

2020

Annual Report

& Consolidated
Financial Statements



LauraLynn
IRELAND'S CHILDREN'S HOSPICE

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Welcome from

our Chairperson

&

CEO

Welcome to our 2020 Annual Report, which chronicles what was an extraordinary year not just for all of us in LauraLynn and our supporters, but the whole of society!

As we reflect on a year that brought fear, uncertainty and isolation to so many, we are delighted to share our story of individual and collective compassion, solidarity, innovation and resilience. We hope you share our great sense of humility and pride at how LauraLynn has been able to step-up to every challenge Covid-19 presented and to step-in to support the children, adults and families that required our care. No matter what, we ensured that our services remained open and that families did not feel alone.

Despite the impact of Covid-19 there were many wonderful highlights this year, as we continued to drive forward with our strategic ambition. From securing recurring core funding for our Hospice Service in Budget 2021 to a very positive HIQA inspection, winning a Good Governance Award for the second year running and maintaining our Charities Institute of Ireland Triple Lock Status.

We would like to pay a huge tribute to the dedicated team of staff and volunteers that made the day to day delivery of our community of care possible, in the real world and virtually. Separated due to government restrictions, #TeamLauraLynn has never felt so united or purpose-filled. As you will discover in these pages, no challenge — care-related, logistical or even financial — was too much to conquer. From rolling out Ireland's first virtual children's hospice, to safely providing hands on care to Ireland's most vulnerable children and adults and protecting the financial and human resources of the charity, LauraLynn exceeded all reasonable expectations. A special mention must go to outgoing CEO Orla O'Brien and Head of Finance Ingrid Blake who both moved on from LauraLynn this year, with Kerry McLaverty appointed as CEO in May.



Niall McHugh
Chairperson



Kerry McLaverty
CEO

As you will discover in these pages, we enjoyed some very special visits and events throughout the year, from the Minister for Health Stephen Donnelly T.D. to celebrity architect Dermot Bannon and the cast of Riverdance. Magical moments were made with our usual flair, albeit virtually in the homes of our cocooning families — during Children's Hospice Week, Virtual Light Up LauraLynn, our Picture This 9th Birthday private concert, our Bringing Christmas to You, Christmas gifting initiative and the inaugural LauraLynn Christmas Panto Cinderella in Covid Times. Thank you to all our Ambassadors, high profile supporters and our great friends in Ireland AM for your support again this year.

Perhaps the most significant highlight though is our fundraising achievement this year. The financial outlook was bleak when Covid-19 first hit and LauraLynn, like every other charity, feared that donations would be decimated. With traditional style fundraising techniques — like face-to-face activities and community based events — cancelled, the team adapted to embrace new and innovative methods — like digital fundraising and virtual challenges — with speed and agility. Unique opportunities — like philanthropic giving, a matched funding appeal with Liveline and a Late Late Show appeal — brought in significant funds and awareness. With overwhelming and unrelenting support from our donors and the general public, LauraLynn succeeded in significantly exceeding our fundraising target this year. We are incredibly grateful for their generosity and the trust placed in us. In addition to funding ongoing care provided by LauraLynn, these vital funds will be used to address the unmet need of children with life limiting conditions and their families across Ireland in the years to come. Huge thanks to our wonderful donors and supporters and also to our statutory funders including Disability Service funding partner, the Health Service Executive, TUSLA, Pobal and The National Lottery.

Our Board and Board Sub Committee members play a vital role in providing oversight of LauraLynn's governance and strategic direction, so that every step is taken to guarantee the highest levels of transparency possible. This year, even more than usual was required of them and they responded with exceptional leadership. We would like to take this opportunity to recognise their contribution and to welcome two new Board Members Jacinta Quigley & Kevin Murphy; we look forward to working with you in the years to come.

The wider children's palliative care and disability sectors, along with the national healthcare services have endured incredible pressure and stress throughout the Covid-19 pandemic. LauraLynn would like to take this opportunity to applaud each and every member of the health services for their dedication and sacrifice, in helping keep the children, adults, families, staff, volunteers and supporters of LauraLynn safe. We have been proud to support your efforts in every way possible — from providing care options outside the acute setting and redeploying staff to Covid-19 testing centres to releasing clinical professionals to work in the acute setting and hosting specialist vaccination clinics on campus.

Notwithstanding the prevailing caution about the year and years to come, we are confident that together we can continue to thrive and strive to address the significant unmet needs of children with life-limiting conditions and their families nationally. We hope we can continue to depend on your support and that of all our donors, supporters and our colleagues throughout the healthcare system.

We look forward to the year ahead and to celebrating the 10th anniversary of the opening of LauraLynn Children's Hospice. However, our main focus will be forward-looking as we set concrete targets for bringing LauraLynn's hospice care closer to children with life-limiting conditions and their families outside of Leinster. With your help and support the future looks bright.

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'

* Recent UK research suggests
that the impact may be actually
be double these estimates

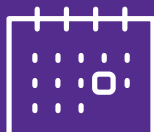


€593,887

Raised through a matched
gift appeal on the
Joe Duffy Liveline
radio show

€8.9
MILLION

The total cost of operating
LauraLynn in 2020



26 November

The day the Minister for Health visited to
announce the first allocation of recurring
HSE funding for the hospice service

€750,000

One off **HSE** funding grant in
response to Covid-19

€1.84
MILLION

raised through fundraising
challenges replacing planned
community events cancelled
due to Covid-19

131

Staff



169

Registered
Volunteers

300

#TeamLauraLynn



45

Staff enabled to
work remotely
**more than
33%**



359

Live virtual
volunteering
sessions



125

Pre-recorded
video Volunteering
content



INFINITE
thanks to
LauraLynn
supporters
and donors
this year

2020

at a

Glance

Hospice Service

1

LauraLynn
is the only
Children's Hospice
in Ireland



Children from

26

counties avail of
LauraLynn



349

Families availed
of LauraLynn's
Hospice Service



57

New children and
families were
referred to the
Hospice Service

974

Bed night stays
provided



21 weeks

Planned Respite Care
suspended due to Covid-19

Nevertheless

396

crisis admission bed nights
were provided during this time

212

Children and families
accessed active services

62

Families have
been availing
of the hospice
service for

4+ years

172

Families availed
of bereavement care,
support and activities



94

Individual and group
music therapy
sessions run



sessions were
provided
virtually

21



Symptom
management
assessments by
the clinical team

2020

at a

Glance

Disability Service

7



Adult residents
in Willow View

4



Women

3



Men

Age of residents:

Youngest

24

Oldest

40



1

40th Birthday
celebration

49 Adult **26** Child

Individual and group music therapy
sessions as part of enhanced activities
programme in response to Covid-19



40

Families avail of
Hazel House respite

9 New children
accepted to
Hazel House

15



Trained volunteers
support the disability
services weekly -
including
6 dedicated Buddies

1 child

in residence
in Hazel House



121

Crisis bed nights provided to
children and families in Hazel House



Who

we

are



Our Mission

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



Vision

To make everyday better for those in our care

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.

