



**CHESHIRE**  
Ireland

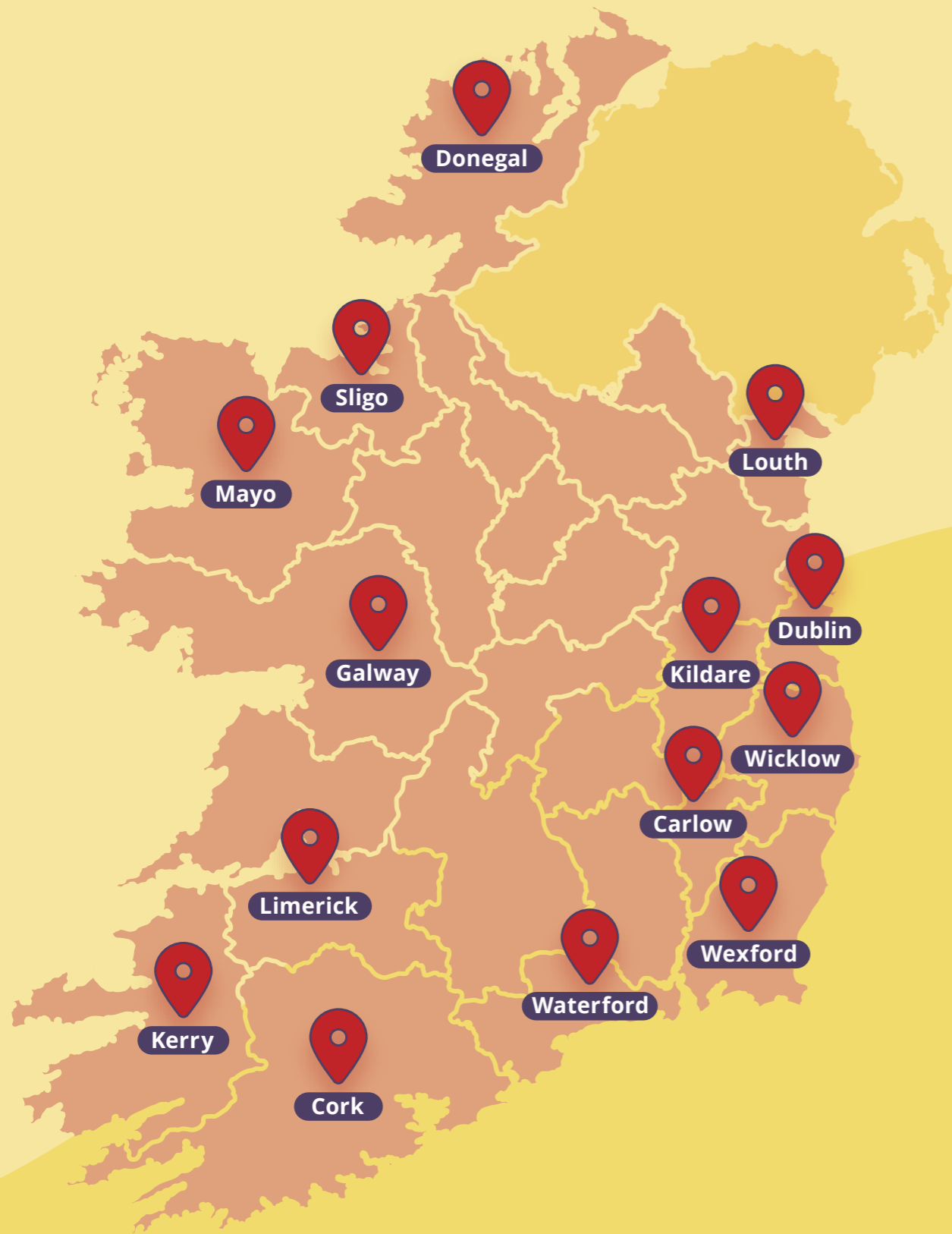
**Annual Report**  
2021





# Our locations

With over 250 people across Ireland using our services, Cheshire Ireland is the largest supported accommodation provider in the country.



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## 1. Who we are



### Our Vision

To support people to live their best possible life.

### Our Values

People are the foundation underpinning all that we do in Cheshire Ireland. All of our values are guided by a person-centred rights-based approach.

## Our values



### Excellence

We are committed to excellence in all aspects of the services we provide by taking pride in the work we do and being driven by the desire for continuous improvement to achieve the highest standards at an individual, team and organisational level.



### Partnership

We believe in the development of meaningful partnerships which empower and engage people through involvement and collaboration.



### Learning

We are committed to being a learning organisation and we believe in the development of people and the sharing of knowledge.



### Integrity

We take pride in working in an open, ethical and transparent manner and are committed to good governance and accountability.



### Respect

We are committed to a culture which welcomes diversity while actively demonstrating inclusion and mutual respect in all our interactions.



## 2. Chairperson's Statement

I am pleased to present the Cheshire Ireland 2021 annual report, this my second as Chairperson of the Board.

2021 was the first full year of operation for the new re-invigorated Board of Cheshire Ireland. As you can see from their bios on page 12 of this report, each Member brings to the board, key skills, expertise and experience across a wide range of disciplines, including HR, Governance, Legal, Finance, PR etc., with several Members with experience of supporting those living with a disability. We continue to examine ways of developing the full and direct participation of our service users in the Governance process.

The strength of the new Board has allowed significant amounts of work to take place during 2021. We have reviewed and updated the governance practices, processes and documentation for the Board. We have set up a number of Board Sub Committees, including a Quality, Safety and Risk Management Sub Committee, chaired by Ann-Marie Garbutt, a Nominations & Remuneration Sub Committee, chaired by John Walsh, a Housing & Property Sub Committee, chaired by Michael Haynes, a Governance Sub Committee chaired by Michael Bourke and a Finance and Audit Sub Committee chaired by Carol O'Rourke. Cheshire Ireland is now compliant with the Charities Regulator, the Charities Governance Code, the HSE Annual Compliance Statement and the emerging Housing Regulator Code.

The Board will continue to focus on improvements and enhancements to make Cheshire Ireland a leading example of Good Governance in the Not for Profit Sector.

During 2021, Cheshire Ireland continued to face particular and significant challenges due to the ongoing Covid-19 Pandemic. I would like to recognise the continued significant efforts and sacrifices of all service users, their families and representatives, our Staff and our volunteers. Sadly, during this period, we lost a number of Cheshire family members and I would like to extend our deepest sympathies to friends, family and colleagues for these difficult losses.

The ongoing Covid vaccination and booster programmes have provided us all with a welcome return to some sense of normality and I am pleased that most of our staff and the people we support have been vaccinated and/or boosted. For those who haven't been vaccinated to date or haven't received their booster doses, the Board and management continues to encourage you

to get vaccinated as soon as possible. As a society we must remain vigilant and cautious until this virus is truly defeated.

Early 2022 saw the appointment of Theresa Anderson as Chief Executive Officer of Cheshire Ireland. Theresa had been Acting CEO since 2019 and during this time steered the organisation through two of the most challenging years faced by Cheshire Ireland as a result of the COVID Pandemic.

With the leadership of Theresa and her Executive Team, guidance and backing of the Board, I look forward to the coming year with optimism for Cheshire Ireland but particularly for all those availing of Cheshire services.



**Kieran Timmins**  
Chairperson







### 3. CEO Message

As 2020 drew to a close, we were all optimistic that Covid-19 would soon be under control with the positive step of the start of the country's vaccine roll-out programme. However, the challenges of the Pandemic continued throughout 2021. Alongside the extensive roll-out of vaccines we continued to face Covid infections and outbreaks throughout the country. This led to an extensive lockdown and the major impact that continuing changes to national guidelines had on people we support, families, staff and services. Cheshire Ireland's Covid Committee, comprising of the Executive Team and members of the Senior Management Team, continued to coordinate Cheshire Ireland's response to the pandemic throughout 2021. During this time, I continued to be constantly impressed by the fortitude of the people we support and the dedication and commitment of Cheshire Ireland's management and staff. Every challenge that arose was met head on with determination by all, in spite of the incredible impact on our daily lives, and it was this combined effort that led Cheshire Ireland to winning an Operational Excellence Award for our Covid-19 Crisis Response, despite competition from a large number of equally impressive organisations.

As for all organisations nationally, 2021 was an extremely challenging year for all Cheshire Ireland staff. Over 14,000 staffing hours were lost to Covid-19 alone and our operations could only continue due to the enormous commitment and effort of all staff who went above and beyond to ensure the ongoing delivery of services and the safety of the people Cheshire support.

In celebration of all of the amazing people who work in Cheshire Ireland and in recognition of their extraordinary hard work, we ran our first "Employee Benefits Week" event in October to showcase all of the regular benefits available to staff. As part of the Employee Benefits Week, we were delighted to be able to extend access to the Cheshire Ireland Pension Scheme to all full-time and part-time contracted staff.

We also completed the implementation of the third and final phase of the Section 39 Pay Restoration process. Whilst this was a key milestone for Cheshire, the ongoing disparity in pay and conditions between the public sector and Section 39 organisations continues to present significant challenges in terms of the inequity this creates and the difficulty in recruiting and retaining staff.

The process of formal Regional Consultation Sessions on Engagement across all regions began in October / November 2021. The focus of these initial sessions was to meet with people in order to hear their views on how they would like Cheshire Ireland to engage with them. Feedback was collated and shared across the organisation. The learnings from these sessions are the foundation of the Cheshire Ireland Engagement Strategy which is due for publication in 2022.

2021 also saw the completion of the tendering process for an electronic Quality Care Management System. This process commenced in January 2021. Aspirico Ltd. were successful in their application for tender and work on the development of the system commenced in August 2021.

I would like to take this opportunity to thank each individual member of Cheshire Ireland's management, staff, volunteers and Board of Trustees for their continued hard work and dedication to the organisation. Their enduring commitment and determination in providing the best possible care and support for the people availing of our services is the core of who we, as Cheshire Ireland, are.



