

2019

Annual

Report

*& Consolidated
Financial Statements*



LauraLynn

IRELAND'S CHILDREN'S HOSPICE

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Welcome from

our Chairman

&

CEO

We are delighted to present our annual report and consolidated financial statements for the year to 31st December 2019 and to provide you with an overview of all that happened during the course of this busy year for LauraLynn.

LauraLynn's community of care is a manifestation of almost 100 years' experience of responding to the emerging and unmet needs of sick and vulnerable children. It is also a testament of the tireless efforts of our many supporters, volunteers, staff, partners and donors, who give so generously to help us deliver an incredible and unique service. We are very grateful to our staff, volunteers and all who supported our work this year. We would also like to recognise the immense contribution of the Board of Directors, particularly Dr Fiona McElligott who joined the board this year and Frances Fletcher who stepped down after nine years' dedicated service.

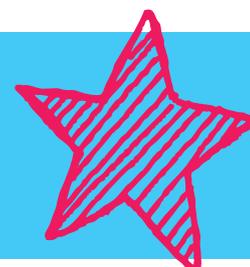
LauraLynn's commitment to enhancing the quality of life of the children, adults and families we support is at the heart of what we do. Thanks to the generosity of our donors and fundraisers, our hospice service grew again this year, providing more care, to more children and families; ensuring they had greater choice than ever before. A total of 274 children and families from 25 counties attended our family activities and availed of direct care, symptom management, family supports, end-of-life and bereavement care services.



Niall McHugh
Chairman



Kerry McLaverty
CEO





Our disability services, delivered on behalf of the Health Service Executive to children and adults with complex disabilities and high medical needs in the Dublin area also grew this year. A total of 36 families now avail of our children's disability respite service following the expansion of our catchment area across the greater Dublin area.

Service users play an important role in informing our service development and design through our Family Engagement Committee. Significant work has been carried out this year with the families of our disability residential service, who are working with their loved one and management on a plan to ensure their home in LauraLynn is conducive with each resident living to their fullest potential.

LauraLynn is committed to operating ethically and being open, transparent and responsible in how we raise and spend our funds. More details of our governing policies and practices are contained in this report and on our website www.lauralynn.ie.

2019 marked the commencement of our new organisational strategy, Growing a Community of Care Strategic Plan 2019-2023, which won a Good Governance Award for Best Governance Improvement Initiative.

The plan sets out an ambitious roadmap for our development, informed by robust consultation and research. It reflects our determination to 'make every day better for those in our care' through the provision of high-quality clinical and social care, that promotes inclusion, living to one's potential and making the most of every moment.

LauraLynn will face funding and other challenges that may affect our ability to deliver on our strategic goals. However, we are committed to its success so that we can continue to support more children and families than ever before, in partnership with key stakeholders, our generous supporters and our dedicated staff and volunteers.

We look forward to sharing this journey with you in the years ahead.

Niall McHugh
Chairman of the Board

Kerry McLaverty
CEO

Date: 28 April 2020

2019

at a Glance

1,920

Number of children with a life-limiting condition who have palliative care needs

Up to
720

of whom are classified as 'unstable, deteriorating or at end-of-life'.



€9.515 MILLION

Total cost to run LauraLynn

13%

Indirect statutory funding to Hospice Service

€4.38 MILLION

Raised through Individual, Corporate and Community Fundraising



153 **+** **171** **=** **324**

Staff

Registered Volunteers

Staff total



HOSPICE SERVICE



274

families availed of LauraLynn's Hospice Service



25

counties families travel to LauraLynn from



1

children's hospice in the state

529

Visits made in the community



3 family camps were held, attended by

11 families



22 parents/grandparents

21 siblings participated

55

New children accepted to the service



15

Nights annual allocation for each child and family



LauraLynn provided

1,442

short stay nights in the hospice

DISABILITY SERVICE

7



Adult residents in Willow View

4 Female



3 Male



Age of residents:

Youngest

23

Oldest

39

29

Team supporting ADULT residents

16 Staff

&

13 Volunteers



22

Team supporting the CHILDREN of Hazel House

16 Staff

&

6 Volunteers



36

Families avail of Hazel House respite



24 nights

average respite allocated per child

1 child in residence



Who

we

are



Vision

To make everyday better for those in our care

Our Values

Our work will be underpinned by our values of:



COMPASSION



COLLABORATION



EXCELLENCE

Our Values will be recognised through our **CHARACTER STRENGTHS** of:

KINDNESS

Generosity, altruism, empathy, nurturance and care.

LOVE

Capacity to love and be loved, and to value close relationships.

HOPE

Optimism and future-mindedness. Hope is the connection to future dreams and aspirations.

TEAMWORK

Respect, loyalty and social responsibility.

LEADERSHIP

Organising group activities and encouraging a group to meet goals.

HONESTY

Authenticity, integrity and genuineness.

LOVE OF LEARNING

Desire to master new skills, learn new topics and systematically add to knowledge.

JUDGEMENT

Open-mindedness, weighing information thoroughly and making decisions based on evidence.

LEADERSHIP

Organising group activities and encouraging a group to meet goals.

Who

we

are

Our Mission

Our MISSION is to provide a Community of Care that delivers:



WE WILL PROVIDE our services from our campus in Leopardstown and regional hubs to be developed over time.

WE WILL STRIVE to advance the development and delivery of services to those we support through advocacy, research and education.

ULTIMATELY our ambition is that no child whose life is to be limited will spend any more time in a hospital than is necessary; and that residents in our care are supported to reach their full potential.

GROWING A
**COMMUNITY
OF CARE**

What is the LauraLynn Community of Care?

The LauraLynn Community of Care includes all strands of its services, incorporating Children's Palliative Care (hospice and in the home), Children's Complex Care (intermediate care and disability respite) and Adult Residential Care. The philosophy of the LauraLynn Community of Care is centred around delivering exemplar, holistic care; within a dynamic culture of compassion, collaboration and excellence.

Journey



1923

Dr Ella Webb, founder of The Children's Sunshine Home in Stillorgan, a convalescent home for tenement children with rickets.

The foundation stone laid in 1952 by Dr J Ryan, Minister for Health, on a new site donated by the Overend family of Airfield.

1950's



1970's

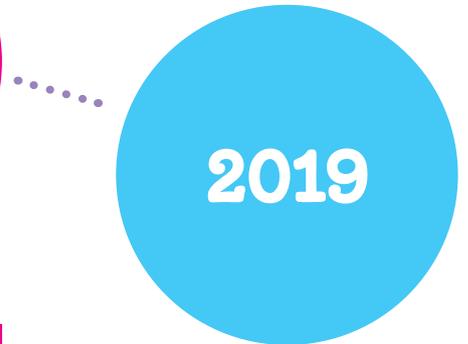
Long-term residential care commenced for profoundly disabled children.



Mary McAleese, President of Ireland, opens LauraLynn House which was followed by the rebranding of all our children's disability and hospice services under **LauraLynn, Ireland's Children's Hospice.**



The Children's Sunshine Home and The LauraLynn Foundation join forces to fundraise and build a dedicated hospice for children.



LauraLynn At Home commenced in two HSE regions, providing hospice care for children and their families in their own home.

Growing a Community of Care Strategic Plan 2019-2023 commences

Directors

and Other

Information

DIRECTORS

Niall McHugh (Chairman)

Nicholas Quigley

Kevin Keating

Tony McPoland

Angie Kinane

Patricia Lawler

Dr. Denise McDonald

Sandra O'Malley

Dr. Fiona McElligott

REGISTRATION NUMBERS

Charity Tax Number:

CHY2633

Charity Registration Number:

20003289

Company Registration Number:

107248

SOLICITORS

Hayes Solicitors

Lavery House

Earlsfort Terrace

Dublin 2

COMPANY SECRETARY

Ingrid Blake

BANKERS

Allied Irish Bank plc

Sandyford

Dublin 18

REGISTERED OFFICE

Leopardstown Road

Foxrock

Dublin 18

AUDITORS

Mazars

Chartered Accountants

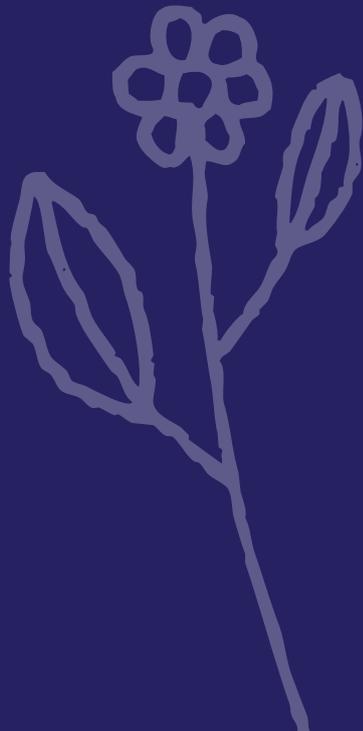
& Statutory Audit Firm

Harcourt Centre, Block 3

Harcourt Road

Dublin 2





Directors' Report



The directors present this report together with the audited consolidated financial statements for the year ended 31 December 2019.

Activities

LauraLynn Ireland's Children's Hospice (LauraLynn) is comprised of three distinct entities, all of which are registered charities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.

Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee. The services provided by The Children's Sunshine Home and CSH Childcare Services are run from the organisation's campus on Leopardstown Road, Foxrock, Dublin 18, and the financial results of these two companies comprise the consolidated financial statements.

Details of the services provided by The Children's Sunshine Home and CSH Childcare Services (the Group) are as follows:



The Children's Sunshine Home (Disability Service)

The Children's Sunshine Home (the 'Disability Service') provides care and support to children and adults with intellectual disabilities. This was originally overseen by The Children's Sunshine Home Trust until the establishment of The Children's Sunshine Home in 1985.

Today, the Disability Service offers respite and residential services to children with complex disabilities, as well as residential care for seven adults with profound disabilities who have been in the care of The Children's Sunshine Home since they were children.

The Disability Service is operated under a Section 38 Service Agreement with the Health Service Executive (HSE). Consequently, the main source of funding for this service is the HSE.

CSH Childcare Services (Hospice Service)

CSH Childcare Services (the 'Hospice Service') provides specialist high quality short break stays, in-home support, crisis care, symptom management and end-of-life care to children with life-limiting conditions and palliative care needs, as well as support for their families. All of the care is provided free of charge to families.

The main source of funding for this service is The Children's Sunshine Home Trust through its fundraising activities.

Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home who controls the composition of its Board of Directors. Additional information is provided in note 10 to the consolidated financial statements.

The Children's Sunshine Home Trust

The Children's Sunshine Home Trust (the 'Trust') was founded in 1925 and its primary objective was to provide care for sick children. Today, the Trust raises and invests funds to enable the continued operation of the services of LauraLynn.

The trustees act as guardians of the organisation's assets and are entrusted with the land and buildings on its campus on Leopardstown Road, Foxrock, Dublin 18.

The Trust does not form part of the consolidated financial Statements. Further information regarding The Children's Sunshine Home Trust is included in its Trustees' Reports and Financial Statements, which are available on the LauraLynn website: www.lauralynn.ie.



LauraLynn's Disability Service

The Disability Service has been operating since 1925 and was overseen by the Trust until the establishment of The Children's Sunshine Home in 1985. Today, it comprises of the following:

- **Willow View** - a residential care service that is home to seven adults with complex disabilities who have been in the care of The Children's Sunshine Home since they were children; and
- **Hazel House** - a residential and respite care service for children with complex disabilities.

The service strives to provide a homely setting that promotes the privacy, dignity and safety of each child and adult. The Disability Service is a Health Information and Quality Authority (HIQA) registered Designated Centre for Persons (Children and Adults). Care is person-centred and based on HIQA's Key Principles.

In line with public policy, new referrals for residential care are no longer accepted. However, the Board is committed to caring for those currently residing in the service, supporting them to realise their ambitions and fulfil their potential.

LauraLynn's Hospice Service

Following a strategic review in 2002-2004, the Trust decided to focus on addressing the needs of children requiring palliative care and established the Children's Sunshine Home Hospice Project to fundraise for a children's hospice building.

In 2005, it joined forces with The LauraLynn Foundation (which ceased trading on 15 June, 2005), which had been established by Jane and Brendan McKenna, who also saw the need for respite and specialist care for children with life-limiting conditions following their own personal experience with the deaths of their two daughters, Laura and Lynn.

CSH Childcare Services was established in 2011, with the purpose-built LauraLynn House opening in September of that year on the Trust's campus in Leopardstown.

LauraLynn Hospice is the only children's hospice in the Republic of Ireland, providing specialist palliative care and supports to children with life-limiting conditions (aged 0-17 years) and their families from across Ireland.

The service focuses on enhancing quality of life, which includes physical comfort and wellbeing, as well as the emotional, social and spiritual aspects of care of

the family; supporting all members of the family from the point of diagnosis to end-of-life, and throughout bereavement, with a range of nursing, practical, emotional and medical care.

Care is evidence-based and provided by an interdisciplinary team of health and social care professionals in the hospice, the family home, hospital or community setting, depending on the family's preference and the location and medical needs of the child.

With a growing population of teenage children affected by life-limiting conditions, the hospice service has developed a Transition Care Programme for children from the age of 12. Its aim is to ensure that the delivery of palliative care to the child extends seamlessly from children's services into adult services when they are discharged from LauraLynn at 18 years of age.

LauraLynn is committed to extending hospice services to more children and families who need specialised care and support. From an advocacy perspective, along with several key stakeholders, LauraLynn is actively engaged in ongoing discussions with the Department of Health and the HSE to progress the children's palliative care agenda.

Staffing

The staffing complement for both services consists of non-clinical management and administrators working alongside a range of medical professionals who deliver frontline care. In addition, as the needs of the

hospice service have grown, the range of allied health professionals now includes physiotherapists, an occupational therapist, psychologist, social worker, music therapist, chaplain, play therapist and dietician.



Overview

2019 saw the launch of 'Growing a Community of Care' Strategic Plan 2019-2023, which will serve as the roadmap for its development over the next five years. LauraLynn won a Good Governance Award in Governance Improvement, for the Strategic Plan. 2019 also saw the launch of the LauraLynn Model of Care for Children's Palliative Care which coincides with the LauraLynn strategic plan and sets out the five pillars of care: Direct Care, Family Support, Symptom Management, End-of-Life Care, and Bereavement Support.

This year was also an outstanding year for community fundraising in LauraLynn. From coffee mornings, beard shaves to bake sales, marathons, to completing the '100k' challenge in November, it has been quite exceptional to see the support for LauraLynn throughout the island of Ireland.

The LauraLynn Heroes Ball was held in April which saw donors and supporters join together to raise much needed funds for LauraLynn. The night was an astonishing success and guests gave generously throughout the evening during the auction, raffle and balloon pop while many gave their professional experience and time free of charge to create such a magical event.

In May, LauraLynn celebrated National Children's Hospice Week, holding a number of fundraising drives, alongside a number of family events which celebrated the children and families of LauraLynn. The week culminated in a live telethon with Virgin Media Television's Ireland AM with lots of generous donations during the show. Also in May, Hazel House extended its reach for respite to the greater Dublin region and by the end of 2019 had admitted 11 new children with complex disabilities and healthcare needs for respite care and support.

In June, the disability service had an unannounced thematic inspection from HIQA. The inspection was focused on driving quality improvement in the service and it was noted that the service had effective oversight arrangements in place to ensure adults and children received a good and safe service.

LauraLynn's ongoing excellent work in education continued during 2019, including the launch of the Professional Education Programme in August and co-chaired the 4th International Collaborative CPC conference which took place in November. LauraLynn's first Children's Palliative Care, Professional Education Programme, 'Optimising Comfort and Quality of Life' was

held on Wednesday, 25 September 2019 in LauraLynn. The day was very well attended by colleagues from the adult palliative care and community paediatric and disability services, as well as LauraLynn's own team. LauraLynn also opened its doors in September with the LauraLynn annual Donor Open Day. The day was a wonderful success with over 80 donors attending tours of the hospice across the afternoon.

The annual tree lighting ceremony, Light Up LauraLynn was held in November. The afternoon was well attended by members of the community, families and supporters. Ray D'arcy was on MC duties with lots of festive fun and carolling throughout the afternoon.



Strategy

2019 saw the first year of the implementation of the LauraLynn (2019-2023) Strategic Plan. As part of the development of the plan, a comprehensive policy review and SWOT analysis of the environment was conducted by the Executive Team to build the strategy content and to

take into account the evolving requirements of the sector. Extensive stakeholder consultation was conducted, including site visits, meetings, teleconferences, surveys and workshops, in order to assess current and future system needs and opportunities.

The Mission, Vision, Values and Strategic Objectives of the organisation were reviewed by the Executive and approved by the Board of Directors. LauraLynn's ambition for the next five years is to:



EXPAND

its children's hospice and palliative care services nationwide in line with unmet need



EXTEND

its children's disability respite service in the Greater Dublin Area to serve more children and families



ENHANCE

the adult disability service to ensure it's an exemplar service and the best possible home for its residents



BUILD

the financial, human, educational and reputational resources necessary for the organisation to achieve these ambitions

Strategic Goals

The Strategic Plan identified a number of projects under six Strategic Goals that will provide the organisation with a roadmap for LauraLynn to achieve its mission and realise its vision:



A Strategy Implementation Plan, which detailed the key objectives, milestones, timelines and responsibilities was developed, and in July 2019 LauraLynn appointed a Project Manager to oversee its implementation. The progress and performance against the Strategic Plan

is monitored and updated weekly, and it is discussed at Executive level each month. The Board of Directors are updated on a bi-monthly basis of all progress to date, challenges, risks and next steps.