Who

we

are

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.

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.

2005

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



Journey



Virtual Children's Hospice launched in response to Covid-19 pandemic.

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**.

2010

Hazel House opens to extend children's disability respite care service.

2011

2019

Growing a Community of Care Strategic Plan 2019-2023 commences.

2020

2014

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



Directors

and Other

Information

DIRECTORS

Niall McHugh (Chairman)

Tony McPoland

Kevin Keating

Angie Kinane

Patricia Lawler

Dr Denise McDonald

Sandra O'Malley

Dr Fiona McElligott

Jacinta Quigley

Kevin Murphy

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

Rena Garrigan

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

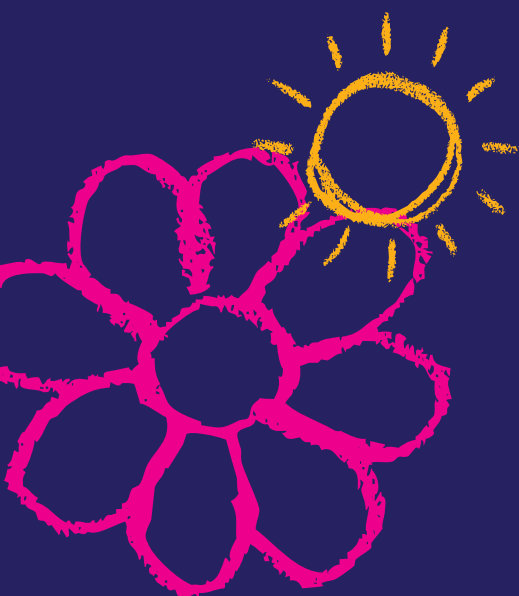
Dublin 2





Directors'

Report



The directors present this report together with the audited consolidated financial statements for the year ended 31 December 2020.

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, end-of-life care and bereavement support 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 the Hospice Service is The Children's Sunshine Home Trust through its fundraising activities. It has been announced that from 2021 LauraLynn will receive €1.5m recurring annual funding for its hospice services under a Section 39 Service Agreement with the HSE. In addition, in 2020 the HSE provided a one-off Voluntary Palliative Care grant of €750,000 to the Hospice Service.

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 9 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

Consolidated

**The Children's
Sunshine Home**
(Disability Service)

**CSH Childcare
Services**
(Hospice Service)

**The Children's
Sunshine Home
Trust**



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) with Disabilities. 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 and nursing professionals who deliver frontline care and support. 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, activities assistant and dietician.



Overview

2020 is likely to be remembered as the year that none of us will ever forget. This year posed numerous challenges for us all but despite navigating through a global pandemic, we still made great memories and achieved so much. We learned new words and concepts from social distancing to lockdown to cocooning. Overnight, we changed the way we live, work and interact.

At the heart of LauraLynn is Community, and it was difficult not being able to come together to celebrate, to remember, to reflect and to support one another but we found new ways to connect. We continued to make good progress with our Strategic Plan – “Growing a Community of Care”; we became the first Virtual Children’s Hospice in Ireland, enjoying numerous activities online, from Music Therapy to Play Therapy. Our volunteers went virtual and continued to provide their invaluable services through online platforms. Covid-19 had a huge impact on our ability to fundraise and Community Fundraising took a hit with some big events cancelled but despite all of those challenges Fundraising overall had an incredible year. Our supporters across the country did not let a global pandemic stop their motivation, enthusiasm, passion and dedication to LauraLynn. In 2020, despite the pandemic, we not only achieved, but exceeded our fundraising target.

The year started off with great excitement, opening our newly renovated family accommodation with the launch of Project 5 Star in January. However, in March, Covid-19 hit and very quickly we found ourselves having to make the decision to postpone our annual Heroes Ball. Almost overnight a huge number of our staff moved to remote working. No one knew how long any of this was going to last at that stage. We navigated through, overcame challenges and continued to maintain our services. Our main priority was to be there for our service users and their families no matter what. Our Care Team showed immense resilience in moving areas of supports such as Music Therapy, Play Therapy, Family Camps and Bereavement Care online, allowing our families to avail of these services from the safety of their own homes while they were cocooning.

In April, in response to Covid-19 we launched a Crisis Care Appeal. Our fundraising abilities had been severely affected at this stage. The appeal was a great success and once again our wonderful supporters gave so generously even at a time when so many were unsure of their livelihoods and many were going through difficult times.

In May, Picture This made an appearance on The Late Late Show where they appealed to the public to support LauraLynn. A phenomenal €289,337 was raised from the appeal and the band raised much awareness for our services which resulted in a growth in our supporter base right across the country. We also celebrated National Children’s Hospice Week in May, albeit a very different campaign to the one we had originally planned. We couldn’t have our usual Ireland AM Outdoor Broadcast on site this year but despite all of that we had a great week of fun and raised lots of awareness as well as funds.

In June, we launched our Annual Report which is always a proud moment as it allows us to reflect on the year that’s passed. In August, we were honoured when an extremely generous couple decided to link up with RTÉ’s Joe Duffy Show, Liveline, and match listener donations to the value of €200,000. The appeal raised a total of €593,887 and invaluable amounts of awareness for our brand and services.



Overview

In September, we celebrated our 9th Birthday with a very special virtual concert for our children and families from LauraLynn Ambassadors Picture This. We also celebrated our amazing volunteers in September with National Volunteer Week. We have over 169 registered volunteers who provide an invaluable service to our organisation and throughout the pandemic they have continued to virtually volunteer and support our service users where possible. In October, Harper Collins published "A Page From My Life" in conjunction with the Ray D'Arcy Show. Proceeds from the book were in aid of our Hospice. The book launched at the end of October and was a huge success making the best seller list. LauraLynn founder, Jane McKenna, was interviewed on the Ray D'Arcy Show as part of the launch.

