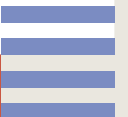




 **CHESHIRE**
Ireland

Annual Report
2020





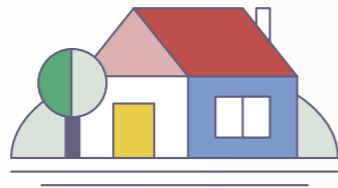
Facts & Numbers



121
people living in
residential services

52

people supported
in the community



29
people living in
clustered settings

14

respite places



815

number of staff
we employ



236

number of people
we support

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1. Directors & other information

Board of Directors

Kieran J Timmins
Chair
(Appointed 24th November 2020)

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

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

Diane Davison

John Connellan
(Joined 28th January 2021)

Michael Haynes
(Joined 28th January 2021)

Michael Bourke
(Joined 28th January 2021)

John Walsh
(Joined 7th March 2021)

Ann-Marie Garbutt
(Joined 31st March 2021)

Suzanne Crowe
(Joined 31st March 2021)

Fionnuala Murphy
(Joined 7th May 2021)

Carol O'Rourke
(Joined 11th May 2021)

Sebastian Hamilton
(Joined 28th June 2021)

Bankers

Bank of Ireland PLC
Lower Baggot Street, Dublin 2

AIB Bank PLC
Ballsbridge, Dublin 4

Ulster Bank DAC
Blackrock Branch, 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

2. Chairperson's Statement

I write to you for the last time as Chair of Cheshire Ireland.

As you know over the last few years, we had been struggling to restore the organisation to a sound financial footing and I am happy to say that with the help and support of our colleagues in the HSE Disability Services, we are now adequately funded.

This in turn has allowed us to focus on the changes needed to make to ensure that we have good governance and processes in the organisation and on the Board.

Late last year, we embarked on a recruitment campaign to reinvigorate the Board to ensure that our oversight and governance meets best international practice. As part of that process we recruited a new Chairperson and I welcome our new Chairperson. Kieran has extensive experience in both "For Profit" and "Not-For-Profit" sectors, in the development and introduction of new governance structures, practices and processes underpinned by principals of openness, transparency and accountability. Kieran was previously appointed Chairperson of the Central Remedial Clinic (CRC) following that company's crisis in 2012, where under his stewardship the CRC developed a comprehensive new Governance framework and is now recognised as a leader in governance in the not-for-profit sector.

Since Kieran's appointment, we have recruited an additional 9 new members to the Board. This will ensure that our oversight and governance meets best international practice.

I am stepping down as Chair as part of this process in the full confidence, that Kieran and the new Board will lead the organisation in the next few years to and even better place that it is at present.

My two colleagues on the Board for the last few years have been a rock of support to me and to the organisation over the last while.

Michael O'Mahony who retired from the Board in March 2021 has served for many years on the Board and was my predecessor as chair.

We all owe him a huge debt of gratitude for the work he has done and for his wise counsel in our difficult negotiations in the last few years.



Diane Davison has agreed to remain on the board to ensure continuity with the ethos we have set for the organisation is maintained and to advise on legacy matters as they arise.

Diane again has been an outstanding support to the organisation and to me over the last few years and her quiet wisdom is deeply appreciated by us all.

HSE Engagement

Over the last couple of years, we have had intensive engagement with the HSE to resolve our funding issues.

I would like in particular to thank Dr Cathal Morgan (Head of Operations – Disability Services) and Helen McDaid (National Disability Specialist) for their help and support in this process. Their encouragement has been a great comfort to the Board through what have been challenging times.

As you may know we were incurring a deficit in our operations annually for the last few years and this was hampering our ability to attract new board members and our ability to improve the services we deliver to the people we support. With the help of the HSE, we are now on a sound financial footing.

We have also engaged with HIQA as part of this renewal process to ensure that our processes and services are aligned with best practice and that we are ahead of new thinking and regulation and to ensure that we have an opportunity to contribute to the development of new regulatory frameworks from our knowledge and experience.

Of particular importance in this regard is the expansion of regulation in services provided in the home. This area provides unique challenges in balancing the need for regulation and inspection with the core principle of personal choice and control by the people we support.

Covid-19

This year has been one of the most challenging for us all. Little did we think that science fiction would become a reality and that the impact would be so profound and tragic.

Sadly, some of the people we support were lost to Covid-19 and our deepest sympathies go out to their families and loved ones.

Staff made heroic efforts to keep everyone safe and thanks to their hard work the incidence rate of Covid-19 in our services was kept very low. This is testament to the sacrifices and diligence of each and every staff member and for this we owe a deep debt of gratitude.

We are grateful to the senior management team in the organisation who responded to the pandemic in an exemplary way. Everyone worked above and beyond what was required to ensure our systems and reporting remained up to date, that we remained responsive to the unprecedented pace of change, and that the safety of the people we support, and staff remained our highest priority.

The vaccination programme has provided welcome relief for us all and despite some obstacles along the way, we are pleased that most people who wish to be vaccinated have received one or two doses.

The Board urge everyone to be vaccinated as this is the best way we can as a nation defeat the pandemic and return to a more normal way of life.

Strategy

As you know, the Board approved a three-year strategy which outlines an achievable improvement in our services over the period 2020 to 2023. This is a “living” strategy, by which I mean it is regularly reviewed to ensure it remains valid and achievable. The new Board will continue these reviews during the course of its implementation

Looking ahead beyond that timeframe I believe that the people we support and those who need our services but cannot receive them because of the system deserve a better future. Cheshire is constantly looking at ways and partnerships to provide a service which is seamless for a disabled person from birth throughout their lifetime for the betterment of the person and to ensure that the State is getting best value.



Eoin O'Morain
Chairperson (outgoing)





3. New Chairperson's Statement

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

Since 1961, when Leonard Cheshire set up Ireland's first Cheshire service in Shillelagh, Co. Wicklow, Cheshire Ireland has grown to be a nationwide organisation at the forefront of providing individualised, person-centred supports to adults with physical disabilities and neurological conditions, safeguarding the individual's rights and promoting wellbeing, independence and quality of life. The HSE recognise that and this is reflected in our new funding arrangements and partnership with the HSE. I am particularly grateful for the strength, determination, endurance and negotiations skills of Eoin O'Morain, Michael O'Mahony and Diane Davison who worked tirelessly on these new funding arrangements that Cheshire Ireland on a sound financial basis going forward.

Cheshire Ireland has always been, and always will be, about the people we support. Everything we do, and continue to do, is in the support of the people who use our services. In December 2019, Cheshire Ireland launched the 'Cheshire Ireland Strategy 2020-2023' following extensive effort and engagement in 2019 throughout the organisation. However, Cheshire Ireland, like any organisation continually face challenges and changing environments. Whether these challenges changes are big or small, we need to continuously adapt to ensure we provide the highest level of service to the people we support. For those reasons the Cheshire strategy is under constant review, it is a "living" strategy ensuring it remains valid and achievable. Part of that review is to look at our corporate governance. Good Corporate governance is at the heart of any successful organisation. In addition to Transparency and Accountability, a key foundation of good governance is Board Rotation or Board Refreshment, the periodic appointment and retirement of Board members. This assists in the development of good corporate governance practices, infusion of new energies and ideas at Board level and ensure Boards are accountable to stakeholders do not become self-perpetuating. New members bring with them fresh ideas, abilities, or networks to provide their support for the organisation.