Strategic Goal 1

SERVICES

Expand and enhance LauraLynn's Community of Care

Objective 1.1

Enhance Children's Palliative Care Services in the Greater Dublin region through:

- i. Embedding the 5 pillars of palliative care at LauraLynn campus and LauraLynn@Home
- ii. Developing an Intermediate Care Service for Children with life limiting conditions (LLC's) and complex medical needs through Strategic Partnerships

Progress achieved in 2019:

- Model of Care for Children's Palliative Care published in September
- A business case for the Intermediate Care Service was developed and submitted to the HSE in June
- In July LauraLynn commenced a six-month Intermediate Care pilot case

Impact:

- The development of the Model of Care has enabled LauraLynn to promote its children's palliative care expertise to all the relevant stakeholders who refer to and access the service including families of children with life limiting conditions
- The pilot of the intermediate care service resulted in over 150 bed days saved for Children's Health Ireland and supported the smooth transition from acute care to home for a child with complex needs

Goals and Milestones planned for 2020:

- Continue to promote the Model of Care for Children's Palliative Care to all external stakeholders

Objective 1.2

- i. Expand the delivery of selected palliative care and complex care services nationwide by exploring the options of developing hubs across the country, that will provide nursing and family support services in the community and also through collaboration with other organisations

Progress achieved in 2019:

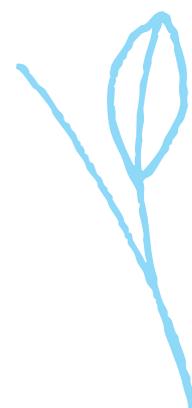
- Conducted extensive external stakeholder engagement in regional centres – Cork, Limerick and Galway

Impact:

- The extensive research and stakeholder engagement on what are the key requirements for palliative care and complex care services nationwide has informed LauraLynn, so the organisation can plan effectively for key strategic decisions

Goals and Milestones planned for 2020:

- Development of a plan on how LauraLynn can deliver its Children's Palliative Care and Family support services on a more national basis



Strategic Goal 1

SERVICES

Expand and enhance LauraLynn's Community of Care

Objective 1.3

- i. Develop an Exemplar Children's Disability Respite service for children with complex disabilities as part of LauraLynn's 'Community of Care' and extend to children in the Greater Dublin region

Progress achieved in 2019:

- Conducted a comprehensive round of stakeholder engagement meetings with social and primary care services in Community Health Organisations (CHO) 7 and 9
- Extension of Children's disability service to receive referrals from CHO 7 and 9
- There were 19 new referrals received for children's disability respite care
- Collaboration with disability managers in CHO 6 to establish a central respite referrals committee for the region

Impact:

- 11 of the 19 new referrals were accepted to the service. This represented an increase in accepted referrals compared to 2018 of over 200%

Goals and Milestones planned for 2020:

- Develop and publish a Model of Care for Children's Complex Disability Respite Services
- Develop and publish information leaflets outlining LauraLynn services for health care professionals and families
- Explore family support needs and develop a plan to meet this growing demand

Objective 1.4

- i. Provide an exemplar disability residential service, in an appropriate setting, to the adults in LauraLynn's care

Progress achieved in 2019:

- Commitment from the Board of Directors to fund a Discovery Coordinator position
- Establishment of a project team to manage the discovery project
- Service Reform Funding (SRF) secured through Genio to support training and development for the adult disability discovery project

Impact:

- The initial discovery project planning has started the process of challenging existing mind-sets and to nurture new ways of thinking

Goals and Milestones planned for 2020:

- Recruitment of Discovery Coordinator
- Training for staff on Social Role Valorisation (SRV) and Supported Self Directed Living (SSDL)
- Discovery process to commence with LauraLynn's adult residents

Strategic Goal 2

RESEARCH AND EDUCATION

Build LauraLynn research and education capabilities through innovation and collaboration, nationally and internationally

Objective

- i. Devise and implement a research strategy that informs and guides the development and delivery of services
- ii. Collaborate with third level institutions (TLIs) and other external stakeholders to provide education and knowledge transfer in children's palliative care, complex care and complex disabilities

Progress achieved in 2019:

- Research Strategy developed, including a 2-year implementation plan
- LauraLynn Children's Palliative care (CPC) professional education programme launched in August
- Graduate Clinical placements facilitated by LauraLynn:
 - 17 undergraduates and 3 postgraduates were facilitated in Children's Palliative Care (CPC) services; and
 - 12 undergraduates and 12 postgraduates were facilitated the in Disability Care (DC) services
- LauraLynn co-chaired the 4th international Children's Palliative Care (CPC) conference in NUIG in November

Impact:

- There were over 50 attendees at each of the professional education days held in September and November. This helps LauraLynn upskill Health Care Professionals (HCPs) in its specialist cases and expertise
- 94% of both undergraduate and postgraduate students stated that the placement in LauraLynn CPC and DC services had contributed to their learning

Goals and Milestones planned for 2020:

- Complete an evaluation of the published LauraLynn Model of Care for Children's Palliative Care and to implement the recommendations
- 'Research Prioritisation' workshop facilitated by the All Ireland Institute of Hospice and Palliative care (AIHPC) in January
- Research assistant to be recruited in Q2 2020
- Development of Research newsletter and section on LauraLynn website
- Complete the development of the LauraLynn educational pathway





“

Love of Learning is one of our character strengths, attributed to LauraLynn's value of Excellence. Our approach to Learning & Development is tailored towards enabling each individual in our community to be their personal and professional best. We do this by challenging mindsets, encouraging meaningful discussion, opening new avenues of possibility and promoting excellence using creative, innovative strategies to challenge, support and stretch learner abilities.

Amanda Vaughan
Learning & Development

Strategic Goal 3

POLICY AND ADVOCACY

Play a leading role in influencing the policy landscape and advocating on behalf of those LauraLynn supports

Objective

- i. Devise an organisational advocacy strategy informed by research and the needs of LauraLynn's families
- ii. Develop a Communication and Engagement strategy to:
 - a. Increase awareness and understanding of the vision and mission; and
 - b. Strengthen stakeholder relations
- iii. Build LauraLynn's external profile with relevant stakeholders to establish LauraLynn's reputation as a credible sector leader
- iv. Collaborate with like-minded third parties on relevant campaigns and submissions to government, policymakers, the HSE and others who have the power to implement change

Progress achieved in 2019:

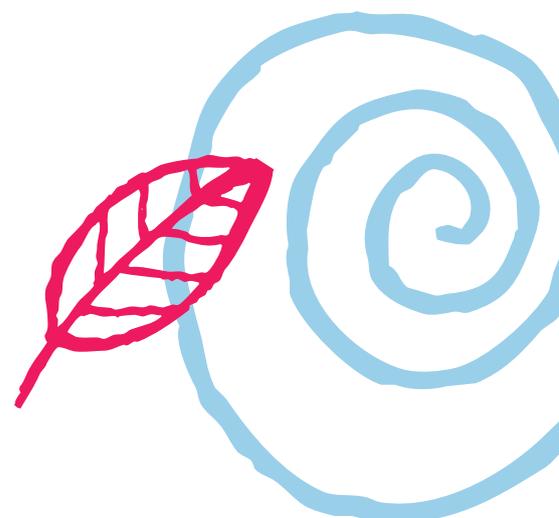
- Communications Strategy completed with focus on building reputation and awareness with healthcare professionals and the public
- Brand refresh completed and new website launched with improved functionality
- Board approval to engage a consultant to develop an advocacy strategy for LauraLynn
- LauraLynn was shortlisted for the Charity Impact Awards

Impact:

- LauraLynn's profile and brand awareness increased amongst public and professional stakeholders:
 - 54% increase in total media exposure compared to 2018
 - LauraLynn announced two new ambassadors – Irish rugby internationals Fiona Coughlan and Garry Ringrose
 - The redesigned website resulted in greater online activity and engagement with LauraLynn, with an increase in people accessing the website using mobile devices and signing up to LauraLynn newsletters

Goals and Milestones planned for 2020:

- Develop and implement an annual communications action plan
- Development of advocacy strategy and implementation plan for LauraLynn



Strategic Goal 4

PEOPLE

Be a great place to work, which is appropriately resourced and where staff and volunteers feel valued and proud

Objective

- i. Develop a comprehensive workforce plan for staff and volunteers, to attract and retain the best talent to meet future service needs
- ii. Create a learning environment that facilitates the development of high performing teams across the organisation
- iii. Become an employer of choice by providing a positive workplace environment that:
 - Promotes resilience, health and well-being of staff and volunteers;
 - Recognises the contributions of all; and
 - Offers professional and career progression opportunities.
- iv. Develop the capabilities and capacity to deliver effective leadership at all levels in the organisation

Progress achieved in 2019:

- Staff Satisfaction survey conducted in October
 - Online survey with a 68% response rate
 - Feedback on results given to staff in December
- Wellbeing at work programme rolled out

Impact:

- In addition to the general improvement to the health and wellbeing of the staff in LauraLynn, the Wellbeing at work programme has resulted in greater interaction at staff and department level across the organisation

Goals and Milestones planned for 2020:

- Staff Survey Focus groups sessions (Q1) to provide feedback and recommendations to be implemented
- Identify and agree roadmap for Learning and Development practices
- Define core competencies and values for all clinical and non-clinical roles in LauraLynn
- Development of the Moodle learning portal for online training modules



Strategic Goal 5

FUNDING

Develop a funding strategy to ensure sustainability and to support LauraLynn's future direction

Objective

Refine LauraLynn's funding strategy and identify the funding requirements to support the future direction with an emphasis on the following:

- i. Secure statutory funding for all core services - children's palliative care, complex care and disability services
- ii. Building diversified funding streams
- iii. Provide and demonstrate impact to funders

Progress achieved in 2019:

- Strategy Budget for 2020 developed
- Fundraising strategy devised and an implementation plan developed
- Key roles identified in the Fundraising strategy recruited in the major giving, community and corporate sections
- A business case for funding of the hospice service was submitted to the HSE for the first time
- Review of existing financial software and management information. New Chart of Accounts (COA) were signed off in Q4

Impact:

- There was a 16% increase in fundraising revenue in 2019 and the number of committed givers increased by 33% in 2019
- A Data Analytics Manager joined the fundraising team in Q4. This will improve LauraLynn's ability to demonstrate impact to funders

Goals and Milestones planned for 2020:

- To increase fundraising revenue by 20% in 2020
- Review of the current CRM (Customer Relationship Management) system and internal processes
- Update the business case on funding for the hospice for submission to the HSE in 2020



Strategic Goal 6

GOVERNANCE AND ORGANISATION

Develop a responsive organisation that is governed and managed in line with best practice

Objective

To develop LauraLynn's governance and organisational structures to deliver all aspects of its strategic plan:

- i. Ensure the organisation is governed and managed in accordance with best practice and compliance with all legal and regulatory requirements
- ii. Maintain LauraLynn's culture of clinical excellence, quality and risk management as it continues to grow services and pioneer the development of accreditation standards for children's hospice care in Ireland
- iii. Develop a robust ICT strategy that enhances digital capabilities, including the provision of timely management information and analytics

Progress achieved in 2019:

- LauraLynn won the 'Best Governance Improvement Initiative' at the Good Governance Awards
- The Executive management team (EMT) held two workshops on Teambuilding and Effective Leadership in 2019
- Review of all HSE Governance requirements for Section 38 Agencies and Charity Regulator governance codes commenced

Impact:

- Demonstrating that LauraLynn is a responsive organisation that is governed and managed in line with best practice is a priority of the Board
- Demonstrating a robust governance processes is essential for assuring prospective and existing donors and funders

Goals and Milestones planned for 2020:

- Commence the Accreditation programme for the children's hospice
- Complete Compliance Databases to demonstrate compliance with HSE Governance and Charities Governance Codes in 2020
- Develop a LauraLynn Corporate Procurement Plan and contracts database
- Develop an ICT strategy





Strategy

Challenges and Corrective Actions

Recruitment and retention of skilled staff in the current environment is a major challenge for the organisation especially for nursing and other health and social care professionals. LauraLynn continues to be proactive in its recruitment and retention practices such as the development of the Wellbeing Programme to improve the work life balance for staff in LauraLynn.

LauraLynn is committed to improving digital access to IT systems and work data for staff as a number of LauraLynn's services including nursing care is provided in the community.

In response to the challenge of expanding the current donor base, LauraLynn has developed a fundraising strategy which has given the organisation a clear plan to create a more sustainable fundraising mix over the coming years. LauraLynn continues to advocate strongly for state funding of its services.

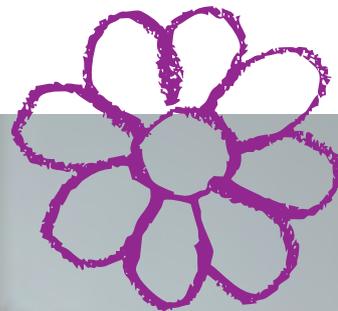
As part of the project management of the Strategic Plan, LauraLynn has a comprehensive risk register which monitors all risks relating to strategy, rates their potential impact and outlines control measures and corrective actions that are put in place to mitigate against their effect.

Disability Services

The Disability Services underwent an un-announced thematic inspection from HIQA on 18 July 2019. The purpose of the inspection was to drive quality improvement. Overall, the inspector found it was clearly demonstrated that residents received a high standard of support and person-centred care, and that the culture of the service was one that supported a homely and happy environment. The service was judged to be substantially compliant and a quality improvement action plan has been implemented.

Continuous improvement in service delivery continues to be a cornerstone of LauraLynn's commitment to high quality care. In 2019, the team implemented and presented externally on the development of an Epilepsy Care Passport for children, the development of a buddy programme for adults with complex disabilities and developed a Rights Committee pathway and process including membership for the committee to commence its work in 2020.

In addition, the team in the children's service carried out a review of the procedures for supporting children with complex disabilities access to respite services. This resulted in the implementation of a revised respite referral and admission pathway which includes a new respite referrals form and new Holistic Needs Assessment tool for referrals.



LauraLynn has always been there for us, especially through the tough times when we needed their support the most. Sophia is so happy to spend time there.

Joan
Mum of Sophia

“



Disability Services

Hazel House

Hazel House is a residential and respite care service for children with complex disabilities and high medical needs. In line with public policy, the service is no longer accepting residential admissions however, the service is still accepting new respite referrals from the greater Dublin area.

In total, Hazel House has a maximum occupancy of seven children at any time. Families availing of Hazel House in 2019 received an allocation of, on average, 24 nights' respite. With increased capacity mid-year, due to the successful support of a child to transition from long term care to home and the extension of remit to the greater Dublin area, a total of 36 children and families availed of the children's disability respite service, up from 26 families in 2018.

The ages of children availing of the respite service ages ranged between 1 and 9 years (20 children) and from 10 to 17 years (16 children). There were two children aged 16 years or over who received support in preparation for transition through the LauraLynn transition programme.

Six trained volunteers support the team in Hazel House in delivering a fun and interactive programme of activities such as sensory storytelling and play. Three volunteers are dedicated 'Buddies' to children in the service, with the goal of increasing engagement and socialisation.



36

Families avail of
Hazel House



Disability Services

Willow View

Willow View is a residential disability care service for adults with severe to profound intellectual and physical disabilities, providing the high level of support the residents require.

Willow View is home to 7 adults – 4 women and 3 men - who have been in the care of The Children's Sunshine Home since they were children.

All the adults attend a day service during the week, therefore most planned activities and outings take place over the weekend. These include; participating in Special Olympics, attending concerts and gigs, horse riding, swimming, walks in the park, cinema, bowling and many more fun-filled activities.

A team of 13 trained volunteers support the staff in Willow View in delivering a stimulating and enjoyable programme of activities such as sensory storytelling and music time. 4 volunteers are dedicated 'Buddies' to adults in the service, with the goal of increasing their engagement and socialisation.

Willow View is home to

7 Adults



3



4

Disability Services Priorities for

2020

- To develop and implement a Model of Care for Children's Complex Disability Respite Services
- To commence a 'Discovery' process with adult residents to identify what are their desires and what supports the need to live the best possible life that they can
- Commence 'Rights Committee' work for the adults in residence





“

Every day Máirtín & I thank God Niall is where he is and getting such good care and attention. The team in Willow View have adapted to challenges extremely well to ensure Niall is in a very secure and comfortable environment. We are happy and it has exceeded our expectations.

Mary

Mum of Willow View Resident Niall



Hospice Services

LauraLynn Hospice Service provides specialised palliative care to children with life-limiting conditions from across Ireland, as well as support to their whole family. It also offers a range of bereavement care, support and events to families after the death of their child. The hospice service is predominantly dependent on fundraising income (via the Trust) to cover operational costs.

Demand for the hospice service remained high and in line with 2018 figures. In total, 274 families from 25 counties across Ireland availed of LauraLynn's services. Of these, 209 children with life-limiting conditions and their families received care from the hospice while a further 65 families availed of bereavement care, support and activities.

There were 55 new children accepted to the service in 2019 (2018: 53). The main source of referrals were from Clinical Nurse Coordinators (55%), Clinical Nurse Specialists/Public Health Nurses (17%), Consultants (17%) and Social Workers (8%).