**Theresa Anderson**  
CEO





## 4. Directors & other information

### Board of Directors

Kieran J Timmins  
Chairman  
(Appointed 24th November 2020)

Eoin O'Morain  
Chair  
(Retired 30th June 2021)

Michael O'Mahony  
Vice Chair  
(Retired 31st March 2021)

Diane Davison  
(Retired effective 31st November 2021)

John Connellan  
(Appointed 28th January 2021)

Michael Haynes  
(Appointed 28th January 2021)

Michael Bourke  
(Appointed 28th January 2021)

John Walsh  
(Appointed 7th March 2021)

Ann-Marie Garbutt  
(Appointed 31st March 2021)

Suzanne Crowe  
(Appointed 31st March 2021)

Fionnuala Murphy  
(Appointed 7th May 2021)

Carol O'Rourke  
(Appointed 11th May 2021)

Sebastian Hamilton  
(Appointed 1st June 2021)

### Bankers

Bank of Ireland PLC  
Lower Baggot Street, Dublin 2

AIB Bank PLC  
Bank Centre, Ballsbridge, Dublin 4

Ulster Bank DAC  
Blackrock Branch, Blackrock,  
Co Dublin

### Solicitors

McCann Fitzgerald  
Riverside One  
Sir John Rogerson's Quay  
Dublin 2

### Secretary & Registered Office

Mr Tony Nolan  
Block 4  
Bracken Business Park  
Bracken Road  
Sandyford Industrial Estate  
Dublin 18

**Company Reg No:** 20165  
**Reg Charity No:** 20008321  
**CHY (Revenue) No:** CHY5484

### Auditors

PricewaterhouseCoopers  
Chartered Accountants and Statutory  
Audit Firm  
One Spencer Dock  
North Wall Quay, Dublin 1

## Board Meetings Attendance

	Jan 27th	Feb 24th	Mar 31st	Apr 28th	May 26th	Jun 30th	Sep 30th	Novr 24th
Kieran Timmins	✓	✓	✓	✓	✓	✓	✓	✓
Eoin O'Morain	✓	✓	✓	✓	✓	✗	-	-
Diane Davison	✓	✓	✓	✓	✓	✓	✓	-
Michael O'Mahony	✓	✓	✓	-	-	-	-	-
Michael Bourke	-	✓	✓	✓	✓	✓	✓	✓
Michael Haynes	-	✓	✓	✓	✓	✓	✓	✓
John Connellan	-	✓	✓	✓	✓	✓	✓	✓
John Walsh	-	-	✓	✓	✓	✓	✓	✓
Ann-Marie Garbutt	-	-	-	✓	✓	✓	✓	✓
Suzanne Crowe	-	-	-	✗	✓	✓	✓	✓
Carol O'Rourke	-	-	-	-	✓	✓	✓	✓
Sebastian Hamilton	-	-	-	-	✗	✓	✓	✗
Fionnuala Murphy	-	-	-	-	✓	✓	✗	✓

Key ✓ Attended - Not yet joined/Retired ✗ Not attended

## Sub-Committee Membership as of 31 December 2021

	Board of Trustees	Finance & Audit	Quality Safety & Risk Management	Governance	Remunerations & Nominations	Housing & Property
Kieran Timmins	✓*	-	-	-	-	-
Michael Bourke	✓	✓	-	✓	-	-
Michael Haynes	✓	-	-	-	-	✓
John Connellan	✓	-	-	-	✓	✓
John Walsh	✓	-	-	-	✓	-
Ann-Marie Garbutt	✓	-	✓	✓	-	-
Suzanne Crowe	✓	-	✓	-	✓	-
Carol O'Rourke	✓	✓	✓	-	-	-
Sebastian Hamilton	✓	✓	-	-	-	-
Fionnuala Murphy	✓	-	-	✓	-	✓

Key ✓ Member - Non Member

\* Chair





## 5. Board Members



### **Kieran J Timmins**

#### **Chairperson (Appointed November 2020)**

I joined Cheshire Ireland and was appointed Chairperson in November 2020.

I have more than 40 years' experience in the ICT sector, primarily in the international market, both within multinational organisations and within the SME sector, focused e-commerce and smart payments market, and more than 11 years' experience in the public and not-for-profit sectors.

I am currently a business and technical consultant and advisor with extensive experience in Organisational Development, Change Manager and Digital Transformation both in the private sector and the not-for-profit sector, particularly in the Social Care Sector.

I am also a strategic advisor to Connections Art Centre, a not for profit social enterprise supporting the disability community in Ireland.

I am a former Chairperson of the Central Remedial Clinic (CRC) having been appointed following the 2013 governance and pension top-up scandals, where I successfully led the new Board and Executive on a journey to redevelop their governance structures and practices.

I am also a former Board member of the Rise Foundation and a former member of Professional Conduct Committee of the Pharmaceutical Society of Ireland.

### **Carol O'Rourke**

I qualified as a member of the Association of Chartered Certified Accountants (ACCA) in 2005, and subsequently was granted a Fellowship.

Throughout my career to date, I have gained considerable experience at a senior level in banking, industry and project management, working in several companies including Bank of Ireland, Yahoo! and Grant Thornton.

In 2017, I made the move to the not-for-profit / charity sector, and I am currently an Accountant for Dara Community Living, a Section 39 organisation supporting adults with intellectual disabilities, where I sit on the Senior Management Team and Finance Committee.



### **Dr. Suzanne Crowe**

I graduated in Medicine from Trinity College Dublin (TCD). I followed Intern training with postgraduate specialty training in Anesthesiology and Intensive Care Medicine with the Irish College of Anesthesiologists, and later in the Royal Children's Hospital in Melbourne, Australia. I returned to work in Tallaght Hospital Dublin in 2006.

In 2014 I took up a new post as Paediatric Intensivist in Children's Health Ireland at Crumlin where I continue to work clinically, and as Medical Director of the Paediatric Intensive Care.

I am President Elect of the Irish Medical Council for the term commencing in June 2021.



### **John Connellan**

I joined the Cheshire Ireland Board in 2021. I am a solicitor practising in general practice in Dublin for the last 20 years, with an emphasis on rights-based work.

I was appointed to the Mental Health Commission in 2009 and continue to act for patients detained under the Mental Health Act.

I have a personal interest in inclusivity/equality and mental health/disability and a keen interest in development of services for people with disabilities across all sectors.

When not working as a solicitor, I am usually found on the side of pitch, with Kilmacud Crokes or on a bicycle.





### **Ann-Marie Garbutt**

**PGDip Leadership., MSC., BSc (Hons)., R.G.N.**

I commenced my nursing career 30 years ago. I trained and worked in North London having proudly gained experience in many diverse clinical and nurse management roles in the NHS. I moved back to my native home of Piltown, Co. Kilkenny in 2006 and took up the position of Director of Nursing at Aut Even Hospital, Kilkenny now UPMC Aut Even.

I have a key leadership role in the areas of clinical governance, accreditation and regulation and have a continued passion for quality, patient and staff safety.



### **Sebastian Hamilton**

Sebastian Hamilton is the Head of Public Affairs for Revolut Ireland and is an experienced writer, editor and broadcaster.

He graduated from Cambridge University as a historian and linguist before spending 20 years in national journalism in the UK and Ireland - initially covering politics, and later as an editor, commentator and analyst.

He has served for six years as a Director of DMG Media Ireland and Group Editor of the company's award-winning Irish titles during this time, he was also a regular politics and current affairs analyst across a range of national broadcasters including RTE, Newstalk, Today FM and Virgin Media.

### **Fionnuala Murphy**

I began my career as a journalist, working for a large regional newspaper group in the midlands. From there, having completed an MA in Public Relations, I moved to the aid agency GOAL. Here, I focused on demonstrating GOAL's impact in the countries in which it worked through media relations.

I joined NCBI (National Council for the Blind of Ireland) in 2006 and I then became the Head of the communications team and spent 18 months also heading up the fundraising team. In this dual role my focus was on the strategic development of NCBI and in increasing its communications and fundraising capacity to achieve those aims.

I left NCBI in October 2018 to spend time with my young family. I live in Maynooth, Co. Kildare, and I am an active member of Maynooth Community First Responders.



### **Michael Haynes**

Michael Haynes retired from his role as CEO of Clanmil Ireland, a Tier 3 Approved Housing Body, in June 2022 after 5 years in post.

Michael brings to his role with Cheshire Ireland a wealth of experience from senior executive positions in the Housing Sector in England.

He has a background of working with organisations to add value whilst demonstrating a flair for developing, strengthening and leading management teams to maximise organisational performance and efficiency.

Michael has previous Board experience in the social housing sector, recently holding a non-exec role with the Irish Council for Social Housing.

Michael holds a degree in Housing Studies, an MBA, and an MSc in Housing & Building Surveying. He is also a Fellow of the Chartered Institute of Housing.







### Michael Bourke

I am a retired solicitor. I qualified from UCC with a BCL and I am an MBA from the Open University.

I worked as a practicing lawyer for 40 years and have experience in many areas of law from personal injuries to Constitutional Law and Human Rights law.

I have worked abroad in Gaza for the United Nations and spent over five years in Bosnia Herzegovina and Kosovo in Rule of Law positions however have spent the last years of my working life as a solicitor with the ESB.



### John Walsh

I am an experienced HR professional and run my own HR Consultancy Business since 2014 working mainly with SME's and Public Sector Organisations. Prior to this I worked in private industry in both the Pharma and FMCG sectors for over 20 years.

I have a proven track record in HR Management, leading complex Change and Transformation projects in areas of Growth, Restructuring, M&A's, Performance Management, Organisation Development, Diversity and Culture.

For many years now, in both unionised and non-unionised environments I have been involved in developing strategies in areas such as effective employee engagement, direct relationship initiatives between managers and employees and effective employee relations practices.

