



Annual Report 2019





Contents

1	Introduction	3
2	Our Vision and Values	4
3	Chairman Statement	6
4	Acting CEO Message	7
5	What we do	8
6	Our Locations	10
7	Financial Statements	11
8	Highlights from 2019	13
9	Covid-19 Response	14
10	Governance Structure	16
11	Cheshire Ireland Strategy 2020-2023	17
12	What's coming?	18



1. Introduction

We recently redefined our vision and values through a comprehensive consultation process with service users and staff to identify what they view as important to them. We recognise that we must continue these conversations and continue to involve people in the way we manage and develop our services.

This piece of work is of fundamental importance and through commitment to the vision and values in all aspects of our day-to-day work, we can ensure that we continue to strengthen a culture underpinned by person-centredness.

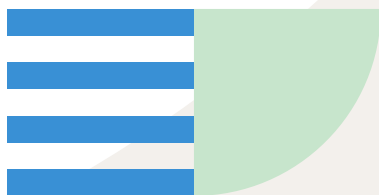


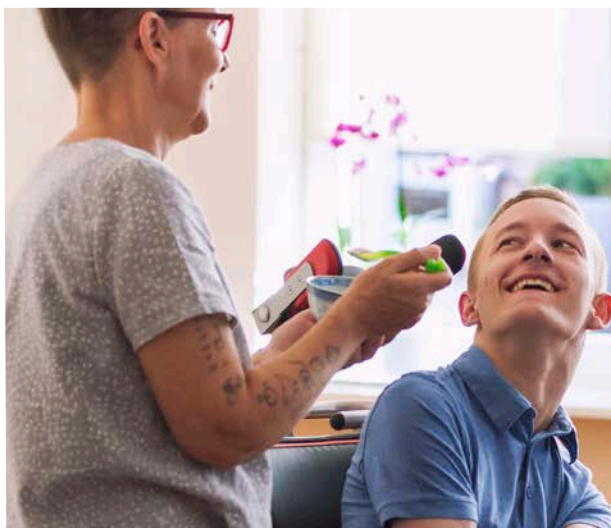
2. Our Vision and Values

Our annual report details the work carried out by Cheshire Ireland in the provision of services for people with physical disabilities and neurological conditions, so that we can support them to live their best possible life.

The main charitable objective for which the organisation is established is to provide care and holistic supports to adults with disabilities within Ireland. Our aim is to promote their welfare and enable them to combat isolation and seek to enhance their capacity for social and economic independence within available resources and to reach their potential.

Throughout this report you will see demonstrated, the organisation's vision and values, developed in consultation with service users and staff, and our strategic priorities 2020–2023. All of which are essential in ensuring the ongoing provision of person centred, safe services.





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.



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.



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.



Partnership

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

3. Chairman Statement

As Chairman of the Board of Cheshire Ireland it gives me great pleasure to introduce our Annual Report for 2019.

In recent years Cheshire Ireland has faced significant challenges. 2020 however, has been particularly challenging for all due to the ongoing Covid-19 Pandemic. I am therefore very happy to congratulate all service users and staff who have worked so hard together to ensure that everyone has been kept safe from the Pandemic as far as possible.

As an organisation we are focused on service users and on supporting them to lead the lives they want to lead.

Following very intense engagement with our principal funders, the HSE, during the year, I am happy to say that we have secured funding that allows the organisation to provide our services without running into debt. Our challenge going forward is to provide better, faster, and more focused support to you, the service users, and to move towards a more integrated service provision across the entire Disability sector.

As I am stepping down from the Chair this is my last communication as Chair. I am happy to inform you that our new Chair Kieran Timmins will be leading the Board through these new challenges. We are in the process of recruiting a new board, based on best governance guidelines, to lead the organisation into the future. During this period I and my fellow Directors Michael O'Mahony and Diane Davison will remain to ensure a smooth transition. I wish also to especially thank Diane and Michael, who have worked very hard



over the past few years to ensure the future of Cheshire and have been a great support to me on the Board.

The successful HIQA re-registration of all Cheshire Ireland designated centres demonstrates that the management and staff of Cheshire Ireland have continued to maintain our high standards

throughout 2020, even in the face of the challenges presented by Covid-19.