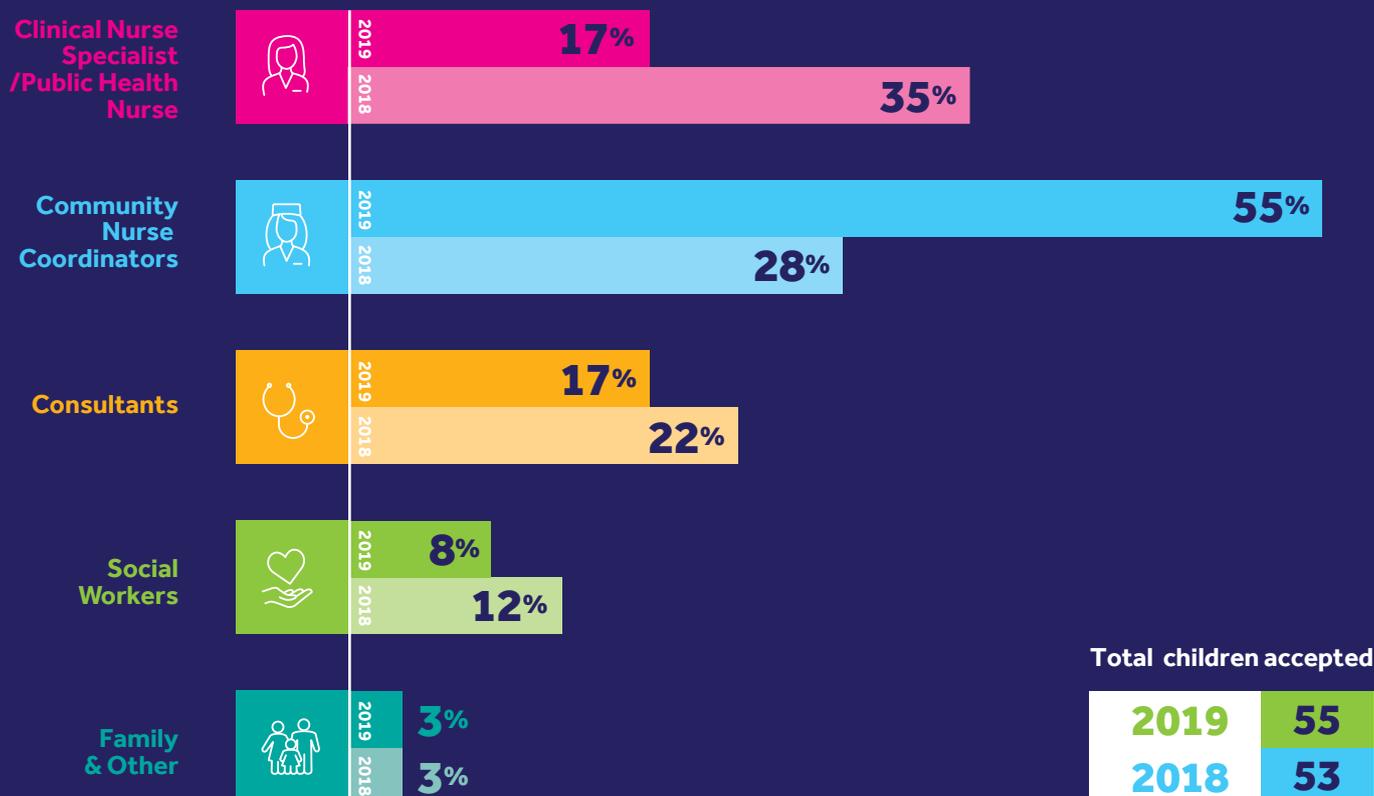
Children using the hospice vary in age, from new-born to 17 years old. 2019 demographics showed 150 children were aged 0–9 years of age, while 59 were aged 10–17

years of age. LauraLynn's growing transition programme graduated 8 service users who reached the age of 18 years, and supported an additional 13 children aged over 16 in their preparation for transition to adult services.

Families receive an annual allocation of 15 nights planned short stays as part of their individualised care plan. This year, a total of 1,442 short stay nights were availed of by families, with 390 nights outside of the annual allocation (i.e. for crisis care, symptom management or end-of-life care).

In 2019, there were 3 families in the hospice with more than one child needing LauraLynn's care (2018: 2 families), while 53 families have been availing of the hospice service for more than 4 years (2018: 63 families).

Source of referrals



Hospice Services

End-of-Life and Bereavement Support

Sadly, 52 children in the service died in 2019 (2018: 35), 50% of whom died in the community. This is the highest number of LauraLynn hospice service user deaths recorded in one calendar year. In collaboration with other service providers, LauraLynn continues to support families of children at end-of-life through hands-on nursing care, family support and memory-making activities in their location of choice – hospice, hospital or home. All 52 families received support from members of LauraLynn's bereavement team.

An additional 100 families were in contact with the bereavement team through attendance at memorial services or in receipt of memorial cards etc.

LauraLynn@Home (Community-Based Service Provision)

As increasing community-based service provision remains a key strategic objective for LauraLynn, the service conducted a major review in 2019 of its community service provision. LauraLynn is now working through an action plan arising from that review that aims to improve efficiencies in service delivery and cost savings.

The LauraLynn@Home team facilitated 529 visits to families in the community. Of these, 392 (74%) were planned/reserve short breaks in the family home, while 24 (5%) were hospital visits. A further 43 (8%) were memory-making visits; 27 (5%) were to provide end-of-life care in the home and an additional 32 visits (6%) were to provide bereavement support.

LauraLynn's Music and Occupational Therapists also provide joint therapy sessions as part of the community-based service delivery that LauraLynn offers. In 2019, 19 families were referred for this therapeutic work, with 14 children, 16 parents/relatives and 14 siblings also availing of the support.

Family Camps

Lauralynn's three-day residential Family Camps present an opportunity for the child, parents and siblings to experience a true family holiday together, with support from the LauraLynn dedicated nursing and multidisciplinary teams.

Staying onsite or provided with hotel accommodation nearby, families experience a range of fun-filled bespoke activities arranged by the LauraLynn team, all of which offer the opportunity to create lasting bonds and friendships with families in similar situations. Parent sessions, led by LauraLynn's resident psychologist and social worker, offer a safe space for acknowledgement of the challenges of caring for a child with life-limiting conditions.

LauraLynn hosted three family camps in 2019, catering to a total of 11 families. Also in attendance were 22 parents/grandparents, and a further 21 siblings participated.



Hospice Services

Family Support and Sibling Activity

Therapeutic Family Support work offers a family-centred intervention which identifies and dynamically adapts to the changing needs of the child and family as they move through the stages of their child's palliative condition. Family sessions provide a framework built around creative mediums in which the family can come back from the medical focus of their child's needs and reconnect with each other in a more personal way. On a therapeutic level the relationship established between both therapists and the family also offers opportunity for the family to safely explore and process their grief and loss and be supported in adjusting and re-adjusting to their child's uncertain journey.

Sunny Days Parent & Child Programme

The Family Support team held a 'Sunny Day's Parent & Child Programme' supported by Music therapy, Occupational therapy, Play therapy, Physiotherapy, Nursing, Volunteers and Administration over a six-week period (May to June 2019). Five families attended the sessions. Sessions were open to siblings and extended family members with grandparents, mums and dads and toddlers/young children attending on a number

of sessions. The aim of the programme was to offer community supports to families of children referred to LauraLynn, who are not yet availing of preschool/school services.

The families could access advice/support from family support team members in relation to their child's palliative care needs. The programme also aimed to facilitate opportunities for shared meaningful interaction between parents and their child and other group members using the mediums of music and play, adapted to suit each child's needs.

Meaningful Activity Group

Occupational, Music and Play Therapists also continued to collaborate on a 'Meaningful Activity Group' which was first introduced in 2018. This group is offered three times per week to the children who attend LauraLynn House for short breaks. It facilitates structured music and sensory play activities that supports peer interactions of children staying together in LauraLynn House. In 2019, 44 groups were hosted, with a total of 159 children in attendance. 2019 noted a marked increase in the number of parents/relatives (20) and siblings (8) that also attended the sessions.







“

Without LauraLynn I wouldn't be able to keep caring for my son at home, it is a magical place he can go and do fun things while having his needs met. I can have a break and breathe. Without your support, LauraLynn wouldn't be able to keep providing the love and care for the children and provide the break for families that is truly needed, thank you for caring the smallest donation goes a long way.

Kate
Mum of Jack

Hospice Services

Publication of LauraLynn's Model of Care

It was with great pride that the LauraLynn Model of Care for Children's Palliative Care was published in 2019. This acts as a standard of care guide in LauraLynn and will also serve to inform policy and service development both internally and nationally. Brochures for families and professionals clearly outlining LauraLynn's services were published and a roadshow to all key stakeholders on the Model of Care is due to commence in 2020.

Project 5 Star

LauraLynn aspires to provide a 'home-away-from-home' for families in its care. The hospice facilitates parents who choose to stay on site during their child's short breaks in its upstairs four-bedroom family accommodation. A communal family living and kitchen space is also available for use during their stay.

LauraLynn's aim is to ensure that parents attending the service can feel comfortable and relaxed during their short break stays, secure in the knowledge that their child is being safely cared for by the LauraLynn expert nursing and care team.

In 2019, LauraLynn sought to upgrade its family accommodation, striving to add a touch of luxury to the area and make it a more functional space, adding features such as a quiet reading space, new bathrooms, soft furnishings and decor. The scope of the project extended to an aesthetic upgrade of the Butterfly Suite, and LauraLynn House staff room.

Partnering with interior designer Belinda Rohan (Rohan Interiors) and Malmac Construction, who engaged in fundraising activities so they could generously provide their products and services completely free of charge, this renovation project (Project 5 Star) was commenced in October 2019 and was completed in January 2020.

Hospice Services Priorities for

2020

- Further development and expansion of LauraLynn's community service provision
- Road show of Model of Care
- Revision of bed management processes to ensure optimal occupancy and equity of access to services
- Construction of a memorial tree to commemorate all children who have died in LauraLynn's care
- Commencement of Annual Review and Discharge Process



Service Innovation

Launch of Intermediate Care Pilot

In keeping with LauraLynn's strategic objective to grow its community of care to include support for children with complex medical needs, a six-month pilot project commenced in July 2019 in collaboration with Children's Health Ireland (CHI).

Utilising existing bed capacity in the hospice, a child who had been resident in an acute children's hospital for almost three years was transferred to LauraLynn. Over the course of the following six months, hospice staff provided hands on nursing care, family support and social services for the child, dramatically improving the child's overall quality of life.

Intensive interagency collaboration was coordinated, which resulted in the identification of a host family for the child, facilitation of attendance at school for the child, and the coordination of a plan for ultimate discharge to the community (scheduled for 7 February 2020). Host family education and training was also carried out by hospice staff.

Prior to commencing the pilot, a business case for the development of a stand-alone intermediate care service at LauraLynn was submitted to the HSE for consideration in June 2019.

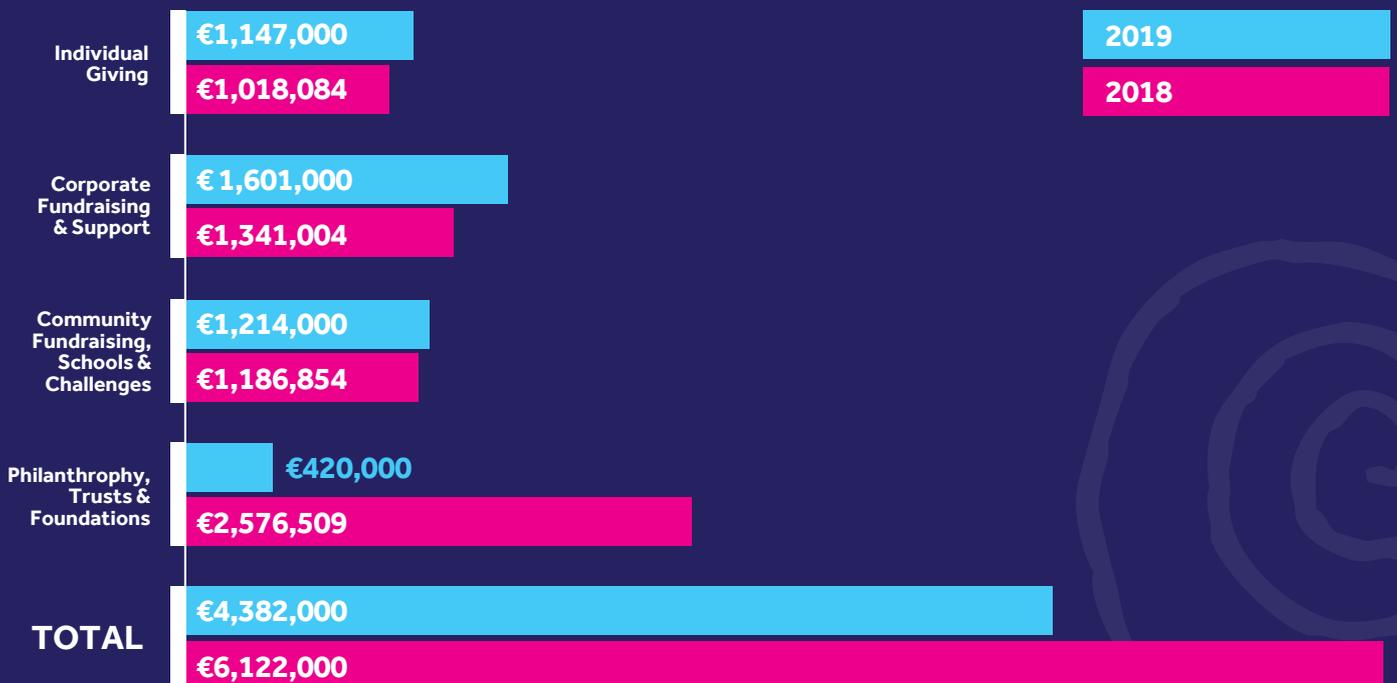


Fundraising

LauraLynn, through the Trust, raises income from individuals, companies, organisations and community fundraisers to enable the operation of LauraLynn's Hospice Service, helping to support some of the most vulnerable children and families in Ireland. Thanks to their continued generosity, in 2019 LauraLynn raised a

total of €4.38m. This represents a 28% reduction on the total amount raised in 2018 (€6.12m). Excluding the one off donation of €2.4m from the Immigrant Investment Programme (IIP) received in 2018, this represents an 18% increase on 2018.

How LauraLynn Raised Funds in 2018 and 2019





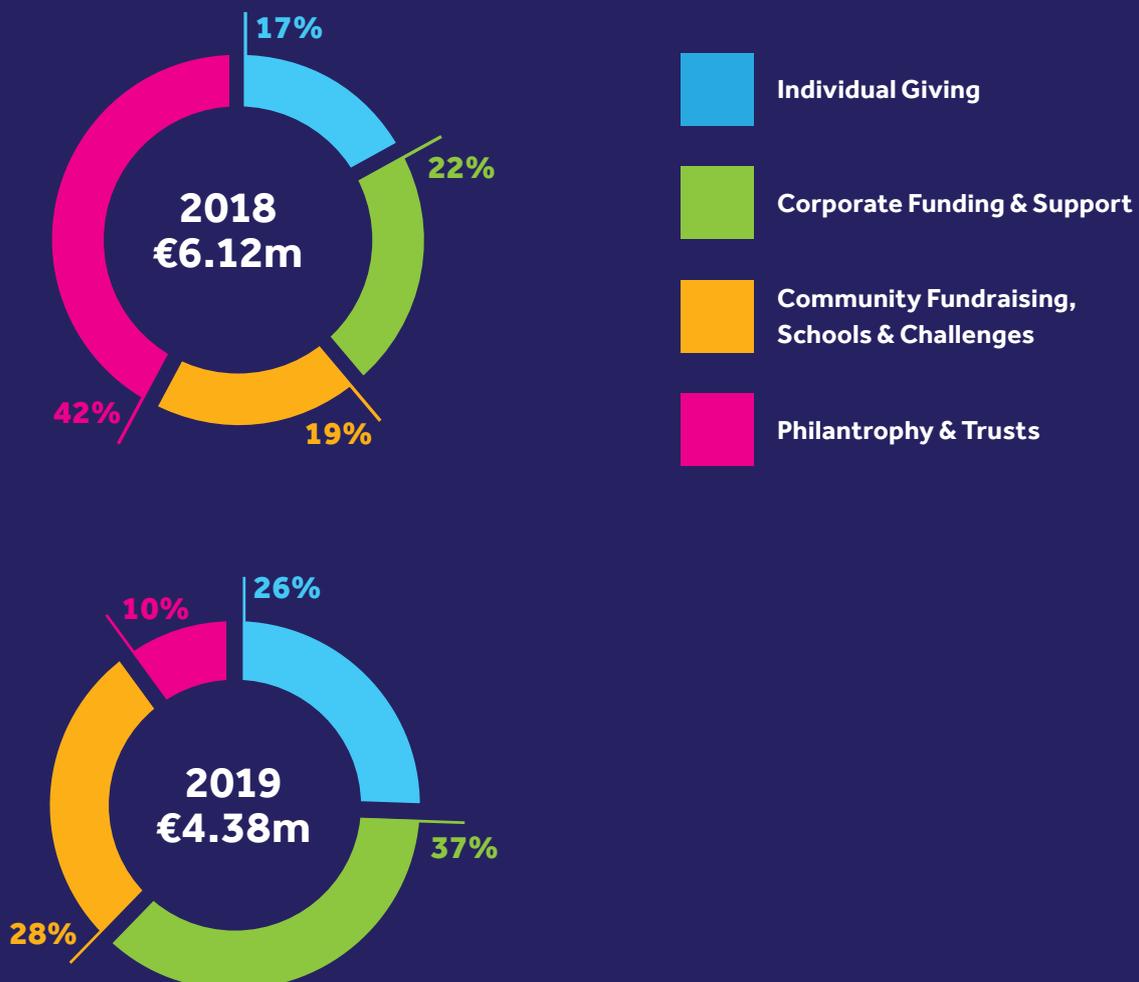
Fundraising

2019 was an exciting year for fundraising, as a new fundraising strategy was developed to support the overall organisational strategy to increase sustainable income to meet the annual operating costs of the LauraLynn hospice service. A strategy to grow income through legacy giving was put in place in 2019. As a young charity, legacy income has only been a very small part of annual revenues. Last year, saw an increase in legacy income, a direct result of the increased promotion on legacy giving compared to previous years. This is a trend that is hoped will continue.

Regular Giving continues to be a vital component in delivering sustainable income. In 2019, LauraLynn engaged with supporters through door to door activity, TV and digital media campaigns to increase its number of monthly donors. LauraLynn is really grateful to those who committed to help to provide the organisation with a secure foundation to invest and deliver a community of care into the future.

During the year LauraLynn increased and customised its communications with existing and new cash supporters and mail appeals were delivered using an integrated approach across all media. This allowed LauraLynn to reach a wider audience of potential supporters and increase overall income.

How LauraLynn Raised Funds in 2018 and 2019, as a percentage of the total



When I visited LauraLynn at the Open Day in September... I was impacted most by how much LauraLynn meant to both the child and the family of the child... it really demonstrated the level of detail & care LauraLynn provide.

