long-term recovery. Our focus is on improving quality of life, family relationships, health, housing, education, and employment. The highlight of the year was the launch of our Recovery Intern Programme offering apprenticeship opportunities to six graduates on their recovery journey.

Strategic Plan Progress

2024 marked a mid-term point of our current strategic plan, Responsive Sustainable Recovery, some of the key achievements are as follows:

Strategic Priority 1: Service Delivery Excellence

In 2024, we strengthened our commitment to delivering inclusive, high-quality, and responsive treatment and recovery services.

- 60% increase in detox bed capacity and 7.5% rise in dual diagnosis placements.
- Supporting 1,396 women—an 11% increase from the previous year.
- Outreach and case management service for homeless Traveller women.
- Attained Erasmus+ accreditation as an Adult Education Centre
- Facilitated 36 international staff and client placements

Strategic Priority 2: Policy and Public Awareness

In 2024, we strengthened our national profile with a 50% increase in media presence, actively advocating for addiction services and client needs.

- Monthly social media campaigns boosted reach and engagement by 17.5%.
- Four new corporate partners were secured and retained by year-end
- Developed a capital refurbishment plan for our historic Dublin City centre service at Lord Edward Street—our first major investment in the site in 15 years—through a strategic partnership with SISK Construction, AstraZeneca, and their supplier network. Works are scheduled to commence in Q2 2025.

Strategic Priority 3: People, Process & Leadership

In 2024, we strengthened staff support and leadership development to ensure high-quality service delivery.

- Quarterly HR reports tracked key workforce metrics, including DEI indicators.
- Established a Training Coordination Group to lead mandatory and developmental training and conduct an annual Training Needs Analysis.
- Staff wellness prioritised through our Lunch and Learn sessions.
- 21% reduction in staff turnover.
- Succession planning piloted to support long-term leadership resilience

Strategic Priority 4: Governance, Finance & Infrastructure

In 2024, we strengthened organisational sustainability through a fully costed funding model.

- Outsourced our IT Helpdesk services to increase functionality for staff & clients
- Migrating 99% of IT systems to secure cloud and mobile platforms
- Maintained full compliance with regulatory requirements
- Won the Business and Finance ESG Governance Best Practice Award
- Completed a GDPR internal audit - 60% of recommendations implemented by year-end.

As we start 2025, we are beginning to consider the strategic direction we shall take in the incoming 4 years. However, our service delivery, and above all, the clients and families we serve, will remain firmly at its core.

Governance

Coolmine operates under a governance framework that ensures the organisation operates to the highest standards, ensuring accountability and transparency in everything we do. Systems and procedures are in place to manage presenting risks and to ensure internal controls are in place and to ensure the safety of our programme participants. This framework involves oversight by Coolmine’s board and four board committees to oversight our Clinical Quality & Safety, Finance & Fundraising, Audit & Risk and Nomination, Evaluation & Governance. Ethics, compliance, stakeholder engagement, company management and board independence are critical to this framework and resulted in a continual programme of improvement actions during 2024:

- Quarterly review of our Corporate Risk Register
- Awarded our Charities Institute Ireland Triple Lock Standard
- Charities Regulator Annual Report submitted
- HSE Annual Compliance statement
- Hosted four National Client Forum meetings chaired by a board director to report directly to the board on our clients’ satisfaction with our services
- Conducted six Strategic Oversight Committee meetings, completing a comprehensive review of our strategic plan’s actions, highlighting progress made and challenges reported to the board.
- Hosted several in service events including report launches, graduations, open days to engage with our key stakeholders, (clients, families, funders, corporate partners, peer agencies, media and general public)
- Commissioned an internal board evaluation to report in January 2025.

In 2024, Coolmine faced two key risks: securing suitable residential premises for our Mid-West Women’s, Mothers and Children service, and retaining staff. Despite a short-term lease extension, no long-term location has been identified for the service beyond 2024, and efforts continue with key partners to find a solution. Staff turnover, while reduced by 50% from 2023, remains a challenge due to ongoing pay disparities with Public Service roles. An 8% pay increase in 2024 was positive, and we remain focused on addressing this gap and improving retention into 2025.

Acknowledgements

At the heart of Coolmine’s impact is a remarkable community of people whose unwavering dedication fuels everything we do.

To our staff, we express our deep admiration and gratitude. Your professionalism, compassion, and commitment bring about real change in people’s lives and leave a lasting impact on communities across Ireland. Despite the challenges we face in the sector, including ongoing pay disparities and recruitment pressures, we are heartened by the significant reduction in staff turnover and remain committed to addressing these issues. Management continues to explore innovative ways to support, reward, and retain our skilled and valued teams.

We are also profoundly grateful to our board members for their guidance, wisdom, and service. Your contribution—both individually and collectively—shapes the direction and strength of our organisation. A special thanks to our outgoing Chairman, Alan Connolly, whose exceptional leadership over the past nine years has steered

Coolmine with integrity, vision, and an unwavering dedication to our mission. His legacy will continue to inspire us.

Our sincerest thanks to our funders, corporate partners, donors, and supporters, you are all part of our Coolmine family. Your generosity, in so many ways, helped us to deliver our vital services and build a better future for all those we serve.

Our clients work every day to achieve and maintain their recovery. Their courage inspires our commitment. As we reflect on the past year, we celebrate the resilience of those we support and reaffirm our dedication to building a more inclusive, compassionate society—one where recovery is always possible, and every voice matters.



Pauline McKeown
CEO



John Gleeson
Chairman



In Loving Memory of Professor Ivor Browne

A Pioneer in Recovery

With heavy hearts, we bade farewell to Professor Ivor Browne, a true pioneer whose groundbreaking work continues to shape the landscape of addiction recovery and mental health care in Ireland. As one of the co-founders of Coolmine Therapeutic Community, alongside Lord Paddy Rossmore, Ivor's visionary leadership laid the foundation for a transformative approach to addiction treatment that has touched countless lives.

As the former Professor of Psychiatry at University College Dublin and Chief Psychiatrist of the Eastern Health Board, Ivor Browne was a trailblazer in mental health care. He believed deeply in the power of the therapeutic community model, and in 1973, with Ivor's unwavering support, Coolmine Therapeutic Community opened its doors, ushering in a new era of treatment. His approach was rooted in compassion, inclusion, and respect for the dignity of every individual, values that remain central to Coolmine's mission today.

In a tribute to Ivor, President Michael D. Higgins aptly described him as a

“visionary and radical psychiatrist,”

acknowledging the profound impact he had on Ireland's understanding of mental illness. Through his courage and innovation, Professor Browne liberated many from the confines of institutional care, offering groundbreaking therapies that have paved the way for more humane and effective approaches to mental health and addiction treatment.

Professor Browne's legacy is woven into the very fabric of Coolmine's success. His commitment to compassionate care, his advocacy for change, and his unwavering belief in the possibility of recovery continue to inspire us as we work to support individuals on their own journeys of healing.

Today, as we reflect on his life and contributions, we express our deepest gratitude to Professor Ivor Browne for his tireless dedication to the well-being of others. His profound influence will live on, inspiring generations of recovery professionals and individuals seeking healing. Coolmine will continue to honour his legacy as we strive to bring hope, change, and healing to those whose lives have been touched by addiction and mental health challenges.



03 Stakeholder Engagement

Stakeholder Engagement

Stakeholder engagement remained a cornerstone of Coolmine’s work in 2024, rooted in our commitment to collaboration, advocacy, and driving innovation across the addiction and recovery sector. Through strong partnerships with policymakers, funders, peer organisations, and health and justice services, we continued to influence change and expand access to evidence-based care.

Political engagement helped amplify the visibility of our work. **Minister Hildegard Naughton**’s visit to Ashleigh House highlighted the critical importance of gender-responsive treatment, while **Minister Colm Burke**’s tour of our Limerick and Cork services reinforced the need for sustained regional investment. At Coolmine Lodge, **Minister Jack Chambers** reaffirmed the role of sustained funding in supporting long-term recovery. A key moment in our calendar was the launch of Coolmine’s Annual Report, which welcomed **Bernard Gloster**, CEO of the HSE, as guest speaker—reflecting strong interagency collaboration with HSE leadership and the Prison Services.



Coolmine also played a leading role on the international stage in 2024. We presented at the **European Federation of Therapeutic Communities (EFTC)** conference in Gdańsk, as well as the **Lisbon Addictions Conference**, sharing insights from our community-based, trauma-informed programmes. Our Chief Executive, Pauline McKeown, continued to shape national and European policy through her roles as the voluntary sector representative on the Standing Sub-Committee (SSCm) to the **Department of Health**, Chair of the **National Voluntary Drug & Alcohol Sector (NVDAS)** steering committee, and board member of the **EFTC**.

At national level, Coolmine contributed to many key policy and practice events, including presenting the **Integrated Case Pathway** at a key HSE conference, contributed at the launch of a national report on **Alternatives to Coercive Sanctions**, and showcased the Cork Court Referral Process, a health-led initiative aligned with the recommendations of the **Citizens’ Assembly on Drugs**. Coolmine also addressed workplace substance misuse at the Ibec HR Managers Conference, offering practical guidance for employers navigating this emerging challenge.

Through these national and international engagements, Coolmine continues to shape recovery-oriented policy and practice—ensuring the voices of clients, families, and frontline providers remain central to a responsive, compassionate, and effective system of care.

Our open days, graduations, and service visits created valuable opportunities for dialogue and shared learning with healthcare providers, strategic partners, and peer-led organisations—reinforcing our belief in joined-up care and collective impact.



04 Advocacy & Client Voices

Advocacy & Client Voices

In 2024, Coolmine remained steadfast in its commitment to amplifying the voices of those most impacted by addiction—our clients and their families. Their stories guided our work, shaped public understanding, and brought the realities of recovery to the fore.

Our client participation strategy, active since 2006, continued to empower clients across all services to give structured feedback through peer-led forums. Four National Client Forum meetings, chaired by a board director, provided a direct channel between client voices and governance—embedding lived experience at the heart of organisational decision-making.



Our regional presence grew significantly, particularly in Limerick, Cork, and Kerry, where sustained media engagement helped spotlight the demand for services and the strength of local recovery journeys. Coverage across *Red FM*, *Cork 96FM*, *Radio Nova*, *Newstalk*, *Spin*, *LMFM*, *Tipp FM*, and others helped us reach diverse audiences and advocate for accessible, community-based support.



Notable moments included the Father's Day feature in the *Irish Examiner* and on *Virgin Media*, where graduates spoke about the challenges of fatherhood in recovery and the joy of rebuilding family relationships. Another highlight was Annmarie Sweeney's recognition at the *Traveller Pride Awards*, and her *Irish Independent* feature detailing both her personal recovery and the specific barriers faced by members of the Traveller community.



Our media presence grew significantly in 2024, with over

100 features across national and regional platforms.

Highlights included a full segment on *RTE's Nationwide* following the journeys of graduates Bernard and Bronagh, a dedicated *Ray D'Arcy Show* highlighting the impact of Ashleigh House, and powerful storytelling on *Real Life with Lucy Kennedy*. These stories put names and faces to recovery, helping to reduce stigma and educate the public on addiction and hope.





Serena's Story

Finding Strength Through Recovery

When Serena arrived at Ashleigh House, she had spent 30 years in addiction. “I crawled in,” she says, describing a time when her self-worth was at its lowest. Addiction had been a deeply lonely place, and starting her recovery journey felt overwhelming. But Ashleigh House offered reflection, connection, and the chance to build something new.

One of the most powerful parts of Serena's experience was participating in the Open Group, a peer-led therapeutic space where women share their stories, trauma, and triggers. “You listen to someone else's pain and feel compassion for them,” Serena recalls, “even when you haven't shown yourself the same compassion in similar situations.” Giving feedback and speaking your own truth out loud—it's powerful.” Over time, Serena began to view herself from a new angle. She learned how to pause, reflect, and choose when and how to respond to challenges. “I started to trust my own judgement on when to speak, and when not to.”

The everyday tools she gained have continued to support her well beyond treatment. “Not every argument needs me to get involved,” she explained. “Confrontation can lead to frustration, which can trigger you. But if you stop, reflect, and let it go—or revisit the conversation when you're thought it through and can articulate your points —it changes everything.” Serena no longer carries things with her. She trusts herself and maintains a healthy relationship with who she is. “I'm not trying to get people to agree with me anymore. I've learned to be okay with me.”

In 2024, Serena became a powerful ambassador for recovery. She shared her story on RTÉ Radio 1's Ray D'Arcy Show and on Real Life with Lucy Kennedy on Virgin Media—media appearances that reached national audiences and inspired many. Though she hadn't planned to share her story so publicly, she felt grounded enough in herself to do so. “It wasn't about anyone else—it was about me. I've taken accountability for my actions. And I wasn't ashamed anymore—I wanted to put my name to it.”