I hold an MSc in Training & Human Resource Mgt (University of Leicester), Diploma in Training & Development (IITD), Diploma in Coaching (Coach Institute of Ireland) and Lean Six Sigma Green Belt Certification.

## 6. Strategic Priorities 2020-23

### Services

Cheshire Ireland is a person-centered organisation which recognises the importance of ensuring that the service user is at the core of everything we do. We are committed to working with service users to support them in achieving meaningful objectives, while at the same time developing our services to ensure quality and compliance.

#### Aims & Objectives

1. We will work in partnership with service users to ensure the service provided supports them to live their best possible life.
2. We will ensure that all our work is underpinned by a person-centered approach while continually striving to improve the quality of life of service users and the quality of the services we provide.
3. We will define and develop the models of service we provide to meet the evolving needs of service users within the resources available.
4. We will practice good governance in service provision through accountability and transparency in the work we do.

### People

Cheshire Ireland is committed to providing a workplace where staff and volunteers enjoy their work, are passionate, have clarity of purpose, feel supported, and have opportunities to develop and progress. We encourage staff and volunteers to take pride in the work they do.

#### Aims & Objectives

1. We will be an employer of choice that attracts and retains people who have the interest, skills and values that fit our organisation.
2. We will provide a work environment that is supportive, fair and responsive to the needs of our workforce.
3. We will provide staff and volunteers with opportunities for development and progression.
4. We will support staff and volunteers to understand their contribution to the delivery of quality services through clarity of their roles and responsibilities.

### Culture

Cheshire Ireland promotes an open, transparent and positive environment which creates a sense of unity and shared ownership in the achievement of the successes of the organisation and its people.





### Aims & Objectives

1. We will create a culture which embeds our vision and values to foster a national “one – team” approach in everything we do.
2. We will develop an effective multi-directional approach to open and honest internal communications that promotes staff engagement at all levels.
3. We will be a learning organisation through the creation of an environment that encourages reflective practice and sharing of knowledge at all levels.

### Financial Resources

Cheshire Ireland is committed to financial sustainability, value for money, transparency and accountability. We promote on-going and regular engagement with our funder, fundraisers and all stakeholders to ensure the financial integrity of the organisation.

### Aims & Objectives

1. We will secure sustainable resources to ensure the ongoing delivery of quality services.
2. We will demonstrate value for money, accountability and transparency in all aspects of our service delivery.
3. We will increase focus on fundraising and corporate relationships to support the enhancement of the quality services we provide.

### Innovation and Development

Cheshire Ireland is committed to the enhancement of the services we deliver through the development of our practices and resources. We value meaningful relationships with relevant external stakeholders in order to expand and grow services throughout Ireland.

### Aims & Objectives

1. We will ensure effective and efficient use of resources through the development of innovative practices and the use of technology to support the continuous delivery of high quality services.
2. We will increase engagement with key partners in the physical disability and neurological sectors to expand and develop the services we provide.
3. We will develop relationships with external partners to support the expansion and development of services.
4. We will focus on raising the profile of the organisation externally to enhance our standing on a national level.



## 7. 2021 at a glance



**111**  
people living in residential services

**29**  
people supported in the community



**25**  
people living in clustered settings

**95**  
respite places



**765**  
number of staff we employ



**260**  
number of people we support







## 8. Life in Lockdown

### by Aileen O'Sullivan – Cheshire Kerry

#### Positive things that have happened in my life during the lockdown period:

I found that lockdown has made me stronger as an advocate. I found with more time to take stock, I made submissions to an Oireachtas committee on disabilities as well as HSE seminars. I'm now always looking for further similar opportunities.

I found my communications skills by email developed considerably.

I was more conscious of my physical health. I'm a great believer of Slimming World and I did it and I reached my target whilst in lockdown. But I have to say that I missed the human contact and camaraderie of the group.

I became a proud Aunty of double trouble! My nephew Ódhran and my niece Saoirse were born during lockdown. I love them dearly and I would do anything for them as I would for any child or young person I know.

I enjoy and appreciate the simple things - I'll never take meeting somebody for a cup of coffee for granted!

I hated online grocery shopping because I found the variety wasn't there for me to choose from. A few times I ended up with their substitute or alternative which didn't suit me.

When I stopped online grocery shopping, I invited myself along to my friend's shopping trip. I met her once a week for shopping and I didn't go into her house afterwards as we observed social distancing and wore our masks at all times.

I connected with long lost friends and people that I wouldn't normally have connected with.

#### Every day is an education:

I'm very intuitive and well informed but I found that I received official communications about Covid-19 restrictions up to two weeks after it was published by the Government.

Communications during the lockdown was very like an afterthought. I know that we were all learning as we went through the lockdown but if we were to learn a key lesson from this pandemic, it's that relevant and timely Communication is key to reduce anxiety and keep people up to date and informed. It's not a one size fits all as we are all individuals in society. I think it's also important that organisations shouldn't be afraid to admit that they don't have all the answers.

I really missed meeting family and friends during lockdown. It's the simple things that I missed like giving a hug and being affectionate with each other. For me, the window visits never replaced the actual human interaction.

Technology was my saving grace. My kindle and my mobile are very important for me. Alexa was even talking back to me during lockdown! I can't speak highly enough of Amazon for their service and customer care.

Zoom - although the whole world was on Zoom for the lockdown, it didn't float my boat. I found it didn't replace human interaction.

I have enjoyed what Cheshire has enabled me to do. Live independently of my family and friends and become an active participant and local in the strong community of my town here in Killarney.

However, I found that the Cheshire lockdown policy was a 'one size fits all' which impacted me greatly.

I found it very frustrating & hard to live in my beautiful town of Killarney but was unable to venture out and enjoy it.

Kind regards,

**Aileen O'Sullivan**





## 9. Housing Statement

### Cheshire Ireland – Approved Housing Body (AHB)

Cheshire Ireland has been active as an Approved Housing Body (AHB) since in the mid-1980s. Because of this designation it was eligible to access funding to acquire and develop housing for people with disabilities. This funding stream enabled Cheshire Ireland to develop purpose-built accommodation through a mixture of Department of Health capital funding and Department of the Environment, Community and Local Government.

Cheshire Ireland properties are social housing units and, generally, to be eligible for one of the houses the tenant must be on the housing list and approved by their Local Authority. Cheshire Ireland housing is mostly funded through the Capital Assistance Scheme (CAS).

As an Approved Housing Body Cheshire Ireland has 180 social housing units nationally in different types of settings such as standalone houses and apartments in the wider community and ground floor accommodation studios within larger residential settings. Cheshire Ireland housing works closely with the relevant Local Authority in relation to all vacancies, nominations and new tenancies in line with the terms of our funding. All active Cheshire Ireland tenancies are registered with the Residential Tenancies Board (RTB).

Cheshire Ireland is also a service provider for individuals with physical, sensory and neurological conditions and therefore it does, in most cases, not only provide the accommodation but also the support services to an individual. In this regard, in addition to the tenancy agreement, most of its tenants also have service agreements in place for their care and support service. All Cheshire Ireland housing units are fully wheelchair accessible.

### Approved Housing Bodies Regulatory Authority (AHBRA)

As an Approved Housing Body, Cheshire Ireland AHB now falls within the remit of Housing (Regulation of Approved Housing Bodies) Act 2019 which is overseen through the Approved Housing Bodies Regulatory Authority (AHBRA) which was established in February 2021.

AHBRA's role is to oversee the effective governance, financial management and performance of all voluntary housing bodies in accordance with the legal framework set out in the Housing (Regulation of Approved Housing Bodies) Act 2019. In other words, AHBRA want to ensure enough oversight and management of assets that were heavily funded through State funding.

Cheshire Ireland was deemed registered with AHBRA in 2021 and continues to work and maintain standards in relation to governance, financial management and property and asset management.

### Housing and Property Sub Committee (H&PSC)

The Cheshire Ireland Board of Trustees established a Housing and Property Sub Committee in 2021 to assist the board in exercising oversight, governance and management of Cheshire Ireland as an Approved Housing Body, charitable entity and asset manager.

The main objective of the Housing & Property Sub Committee is to ensure that Cheshire Ireland's assets (including the housing stock developed through Cheshire Ireland as an AHB) are effectively and appropriately managed. The H&PSC also work to ensure that Cheshire Ireland has appropriate governance and oversight in relation to the performance of its function as a housing provider in line with its funders and the Approved Housing Bodies Regulatory Authority (AHBRA).

An example of some of Cheshire Ireland's social housing units are identified below. It is Cheshire Ireland's vision that the people who access its services are supported to live their best possible life and for Cheshire Ireland, housing is a key element of that.