Any fundraisers big or small are helping to provide services to families in need which are priceless to them. I was also surprised at how many specialised staff work on site and are at hand to support the families.

Keep up the amazing work!

LauraLynn Corporate Supporter

“



Fundraising

Yet again, the **Business Community** made a huge impact on LauraLynn in 2019. With 718 companies contributing a total of €1.6m it was an incredible year, with LauraLynn feeling the full weight of the power of friends in companies across Ireland.

Not only did LauraLynn benefit from staff-led fundraising and corporate donations, it also has wonderful support from corporate volunteers. In 2019, LauraLynn welcomed 214 corporate volunteers who helped on site and at fundraising events. The volunteers most certainly represent the truth of the quote *"volunteers do not necessarily have the time; they just have the heart"*.

The LauraLynn annual Heroes Ball was another huge success in 2019. Net Funds raised grew from €108,411 in 2018 to €156,535 due to increased sponsorship and a very successful auction on the night.

Community Fundraising brought in over €1.2m in 2019 from hundreds of events with everything from bake sales, jumping out of planes and a whacky and wonderful Animation Festival. Fundraisers walked, jogged and ran over 63,000kms, climbed over 100,000 feet and cut off over 11.8 metres of hair. The Dublin Marathon was a great success with 32 runners taking part for LauraLynn and the Women's Mini Marathon saw a big increase with 534 participants this year. Overall, fitness challenges were on the rise.

LauraLynn introduced its first virtual event, titled '100K' in November. This challenge saw over 400 people running, jogging or walking 100 kilometres during November for LauraLynn. 300 of these set up a Facebook Fundraiser account and asked friends and families to donate towards their fitness journey. This group of fundraisers raised €96,916 for LauraLynn in 2019.

Direct expenditure on 'fundraising, events and related merchandise' increased from €285,267 in 2018 to €604,041 in 2019. This increase was primarily driven by the recommencement of Door to Door campaigning and a TV campaign to grow the pool of regular monthly donors, and increase sustainable revenue in line with the strategic plan. LauraLynn will continue to focus on Door to Door activity again in 2020 in order to extend LauraLynn's reach and awareness to both families that might need hospice services and also to the general public who might be interested in supporting LauraLynn. This is a much needed investment if the organisation is to grow in line with the strategic plan and expand services across the country in the future.





Communication & Awareness

Market Research

With the generous support of Kantar Millward Brown, LauraLynn carried out market research to establish a baseline measurement of awareness levels of LauraLynn amongst the public. Our goal is to repeat the research at the mid and endpoint of our strategic plan to measure the impact of our strategic communications activities during the course of the strategy.

The research found that awareness is highest in Connacht/Ulster and Dublin, while 'respite', 'hospice care in-the-home' and 'end-of-life' care are the best known of LauraLynn's services.

Collaborations

We continued our partnership with Ireland AM/Virgin Television during national Children's Hospice week this year, raising awareness and funds throughout the week with the highlight being a live outside broadcast from our gardens. We are grateful for Ireland AM's ongoing commitment to raising vital funds and awareness for our special service.

Other successful collaborations this year included:

- Teaming up with the Gaelic Players Association on our digital #MomentsThatMatter campaign in May, with players from around Ireland posting and sharing videos and content with the goal of raising funds and public awareness
- Being an organising partner in the All Ireland Institute for Hospice & Palliative Care Providers (AIHPC) annual Palliative Care Week in September
- Taking an active role in the Legacy.ie Legacy Week in November

36%

National awareness of LauraLynn (prompted)

3.23

Average number of services known by those aware of LauraLynn

1 in 10

people's awareness of LauraLynn was because of a colleague's experience.

**Compassionate
Trustworthy
PROFESSIONAL**

– Words most associated with LauraLynn



Communication & Awareness

Brand Refresh

A brand refresh was conducted this year to modernise and update a number of brand system elements including font, tone, colour palate, messaging and support graphics. As part of the refresh new guidelines were developed, as well as a new Supporters Badge/Mark and distinct colour palettes for corporate and fundraising materials.

Website

Our website is often the first point of contact for donors, supporters, prospective employees and healthcare professionals. Therefore, our goal is that visitors should enjoy the best experience possible in accessing the information they require or making their donation. In 2019, we redesigned our website and improved our donation function, in line with our new branding guidelines. The new site was launched in September and resulted in increased traffic and engagement.



7.88%

increase in website traffic
during Sept to Dec 2019
versus same period
last year.



Communication & Awareness

Social Media

Social media communication is an integral and growing element of our outreach to those interested in our organisation. All LauraLynn platforms performed

well in terms of reach and engagement, with Facebook fundraising increasing significantly as a result of paid advertising campaigns.

Facebook



34,466 to 39,111
FOLLOWERS

NEW FOLLOWERS
IN 2019 **4,645**

IMPRESSIONS
IN 2019 **1,438,743**

USERS
ENGAGED **69,123**

Twitter



9,959 to 10,400
FOLLOWERS

NEW FOLLOWERS
IN 2019 **441**

IMPRESSIONS
IN 2019 **908,800**

ENGAGEMENT
RATE **1.4%**

Instagram



3,850 to 5,341
FOLLOWERS

NEW FOLLOWERS
IN 2019 **1,491**

IMPRESSIONS
IN 2019 **253,281**

TOTAL
ENGAGEMENT **14,918**

Linkedin



2,364 to 3,434
FOLLOWERS

NEW FOLLOWERS
IN 2019 **1,150**

IMPRESSIONS
IN 2019 **210,162**

ENGAGEMENT
RATE **6.07%**

AWARENESS

Total media exposure
increased by

54%

this year including:

print articles & mentions

<h1>19</h1>		<h1>190</h1>
national print		regional/local

radio interviews & mentions

<h1>19</h1>		<h1>300</h1>
national		regional/local

12

national tv interviews/segments.

We ran a three-week national radio
campaign in December with a reach of

1.2 million

listeners to raise awareness and
generate vital funds.

Influence

LauraLynn representatives
play an active role in influencing
and shaping policy, practice
and research in the areas of
children's palliative care and
complex disabilities. In total this
year, staff and volunteers

participated in

16

National Working
Groups/Committies

contributed

17

keynote/posters presentations
at specialist conferences
and events.

23

lecturing / speaking engagements
undertaken by LauraLynn staff.

People

2019 was an exciting year for staff and volunteers as it was the first year of the implementation of the LauraLynn 5-year strategic plan.

Staffing numbers grew from an average of 145 in 2018 to 153 in 2019. Together with over 170 registered volunteers there is a strong team at LauraLynn all dedicated to providing the best service possible.





“

LauraLynn is a happy and fun place where we celebrate life regardless of its time span by taking care of the whole family with great love and care. If I can bring a ray of sunshine to their difficult journey and give them a reason to smile, well that's my job well done.

Divya Smitha Mathew
Care Coordinator



Education and Training

Education and professional development is a critical component to ensuring that high quality of care continues to be provided at LauraLynn. Two Children's Palliative Care (CPC) education programmes were organised in 2019. In addition, three members of staff commenced a Post Graduate Programme in palliative care in 2019.

Mandatory training continues to play an important part for staff in maintaining their skills and knowledge. A new online self-check and booking system was introduced during the year making it easier for staff and managers to manage mandatory training requirements. In total during 2019 there were 66 classroom based mandatory training sessions organised.

In addition to mandatory training, a new corporate induction training programme was introduced for new staff. Work also commenced on the design and uploading of training courses and other material onto the redeveloped LauraLynn online learning hub.

The Performance Achievement Process, introduced in 2018, was reviewed and redesigned to assist staff in aligning their annual goals to the overall organisation goals identified in the LauraLynn Strategic Plan.

Also in 2019, a staff satisfaction survey was carried out. Over 90 staff completed the online questionnaire (68% response rate). Feedback from staff was positive overall, however, there is always room for improvement.

Wellbeing at Work Programme

2019 also saw the launch of the LauraLynn Wellbeing at Work programme. A committee was formed and a selection of staff supports and wellbeing events were organised. Some of these included:

- 5 guest speakers including talks on sleep, nutrition and stress
- 12 mindfulness classes
- 5 Schwartz rounds
- Celebration of all varied nationalities that exist at LauraLynn
- A number of sporting events including the very popular step challenge



Volunteer Programme

Volunteers continue to play a crucial role in the day to day operations of LauraLynn. LauraLynn is hugely grateful to each and every one of the 171 registered volunteers who support both the hospice and disability services every day.

A total of 115 volunteers actively supported LauraLynn across a range of 12 volunteer roles in 2019. Together they donated over 6,400 hours of their time.

Volunteers take on a variety of roles, sharing their skills and experience and enhance the service delivered to children, residents and families. The LauraLynn Buddy Programme is now fully embedded into the Disability Service with further developments and training planned for 2020. Other roles include Activity Assistants, Administration, Ambassadors, Complementary Therapy, Drivers, Fundraising, Housekeeping, Events, Maintenance/Facilities, Music and the LauraLynn Royal Family.

Volunteer of the Year Awards

LauraLynn held its first official Volunteer Appreciation Night in December to celebrate another successful year. In recognition of their dedication and contribution, LauraLynn proudly awarded 'LauraLynn Volunteer of the Year' awards to 6 of members of the team: Aisling Kennedy, Carol Murphy, Marion Holohan, Norman Fairweather, Richard Murphy and Sean Long. Collectively, they donated more than 1,500 hours of their time in 2019 alone.



115

active volunteers



12

volunteer roles



6,400

hours donated



“

I'm very very lucky to be a volunteer with LauraLynn. My great friend Jane and I go in with our guitars or ukulele and we play some songs and sing to the young people. I have to say the welcome we receive is just extraordinary, the look of sheer delight on the faces of the young people, particularly when we're singing something that is an old favourite, is just so enjoyable and such a joy and privilege to be there. We receive what we give back 100 fold, it is very special.

Mary McDaid,
LauraLynn Volunteer
(centre)



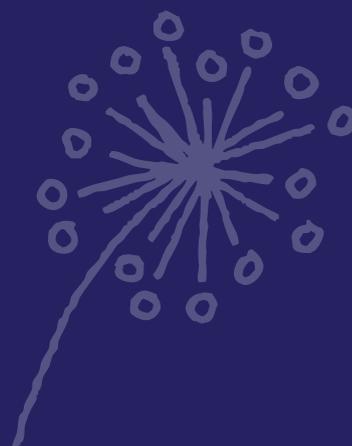
Volunteer Programme

Table 1: 2019 Volunteer Programme Stats

	2019	2018
New volunteers – joined in 2019	34	49
Total registered volunteers	171	184
Average age	44 years	43 years
Age range	19-81 years	
Gender – male	33	35
Gender – female	138	151
Total volunteer hours	6,410	5,600
Total volunteers active in 2019	115	127

Table 2: 2019 Dedicated Volunteers Per Unit

Service Area	2019
Hazel House	6
Willow View	13
LauraLynn Hospice	25
Drivers (All Units)	9



Financial Review

The consolidated financial statements comprise the results of The Children's Sunshine Home and CSH Childcare Services, together they are known as 'the Group'. CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home which controls the composition of its Board of Directors.

The consolidated statement of financial activities for the financial year ended 31 December 2019 and the consolidated balance sheet at that date are set out on pages 78 and 80, respectively. The net expenditure for the financial year, after depreciation, amounted to €45,541 (2018: net income €76,722).

Income

The two main sources of income are grants and funding from the HSE for The Children's Sunshine Home, and from the Trust for CSH Childcare Services. Table 3 below provides details of total income received by the Group since 2015.

Overall Group income has increased by 5% from €8.55m in 2015 to €8.76m in 2019.

Charitable Activities

Income received from charitable activities has reduced by €608,653 or 12% from €4.92m in 2015 to €4.32m in 2019. This is mainly as a result of reductions in Hospital Maintenance Service income received from €948,188 in 2015 to €193,362 in 2019. There is no further Hospital Maintenance Service income expected in 2020.

Funding from The Children's Sunshine Home Trust

The table below shows that since 2015 the funding from the Trust to CSH Childcare Services has increased significantly from €3m in 2015 to €4.32m in 2019, an increase of €1.28m. This is a reflection of the increased level of investment required to support the volume of services that need to be provided, and in particular support services. Increased funding from the Trust for the Hospice Service has also been required due to reductions in Hospital Services Maintenance income that was received in previous years by CSH Childcare Services (2015: €444,287, 2016: €402,110, 2017- 2019: €Nil).

Table 3: Group Income since 2015

	2015	2016	2017	2018	2019
	€000's	€000's	€000's	€000's	€000's
Charitable Activities:					
Revenue Grant from HSE	3,703	3,785	3,681	3,711	3,930
Hospital Services Maintenance Income	948	893	486	388	193
Superannuation Deductions	273	222	204	199	192
Subtotal	4,924	4,900	4,371	4,298	4,315
Funding from The Children's Sunshine Home Trust	3,035	3,279	3,613	4,030	4,316
Miscellaneous Income	203	68	58	74	77
Revenue/ Capital Grants	—	—	18	—	—
Gifts in Kind	388	256	236	304	268
Total Income	8,550	8,503	8,296	8,706	8,976

Financial Review

Table 4 below provides details of the Income received by LauraLynn overall in 2018 and 2019, incorporating the results of the three entities: The Children's Sunshine Home, CSH Childcare Services and The Children's

Sunshine Home Trust. Trust funding between entities (to CSH Childcare Services) is excluded from the table below.

Table 4: LauraLynn Income 2018 and 2019

	2018	2019	Change
	€000's	€000's	
Charitable Activities:			
Charitable Activities	4,298	4,316	0.4%
Fundraised Income	6,122	4,382	-28.4%
Other Income	91	250	174.7%
Gifts in Kind	304	268	-11.8%
Total Income	10,815	9,216	-14.8%
<i>Total Income (excluding 2018 IIP once off Donation of €2.4m)</i>	<i>8,415</i>	<i>9,216</i>	<i>9.5%</i>

Expenditure

Overall Group expenditure has increased by 6% from €8.49m in 2015 to €9.02m in 2019. Table 5 below provides details of total expenditure incurred by the Group since 2015.

Table 5: Group Expenditure since 2015

	2015	2016	2017	2018	2019
	€000's	€000's	€000's	€000's	€000's
Charitable Activities:					
Direct Care Pay	4,728	4,446	4,449	4,574	4,636
Support Costs Pay - Other	1,994	2,226	2,044	2,229	2,668
Support Costs - Non Pay	1,381	1,376	1,516	1,504	1,426
Depreciation	7	9	10	17	24
Subtotal	8,110	8,057	8,019	8,324	8,754
Value of Gifts in Kind expended	388	256	236	304	268
Total Expenditure	8,498	8,313	8,255	8,628	9,022

It cost the Group €9.02m in 2019 to operate the hospice and disability services, an increase of €392,918 or 5% on 2018 costs (€8.63m). This is largely due to significant increases mainly in the support pay costs in CSH Childcare Services to support the Hospice and resourcing in order to fulfil LauraLynn's strategic plan.

Financial Review

Table 6 below provides details of LauraLynn's overall expenditure in 2018 and 2019, incorporating the results of the three entities: The Children's Sunshine Home, CSH

Childcare Services and The Children's Sunshine Home Trust. Trust funding between entities (to CSH Childcare Services) is excluded from the table below.

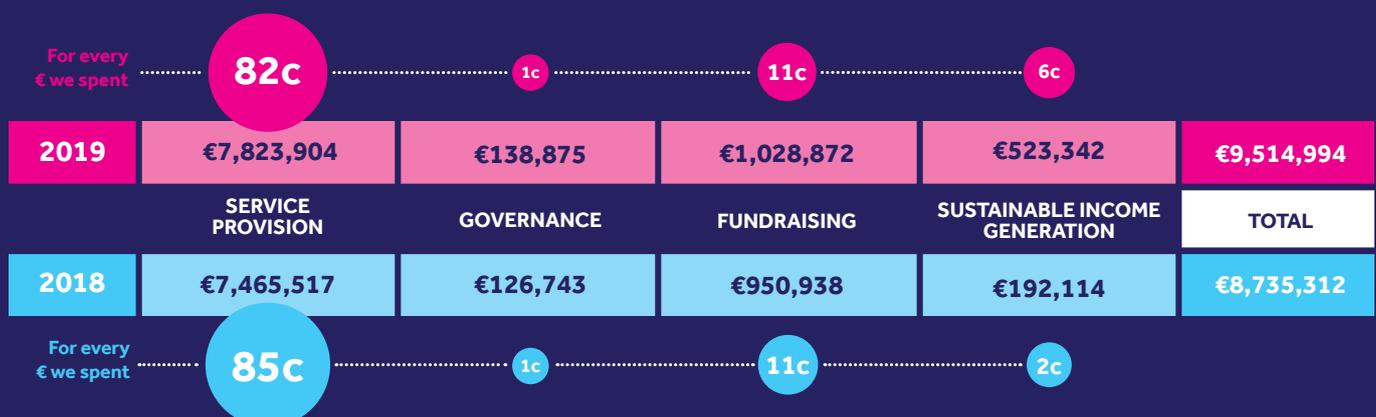
Table 6: LauraLynn Expenditure 2018 and 2019

	2018 €000's	2019 €000's	Change
Charitable Activities:			
Direct Care Pay	4,574	4,636	1.4%
Support Costs Pay - Other	2,229	2,668	19.7%
Support Costs - Non Pay	1,647	1,607	-2.4%
Depreciation & Amortisation	416	428	2.9%
Subtotal	8,866	9,339	5.3%
Direct Expenditure on Raising Funds	285	604	111.9%
Value of Gifts in Kind expended	304	268	-11.8%
Total Expenditure	9,455	10,211	8.0%
<i>Total Expenditure (excluding: depreciation and amortisation)</i>	<i>9,039</i>	<i>9,783</i>	<i>8.2%</i>

Total Expenditure has increased from 2018 to 2019 predominately as a result of increases in the support pay costs in CSH Childcare Services to support the Hospice, and resourcing in order to fulfil LauraLynn's strategic plan. Additionally, direct expenditure on 'fundraising, events

and related merchandise' increased from €285,267 in 2018 to €604,041 in 2019, due to the recommencement of Door to Door campaigning and a TV campaign to grow the pool of regular monthly donors, and increase sustainable revenue in line with the strategic plan.