Her openness had an immediate and heartfelt impact. Friends, family and neighbours reached out to express their pride and admiration. One neighbour in his twenties heard her on the radio and later approached her to say he had no idea what she had gone through—and then asked if he could give her a hug.

For Serena, telling her story was about offering hope.

“If even one person heard it and thought, ‘If she can come back from 30 years of addiction, maybe I can too’—that would be everything.”

“There's freedom in being able to tell your truth,” Serena says.

05 Pro Socials



From Isolation to Integration

The Role of Pro Socials

At Coolmine, we believe recovery is about more than overcoming addiction—it's about rebuilding a meaningful, connected life. Positive Social Activities, or “Pro Socials,” are a core part of our therapeutic approach, offering clients safe, structured opportunities to reconnect with themselves and others. These experiences help foster self-esteem, purpose, and joy—key ingredients in long-term recovery.

Addiction is complex and deeply rooted in social, emotional, and environmental factors. Developing a new recovery identity is essential to sustaining progress. Pro Socials provide clients with a sense of belonging, empathy, and mutual support, while also encouraging personal growth and self-expression. Just as importantly, they are enjoyable—helping clients rediscover the simple joys of life.

By participating in group outings, wellness events, and creative or physical activities, clients form healthy social bonds and peer connections that often continue well beyond treatment. These experiences support the formation of recovery networks, build confidence, and strengthen the communal spirit at the heart of Coolmine's Therapeutic Community model—helping clients move forward with hope.



06 Strategy Update



Coolmine Strategic Plan

Responsive Sustainable Recovery (2023–2026)

Purpose and Vision

Our strategic plan is a roadmap for building a more inclusive, effective, and sustainable Coolmine. It focuses on expanding access to services, delivering clinical excellence, and strengthening our governance. We are also investing in our staff, enhancing financial sustainability through fundraising, and reducing our environmental impact — all to ensure long-term resilience and high-quality care.

Reflecting on Our Strategic Journey

As 2024 drew to a close, we reached a significant milestone: the halfway point in our four-year strategic journey. This plan was developed to guide our organisation through a period of intentional growth, grounded in the values that have long shaped Coolmine — compassion, accountability, and inclusivity — while placing a renewed emphasis on Environmental Social Governance (ESG) and long-term sustainability.

By embedding ESG principles into every aspect of our work — from service delivery and infrastructure to workforce wellbeing and financial planning —

we aim to ensure that our impact endures far beyond the lifetime of the strategy itself.

What Success Will Look Like

By 2026, we envision a Coolmine that has grown in capacity, strengthened its foundation, and remained true to its mission. Success will be reflected in a 20% increase in programme placements, broader geographical reach, and more inclusive access for socially excluded individuals across Ireland.

We will have made tangible progress on our capital projects in Dublin West and the Mid-West, responding to local needs in partnership with the HSE and other key stakeholders. Our staff will be supported, empowered, and recognised as the beating heart of our services. Financially, we aim to generate 10% of our annual budget through strategic fundraising, a critical step in securing long-term resilience.

Most importantly, we will continue to be a voice for those affected by addiction — shaping policy, reducing stigma, and offering real opportunities for recovery.



Strategic Priority One

Service Delivery Excellence

To provide inclusive, quality, efficient, and effective treatment and recovery services that are responsive to the presenting needs of individuals and families affected by substance use, ensuring they have the opportunity to lead a fulfilled and productive life.

Objective

01

Expand, develop, and enhance facilities and services to meet presenting needs, framed by Clinical Governance excellence.



Achievements

- In 2022 we opened a new residential Therapeutic Community for women and children in the Mid-West, supporting 101 women and 35 children by year end 2024.
- During 2024, increased detoxification bed capacity by 60% and dual diagnosis placements by 7.5%.
- Rolled out gender-specific recovery programmes across all regions, supporting 1,396 women — an 11% year-on-year increase.
- Introduced targeted outreach and case management services for Traveller community members, including homeless Traveller women.
- Implemented a Childcare Services Enhancement Plan (CSEP) across all Coolmine childcare services, underpinned by organisational structures and reflective practice.



Challenges

- Securing a long-term residential premises for our Mid-West service remains unresolved and continues to be a key priority for 2025.
- Planned increase of residential placements by 35% in 2025 is contingent on successful acquisition and refurbishment of suitable premises.
- Creating consistent pathways to treatment for clients with lived experience of the criminal justice system requires broader systemic change; engagement with key stakeholders is ongoing.

Objective

02

Ensuring the organisation performs in a way that is true to its primary purpose, vision, mission and strategy, whilst continuing to develop our positive culture.



Achievements

- Appointed a Clinical Quality and Safety Manager to strengthen oversight of clinical governance and uphold service standards.
- Integrated organisational culture and role assimilation into all staff and volunteer induction and training programmes.
- Achieved Erasmus+ accreditation as an Adult Education Centre in June 2024; 20 staff development placements and 16 client placements initiated across Malta, Spain, Czech Republic, and Belgium.
- Launched the Recovery Intern Programme, providing five annual apprenticeship opportunities for graduates with lived experience of recovery.

Objective

03

To decrease our carbon footprint through reduction in direct and indirect emissions.



Achievements

- Commissioned a Baseline Environmental Impact Report to inform organisational sustainability efforts and guide the development of an Environmental Action Plan.
- Recovery through Nature horticulture programmes continue to grow across East region residential services, supported by Keelings, fostering environmental awareness and client wellbeing.

Objective

04

To deliver, in partnership with key stakeholders, inclusive sustainable services in line with our vision and mission



Achievements

- Restructured and relaunched the Community Employment Scheme in the East Region in 2024, enhancing access to meaningful work-based rehabilitation.
- Achieved a 15% positive progression to employment for clients in aftercare, with a further 6% returning to education.
- Conducted random client care plan audits, demonstrating a 91% quality and compliance rate across services.



Challenges

- Community Employment Scheme successfully relaunched in the East Region; replication in the Mid-West is planned, pending identification of a suitable premises.

Objective

05

Demonstrate the uniqueness of Coolmine by delivering on our research schedule



Achievements

- Published in the Social Work Education Journal: Exploring Women's Lived Experiences of Substance Use and Social Work to Inform Social Work Education and Practice: An Irish Perspective.
- Completed an organisational Research Strategy in 2024, setting a target to deliver three academic publications in 2025 to evidence the impact of our work.
- Hosted the European Working Group on Drugs Orientated Research (EWODOR) at Trinity College Dublin in 2023, fostering international collaboration.
- Presented Coolmine's research and practice insights at key conferences in 2024, including the European Federation of Therapeutic Communities (Gdansk), Lisbon Addictions (Portugal), and the Ibec Annual Employers Conference.



Strategic Priority Two

Policy and Public Awareness

Strengthen our reputation as the leading national provider of addiction services to use our expertise to influence policy and increase public awareness of addiction and addiction treatment in Ireland.

Objective

01

Strengthen our reputation and communicate a strong, evidence and practice informed voice on social issues related to addiction in Ireland.



Achievements

- In 2024, we achieved strong monthly media presence, effectively representing our organisation and sector while advocating for our clients' needs and services—a 50% increase from 2023.
- Executed monthly social media campaigns resulting in 17.5% increase in reach and engagement across all platforms
- Four new corporate partners were onboarded in 2024 and remained in place at year-end.



Challenges

- 2024 focused on brand awareness development, with two brand awareness events scheduled for 2025.

Objective

02

Develop our fundraising infrastructure to deliver unrestricted income



Achievements

- 2024 fundraising targets were achieved, meeting annual income goals.
- In 2024, we reviewed event ROI and tested several fundraising events to refine planning for 2025. Three annual events were finalised: Golf Classic, Women's Mini Marathon, and Mediolanum Philanthropy Collective.



Challenges

- Given the increasingly competitive charity landscape and the key investment and expertise required, the feasibility of an individual donor campaign will be reassessed in 2026.
- The social enterprise did not make progress in 2024 due to the significant resource investment needed for seed funding and capacity building.

Objective

03

Establish a 4-year capital fundraising strategy aligned to our regional organisational needs and contract in expertise to deliver on targets



Achievements

- Ringfenced funds have been raised toward securing a long-term Mid-West residential premise, with additional fundraising planned for 2025/2026.
- Ongoing cyclical refurbishment for residential and day service premises has been incorporated into themed funding packages for corporate marketing and grant opportunities.
- Developed a capital refurbishment plan for our historic Dublin City centre service at Lord Edward Street—our first major investment in the site in 15 years—through a strategic partnership with SISK Construction, AstraZeneca, and their supplier network. Works are scheduled to commence in Q2 2025.



Strategic Priority Three

People, Process & Leadership

Provide consistent, effective support for staff and leadership in the development and delivery of people focused solutions to safeguard quality and effective service delivery.

Objective

01

Create an inclusive workplace where everyone feels valued and respected



Achievements

- Collected and reported workforce diversity baseline data, capturing gender, age profile, and nationality to inform future inclusivity initiatives.
- Achieved timely recruitment and onboarding of staff across all levels, with an average turnaround of 6 weeks for entry-level, 9 weeks for mid-level, and 12 weeks for senior-level roles.

Objective

02

Deliver excellence in our HR service & support



Achievements

- Completed a comprehensive review of all HR policies to ensure alignment with updated legislation and best practice.
- Presented quarterly HR Board reports detailing key workforce metrics, including absenteeism, staff turnover, training and development, and Diversity, Equality & Inclusion (DEI) indicators.
- Established a Training Coordination Group (TCG) to oversee mandatory and developmental training, including delivery of bi-annual regional workshops.

Objective

03

Enhance our current structures and processes to support professional development and sustain the organisation



Achievements

- Conducted bi-annual workforce planning reviews to address staff turnover and align staffing resources with state funding contracts.
- Delivered a comprehensive employee wellness programme, including an Employee Assistance Programme (EAP) and a “Lunch and Learn” series.
- Piloted succession planning for critical roles to strengthen leadership continuity and organisational resilience.
- The Training Coordination Group (TCG) completed an Annual Training Needs Analysis in Q1 2024, guiding the rollout of essential mandatory and skills development training.
- Delivered 214 Health & Safety and Incident Management training sessions across the organisation.



Challenges

- Development and implementation of a comprehensive Talent Management policy and process remains a priority for 2025.

Objective

04

Continue to embed our positive organisational culture to ensure our people feel valued in their work



Achievements

- Made positive progress in closing the pay parity gap, with an 8% WRC award payment for staff.
- Achieved a 7.8% absenteeism rate, with a target to reduce this by 4% in 2025.
- Reduced staff turnover by 21% in 2024, with a further 5% reduction target for 2025.
- Conducted an annual organisational structure review with department leads to ensure alignment with strategic goals.



Challenges

- Continue efforts at both organisational and sectoral levels to achieve pay parity for our staff, as we remain 10-20% behind public sector pay levels.



Strategic Priority Four

Governance, Finance & Infrastructure

Strengthen our governance, finances and infrastructure to sustain our organisation into the future and maintain the standard and range of services.

Objective

01

Create sustainable and reliable revenue streams that safeguards the organisational capacity to deliver on behalf of the state, our specialist services



Achievements

- Developed a fully costed funding model that secured 95% of our state funding for 2024, ensuring financial sustainability.

Objective

02

Constitute a financial reserve, monitored over life of Strategic Plan in tandem with Fundraising Policy that does not put the day-to-day finances under undue pressure



Achievements

- Established and successfully implemented a Reserve Plan, ensuring financial stability without impacting day-to-day operations.

Objective

03

Continue to improve on IT infrastructure, IT security, processes and support to meet the needs of a modern, expanding organisation



Achievements

- Outsourced Helpdesk services through a competitive tender process to a professional IT company, enhancing the robustness of IT systems and improving security processes.
- Successfully transferred 99% of Coolmine TC systems to Cloud and Mobile-based platforms, with appropriate security safeguards in place.
- Approved and implemented a Disaster Recovery Plan, ensuring business continuity in case of disruptions.

Objective

04

Maintain and enhance our strong corporate governance culture including the management of risk



Achievements

- Maintained high standards of ethical, regulatory, and legislative compliance, including the successful submission of our HSE Annual Compliance Statement, Charities Regulator Annual Report, and Charities Regulator Triple Lock.
- Awarded the Business and Finance ESG Governance Best Practice Award in 2024, recognising our commitment to governance excellence.
- Completed a GDPR internal audit, with 60% of the recommendations implemented by year-end.
- Defined the scope for a HR Internal Audit tender, set to be issued in Q1 2025.
- Actively participated in industry bodies and networking opportunities, including Charities Institute Ireland, The Wheel, National Drugs Strategy, National Voluntary Drug & Alcohol Sector, European Federation of Therapeutic Communities, Parents Under Pressure, and CCQI.