In November, we celebrated our annual Tree Lighting Ceremony "Light Up LauraLynn". Due to Covid-19 we had to move our usual event to an online event. Despite having to go virtual, the event was a huge success as we turned on the lights, remembered those who are no longer with us and enjoyed some wonderful music.

Also, in November, as part of the government's announcement of one-off funding for palliative care services, LauraLynn received a €750,000 grant. This news was followed by a visit from Minister for Health Stephen Donnelly T.D. where it was announced that LauraLynn would receive €1.5m in core state funding for our hospice services from 2021. The figure equates to approximately 33% of our current annual operating costs and is a huge recognition of the services we provide. We also won a Good Governance Award for our 2019 Annual Report in November. This was a proud moment and well-deserved recognition for our services.

In December, we launched Ray's Marathon Challenge which is a fundraising challenge fronted by Ray D'Arcy. The challenge involves running or walking a marathon a week, every week, for a whole year and will kick off in 2021. This is by far our most ambitious challenge and we can't wait to see how it goes.

We also welcomed some new Brand Ambassadors in 2020. Derry Girl's Star, Nicola Coughlan, joined the LauraLynn team as an official ambassador alongside music icons, Picture This. We are thrilled to have stars of this calibre join our team and help us raise awareness for our services.



Strategy

2020 saw the second year of the implementation of the five-year LauraLynn Building a Community of Care Strategic Plan (2019-2023). As part of the development of the award-winning Strategic Plan, a comprehensive policy review and SWOT analysis of the environment was conducted by the Executive Management 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.

A new Mission, Vision, Values and Strategic Objectives of the organisation were reviewed by the Executive Management team and approved by the Board of Directors.

There was a mid-term Strategy review in Q2 2021 to take stock of what has been achieved to date, what milestones have changed or been delayed and what still needs to be done to achieve the stated objectives of the strategic plan.

Our ambitions continue to be:



EXPAND

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



EXTEND

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



ENHANCE

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

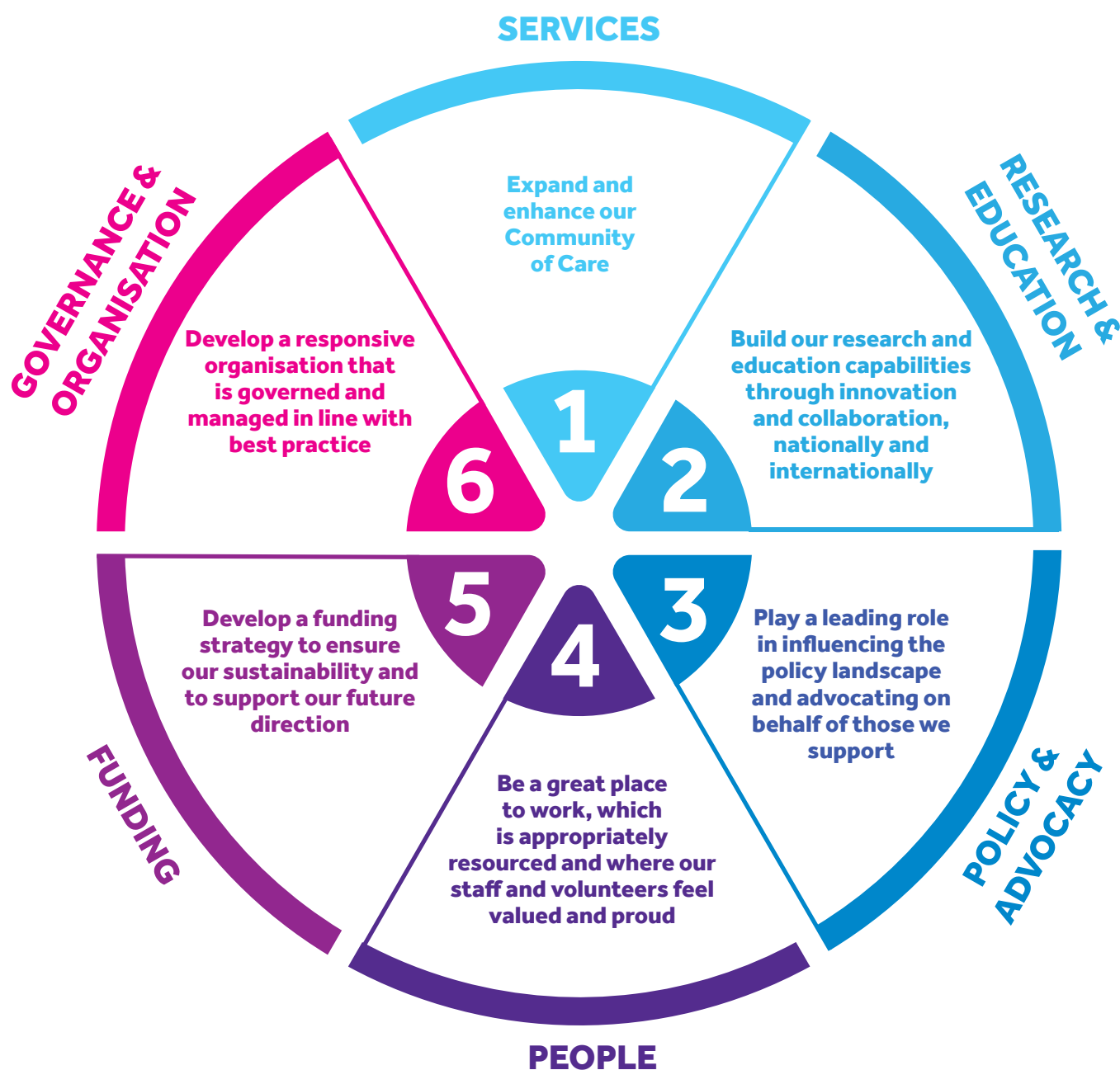


BUILD

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

Strategic Goals

The Strategic Plan focuses on six Strategic Goals that provide the organisation with a roadmap for LauraLynn to achieve our mission and realise our vision:



The Strategy Implementation Plan, which detailed the key objectives, milestones, timelines and responsibilities is coordinated on a monthly basis by the strategy Project Manager. The progress and performance is monitored and updated daily, and it is discussed at an executive level each month.