Lauralynn Expenditure 2018 & 2019



NOTE: LauraLynn Expenditure presented above is per the financial statements and excludes any intercompany expenditure and non-cash items such as depreciation and gifts in kind

Financial Review

Funding

The HSE Revenue Grant is provided to fund the disability service for the children and young adults who avail of the respite and residential services. The Trust relies totally on fundraising from the general public, to enable it to provide funding for the hospice service.

The HSE continues to acknowledge that due to the essential nature of the hospice service, some of the nursing and direct care disability resources were applied to support that service. The HSE have indicated their continued commitment to assisting in identifying and securing a more sustainable source of funding for the hospice service.

In 2019, a business case was submitted to the HSE for funding of hospice services. This was the first submission to the HSE for direct funding for the Hospice service. Securing funding for 2020 was not successful, however

there have been subsequent conversations to progress the funding agenda and the business case will be updated for 2021 funding for the hospice for submission to the HSE in 2020.

LauraLynn recognises that the on-going support of the HSE and the goodwill of the general public are essential to maintaining its services. The directors are ever mindful of the trust that the general public place in them and are committed to ensuring that the governance and practices remain of the highest standards.

Funds Employed and Financial Position

LauraLynn's reserves are considered on an 'organisation wide' basis being The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.

Table 7: LauraLynn Reserves 2018 and 2019

	2018 €000's	2019 €000's
By Entity:		
The Children's Sunshine Home	303	270
CSH Childcare Services	26	13
The Children's Sunshine Home Trust	25,665	24,716
Total Reserves (restricted and unrestricted)	25,994	24,999
By Category:		
Tangible fixed assets	15,165	14,946
Intangible fixed assets	—	24
Cash	11,171	10,338
Net current liabilities	(342)	(309)
Total Reserves (restricted and unrestricted)	25,994	24,999

The Children's Sunshine Home is required to operate to a breakeven budget position under its funding agreement with the HSE and as such does not carry reserves.

CSH Childcare Services is dependent on Trust for funding. Funding is provided from a working capital / financial sustainability point of view, similar to The Children's Sunshine Home it also does not carry reserves.

Financial Review

LauraLynn Reserves Policy – The Children's Sunshine Home Trust

The purpose of the Reserves Policy of The Children's Sunshine Home Trust is to:

- i. Ensure the stability of the services provided by LauraLynn Ireland's Children's Hospice (LauraLynn), and to allow it to fulfil its mission statement;
- ii. Give confidence to stakeholders that the charity's finances are being managed and to also provide an indicator of future funding needs; and
- iii. Support the care of sick adults and children with life-limiting conditions by the provision of funding to the Children's Sunshine Home and CSH Childcare Services.

It is the Trust's policy to retain sufficient funds to safeguard the continuity of both the hospice and disability services, to enable LauraLynn to deliver its Strategy 2019-2023 and to also ensure that it can manage financial, governance and operational risk.

The Trust reviews the level of funds held periodically. The last review was carried out in December 2019 in conjunction with the approval of the 2020 budget and LauraLynn Strategy 2019-2023. At that time, it was agreed that the level of funds held was appropriate to ensure continuity of the services.

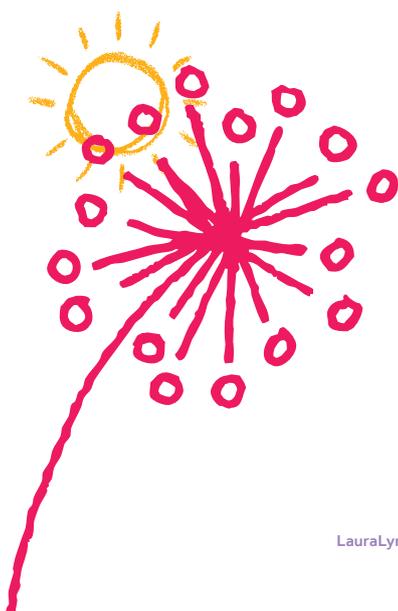
The Trust is dependent on voluntary contributions from the public for the continued funding of CSH Childcare Services for the hospice service. If all funding streams were to be withdrawn, both by the public and the HSE, the current unrestricted cash reserves (€9.72m) held by the Trust would enable both the disability and hospice services to continue for one year at the current level of spend.

The Board has reviewed the balance sheet of the Group, including reserves. With the continued support of the HSE and the Trust, the Board are confident that they can continue in operation into the foreseeable future.

LauraLynn Investment Policy – The Children's Sunshine Home Trust

The Trust seeks to produce the best financial return within an acceptable level of risk. As assets are expected to be spent over the next three to five years, capital preservation is of paramount importance. The primary mechanism for meeting this objective is to invest in fixed interest deposit accounts, spreading the total invested and limiting the amount invested with any individual financial institution. These financial institutions are reviewed by the trustees on a periodic basis.

The levels of these deposits are monitored to ensure that the Trust has sufficient liquid funds to meet operational cash flow and planned capital expenditure requirements. The investment return in the current year was in line with expectations having factored in the rates currently offered in the market. The existing Investment Policy will be reviewed in 2020.



Going Concern

At the balance sheet date, the Group had net current assets of €283,342 (2018: €328,883).

The Group is dependent on the HSE and the Trust to continue to fund its operations.

In assessing that the financial statements are prepared on a going concern basis, the directors have given due consideration to further cost savings, value improvement and fundraising initiatives. In addition, there are regular discussions with the HSE regarding the level of funding being provided to The Children's Sunshine Home and also funding for CSH Childcare Services.

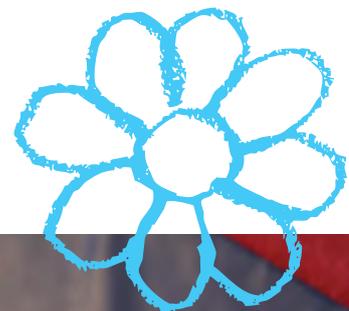
All of the hospice care is provided free of charge to families. CSH Childcare Services is entirely dependent on voluntary contributions from the Trust, for the continued funding of the hospice service. The trustees have indicated their willingness to continue to support the service.

Additional information is provided in the accounting policies, note 1, in the financial statements.

Risk and Uncertainties: COVID-19

In early March 2020, the COVID-19 virus was declared a global pandemic. The impact will continue, with nobody knowing for how long.

The directors have taken into consideration the existing and anticipated effects of the outbreak on the organisation's activities and finances in its assessment of the appropriateness of the use of the going concern basis. As the outbreak continues to evolve, it is difficult, at this time, to estimate the full extent and duration of the business and economic impact. Management will continue to carefully monitor the situation and evaluate its options during this time. No adjustments have been made to these financial statements as a result of this uncertainty.



Subsequent Events After the Balance Sheet Date

Since 31 December 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel plans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses world-wide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilise economic conditions.

Impact on the Charity Sector

The COVID-19 pandemic and the reaction to it has caused numerous operational issues for the charity sector including:

- the ability to fundraise, including events being postponed or direct debits/memberships cancelled by donors;
- access to beneficiaries and donors with social-distancing measures in place;
- staff sickness and absences;
- contingency plans considerations regarding employees (shorter working hours, redundancies, forced annual leave etc.);
- impact of high level of staff now working remotely, IT infrastructure and related supports; and
- procurement issues around the increased requirements of Personal Protective Equipment (PPE) and supplies for those operating in health care settings

Impact on LauraLynn

At this point in time the financial position and performance of the organisation has not been materially affected as result of COVID-19. The service continues to operate in a stable manner despite changes to working practices, and the postponement of all planned short family stays and respite care, which are as a result of Government restrictions. The continued generosity and support from the public and corporate donors has been overwhelming during these unprecedented times.

Management have carried out an assessment of the impact on the organisation including the current financial position, obligations due and funds necessary to maintain LauraLynn's operations. Estimated reductions in fundraised income as a direct result of COVID-19 are offset by the postponement or deferral of any non-essential or discretionary expenditure. Any remaining deficit in funding required to fund the hospice service will be met from cash reserves.

The directors have therefore assessed that, in light of committed funding from the HSE and The Children's Sunshine Home Trust for 2020, that the company will remain a going concern and that this is a non-adjustment subsequent event. Accordingly, the financial position and results of the operations as of and for the year ended 31 December 2019 have not been adjusted to reflect their impact. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the organisation for future periods.



Risk

LauraLynn's activities expose it to a number of risks including financial risk, operational risk and reputational risk. Risk registers are maintained and identify key risks and the controls that have been put in place to mitigate and manage these risks. Risks are monitored on an ongoing basis and reported on regularly throughout the year at Board, Board Sub-Committee and Executive Team meetings.

Financial risk

- LauraLynn is dependent on voluntary contributions from the Trust, for the continued funding of the hospice service (CSH Childcare Services). In turn, the Trustees are very much dependent on the generosity of businesses and the public. They remain vigilant with regards to the management and governance of both Trust assets and funds, and the management and use of the funds provided by it
- There is a dependence on the HSE for short, medium and long term funding of the disability service (The Children's Sunshine Home). There is a reasonable expectation that such funding will continue

Operational Risk

- The main operational risks centre on the consistent delivery of the quality of services provided to people in need of LauraLynn's care, for both the individual and the staff. These risks are addressed through appropriate systems and controls and reviewed on a regular basis

Reputational Risk

- As is the case with many other charities, LauraLynn's principal risk is reputational damage. LauraLynn functions as a healthcare organisation and therefore clinical risk is a prime area that could impact its reputation. Clinical risk is overseen by quality, risk and safety governance structures, which monitors and manages the disability and palliative care services, including clinical governance, clinical audit and infection control
- Additionally, failure to comply with applicable legislation, regulations and standards across a wide range of compliance areas could result in penalties, reputational harm and damage to relationships with clients, funders and donors. To mitigate this risk LauraLynn is a 'Triple Lock Member' of Charities Institute Ireland. 'Triple Lock Membership' provides assurances with regard to ethical fundraising, transparent reporting under Charities SORP (Statement of Recommended Practice) (FRS 102) and the principles of good governance



Risk

Risk Management

Risk is the effect of uncertainty on an individual's or service's objectives. It is measured in terms of consequences and likelihood. The process of risk management in LauraLynn involves a cycle of identifying risks, evaluating their potential consequences and determining the most effective methods of responding to them (i.e. of reducing the chances of them occurring and reducing the impact if they do occur). The risk management cycle is completed by a system of regular monitoring and reporting.

The escalation process for risks are as follows:

Internal:

Low Risks (ratings: 1 to 5):

- Managed locally by managers (support from Quality, Safety and Risk Department)
- Included on the local risk register
- Some risks which are low are included on the corporate register for regulatory requirements

Medium Risks (ratings: 6 to 12):

- If rated 9 or above the risk shall be discussed at the Risk Review meeting (clinical) or the Health and Safety Committee meeting (Non Clinical)
- Escalated to the Quality, Safety and Risk Manager
- Included onto the local risk register and corporate risk register

High Risks (ratings 15 to 25):

- If rated 15 or above the risk shall be included onto the local risk register and corporate risk register
- Escalated to the Quality, Safety and Risk Committee and Board of Directors

External

Where there is a risk which requires action from the HSE, the risk is escalated to the HSE Risk Manager (Dublin South East)/Head of Social Care CHO6). The HSE has to accept the risk in order for it to be included on the HSE Risk Register.

If an incident occurs within the Disability Service, LauraLynn follows its Incident reporting policy and is required to report these to the State Claims Agency under the National Incident Management System (NIMS).

Risk Assessments

Each child and adult in the hospice and disability services have risk assessments in place to ensure the service identify any risks and implement control measures identified to keep them safe. Risk assessments are also completed for social activities to ensure that each child and adult are able to carry out activities and fulfil their independence as much as possible. They are also completed for any activities and events that take place on the grounds of LauraLynn and externally.

In 2019, the organisation reviewed the risks assessment and adapted the format in line with the HSE's risk management policy. All staff in the organisation has received mandatory training on risk management and completing risk assessments.

Risk Registers

Risk registers provide managers with a high-level overview of the services' risks and risk status at a particular point in time and becomes a dynamic tool for the monitoring of actions to be taken to mitigate those risks. The risk registers are live documents and therefore are changed on a regular basis.

Currently there are four risk registers that are active in LauraLynn for the following areas: Corporate (organisation wide), Disabilities service, Hospice and Palliative Care service and the LauraLynn@Home community service.

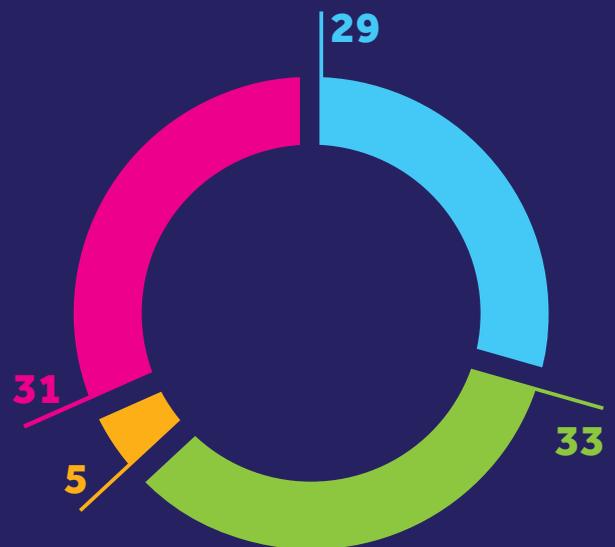
Each Executive Manager is responsible for their own area and implementing any additional actions, which are required. The risk registers are monitored, reviewed and updated as deemed necessary by necessary by the Quality, Safety and Risk Manager, and annually at a minimum.

The corporate risk register is a standing agenda at meetings of both the Quality, Safety and Risk Committee and Board of Directors, which take place on a bi-monthly basis. A report is produced and presented, detailing the organisation's top 5 high risks (with ratings from 15 to 25), any new updates including control measures and any additional measures required. Table 8 below provide a high-level overview of the corporate risk register in 2019.

Risk

Table 8: Corporate Risk Register 2019

Risk Level	Rating	Number
Low	2	13
	4	16
Medium	6	9
	8	4
	9	7
	10	1
	12	12
High	16	3
	20	2
Total Live Risks		67
Total Closed Risks		31
Overall Total		98



Complaints and Feedback

The organisation has an effective and comprehensive system in place for individuals to provide feedback. LauraLynn welcomes and encourages feedback from the people who access the service and commits to learn from the information it receives and to use the learning to inform continuous quality improvements in its services.

LauraLynn also has a legal responsibility to ensure that there is a system in place to record and investigate any feedback that is critical of the service and requires a response, and this is dealt with through the complaints policy. The organisation is committed to ensure that children/adults, their families and members of the public are aware of their rights throughout the complaints process.

Hospice Accreditation

One of the Governance and Organisation strategic objectives in Strategy 2019-2023 is to develop Children's Palliative Care quality standards, similar to standards that currently exist for the disability service (HIQA).

To achieve this, the objective is to successfully achieve external assurance of LauraLynn's clinical excellence and quality, and to develop accreditation standards for children's hospice care in Ireland. In 2019, a scoping exercise took place to explore international accreditation programmes as none are available in Ireland. The priority for 2020 is to tender for these services, following national procurement guidelines, and commence the accreditation programme.



Governing Document

Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee with no share capital. The Board and relevant Board Sub-Committees have been established in line with the Memorandum and Articles of Association.

Directors, Secretary and Management

Hospice Accreditation

The Children's Sunshine Home and CSH Childcare Services companies are governed by the same Board of Directors, who are all volunteers.

The trustees of the Children's Sunshine Home Trust are also Board members of The Children's Sunshine Home and CSH Childcare Services. The trustees have no beneficial interest in either The Children's Sunshine Home or its subsidiary, CSH Childcare Services.

The Board is ultimately responsible for governance, strategic direction, ethos and values. Additionally, the Board is responsible for ensuring that the organisation operates an appropriate system of financial control and complies with relevant laws and regulations.

The Board is supported by a Board Sub-Committee structure that deals effectively with specific aspects of the organisation's business and is chaired by a director. These committees consist of people who are experts in these areas and have relevant qualifications and experience. Each committee has clearly defined Terms of Reference. Members of the Executive Team attend the Sub-Committee meetings as required and report on their areas of expertise.

The directors and secretary, who served at any time during the financial year except as noted for appointments and resignations, were as follows:

Directors:

Niall McHugh
(Chairman)

Frances Fletcher
(resigned 29 November 2019)

Nicholas Quigley

Tony McPoland

Kevin Keating

Angie Kinane

Patricia Lawler

Dr Denise McDonald

Sandra O'Malley

Dr Fiona McElligott
(appointed 16 April 2019)

Rory Farrelly
(appointed 16 April 2019,
resigned 14 November 2019)

Secretary:

Ingrid Blake

Directors, Secretary and Management

Chief Executive Officer

In April 2020, following two years of exceptional leadership, Orla O'Brien stepped down from the CEO role. The directors would like to thank Orla for her dedication and accomplishments and wish her all the best in her future endeavours. Ingrid Blake, the Head of Finance will be taking up the role of interim CEO until a new CEO is in post.

The Board delegates operational responsibility for the day-to-day running of the services to the Chief Executive Officer (CEO). As Head of the Service, the CEO is accountable to the Board, but is not a member of the Board.

The Board appoints a CEO, recruited in accordance with the Public Service Management (Recruitment and Appointments) Act 2004. Appointment of the CEO is approved by the Board as supported by the Nominations, Remuneration and Corporate Governance Board Sub-Committee.

Recruitment, Induction and Training of Board Members:

Board and Board Sub-Committee Members

The Board, through the Nominations, Remuneration and Corporate Governance Board Sub-Committee, reviews its membership on a constant basis and ensures that vacancies are filled in a timely fashion and with the required skillset. An agreed recruitment process is followed which includes meeting with the Chairman of the Board, the CEO and/or Chair of the Nominations, Remuneration and Corporate Governance Board Sub-Committee.