07 Fundraising

The Power of Partnership



Mediolanum's Philanthropy Collective Driving Real Change

Coolmine's journey with Mediolanum has grown from a shared vision into a powerful model of collaborative philanthropy. Conceived by the CEO of Mediolanum International - Ireland, the **Philanthropy Collective** was established to unite a community of corporate partners committed to creating meaningful social impact.

Launched in 2023 and significantly expanded in 2024, the Collective now brings together businesses from across Ireland and Europe with a common goal: to support vulnerable children, families, and individuals through targeted, high impact giving. At the heart of this initiative is the unwavering support of **Fondazione Mediolanum**, whose exceptional commitment to matching funds raised has doubled the impact of every contribution, helping to create lasting, measurable change. The 2024 Philanthropy Collective event, held at EPIC The Irish Emigration Museum,

raised an extraordinary

€600,000.

These funds will have a lasting impact on two key Irish organisations—Coolmine Therapeutic Community and Belvedere Youth Club—supporting their missions to empower people through recovery, education, and community inclusion.

For Coolmine, this funding directly supports the development of our second permanent treatment site in the Mid-West, a major milestone in our journey. This facility will significantly expand our capacity to serve vulnerable women, mothers, and children—many of whom have experienced the compounding challenges of addiction, homelessness, domestic violence, and trauma. It marks a critical step in our long-term commitment to sustainable growth, trauma-informed care, and regional service delivery.

The success of this year's Philanthropy Collective was reinforced by the presence of Minister Jack Chambers, whose address highlighted the importance of collaboration between government, community, and the private sector.

As **Furio Pietribiasi, CEO of Mediolanum International Funds**, expressed:

"We believe companies like ours can make a significant difference by supporting charities through patronage programmes, strengthening public-private partnerships, and creating a lasting positive impact on society."

We are deeply grateful to Mediolanum, Fondazione Mediolanum, and every corporate partner involved.



CJK

CJK Engineering's Outstanding Support for Coolmine

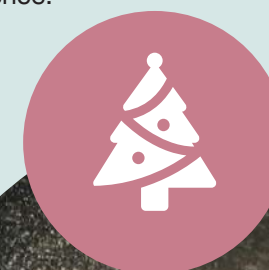
In 2024, our enduring seven-year partnership with CJK Engineering once again demonstrated the power of collaboration, generosity, and shared purpose. CJK Engineering's continued support is central to Coolmine's fundraising success and to inspiring real, lasting change for those on the journey of recovery.

In June, CJK Engineering hosted their annual fundraising hike in aid of Coolmine—an event that has become a highlight of our calendar. Coolmine CEO Pauline McKeown, colleague Paul Hatton, and several clients from Coolmine Lodge joined 30 hikers to complete an impressive 34km trail across the Wicklow Mountains. CJK Engineering engaged their key suppliers and business partners to participate and donate, helping to raise an incredible **€10,000** for Coolmine's services. More than a fundraising event, the hike fostered real connection between clients, staff, and the corporate community—breaking down barriers and building support.

Beyond their fundraising leadership, CJK Engineering's ongoing Pathways to Work programme continues to create life-changing opportunities for Coolmine graduates—providing employment, restoring confidence, and promoting long-term recovery and independence.

In December, CJK Engineering once again went above and beyond by transforming Ashleigh House into a stunning Winter Wonderland, bringing magic and joy to the women and children in our service. As part of this initiative, they also generously donated an additional **€25,000** to further support Coolmine's work. For many, it was the first time experiencing a true Christmas in a safe, nurturing environment, and the impact was deeply felt across our community.

Over the past seven years, CJK Engineering has been more than a partner—they have been true champions for recovery. Through financial support, employment opportunities, and acts of genuine care, they continue to walk every step with us. We are deeply grateful to the entire CJK Engineering team for their unwavering commitment to building hope, opportunity, and brighter futures with Coolmine.





Keelings and Recovery Through Nature

Keelings have been a long-standing and valued supporter of Coolmine's **Recovery Through Nature** programme—a unique initiative that combines therapeutic horticulture with community-based recovery. In 2024, we were delighted to extend this vital partnership for another three years, strengthening our shared commitment to sustainability, wellness, and hope.

Nature has a powerful role to play in healing.

For many of our clients, time spent outdoors—nurturing, planting, and harvesting—provides calm, purpose, and a renewed connection with the world around them. The programme promotes mindfulness, reduces stress, and supports physical and emotional well-being. For individuals overcoming trauma and addiction,

the grounding nature of this work can be transformational.

Thanks to Keelings' continued support, our horticultural programme now yields a wide variety of seasonal produce, much of which is used to prepare nutritious meals for clients and their children in our residential services at **Coolmine Lodge and Ashleigh House**. Surplus produce is shared with **Coolmine House**, our city-centre day service, and other local outreach partners—ensuring fresh, home-grown food is available across several of our sites.

With the support of Keelings, **Recovery Through Nature** continues to cultivate growth in every sense, empowering clients to take pride in their work, reconnect with healthy routines, and gain vital life and vocational skills.



Our Growing Community of Supporters

At Coolmine, strong partnerships and generous support from across the country help us create real, lasting change for individuals and families in recovery. In 2024, we deepened existing relationships and welcomed new allies into our expanding community of corporate supporters, community fundraisers, and grant funders—all of whom played a critical role in advancing our mission.

Corporate Partnerships



We were proud to welcome **Channor Real Estate Group** as the main sponsor of our Annual Golf Event. Their support ensures that all funds raised go directly into service delivery—maximising the impact of one of our most important annual fundraisers.

Blanchardstown Community Credit Union continued their exceptional support, combining financial sponsorship with practical, forward-thinking impact. Their financial education workshops for individuals in our step-down programme have helped many clients establish savings accounts, budget effectively, and work toward financial security.

Beyond these partnerships, we received **generous financial contributions, in-kind donations, and volunteer support** from a range of businesses across the country. Each act of generosity helps us to sustain and expand vital services.

Together, this growing corporate network strengthens our resilience and deepens the reach of recovery.



Community Fundraising



2024 was another vibrant year for community fundraising, with people nationwide taking part in everything from

golf outings and mountain hikes to swim challenges, fun runs, skydives, and abseils

—all in support of Coolmine. These efforts came from workplaces, local communities, friend groups, and individuals determined to make a difference.

Every step taken, every challenge completed, and every euro raised contributed directly to our mission. We are continually inspired by the creativity, compassion, and commitment shown by our community fundraisers.



Grants & Targeted Funding



In parallel with grassroots fundraising, we focused on securing grant opportunities that align with our long-term vision and client-centred values. These grants enabled us to invest not only in sustainability and infrastructure, but also in enhancing the mental and physical health supports available across our services.

Key initiatives included:

solar panel installations, enhancements to outdoor therapeutic spaces, and upgrades to indoor communal areas

—creating more welcoming, dignified, and healing environments for clients and families. Additional funding supported mental health and wellness programmes, alongside physical activity initiatives that promote long-term wellbeing and recovery. Each grant has made a tangible impact on both our services and those who rely on them.

Joanne's Story

A Personal Journey of Recovery and Giving Back

I made the decision to organise a fundraiser for Coolmine because the organisation especially Coolmine Midwest played a vital role in helping me rebuild my life. Through their dedicated support, I was given the tools and opportunity to rebuild, recover, and truly start living again.

A major turning point in my journey came when Aoife Marshall, who is now the Team Leader at Coolmine Mahon House in Limerick, made a phone call that changed everything. She offered me a place in the programme. From the very first day, I was welcomed without judgment and supported with compassion and care. Through the structure and community of Coolmine, I developed essential life skills including communication, honesty, accountability, and self-awareness. But perhaps most importantly,

I was given the guidance and strength to rebuild the relationships I had once lost, especially with my family.

The staff were endlessly patient with me. No matter what my past looked like, they treated me with dignity and respect. They didn't give up on me, even when I struggled. Their belief in me motivated me to pursue education, something I never imagined I would do. Today, I'm studying for a Bachelor's Degree in Community and Addiction Studies, with the goal of giving back to others facing the same battles I once did.

Wanting to give something back to Coolmine, I came up with the idea of a charity skydive. It felt like a fitting symbol of both my personal growth and my desire to support a service that changes lives every single day. Organising the skydive was a way to say thank you, not just with words, but with action.

The response was incredible. The manager David McPhillips, Coolmine Midwest staff, friends, family, and the wider community came together in support. A total of 20 brave participants signed up, each driven by a shared goal, to raise funds and awareness for Coolmine.

Together, we raised
€15,000,
a huge accomplishment
that exceeded our
expectations.



On the day of the sky-dive, the energy was electric. After a few months of organising and fundraising, it was amazing to stand together with all 20 participants, each suited up and ready to face our fears. For many of us, this wasn't just a physical challenge, it was symbolic of our personal battles and the growth we've achieved. To see everyone smiling, nervous but excited, prepared to jump out of a plane at 10,000 feet, was incredibly powerful. It was a mix of adrenaline, courage, and joy, and it perfectly captured the spirit of recovery, overcoming fear, embracing change, and doing something extraordinary.

Fundraising like this isn't just about money. It's about showing people that recovery is possible,

that support systems like Coolmine work, and that together, we can create a network of hope and strength. Each fundraiser helps to sustain critical services, from residential care to family support, from counselling to aftercare. These services are lifelines for individuals and families across Ireland.

Moreover, community-led fundraising creates something even more meaningful, a sense of belonging and empowerment. For those in recovery, it offers a chance to give back, reconnect with purpose, and inspire others. It reminds people that they are not alone. Whether you're organising an event, participating in a challenge, or donating a few euro, your part of something bigger, a movement that believes in second chances and the power of healing. One of my favourite Coolmine concepts is;

"You alone can do it, but you can't do it alone"

This philosophy is one that stood out to me during the whole experience of the skydive.



Joanne Molloy,
Coolmine Recovery
Ambassador

08 Our Team & Safeguarding



Our People

The Cornerstone of Coolmine

At Coolmine, we know that our staff are the cornerstone of everything we do. Their compassion, expertise, and dedication drive the life-changing support we offer to individuals and families in recovery.

Staff Survey

In 2024, we strengthened our understanding of staff needs through a comprehensive staff survey, which achieved an excellent response rate across the organisation. The feedback confirmed that the vast majority of staff:

- take pride in working at Coolmine
- feel supported by their managers
- would recommend Coolmine as a place to work

These insights continue to shape our decision-making and policy development, ensuring our workplace culture grows alongside our services.

Staff Turnover & Recruitment

Our workforce grew from **208 to 227** staff by year-end, reflecting Coolmine's ongoing service expansion.



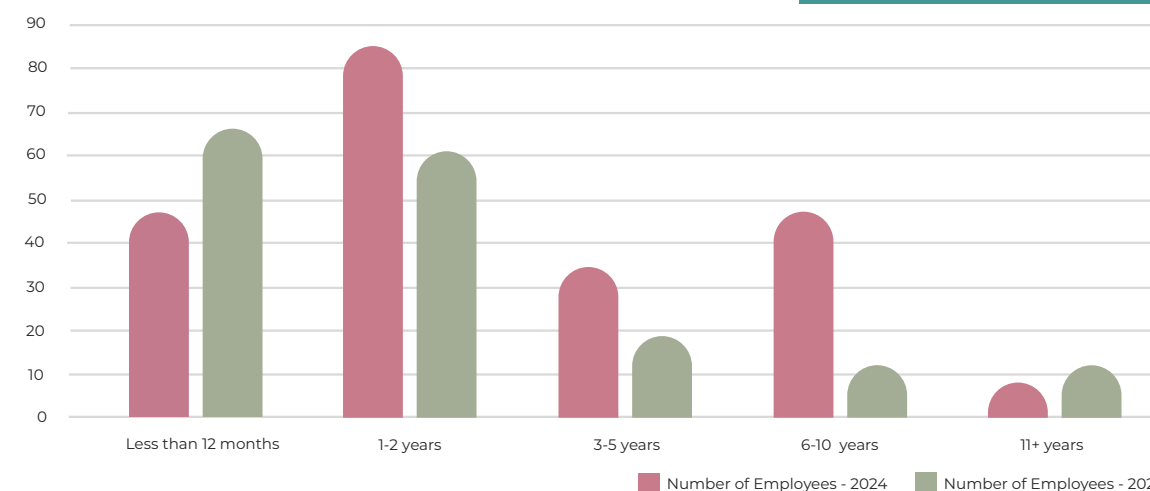
Importantly, staff turnover **reduced by 20%**

surpassing our strategic targets. The implementation of the 8% WRC pay award was a key contributor to this positive trend. We remain committed to further improvements in pay parity and employment conditions in the year ahead.