In 2020, Cheshire Ireland embarked on a recruitment campaign to reinvigorate the Board. This campaign was supported by an independent organisation, BoardMatch Ireland, who specialise in not-for-profit board recruitment, and the HSE Disability Services. In November I was honoured

to successfully come through this process and to be appointed the new Chairperson of Cheshire Ireland. With the support of Eoin, Michael, Diane and the executive team over the last number months we have recruited an additional 9 new members to the Board. Each individual member has been identified and selected on the basis of individual member's skills, expertise and experience drawn from relevant disciplines and different industry sectors.

One of my key priorities as Chairperson is to examine ways of developing the full and direct participation of people we support in the Governance process. "Nothing About Us Without Us!" ("Nihil de nobis, sine nobis") is a guiding principal as we move forward.

The new Board will continue the strategy reviews during the course of its implementation. In addition we will examine the needs of the Board versus its skill set and will consider appointing new members as required. This will assist in ensuring Cheshire Ireland continues to support people availing of our service in an ever-changing environment. Under the executive leadership of Theresa and her team, with the guidance and backing of a Board committed to that openness, transparency and accountability, I firmly believe the future of Cheshire Ireland is bright for us all, but particularly for the people we support.

Over the last number of months Cheshire Ireland has faced particular and significant challenges due to the ongoing Covid-19 Pandemic. The people we support, and staff have worked extremely hard together to ensure that everyone has been kept safe from the COVID-19 and I would like to recognise those enormous efforts and sacrifices. Sadly during the year 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. We are all hopeful that with the ongoing vaccine programs, there is light at the end of the tunnel and we will slowly return to a normality we all crave.



Kieran Timmins
Chairperson





4. Acting CEO Message

As we are all very much aware, 2020 has been an incredibly challenging year worldwide, particularly for those living and working in settings such as ours. When in March 2020, public health guidance changed the way we all live and work, few of us realised that Covid-19 would have such a major impact on our daily lives throughout 2020 and beyond.

Despite the challenges that we all faced and continue to face; our incredibly committed staff have continued to provide excellent services to the people we support while embodying the vision and values of the organisation throughout their work. It has been an honour to witness the ongoing dedication and resilience of Cheshire Ireland's management and staff in this very challenging and unusual time.

Throughout 2020, the people we support have also worked with us to help make Cheshire Ireland services as safe as possible for themselves as well as those supporting them.

Covid-19 presented a number of key challenges to Cheshire Ireland, including the impact of restrictions on people with disabilities, our ability to access targeted testing, and the rollout of vaccinations. Cheshire Ireland engaged and lobbied with the HSE and Ministers throughout 2020 in an effort to meet those challenges, with some success.

At the start of the pandemic a Covid Committee was convened. Comprising the Executive Team and members of the Senior Management Team, the primary objective of the committee was to coordinate Cheshire Ireland's response to the pandemic. In the first few months of the pandemic the committee met daily in order to ensure oversight of all areas of the organisation relating to the pandemic, to implement national guidance and to coordinate daily national communications. The committee has continued to meet regularly to ensure consistency in the standard and pace of Cheshire Ireland's response to the ongoing challenges.

Sadly, we have lost some people that we support during this pandemic, which has had a devastating effect on the entire organisation. Our thoughts remain with their loved ones, their friends within the Cheshire Ireland family and those staff who supported them and miss them every day.

Since the initial onset of the Covid-19 Pandemic, Cheshire Ireland has continually adapted to implement all HSE and Public Health guidelines. In

doing so we are at all times cognisant of the impact some guidelines, such as visiting restrictions, can have on the wellbeing of the people we support, and where possible, we are undertaking individual risk assessments to support people to maintain as much independence as is safe within those guidelines.

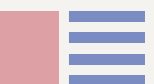
Throughout 2020, communication and engagement with all stakeholders has been key to the continuing safe operation of services. We have found new and innovative ways of communicating at all levels of the organisation such as newsletters, video messages and virtual meetings, including weekly National Meetings with Managers and quarterly All Staff Meetings. While support functions and senior management have been limited in their ability to visit services, they have adapted to continue to provide support nationally.

We also adopted new approaches to maintaining engagement with staff and the people we support. In August 2020 we conducted an online Covid-19 staff survey to help us understand more about the experiences of staff while working in Cheshire Ireland during Covid-19. In late 2020 we asked the people who use Cheshire Services to tell us about their experiences of life during the pandemic. To gather this information, we carried out a paper-based and online survey and we also held a number of online focus groups with people from both residential and community services.

I would like to take this opportunity to thank management, 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. 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.



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

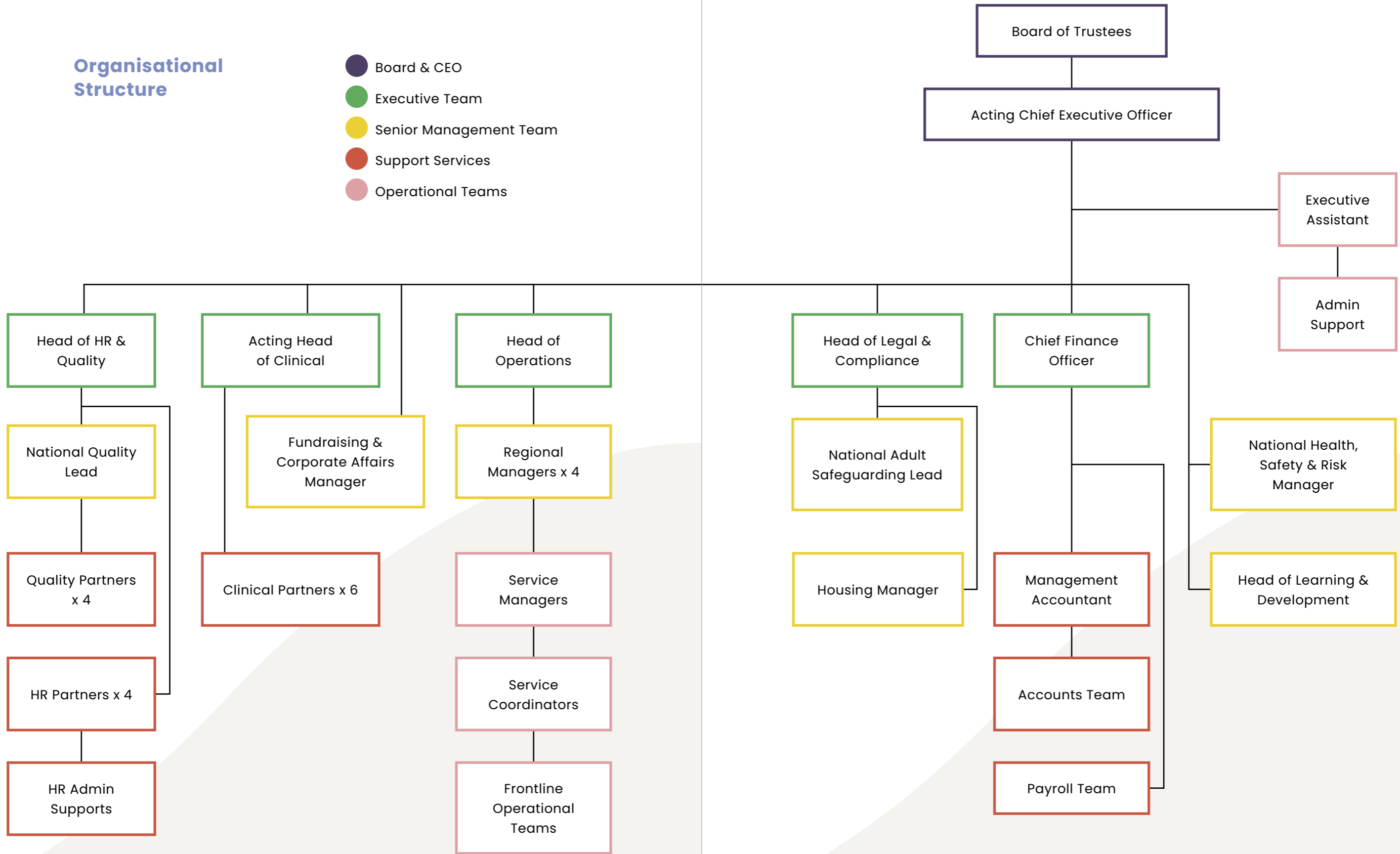
We are committed to a culture which welcomes diversity while actively demonstrating inclusion and mutual respect in all our interactions.