Board and Board Sub-Committee members of LauraLynn are then co-opted by the Board following recommendation from the Nominations, Remuneration and Corporate Governance Committee in accordance with its Memorandum and Articles of Association and then approved at the following AGM.

Each director is appointed for a period of three years and is eligible for re-appointment for two further consecutive three year periods (maximum tenure: nine years).

The Board Sub-Committee structure is reviewed every three years by the Board. Internal reviews of the Board are carried out annually and external board reviews are carried out every three years, with the most recent review carried out in 2018. The results of the reviews are communicated to the Board and any recommendations subsequently implemented.

Chairman

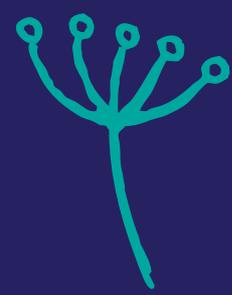
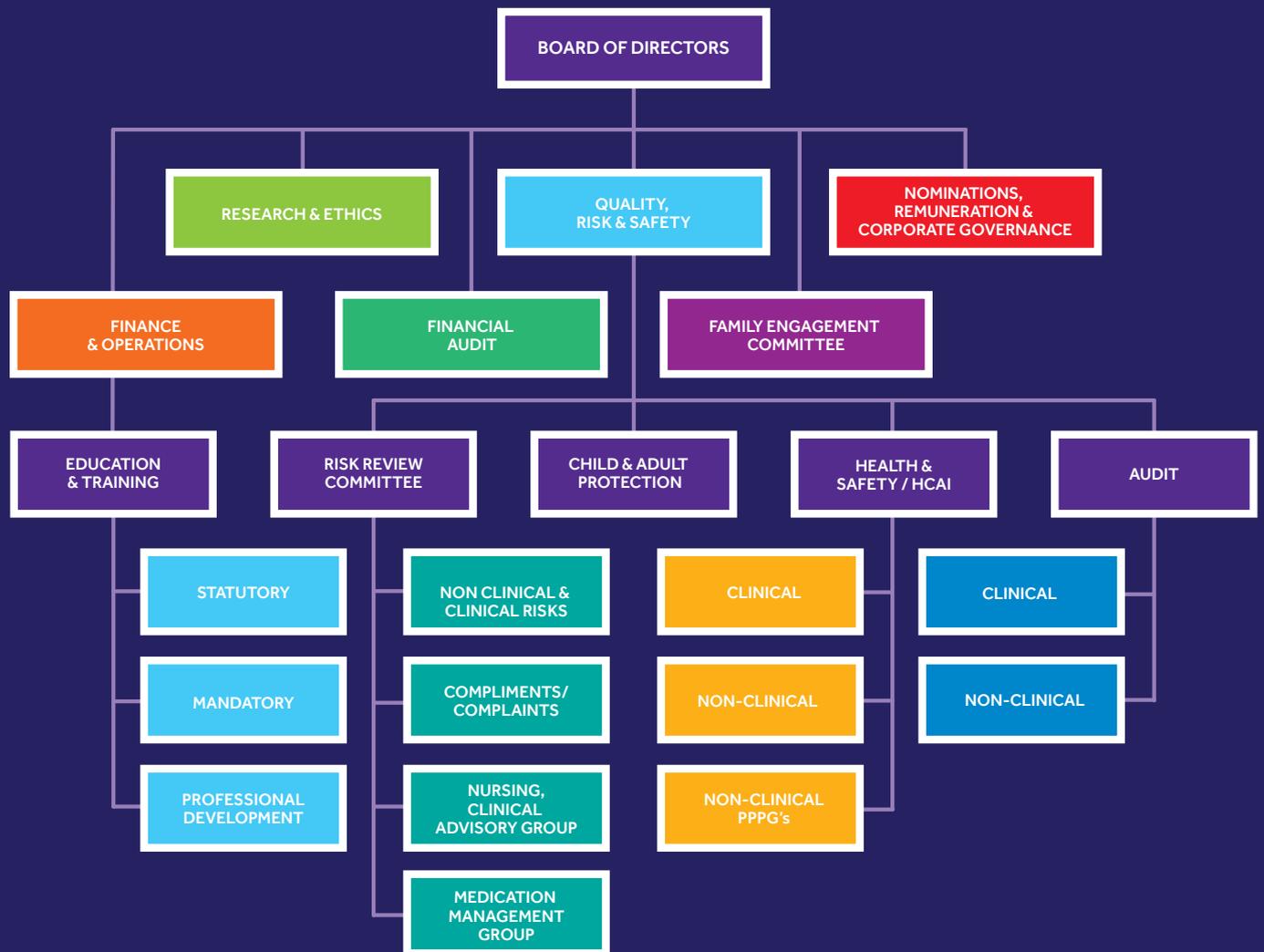
The Chairman is appointed by the Board. The appointment is for a period not exceeding three years and at the end of that term, may be reappointed for a further maximum term of three years (maximum tenure: six years).

Induction and Training

All new Board Members are inducted into the organisation, receiving a Code of Conduct for Board Members Booklet which includes a Conflict of Interest Policy. Every Board Meeting commences with a request for expressions of conflict of interests. Subsequent training for all Board members takes place as and when the need arises, particularly in relation to new laws and regulations.

Governance Structure

Governance Structure



Governance Structure

Board Sub Committees

The Board sub-committees are as follows:

- The **Family Engagement Sub-Committee** provides an effective representative body for families, guardians and carers to communicate effectively with the Board of Directors and Staff. Having regard to the best interests of children, young adults and families in each strand of the organisation, this Sub-Committee develops communications from the Board of Directors and Staff to Families. It aims to develop and foster communication within the 'Family Groups' and to articulate and put forward suggestions, issues, concerns etc. for the improvement of the service in an open and constructive forum.

Chairperson: **Frances Fletcher**
(Board Member in 2019)

- The **Finance and Operations Sub-Committee** is responsible for ensuring that the organisation is meeting its operational and financial targets as determined by the Board; developing the overall plans and budgets for the various operational divisions that are represented at committee meetings; and ensuring the successful delivery of services and special projects as allocated to budget holders by the Board. In addition, it monitors service activities including bed occupancy, referrals, HR statistics (for example, recruitment, retention and absenteeism) and fundraising activities.

Chairperson: **Nicholas Quigley** (Board Member)

- The **Financial Audit Sub-Committee** assists the Board in discharging its responsibility in ensuring the organisation adopts, maintains and applies appropriate and accurate accounting and financial reporting processes and procedures; facilitating the independence of the external audit process and addressing issues arising from the internal and external audit process; and ensuring that the organisation maintains effective risk management processes relating to the organisation's management of financial risks, prevention of corruption and waste and the system of internal control.

Chairperson: **Tony McPoland** (Board Member)

- The **Nominations, Remuneration and Corporate Governance Sub-Committee** monitors and reviews the structure and composition of the Board. It deals with matters of Board succession, disciplinary issues at a senior executive level of the organisation, ensuring that remuneration for employees is in keeping with the service's Finance Management Policy and the requirements under HSE Compliance and Good Governance.

Chairperson: **Tony McPoland** (Board Member)

- The **Quality, Risk and Safety Board Sub Committee** oversees key aspects of the risk management process to ensure that the organisation adheres to policies and procedures governing care delivery; has stringent procedures in place for the recruitment of staff and volunteers and audits clinical practice to ensure compliance with the organisation's processes. It also oversees the work of the Child Protection & Vulnerable Adult Team who are dedicated to managing any reported issues and implementation of policies; and investigates and resolves issues which arise from the Complaints, Compliments and Feedback Team.

Chairperson: **Sandra O'Malley** (Board Member)

- The **Research and Ethics Sub-Committee** ensures that research is conducted according to best practice and maintains ethical standards of practice in research. It protects and preserves the subjects' rights and ensures that the practice of fully informed consent is observed. It provides reassurance to the public and outside bodies that high ethical standards are maintained.

Chairperson: **Patricia Lawler** (Board Member)

Governance Structure

Board and Board Sub-Committee Meetings

The Board and the Board Sub-Committees met on several occasions in 2019. Attendance by each board member at these meetings is set out in Table 9 below.

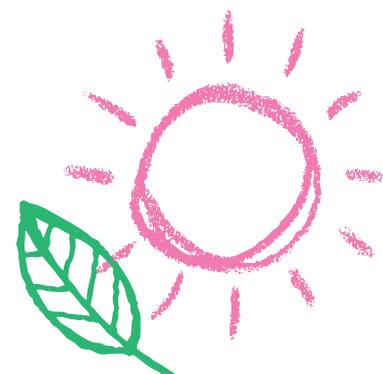
Table 9: Board and Board Sub-Committees Meetings Attendance During 2019

	Board	Family Engagement	Finance & Operations	Financial Audit	Nominations, Remuneration & Corporate Governance	Quality, Risk & Safety	Research & Ethics
Number of Meetings	7	5	6	4	2	6	2
Niall McHugh (Chairman)	5 (7)						
Frances Fletcher	5 (7)	4 (5)				6 (6)	
Tony McPoland	6 (7)			4 (4)	2 (2)		
Nicholas Quigley	5 (7)	2 (5)	6 (6)				
Kevin Keating	6 (7)		5 (6)				
Angie Kinane	6 (7)				1 (2)		2 (2)
Patricia Lawler	6 (7)				2 (2)		
Dr Denise McDonald	3 (7)					0 (6)	
Sandra O'Malley	7 (7)					6 (6)	
Dr Fiona McElligott	4 (6)						
Rory Farrelly	5 (5)						

*The Research & Ethics Committee meets depending on receipt of applications

Remuneration of Directors

All directors are non-executive, receive no remuneration for their services, are drawn from diverse backgrounds, and possess a wide range of skills and experience. They give their time and advice freely, as volunteers, and although they are entitled to reimbursement for vouched expenses, no such claims have been made in 2019.



Transparency and Accountability

In LauraLynn, credibility depends on public trust, so it is important that the commitment and trust of donors, funders and the public is taken very seriously and business is conducted with the highest levels of accountability and transparency.

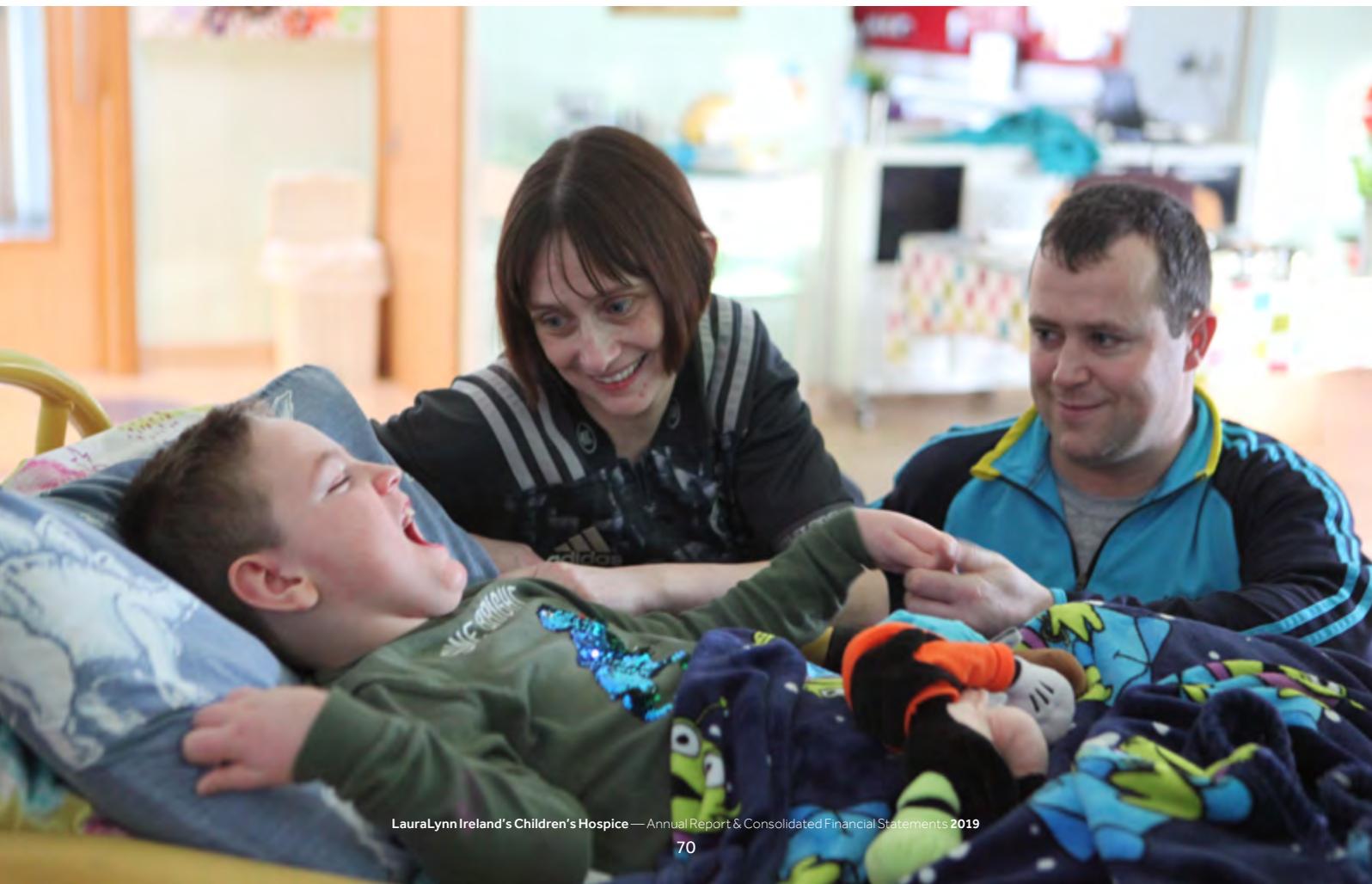
The Children's Sunshine Home and CSH Childcare Services are registered with the Charities Regulatory Authority and are a 'Triple Lock Member' of Charities Institute Ireland. 'Triple Lock Membership' provides assurances with regard to ethical fundraising, transparent reporting under Charity SORP (Standard of Reporting Practice under FRS 102) and the principles of good governance.

Both companies are also compliant, where required and practicable, with the HSE Annual Compliance Statement. They are also compliant with the Charities Regulator Authority Charities Governance Code. They are signed up to the Guidelines for Charitable Organisations Fundraising from the Public issued by the Charities Regulator Authority and adhere to the data protection laws including the General Data Protection Regulations (GDPR).

They are also fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 and have child protection policies and practices in place that are in line with Children First Act 2015.

LauraLynn applies Child Protection policies, based on Children First Act 2015 and Children First Guidelines 2017, as well as Adult Vulnerability policies, and best practice recruitment policies and procedures

In addition to the annual statutory audit provided by Mazars, an internal audit consultant is engaged by the Financial Audit Committee to provide further independent and objective assurance of the financial procedures and practices of the organisation. The Board is satisfied that no incidence of fraud or financial mismanagement has occurred and remain vigilant with regard to this.



Information Relevant to Employee Matters

Staff safety, health and wellbeing is governed by employment legislation and health and safety standards. LauraLynn takes its duty of care for staff seriously by ensuring the necessary steps are taken to ensure compliance with the health and safety standards including the adoption of a safety statement.

LauraLynn communicates and consults regularly with all employees on matters relating to the organisations performance. Employees are encouraged to provide feedback via questionnaires, focus group sessions and team meetings.

LauraLynn's Human Resources policies ensure that:

- Staff members receive induction and training in relation to safe work practices, infection control, dignity at work, child protection, medication storage and administration, reporting of incidents, accidents and near misses.
- A system is in place to ensure that personnel carrying out home visits have mobile phone contact with the service and that they log visits to families in advance. The manager on duty knows where staff members are on any given day.
- External Occupational Health supports for staff are available as required including access to a confidential 24/7/365 counselling service via the LauraLynn Employee Assistance Programme (EAP). There are also designated Support Contact People under the Dignity at Work policy that staff can avail of.
- Members of staff are debriefed following a traumatic incident or where staff members are exposed to a stressful situation.
- All members of staff are paid in accordance with HSE pay scales with the exception of the CEO, Fundraising, Marketing and Communication staff members, employed by CSH Childcare Services.

Information Relevant to Environmental Matters

LauraLynn is committed to protecting the environment and continues to proactively minimise its carbon footprint. This year marked the completion of a large scale sustainability project in collaboration with SEAI and SSE Airtricity, aimed at achieving energy savings across LauraLynn's campus. A generous donation from Microsoft facilitated the installation of photovoltaic solar panels, energy efficient radiators, LED lighting, insulation, and electric vehicle charging ports which aim to yield

significant savings in energy costs. A 20% saving has already been realised month on month since installation in August 2019.

LauraLynn's partnership also continues with WEEE Ireland, the electrical and battery recycling scheme, on their 'small things matter campaign' encouraging households and schools across Ireland to recycle their e-waste.



Public Benefit

LauraLynn meets the definition of a public benefit entity under FRS 102 as an organisation whose primary objective is to provide care and services to children with palliative care needs and complex disabilities; and a home for adults with complex disabilities.

Lobbying and Political Contributions

There were no political contributions in 2019 (2018: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, LauraLynn records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act.

Other Information

Accounting Records

The measures that the directors have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The group's accounting records are maintained at the group's registered office at Leopardstown Road, Foxrock, Dublin 18.