Cheshire Ireland social housing units in Co. Wicklow



Cheshire Ireland social housing units in Waterford city

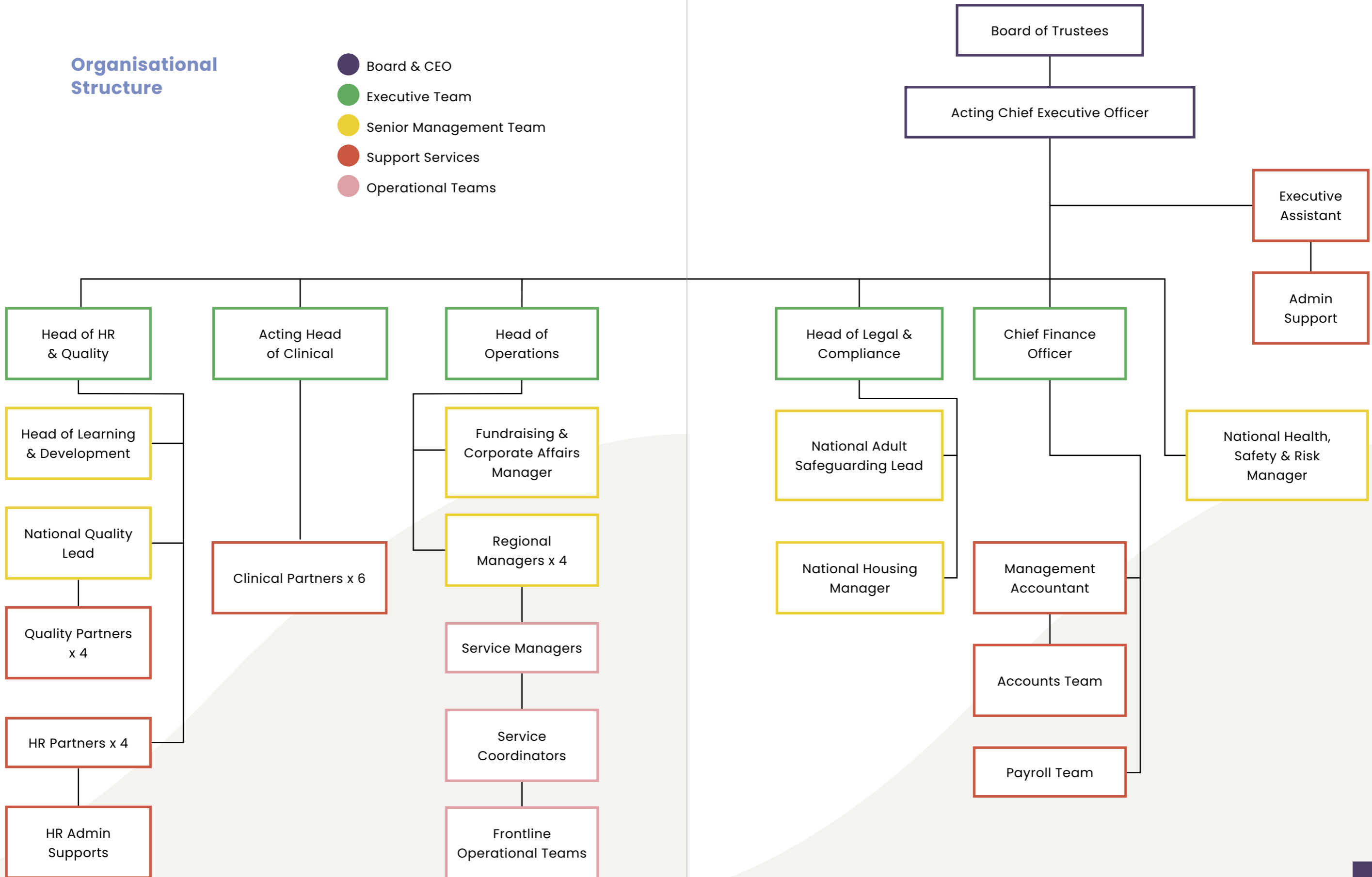






## Organisational Structure

- Board & CEO
- Executive Team
- Senior Management Team
- Support Services
- Operational Teams





## 10. Fundraising

Back in 2020 we said that “fundraising” seems so far from our minds in what has been the most extraordinary year for most of us in our lifetime and one that we hope we will never see the likes of again however it did not stop in 2020 – it moved on into 2021 with even greater force and gusto.

Covid-19 decided it was staying around for a bit longer and it grew momentum with further lockdowns, more restrictions and at times it was impossible to get out and about to meet the public –the connection was completely decimated once again by the pandemic that had many strains – each one more harmful than the other.

The local community wherein our services sit, stuck with us, doing what they could, donating where they could as we saw a huge change in the job sector. We continued to have to work from home and in a lot of instances companies/retail/hospitality started to close their doors, so funds were not there to be as freely given as before but we got through it – you saw to that.

We cannot thank each and every person who donated to us in various ways, donated prizes so that we could try and start hosting events towards the end of the year as that is when we could only really begin to ask people to help directly – we are eternally grateful and once again we wish to express our heartfelt thanks to one and all for being there for all of us.

Through tragedy came legacy donations once again. Covid continued to rampage against us and it was a tough year for families and friends but still you thought of us –still you gifted legacies to us through your own suffering and pain. Our thoughts are always with every person who will now and in the future help us keep our services going and will always be remembered – thank you.

Whilst Cheshire Ireland in the main is funded by the HSE, we are one of the largest disability services in the country and the funding we receive does not cover our programmes and services in full and that is why you, the people who help us are our knights in shining armour and you wrap us in your arms and help us every step of the way. That is why we fundraise.

We managed to do our first event in December 2021, our “12 Days of Christmas Raffle” and it was great to see how you all joined in – there was great excitement when the calls were made to tell someone they won, the whoops of laughter and delight – it was great to hear, and believe me it made our day.

We hope that 2021 brings us an opportunity to get back out in the public domain and meet people face to face and be able to say, “Thank you so much for everything you do for us” and to have that human connection once again.

## 11. Remembering those that we have lost

All of us at Cheshire Ireland would like to offer our sincerest condolences to the families and friends and fellow service users of everyone that we lost in 2021.

Ar Dheis De go raibh a anam dilis







## 12. Cheshire Learning & Development



Learning & Development continued to grow and expand in Cheshire Ireland in 2021, developing new and contemporary methods of learning provision for our employee body.

The development of an entirely new Learning Management System engaged us for most of this year, as we worked with the developers to design a bespoke system for Cheshire which will host Learning Modules, be accessible and engaging for Learners, and can extract the data we need to provide accurate reports to guide good governance of learning at all levels in the organisation.

Covid-19 continued to impact the work of L&D in 2021. We slowly re-introduced classroom-based training in those areas which demand practical demonstrations. However, by December 2021, due to staffing shortages, we had to introduce an emergency care training package on Cheshire Academy, which was undertaken by Central Office personnel, to enable them to provide support in services should they be needed.

### Cheshire Academy

Initially launched in December 2020, much of 2021 was spent in the further development and embedding of the Cheshire Academy to satisfy the considerable L&D and governance requirements of Cheshire Ireland. Allied with this developmental work on the system, we worked with in-house subject matter experts to develop bespoke learning modules to enable Cheshire employees to access online training to meet our statutory training requirements. By the end of the year, employees had more than 35 modules available to them on Cheshire Academy.

Training in the use of the Academy was provided to the Management and Administrative staff of each service around the country, to provide instruction and support to those who access the system locally. Similar training was provided to members of the Executive and Senior Management Team and the regional HR, Clinical and Quality Partners. Support continued to be provided to all parties throughout the year as everyone grew more accustomed to using the learning management system.

### Partnering with External Agencies

Cheshire Ireland L&D were involved in some significant partnership opportunities in 2021.



In light of the Assisted Decision Making (Capacity) Act 2015, the Head of Legal and Compliance and the Head of L&D met with Aine Flynn, Director of the Decision Support Service, and invited Ms. Flynn to deliver an online presentation to Cheshire Service Users, outlining the proposed work of the Decision Support Service and the practical implications and supports the Decision Support Service will make to their lives. At the request of the DSS, Cheshire L&D created a service-user friendly presentation, which Ms. Flynn has continued to use in her presentations to other disability organisations.



Working with the Neurological Alliance of Ireland, we were successful in accessing some funding through the Training Links initiative. This enabled us to provide a short course for the Senior Management team and Regional Partners on the topic of Cybersecurity. L&D has since created a Cybersecurity Awareness module which is available to all employees on the Cheshire Academy.



Responding to the statutory need to provide training around Dignity & Respect in the Workplace to all employees, Resolve Ireland was engaged to provide subject matter guidance to L&D in the development of a new training module in 2021. By the year end the content had been agreed with Resolve, and the training module was in development.



With the Head of HR & Quality, L&D began to plan an innovative Leadership Development programme for 2022. The programme is based on the Theory U Change Management methodology, and will be facilitated by Nadine McCarthy, a Leadership Development trainer and Systems Change specialist.

### L&D Coordinator appointed

In July 2021, Jane Gill was appointed as the national L&D Coordinator. Throughout 2021 Jane acquainted herself with Cheshire services, and has taken responsibility for the project of embedding the Cheshire Academy, updating training records, meeting with local administrators etc., providing ongoing information and support etc. We are delighted to welcome Jane to the L&D team and to Cheshire Ireland.



## 13. CSAS Cork

Cork Supported Accommodation Services was set up in 2006. It is our primary focus to support people to live independently in their own homes regardless of their disability in line with HSE policy. We currently have 8 service users spread over a wide geographical area, one service is a 168km round trip from Cork city where our offices are based in St. Laurence Cheshire.

The CSAS is for people who want to retain their independence but want support when they need it in properties that meet their individual needs. We work with Irish housing associations and local councils to provide properties that are built or adapted to meet the needs of the person so people can live independently with appropriate support. The CSAS has learned through experience that getting the right care and support is as important as the right property.

We provide person-led, flexible packages of support. Activities promoting skill development and goal fulfilment are key parts of our support. This can include 24-hour on-site support or daily support based on assessed needs.

Our friendly and professional staff offer tailored programmes that work with individuals to:

- Increase self-esteem.
- Inspire confidence.
- Improve health, wellbeing and quality of life.



## 14. Jason Cooke - a Day in the life of the Service Manager

My job is to find out the best way our service can provide support for each person and our staff teams, so they can maximise their potential. Because every person is different, every day is different. This is what I did yesterday:

Most days start by checking my emails and catching up with the rest of the team. I work closely with the CNMI, Senior Care Workers and care team.

Next, I went to see one of the people we support. She is learning to use Alexa to send and receive emails using Smart Technology. It is important to me that the people we support have as much independence as possible to maximise their quality of life. We want all the staff as well as families to engage with these new ways of communicating to support independence for the people we support where possible.

Afterwards, I was doing my utmost to organise a care review for lady who is returning to our service after almost two years away. As this person's needs will have changed during this time it's important we have input from her Primary care team to meet her practical and emotional needs where possible. I am currently putting together a job description for the recruitment of a new care team with her input.