Employee Length of Service

Q4 2024 - Year on Year

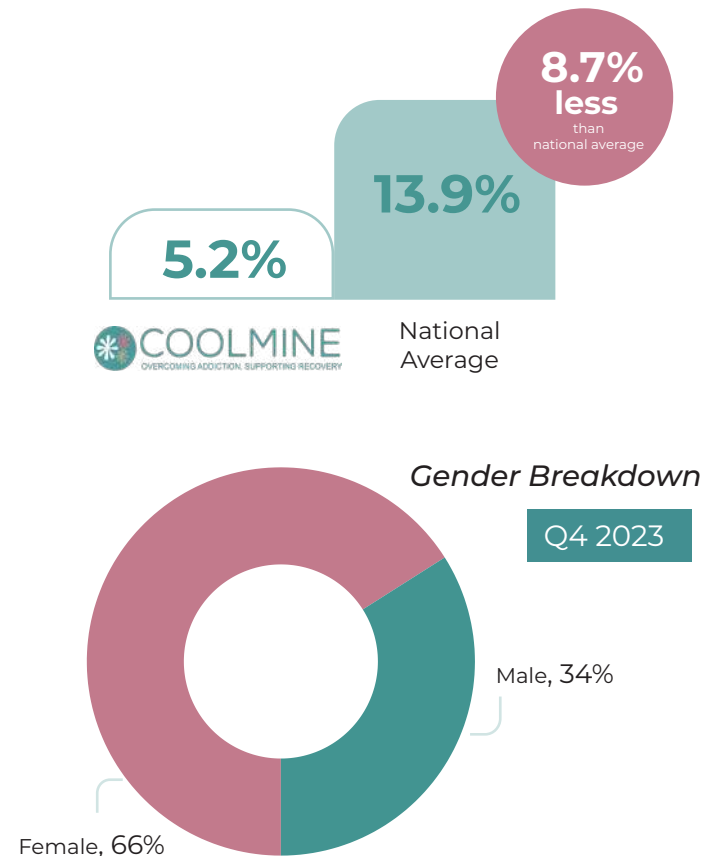


Gender Pay Gap

We submitted our first Gender Pay Gap Report in 2024, reporting a gap of 5.2%. This compares favourably to the national average of 13.9% and reflects positively on Coolmine's commitment to fair and transparent pay practices across our organisation.

Ireland currently ranks 11th lowest in the EU, performing better than the EU average of 16.7%, as well as the UK (17%), US (18%), and Canada (18%). The gender breakdown of our workforce during the reporting period (December 2023) is outlined in the graphic to the right.

We remain committed to monitoring and improving pay equity into the future.



Staff Development

Investing in staff development remained a priority throughout 2024. We partnered with Ibec to deliver accredited people management skills programmes for frontline managers, team leaders, and project workers across all regions.

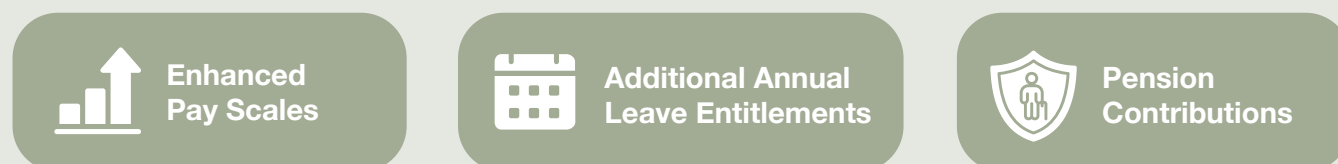
These programmes focused on:



—supporting both organisational resilience and individual career progression.

Remuneration and Benefits

We made tangible progress on our remuneration strategy, introducing service-linked rewards such as:

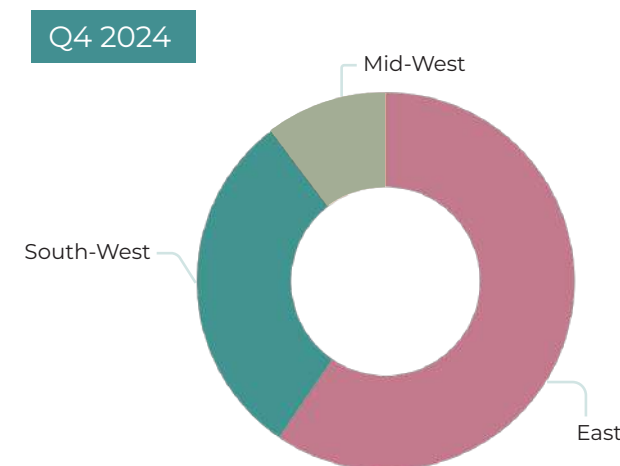


These measures reflect our commitment to attracting and retaining skilled professionals while addressing long-standing sector-wide pay disparities.

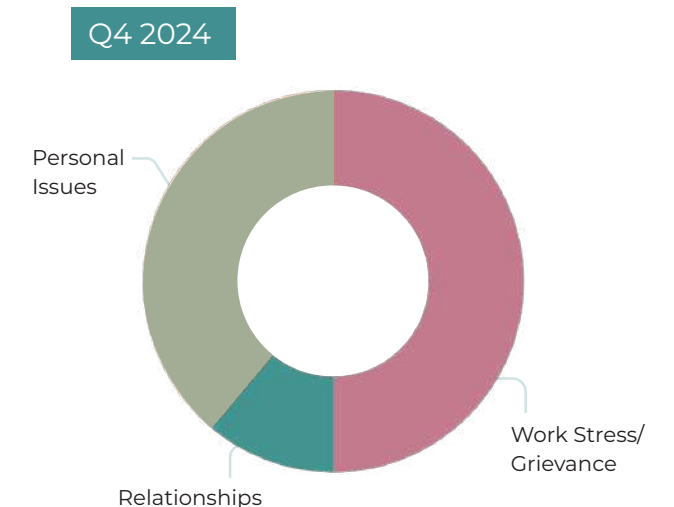
Staff Wellbeing

Staff wellbeing continued to be a key focus in 2024. We reinstated our original provider for the Employee Assistance Programme (EAP), ensuring access to high-quality support services. Our popular 'Lunch and Learn' sessions, covering wellness and wellbeing topics, remained central to our culture, alongside Diversity, Equity, and Inclusion (DEI) initiatives featured at our annual Away Days.

Regional Breakdown of Staff Using EAP



Presenting Issues from Users



Diversity, Equity, and Inclusion (DEI)

In December 2024, we proudly signed the Diversity Charter Ireland, publicly reinforcing Coolmine's commitment to creating a workplace and service environment where everyone is valued and respected.

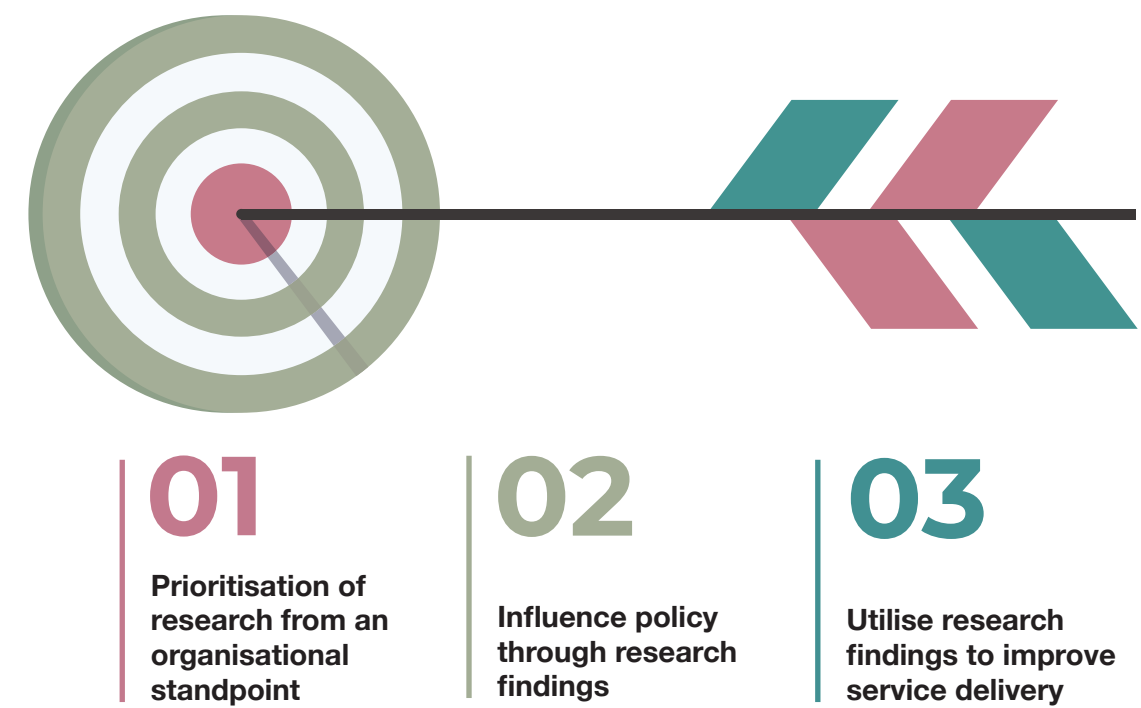
As a signatory, we join a network of organisations championing diversity and inclusion across Ireland and Europe. This step reflects our dedication to continually challenging ourselves in every aspect of what we do and how we do it.



Driving Impact Through Research

Coolmine is committed to quality through evidence-based practice and research that will assist Coolmine to continually improve our service and support advocacy for addiction treatment, recovery and prevention.

Goals



Research and Practice

In late 2024, Coolmine shared its newly developed Research Strategy with the Board of Directors, reaffirming our commitment to quality through evidence-based practice. Our vision is clear: to use research to improve service delivery, to shape policy and support advocacy for addiction treatment, recovery, and prevention.

This commitment was exemplified in November 2024 with the publication of *Exploring Women’s Lived Experiences of Substance Use and Social Work to Inform Social Work Education and Practice: An Irish Perspective in Social Work Education: The International Journal*. Co-authored by Anita Harris & Erin Niece from Coolmine along with Hilda Loughran & Gary Broderick, the study

captures the realities of mothers in recovery and their often-fraught interactions with child and family services in Ireland.

One of the most compelling findings is the shift many women experience from being seen as “at-risk” children in care to “risky” mothers within adult services. This label brings stigma and isolation, compounding their efforts to recover while navigating a system that often feels punitive rather than supportive. The research revealed that many women have not received the wraparound support needed from child and family services, instead relying primarily on drug services—like Coolmine—for family-oriented care.

Safeguarding

At Coolmine, we are deeply committed to delivering high-quality, person-centred care through a robust clinical governance framework. This framework ensures accountability, safety, and continuous improvement across all areas of service delivery. Our governance structure is led by the Senior Management Team, with the Head of Services responsible for clinical quality and safety oversight.

We foster a culture of learning and collaboration, supported by regular audits, service user feedback, quality reviews, and structured risk management processes. These mechanisms ensure that our services remain responsive and aligned with national standards and regulatory requirements.

Central to our approach is a strong commitment to evidence-based practice. Our programmes and interventions are guided by research and best practice models, ensuring that care is effective, relevant, and grounded in proven methodologies. Staff are supported through continuous professional development, clinical supervision, and training to maintain high standards of competency and reflective practice.

By embedding quality and evidence into every level of our work, we ensure that the people who use our services receive safe and effective care tailored to their needs mission.



09 Sustainability, Social & Environment



ESG in Action

Coolmine's Commitment to Environmental, Social & Governance Excellence

In 2024, Coolmine took significant strides to continue to embed ESG principles at the heart of our operations. This integrated approach reflects our commitment to running an organisation that not only delivers life-changing services but does so in a way that is environmentally responsible, socially inclusive, and governed with integrity.

We are aligning our work with Irish and EU standards and embedding sustainability in our culture to ensure long-term impact for the people and communities we serve.

What is Sustainability?



Environmental

- Climate Change
- Water Management
- Biodiversity
- Energy Efficiency
- Waste Management



Social

- Diversity and Inclusion
- Equal Opportunities
- Community Investment
- Human Rights
- Health and Safety



Governance

- Ethics
- Compliance
- Stakeholder Engagement
- Company Management
- Board Independence



Environmental Impact

Environmental Impact Report 2024 (with Erasmus expert partner Agua y Territorio) established a baseline and clear improvement pathways.

Coolmine began operationalising its sustainability goals through a detailed **Environmental Impact Report** and partnerships aligned with Irish and EU climate policies.

Five key focus areas guided our efforts:

Water Management

Water audits scheduled for 2025 to identify inefficiencies and improve conservation.

Strategy aligns with the EU Water Framework Directive and Ireland's Water Services Act.

Energy Consumption

Identified high reliance on non-renewable energy for heating, cooling, and lighting.