Disclosure of information to auditors

In the case of each of the persons who are directors at the time the Directors' Report and Financial Statements are approved:

- a) So far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- b) each director has taken all steps that ought to have been taken by the director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Auditors

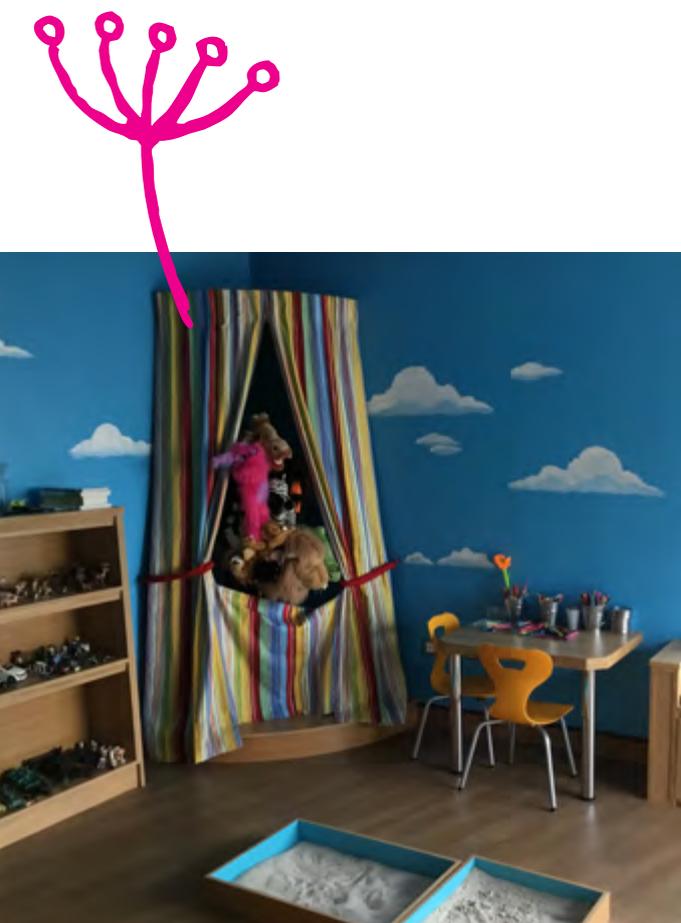
The auditors, Mazars, Chartered Accountants and Statutory Audit Firm will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:

Niall McHugh
Director

Tony McPoland
Director

Date: 28 April 2020



Directors' Responsibilities Statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with the Companies Act 2014 and the applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the Parent Company and the Group financial statements 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 the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities and financial position of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Approved by the Board and signed on its behalf by:

Niall McHugh
Director

Tony McPoland
Director

Date: 28 April 2020

AUDITORS' Report

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The Children's Sunshine Home for the year ended 31 December 2019 which comprise the Company Statement of Financial Activities, Consolidated Statement of Financial Activities, Company Balance Sheet, Consolidated Balance Sheet, Company Statement of Cash Flows, Consolidated Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2019 and of its result for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' report is consistent with the financial statements; and
- in our opinion, the Directors' report has been prepared in accordance with the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

Respective responsibilities

Responsibilities of Directors for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: <http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Descriptionofauditorsresponsibilitiesforaudit.pdf>

This description forms part of our auditor's report.

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

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

Aedín Morkan

for and on behalf of Mazars
Chartered Accountants & Statutory Audit Firm
Harcourt Centre, Block 3
Harcourt Road
Dublin 2

Date: 28 April 2020



Consolidated

Financial

STATEMENTS



Company Statement of Financial Activities

(Including An Income And Expenditure Account)

for the financial year ended 31 December 2019

	Notes	2019 Restricted Funds €	2019 Unrestricted Funds €	2019 Total €	2018 Restricted Funds €	2018 Unrestricted Funds €	2018 Total €
Income from:							
Charitable activities	4	4,315,681	—	4,315,681	4,297,751	—	4,297,751
Other trading activities	5	7,801	21,052	28,853	5,052	28,872	33,924
Total Income		4,323,482	21,052	4,344,534	4,302,803	28,872	4,331,675
Expenditure on:							
Charitable activities	6	4,356,537	21,052	4,377,589	4,213,595	28,872	4,242,467
Total Expenditure		4,356,537	21,052	4,377,589	4,213,595	28,872	4,242,467
Net (Expenditure)/ Income		(33,055)	—	(33,055)	89,208	—	89,208
Net movement in funds		(33,055)	—	(33,055)	89,208	—	89,208
Reconciliation of funds:							
Total funds brought forward		303,135	—	303,135	213,927	—	213,927
Total funds carried forward	14	270,080	—	270,080	303,135	—	303,135

There are no other recognised gains or losses other than those listed above.

All income and expenditure derives from continuing activities.

The notes on pages 83 to 102 form part of these financial statements.

Consolidated Statement of Financial Activities

(Including An Income And Expenditure Account)

for the financial year ended 31 December 2019

	Notes	2019 Restricted Funds €	2019 Unrestricted Funds €	2019 Total €	2018 Restricted Funds €	2018 Unrestricted Funds €	2018 Total €
Income from:							
Donations	3	4,583,913	—	4,583,913	4,334,029	—	4,334,029
Charitable activities	4	4,315,681	—	4,315,681	4,297,751	—	4,297,751
Other trading activities	5	33,837	43,098	76,935	21,464	52,630	74,094
Total Income		8,933,431	43,098	8,976,529	8,653,244	52,630	8,705,874
Expenditure on:							
Charitable activities	6	8,710,601	43,098	8,753,699	8,272,275	52,630	8,324,905
Value of gifts in kind expended		268,371	—	268,371	304,247	—	304,247
Total Expenditure		8,978,972	43,098	9,022,070	8,576,522	52,630	8,629,152
Net (Expenditure)/ Income		(45,541)	—	(45,541)	76,722	—	76,722
Net movement in funds		(45,541)	—	(45,541)	76,722	—	76,722
Reconciliation of funds:							
Total funds brought forward		328,883	—	328,883	252,161	—	252,161
Total funds carried forward	14	283,342	—	283,342	328,883	—	328,883

There are no other recognised gains or losses other than those listed above.
All income and expenditure derives from continuing activities.

The notes on pages 83 to 102 form part of these financial statements.

Company Balance Sheet

as at 31 December 2019

	Notes	2019 €	2018 €
Fixed Assets			
Tangible assets	11	2,805	4,207
Current Assets			
Debtors	12	782,101	717,764
Cash at bank and in hand		130,222	69,438
		912,323	787,202
Creditors: Amounts falling due within one year	13	(645,048)	(488,274)
Net Current Assets		267,275	298,928
Net Assets		270,080	303,135
Represented By:			
Restricted funds	14	270,080	303,135
Unrestricted funds	14	—	—
Total Charity Funds		270,080	303,135

The notes on pages 83 to 102 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

Niall McHugh
Director

Tony McPoland
Director

Date: 28 April 2020

Consolidated Balance Sheet

as at 31 December 2019

	Notes	2019 €	2018 €
Fixed Assets			
Tangible assets	11	52,379	76,170
Current Assets			
Debtors	12	777,738	756,722
Cash at bank and in hand		253,898	141,310
		1,031,636	898,032
Creditors: Amounts falling due within one year	13	(800,673)	(645,319)
Net Current Assets		230,963	252,713
Net Assets		283,342	328,883
Represented By:			
Restricted funds	14	283,342	328,883
Unrestricted funds	14	—	—
Total Charity Funds		283,342	328,883

The notes on pages 83 to 102 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

Niall McHugh
Director

Tony McPoland
Director

Date: 28 April 2020

Company Statement of Cashflows

for the financial year ended 31 December 2019

	Notes	2019 €	2018 €
Net cash provided by/(used in) operating activities	15	60,784	(79,592)
Change in cash and cash equivalents in the year		60,784	(79,592)
Cash and cash equivalents at beginning of financial year		69,438	149,030
Cash and cash equivalents at end of financial year		130,222	69,438

Consolidated Statement of Cashflows

for the financial year ended 31 December 2019

	Notes	2019 €	2018 €
Net cash provided by/(used in) operating activities	15	112,588	(23,910)
Cash flows from investing activities			
Purchase of fixed assets	11	—	(49,516)
Change in cash and cash equivalents in the year		112,588	(73,426)
Cash and cash equivalents at beginning of financial year		141,310	214,736
Cash and cash equivalents at end of financial year		253,898	141,310

Notes to the consolidated financial statements

for the financial year ended 31 December 2019

1. ACCOUNTING POLICIES

General Information

The Children's Sunshine Home is a public benefit entity incorporated in Ireland under the Companies Act 2014. The address of the registered office is Leopardstown Road, Foxrock, Dublin 18.

The objectives of the company are charitable in nature and it has been granted charitable tax exemption by the Revenue Commissioners (Charity number CHY 2633) and is registered with the Charities Regulatory Authority (CRA number 20003289). The nature of the company's operations and its principal activities are set out in the Directors' Report on pages 12 to 73.

The company is limited by guarantee and has no share capital. In accordance with Section 1180(8) of the Companies Act 2014, the company is exempt from including the word "Limited" in its name.

The principal accounting policies are summarised below. They have all been applied consistently throughout the financial year and the preceding year.

Basis of Preparation

The financial statements have been prepared on the going concern basis and on an accrual basis, in accordance with the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland. The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' as published by the Charity Commission for England and Wales and the office of the Scottish Charity Regulator which is recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland.

The financial statements are presented in Euro €.

Statement of Compliance

The Children's Sunshine Home has adopted Irish and UK Generally Accepted Accounting Principles (GAAP), FRS 102, in accordance with accounting standards issued by the Financial Reporting Council.

Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the company and its subsidiary undertaking for the financial year ended 31 December 2019. CSH Childcare Services is accounted for as subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of CSH Childcare Services.

Going Concern

The financial statements have been prepared on the going concern basis.

In assessing that the financial statements are prepared on a going concern basis, the directors have given due consideration to further cost savings, value improvement initiatives and fundraising initiatives. In addition, there are regular discussions with the Health Services Executive (HSE) regarding the level of funding being provided to The Children's Sunshine Home and also funding for CSH Childcare Services.

The company is dependent on the HSE to provide adequate funding to enable it to fund its services. The HSE has not given any indication that it will withdraw its financial support from the company for the foreseeable future and has continued to provide funding for 2020. The HSE has indicated that funding will be available during 2020 at a similar level to that of 2019.

The company's subsidiary, CSH Childcare Services, is entirely dependent on voluntary contributions from The Children's Sunshine Home Trust for the continued funding of the hospice service. The trustees have advised the Board that they intend to continue to support the service for the foreseeable future.

Risk and Uncertainties

Since 31 December 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In early March 2020, the COVID-19 virus was declared a global pandemic. The impact will continue, with nobody knowing for how long.

The directors have taken into consideration the existing and anticipated effects of the outbreak on the organisation's activities and finances in its assessment of the appropriateness of the use of the going concern basis. As the outbreak continues to evolve, it is difficult, at this time, to estimate the full extent and duration of the business and economic impact. Management will continue to carefully monitor the situation and evaluate its options during this time. No adjustments have been made to these financial statements as a result of this uncertainty.

Income Recognition

Income is recognised in the Statement of Financial Activities in accordance with SORP which is based on three criteria being met, which are entitlement, measurement and probability.

- i The Revenue Grant received and receivable from the HSE is accounted for on the basis of the allocated amount notified by the HSE for that financial year.
- ii Funding received from the Children's Sunshine Home Trust is recognised when received.
- iii Hospital Services Maintenance income comprises income from patients directly, and from the HSE, and is recognised at the time the services is provided.
- iv Superannuation contributions from staff are recognised when the deduction is made.
- v Gifts in Kind which are received from donors and used in the service are included in the financial statements in the period in which they are received or when the service is performed. They are valued at the cost the company would be reasonably expected to pay in an arm's length transaction and accounted for at valuation. In accordance with Charities SORP, volunteer time is not recognised in the financial statements.
- vi Capital Grants received are recognised as restricted income in the financial year and the depreciation on the related capital asset is charged against the restricted capital fund.
- vii Revenue Grants received are recognised when the company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.
- viii Income from all other sources is recognised when received.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes the costs incurred in undertaking the various activities which are performed for the benefit of The Children's Sunshine Home's beneficiaries including those support costs and costs relating to the charity apportioned to charitable activities.

Allocation of Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. The basis on which support costs have been allocated is set out in note 6.

Governance costs are defined as costs related to the general running of The Children's Sunshine Home as an entity as opposed to the direct management functions inherent in generating funds, and include audit and accountancy, legal and professional fees.

Funds of the Charity

All transactions of the company have been recorded and reported as income into or expenditure from funds of the charity which are classified as 'restricted' or 'unrestricted'.

Restricted Funds

Income is restricted where by the donor or grant making institution has specified that it must be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or grant making institution.

Unrestricted Funds

All other income is treated as unrestricted. Unrestricted funds represent amounts which are expendable at the discretion of the Board of Directors in furtherance of the objectives of the charity.

Foreign Currency

The functional currency of The Children's Sunshine Home is considered to be Euro (€) because that is the currency of the primary economic environment in which the company operates.

Transactions in foreign currency are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

Tangible Fixed Assets

Tangible fixed assets are stated at cost or valuation, net of depreciation and any allowance for impairment. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its estimated useful life, as follows:

Motor Vehicles — 5 years
Equipment — 5 years

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of the age and in the condition estimated at the end of its estimated useful life.

Impairment of Assets

Assets, other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Financial Activities as described below.

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced to below its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

Financial Instruments

The company only holds basic financial instruments and has chosen to adopt Section 11 of FRS 102 in respect of financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financial assets include debtors and cash at bank and in hand. Financial liabilities include creditors (excluding PAYE/PRSI).

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial assets expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise the ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Taxation

Both the company and its subsidiary have been granted charitable tax exempt status by the Revenue Commissioners and therefore no provision for Corporation tax is required.

The Children's Sunshine Home: CHY number 2633
CSH Childcare Services: CHY number 20245

Pensions

Defined Benefit Schemes

Nominated Health Agencies Superannuation Scheme (NHASS)

The company operates a defined benefit pension scheme in respect of employees eligible for inclusion under the Nominated Health Agencies Superannuation Scheme (NHASS) operated by the HSE. The scheme is administered and funded by the Department of Health and Children. The company acts as an agent in the operation of the scheme and does not contribute financially to the scheme.

Contributions are received from eligible employees only. By agreement with the HSE and the Department of Health and Children, pension contributions received may be offset against pension payments made and the surplus or deficit each financial year forms part of the funding for the company.

Cost arising from the payment of entitlements under the scheme as well as refunds to former employees are treated as expenses in the financial statements. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the scheme. Refunds of contributions paid are charged to the income and expenditure account when notification is received from the Department of Health and children to make a payment to an employee who is leaving the scheme.

No provision has been made in respect of the accrued benefits payable to current or former employees (see note 17, 'Pension Commitments').

Single Public Service Pension Scheme ('SPSPS')

The Public Service (Single Scheme and Other Provision) Act 2012 introduced the new Single Public Service Pension Scheme ('SPSPS') which commenced with effect from 1 January 2013. All new staff members to the company, who are new entrants to the Public Sector, on or after 1st January 2013 are members of the Single Scheme. In line with the guidance of this scheme, all employee contributions are paid over to the State pension account and not included in the Statement of Financial Activities. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provision) Act 2012, Section 44 (1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

Defined Contribution Scheme

The subsidiary company, CSH Childcare Services, has established a defined contribution pension scheme and the assets of the scheme are held separately from those of the company in an independently administered fund. The annual contributions payable are charged to the Statement of Financial Activities (see note 17, 'Pension Commitments').

2. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Risk and Uncertainties

In light of the current uncertainty resulting from the COVID-19 pandemic, the directors have applied judgement in assessing the underlying assumptions of the impact on LauraLynn. This is discussed further in note 1, Accounting Policies, Going Concern and note 20, Post Balance Sheet Events.

Critical judgements in applying the company's accounting policies

The following are the critical judgements that the directors have made in the process of applying the accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

(i) Pensions

Nominated Health Agencies Superannuation Scheme (NHASS)

Certain employees participate in the Nominated Health Agencies Superannuation (NHASS) operated by the HSE. The NHASS is a scheme which is administered and funded by the Minister for Health and Children. In the judgement of the directors, the funds required to pay current pension liabilities, under the NHASS, as they arise will continue to be provided by the Department of Health and Children. Therefore, they believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company, nor the disclosure requirements of the Charities SORP (FRS102). See note 17 for further details.

Single Public Service Pension Scheme ('SPSPS')

The NHASS closed to new members with effect from 31 December 2012. With effect from 1 January 2013 a new scheme – the Single Public Service Pension Scheme (SPSPS) commenced. Pension contributions under this scheme are remitted to the Department of Public Expenditure and Reform. The directors are of the understanding that the Department of Public Expenditure and Reform ("DPER") is responsible for this Single Scheme and payments arising under this scheme to retiring employees are payable by the state. They also believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company nor the disclosure requirements of FRS 102.

3. Donations and Legacies

Company

The company was not in receipt of any income from donation and legacies in either the financial year or the preceding year.

Group	Restricted €	Unrestricted €	2019 Total €	2018 Total €
Funding from the Children's Sunshine Home Trust (note 18)	4,315,542	—	4,315,542	4,029,782
Value of gifts in kind received	268,371	—	268,371	304,247
	4,583,913	—	4,583,913	4,334,029

All income arises from monies received in the Republic of Ireland.

4. Charitable Activities

Company

Company	Restricted €	Unrestricted €	2019 Total €	2018 Total €
HSE Revenue Grant	3,930,387	—	3,930,387	3,710,608
Hospital services maintenance income	193,362	—	193,362	388,071
Superannuation deductions	191,932	—	191,932	199,072
	4,315,681	—	4,315,681	4,297,751

Group

Group	Restricted €	Unrestricted €	2019 Total €	2018 Total €
HSE Revenue Grant	3,930,387	—	3,930,387	3,710,608
Hospital services maintenance income	193,362	—	193,362	388,071
Superannuation deductions	191,932	—	191,932	199,072
	4,315,681	—	4,315,681	4,297,751

5. Other Trading Activities

Company

Company	Restricted €	Unrestricted €	2019 Total €	2018 Total €
Canteen receipts	—	20,052	20,052	28,872
Miscellaneous income*	7,801	1,000	8,801	5,052
	7,801	21,052	28,853	33,924

Group

Group	Restricted €	Unrestricted €	2019 Total €	2018 Total €
Canteen receipts	—	42,098	42,098	52,630
Miscellaneous income*	33,837	1,000	34,837	21,464
	33,837	43,098	76,935	74,094

* Miscellaneous income mainly relates to education funding from the Nursing & Midwifery Planning & Development Unit.