Finally, I am working with the finance team in costing a new placement this afternoon to meet a new admission's needs. I will be then meeting the disability manager in the morning to review.







## 15. Leaving a legacy to change someone's life

Can you picture a world where every person with a disability has the same means to live their best possible life without any obstacles?

You can make a difference in someone's life – you can create a huge impact by just remembering Cheshire Ireland in your will, you can provide a lasting gift to those with a disability in Ireland.

Remember not all disabilities are visible and not everyone is born with a disability. A person may acquire a disability during their lifetime and that can be even harder as their whole world is turned upside down and they don't know how to cope/react – that is why Cheshire Ireland is here to help.

Disability happens more than you imagine: According to the last census conducted in 2019 there are 643,131 individuals in Ireland with a disability of some form or another – these numbers continue to grow year on year. However, the National Disability Survey (2006) which uses a broader definition of disability and chronic illness recorded a disability rate of 18%, comparable to other developed countries

Legacies help us to change things, they enable us to plan long-term funding for our range of programmes and services.

There are three types of charitable legacies in this world

- **Pecuniary** is a gift of a specific amount of money;
- **Residuary** is a share of the rest of your assets that you have not already committed and
- **Specific** which is a gift of a specific asset.

If you already have a will and wish to include a gift to Cheshire Ireland all you do is contact your solicitor about adding a simple Codicil (addition) to include us.

If you have not yet prepared a will, it is quite easy and inexpensive to do so. Simply contact your solicitor or ask friends and family to refer you to one, who will advise you throughout the process.

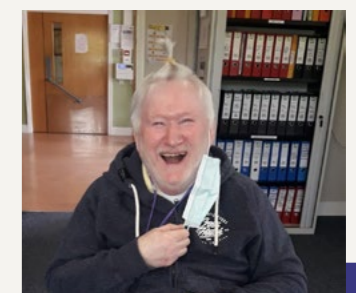
We are extremely grateful for any amount we receive and can guarantee that your gift will make a real and lasting difference for years to come.

For more information about legacies or any form of financial support, please contact our Fundraising team at [fundraising@cheshire.ie](mailto:fundraising@cheshire.ie)

**Address:** Unit 23, IFC House, Fashion City, Dublin 24, D24 PD6H

**Phone:** 01- 4295767 **Email:** [fundraising@cheshire.ie](mailto:fundraising@cheshire.ie) **Web:** [www.cheshire.ie](http://www.cheshire.ie)

## 16. When Covid Permitted







## 17. Directors' Report

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

### Statement of directors' responsibilities

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law.

Irish law requires the directors to prepare financial statements for each financial year giving a true and fair view of the company's assets, liabilities, and financial position at the end of the financial year and the profit or loss of the company for the financial year. Under that law the directors have prepared the financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish law).

Under Irish law, the directors shall not approve the financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities, and financial position as at the end of the financial year and the profit or loss of the company for the financial year.

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

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

**The directors are responsible for keeping adequate accounting records that are sufficient to:**

- correctly record and explain the transactions of the company.
- enable, at any time, the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy; and
- enable the directors to ensure that the financial statements comply with the Companies Act 2014 and enable those financial statements to be audited.

The directors 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Principal activities

Cheshire Ireland is a not-for-profit organisation and a registered charity which provides a range of supported accommodation, respite, and other support services to adults with neurological conditions and physical disabilities. The HSE funds Cheshire Ireland directly to provide support services to people with disabilities living in residential group homes, supported housing and in their own homes, based on the agreement of annual service arrangements and plans.

### Accounting records

The measures taken by the directors to secure compliance with the company's obligation to keep adequate accounting records are the use of appropriate systems and procedures and employment of competent persons. The accounting records are kept at Block 4, Bracken Business Park, Bracken Road, Sandyford Industrial Estate, Dublin 18.





## Result for the year

The deficit for the financial year amounted to €715,099 (2020: surplus €194,029). The results for the year includes a non-cash depreciation charge of €475,096 (2020: €567,887), which relates to the depreciation of assets for which grants were received in previous years and credited directly to the capital reserve in the Balance Sheet (in compliance with historic DOHC accounting guidelines). In compliance with FRS102, there is no matching credit in the income statement in the current year to reflect the amortisation of the related grant. Income for the year was down €651,000 on prior year levels, decreasing from €34.03m to €33.4m in the year. This is due to the reduced one off Covid related funding received in 2021. On the expenditure side, Cheshire made significant savings in the payroll costs, which decreased overall by €430,072 from €27.7m to €27.3m in the year mainly due to difficulties with the recruitment and retention of staff due to Covid-19, however this saving was more than counteracted by an increase of €783,000 in non-pay related costs which increased from €5.5m to €6.3m in the year mainly due to increase in agency fees of €1m in the year.

## What we do and who we serve

In 2021, the organisation operated in over 20 locations nationwide and employed over 765 individuals (whole time equivalent number of circa 444). During 2021, Cheshire Ireland provided a combination of supported accommodation places and 'own home' care and social support services together with respite breaks in a number of locations around the country to nearly 300 individuals.

In excess of 94% of Cheshire Ireland's core funding comes from the HSE. The remaining funding is generated through a combination of other state funding, donations, service user contributions and ward of court applications.

## How we aspire to do our work

We are committed to developing our staff, facilities, and management processes to ensure we have the capability, knowledge and skills required to deliver cost effective, quality services in ways that respect every person's right, personal choice, and individuality.

Cheshire Ireland is committed to delivering person-centered, individualised services to its client group. This will be implemented through the design of services with each person who may be newly referred to us and in time with people living in our accommodation centres who wish to move to other living environments. In designing a service with an individual, it is essential that we work with his/her circle of support, including key family members and friends,

with advocates, with the HSE and other community and/or voluntary groups where necessary. As part of this service design process, we have learned that very few people with disabilities now choose to get their supports in large shared-living environments, but prefer either to continue living with their families, in their own homes or in adapted houses close to family and their community. Those who would prefer to share, indicate that their preference is to share with one or two people of similar ages with similar interests, rather than a larger group, many of whom could have little in common.

## Board members

The members of the Board are listed on page 2. The following directors retired during the year:

<b>Eoin O'Morain</b>	Retired 30th June 2021
<b>Michael O'Mahony</b>	Retired 31st March 2021
<b>Diane Davison</b>	Retired 31st October 2021

The Chairman would like to thank all members and former members of the Board for their ongoing commitment to Cheshire Ireland.

## Principal risks and uncertainties & future developments

Apart from Covid-19 (dealt with below) Cheshire Ireland has been faced with significant challenges in recent years, largely due to increasing competition from private care providers in the market. This has resulted in a decreasing "pool" of potential, suitable candidates for care and support roles in the organisation. Static funding levels for a population of service users with significantly increasing needs has also proved to be a major challenge in the current year and, indeed, will continue to be an escalating challenge in the future. The expansion of HIQA's remit to the disability sector brought further increased financial and operational pressure to bear on Cheshire Ireland. The Board and Executive of Cheshire Ireland are in a continuing engagement with HSE Disability Services, at a local level and nationally, to ensure that funding is provided in line with service requirements.

The primary focus for both the Board and Senior Management is to ensure the economic stability of the organisation for current and prospective future service users.





## Covid-19

Coronavirus disease (Covid-19) is an infectious disease caused by severe acute respiratory syndrome Coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, has since spread globally, resulting in the ongoing Coronavirus pandemic. The World Health Organization (WHO) declared the Coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. Covid-19 continued to dominate and impact the provision of services and supports in 2021 and into 2022.

Cheshire Ireland set up a Covid response team as soon as news of the pandemic broke in March 2020. This team consists of the members of the Executive Team with the addition of five senior managers in the areas of Clinical, Health & Safety, Safeguarding and Quality. The team was tasked with putting in place a plan to ensure the safety of service users and staff during the health crisis.

An overarching document was produced, in line with Department of Health advice and guidelines, to cover all aspects of the provision of care during the pandemic. This document is updated regularly as Department of Health guidelines are updated.

All staff have been given access to the document and any training required has been provided to operational staff.

This strategy has, thus far, proven successful in the management of the impact of Covid-19 on Cheshire Ireland's services.

The financial impact of Covid-19 on Cheshire Ireland has been kept to a minimum as a result of support from local HSE offices with regard to the supply of PPE. Cheshire Ireland spent in the region of €160,000 on PPE at the start of the pandemic and no further expenditure has been required.

No Cheshire Ireland service has closed as a result of Covid-19 and the effect on the organisation has been carefully controlled at both a local and central level. There have been no major changes in staffing as a result of Covid-19.

## Going Concern

Cheshire Ireland continues to operate in an environment with significant funding restraints. The results for 2021 show an operating deficit before depreciation of €240,003 (2020: Surplus €761,916). The company had net current liabilities of €1.97 million at 31 December 2021 (2020: €1.55million) and net assets at 31 December 2021 of €12.8 million (2020: €13.5million).

Based on the committed levels of funding from the Health Service Executive (HSE) as agreed in the individual service arrangements for 2022, the company has forecast a break-even position for 2022, many factors will influence this outcome during the year. Continued developments in relation to Covid-19 have added a number of uncertainties in relation to cash-flow for the company. The net current liabilities include a number of deferred income obligations and other accruals which are not anticipated to have a cash outflow impact over the next 12 months, and therefore this impacts positively on the overall cash flow for the organisation. Our projected cash flow to 31 December 2023, demonstrates that the organisation will be able to make future commitments as they fall due. The board and the executives of Cheshire continue to engage with the HSE at a national and local level with regards to funding levels.

After making enquiries, and having considered the forecasts and planned actions, the directors believe that it is appropriate to prepare the financial statements on a going concern basis.

## Transactions involving directors

There are no contracts or arrangements of any significance in relation to the business of the company in which the directors had any interest, as defined in the Companies Act 2014, at any time during the year ended 31 December 2021.