The Board of Directors are updated bi-monthly on progress, challenges, risks and next steps.

The following section outlines the progress achieved in 2020, what impact it had and the key goals and milestones planned for 2021:

Key Strategic Milestones & Achievements in 2020

FUNDING

- Secured €1.5m recurring core funding grant for hospice funding
- €750k Covid-19 funding grant secured
- Upgrade of financial and management reporting information
- LauraLynn at a glance Metrics database developed
- Initial internal review of CRM system completed

POLICY & ADVOCACY

- 2 commitments to statutory funding achieved - (1) €750k once off Covid-19 and (2) €1.5m recurring core funding grants
- 3 campaigns implemented – Programme for Government, Covid-19 Emergency Funding & Pre Budget 2021 Submission with staff grassroots activation
- Funding focussed Advocacy Plan developed including benchmarking engagement with political stakeholders
- LauraLynn shortlisted for the Charity Impact Awards 2020

SERVICES

- Discovery Coordinator for Adult Disability service recruited
- Service Reform Funding achieved for Discovery Project
- Hospice Community Team Leader recruited
- 3 staff stakeholder engagement work shops on the future of LauraLynn in the Community held
- Quality Improvement Proposal for collaboration with Adult Hospices completed and stakeholder engagement commenced

GOVERNANCE AND STRUCTURE

- LauraLynn announced winner of the Best Annual Report award at the 2020 Good Governance Awards
- Compliance Database completed
- Corporate Procurement Plan developed
- Tender awarded for managed ICT services for LauraLynn
- Contract signed with CHKS for Hospice Accreditation

PEOPLE

- LauraLynn-K intranet site developed to help share information & improve communications further
- New organisation wide Learning and Development Committee created
- Development of online L&D portal to house L&D material including mandatory training modules
- Learning during Covid-19 staff survey completed
- 8 Team Times / Schwartz rounds held
- Embedding LauraLynn values: Commenced LIFT programme
- CPC Professional Education Programme

RESEARCH & EDUCATION

- Research Strategy action plan implemented
- Research pathway developed

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 care at the 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 2020:

From the two actions and milestones targeted for 2020, we completed one in full and the other (roll out of our model of care highlighting the 5 pillars of care to external stakeholders) was affected by the Covid-19 restrictions.

- LauraLynn@Home re-developed as LauraLynn in the Community.
 - Community Team Leader recruited in Q3.
 - 3 staff stakeholder engagement workshops were held in Q3.
 - Quality Improvement Project for collaboration with Adult Hospice services in the Greater Dublin Area commenced.
- Model of Care External stakeholder engagement meetings and Roadshow commenced but curtailed by Covid-19 restrictions.
- Evaluation of Intermediate Care pilot case completed.

Impact:

- LauraLynn will now look to offer extended interdisciplinary support to children and families in the community.
- Development of a virtual children's hospice model of care through a range of telehealth solutions, allowing the hospice care team to reach more families.

Actions and Milestones planned for 2021:

- Continue to promote our Model of Care for Children's Palliative Care to all external stakeholders and further develop our virtual supports for children and families.
- Pilot community children's hospice supports through the development of a community Hub for children and families living within the Leinster region.
- Advance the Quality Improvement Project in collaboration with adult hospices in the Greater Dublin Area to ensure optimal end-of-life care for children in the home.

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 2020:

- As a result of the Covid-19 pandemic minimal progress was made on this Objective. On review, it was agreed to defer the future development of Regional Children's Palliative Care Hubs until 2021.

Impact:

- Despite the deferral of the Regional Hubs project, the creation of a virtual hospice model of care has facilitated an increase in supports being available to children and their families nationally.

Goals and Milestones planned for 2021:

- Further development of virtual hospice supports.
- Review and assessment of Dublin community supports to guide the development of regional Hubs in 2022.

Strategic Goal 1

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 Area.

Progress achieved in 2020:

- 2 of 3 milestones set for 2020 were achieved as we continued engagement and increased awareness with CHO 7 & 9 Primary and Social Care Managers.
- The Review of family support requirements was drafted and will be completed in 2021.

Impact:

- Despite the Covid-19 pandemic, we increased the numbers of children and families supported across CHO East, 7 & 9.
- 9 referrals were accepted to the service.

Goals and Milestones planned for 2021:

- Complete review of family support requirements for children's disability respite services (Hazel House).
- Review and revise our Referral and Eligibility Criteria for Hazel House.
- Reconfigure the accommodation in the children's respite services (Hazel House) to gain single bedrooms and enhance the play spaces.

Objective 1.4

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

Progress achieved in 2020:

Despite the restrictions imposed by Covid-19 all 4 Milestones targeted for 2020 were achieved.

The Discovery process with our adult residents has commenced:

- The first family engagement meeting to outline the discovery process was held in February 2020.
- The Discovery Coordinator post was successfully recruited and started in July 2020.
- Virtual training commenced on Social Role Valorisation (SRV) with the management and key stakeholders in the organisation.

Impact:

- Key internal stakeholders recognise that the Discovery Process is about exploring and coordinating new possibilities for each individual. By examining how people of the same age, gender and culture spend their time we can begin to expand and enhance how the adults using our service spend their time.

Goals and Milestones planned for 2021:

- Secure further Service Reform Funding (SRF) to support training and development for the adult disability discovery project.
- Complete training for staff on Social Role Valorisation and Supported Self Directed Living.
- To commence a review of potential future housing requirements.
- Reconfiguration of the current Adult Disability accommodation.

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 2020:

Progress on the Research section of the Strategy was greatly affected by the Covid-19 pandemic with only 1 of the 4 goals for 2020 achieved. Work on 2 of the other 3 was commenced and will be completed in 2021 and the recruitment of a research assistant was also rescheduled to 2021.

- Research prioritisation workshop facilitated by the All Ireland Institute of Hospice and Palliative care (AIHPC) in January.
- LauraLynn Children's Palliative Care (CPC) Professional Education Programme continues. There was one classroom session in January 2020 and 19 participants attended (all were external professionals). There were a further 5 Virtual Sessions later in 2020, with 86 professionals joining in for these sessions.
- LauraLynn's Consultant Paediatrician took part in a webinar with the AIHPC on Covid-19 and Children which had a reach of >700 people.
- LauraLynn chaired the Irish Association for Palliative Care (IAPC) Education and Research Forum (FW).
- Commenced the development of the LauraLynn educational pathway.