Environmental baseline established to guide reduction targets in 2025.

05



Biodiversity and Services

04



Waste Management

02



Energy Efficiency

03



Water Management

01



Energy Consumption

Biodiversity and Services

Strengthened partnerships with FoodCloud, Keelings, and Musgrave Marketplace.

Supported *Recovery Through Nature* and sustainable food redistribution efforts.

2024 audit identified opportunities for improvement; action plan in development for 2025.

Waste Management

Focused on reducing waste and increasing recycling to support Ireland's Circular Economy Act.

Aim to divert waste from landfill and promote circular practices across all sites.

Energy Efficiency

Planned adoption of energy-efficient technologies to reduce emissions.

Builds on existing solar panel initiatives aligned with Ireland's Climate Action Plan and EU Renewable Energy Directive.

Environmental Impact Report 2024

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all

13 CLIMATE ACTION

Take urgent actions to combat climate change and its impacts

Energy

Targets	Proposed KPI
Increase substantially the share of renewable energy in the global energy mix	Renewable energy share in the total energy consumption
Double the global rate of improvement in energy efficiency	Energy efficiency measures and equipment installed
Integrate climate change measures into national policies, strategies and planning	Long-term strategies applied to mitigate against climate change
	Greenhouse gas emissions accounting per year
Improve education awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Educational programmes and training related to sustainable development and climate change

6 CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all

Water

Targets	Proposed KPI
Substantially increase water-use efficiency across all sectors	Water use efficiency measures applied over time
Implement integrated water resources management at all levels	Awareness and training programmes or talks related to water management importance

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

Waste

Targets	Proposed KPI
Reduce the adverse per capita environmental impact of cities, including paying special attention to air quality and municipal and other waste management	Waste separation measures implemented in-house
	Recycling points availability and maintenance
	Waste storage management measures
	Environmental programmes and measures to promote local biodiversity

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

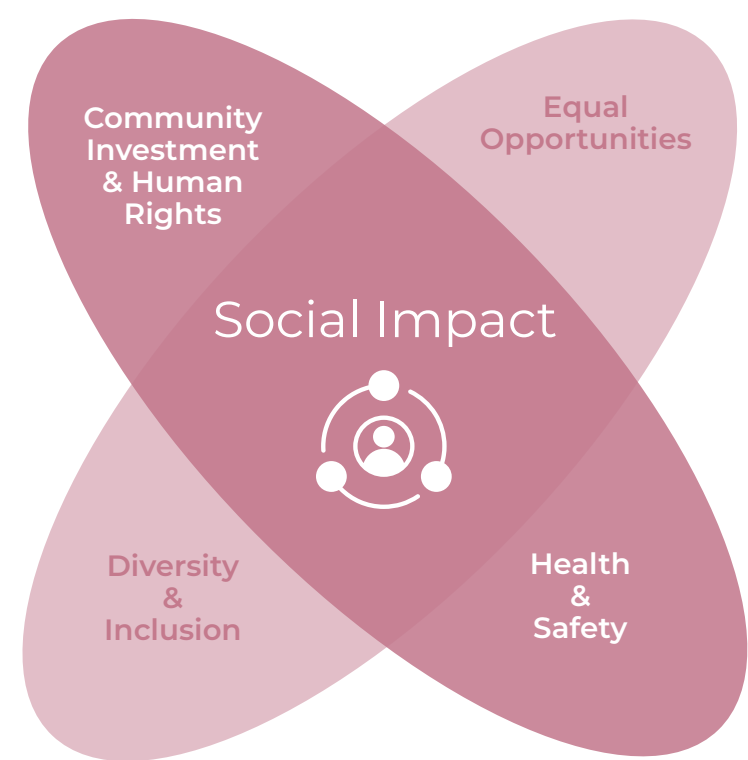
Ensure sustainable consumption and production patterns

Services

Targets	Proposed KPI
Substantially reduce waste generation through prevention, reduction, recycling and reuse	Implementation of food waste separation for reuse and composting
	Community recycling programmes and amount waste recycled or economic return
	Educational programmes on waste management
Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Procurement policies in place for purchasing goods and services in line with sustainability practices and values

Social Impact

Coolmine strengthened its commitment to inclusive, person-centred care—supporting more individuals than ever before. Our gender-responsive, family-focused services continued to break down barriers and foster long-term recovery across diverse communities.



- Community Reach:** Supported 3,293 individuals—a 35% increase from 2023.
- Gender-responsive Services:** 11% more women in treatment and 21% more children in residential services (2022–2024).
- Family Support:** 365 parents joined the Parents Under Pressure programme—a 28% rise.
- Equal Opportunities:** Targeted outreach to marginalised groups, including Travellers and those with lived experience.
- Diversity & Inclusion:** Signed the Diversity Charter Ireland (Dec 2024), affirming inclusive practices.
- Health & Safety:** Issued quarterly governance reports and enhanced systems per the Safety, Health and Welfare at Work Act 2005.

Governance Impact

Coolmine continued to lead with integrity, accountability, and transparency—ensuring strong governance practices underpin all aspects of our service delivery. Guided by national legislation and EU standards, our governance framework is continuously evolving to meet the needs of a modern, growing organisation.



10 Structure, Governance & Management



Vision, Mission & Values

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



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

Honesty, Consistency and Responsibility

This value lies at the core of what we believe and is 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-judgmental attitude which is 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 and procedure.

Quality & Research

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



Governance

Coolmine Therapeutic Community Ltd (Coolmine TC) 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 constitution 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 2023.

The Company is registered with the Charities Regulator: CRO 50621, and has charitable tax status with the Revenue Commissioners: CHY 5902. 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.

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.

Board of Directors

- Audit & Risk Committee
- Clinical Quality & Safety Committee
- Finance & Fundraising Committee
- Nominations, Evaluation & Governance Committee



John Gleeson
Chairman of the Board

Key Skills
Healthcare Governance | Legal Expertise | Medical Law | Board Leadership

John has extensive healthcare governance experience, having served as Chair of the Coombe Women & Infants University Hospital and the Voluntary Healthcare Forum. He is a Council Member of the Irish Medical Council (Chair of its Preliminary Proceedings Committee) and a Council Member of the Dental Council of Ireland. A solicitor by profession, he specialised in Medical Law and led the Healthcare Team at Mason Hayes & Curran.

I attended my first graduation shortly after joining the Coolmine board in April 2024 not really knowing what to expect. It was deeply humbling to hear first hand the challenges our clients had to overcome to graduate and the impact of recovery on their lives and those of their families.

Since joining the board I have also been so impressed with the leadership and commitment of our entire staff.



Alan Connolly

Key Skills
Insurance Leadership | Audit Governance | Cultural Board Experience

Former GM of Irish Public Bodies Mutual Insurances Ltd. and past Chair of Coolmine and Coolmine Housing Association. Alan holds board and committee roles with DLR Property Ltd., LGMA, DDELTB, IT Blanchardstown, Phoenix FM, Temple Bar Cultural Trust and Draíocht.

I love meeting the women and men who participate in Coolmine’s programmes. “Changed my life” and “saved my life” are phrases most commonly used.

It’s such an honour to contribute to an organisation that helps to transform lives and which is supported by exceptional staff.



Carmel Walsh

Key Skills

HR Leadership | Executive Coaching | Talent Acquisition | Organisational Development

Carmel is Chief People Officer at Jones Engineering and has held senior HR roles in aviation, banking, and semiconductor sectors. Her qualifications include a BA from UCD and diplomas in Learning & Development and Business & Executive Coaching.



Everybody deserves a chance and the work of Coolmine opens up that opportunity. I am delighted in my role as a new board member to support the team in continuing this important work.



Dr. Sarah Morton

Chair, Clinical Quality & Safety Committee

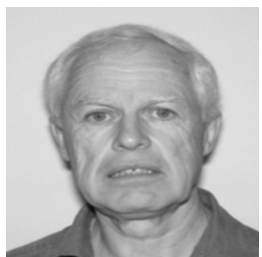
Key Skills

Substance Use Research | Domestic Violence Policy | Academic Leadership

Director of the Community Drug Programme at UCD with a PhD from University of Bath. Sarah's work bridges practice, policy and research on substance use and domestic violence. She directs key UCD programmes and is widely published.



I am involved in Coolmine because I believe everyone deserves the opportunity to be supported and helped and I am always inspired by the resilience and insight of Coolmine's clients, and the ways they ultimately change the lives of their families and communities.



Jim McKeon

Chair, Finance & Fundraising Committee

Key Skills

Financial Control | Compliance | Intellectual Disability Advocacy

Jim is a Chartered Accountant with over 35 years' experience. Former Financial Controller of St Michael's House and Treasurer at St Philips School Mountview. Actively involved in finance governance and care advocacy.



I am particularly proud to have served on the board during a time of growth in Coolmine Therapeutic services from a Dublin based service to a service that has expanded to other parts of Ireland.

I am pleased to have contributed to strengthening the finance function in Coolmine

I am proud of the women's service that cares for the mothers' young children during their stay in Coolmine.



Dr. Mary Galvin

Key Skills

Research Leadership | Inclusion Health | Design Innovation | Academic Innovation

Mary is Head of Department of Applied Social Studies at Munster Technological University (MTU). She is an experienced academic in psychology, human-centred design, digital health and innovation, particularly in community-based and applied social studies research contexts. Her career has been defined by a commitment to interdisciplinary research and fostering inclusive and sustainable academic communities.



I choose to give my time and expertise to Coolmine TC because I want to be part of something that genuinely makes a difference. The organisation's work changes lives and strengthens families and communities, and that's something I'm proud to support. It's a privilege to support an organisation that meets people where they are, walks with them through recovery, and empowers them to create better futures.

To be a board member of Coolmine TC means that you are proud everyday but a day that particularly stands out is September 27th 2024, when I absailed off Thomond Park to raise funds for Coolmine TC during Recovery Month – an unforgettable experience for lots of reasons!



Billy Carr

Key Skills

Supply Chain Operations | Retail Strategy | Business Economics

A Buying Director at Aldi with prior roles in family business and fund accounting. Billy holds a Bachelor of Business Studies and a Master's in Economic Science. Passionate about endurance sports.



I've seen firsthand how addiction can adversely impact society. This is my way of trying to give back to the world.

A standout moment is hearing the graduates from Coolmine speak at their graduation ceremony, it's powerful.



Emma Farrell

Key Skills

Global Business Development | Brand Strategy | Media Industry Leadership

Currently Senior Market Advisor at Enterprise Ireland. Emma previously ran a top-tier talent agency. With an MBA and entrepreneurial background, she brings deep strategic insight to fundraising and governance.



Serving on the board of Coolmine stands as one of the highest honours of my life. Witnessing the graduation ceremony of our programme participants, and seeing the radiant joy and profound sense of accomplishment is inspirational. Knowing that Coolmine has been a pillar of strength in their journey to recovery fills me with immense pride and ignites a fervent passion within me to continue our mission, to uplift and transform lives, and to make a lasting impact on our community.





Tony Quilty

Key Skills

Social Inclusion | Intercultural Health, | National Programme Leadership

With 43 years of HSE experience, Tony led initiatives supporting asylum seekers, ethnic minorities, and vulnerable populations. He co-founded the Partnership for Health Equity and chaired multiple national HSE working groups.

“

I am involved with Coolmine because of the ethos that EVERYONE deserves to be helped, but not just to overcome addiction. We provide them with the tools to ensure that they have a future filled with hope and happiness and can lead successful and fulfilling lives!

”



Paul Ledwidge

Key Skills

Disability Services Leadership | Non-profit Governance | Finance Management

Chairman of NCBI and Vision Sport Ireland, Paul previously served as CEO of St. Michael's House. An experienced Chartered Accountant, he has led regional and national health boards and federations.

“

Once I attended a graduation ceremony and saw the impact on people and their extended families lives, I knew I had to be involved in this important work.

”



Tony Flynn

Key Skills

Public Sector Leadership | Urban Development | Cultural Governance

Acting Assistant Chief Executive at Dublin City Council with decades of leadership experience across housing, planning, and cultural services. Tony brings extensive public governance expertise.

“

Being involved in the Coolmine family is like bonding with your friends and sharing your thoughts and conversations, I feel very privileged as a board member to be able to engage with people and provide any support I can to improve the lifestyle, living conditions of our friends and families engaging with Coolmine.

”



**Chief Supt
Finbarr Murphy**

Key Skills

Policing Leadership | Public Safety | Youth Diversion Programmes

Recently retired Chief Superintendent of Dublin West with a legacy in road policing, refugee services, and community safety. Finbarr held national and regional responsibilities throughout his distinguished Garda career.

“

Having served for 38 years in An Garda Siochana I have seen first hand the devastation caused by addiction. When I attend a Coolmine graduation ceremony and I see the beaming pride in the faces of the graduates who have reconnected with their families, their partners, their children and their real friends, its then I know that the work done in Coolmine is valuable, real and life changing and I just have to support it in any way I can.