Organisational Structure

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





6. We are Cheshire Ireland

Central Office

Block 4, Bracken Business Park, Bracken Road,
Sandyford Industrial Estate, Dublin 18, D18 VOYO

Tel: 01 297 4100 Fax: 01 205 2060 info@cheshire.ie

Theresa Anderson, Acting CEO

Central Office

Tel: 01 297 4118 theresa.anderson@cheshire.ie

Eastern Region Residential

Violet Lennon, Eastern/South Eastern Regional Manager

Central Office

Tel: 087 952 4928 violet.lennon@cheshire.ie

Cara Cheshire House

Phoenix Park, Chapelizod, Dublin 20, D20 T277

Tel: 01 671 2944 Fax: 01 671 6496

David O'Reilly, Manager david.oreilly@cheshire.ie

Newbridge Respite Centre

"The Meadows", 356 Standhouse Road, Newbridge, Co. Kildare

Tel: 045 446 414/045 446 415 Fax: 045 449 877 violet.lennon@cheshire.ie

St. Patrick's Cheshire Home

Tullow, Co. Carlow

Tel: 059 915 1386 Fax: 059 915 1933

Tom Shanahan, Acting Manager tom.shanahan@cheshire.ie

Ardeen Cheshire Home

Shillelagh, Co. Wicklow, Y14 FK44

Tel: 053 942 9143 Fax: 053 942 9170

'Solus' Respite Centre Tel: 053 942 9465

Mick Redmond, Manager mick.redmond@cheshire.ie

Eastern Region Community

Aisling Brennan, Regional Manager, Community Services East

Central Office

Tel: 087 407 4816 aisling.brennan@cheshire.ie

Cheshire Community Living – Northern Area

Artane, Dublin 5

Tel: 087 952 4928

Cheshire Community Living – Southern Area

Civic Centre, Ballyfermot Road, Ballyfermot, Dublin 10

Tel: 01 620 7187

Lisa Condren, Manager lisa.condren@cheshire.ie

Terry Donoghue, Manager terry.donoghue@cheshire.ie

Greystones Cheshire

6, Bellevue Demesne, St. Bridget's Park, Blacklion, Greystones, Co Wicklow

Tel: 01 255 6148 Fax: 01 255 6149

Bairbre O'Sullivan, Manager bairbre.osullivan@cheshire.ie

Blackrock Cheshire

Cross Avenue, Blackrock, Co. Dublin

Tel: 01 283 5548 Fax: 01 283 5344

Patricia Mollahan, Co-ordinator patricia.mollahan@cheshire.ie

Bairbre O'Sullivan, Manager bairbre.osullivan@cheshire.ie

Dundalk Cheshire Service

Clanmil Community Centre

69 Claddagh Park, Tom Bellew Ave, Dundalk, Co. Louth

Tel: 042 932 9562 Fax: 042 932 9642

Loughlin Quinn, Co-ordinator loughlin.quinn@cheshire.ie

Terry Donoghue, Manager terry.donoghue@cheshire.ie

Eaglewood

Apartment 78, Rochestown Avenue, Dun Laoghaire, Co. Dublin

Tel: 01 235 2922 Fax: 01 235 3753

Sharon Morgan, Co-ordinator sharon.morgan@cheshire.ie

Lisa Condren, Manager lisa.condren@cheshire.ie



West & North Western Region

Colin McIlrath, Regional Manager

Curragrean, Merlin Park, Galway H91 NPXO

Tel: 091 768 514 Fax: 091 764 349 colin.mcilrath@cheshire.ie

Abbey View Residences

Chapel Hill, Sligo, F91 VO84

Tel: 071 917 1155/071 917 1064 Fax: 071 917 1155

Deirdre Chapman, Manager deirdre.chapman@cheshire.ie

Ballina Cheshire

Park View, Belleek, Co. Mayo, F26 VIKO

Tel: 096 215 16

Damien Woods, Manager Damien.woods@cheshire.ie

Donegal Cheshire Apartments

Long Lane, Letterkenny, Co. Donegal, F92 AK83

Tel: 074 912 7678/074 912 7321 Fax: 074 912 7678

Keith Gallagher, Service Manager keith.gallagher@cheshire.ie

Galway Cheshire House

Curragrean, Merlin Park, Galway

Tel: 091 771 762 Fax: 091 764 349

Richard Humphreys, Manager richard.humphreys@cheshire.ie

O'Dwyer Cheshire Home

Lismirrane, Swinford, Co. Mayo, F12 A335

Tel: 094 938 4134 Fax: 094 938 4462

Damien Woods, Manager Damien.woods@cheshire.ie

Southern Region

Aoife Keogh, Regional Manager

Rathfredagh Cheshire Home, Newcastle West, Co. Limerick

Tel: 069 831 00 Fax: 069 831 53 aoife.keogh@cheshire.ie

Cheshire Community Services Cork

St. Laurence Cheshire Home, Lota Park,

Glanmire, Co. Cork T23 YF40

Tel: 087 188 4363

Jason Cooke, Manager Email: jason.cooke@cheshire.ie

Kerry Cheshire

St. Margaret's Road, Killarney, Co. Kerry

Tel: 064 663 5606 Fax: 064 663 5693

Karen O'Donoghue, Manager karen.odonoghue@cheshire.ie

Rathfredagh Cheshire Home

Newcastle West, Co. Limerick, V42 RW 63

Tel: 069 831 00 Fax: 069 831 53

Catherine Selley, Manager catherine.selley@cheshire.ie

St. Laurence Cheshire

Lota Park, Glanmire, Co. Cork T23 YF40

Tel: 021 482 2192 Fax: 021 486 6833

Olivia Wilkinson, PIC

Waterford Cheshire

John's Hill, Waterford X91 CKC7

Tel: 051 871 993 Fax: 051 871 618

Vivien Froelich, Acting Manager Vivien.froelich@cheshire.ie





7. The Interim Rights Review Group

The Interim Rights Review Group (IRRG) was set up at the end of March 2020 as a direct response to the Covid-19 related restrictions that were imposed in Ireland at the time. The primary purpose of the IRRG was to provide a forum to review cases where the rights of people using Cheshire Ireland's services were restricted or potentially restricted due to Covid-19 measures. The group's goal was to offer an objective viewpoint and to support the implementation of fair, proportionate and transparent processes in the implementation of restrictions. The ethos of the IRRG was to always work to promote, protect and respect the rights of the people using its services as much as possible.

The IRRG was set up as an interim measure in recognition of the perception, at the time, that the Covid-19 related restrictions would be time limited but also in recognition that it was not an adequate replacement for a National Rights Review Committee Structure. The proposals surrounding the establishment of a National Rights Committee reflect a more suitable constitution by including members who use Cheshire Ireland's services in addition to having independent members. This Committee is not yet in existence however the IRRG continues to believe that would be a more appropriate structure but recognise the challenges in setting up such a structure during the pandemic.