- Graduate Clinical placements:

– Children's Palliative Care Services:

LauraLynn House facilitated 14 undergraduate specialist placements and 6 postgraduate clinical nurse placements.

– Disability Services:

Hazel House and Willow View facilitated 4 undergraduate Intellectual Disability placements. Unfortunately, no further clinical placements were possible due to government restrictions related to the Covid-19 pandemic.

“

Thank you so much for making me feel so welcome the last 2 weeks. I have learned so much from all of you, and won't forget my time in Hazel House. You do such great work and make it look so easy!

Mia

Impact:

- 702 clinical placement hours were delivered in Children's Palliative Care Services and Disability Services, despite the Covid-19 pandemic.
- There were over 105 attendees at the CPC: Professional Education days held in 2020 of which 85% were external professionals. This continues to promote and share the knowledge and skills of the multidisciplinary team in LauraLynn with our colleagues in other services.
- The IAPC Education and Research Forum coordinates the Annual IAPC E&R Research Seminar which offers Palliative Care Professionals an opportunity to share their research findings with colleagues and peers. The IAPC E&R is now in its 20th year.

Goals and Milestones planned for 2021:

- LauraLynn educational pathway to be completed in line with SO4.
- Research assistant to be recruited.

Strategic Goal 3

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 2020:

The development and implementation of our advocacy and communications plans which were scheduled for 2020 were instrumental in supporting the key milestones achieved across the organisation.

- Benchmarking and mapping of political stakeholders completed.
- 2 commitments to statutory funding achieved: (1) €750k one-off and (2) €1.5m core funding grants.
- 3 campaigns implemented – Programme for Government, Covid-19 Emergency Funding & Pre Budget 2021 Submission with staff grassroots activation.
- Funding focussed Advocacy Plan developed including benchmarking engagement with political stakeholders.

- Achieved high profile media opportunities (e.g. The Late Late Show, Joe Duffy -Liveline, Children's Hospice Week) which supported a strong fundraising year for LauraLynn.
- LauraLynn is shortlisted for the Charity Impact Awards 2020.
- Increase in engagement with our website with an average of 35,000 hits per month.

Impact:

- LauraLynn has increased its political profile following engagement with main political parties, briefings with constituency representatives, the Minister for Health and their department.
- Increased earned and paid coverage has supported major fundraising campaigns, heightened awareness, increased understanding and challenged stigma.
- A map of influence has been developed to show the footprint of LauraLynn representatives' participation in relevant working groups, networks, speaking engagements and publications. This has highlighted that LauraLynn's sphere of influence is significant and wide ranging.

Goals and Milestones planned for 2021:

- LauraLynn 10th anniversary in 2021 – This offers a great opportunity to further increase the LauraLynn brand awareness.
- Development of a family engagement platform.
- Presentation to Oireachtas health committee.
- Pre budget submission for multi annual hospice funding.

Strategic Goal 4

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 2020:

All 4 Goals and Milestones planned for 2020 were achieved.

- Commenced training on embedding the 3 LauraLynn values (Compassion, Collaboration and Excellence) via the LIFT personal leadership programme.
- Commenced stage 1 of developing LauraLynn's 6 Core Organisational Competencies:
 - Teams and Teamwork
 - Leadership
 - Communication
 - Adapting to change
 - IT Skills
 - Children's Palliative Care and Disability Services, Teams
- Education pathway developed.
- LauraLynn-K intranet site developed to help share information & improve communications across the organisation.
- A new organisation wide Learning and Development Committee (L&D) was created.
- Development of online L&D portal to house L&D material including mandatory training modules.
- Learning during Covid-19 staff survey completed.
- Wellbeing at Work programme rolled out which included the following:
 - Wellbeing intranet site set up on SharePoint offering information to staff on mental health, nutrition, physical wellbeing and work environment (including tips on working from home).
 - 8 Team Times / Schwartz rounds held.
 - 2 x Step Challenges (122 Steppers & 44.5 million steps taken).



Strategic Goal 4

4

PEOPLE

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

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.
- Despite the restrictions caused due to Covid-19 the Wellbeing at Work committee continued to organise events albeit in a virtual world. These initiatives have helped keep staff working from home connected with LauraLynn.
- LauraLynn is becoming an organisation that offers greater opportunities for improving learning & development at individual, team and organisation levels.

Goals and Milestones planned for 2021:

- Continue to embed the LauraLynn values through rolling out of the LIFT programme across the organisation.
- Stage one of the developing core competency programme to be completed.
- Design and deliver leadership and management training programme.
- Provide Clinical Supervision to the team in LauraLynn and extend it to our nursing peers in the children's hospitals and community palliative care teams.
- Complete a staff satisfaction survey in Q2.
- Conduct initial research on Great Place To Work project in Q4.



Strategic Goal 5

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 2020:

2020 saw significant progress in our funding strategy and building diversified funding streams with a large increase in fundraising and the allocation of core funding for the hospice from the HSE for the first time. All 3 milestones targeted for 2020 were achieved.

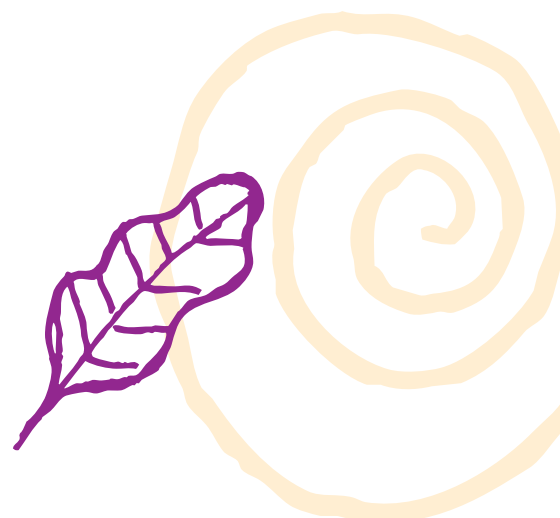
- Upgrade of financial and management reporting information.
- LauraLynn at a glance Metrics database was developed highlighting the coordinated activity of the organisation.
- Business case submitted to HSE for hospice funding in Q3.
- Core Funding €1.5m and once off funding €750k achieved.
- Initial internal review of CRM system completed in Q3.