6. Expenditure on Charitable Activities

Company	Direct Care Pay Costs €	Support Costs €	2019 Total €
Activity:			
Adult Disability Services	912,887	413,514	1,326,401
Children's Disability Services	826,816	853,947	1,680,763
Children's Palliative Care	1,108,617	261,808	1,370,425
	2,848,320	1,529,269	4,377,589

Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2019 Total €
Pay Costs:				
Management and Administration	86,436	173,131	181,252	440,819
Support	26,825	53,731	80,556	161,112
Retired employees*	65,432	156,738	—	222,170
Non Pay Costs:				
Governance and Overhead Costs	125,698	251,775	—	377,473
Drugs and Medical Equipment	33,743	67,587	—	101,330
Catering and Catering Supplies	40,162	80,445	—	120,607
Education and Training	9,783	19,595	—	29,378
Maintenance	24,968	50,010	—	74,978
Depreciation	467	935	—	1,402
	413,514	853,947	261,808	1,529,269

*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

6. Expenditure on Charitable Activities (contd.)

Company	Direct Care Pay Costs €	Support Costs €	2018 Total €
Activity:			
Adult Disability Services	898,077	490,312	1,388,389
Children's Disability Services	843,796	708,341	1,552,137
Children's Palliative Care	1,128,842	173,099	1,301,941
	2,870,715	1,371,752	4,242,467

Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2018 Total €
Pay Costs:				
Management and Administration	70,399	140,798	155,364	366,561
Support	43,658	88,639	17,735	150,032
Retired employees	46,247	93,895	—	140,142
Non Pay Costs:				
Governance and Overhead Costs	178,388	208,119	—	386,507
Drugs and Medical Equipment	42,665	49,776	—	92,441
Catering and Catering Supplies	76,422	89,159	—	165,581
Education and Training	9,928	11,582	—	21,510
Maintenance	21,958	25,618	—	47,576
Depreciation	647	755	—	1,402
	490,312	708,341	173,099	1,371,752

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

6. Expenditure on Charitable Activities (contd.)

Group	Direct Care Pay Costs €	Support Costs €	2019 Total €
Activity:			
Adult Disability Services	953,309	570,121	1,523,430
Children's Disability Services	972,610	1,167,632	2,140,242
Children's Palliative Care	2,709,796	2,380,231	5,090,027
	4,635,715	4,117,984	8,753,699

Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2019 Total €
Pay Costs:				
Management and Administration	243,043	486,816	1,554,725	2,284,584
Support	26,825	53,731	80,556	161,112
Retired employees*	65,432	156,738	—	222,170
Non Pay Costs:				
Governance and Overhead Costs	125,698	251,775	475,656	853,129
Drugs and Medical Equipment	33,743	67,587	23,910	125,240
Catering and Catering Supplies	40,162	80,445	126,773	247,380
Education and Training	9,783	19,595	39,236	68,614
Maintenance	24,968	50,010	56,986	131,964
Depreciation	467	935	22,389	23,791
	570,121	1,167,632	2,380,231	4,117,984

*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

6. Expenditure on Charitable Activities (contd.)

Group	Direct Care Pay Costs €	Support Costs €	2018 Total €
Activity:			
Adult Disability Services	1,013,218	649,528	1,662,746
Children's Disability Services	901,767	1,005,004	1,906,771
Children's Palliative Care	2,659,306	2,096,082	4,755,388
	4,574,291	3,750,614	8,324,905

Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2018 Total €
Pay Costs:				
Management and Administration	229,615	437,461	1,271,970	1,939,046
Support	43,658	88,639	17,735	150,032
Retired employees	46,247	93,895	—	140,142
Non Pay Costs:				
Governance and Overhead Costs	178,387	208,119	511,859	898,365
Drugs and Medical Equipment	42,666	49,776	39,717	132,159
Catering and Catering Supplies	76,422	89,159	138,720	304,301
Education and Training	9,928	11,582	32,525	54,035
Maintenance	21,958	25,618	67,769	115,345
Depreciation	647	755	15,787	17,189
	649,528	1,005,004	2,096,082	3,750,614

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

7. Employees and Remuneration

The average number of persons employed by the group during the financial year was 153 (2018: 145) and is analysed into the following categories:

Company	2019 No.	2018 No.
Management and administration	7	6
Clinical	57	56
Support	4	4
Fundraising	—	—
Pensioners	14	15
	82	81

Group	2019 No.	2018 No.
Management and administration	28	23
Clinical	94	92
Support	4	4
Fundraising	13	11
Pensioners	14	15
	153	145

Staff Costs Comprise:

Company	2019 €.	2018 €.
Wages and salaries	3,126,351	3,028,043
Social welfare costs	323,900	359,265
Pensioners	163,541	140,142
Pension lump sum	58,629	—
	3,672,421	3,527,450

Group	2019 €	2018 €
Wages and salaries	6,223,768	5,837,427
Social welfare costs	645,935	647,992
Retirement benefit costs	211,708	177,950
Pensioners	163,541	140,142
Pension lump sum	58,629	—
	7,303,581	6,803,511

Staff costs stated above were treated as an expense of the group in the financial year. No amount was capitalised into assets.

Included in staff costs is €227,781 (2018: €199,133) which was paid for the provision of direct care in relation to staff on external contracts/secondment to LauraLynn.

7. Employees and Remuneration (contd.)

Key management compensation

Key management includes directors and members of the executive team. The total remuneration for key management personnel including employer pension contributions and employer's PRSI for the financial year is shown below.

	2019 €	2018 €
Directors	—	—
Executive team	759,593	812,535
Total key management compensation	759,593	812,535

There are no emoluments paid to the directors in either year. The CEO received a salary of €120,000 plus a pension contribution in 2019.

Employee benefits exceeding €60,000

The number of employees whose total employee benefits (including basic pay, allowances, overtime, night duty, weekends, on-call, arrears and excluding employer PRSI, employer pension costs) for the reporting period fell within each band of €10,000 from €60,000 upwards are as follows:

Company	2019 No.	2018 No.
Between €60,001 and €70,000	10	9
Between €70,001 and €80,000	2	2
Between €80,001 and €90,000	2	—
Between €90,001 and €100,000	1	—
	15	11

Group	2019 No.	2018 No.
Between €60,001 and €70,000	15	12
Between €70,001 and €80,000	3	4
Between €80,001 and €90,000	3	3
Between €90,001 and €100,000	2	—
Between €110,001 and €120,000	1	—
	24	19

8. Net (Expenditure)/ Income

	2019 €	2018 €
The net (expenditure)/ income for the financial year is stated after charging the following:		
Directors' remuneration	—	—
Depreciation (note 11)	23,791	17,189
Auditor's remuneration for audit of financial statements	14,938	12,080

9. Capital Grants

	2019 €	2018 €
At 1 January	25,748	38,234
Depreciation	(12,486)	(12,486)
At 31 December	13,262	25,748

10. Subsidiary

Company

CSH Childcare Services, a company limited by guarantee not having a share capital was incorporated on 13 October 2011. CSH Childcare Services is accounted for as a subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of the CSH Childcare Services.

Details in respect of CSH Childcare Services are set out below:

Name of registered office – **CSH Childcare Services**

Country of Incorporation – **Ireland**

Principal Activity – **Operation of a Children's Hospice**

Results for the Year

	2019 €	2018 €
Net movement in funds (after depreciation)	(12,486)	(12,486)
Net assets	13,262	25,748

11. Fixed Assets

Group & Company

CSH Childcare Services (Subsidiary) Motor Vehicles	Children's Sunshine Home (Company) Equipment	Group Total
€	€	€

Cost:

At 1 January 2019	111,945	7,011	118,956
Additions	—	—	—
At 31 December 2019	111,945	7,011	118,956

Depreciation:

At 1 January 2019	39,982	2,804	42,786
Charge for financial year	22,389	1,402	23,791
At 31 December 2019	62,371	4,206	66,577

Net Book Values:

At 31 December 2019	49,574	2,805	52,379
At 31 December 2018	71,963	4,207	76,170

Included in cost at 1 January 2019, is an amount of €18,438 which relates to motor vehicles which were donated to the organisation in 2017. These were capitalised in the financial statements at that time at market value (note 9). The campus land and buildings remain outside of the company in the ownership of The Children's Sunshine Home Trust.

12. Debtors

Amounts falling due within one year:

	Group 2019	Group 2018	Company 2019	Company 2018
	€	€	€	€
HSE	360,302	187,683	360,302	187,683
CSH Childcare Services (note 18)	—	—	35,252	—
The Children's Sunshine Home Trust (note 18)	286,073	456,997	286,073	442,144
Prepayments	94,126	61,232	94,126	61,232
Debtors	37,237	50,810	6,348	26,705
	777,738	756,722	782,101	717,764

All debtors are due within one year. All trade debtors are due within the company's normal terms, which is 30 days. Trade debtors are shown net of impairment in respect of doubtful debts.

13. Creditors

Amounts falling due within one year:

	Group 2019 €	Group 2018 €	Company 2019 €	Company 2018 €
Trade creditors	226,770	122,040	226,770	122,040
Accruals	394,124	362,748	328,945	284,059
PAYE/PRSI	179,779	160,531	89,333	82,175
	800,673	645,319	645,048	488,274

The repayment terms of trade creditors vary between on demand and ninety days. No interest is payable on trade creditors. Tax and social insurance are subject to the terms of the relevant legislation. Interest accrues on late payment. No interest was due at the financial year end date. The terms of the accruals are based on the underlying contracts. Other amounts included within creditors not covered by specific note disclosures are unsecured, interest free and repayable on demand.

14. Funds of the Charity

Company

	Opening balance 1 January 2019 €	Income 2019 €	Expenditure 2019 €	Closing balance 31 December 2019 €
Restricted				
Adult Disability Services	678,745	1,489,008	(1,319,391)	848,362
Children's Disability Services	926,331	2,834,474	(1,666,722)	2,094,083
Children's Palliative Care	(1,301,941)	—	(1,370,424)	(2,672,365)
	303,135	4,323,482	(4,356,537)	270,080
Unrestricted				
General fund	—	21,052	(21,052)	—
Total	303,135	4,344,534	(4,377,589)	270,080

The Service Level Agreement contracted with the HSE is for the provision of services to persons with a disability. While the utilisation of those funds for the operation of the Hospice Service is outside the scope of the agreement, the HSE has acknowledged that due to the essential nature of the hospice service, some of the nursing and direct care disability resources were applied to support that service. The HSE have indicated their commitment to assisting in identifying and securing a more sustainable source of funding for the hospice service.

14. Funds of the Charity (contd.)

Group	Opening balance 1 January 2019 €	Income 2019 €	Expenditure 2019 €	Closing balance 31 December 2019 €
Restricted				
Adult Disability Services	404,388	1,489,008	(1,516,420)	376,976
Children's Disability Services	571,697	2,834,474	(2,126,201)	1,279,970
Children's Palliative Care	(672,950)	4,341,578	(5,055,494)	(1,386,866)
Gifts in kind	—	268,371	(268,371)	—
Capital grant (note 9)	25,748	—	(12,486)	13,262
	328,883	8,933,431	(8,978,972)	283,342
Unrestricted				
General fund	—	43,098	(43,098)	—
Total	328,883	8,976,529	(9,022,070)	283,342

15. Note to the Statement of Cash Flows

Company	2019 No.	2018 No.
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(33,055)	89,208
Adjustments for:		
Depreciation	1,402	1,402
Increase in debtors	(64,337)	(10,986)
Increase/(decrease) in creditors (amounts falling due within one year)	156,774	(159,216)
Net cash provided by/(used in) operating activities	60,784	(79,592)
Group	2019 No.	2018 No.
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(45,541)	76,722
Adjustments for:		
Depreciation	23,791	17,189
Increase in debtors	(21,016)	(6,513)
Increase/(decrease) in creditors (amounts falling due within one year)	155,354	(111,308)
Net cash provided by/(used in) operating activities	112,588	(23,910)

16. Contingent Liability

A contingent liability of €347,264 (2018: €385,849) exists in respect of the Pobal Grant which becomes repayable if certain conditions, as set out in the agreements, are not adhered to. The most significant of these conditions relates to cessation of services by The Children's Sunshine Home. The services must be maintained and protected for a period of at least seventeen years after the date of payment of the grant, failing which all grant monies or part thereof may be repayable. The contingency period reduces each year by 1/17 of the total amount received. The total amount of the grant and the related expenditure has been credited and debited, respectively, to the income and expenditure account in the year of receipt.

17. Pension Commitments

Defined benefit schemes

Nominated Health Agencies Superannuation Scheme (NHASS)

The financial statements do not include pension liabilities and assets to those staff who are members of the Nominated Health Agencies Superannuation Scheme (NHASS), operated by the Department of Health and Children, as required by Financial Reporting standard 102, 'Employee Benefits' (FRS102). The majority of staff members employed by the Children's Sunshine Home are members of the NHASS scheme which the directors believe to be underwritten by the Minister for Health and Children.

By agreement with the HSE and the Department of Health and Children the pension contributions received may be offset against pension payments made and the surplus or deficit of contributions each financial year forms part of the funding of the company. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the Scheme.

For the financial year ended 31 December 2019, €191,931 (2018: €199,072) was retained and treated as income and €222,170 (2018: €140,142) was paid to pensioners (including pension lump sums).

Single Public Service Pension Scheme ('SPSPS')

The Single Public Service Pension Scheme (SPSPS) applies to all employees who are joining the public sector as new entrants after January 2013. In line with the guidance of this scheme, all employee contributions are paid over to the state pension account and not included in the income and expenditure account. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, Section 44(1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

Defined contribution scheme

The subsidiary company operates a contributory defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions charged to the Statement of Financial Activities by the company during the financial year amounted to €211,708 (2018: €177,950). There was no amounts payable at financial year end (2018: € Nil).

18. Related Party Transactions

The Children's Sunshine Home Trust (the 'Trust') was established to support the development of facilities at The Children's Sunshine Home and subsequently CSH Childcare Services.

In order to meet the demand for the level of services provided by the Group, financial support for the provision of the hospice services is provided by the Trust with the support of donors and volunteers.

The four trustees of the Trust are also directors of The Children's Sunshine Home and CSH Childcare Services. They have no beneficial interest in either of the companies, and receive no remuneration.

In 2019, the Trust transferred funds of €4,315,542 (2018: €4,029,782) to CSH Childcare Services.

CSH Childcare Services is a wholly owned subsidiary of The Children's Sunshine Home and during the financial year, funds are initially transferred to The Children's Sunshine Home for CSH Childcare Services.

During the financial year, funds are initially transferred to The Children's Sunshine Home for CSH Childcare Services. Balances at the year-end represent expenses paid or payable by the Trust not yet transferred to CSH Childcare Services. At the year end, the following amounts were outstanding:

	Group 2019 €	Group 2018 €	Company 2019 €	Company 2018 €
Due from CSH Childcare Services	—	—	35,252	—
Due from the The Children's Sunshine Home Trust	286,073	456,997	286,073	442,144
	286,073	456,997	321,325	442,144

19. Financial Instruments

	Group 2019 €	Group 2018 €	Company 2019 €	Company 2018 €
Financial assets				
<i>Measured as undiscounted amounts receivable:</i>				
HSE (note 12)	360,302	187,683	360,302	187,683
CSH Childcare Services (note 12)	—	—	35,252	—
The Children's Sunshine Home Trust (note 12)	286,073	456,997	286,073	442,144
Debtors (note 12)	37,237	50,810	6,348	26,705
Cash at bank and in hand	253,898	141,310	130,222	69,438
	937,510	836,800	818,197	725,970

Financial liabilities

Measured as undiscounted amounts payable:

Trade creditors (note 13)	226,770	122,040	226,770	122,040
Accruals (note 13)	394,124	362,748	328,945	284,059
	620,894	484,788	555,715	406,099

20. Post Balance Sheet Events

Since 31 December 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel plans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses world-wide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilise economic conditions.

Impact on the Charity Sector

The COVID-19 pandemic and the reaction to it has caused numerous operational issues for the charity sector including:

- the ability to fund-raise, including events being postponed or direct debits / memberships cancelled by donors;
- access to beneficiaries and donors with social-distancing measures in place;
- staff sickness and absences;
- contingency plans considerations regarding employees (shorter working hours, redundancies, forced annual leave etc.);
- impact of high level of staff now working remotely, IT infrastructure and related supports; and
- procurement issues around the increased requirements of Personal Protective Equipment (PPE) and supplies for those operating in health care settings.

At this point in time the financial position and performance of the organisation has not been materially affected as result of COVID-19. The service continues to operate in a stable manner despite changes to working practices, and the postponement of all planned short family stays and respite care, which are as a result of Government restrictions. The continued generosity and support from the public and corporate donors has been overwhelming during these unprecedented times.

Management have carried out an assessment of the impact on the organisation including the current financial position, obligations due and funds necessary to maintain LauraLynn's operations. Estimated reductions in fundraised income as a direct result of COVID-19 are offset by the postponement or deferral of any non-essential or discretionary expenditure. Any remaining deficit in funding required to fund the hospice service will be met from cash reserves.

The Directors have therefore assessed that, in light of committed funding from the HSE and The Children's Sunshine Home Trust for 2020, that the company will remain a going concern and that this is a non-adjustment subsequent event. Accordingly, the financial position and results of the operations as of and for the year ended 31 December 2019 have not been adjusted to reflect their impact. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the organisation for future periods.

21. Approval of the Financial Statements

The financial statements were approved by the Board of Directors on 28 April 2020.

LauraLynn Ireland's Children's Hospice
Leopardstown Road, Foxrock, Dublin 18.

T 01 289 3151

E info@lauralynn.ie

www.lauralynn.ie

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IRELAND'S CHILDREN'S HOSPICE