The IRRG met, in the main, on a weekly basis via zoom and had members from the Quality Team, Clinical Team, Regional Management, Safeguarding, Legal and Compliance and Administration.

The group's primary focus was envisioned to be case review and support however it also developed guidance and information to support the organisation address Covid-19 or wider organisational challenges as they arose.

The IRRG received case referrals through the Regional Service Support Teams (RSST) and the Quality Team held a key role in supporting the process.

From the time of the group's establishment on 31/03/2020 to the 31/12/2020, it addressed 16 case referrals but also offered informal advice and guidance where general case issues were raised on an ad hoc basis. The majority of cases dealt with restrictive practices but a high proportion centred also around how best to support people to make their own informed decisions even where those decisions appeared to be unwise.

In addition, the group finalised the below work as capacity allowed during this time:

1. It developed a Terms of Reference which was reviewed and updated regularly
2. It developed a Framework for Promoting and Protecting Human Rights in all Decision Making and presented same to staff nationally
3. It developed a detailed case referral process and associated case note template
4. The group worked on various communications (alongside the Quality Team) in relation to Covid-19 related matters for circulation to those using its services and their family members as necessary
5. The group reviewed and significantly amended the Inter Service Transfer documentation however same was not required so is currently being considered as a contingency planning tool
6. The IRRG did a detailed analysis on the existence of advance care planning documents and end of life care support provided within its services. The IRRG used this data to create a report that included a number of recommendations that was presented to the Executive Team of Cheshire Ireland in 2021
7. The IRRG collated data in relation to complaints, safeguarding notifications and adverse events during 2020 with a view to analysing them in 2021.

The IRRG will continue to work into 2021 with a view to supporting the development of the National Rights Review Committee structure and in supporting the organisation to continue to work in a rights-based, person-centred manner.





8. 2020 at a glance



Michael Hegarty with the Duke and Duchess of Cambridge as part of their visit to Galway in March 2020.



Sharon Foley pictured here in pink enjoying being out and about



Lydia Fisher Winner of Bake Off 2020 in Cheshire Waterford



Getting the homemade Christmas decorations ready to go up

Bake Off in Kerry Cheshire 2020



Eileen Gormley of Galway Cheshire House resident poet



Lydia Fisher from Waterford Cheshire out and about on her bike

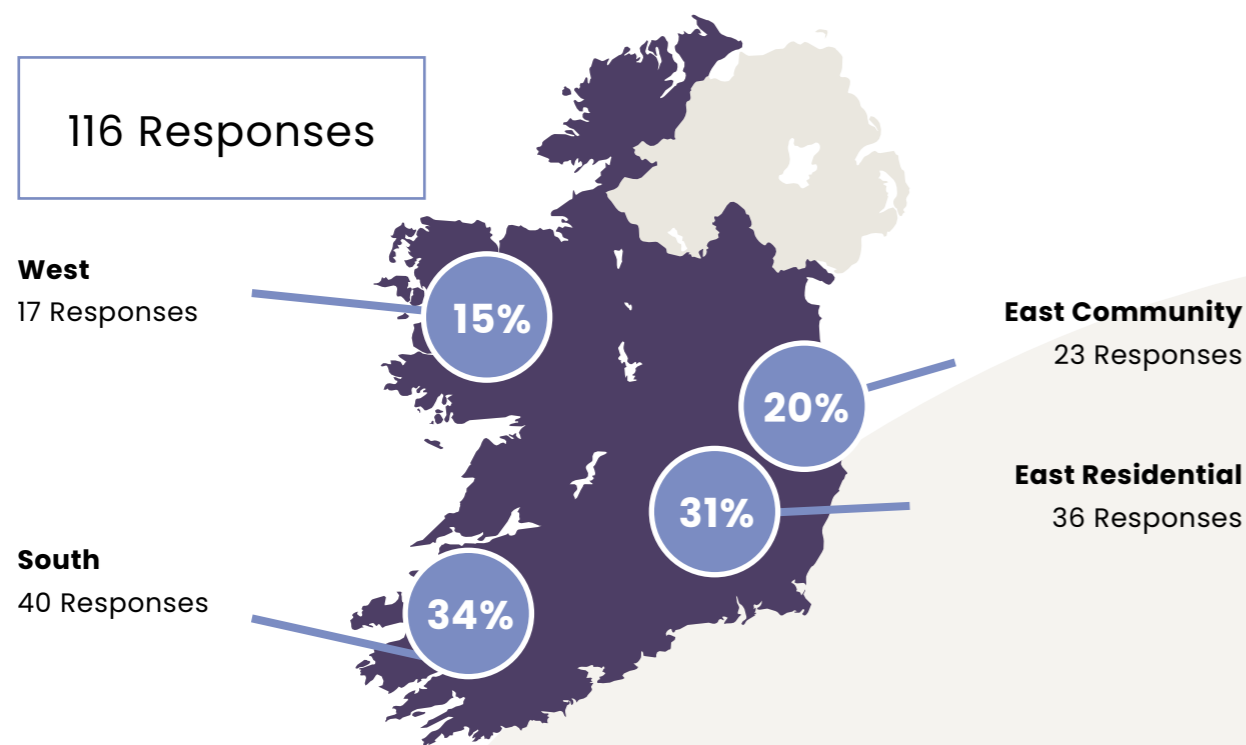




9. Covid-19 Impact on Services

It is not possible to review the year of 2020 without mention of the Covid-19 Pandemic. Cheshire Ireland responded in ways which included the development of interim support plans, online training, revised mechanisms of communication and engagement with people we support.

In October 2020 Cheshire Ireland engaged with people who use its services to evaluate their experiences during the Covid-19 Pandemic. The survey sought to ascertain people's experiences under 4 Pillars – 1. Public Health Measures; 2. Communication; 3. Impact of Restrictions; 4. Well-Being. Surveys were provided to each person and if required support was provided to them to complete same.



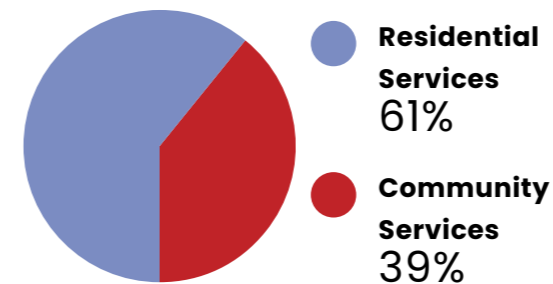
Public Health Measures

- 96%** Felt informed about measures/restrictions
- 94%** Received information suitable to their communication needs
- 80%** Agreed with public health measures
- 66%** Voiced their opinion on the impact of restrictions
- 46%** Who disagreed with measures, raised a complaint or spoke to staff
- 98%** Were informed of ways to prevent Covid-19 – Hand Hygiene/Cough etiquette etc.