Impact:

- Revenue increased by more than €4.5m between 2019 and 2020 despite a global pandemic and all the team working from home.
- Our Fundraising reach has widened through the development of a Legacy and Major Donor strategy.
- Donors feel more valued and cherished through the tangible manifestation of their support, and will be more likely to continue to support LauraLynn.
- Key roles identified in the Fundraising strategy to further expand fundraising activity were recruited in the major giving, community and corporate sections.

Goals and Milestones planned for 2021:

- New CRM system to be implemented.
- Review of internal fundraising processes and procedures complete, and recommendations implemented.
- CSH Childcare Services Ledger gone live.



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 (Information and Communications Technology) strategy that enhances digital capabilities, including the provision of timely management information and analytics.

Progress achieved in 2020:

2 of the 4 Milestones identified for 2020 were achieved. The timelines for the other 2 (Commencement of Hospice Accreditation process and development of the ICT strategy) were affected by delays in the tendering and procurement process due to Covid-19 pandemic.

- LauraLynn announced winner of the 'Best Annual Report' award at the 2020 Good Governance Awards.
- Compliance Database (Charities Governance Code) completed.
- Corporate Procurement Plan developed.
- Tender awarded for managed ICT services for LauraLynn.
- Contract signed with CHKS for Hospice Accreditation.

Impact:

In 2020 we partnered with a new ICT managed service provider and the commencement of the development of ICT strategy. This has greatly assisted LauraLynn in adapting to the new dynamics of having staff and departments work off site and is helping shape the future requirements of the organisation.

Goals and Milestones planned for 2021:

- Review of LauraLynn organisational structures.
- Commence the Accreditation programme for developing standards for the children's hospice in Q3.
- New ICT Strategy for LauraLynn to be developed to incorporate the following areas:
 - ICT Managed Services
 - Cyber security and disaster recovery
 - ICT Skills and Training
 - Cloud Strategy
 - System Integration and Business Intelligence Reporting
 - Electronic Healthcare Record review



Strategy

Challenges and Corrective Actions

Covid-19 has presented a number of challenges to LauraLynn in terms of continuing to provide vital hospice and disability services while at the same time ensuring our service users and staff are safe and protected. This has affected some of our planned timelines and implementation milestones in a number of the strategic objectives.

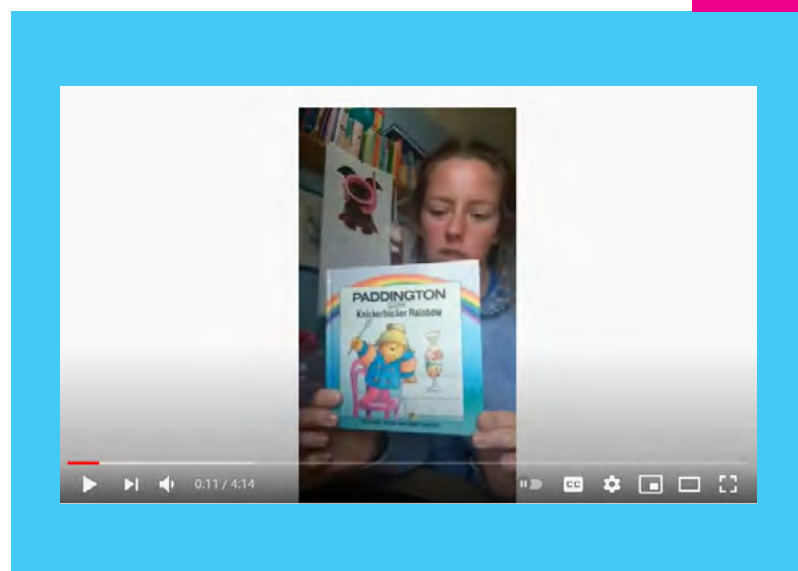
Our fundraising strategy had to change dramatically with events being cancelled and more emphasis being placed on virtual and digital fundraising during 2020. The pandemic has forced the majority of fundraising staff to work from home and their ability to adapt to new ways of working has been instrumental in growing the fundraising total in 2020.

The events of 2020 have also shown the world the importance of having dynamic, secure and accessible data and ICT systems to allow staff to work remotely or onsite.

2020 saw LauraLynn fully embrace the use of Office 365 with the extensive use of Teams, SharePoint and other Microsoft products. Together with our new ICT managed services provider LauraLynn has facilitated staff to work from home via remote access to the LauraLynn network.

The learnings from 2020 will form part of the development of our ICT Strategy in 2021. LauraLynn is committed to improving digital access to IT systems and work data for staff as a number of our services including nursing care are provided in the community.

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



Strategy Roadmap for 2021



FUNDING

- New CRM system implemented
- Review of internal FR processes and procedures complete. Recommendations implemented
- CSH Childcare Services purchase ledger gone live



GOVERNANCE & ORGANISATION

- LauraLynn ICT Strategy developed, and implementation started
- Hospice accreditation process started
- Report Compliance with Charities Governance Code from 2021



PEOPLE

- LIFT programme to embed the LauraLynn values rolled out across the organisation
- Stage one of the developing core competency programme completed
- Design and deliver leadership and management training programme



POLICY & ADVOCACY

- LauraLynn 10th anniversary – increase brand awareness
- Presentation to Oireachtas health committee
- Pre budget submission for multi annual hospice funding



SERVICES

- Discovery process to be implemented including SRV training delivered and housing review completed
- Quality improvement initiative in collaboration with adult hospices to be implemented
- Review of family support required for children's disability service completed



RESEARCH & EDUCATION

- LauraLynn educational pathway to be developed
- Research assistant to be recruited

Disability Services

Covid-19 brought many challenges to the service during 2020 which were overcome through the innovative approaches of the team. Infection Prevention and Control measures resulted in the suspension of Day Services for adults living in the service and school for our teenage residents. In addition, various restrictions on visiting from suspension to controlled visiting were implemented, and respite services were suspended during times when children in residence (Hazel House) were advised to cocoon.

The service submitted an application to vary registration to HIQA in May 2020. The purpose of this was to expand the footprint of the designated centre to include designated spaces in LauraLynn House, where children from the disability service were supported for crisis care during closures of Hazel House. This application was approved and a short, announced inspection was completed by HIQA on 16 December 2020. The purpose of the inspection was to establish the appropriateness of these arrangements.

Overall, the inspector found that the contingencies put in place enhanced the capacity and capability of the service and that this positively impacted adults and children's lived experience in the service. In addition, it was noted that there were systems and procedures in place to protect adults and children, and to promote their welfare, and appropriate arrangements were in place to protect adults and children during the Covid-19 pandemic.