The organisation's success is a credit to the people who work for Cheshire, both in a paid and voluntary capacity, and I commend them for their unwavering commitment and hard work over the past year. On behalf of the Board I would like to

express our appreciation to the Executive Management Team who have continually strived to ensure the delivery of quality person-centred services in very challenging circumstances. I also extend that appreciation to all staff within the organisation who remain committed to supporting service users.

To those receiving support from Cheshire Ireland, thank you for your engagement and support of the organisation. I would also like to acknowledge and thank the Health Service Executive (HSE), Government bodies, our colleagues in other disability service providers and donors for the invaluable support they have provided over the past year.

The Board remains committed to progressing Cheshire's mission and vision, as we look to the future and to continue the focus on building up to enhanced governance in the organisation in these times of increased regulation.

Eoin O'Morain,
Chairman, Board of Trustees



4. Acting CEO Message

In December 2019, we launched the 'Cheshire Ireland Strategy 2020-2023' following extensive effort and engagement in 2019 throughout the organisation, to ensure that our vision, values and strategic priorities, reflected the organisation as a whole.

At that time we spoke of "recognising that health and social care is an ever-changing environment" not realising for a moment that a challenge which would affect every member of our society was coming in the following months. The impact of Covid-19 has changed daily life throughout 2020 for each and every one of us. Despite this, our skilled and dedicated staff have continued to provide exemplary services to service users. Cheshire Ireland service users have worked with staff to make the necessary restrictions as easy as possible on all.

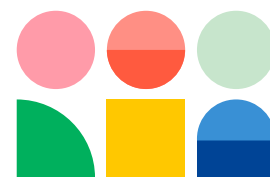
I stepped onto the role of Acting CEO in December 2019. Since that time I have had the honour to witness the organisation's vision and values shine through in the incredible commitment, determination and resilience from Cheshire Ireland's management and staff in their daily roles.

I would like to take this opportunity to thank those management and staff, volunteers, and our Board of Trustees for their continued hard work and dedication to the organisation as well as their determination in ensuring the best possible care and support for the people availing of our services. Their enduring commitment is Cheshire Ireland's greatest asset.

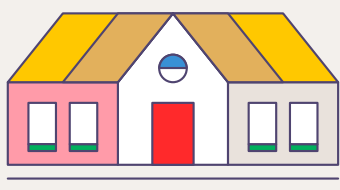
Theresa Anderson
Acting CEO



5. Our Service



In 2019 we provided the following service



121

people living in
residential services

52

people supported
in the community



29

people living in
clustered settings



44

people using
respite services



815

number of staff
we employ

6. Our Locations

We are situated in the Bracken Business Park. This is situated at the end of Bracken Road on the left hand side. Going through the grey gates of the Business Park, Cheshire Ireland Offices are on the first floor of the first building on the left hand side.



7. Financial Statements

Chief Financial Officer's Report

The Income & Expenditure Account for the calendar year 2019 is shown in draft format pending finalisation of the annual audit. The audit was delayed this year as a result of the pandemic.

The accounts for 2019 show an improvement on the previous year, albeit still reporting a deficit position. Overall income increased by €1,262,865 or just over 4% year on year. This increase was primarily in HSE funding with a small increase in fundraised and donated income.

Our funding in 2019 is made up of HSE core funding 93%, DESP grants (CE Schemes) 2.5%, service user contributions/rent 2% and sundry income including fundraised income 2.5%. Cheshire Ireland has been in a deficit situation for the past few years, however, thanks to the support of HSE National Office, we have been enabled to carry on supporting service users without interruption.

The challenge presented by the pandemic in 2020 has driven further unforeseen costs for additional staffing and personal protection equipment (PPE). We have been able to meet these additional costs with the support of the HSE and very kind donations from a number of people and organisations. This has helped to lessen the financial impact of the pandemic on Cheshire Ireland.

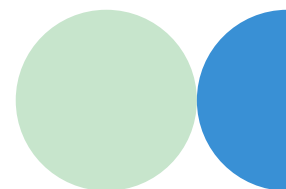
I am pleased to say that the projected out turn for 2020 shows further improvement and the projection for 2021 is also positive.