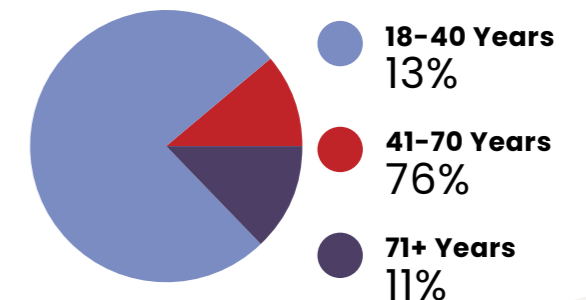
Communication

- 95%** Were able to maintain contact with family and friends
- 79%** Were supported to maintain contact
- 31%** Were supported to purchase or gifted a Digital Device since the Covid-19 outbreak
- 26%** Were supported to learn how to use the new device eg Smart phone / Zoom
- 87%** Have access to the internet

Residential vs Community



Age of Responders



Impact of Restrictions

- 90%** Informed how measures would restrict daily life
- 91%** Agreed they met with staff and agreed a plan for how they would be supported
- 85%** Were satisfied with changes to their support (of those who were unhappy, 56% did discuss with a staff member or made a complaint)
- 75%** Were able to engage in activities and interests that were meaningful (85% said that staff supported with this)
- 27%** Attend a day service
- 63%** Were spoken to by a staff member to discuss their wishes in event that they become ill



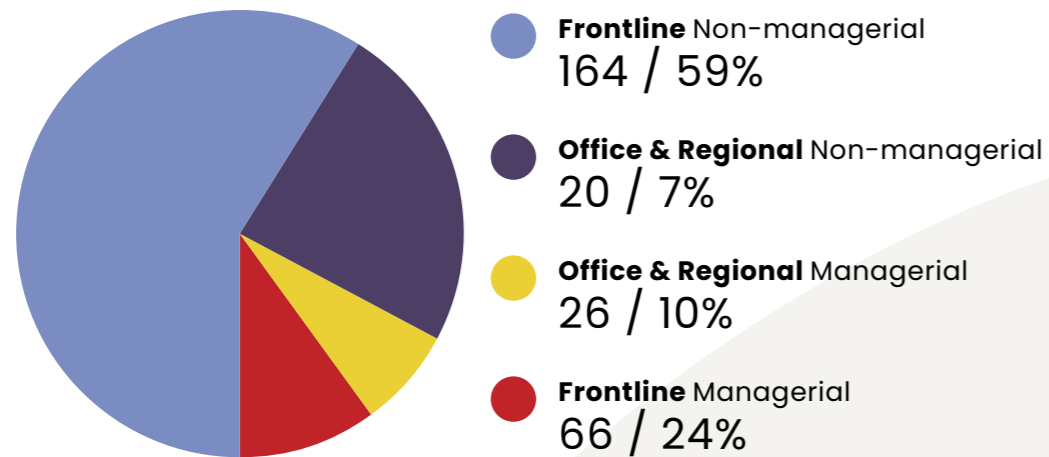


Well-Being

- 63%** Felt Cheerful/Good (37% felt Sad/Low)
- 57%** Felt lonely or isolated during this time
- 67%** Spoke to a staff member during this time
- 90%** Felt supported by staff response
- 82%** Could access their own healthcare professionals as needed
- 39%** Were interested in taking part in a focus group to further discuss the impact the restrictions had on people's lives

A similar undertaking was conducted to gather the experience of people working in Cheshire Ireland during Covid-19. Feedback was sought on key areas: - Management Support; Communication; Wellbeing Support; Health & Safety; Training; Remote Working; Areas Cheshire Excelled At.

Response Rate



Key Themes Emerging

- Staff felt valued and supported
- Staff felt well-informed and the information received helped them to perform their roles effectively
- Frontline staff know where and how to access Covid-19 information
- Frontline staff were aware of PPE availability & Covid-19 safety measures
- Staff reported an overall positive experience in relation to the new online training
- In the main, staff felt supported to maintain a work-life balance
- Frontline staff felt safe while working during Covid-19

10. How Cheshire Ireland adapted in response to the Covid-19 Pandemic

Cheshire Ireland acknowledges that it is responsible for the implementation of sound systems of governance and internal controls regarding Covid-19. This also includes constant review in relation to the effectiveness of its risk management systems and sources of assurances.

Without the continued collaborative approach of all functions within Cheshire Ireland it would not have been possible for the organisation to continue to provide safe effective services to the people we support. The collaboration between each service and function embodied the national one-team approach which demonstrates that our vision and values are truly embedded within the organisation. Those services and functions that worked with the Executive and Senior Management Teams include:

- All Cheshire Ireland Services
- Health and Safety and Risk Management Function
- Clinical Services Function
- Human Resources function
- Quality Function
- Operations Function
- Legal and Compliance Function
- Housing Function
- Safeguarding Function
- Learning and Development Function
- Finance Function

Cheshire Ireland continues to take appropriate action to ensure that the highest possible standards are maintained and any unacceptable Covid-19 related risks are minimised or managed effectively.

While we recognise that the delivery of healthcare can never be free from risk, taking decisions in relation to risk and opportunity is a part of everyday clinical and non-clinical practices and management. The role of risk





management is vital in all phases of this pandemic's life, from managing the current day to day rapidly changing environment to addressing the medium term by managing the indirect risks associated with Covid-19 as well as the long-term impacts and the ultimate recovery.

Cheshire Ireland National Covid-19 Committee

The Cheshire Ireland National Covid-19 Committee was established in March 2020 in response to the Covid-19 Pandemic with several functions including:

- To review national guidance from NPHE, the HSE and the Irish Government and develop or amend Cheshire Ireland's policies, procedures and guidance accordingly.
- To ensure necessary changes are communicated through the proper channels within the organisation.
- To maintain oversight of organisational risk pertaining to the Covid-19 pandemic.

The Committee comprises:

- Acting Chief Executive Officer
- Head of HR & Quality
- Chief Finance Officer
- Head of Operations
- Head of Legal & Compliance
- National Health, Safety & Risk Manager
- National Safeguarding Lead
- Acting Head of Clinical Services
- Executive Assistant/Office Manager

A number of key Policies, Procedures, Protocols and Guidelines were essential in Cheshire Ireland's response to the Covid-19 pandemic to ensure the safety, health and wellbeing of our staff and people we support during the emergency. While some of these policies remain standard despite the pandemic, others required amendment and in some cases development.

The documents which proved vital in the management of the pandemic include:

- Cheshire Ireland's Covid-19 Policy
- Risk Management Policy
- Risk Management Procedures
- Risk Register
- Guidance Document for the Management of Covid-19 in Cheshire Ireland
- Covid-19 Safety Policy
- Safety Statement - amended to include Covid-19
- National Covid-19 risk assessments
- Personal protective equipment (PPE) risk assessments
- Medication management Policy and Procedures
- Infection control policies
- Staff training procedure - introduction of on-line training and induction programme
- Emergency Recruitment Programme
- Working from Home Policy
- Sick Leave Policy
- General Attendance Policy
- Head Office: The Return to Work Safely Protocol for Cheshire Ireland Staff

As the country remains in the midst of the Covid-19 Pandemic, Cheshire Ireland will continue to adapt to any new HSE and Government guidelines. In doing so we are at all times cognisant of the impact some guidelines, such as visiting restrictions, can have on the wellbeing of the people we support and where possible we will work with those individuals to ensure that they maintain as much independence as is safe within those guidelines. As we emerge from the pandemic Cheshire Ireland will review our learning from these recent events and focus on how we can make improvements to the services we provide.

Jason Cooling O'Regan

National Health, Safety and Risk Manager





11. Fundraising

That word “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.

The ability to get out and about to meet the public, host events, raise the profile of the organisation and be able to say “Thank you” face to face to people as they raise funds for us and to have the human connection was completely decimated by the pandemic that we all know as Covid-19 now.

However, despite this, we have our loyal supporters and friends of Cheshire Ireland who against the odds still managed to raise funds for our services.

The local community wherein our services sit, continued to be there for all concerned, and for that we eternally grateful and we wish to express our heartfelt thanks to one and all for being there for all of us.