## Directors' and secretary's interests in shares and debentures

The directors and secretary had no interests in the shares or debentures of the company or any other related company at 31 December 2021.

## Political donations

There were no political donations in the year requiring disclosure.

## Subsequent events

### Post balance sheet event

There were no subsequent events affecting the company post year-end.







### Regulation of Cheshire residential services

Since 2013 most of Cheshire Ireland's residential services are now deemed as designated centres under the Health Act 2007 (Registration of Designated Centres for Children and Adults with Disabilities) Regulations 2013. As a consequence, these designated centres must work and take actions to become registered with HIQA and to become compliant with the regulations and the national standards for residential services for children and adults with disabilities 2013. All designated services are registered with HIQA and are subject to regular inspection by both Cheshire Ireland internal auditors and HIQA. All services work continuously to remain compliant with all recommendations arising from these inspections.

### Dividends

No dividends are proposed.

### Research and development

The company does not carry out any commercial research and development.

### Branches

The company does not have any branches outside Ireland. A list of the company locations is included as note 19.

### Business review

As set out in note 5 in the financial statements the environment for the company remains challenging.

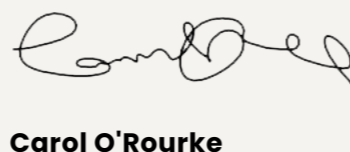
### Auditors

The auditors, PricewaterhouseCoopers, were re-appointed during the year and will continue as auditors in accordance with section 160 of the Companies Act, 2014.

Directors



**Kieran J Timmins**



**Carol O'Rourke**

## 18. Independent Auditors' Report

### To the members of The Cheshire Foundation in Ireland

#### Report on the audit of the financial statements

#### Opinion

In our opinion, The Cheshire Foundation in Ireland's financial statements:

- give a true and fair view of the company's assets, liabilities, and financial position as at 31 December 2021 and of its deficit and cash flows for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Irish law); and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Directors' Report and Financial Statements, which comprise:

- the Balance Sheet as at 31 December 2021;
- the Income and Expenditure Account and Statement of Comprehensive Income for the year then ended;
- the Statement of Cash Flows for the year then ended;
- the Statement of Changes in Equity for the year then ended; and
- the notes to the financial statements, which include a description of the significant accounting policies.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) ("ISAs (Ireland)") and applicable law.

Our responsibilities under ISAs (Ireland) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

## Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

## Reporting on other information

The other information comprises all of the information in the Directors' Report and Financial Statements other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance 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 an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of 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 based on these responsibilities.

With respect to the Directors' Report, we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 December 2020 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.
- Based on our 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.

## Responsibilities for the financial statements & the audit

### Responsibilities of the directors for the financial statements

As explained more fully in the Statement of directors' responsibilities set out on page 40, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible 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 going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations or have no realistic alternative but to do so.





## Auditors' 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 auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at: [bit.ly/IAASA\\_auditors\\_responsibilities](https://bit.ly/IAASA_auditors_responsibilities)

This description forms part of our auditors' report.

## Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## Other required reporting

### Companies Act 2014 opinions on other matters

- 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.

## Other exception reporting

### Directors' remuneration and transactions

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.

**Aisling Fitzgerald**

for and on behalf of PricewaterhouseCoopers  
Chartered Accountants and Statutory Audit Firm, Dublin

29th September 2022







## 19. Income & expenditure account

For the Financial Year Ended 31 December 2021

	Notes	2021 €	2020 €
<b>Income</b>	6	33,384,747	34,035,746
<b>Operating expenditure</b>			
Salaries and wages	7&9	(27,326,801)	(27,756,873)
Other operating expenses		(6,280,142)	(5,497,325)
Interest payable and similar charges		(17,809)	(19,632)
<b>Operating surplus/(deficit) before redundancy costs and disposal of fixed assets</b>		(240,005)	761,916
Depreciation	10	(475,094)	(567,887)
<b>Operating surplus/(deficit) for financial year</b>	8	(715,099)	194,029

## 20. Statement of Comprehensive Income

For the Financial Year Ended 31 December 2021

	Notes	2021 €	2020 €
<b>Operating (deficit)/surplus for the financial year</b>	8	(715,099)	194,029
Transfers between reserves to reflect amortisation of previously recognised capital grants		759,239	752,550
<b>Other comprehensive income for the financial year</b>		–	–
<b>Total comprehensive income for the financial year</b>		44,140	946,579

## 21. Balance Sheet

As at 31 December 2021

	Notes	2021 €	2020 €
<b>Fixed assets</b>			
Tangible assets	10	15,047,696	15,362,289
		15,047,696	15,362,289
<b>Current assets</b>			
Debtors and prepayments	11	1,559,012	1,320,352
Cash at bank and in hand		2,045,171	2,536,814
		3,604,183	3,857,166
<b>Creditors</b> (amounts falling due within one year)	12	(5,576,307)	(5,409,816)
<b>Net current liabilities</b>		(1,972,124)	(1,552,650)
<b>Total assets less current liabilities</b>		13,075,572	13,809,639
<b>Creditors</b> (amounts falling due after more than one year)	13	(279,051)	(298,020)
		12,796,521	13,511,619
<b>Capital and reserves</b>			
<b>Represented by</b>			
Revenue reserve		(6,673,561)	(6,717,701)
Special reserve		526,540	526,540
Capital funding reserve		3,754,864	3,924,853
Capital grants reserve		21,120,078	21,709,327
Fundraising, & and donations reserve		1,525,110	1,525,110
Community transition reserve		3,561,217	3,561,217
Revaluation reserve		(11,017,727)	(11,017,727)
<b>Total equity</b>		12,796,521	13,511,619

On behalf of the board

  
Kieran J Timmins

  
Carol O'Rourke



## 22. Statement of Changes in Equity

For the Financial Year Ended 31 December 2020

	Revenue reserve	Capital funding reserve	Community transition reserve	Fundraising, bequests & donation reserve	Capital grants reserve	Special reserve	Revaluation reserve	Total
<b>Balance at 1 January 2020</b>	(7,523,689)	4,095,436	3,561,217	1,384,519	22,291,294	526,540	(11,017,727)	13,317,590
Surplus for the financial year	194,029	-	-	-	-	-	-	194,029
Transfer between reserves to reflect amortisation of previously recognised capital grants in reserves	752,550	(170,583)	-	-	(581,967)	-	-	-
Other comprehensive income for the financial year	-	-	-	-	-	-	-	-
<b>Total comprehensive income for the financial year</b>	946,579	(170,583))	-	-	(581,967)	-	-	194,029
Net receipts	(140,591)	-	-	140,591	-	-	-	-
Transfer to profit and loss account	-	-	-	-	-	-	-	-
<b>Total transactions recognised directly in equity</b>	(140,591)	-	-	140,591	-	-	-	-
<b>Balance at 31 December 2020</b>	(6,717,701)	3,924,853	3,561,217	1,525,110	21,709,327	526,540	(11,017,727)	13,511,619



## 22. Statement of Changes in Equity

For the Financial Year Ended 31 December 2021

	Revenue reserve	Capital funding reserve	Community transition reserve	Fundraising, bequests & donation reserve	Capital grants reserve	Special reserve	Revaluation reserve	Total
<b>Balance at 1 January 2021</b>	(6,717,701)	3,924,853	3,561,217	1,525,110	21,709,327	526,540	(11,017,727)	13,511,619
(Deficit)/Surplus for the financial year	(715,099)	-	-	-	-	-	-	(715,099)
Transfer between reserves to reflect amortisation of previously recognised capital grants in reserves	759,239	(169,990)	-	-	(589,249)	-	-	-
Other comprehensive income for the financial year	-	-	-	-	-	-	-	-
<b>Total comprehensive income for the financial year</b>	44,140	(169,990)	-	-	(589,249)	-	-	(715,099)
Transfer to profit and loss account	-	-	-	-	-	-	-	-
<b>Total transactions recognised directly in equity</b>	-	-	-	-	-	-	-	-
<b>Balance at 31 December 2021</b>	(6,673,561)	3,754,863	3,561,217	1,525,110	21,120,078	526,540	(11,017,727)	12,796,520





## 23. Statement of Cash Flows

For the Financial Year Ended 31 December 2021

	Notes	2021 €	2020 €
<b>Cash generated/(absorbed by) from operations</b>	14	(302,066)	1,522,233
Income taxes paid		-	-
<b>Net cash (absorbed by)/generated from operating activities</b>		(302,066)	1,522,233
<b>Cash flows from investing activities</b>			
Purchases of tangible fixed assets		(160,501)	(176,108)
Proceeds from disposal of tangible fixed assets		2,500	10,759
Interest received		-	-
<b>Net cash used in investing activities</b>		(158,001)	(165,348)
<b>Cash flows from financing activities</b>			
Repayment of bank borrowings		2,500	10,759
Interest paid		(12,608)	(19,632)
<b>Net cash generated/(used by) by financing activities</b>		(31,577)	(38,011)
<b>Net (decrease)/increase in cash and cash equivalents</b>		(491,644)	1,318,874
<b>Cash and cash equivalents at 1 January</b>		2,505,243	1,186,369
<b>Cash and cash equivalents at 31 December</b>		2,013,599	2,505,243
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		2,045,171	2,536,815
Bank overdraft		(31,572)	(31,572)
<b>Cash and cash equivalents</b>		2,013,599	2,505,243

## 24. Notes to the Financial Statements

### 1 General information

The Cheshire Foundation in Ireland ('the company') is a not-for-profit organisation and a registered charity which provides a range of supported accommodation, respite, and other support services to adults with neurological conditions and physical disabilities. The HSE funds Cheshire Ireland directly to provide support services to people with disabilities living in residential group homes, supported housing and in their own homes, based on the agreement of annual service arrangements and plans.