”



John O'Sullivan

Chair, Audit & Risk Committee

Key Skills

Disability Services Management | Policy Implementation | Executive Leadership

CEO of Enable Ireland since 2019, John champions quality services for people with disabilities. He collaborates across service, commercial and fundraising domains to implement board policy.

“

As a CEO of a Section 39 organisation, I felt I could bring my experience to support the Board and Executive. On a personal level, I have also gained from my experience of working with an organisation outside my own sphere.

I have attended a number of graduations since I joined the board. They are, without doubt, some of the most humbling and heartwarming experiences you can have. It makes me immensely proud to be a part of this organisation.

”

Board Structure and Governance

Coolmine’s Board of Directors is composed of highly skilled individuals who bring diverse knowledge, experience, and expertise to support the organisation’s mission. Directors are recruited through a structured process that ensures alignment with Coolmine’s ethos and strategic goals. Following their appointment, each director completes an induction programme—including site visits—and signs a Code of Conduct outlining their responsibilities and expectations throughout their term of office.

The board plays a vital role in guiding the strategic direction and governance of Coolmine.

Key duties include:

- Strategic Oversight:** Approving the strategic plan, annual operating budgets, and any material changes, while ensuring competent management, sound planning, effective internal controls, and compliance with statutory obligations.
- Performance Monitoring:** Reviewing company performance against objectives and ensuring timely corrective action when required.
- Financial Governance:** Approving quarterly management accounts, the annual report, and significant changes in accounting policies or practices.
- Internal Controls & Risk Management:** Ensuring the organisation maintains a robust system of internal control and risk oversight that supports strategic goals.
- Board Appointments & Succession Planning:** Overseeing the recruitment and appointment of directors and the chairperson, including recommendations from the Nomination, Evaluation and Governance Committee, and planning for future board succession.
- Delegation of Authority:** Defining the responsibilities between the chairperson and CEO, approving terms of reference for board committees, and receiving regular updates on committee activities.
- Health & Safety Oversight:** Ensuring strong policies and monitoring systems are in place to support safe operations and compliance with legal and regulatory requirements, including approval of company insurance levels.

Coolmine’s board consists of a minimum of seven voluntary directors, each serving a three-year term, with the option for reappointment up to a maximum of three terms. Directors are not remunerated for their service.

In 2024, the board completed an internal succession review to identify emerging skills needs—particularly in Human Resources—and plan for future appointments over the medium to long term.

An Internal Board Evaluation was also commissioned in Q4 2024 to:

- 01** Assess performance against the Charities Regulator Governance Code
- 02** Collect anonymous feedback from directors to identify strengths and areas for improvement
- 03** Promote transparency and accountability through open reflection on governance practices

Coolmine’s board meets at least five times annually and is supported by four specialist committees: Clinical Quality & Safety, Finance & Fundraising, Audit & Risk, and Nomination, Evaluation & Governance. Each committee may include external co-optees to provide additional expertise when required.

Subcommittees and Memberships

Coolmine’s board is supported by four active subcommittees, each comprising Board Directors and external experts who bring additional knowledge and sectoral experience. These committees meet quarterly and play a vital role in ensuring robust oversight, effective governance, and informed decision-making across all areas of the organisation. Senior management attend meetings to provide operational insight and updates.



Audit & Risk Sub Committee

The Audit & Risk Committee monitors Coolmine’s risk management systems, health and safety practices, and compliance obligations. In 2024, the committee commissioned internal audits, reviewed reports, and oversaw the implementation of recommendations to enhance policy and practice. The committee also maintained oversight of the Charities Regulator Governance Code implementation, Protected Disclosures reporting, insurance schedules, and the quarterly review of the organisational Risk Register.

- Members:**
John O’Sullivan (Chair), Billy Carr, Dr. Mary Galvin, Seamus Dillon (Co-optee), Finbarr Murphy
- Staff in Attendance:**
Pauline McKeown (Chief Executive), Jarlath McIntyre (Head of Finance & Support Services), Maurice Dowling (Head of Human Resources)

Finance & Fundraising Sub Committee

In 2024, the Finance & Fundraising Committee ensured the adequacy and effectiveness of Coolmine’s accounting systems and financial controls. The committee oversaw the completion of the annual external audit, reviewed premises leasing and rental arrangements, and guided strategic development of the pension scheme and remuneration structure. Oversight also included financial reporting and assessment of fundraising strategy and impact.

- Members:**
Jim McKeon (Chair), John Gleeson, Anthony Flynn, Emma Farrell, Paul Ledwidge
- Staff in Attendance:**
Pauline McKeown (Chief Executive), Jarlath McIntyre (Head of Finance & Support Services), Sarah Joyce (Head of Fundraising & Communications)

Nominations, Evaluation & Governance Committee

This committee leads the continuous improvement of Coolmine’s governance. In 2024, it reviewed the structure, size, and composition of the board and its subcommittees to ensure effective performance and diversity of skills. The committee led the board’s annual self-review and facilitated an external board evaluation as part of a three-year governance cycle. Succession planning and compliance with best practice governance frameworks were key focus areas throughout the year.

- Members:**
John Gleeson (Chair), Alan Connolly, Patricia Doherty (Co-optee), Paul Ledwidge, Dr. Sarah Morton
- Staff in Attendance:**
Pauline McKeown (Chief Executive)

Clinical Quality & Safety Committee

The Clinical Quality & Safety Committee oversees the organisation’s clinical governance framework, ensuring safe and effective service delivery. In 2024, the committee reviewed quarterly and annual reports across key domains including client participation, staff training, case management, incident and complaints reporting, policy compliance, and clinical risk. It supported continuous improvement and accountability, contributing to a culture of excellence and responsiveness across all client services.

- Members:**
Dr. Sarah Morton (Chair), Tony Quilty, Suzi Lyons (Health Research Board), Denis O’Driscoll (Chief Pharmacist), Dr. Clodagh Maguire (GP), Dr. Sean Foy (Clinical Governance Lead – Mid-West/South-West), Dr. Joanne Fenton (Clinical Governance Lead – East Region)
- Staff in Attendance:**
Pauline McKeown (Chief Executive), Lisa Larkin / Anita Harris (Head of Services), Roisin Rouine (Clinical Quality & Safety Manager)

Attendance and Terms of Reference

In 2024, the terms of reference for all board committees were reviewed to ensure alignment with best practice and organisational priorities. In preparation for 2025, draft annual work programmes were developed for each committee to support structured and focused oversight throughout the year.

The attendance record of directors at board and committee meetings, along with the number of meetings they were eligible to attend, is outlined below.

Board Director	Board	Finance	NEG	A&R	CQS
John Gleeson (Chair)	7 (7)	2 (2)	4 (4)		1 (1)
Alan Connolly	7 (7)		4 (4)		
James McKeon	5 (7)	3 (5)			
Dick Brady	3 (3)				
Mary Galvin	4 (7)			3 (4)	
Sarah Morton	2 (2)		1 (2)		1 (1)
Emma Farrell	4 (7)	3 (5)			
Billy Carr	6 (7)			4 (4)	
Carthage Conlon	4 (4)		2 (3)		
Tony Quilty	6 (7)				3 (4)
Paul Ledwidge	6 (7)	4 (5)	4 (4)		
John O’Sullivan	6 (7)			4 (4)	
Anthony Flynn	6 (7)	4 (5)			
Finbarr Murphy	6 (7)			3 (4)	

In 2024, **fourteen directors** served on the Board of Coolmine Therapeutic Community. Directors typically hold office for a three-year term, with the option of reappointment for a second term, and a maximum of three terms.



During the year, the following directors stepped down upon completion of their full terms:

- Dick Brady (June 2024)
- Carthage Conlon (June 2024)

We also welcomed two new appointments to the board:







- John Gleeson (March 2024)
- Billy Carr, who was also appointed Company Secretary (June 2024)

The **Chief Executive** is responsible for the day-to-day management of the organisation and is supported by a senior leadership team comprising the **Head of Services, Head of Human Resources, Head of Fundraising & Communications, Head of Finance & Support Services**, and an **Executive Assistant**.

Governance Structure

Coolmine’s governance is structured to ensure effective and responsible management of the organisation; while always keeping the needs of the people, families and children we serve at the forefront of decision-making. Coolmine’s governance ensures effective management, prioritising the needs of those we serve.

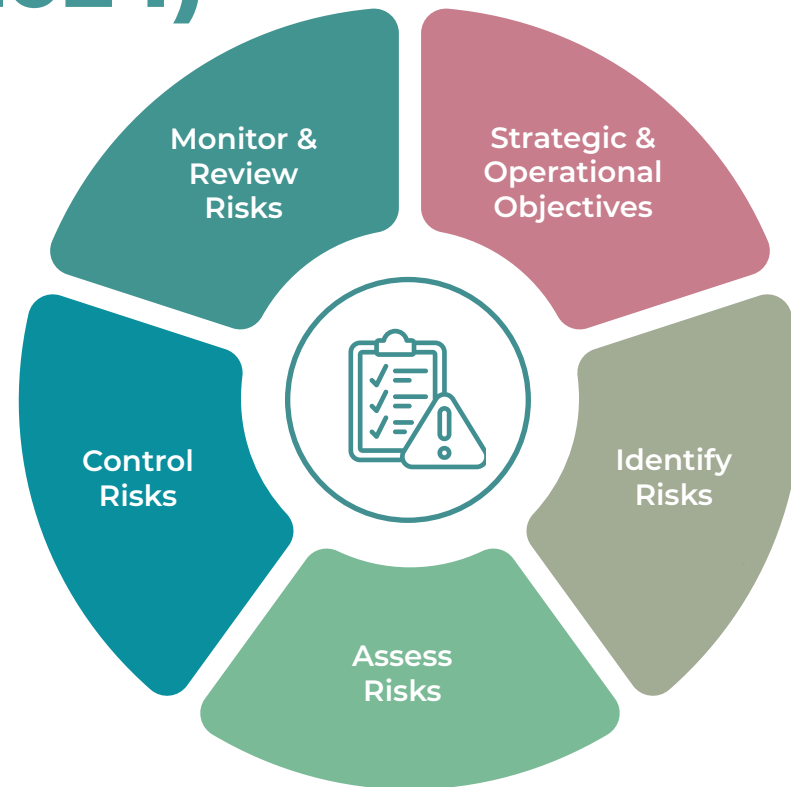
In 2024 this includes our compliance renewal with the following governance frameworks:

-  **Charities Regulator Governance Code:** Adhering to mandatory standards of charity governance, accountability, and transparency.
-  **HSE Annual Compliance Statement:** Confirming compliance with Internal Code of Governance, risk management, finance, and other key areas.
-  **HSE Internal Audit (2022):** Implementing recommendations on the Corporate Procurement Plan for effective planning and procurement.
-  **Charities SORP and FRS102:** Annual accounts prepared in compliance with these financial reporting standards.
-  **Charities Institute Ireland Triple Lock Standard:** Full compliance for fundraising governance, procedures, practice, and reporting.
- Risk Management and Safety:**
 -  **Risk Management Framework:** Includes a risk register, processes, and procedures.
 -  **Health and Safety Strategy:** Comprehensive system and processes to minimise risk.

Key Risks (2024)

Coolmine's risk management policy is a core element of our governance framework, designed to uphold our commitment to delivering safe, high-quality services. It provides clear guidance for the board, executive team, management, and staff to identify, assess, and manage risks consistently across the organisation.

In 2024, we continued to implement a structured five-step approach to ensure accountability and resilience in our operations:



With the support of the Audit & Risk Committee, Coolmine reviewed and monitored the following key organisational risks throughout 2024:



Premises & Refurbishment

The Mid-West Women's, Mothers & Children Service continues to operate from a temporary premises, with no permanent solution currently secured.

A Philanthropy Collective was launched to raise capital for a permanent facility in the Mid-West.

Refurbishment plans to expand Coolmine Lodge's capacity by 33% were developed; however, initial funding applications were unsuccessful.

Alternative capital funding streams will be actively pursued in 2025.



Funding

Coolmine remains 90% state-funded, with current allocations sufficient only to sustain existing services.

Current funding levels do not account for inflation or increased compliance and operational costs.

All new and expanded services are now implemented on a full cost recovery model to ensure financial sustainability.

Heating System Failure

A full heating system failure occurred in the men's residential unit in 2024.

Replacement works were completed with emergency support from CH09.