Through tragedy came legacy donations. There is not one person out there that did not know of someone who passed away in 2020, but through selfless acts during the hardest and saddest of times, families gifted legacies to us. Our thoughts are with you, your family and friends now and in the future, your generous gifts help us keep our services going and the memory of your loved one lives on.

You our donors are the lifeblood of our voluntary income and our focus is on ensuring you are fully informed of our work and the impact of your donations. Each connection made is a chance for us to thank donors and to let you know how important your donations are to the service users we support.

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.

There is light at the end of the tunnel.

12. An Interview with Angela Kelly about her Life Story

1. What gave you the idea to tell your life story?

Another Service User who used to reside in O’Dwyer had written an autobiography and I wanted to share my story. I wanted people to know the good times outweighed the bad times very much so.

And how great it was too move to O’Dwyer Cheshire and be able to have my own room for the first time and then to be able to have my voice- just to be heard. After that came independence and my itch to travel... Which I did a lot of.

2. How did you go about it?

The Nurse here asked me if I had any goals for the year ahead and I told her that I wanted to write my Life story. So in January 2019 I purchased a Dictaphone and recited my stories. The Nurse kindly typed this and we completed in August 2019. I went through all of my photo albums and decided which pictures represented the stories I was telling and we included these as well. We found a company to print the book and this was all completed by October 2019.

3. There are some happy bits and some sad times detailed in the book - what was the hardest part of writing your life story?

I didn’t want to upset any one especially family members. I wanted everyone to know what I did in my past life and what kind of upbringing I had. I wanted

people to know about the sad parts of my life which was mainly school and not completing my homework. This also brought back sad feelings to myself. But there was very happy stories as well like the great family upbringing

I had and the travels that I was able to adventure on. My own home and van all of these great achievements.





“Angela Kelly’s story was just outstanding to see written, what an utter privilege to read”



4. Where has your book been published or shared?

I printed twelve copies for my family. I wanted them to read it first and hopefully not upset them. Once they read it I agreed for it to be published in the Christmas Annual Bohola post as this has been my home for over 40 years and these are my friends and neighbours.

5. Do you know how many people have read it so far?

I have been told that 700 copies of the Bohola post were printed and distributed around the world as the magazine is for the people that went, people that came back and the people that stayed.

6. Were you expecting so much interest and do you know which countries it was distributed in?

No I never expected so many people to read and I am delighted that it went to other countries – Australia, New Zealand, France, Germany, and China. USA and the UK. And especially that it got to the UK as I have family there. I feel very accomplished and proud.

7. Are you planning on doing any more stories or articles (It’s a great read) I’m sure there are more good stories.

Yes I think I would like to do another one called Angela’s travels about the countries I have visited what I liked and what I didn’t.

8. Did you have a book launch?

Yes I did have a small book launch here in my Apartment in October 2019 with my family.



13. Bobbie Connolly

I would like to take a moment and introduce myself, my name is Bobbie Connolly and I am a resident of Eaglewood Apartments in Dún Laoghaire.

I first came to know of Cheshire when I had been living at home with family and took up the opportunity of respite for a 6-week break – and I enjoyed it so much I decided I wanted to stay. That was back in 2004 – 6th March to be precise.

So, I bought my own home and engaged the services of Cheshire Ireland. I have a two-bedroom apartment with a veranda in front of a lovely green area that has a waterfall. It was important to have the extra room, so family or friends could come and stay when they wanted to.

I love my family and they are great, but I am an adult and need my own space and to be able to live as much an independent life as possible and with the help of Cheshire Ireland I can do that.





I have found lockdown to be hard and lonely sometimes I will admit because I would be so used to getting out and about and meeting friends and family for coffees and a meal but with the restrictions that has not been possible, but I understand the need for them, Covid-19 is not nice. I consider myself to be a social butterfly and love interacting with people.

I have what they call a "LightWriter" and this helps me communicate with people – I type in what I want to say, and the machine is my voice – she is called Rachel – I decided to give her a name however I am well able to speak up when I need to.

When I need assistance, I send a text message and a Cheshire staff member will respond and come to me as quickly as possible and then they leave, and the rest of the time is my own.

Cheshire staff are wonderful, I find them to be very courteous, helpful and extremely professional and could not have asked for better staff to be in my corner.

"My set up is perfect, I have my meals prepared for me and I go and stay with my family for 2 nights at the weekend. I love watching sport - Golf, Football, Rugby and Darts."

I am not afraid of anything – I once did a tandem Sky Dive in 2007 to raise funds for Boccia. I had another one planned for 2020 but Covid-19 put paid to that so I will try again in 2022 maybe – I might even challenge Mr. Patrick Quinn Head of Operations of Cheshire Ireland to do the Sky Dive with me...who knows watch this space.

I am also a Paralympian – I have been to the Paralympic Games 4 times – Sydney, Athens, Beijing and London – I played Boccia it is like French Boules.

Now I am excitedly waiting for the birth of my niece or nephew, my sister in law is expecting, the baby is due next year, I cannot wait to meet him or her and dote on them.

So to conclude – my life is full and I enjoy every minute of it and Cheshire Ireland helps me make that happen.

14. National Disability Services Association (formerly Not-For-Profit Association)

The National Disability Services Association has members from Section 38 and Section 39 organisation, across the network of some of the largest national providers of disability services in the community in Ireland.

The NDSA works with and for people across all ages, abilities and backgrounds and is evolving as a legacy leader in the disability sector.

The NDSA provides the biggest and widest network for disability, personal assistance and community day services with clear transparency and accountability systems for funding received.

- Deliver services based on people centered approaches, developed from extensive experience and our voluntary ethos.
- Deliver services based on people centered approaches, developed from extensive experience and our voluntary ethos.
- Ensure best practice and latest thinking approach is embedded across all services, based on data from across the disability sector.
- We lead service development by being proactive and innovative and identifying emerging needs. Provide a source of knowledge and experience to public decision makers.
- Campaign for the ongoing improvement of disability service provisions. The association's members provide quality and innovative services to ensure equal access and equal opportunity for people with disabilities.

Between the NDSA Group we provide services to about 65,000 adults and children with physical, intellectual, mental health and other conditions.

Our Acting CEO Theresa Anderson sits on the Board along with the other CEOs from Section 39 organisations.





In the run up to the 2020 General Election, the Disability Action Coalition, was formed as part of the NDSA. The coalition, launched on the International Day of Persons with Disabilities in April 2019, was formed to mobilise the collective voice of our organisations in asking for three clear commitments from TDs and elected representatives, and these were:

- Elimination of the Deficit for Section 39 organisations and fund services at the actual cost of providing them
- Adoption of all the recommendations of the Independent Review Group report relating to Section 39 organisations
- Completion of the process of pay restoration for workers in Section 39 organisations and ensuring that this was fully funded.

While positive engagement was held with several Representatives, the NDSA continues to engage to have our collective voice heard and our needs met.

15. Directors' Report

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

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 surplus for the financial year amounted to €194,029 (2019: deficit €962,375). The improved outcome in 2020 has been driven by increased HSE core funding and attendant cost control. This has helped to improve the company's liquidity position as evidenced on the balance sheet.

What we do and who we serve

In 2020, the organisation operated in over 20 locations nationwide and employed over 790 individuals (whole time equivalent number of circa 499). During 2020, Cheshire Ireland provided a combination of supported accommodation places and 'own home' social support services together with respite breaks in a number of locations around the country to nearly 300 individuals.

In excess of 93% 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 rights, personal choice and individuality.

Cheshire Ireland is committed to delivering person-centred, 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 appointments were made to the board since the balance sheet date

Michael Bourke	Appointed 29th January 2021
Michael Haynes	Appointed 28th January 2021
John Connellan	Appointed 28th January 2021
John Walsh	Appointed 06th February 2021
Anne-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 28th June 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. 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 to ensure that funding is provided in line with service requirements.