I am aware that we will be faced with further challenges in 2021, apart from the pandemic. Our fleet of vehicles is aging and quite a few are in need of upgrade. Some of our premises are in need of structural repairs also. I am confident that we will face these challenges and continue to provide service users with the care and support they expect and deserve.

Tony Nolan

**The Cheshire Foundation in Ireland
Cheshire Ireland (a company limited by guarantee)**

Income and expenditure account



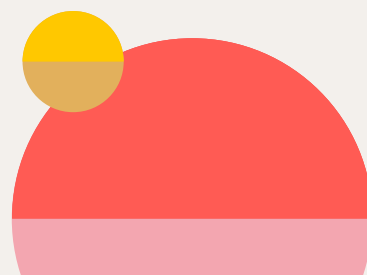
For the Financial Year Ended 31 December 2019	Notes	2019 €	2018 €
Income	6	32,616,332	31,353,467
Operating expenditure			
Salaries and wages	7	(27,395,476)	(26,471,073)
Other operating expenses		(5,558,307)	(5,361,702)
Interest payable and similar charges		(22,033)	24,157
Operating (deficit)/surplus before depreciation and amortisation		(486,194)	(581,765)
Depreciation	10	(636,275)	(657,324)
Amortisation of fixed asset grants		-	-
Amortisation of capital funding reserves		-	-
Operating (deficit)/surplus for financial year	8	(1,122,469)	(1,239,089)

Statement of comprehensive income	Notes	2019 €	2018 €
(Deficit) surplus for the financial year	8	(1,122,469)	(1,239,089)
Other comprehensive income for the financial year		-	-
Total comprehensive income for the financial year		(1,122,469)	(1,239,089)



8. Highlights from 2019

- Vision and Values – The organisation's Vision and Values were redefined following consultation with service users and staff
- Strategy 2020–2023 – The Senior Management team developed the Cheshire Ireland Strategy 2020–2023 which was launched in December 2019
- New Journeys Project – Cheshire Ireland supported a number of people to move from Cuan Aoibheann, St Mary's Hospital as part of its joint 'New Journeys' project.
- Hospital Saturday Fund – The Hospital Saturday Fund awarded Cheshire Ireland a grant that enabled it to purchase a van for the benefit and use of people who access Cheshire Ireland's services in Dundalk.
- Bloom Cheshire Ireland won a gold medal in the Small Concept garden category in Bloom 2019 with our garden titled Moving Forward – Building My Best Possible Life
- The Disability Action Coalition – as part of the Association Cheshire Ireland was involved in the establishment and advocacy work of The Disability Action Coalition
- HSE National Sharing Day – Service User, Helen Twomey and Service Manager Jason Cooke made a presentation on Smart Technology to Practically Support People at HSE National Sharing Day 2019
- Cheshire House Elastic Band won a Spark Change Creative Award.
- Rathfredagh Cheshire Home held the annual Garden Fete and sponsored walk
- Ardeen Cheshire Home held the annual Fete
- The organisation lobbied Ministers regarding funding



9. Covid-19 Response

Whilst this report focuses on 2019 it would be remiss not to briefly mention the impact of Covid-19 within Cheshire Ireland. Through the ongoing Covid-19 pandemic Cheshire Ireland has remained focused on the safety and well-being of all service users and staff in the organisation. Through incredible commitment and willingness to adapt to changing needs with immediate effect, staff in Cheshire Ireland ensured a collective response in suppressing the virus where possible and managing the virus to the best possible outcome where necessary.

Covid-19 had a far-reaching and rapidly restrictive impact on the lives of people receiving a service from Cheshire Ireland. The co-operation of service users in challenging circumstances was most welcome and appreciated. This impact extended to staff who were required to adapt to significant changes in their work environment and work practices as well as the various impacts on their personal lives. During this time Staff and Service User Surveys were carried out and results will be reported on the Cheshire Ireland website and in the 2020 Annual Report.


Cheshire Ireland is carrying out all care and support in accordance with National and Public Health guidance. Services are working closely with local Public Health Teams to ensure best practice is undertaken at all times.