The Cheshire Foundation in Ireland is incorporated as a company limited by guarantee in the Republic of Ireland. The address of its registered office is Block 4, Bracken Business Park, Bracken Road, Sandyford Industrial Estate, Dublin 18.

These financial statements are the company's separate financial statements for the financial year beginning 1 January 2021 and ending 31 December 2021.

### 2 Statement of compliance

The entity financial statements have been prepared on a going concern basis as set out in note 5 and in accordance with Irish GAAP (accounting standards issued by the Financial Reporting Council of the UK. The entity financial statements comply with Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014.

### 3 Summary of significant accounting policies

The significant accounting policies used in the preparation of the entity financial statements are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated.

#### (a) Basis of preparation

The entity financial statements have been prepared under the historical cost convention, as modified by the measurement of freehold land and buildings at their value in use on transition to FRS 102.

The preparation of financial statements in conformity with FRS 102 requires the use of certain key assumptions concerning the future, and other key sources



of estimation uncertainty at the end of the financial year. It also requires the directors to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed in note 4.

## **(b) Foreign currency**

### **(i) Functional and presentation currency**

The company's functional and presentation currency is the euro, denominated by the symbol "€".

### **(ii) Transactions and balances**

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At the end of each financial year foreign currency monetary items are translated to Euro using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at exchange rates at the end of the financial year of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the profit and loss account within 'interest receivable and similar income' or 'interest payable and similar charges' as appropriate. All other foreign exchange gains and losses are presented in the profit and loss account within 'other expensing expenses'.

## **(c) Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities. Cash and cash equivalents are initially measured at transaction price and subsequently measured at amortised cost.

Bank deposits which have original maturities of more than three months are not cash and cash equivalents and are presented as current asset investments.

## **(d) Financial instruments**

The company has chosen to apply the provisions of Sections 11 and 12 of FRS 102 to account for all of its financial instruments.

### **(i) Financial assets**

Such financial assets are subsequently measured at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

Financial assets are de-recognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the financial asset are transferred to another party or (c) control of the financial asset has been transferred to another party who has the practical ability to unilaterally sell the financial asset to an unrelated third party without imposing additional restrictions.

### **(ii) Financial liabilities**

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies and preference shares, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade and other creditors, bank loans, loans from fellow group companies, preference shares and financial liabilities from arrangements which constitute financing transactions are subsequently carried at amortised cost, using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is treated as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Preference shares, which result in fixed returns to the holder or are mandatorily redeemable on a specific date, are classified as financial liabilities. The dividends on these preference shares are recognised in profit or loss within 'interest payable and similar charges'.

Trade creditors are obligations to pay for goods or services that have been



acquired in the ordinary course of business from suppliers. Trade creditors are classified as due within one year if payment is due within one year or less. If not, they are presented as falling due after more than one year. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are de-recognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled, or expires.

### **(iii) Derivatives**

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments.

Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate.

The company does not apply hedge accounting for interest rate swaps or forward foreign exchange contracts.

### **(iv) Offsetting**

Financial assets and liabilities are offset, and the net amounts presented in the financial statements when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **(e) Employee benefits**

The company provides a range of benefits to employees, including short term employee benefits such as annual bonus arrangements and paid holiday arrangements and post-employment benefits (in the form of a defined contribution pension plan).

#### **(i) Short term employee benefits**

Short term employee benefits, including wages and salaries, paid holiday arrangements and other similar non-monetary benefits, are recognised as an expense in the financial year in which employees render the related service. The company operates an annual bonus plan for employees. An expense is recognised in the profit and loss account when the company has a present legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

#### **(ii) Post-employment benefits**

##### **Defined contribution plan**

The company operates a defined contribution plan for certain employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The assets of the plan are held separately from the company in independently administered funds. The contributions to the defined contribution plan are recognised as an expense when they are due. Amounts not paid are included in accruals in the balance sheet.

#### **(f) Income tax**

As a registered charity the company is net subject to income tax.

#### **(g) Revenue registration**

##### **Donations, bequests and gifts**

Donations, bequests, and gifts used for specific revenue purposes are shown as income in the relevant accounting period in which the related expenditure is incurred.

Donations, bequests, and gifts received for prescribed purposes are applied as prescribed unless the Company is not in a position to do so. In such circumstances they are applied for the overall charitable objectives of the Company as determined by the directors.

Capital donations, bequests and gifts are credited to the Capital Funding Reserve and amortised/released to the Income and Expenditure Account on the same basis as the related asset is depreciated.

General donations, bequests and gifts are credited to the Fundraised, bequests and donations reserve.







#### (h) Fixed assets and depreciation

Purchased fixed assets are recorded at cost. Fixed assets received by way of gift are capitalised at a reasonable estimate of their value to the company.

Land and buildings are stated at value in use. Land is not depreciated.

Depreciation on other tangible assets is provided at rates calculated to write off the cost or value of the assets over their estimated useful lives. The rates and methods of depreciation are as follows:

**Buildings** – 2% straight line

**Fixtures, fittings, furniture and equipment** – 12½% straight line

**Motor vehicles** – 20% straight line

**Computer equipment** – 33⅓% straight line

#### (i) Grants

Grants received to fund capital expenditure, including capital assistance schemes are accounted for as revenue once the performance conditions relation to their recognition have been satisfied. Grants and assistance to fund non-capital expenditure are credited to income and expenditure in the period in which the related expenditure is incurred. Grants and assistance received which relate to the funding of expenditure not incurred at year end are deferred and included under “Grants received in advance” in the balance sheet.

#### (j) Leases

Operating lease costs are charged to the income and expenditure account as incurred.

## 4 Critical accounting judgements and estimation uncertainty

Estimates and judgements made in the process of preparing the entity financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### (a) Critical judgement in applying the entity’s accounting policies

The following judgement, apart from those involving estimates, made by the directors has had significant effect on the amounts recognised in the entity financial statements.

#### (i) Freehold land and buildings

Property is stated at value in use.

### (b) Critical accounting estimates and assumptions

The directors make estimates and assumptions concerning the future in the process of preparing the entity financial statements. 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 addressed below.

#### (i) Useful economic lives of tangible fixed assets

The annual depreciation on tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reviewed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation, and the physical condition of the assets. See note 10 for the carrying amount of the tangible fixed assets and note 3(h) for the useful economic lives for each class of tangible fixed assets.

#### (ii) Impairment of debtors

The directors make an assessment at the end of each financial year of whether there is objective evidence that a debtor is impaired. When assessing impairment of debtors, the directors consider factors including the current credit rating of the debtor, the age profile of outstanding invoices, recent correspondence, and historical experience of cash collections from the debtor. See note 11 for the net carrying amount of the debtors.





## 5 Going concern

The company achieved an operational deficit in 2021. The company had net current liabilities of € 1.97 million at 31 December 2021 (2020: €1.55million) and net assets at 31 December 2021 of €12.8 million (2020: €13.5million). The net current liabilities include a number of deferred income obligations and other accruals which are not anticipated to have a cash outflow impact over the next 12 months, and therefore this impacts positively on the overall cash flow for the organisation.

Despite the net current liabilities portrayed on the balance sheet the company is confident that it has adequate cash to meet liabilities as they fall due through the end of 2023. For 2022 the company is forecast to breakeven based on committed levels of funding from the Health Service Executive (HSE) as agreed in the individual service arrangements for 2022. The board and executives of Cheshire continue to engage with the HSE at a national and local level with regards to funding levels.

Having considered the forecasts and planned actions, the directors believe that it is appropriate to prepare the financial statements on a going concern.

## 6 Income

	2021 €	2020 €
Health Service Executive (HSE) funding	31,451,208	31,765,976
FAS income	722,117	826,853
Receipts from service users	731,452	710,889
Profit on sale of Fixed Assets	2,500	10,759
Sundry income	105,249	260,932
Ward of court	261,869	229,339
Fundraising, bequests and donations	75,696	190,219
Transfer from capital grants	34,656	40,779
	<u>33,384,747</u>	<u>34,035,746</u>

## 7 Particulars of staff

	2021 No.	2020 No.
The average number of persons employed by the company during the financial year was:	<u>444</u>	<u>499</u>

The Senior Management Team of Cheshire Ireland was paid based on Department of Health and Children/Civil Service consolidated pay scales that were introduced on 1 January 2010.

From 1 July 2014, the Senior Management Team salaries were aligned to those applicable under the Haddington Road Agreement. The following tables' sets out the salary range for those paid in excess of €65,000 in 2021 along with employer pension contributions and other benefits

Number of staff	Salary Range €	Employer's pension contribution €	Other benefits (company vehicle)€	2021 €	2020 €
2	65,001 - 70,000	-	-		
1	70,001 - 75,000	-	-		
2	75,001 - 80,000	10,914	-		
6	80,001 - 85,000	29,707	-		
2	85,001 - 90,000	12,530	-		
2	90,001 - 99,000	13,265	-		
				<u>23,843,383</u>	<u>24,330,789</u>

### Staff costs comprise:

Wages and salaries	23,843,383	24,330,789
Social insurance costs	2,567,520	2,624,382
Other retirement benefit costs	702,084	653,326
Redundancy Costs (Note 9)	<u>213,814</u>	<u>148,376</u>
	<u>27,326,801</u>	<u>27,756,873</u>

### Other retirement benefit costs comprise:

Defined contribution scheme pension costs	702,084	653,326
	<u>702,084</u>	<u>653,326</u>



## 8 Operating surplus/(deficit) for the financial year after charging

	2021 €	2020 €
Directors' remuneration	Nil	Nil
Auditors' remuneration		
<b>Remuneration (including expenses) for the statutory audit and other services carried out by the company's auditors is as follows:</b>		
Audit of individual financial statements	46,740	46,740
Other assurance services	-	-
Tax advisory services	-	-
Other non audit services	-	-
	46,740	46,740

\*Operating (deficit)/surplus for the year includes a depreciation charge of €475,096 (2021: €567,887) but excludes the amortisation of capital grants previously recognised in full in reserves. A transfer between the capital grants reserve and the revenue reserve amounting to €759,239 (2020: €752,550) has been made within the Statement of Changes in Equity on page 13 to reflect the amortisation of previously recognised capital grants.