In addition, Cheshire Ireland is faced with the continuing requirement to make a major transition in its operating model in order to meet HSE policy, as set out in "Time to Move on From Congregated Settings".

It is likely that there will be limited additional revenue funding to support new developments in the coming years and the primary focus for both the Board and Senior Management will be to ensure the economic stability of the organisation.

The company had a small operating surplus in 2020. The company had net current liabilities of €1.55million at 31 December 2020 (2019:€2.1million) and net assets at 31 December 2020 of €13.5million (2019: €13.3million). The previous reorganisation reduced costs. For 2021 the company is forecast to break even based on committed levels of funding from the Health Service Executive (HSE) agreed in October 2020. The Health Service Executive has confirmed to the company in a number of letters, including one dated 15 January 2021, that the HSE will honour its funding commitments to the company and work with the company to ensure that services are maintained and are sustainable into the future. Notwithstanding the uncertainties in relation to Covid-19, on the basis of the financial projections for the period through to 31 December 2022, (which have been updated to reflect management's estimates of the impact of Covid-19), the letters of support from the HSE above and the delivery by HSE of financial commitments that it has made to date, the directors believe that it is appropriate to prepare the financial statements on a going concern basis.

Covid-19

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 three senior managers in the areas of Clinical, Health & Safety and Safeguarding.

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 Dept. 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.

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 2020

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 2020.

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.

The HSE Cyber attack did not have any detrimental effect on the operations of Cheshire Ireland.





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. The work towards registration and becoming compliant with the regulations and standards is in process and Cheshire Ireland will continue to strive to improve the quality of all services it provides.

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 20.

Business review

As set out in note 5 in the financial statements the environment for the company remains challenging, however the company received additional HSE funding in 2020 and this, along with some cost savings, resulted in a small surplus in the year.

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



Diane Davison

16. 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 2020 and of its profit 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 2020;
- 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 3, 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

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

5 October 2021





17. Income & expenditure account

For the Financial Year Ended 31 December 2020

	Notes	2020 €	2019 €
Income	6	34,035,746	32,776,426
Operating expenditure			
Salaries and wages	7	(27,608,497)	(27,395,476)
Other operating expenses		(5,497,325)	(5,558,307)
Interest payable & similar charges		(19,632)	(22,033)
Operating surplus/(deficit) before redundancy costs and disposal of fixed assets		910,292	(199,390)
Redundancy costs	9	(148,376)	(126,710)
Operating surplus/(deficit) before depreciation and amortisation		761,916	(326,100)
Depreciation	10	(567,887)	(636,275)
Operating surplus/(deficit) for financial year	8	194,029	(962,375)

18. Statement of Comprehensive Income

For the Financial Year Ended 31 December 2020

	Notes	2020 €	2019 €
Operating surplus/(deficit) for the financial year	8	194,029	(962,375)
Other comprehensive income for the financial year		–	–
Total comprehensive income for the financial year		194,029	(962,375)

19. Balance Sheet

As at 31 December 2020

	Notes	2020 €	2019 €
Fixed assets			
Tangible assets	10	15,362,289	15,754,068
		15,362,289	15,754,068
Current assets			
Debtors and prepayments	11	1,320,352	1,311,064
Cash at bank and in hand		2,536,814	1,217,941
		3,857,166	2,529,005
Creditors (amounts falling due within one year)	12	(5,409,816)	(4,649,007)
Net current liabilities		(1,552,650)	(2,120,002)
Total assets less current liabilities		13,809,639	13,634,066
Creditors (amounts falling due after more than one year)	13	(298,020)	(316,476)
		13,511,619	13,317,590
Capital and reserves			
Represented by			
Revenue reserve		(7,470,251)	(7,523,689)
Special reserve		526,540	526,540
Capital funding reserve		4,095,436	4,095,436
Capital grants reserve		22,291,294	22,291,294
Fundraising, & and donations reserve		1,525,110	1,384,519
Community transition reserve		3,561,217	3,561,217
Revaluation reserve		(11,017,727)	(11,017,727)
Total equity		13,511,619	13,317,590

On behalf of the board


Kieran J Timmins


Diane Davison



20. Statement of Changes in Equity

For the Financial Year Ended 31 December 2019

	Revenue reserve	Capital funding reserve	Community transition reserve	Fundraising, bequests & donation reserve	Capital grants reserve	Special reserve	Revaluation reserve	Total
Balance at 1 January 2019	(6,448,555)	4,095,436	3,561,217	1,271,760	22,291,294	526,540	(11,017,727)	14,279,965
Deficit for the financial year	(962,375)	-	-	-	-	-	-	(962,375)
Other comprehensive income for the financial year	-	-	-	-	-	-	-	-
Total comprehensive income for the financial year	(962,375)	-	-	-	-	-	-	(962,375)
Net receipts	(112,759)	-	-	112,759	-	-	-	-
Transfer to profit and loss account	-	-	-	-	-	-	-	-
Total transactions recognised directly in equity	(112,759)	-	-	112,759	-	-	-	-
Balance at 31 December 2019	(7,523,689)	4,095,436	3,561,217	1,384,519	22,291,294	526,540	(11,017,727)	13,317,590

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
Balance at 1 January 2020	(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
Other comprehensive income for the financial year	-	-	-	-	-	-	-	-
Total comprehensive income for the financial year	194,029	-	-	-	-	-	-	194,029
Net receipts	(140,591)	-	-	140,591	-	-	-	-
Transfer to profit and loss account	-	-	-	-	-	-	-	-
Total transactions recognised directly in equity	(140,591)	-	-	140,591	-	-	-	-
Balance at 31 December 2020	(7,470,251)	4,095,436	3,561,217	1,525,110	22,291,294	526,540	(11,017,727)	13,511,619



21. Statement of Cash Flows

For the Financial Year Ended 31 December 2020

	Notes	2020 €	2019 €
Cash generated/(absorbed by) from operations	14	1,522,233	(108,707)
Income taxes paid		-	-
Net cash generated/(absorbed by) from operating activities		1,522,233	(108,707)
Cash flows from investing activities			
Purchases of tangible fixed assets		(176,108)	(178,2583)
Proceeds from disposal of tangible fixed assets		10,759	400
Interest received		-	-
Net cash used in investing activities		(165,348)	(177,883)
Cash flows from financing activities			
Capital grants received		-	179,346
Repayment of bank borrowings		(18,456)	(17,936)
Interest paid		(19,632)	(22,033)
Net cash (used by)/generated by financing activities		(38,011)	139,377
Net increase/(decrease) in cash and cash equivalents		1,318,874	(147,213)
Cash & cash equivalents at 1 January		1,186,369	1,333,582
Cash & cash equivalents at 31 December		2,505,243	1,186,369
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,536,815	1,217,941
Bank overdraft		(31,572)	(31,572)
Cash and cash equivalents		2,505,243	1,186,369

22. 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 2020 and ending 31 December 2020.

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

Basic financial assets, including trade and other debtors, cash and cash equivalents, short-term deposits and investments in corporate bonds, are initially recognised at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial asset is initially measured at the present value of the future receipts discounted at a market rate of interest for a similar debt instrument.

Trade and other debtors, cash and cash equivalents, investments in corporate bonds and financial assets from arrangements which constitute financing transactions are subsequently measured at amortised cost using the effective interest method.