10. Governance Structure

The services provided by Cheshire Ireland are managed and overseen by a governance structure that includes an executive team and senior management team (as detailed below). Cheshire Ireland's team are supported, directed and guided by a voluntary board of dedicated directors. Following a director's resignation in 2018, three directors remain on the board of trustees (as outlined below) and during 2019, in addition to trying to recruit new trustees, they have been advocating strongly for Cheshire Ireland and its beneficiaries to key stakeholders in order to strengthen the organisation now and into the future.

The Cheshire Ireland management teams meet regularly and review the provision of its services through the reporting of key functions including operations; human resources; quality (including complaints); clinical; safeguarding; health, safety and risk; and learning and development. The executive team report to the board of directors formally at each board meeting but also on an ad hoc basis, where appropriate, in between board meetings. The executive team is led by the Acting CEO and has four additional heads of functions (including HR and quality, operations, finance, and legal and compliance).



The board of directors have ongoing direct contact with the HSE, as its primary funder, and other statutory bodies including HIQA and the Housing Regulator, in addition to completing annual returns to the Companies Registration Office, the Charities Regulator and the Housing Regulator. Furthermore the board completes an annual compliance statement for the HSE. The Board is committed to adopting good governance practices and has begun its compliance journey with the Charities Governance Code and continues to strive to meet and evidence the principles and standards therein outlined in its work.

10. Governance Structure

Cheshire Ireland Trustees/Directors

Eoin O'Morain, *Chairman*

Diane Davison, *Director/Trustee*

Michael V O'Mahony, *Director/Trustee*

Cheshire Ireland Executive Team

Theresa Anderson, *Acting CEO*

Liz Bromley, *Head of HR & Quality*

Tony Nolan, *Chief Finance Officer*

Paddy Quinn, *Head of Operations*

Martina Larkin, *Head of Legal and Compliance*

Cheshire Ireland Senior Management Team

Aisling Brennan, *Regional Manager Eastern Community*

Aoife Keogh, *Regional Manager South*

Colin McIlrath, *Regional Manager West/North West*

Violet Lennon, *Regional Manager Eastern Residential*

Denise Leonard, *Head of Clinical Services*

Genevieve McNally, *Executive Assistant and Office Manager*

Jason Cooling-O'Regan, *National Health & Safety & Risk Manager*

John Weldon, *Head of Learning and Development*

Majella Grainger, *National Housing Manager*

Niall Myers, *National Safeguarding Lead*

11. Cheshire Ireland Strategy 2020-2023

Strategic Priorities – In 2019, the Executive and Senior management teams began the development of the strategic priorities for the organisation. The priorities of Services, People, Culture, Financial Resources as well as Innovation and Development were agreed and approved by the Board of Trustees. The executive and senior management teams then developed and implemented an action plan for year one in 2020. The areas of focus in each of the strategic priorities for year 1 were:

Services

- Service User Involvement Strategy
- Training in Services
- Housing Supports
- Interim Rights Review Committee
- Sexuality and Relationships Working Group
- Risk Management
- Policy Database

People

- National Meeting Key
- Employee Handbook
- Employer Branding for Cheshire Ireland
- Continuing Professional Development for Leadership roles
- Communication
- Employee Engagement Programme

Culture

- Sharing of Information/Learning
- Improved communication between Functions
- Structured model of Reflection and Support

Financial Resources

- Overall Financial Stability
- Completed Asset Register
- Streamline Expense claims
- Improved SLA arrangements
- Improved Reporting Deadlines

Innovation & Development

- HR Transactional Processes Automated
- Care Management System
- Learning Management System
- Awards Nominations
- Clinical Policies
- Website Update
- Annual Report





12. Looking forward

Areas of Focus for Cheshire Ireland 2020-2021- Cheshire Ireland continues to strive to work in line with our values of Excellence, Partnership, Learning, Integrity and Respect in all of our interactions with service users, staff and external stakeholders. The strategic priorities remain unchanged and the work to implement positive changes using this strategic framework will remain the focus of 2021. Areas such as Service User Engagement, Staff Engagement, Information Technology Management, Streamlining of Document Management Systems and Value for Money will be prioritised within the 2021 Strategic Action Plan.





Central Office,
Block 4, Bracken Business Park,
Bracken Road,
Sandyford Industrial Estate,
Dublin 18, D18 V0Y0

P: 01 297 4100

www.cheshire.ie