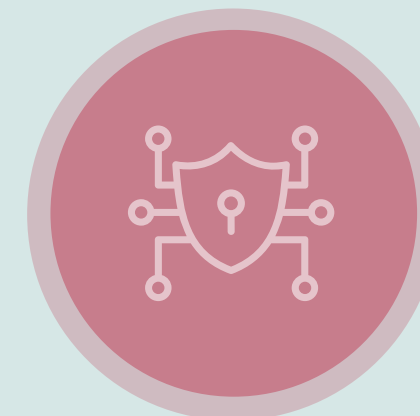


Staff Turnover

Staff turnover remains a strategic risk, despite a 50% reduction from the 2023 rate of 42%.

Ongoing pay disparities between Section 39-funded roles and public service equivalents continue to impact staff retention.

An 8% pay award was implemented in 2024; further actions are planned under a continued review of the remuneration strategy in 2025.



Cybersecurity

In response to rising threats, Coolmine outsourced IT support and completed a transition to cloud-based systems, enhancing cybersecurity and data protection across all services.

Financial Resilience and Future Funding

Future Funding

Coolmine has maintained strong relationships with both the Health Service Executive (HSE) and the Probation Service for over 50 years. In 2024, the HSE remained our principal funder, providing 75% of the income required to support our day-to-day operations, while the Probation Service contributed a further 6%.

To ensure the continuation of this essential funding at levels that meet our service needs and obligations, we engage in structured, annual discussions with both the HSE and the Probation Service. These engagements provide mutual assurance that appropriate funding is in place and that Coolmine is delivering agreed levels of service. HSE funding is disbursed monthly in advance, which supports consistent cash flow for operational activities. Our Finance Department monitors cash flow on a monthly basis and prepares management accounts to maintain robust financial oversight.

As of 2024, 90% of Coolmine’s funding is classified as core funding, secured on an ongoing annual basis. This stable funding base significantly minimises risks to future income. Continuous engagement with our statutory partners—the HSE and the Probation Service—remains a central pillar of our financial sustainability strategy.

Reserves Policy

It is the intention of the Board of Coolmine to build reserves that strengthen the organisation’s long-term resilience. This aligns with the HSE’s recommendation that funded organisations maintain reserves sufficient to manage potential short-term cash flow challenges. Our objective is to build unrestricted reserves of €250,000 annually over a five-year period, aiming for a target of approximately €2 million by the end of 2028. This would represent 2.5 months of average expenditure.

The minimum unrestricted reserve level for Coolmine is set at €1.2 million. Should reserves fall below this threshold, a combination of expenditure reduction measures and increased fundraising activity would be initiated to restore reserves to the desired level.

Reserves Position as of 31 December 2024:

	Total (€)	Restricted (€)	Unrestricted (€)	Designated (€)
Opening position (01/01/2024)	2,170,696	1,071,363	998,231	438,075
Changes during 2024	617,590	71,976	268,325	277,289
Closing position (31/12/2024)	3,125,259	1,143,339	1,266,556	715,364

In 2024, Coolmine TC successfully achieved its first-year target of building €268,325 in unrestricted reserves. In addition, €277,289 was added to designated reserves, bringing the total designated reserve to €715,364 at year-end. These results mark an important step towards achieving our long-term financial resilience goals.

Company Information

Directors

Dick Brady (resigned 12 June 2024)
Billy Carr
Carthage Conlon (resigned 12 June 2024)
Alan Connolly
Emma Farrell
Anthony Flynn (appointed 5 September 2023)
John Gleeson (appointed 29 January 2024)
Paul Ledwidge
James McKeon
Mary Galvin
Sarah Morton
Finbarr Murphy (appointment TBC)
John O’Sullivan
Tony Quilty

Company Secretary

Billy Carr (appointed 19 July 2024)

Company Registered Number (CRO)

50621

Charitable Tax Exemption Number (CHY)

5902

Registered Charity Number (RCN)

20009687

Registered Office and Business Address

Ashleigh House
Damastown Walk
Damastown Industrial Park
Dublin 15
D15 HK12

Auditors

Azets Audit Services Republic of Ireland Ltd
Statutory Audit Firm
3rd Floor
40 Mespil Road
Dublin 4

Bankers

Allied Irish Banks PLC
7/12 Dame Street
Dublin 2
D02 KX20

Solicitors

Patrick F O’Reilly & Co. Solicitors
9-10 South Great George’s St
Dublin 2

Statement of Directors' Responsibilities

Directors' Report

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, supported by SORP 2015. 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



Billy Carr
Director

Date: 23 April 2025



John Gleeson
Director

Date: 23 April 2025

Auditor's Report

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Coolmine TC Therapeutic Community ('the company') for the year ended 31 December 2024 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 2024 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 (Republic of Ireland) (ISAs (Republic of 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 Republic of Ireland, including the Ethical Standard for Auditors (Republic of 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 (Republic of 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 during 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 (Republic of 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.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA-700-\(Ireland\)](https://www.iaasa.ie/Publications/ISA-700-(Ireland)). This description forms part of our Auditors' Report.

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.

Keith Doyle

Keith Doyle
for and on behalf of
Azets Audit Services Republic of Ireland Limited
Statutory Audit Firm
3rd Floor
40 Mespil Road
Dublin 4

Date: 23 April 2025



11 Financials

Statement of Financial Activities

for the year ended 31 December 2024

	Notes	Unrestricted 2024 €	Restricted 2024 €	Total 2024 €	Total 2023 €
Income and Endowments from					
Donations and sundry income	7	879,567	-	879,567	937,491
Resident contribution	7	636,630	-	636,630	562,656
Charitable activities	7	-	8,952,548	8,952,548	7,483,460
Total Income		1,516,197	8,952,548	10,468,745	8,983,607
Expenditure On					
Raising funds	8	19,514	1,427	20,941	88,435
Staff costs	8	124,883	7,347,913	7,472,796	6,614,927
Administration & Occupancy Costs	8	5,168	1,566,071	1,571,239	1,303,335
Direct Costs	8	148,458	254,231	402,689	443,242
Professional costs	8	3,197	166,332	169,529	169,770
Ashleigh House refurbishment	8	213,961	-	213,961	26,925
Total Expenditure		515,181	9,335,974	9,851,155	8,646,634
Net surplus/(deficit)		1,001,016	(383,426)	617,590	336,973
Transfer between funds		(455,402)	455,402	-	-
Net movement in funds		545,614	71,976	617,590	336,973
Reconciliation of funds					
Total funds brought forward	20	1,436,306	1,071,363	2,507,669	2,170,696
Total funds carried forward		1,981,920	1,143,339	3,125,259	2,507,669

There were no recognised gains and losses for 2024 or 2023 other than those included in the Statement of Financial Activities.

All amounts relate to continuing operations.

Statement of Financial Position

for the year ended 31 December 2024

	Notes	2024 €	2023 €
Non-Current Assets			
Property, plant, and equipment	12	1,847,423	1,893,089
Current Assets			
Receivables	13	226,297	194,081
Cash and cash equivalents	19	2,465,145	2,912,033
		2,691,442	3,106,114
Payables: Amounts falling due within one year	14	(1,413,606)	(2,491,534)
Net Current Assets		1,277,836	614,580
NET Assets		3,125,259	2,507,669
Reserves			
Restricted funds	20	1,143,339	1,071,363
Unrestricted funds	20	1,266,556	998,231
Designated Reserves		715,364	438,075
Total funds		3,125,259	2,507,669

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 23 April 2025 and signed on its behalf by:



Billy Carr
Director
Date: 23 April 2025



John Gleeson
Director
Date: 23 April 2025

Statement of Cash Flows

for the year ended 31 December 2024

	Notes	2024 €	2023 €
Cash flows from operating activities			
Surplus/(deficit) for the year		340,301	(128,027)
Adjustments for:			
Depreciation		123,456	103,840
Write off assets		57,447	-
Mediolanum Fundraising		491,250	465,000
		1,012,454	440,813
Movements in working capital:			
Movement in receivables		(32,216)	171,177
Movement in payables		(1,077,929)	175,285
Movement in grants		(213,961)	-
		(311,652)	787,275
Cash generated from operations			
		(135,236)	(140,732)
Net cash used in investment activities			
		(135,236)	(140,732)
Net Increase/(Decrease) in cash and cash equivalents		(446,888)	646,543
Cash and cash equivalents at beginning of financial year		2,912,033	2,265,490
Cash and cash equivalents at end of financial year	19	2,465,145	2,912,033

Notes to the Financial Statements

for the year ended 31 December 2024

1. General Information

These financial statements comprising the Profit and Loss Account, the Balance Sheet, the Statement of Changes in Reserves and the related notes constitute the individual financial statements of Coolmine TC Therapeutic Community for the financial year ended 31 December 2024.

Coolmine TC 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 2024 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 accrual's basis.

Resources Expended

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

Fund Accounting

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

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

Financial Instruments

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

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

Debt instruments are subsequently measured at amortised cost.

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

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

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

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

Property, plant and equipment and depreciation

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

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

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

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

Impairment of assets, other than financial instruments

Where there is objective evidence that recoverable amounts of an asset are less than it’s 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, considering 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)

Operating surplus/(deficit) is stated after charging:

Depreciation of property, plant and equipment

Leasing of office equipment

2024	2023
€	€
123,456	103,958
13,007	51,471

7. Principal Funding Sources

The company's principal funding sources are detailed below:

	2024	2023
	€	€
CHO7 HSE Funding - East Region – <i>Restricted</i>	611,073	521,830
CHO9 HSE Funding - East Region – <i>Restricted</i>	3,019,506	2,027,024
CHO3 HSE Funding – Midwest Region – <i>Restricted</i>	1,526,793	1,300,000
CHO4 HSE Funding - Southwest Region – <i>Restricted</i>	2,688,813	2,459,546
CH06 HSE Funding- East Region – <i>Restricted</i>	8,750	-
NDRDTF- <i>Restricted</i>	13,333	20,000
Department of Justice & Equality - Probation Service – <i>Restricted</i>	671,107	663,690
Community Employment Scheme Income – <i>Restricted</i>	126,739	128,660
BLDTF – <i>Restricted</i>	30,000	31,050
SICDADTF – <i>Restricted</i>	27,500	39,224
Other Grants and Miscellaneous Income – <i>Restricted (Less the transfer)</i>	228,934	292,435
Donations & Fundraising - <i>Unrestricted</i>	183,062	200,457
Resident Contributions - <i>Unrestricted</i>	636,630	562,656
Other Grants and Miscellaneous Income - <i>Unrestricted (Pobal)</i>	205,255	110,916
Social Enterprise	-	46,291
Capital Grant movement from prior year - <i>Restricted</i>	-	114,828
Mediolanum Income - <i>Designated fund</i>	491,250	465,000
	10,468,745	8,983,607

1. CHO7 HSE Funding – East Region - Restricted

Section 39 Funding - Section 39 funding - The purpose of this grant is to support the provision of quality residential treatment and rehabilitation to female clients, and their children, in Coolmine Ashleigh House. In addition, this grant supports the provision of a Drug Free Day Programme. This fund includes the South Inner City Local Drugs and Alcohol Task Force grant. 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:
Provision of quality community and residential treatment and rehabilitation services.

- Stabilisation service
- Integration and Aftercare service
- Residential 24/7 staff cover
- Tier 4 treatment placements
- Nursing & psychiatric services
- Parents under Pressure Programme
- Childcare funding
- Blanchardstown Local Drugs and Alcohol Task Force
- North Dublin Regional Drugs and Alcohol Task Force

Funds are applied to staff, programme and administration staff costs.