At the end of each financial year financial assets measured at amortised cost are assessed for objective evidence of impairment. If there is objective evidence that a financial asset measured at amortised cost is impaired an impairment loss is recognised in profit or loss. The impairment loss is the difference between the financial asset's carrying amount and the present value of the financial asset's estimated cash inflows discounted at the asset's original effective interest rate.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decrease can be objectively related to an event occurring after the impairment was recognised the previously recognised impairment loss is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment loss not previously been recognised. The impairment reversal is recognised in profit or loss.





Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

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 derecognised 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 derecognised 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 not 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 credited to the Capital Grants Reserve and amortised to the income and expenditure account over the estimated useful lives of the related fixed assets. 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 due but not received at year end are included as "Grants receivable" in the balance sheet. 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 4(a) for the useful economic lives for each class of tangible fixed assets.

(b) Critical accounting estimates and assumptions

(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 surplus in 2020. The company had net current liabilities of € 1.55 million at 31 December 2020 (2019:€2.1million) and net assets at 31 December 2020 of €13.5 million (2019: €13.3million). 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 2022. For 2021 the company is forecast to breakeven based on committed levels of funding from the Health Service Executive (HSE) agreed in October 2020. The Health Service Executive has confirmed to the company in a number of letters, including one dated 15 January 2021, that the HSE will honour its funding commitments to the company and work with the company to ensure that services are maintained and are sustainable into the future. Notwithstanding the uncertainties in relation to Covid-19, on the basis of the financial projections for the period through to 31 December 2022,(which have been updated to reflect management's estimates of the impact of Covid-19), the letters of support from the HSE above and the delivery by HSE of financial commitments that it has made to date, the directors believe that it is appropriate to prepare the financial statements on a going concern basis.

6 Income

	2020 €	2019 €
Health Service Executive (HSE) funding	31,765,976	30,229,516
FAS income	826,853	838,631
Receipts from service users	710,889	758,355
Profit on sale of Fixed Assets	10,759	-
Sundry income	260,932	340,276
Ward of court	229,339	251,190
Fundraising, bequests and donations	190,219	179,112
Transfer from capital grants	40,779	179,346
	<u>34,035,746</u>	<u>32,776,426</u>





7 Particulars of staff

	2020 No.	2019 No.
The average number of persons employed by the company during the financial year was:	499	499

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 2020 along with employer pension contributions and other benefits.

Number of staff	Salary Range €	Employer's pension contribution €	Other benefits (company vehicle)€
3	65,001 - 70,000	4,828	-
4	70,001 - 75,000	19,770	-
2	75,001 - 80,000	10,907	-
3	80,001 - 85,000	17,373	-

Staff costs comprise:

	2020 €	2019 €
Wages and salaries	24,330,789	24,162,578
Social insurance costs	2,624,382	2,583,466
Other retirement benefit costs	653,326	649,432
	27,608,497	27,395,476

Other retirement benefit costs comprise:

Defined contribution scheme pension costs	653,326	649,432
	653,326	649,432

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

	2020 €	2019 €
Directors' remuneration	Nil	Nil
Auditors' remuneration		
Remuneration (including expenses) for the statutory audit and other services carried out by the company's auditors is as follows:		
Audit of individual financial statements	46,740	47,190
Other assurance services	-	-
Tax advisory services	-	-
Other non audit services	-	-
	46,740	47,190

9 Redundancy costs

The Company incurred redundancy costs of €148,376 (2019: €126,710) in the year to 31 December 2020.



10 Tangible assets

	Land and buildings €	Fixtures, fittings, furniture & equipment €	Motor vehicles €	Computer equipment €	Total €
Cost or valuation					
At 31 December 2019	30,597,611	7,840,663	2,036,443	742,593	41,241,310
Additions		72,928	30,925	72,255	176,108
Disposals	-	(19,087)	-	-	(19,087)
At 31 December 2020	<u>30,597,611</u>	<u>7,918,503</u>	<u>2,067,368</u>	<u>814,848</u>	<u>41,398,330</u>
Accumulated depreciation					
At 31 December 2019	15,537,332	7,328,251	1,904,230	717,429	25,487,242
Charge for year	305,072	202,772	36,878	23,164	567,887
Disposals	-	(19,087)	-	-	19,087
At 31 December 2020	<u>15,842,404</u>	<u>7,511,935</u>	<u>1,941,108</u>	<u>740,593</u>	<u>26,036,041</u>
Net book value					
At 31 December 2019					
Cost	30,597,611	7,784,663	2,036,443	742,593	41,241,310
Accumulated depreciation	<u>(15,537,332)</u>	<u>(7,328,251)</u>	<u>(1,904,230)</u>	<u>(717,429)</u>	<u>(25,487,242)</u>
	<u>15,060,279</u>	<u>536,412</u>	<u>132,213</u>	<u>25,164</u>	<u>15,754,068</u>
At 31 December 2020					
Cost	30,597,611	7,918,503	2,067,368	814,848	41,398,330
Accumulated depreciation	<u>(15,842,404)</u>	<u>(7,511,935)</u>	<u>(1,941,108)</u>	<u>(740,593)</u>	<u>(26,036,041)</u>
	<u>14,755,207</u>	<u>406,568</u>	<u>126,260</u>	<u>74,255</u>	<u>15,362,289</u>

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

	2020 €	2019 €
Amounts due from Health Service Executive	754,475	622,898
Prepaid expenses and other debtors	565,299	688,083
Amounts due from service users	578	83
	<u>1,320,352</u>	<u>1,311,064</u>

Trade debtors are stated after impairment of €166,473 (2019: €159,994).

12 Creditors (amounts falling due within one year)

	2020 €	2019 €
Bank loans and overdrafts	31,572	31,572
Trade creditors	786,632	1,260,426
Health Service Executive - deferred income	2,107,745	1,165,737
Taxation and social insurance costs - PAYE/PRSI	812,545	796,233
Accruals	1,671,322	1,395,039
	<u>5,409,816</u>	<u>4,649,007</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)

	2020 €	2019 €
Bank loan	298,020	316,476
Maturity of debt		
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	45,444	63,900
	<u>298,020</u>	<u>316,476</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 2020 were €329,592(2019: €348,048), 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 (2018: 3.5%). The loan is due for repayment in quarterly instalments over the next 18 years.

14 Cash generated from/(absorbed by) operations

	2020 €	2019 €
Surplus/(deficit) for the financial year	194,029	(962,395)
Net interest expense	19,632	22,033
Depreciation of tangible fixed assets	567,887	636,275
Profit on disposal of tangible fixed assets	(10,759)	(400)
Fundraising and other income	-	(179,346)
Working capital movements:		
- (increase)/decrease in debtors	(9,288)	125,325
- increase in creditors	760,732	249,801
Cash inflow/(outflow) from operating activities	<u>1,522,233</u>	<u>(108,707)</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; 2020: € 653,326 (2019: €649,432).

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
- Legal Manager

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:

	2020 €'000	2019 €'000
Salaries and other short-term benefits	470,192	533,229
Post-employment benefits		
Share-based payments	-	-
Total key management compensation	<u>470,192</u>	<u>533,229</u>





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 September 29, 2021.





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 2020			
			Payroll €	Training €	Material €	Total €
Ardeen Cheshire Home Ref: CE2018936046831	18 June 2018	24	220,606	9,963	9,500	240,069
Cara Cheshire Home Ref: CE2017629003643	06 Nov 2017	18	223,732	3,473	3,184	230,389
Rathfredagh Cheshire Home Ref: CE2018936047958	10 Sept 2018	20	219,333	7,760	0	227,093

Our locations

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





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

Tel: 01 297 4100

www.cheshire.ie



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