Eight regulations were considered during the inspection, with a resulting judgement of compliance with five, and substantial compliance with three regulations, relating to formal engagement with service users for feedback on the quality and safety of the service, revision of the

Statement of Purpose and Function, and review of fire evacuation plans to ensure supports required are clearly defined. A compliance plan has been developed and is in progress.

Continuous improvement in service delivery continues to be a cornerstone of LauraLynn's commitment to high quality care.

In 2020 the team implemented a programme of activities and supports for the adults and children in residence to support them to live their best possible lives during the Covid-19 restrictions. Alternative ways for connecting with families, friends and volunteers were implemented using technology such as House Party, Zoom and Skype.

During 2020, the Hospice music therapist supported a clinical placement for a student music therapist. As the adults and children in the disability service were cocooning for a lot of the year, it was agreed to assign the student to the disability service. As a result, and with the commitment of the Hospice music therapist, the adults living in Willow View were supported for 41 group and 8 individual sessions, and the children in Hazel House had 2 individual and 24 group sessions.



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 2020 received an allocation of, on average, 2 respite nights per month up to March when the Covid-19 restrictions began. Thereafter the service has varied in line with Public Health guidance. The availability of crisis respite remained a constant during 2020 with 121 crisis bed nights being supported. Planned respite services were suspended for a total of 16 weeks during 2020. Regular telephone contact was maintained with families, and newsletters with updates and activities to do at home were circulated. Respite availability has been reduced in order to maintain social distancing with children to approximately 2 nights every 6 weeks.

A total of 40 children and families availed of the children's disability respite service in 2020, up from 36 families in 2019. The service supported 2 teenagers to transition from children's to adult services, 2 children to transition to more appropriate services, and 9 new children and families were accepted to the service.

Work on the development of a Model of Care for Children's Complex Disability Respite Services is in progress, with ongoing engagement with CH East Disability Managers. In December 2020 the service was successful with an application for funding under the Strengthening Disability Services scheme to support renovations to Hazel House to enhance the facilities.

A team of volunteers continue to support the team in Hazel House in delivering a fun and interactive programme of activities such as sensory storytelling and play in person up to March and virtually thereafter.



40

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 off site during the week. However, due to the Covid-19 pandemic, these services were suspended from March 2020. The Recreation and Activities Coordinators and Care Team implemented a varied programme to support people occupying their time during Covid-19 restrictions. Activities during lockdown have included bowling, walks in local amenities, increased use of technology to support communication, virtual engagement with volunteers for stories/activities, gardening and many more activities.

The Rights Review Committee had their first meeting in December 2020, following development of documentation to support the committee and the recruitment of membership. The focus of this committee

is to ensure robust processes are in place to protect and promote the rights of the adults using our service and to provide an avenue for the adults using our service to address possible restrictions within the organisation and promote fair treatment.

Discovery work commenced mid 2020 on the appointment of a Discovery Coordinator. The focus of this work is to support the people living in the service to live their best possible lives.

A team of thirteen trained volunteers support the staff in Willow View in delivering a stimulating and enjoyable programme of activities such as sensory storytelling and music time. The volunteers have been exceptional in responding to the restrictions and adapting how they do things, sending in letters and using technology to engage virtually. Four volunteers are dedicated 'Buddies' to adults in the service, with the goal of increasing their engagement and socialization. The buddies have not let Covid-19 defeat them and have continued to be resourceful in maintaining contact.

Disability Services Priorities for

2021

- To support all people living in the service to have the Covid-19 vaccine and start lifting restrictions on their lives.
- To complete refurbishments in Hazel House to enhance living accommodation.
- To complete the Model of Care for children's disability respite service.
- To continue the 'Discovery Work' working with each individual living in the service and their families, to identify what are their desires are, and what supports they need to live the best possible life that they can.
- To develop, implement and evaluate the LauraLynn Clinical Supervision Model for all healthcare professionals working in the Disability Service.

Willow View is home to

7 Adults



3



4



“

We had our visit with Niall yesterday and never ceases to amaze and delight us to see Niall so happy and in such good form.

We as a family are very grateful to have this excellent service for Niall and his friends in Willow View, it is an exemplary service and should be recognised as such.

There are no words to thank you all for the amazing work you all have done for the last year. The staff are doing a great job and always seem in good form, which is no mean achievement under the circumstances.

The MacAodha Family

Hospice Services

LauraLynn Hospice Service provides 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 direct care, family supports, symptom management and end of life care as well as 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.

Despite the Covid-19 pandemic demand for the hospice service remained in line with 2019 figures, albeit that there was a preference for virtual supports whilst families cocooned. In total, 212 children and their families received care and support from our hospice service in 2020, and over the year, 172 families availed of bereavement care, support and activities. There were 57 new children accepted to the service in 2020 (2019: 55). The main sources of referrals were from Clinical Nurse Coordinators (39), Clinical Nurse Specialists (4), Consultants (11) and Social Workers (3).

In 2020, our growing transition programme, which helps children and their families to prepare for transition to adult services at 18 years, supported 14 teenagers aged 16 and over; 5 of whom graduated the programme this year. A further 6 teenagers reached 18 years and 14 children were discharged from the service as they no longer require palliative care.

Three families attending the hospice this year had more than one child needing LauraLynn's care (2019: 3 families). 57 families have been availing of the hospice service for less than 1 year, 60 families have been availing of hospice services for between 1 and 4 years while 62 families have been availing of the hospice service for more than 4 years (2019: 53 families).

Communication and engagement with families increased through the use of Tele Health. The switch to a digital mode of service delivery has increased equity of service provision. Team members are more accessible to all families (bereaved and active), especially those who were at a geographical disadvantage.

Model of Care

LauraLynn's Model of Care acts as a standard of care guide in LauraLynn whilst informing policy and service development both internally and nationally. During 2020 we continued to implement the Model of Care ensuring that the Right Family / Child, receives the Right Care, in the Right Location at the Right Time, by the Right Team. All services delivered are detailed under our 5 Pillars of Care: Direct Care, Family Support, Symptom Management, End-of-Life Care and Bereavement Support.

Direct Care

Direct Care includes short planned breaks and crisis care, which can be in the home or the hospice.