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 client’s 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 provision of six recovery hubs providing community and day programmes (Cork North City, Cork South City, Cork East, Cork West, Cork North and Kerry) in order to help client’s end their dependence on drugs and alcohol in the Southwest region. Funds are applied to staffing, programme, administration staff 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 TC Therapeutic Community and funded by the Department of Social Protection. The Community Employment 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. Other Grants and Miscellaneous Income – Restricted

	2024	2023
	€	€
RTE Toyshow	57,000	
Dublin North East Drug & Alcohol Task Force- Recovery Month	2,600	
Cork North City	1,000	
Cork City Council	1,490	
VAT Refund	6,432	
Comic Relief IT Grant		7,209
Leargas/Erasmus	24,212	
ESB Grant	8,000	
Lodge Grant -Bathrooms	8,750	
RTE Community Foundation Grant		3,450
Peggy Cumberton Sensory Garden		10,292
Fingal Co Co - Solar Panels	31,000	
Fingal Co Co- Lodge	2,970	
SAOR Funding	29,750	
Capital Grant Amortisation		62,500
Race for Life	11,364	20,429
Bon Secours	1,800	4,500
LES Furniture		8,962
Bord Failte – EWODOR conference		3,600
DCC – Lord Edward Street – Upgrades		59,877
SICDATF – Lord Edward Street		9,389
TUSLA – Westbourne		5,000
HSF Medical Room Grant	3,000	10,000
Keelings	30,838	15,351
Fondazione Mediolanum Solstice Swim		40,000
Miscellaneous Income	8,728	31,876
	228,934	292,435

Coolmine TC 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

Rising Funds

Fund-raising costs	20,941	88,435
	<u>20,941</u>	<u>88,435</u>

Staff Costs

Wages and Salaries	6,367,359	5,697,750
Employers PRSI	668,995	588,172
Payroll costs	11,551	11,050
Staff defined contribution pension costs	174,212	93,534
Staff recruitment costs	35,069	42,966
Staff redundancy	-	1,000
Staff training	46,787	29,249
Travel and Subsistence	168,823	151,206
	7,472,796	6,614,927

Professional Costs

Clinical governance/nurse	13,333	11,095
Legal and professional	35,431	41,046
Auditor's remuneration	17,177	13,538
Subscriptions & Professional Memberships	19,049	11,269
Psychiatric services	17,910	10,000
Conference and Seminars	12,243	19,255
Board Expenses	1,517	911
Clinical supervision & employee counselling	52,869	62,656
	169,529	169,770

Client Costs

Resident's allowance	148,250	109,256
Clothes, leisure, and travel	59,563	77,014
Food	153,300	169,914
Careers, Education & Training	9,213	63,541
Recovery Through Nature supplies	13,274	15,351
Graduations – Venue & Other Costs	4,197	3,535
Creche Supplies	14,892	4,631
	402,689	443,242

Facilities & Admin Costs

Insurance	200,862	193,392
Rent payable	359,502	210,711
Security and Waste	85,107	96,728
Office Equipment	56,567	51,471
Light and Heat	157,949	193,913
Repairs and Maintenance	222,070	219,214
Printing, postage, and stationery	31,294	27,559
Advertising	12,769	35,383
Telephone	82,698	79,595
Computer costs	146,018	53,156
Bank charges	5,143	4,514
General expenses	7,927	1,170
Medical - First Aid Supplies	20,264	25,170
Medical - Training Supplies	2,166	7,401
Write off Fixed assets	57,447	-
Depreciation	123,456	103,958
	1,571,239	1,303,335

Ashleigh House Refurbishment	213,961	26,925
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Total Expenditure

9. Funding and Expenditure by Income Source

RESTRICTED											UNRESTRICTED
	Total	HSE - CH09	HSE- CH07	HSE - CH06	HSE - CH03	HSE - CH04	NRDTF/ BLDTF/ SICDADTF	Dept of Justice - Probation Service	CE Scheme Dept of Social Pro- tection	Other Grants and Misc. Income	Total Unrestricted Income
INCOME	10,468,745	3,019,506	611,073	8,750	1,526,793	2,688,813	70,833	671,107	126,739	228,934	1,516,197
EXPENDITURE											
Staff Costs											
Wages and Salaries	6,367,359	2,511,978	550,720	7,605	795,797	1,684,221	56,667	458,450	135,107	58,156	108,658
Employers PRSI	668,995	280,692	57,946	848	82,448	176,957	6,460	45,575	-	6,382	11,687
Payroll costs	11,551	6,488	-	-	1,692	2,584	-	787	-	-	-
Staff defined contribution pension costs	174,212	88,951	15,498	525	25,191	30,825	-	11,868	-	1,146	208
Staff recruitment costs	35,069	17,492	1,094	-	4,610	8,943	-	2,389	180	180	181
Staff training	46,787	25,476	1,798	-	5,233	7,868	-	3,187	(200)	-	3,425
Travel and Subsistence	168,823	26,442	4,281	-	20,733	82,640	7,706	11,501	270	14,526	724

RESTRICTED											UNRESTRICTED
Expenditure cont.	Total	HSE - CH09	HSE- CH07	HSE - CH06	HSE - CH03	HSE - CH04	NRDTF/ BLDTF/ SICDADTF	Dept of Justice - Probation Service	CE Scheme Dept of Social Pro- tection	Other Grants and Misc. Income	Total Unrestricted Income
Professional Costs											
Clinical governance/nurse	13,333	12,425	-	-	-	-	-	908	-	-	-
Legal and professional	35,431	18,030	554	-	3,632	2,851	-	2,414	-	5,491	2,459
Auditor's remuneration	17,177	11,829	554	-	359	3,265	-	1,170	-	-	-
Subscriptions & Professional Memberships	19,049	13,176	4,316	-	260	-	-	1,297	-	-	-
Psychiatric services	17,910	8,417	2,513	-	5,760	-	-	1,220	-	-	-
Conference and Seminars	12,243	5,325	20	-	650	2,956	-	834	-	1,720	738
Board Expenses	1,517	1,413	-	-	-	-	-	104	-	-	-
Clinical supervision & employee counselling	52,869	12,161	3,116	-	11,547	22,444	-	3,601	-	-	-
Client Costs											
Resident's allowance	148,250	-	-	-	-	-	-	-	-	-	148,250
Client Costs	59,563	19,893	12,415	-	8,068	10,686	-	4,057	25	4,419	-
Food	153,300	64,886	28,363	-	40,979	8,521	-	10,444	76	-	31
Careers, Education & Training	9,213	4,563	324	-	1,055	6,061	-	628	(4,764)	1,169	177
Return to Nature Equipment	13,274	12,370	-	-	-	-	-	904	-	-	-
Graduations - Venue & Other Costs	4,197	2,997	432	-	416	66	-	286	-	-	-
Creche Supplies	14,892	1,464	169	-	860	-	-	1,015	-	11,384	-

Expenditure cont.	RESTRICTED						UNRESTRICTED				
	Total	HSE - CH09	HSE- CH07	HSE - CH06	HSE - CH03	HSE - CH04	NRDTF/ BLDTF/ SICDADTF	Dept of Justice & Equality - Probation Service	CE Scheme Dept of Social Pro- tection	Other Grants and Misc. Income	Total Unrestricted Income
Facilities & Admin Costs											
Insurance	200,863	88,164	21,139	28,502	49,373	-	13,684	-	-	-	-
Rent payable	359,502	172,218	19,906	95,217	47,670	-	24,491	-	-	-	-
Security, Waste, Cleaning	85,107	33,599	12,902	15,226	17,582	-	5,798	-	-	-	-
Office Equipment	56,567	21,974	3,454	6,963	19,743	-	3,853	11	569	-	-
Light and Heat	157,949	64,129	26,984	37,745	18,330	-	10,761	-	-	-	-
Repairs and Maintenance	222,070	110,289	24,406	18,960	10,108	-	15,128	-	43,179	-	-
Printing, postage, and stationery	31,294	12,538	2,089	8,880	4,203	-	2,132	-	-	-	1,452
Advertising & Public Relations	12,769	7,063	-	886	766	-	870	-	-	-	3,184
Telephone	82,698	33,753	7,880	9,040	26,045	-	5,634	-	269	-	77
Computer costs	146,018	79,536	5,137	17,227	29,769	-	9,947	-	4,402	-	-
Fund-raising costs	20,941	-	-	-	-	-	1,427	-	-	-	19,514
Bank charges	5,143	3,863	31	98	346	-	350	-	-	-	455
General expenses	7,927	6,455	738	194	-	-	540	-	-	-	-
Medical - First Aid Supplies	22,430	4,759	6,483	7,688	1,972	-	1,528	-	-	-	-
Write off Fixed Assets	57,447	53,531	-	-	-	-	3,916	-	-	-	-
Ashleigh House refurbishment	213,961	-	-	-	-	-	-	-	-	-	213,961
Depreciation	123,456	58,289	28,129	-	28,629	-	8,409	-	-	-	-
Total Expenditure	9,851,155	3,896,628	843,391	1,255,916	2,305,424	70,833	671,107	130,705	152,992	-	515,181
(Deficit)\Surplus	617,590	(877,122)	(232,318)	(228)	383,389	-	-	-	(3,966)	75,942	1,001,016
Allocation of Central Costs	-	877,122	232,318	228	(383,389)	-	-	-	-	-	(455,402)
Adj. (Deficit)\Surplus	617,590	-	-	-	-	-	-	-	(3,966)	75,942	545,614

10. Employees

he average monthly number of employees during the year was 172 (2023 - 174)

	2024 Number	2023 Number
CES Participants	10	12
Support Services	18	58
Part Time Support Services	57	19
Management	26	21
Project Workers	53	48
Part Time Project Workers	8	16
	<u>172</u>	<u>174</u>
The staff costs comprise	2024	2023
	€	€
Wages and salaries	6,367,359	5,697,750
Social security costs	668,995	588,172
Pensions costs	174,212	93,534
	<u>7,210,566</u>	<u>6,379,456</u>
The number of higher paid employees are as follows:	2024	2023
€60,000 - €70,000	3	4
€70,001 - €80,000	3	1
€80,001 - €90,000	2	1
	<u>8</u>	<u>6</u>

The CEO’s remuneration is €96,460 per annum.

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 €174,212, (2023: €93,534).

12. Property, Plant and Equipment

Cost

At 1 January 2024
Additions
Disposals

At 31 December 2024

Depreciation

At 1 January 2024
Charge for the year
Charge on disposals

At 31 December 2024

Carrying amount

At 31 December 2024
At 31 December 2023

Land and buildings freehold	Fixtures, fittings & equipment	Motor vehicles	Computer equipment	Total
€	€	€	€	€
2,658,286	188,174	171,256	31,756	3,049,472
98,003	19,163	-	18,071	135,237
(155,027)	-	-	-	(155,027)
2,601,262	207,337	171,256	49,827	3,029,682
947,876	119,685	73,794	15,028	1,156,383
61,290	22,601	29,748	9,817	123,456
(97,580)	-	-	-	(97,580)
911,586	142,286	103,542	24,845	1,182,259
1,689,676	65,051	67,714	24,982	1,847,423
1,710,410	68,489	97,462	16,728	1,893,089

13. Receivables

Trade receivables
Other receivables
Prepayments
Accrued income

2024	2023
€	€
37,174	80,336
585	6,864
38,910	62,881
149,628	44,000
226,297	194,081

14. Payables

Amounts falling due within one year

Trade payables
Taxation
Other payables
Accruals
Deferred Income

2024	2023
€	€
96,560	83,285
150,056	130,731
19,734	59,393
347,107	242,715
800,149	1,975,410
1,413,606	2,491,534

Deferred Income Detail

	2024	2023
	€	€
CH09 – East Region	9,600	217,581
CH07 – East Region	12,000	-
CH04 – South West Region	522,160	1,404,434
CH03 – MidWest	-	94,473
Probation Services	155,474	155,750
North Dublin Regional Task Force	6,667	-
Other Grants	94,248	103,172
Total	800,149	1,975,410

15. Financial Commitments

At 31 December 2024 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2024	2023
	€	€
Not later than 1 year	154,000	119,144
Later than 1 year and not later than 5 years	512,726	347,726
Later than 5 years	440,250	109,250

16. Capital Commitments

The company had no material capital commitments at the year-ended 31 December 2024.

17. Events after end of Reporting Period

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

18. Related Party Transactions

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

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

19. Cash and Cash Equivalents

	2024	2023
	€	€
Cash and bank balance	2,465,145	2,912,033
	2,465,145	2,912,033

20. Analysis of Movements in Funds

	Opening Reserves 2024 €	Incoming Resources 2024 €	Resources Expended 2024 €	Transfers Funds 2024 €	Closing Reserves 2024 €
Restricted	1,071,363	8,952,548	(9,335,974)	455,402	1,143,339
Unrestricted	998,231	1,024,947	(301,220)	(455,402)	1,266,556
Designated	438,075	491,250	(213,961)	-	715,364
Total	2,507,669	10,468,745	(9,851,155)	-	3,125,259

Rstricted reserves balance as per the balance sheet is the accumulated reserves from the Capital Grant income. The Company recognised Capital Grants in the Statement of Financial Activity in the years that they were received. The cost of depreciation has been allocated against these reserves over the useful life of the relevant assets.

Designated reserves relates to funding from Mediolanum.

21. Contingent Liabilities

The company had no material contingent liabilities at the year-ended 31 December 2024.

22. Comparative Information

Certain comparative figures have been regrouped where necessary to conform with current period presentation.

23. Approval of Financial Statements

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

23 April 2025.

Coolmine are deeply committed to our mission of helping individuals choose recovery and rebuild their lives.

Nobody chooses addiction, but everyone can choose recovery, and your support plays a crucial role in making this choice possible.



If you or your company can support our fundraising efforts, we would love to hear from you. Below are some of the ways that you can support.



Your donation has the power to transform lives, one step at a time.

Join us on this incredible journey by making a donation today at www.coolminetc.ie.

If you would like to learn more about how you can support our fundraising efforts, please get in touch with Sarah Joyce at sarah.joyce@coolminetc.ie.

Your generosity makes a real difference, and we look forward to welcoming you into our growing community of supporters.
Thank you.



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