## 9 Redundancy costs

The Financial Statements include redundancy costs of €213,814 (2020: €148,376) in the year to 31 December 2021. The costs reported in 2021 relate to redundancies which occurred between 2012 and 2016. The company had agreed with the trade unions that a portion of the redundancy amounts due would be deferred indefinitely following a WRC recommendation at that time. After further engagement with the trade unions in 2021 it was agreed that the monies would now be paid.

## 10 Tangible assets

	Land and buildings €	Fixtures, fittings, furniture & equipment €	Motor vehicles €	Computer equipment €	Total €
<b>Cost or valuation</b>					
At 1 January 2021	30,597,611	7,918,503	2,067,368	814,848	41,398,330
Additions	14,528	82,475	26,144	37,354	160,501
Disposals	-	-	-	-	-
At 31 December 2021	30,612,139	8,000,978	2,093,512	852,202	41,558,831
<b>Accumulated depreciation</b>					
At 1 January 2021	15,842,404	7,511,935	1,941,108	740,593	26,036,041
Charge for year	305,241	99,470	33,846	36,537	475,094
Disposals	-	-	-	-	-
At 31 December 2021	16,147,645	7,611,405	1,974,954	777,130	26,511,135
<b>Net book value</b>					
At 31 December 2020					
Cost	30,597,611	7,918,503	2,067,368	814,848	41,398,330
Accumulated depreciation	(15,842,404)	(7,511,935)	(1,941,108)	(740,593)	(26,036,041)
	14,755,207	406,568	126,260	74,255	15,362,289
At 31 December 2021					
Cost	30,612,139	8,000,978	2,093,512	852,201	41,558,831
Accumulated depreciation	(16,147,645)	(7,611,405)	(1,974,954)	(777,130)	(26,511,135)
	14,464,494	389,573	118,558	75,071	15,047,696

As set out in the accounting policies in note 3 (h) the Company policy is to value land and buildings on an existing use basis under FRS 102.





## 11 Debtors and prepayments

	2021 €	2020 €
Amounts due from Health Service Executive	971,576	754,475
Prepaid expenses and other debtors	587,466	565,299
Amounts due from service users	(30)	578
	<u>1,599,012</u>	<u>1,320,352</u>

Trade debtors are stated after impairment of €244,671 (2020: €166,473).

## 12 Creditors (amounts falling due within one year)

	2021 €	2020 €
Bank loans and overdrafts	31,572	31,572
Trade creditors	1,209,203	786,632
Health Service Executive - deferred income	1,572,359	2,107,745
Taxation and social insurance costs - PAYE/PRSI	817,584	812,545
Accruals	1,945,589	1,671,322
	<u>5,576,307</u>	<u>5,409,816</u>

Certain suppliers have reserved title to goods supplied. Since the extent to which these creditors are effectively secured at any time depends on a number of conditions, the validity of some of which is not readily determinable, it is not possible to indicate how much of the above amount was effectively secured by reservation of title.

Tax and social insurance are repayable at various dates over the coming months in accordance with the applicable statutory provisions.

Trade and other creditors are payable at various dates in accordance with the suppliers usual and customary credit terms.

## 13 Creditors (amounts falling due after more than one year)

	2021 €	2020 €
Bank loan	<u>279,051</u>	<u>298,020</u>
<b>Maturity of debt</b>		
In one year or less, or on demand	31,572	31,572
In more than one year, but not more than two years	63,144	63,144
In more than two years, but not more than five years	157,860	157,860
In more than five years	26,475	45,444
	<u>279,051</u>	<u>298,020</u>

Ulster Bank has a registered charge on three properties as security to the above loan.

The company's total bank loans at 31 December 2021 were €310,622 (2020: €329,592), representing borrowings drawn down under the company's term loan. The loan is subject to interest at a rate of 3.5% plus bank cost of funds (2020: 3.5%). The loan is due for repayment in quarterly instalments over the next 17 years.

## 14 Cash generated from/(absorbed by) operations

	2020 €	2020 €
Surplus/(deficit) for the financial year	(715,099)	194,029
Net interest expense	12,609	19,632
Depreciation of tangible fixed assets	475,094	567,887
Profit on disposal of tangible fixed assets	(2,500)	(10,759)
<b>Working capital movements:</b>		
- (increase)/decrease in debtors	(238,661)	(9,288)
- increase in creditors	166,491	760,732
<b>Cash inflow/(outflow) from operating activities</b>	<u>(302,066)</u>	<u>1,522,233</u>





## 15 Taxation

No tax liability arises because of the charitable status of the company.

## 16 Legal status of the company

(i) In accordance with Section 24 of the Companies Act 2014, the company is exempt from including the word “Limited” in its name. The company is limited by guarantee (€1.27 per member) and has no share capital.

(ii) The company, as a charity, is exempt from the reporting and disclosure requirements of the Companies (Amendment) Act 2014.

## 17 Pension commitments

A defined contribution pension scheme is operated in respect of eligible employees. The assets of the scheme are held separately from those of the Foundation in independently administered funds. The cost of these pension commitments, as outlined in note 7 are 2021: € 702,084 (2020: €653,326).

## 18 Key management compensation

Key Management is defined in Cheshire Ireland as the Board of Trustees as noted in Directors and Other Information on page 2 of these Financial Statements plus the Executive Team. The Executive Team was established in November 2015 following a review of management structures that were previously in place. The Executive Team of Cheshire Ireland consists of the following positions:

- Chief Executive Officer
- Head of Operations
- Chief Financial Officer
- Head of HR & Quality
- Head of Legal & Compliance

The Board of Trustees provide all their time to Cheshire Ireland on a voluntary basis and receive no expenses of any kind.

The compensation paid or payable to key management for employee services is shown below:

	2021	2020
Salaries and other short-term benefits	509,564	470,192
Post-employment benefits	-	-
Share-based payments	-	-
Total key management compensation	509,564	470,192

## 19 Branches

During 2020 the Foundation carried out its activities principally through the following:

- Central Office, Dublin 18
- Ardeen Cheshire Home, Shillelagh, Co. Wicklow
- Abbey View Residences, Co. Sligo
- Blackrock Cheshire, Cross Avenue, Co. Dublin
- Cara Cheshire House, Phoenix Park, Dublin 20
- Cheshire Community Living – South, at locations in:
  - South Dublin City and County
  - Co. Wicklow
- Cheshire Community Living – North, at locations in:
  - North Dublin City and County (including former residents of Richmond Cheshire Home)
  - Dundalk, Co. Louth
  - Navan, Co. Meath (service provision ceased in Navan in July 2012, however Cheshire still retains ownership of properties in Navan)
- Cork Supported Accommodation Service, Cork City and County
- Donegal Cheshire Apartments, Letterkenny, Co. Donegal
- Eaglewood Cheshire, Dun Laoghaire, Co. Dublin
- Community Services, Ballina, Co. Mayo
- Galway Cheshire House, Curragrean, Galway
- Greystones Cheshire, Greystones, Co. Wicklow
- Kerry Cheshire, Killarney, Co. Kerry
- Newbridge Respite Centre, Newbridge, Co. Kildare
- O’Dwyer Cheshire Home, Bohola, Co. Mayo
- Rathfredagh Cheshire Home, Newcastlewest, Co. Limerick
- St. Laurence Cheshire Home, Cork (Provide staff under management of Enable Ireland)
- St. Patrick’s Cheshire Home, Tullow, Co. Carlow (Community based over 3 sites)
- Waterford Cheshire, St. John’s Hill, Waterford





## 20 Post balance sheet events

There were no post balance sheet events.

## 21 Reserves

### Special reserve

The High Court decided on 28 November 2011 that certain funds held by Cheshire Ireland (amounting to €2,791,114) which had restrictions as to their application, could forthwith be applied by Cheshire Ireland without restriction in the furtherance of its general charitable purposes. These funds have been transferred into a Special Reserve account and all proposals in relation to the application of these funds shall require Board approval.

### The community transition reserve

The net surplus on the sale of Richmond Cheshire House and the release of the related capital funding reserves and capital grant reserves have been transferred to the Community Transition Reserve.

The Community Transition Reserve has been established to set aside funds to finance the very significant costs of transitioning from congregated to community-based settings, in accordance with Board and HSE Policy, "Time to move on from congregated settings". The funding of this reserve may include surpluses realised on the disposal of Congregated properties and transfers from other reserves as the Board may deem appropriate to meet its policy objective.

All proposals related to the application of these funds shall require Board approval.

### Capital grants reserve

Deeds of charge have been registered by several Health Services Executive Boards and Local Authorities in respect of grants advanced to a number of the Cheshire centres. Grants may become repayable in the event that the conditions contained in the grant agreements are not adhered to.

## 22 Approval of the financial statements

The financial statements were approved by the directors on 28/09/2022.

## 23 Unaudited Information

### CE Schemes

Cheshire Ireland sponsors 3 CE Schemes with the Department of Employment and Social Protection. The purpose of each scheme is for Community Employment and each scheme is for a period of 3 years.

Scheme	Commenced	Approved Spaces	Amounts Received 2021				Total €
			Payroll €	Training €	Material €		
Ardeen Cheshire Home Ref: CE2018936046831	18 June 2018	24	158,809	7,954	7,952	174,715	
Cara Cheshire Home Ref: CE2020936048347	06 Nov 2020	18	204,770	1,688	1,537	207,995	
Rathfredagh Cheshire Home Ref: CE2021936048882	10 Sept 2021	20	221,529	-	4,690	226,219	







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Reg Charity No: 20008321  
CHY (Revenue) No: CHY5484