Families receive an annual allocation of 15 nights planned short stays in the hospice as part of their individualised care plan. This year, whilst the hospice remained open for Crisis Care, End-of-Life Care and symptom management admissions, Covid-19 restrictions meant that planned short breaks were suspended for a total of 21 weeks. Regular telephone contact, written updates and e-zines with activities for families were maintained throughout the year.

Nevertheless, during the planned short break closure, the service supported families in crisis with 396 crisis admission bed nights. A total of 465 planned short stay bed nights were availed of by families, with 509 bed nights outside of the annual allocation (i.e. for crisis care, symptom management or end-of-life care). 28 home visits for direct care were supported; 75% were planned visits and 25% were for end-of-life care in the home.

In May for Children's Hospice Week, the team ran a week-long activities programme offering 3 events each day; including sensory stories; Clown Doctors and various musicians. The entire week was pre-recorded and time released with an active Facebook group for engagement and interaction. In addition, an interactive pack following the themes offered during the programme was sent to families.

Hospice Services

Family Support

Whilst Covid-19 prevented the team from doing a lot of the face to face activities and supports with families, the team quickly adjusted to supporting through virtual platforms, with an immediate transition to:

- virtual work and phone support for parents and families.
- live Zoom sessions to continue work with families already referred through the psychosocial pathway.
- new work with referrals for families presenting with psychosocial needs.
- check in calls with families.
- support offered due to challenge of Covid-19 restrictions on family life.

The Family Support team reached out to families in the community with 70 visits: 3% for memory-making, 74% for music therapy, 19% psychology related visits and 4% social work visits.

In addition, our music therapist recorded a children's book song and video, with songs to structure the day: Morning song session; Lullaby/Night time song session; Music & Craft session and an Ocean Drum and Song which was shared with families.

During 2020, new collaborations were established to enhance the Family Support programme. In early 2020, we embarked on a collaboration with Aoife's Clown Doctors to bring Clown Doctors into LauraLynn House. We had three wonderful visits from the Clown Doctors before March, and the Clown Doctors also did some virtual work to engage with families during Children's Hospice Week.

There has been ongoing work with Kid's Classics and other musicians supporting 'Musician's on Call' virtual sessions to family homes and LauraLynn House.

Family Creative Art and Memory Making Activities took place with 7 children and their families in LauraLynn House, and 6 in their own homes. The age profile of children supported for creative arts activities were < 1 year: 2 children; 1 to 10yrs: 10 children and 10 to 18yrs: 1 child. 3 Family Creative Art sessions with Children with Cancer and 5 Creative Art and Memory Making Sessions with families during first stays in LauraLynn House.



23

families received music therapy in the community
(a total of 94 sessions)



Community Visits

for 6 families -
total of
17 sessions

Virtual Family Sessions

for 12 families
total of
70 sessions

Virtual Group Sessions

for 5 families
total of
7 sessions

If it wasn't for LauraLynn, we would literally have NO respite at all. The regional respite centre can't take my son as he's too complex for their centre. As a lone parent carer, having even the handful of nights per year of respite at LauraLynn has often been what gets me through to the next year.

Tracy Mc Guinness
Brendan's Mum

“



Hospice Services

Symptom Management

The nursing and clinical team, led by the Hospice Consultant Paediatrician, focus on both preventing and treating actual and potential symptoms, to best improve the quality of life for the child and family. The Clinical Nurse Specialists in children's palliative care work collaboratively with other Health Care professionals in the community and acute setting to ensure a coordinated approach to supporting children's symptoms. During 2020, the team supported 21 symptom management assessments and implemented treatment plans to support children in improving their quality of life.

End-of-Life Care

End-of-Life Care is a continuum of palliative care and includes care during and around the time of death and immediately afterwards.

Sadly, 36 children in the service died in 2020 (2019: 52). 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.

32 families were supported to make memories through Creative Arts Support and 19 families supported with End-of-Life memory making. Overall, 42 Family Visits in the Community (hospital or home) and 17 sessions in LauraLynn House for Creative Art and End-of-Life Memory Making took place.

Bereavement Support

Bereavement Care is underpinned by the LauraLynn value of Compassion, so that families receive high quality bereavement care that is appropriate to their needs and wishes. 172 bereaved families actively engaged with our bereavement services in 2020. During 2020, the Bereavement Care team adjusted their ways of working with families during the Covid-19 restrictions, providing more virtual supports at times.

- The bereavement team facilitated 42 visits to families in the community. Of these, 19 (45%) were music therapy visits, 13 (31%) were general bereavement visits and 10 (24%) were psychology visits.

- The service facilitated a face to face Time to Grieve session in February, supporting the emotional and spiritual needs of families who were bereaved within the previous 12 months. Unfortunately, due to Covid-19 restrictions there were no further face to face programmes run in 2020.
- In September, the annual memorial walk went virtual and 40 families took part in their own communities, completing a walk in memory of their loved one.
- 45 bereaved families joined the virtual Light up LauraLynn ceremony and Our Christmas Gifting project sent parcels to 61 bereaved families which included a star decoration with their child's name on it.
- 7 siblings received virtual bereavement support from May to December 20.

LauraLynn in the Community

As expanding community-based service provision remains a key strategic objective for LauraLynn, the LauraLynn in the Community service was reconfigured to best respond to family needs, improve efficiencies in service delivery and cost savings.

During 2020, several projects were completed to ensure a responsive service:

- Review and implementation of processes to support seamless provision of services.
- Implementation of training for all staff in LauraLynn House, so that any member of the team can support care either in the home or in the Hospice.
- A Quality Improvement Plan was developed with the engagement of Adult Hospice Community Specialist Palliative Care services, to increase collaborative working when supporting children for end-of-life care in the home.
- Recruitment of additional nursing staff to work across hospice and community.

Hospice Services
Priorities for

2021

- LauraLynn Quality Improvement project on collaborative work with community services to support children at end-of-life to be cared for at home.
- LauraLynn in the Community service evaluation to be completed.
- Complete Review of Model of Care.
- Construction of a memorial tree to commemorate all children who have died in LauraLynn's care.
- Implement the LauraLynn Bereavement pathway.
- Implement the 'virtual bed' model in the hospice.
- Develop, implement and evaluate LauraLynn Clinical Supervision Model for all healthcare professionals working in the Hospice.

Covid-19 responses

The Executive Management team commenced weekly meetings in late February 2020 increasing frequency in March to ensure the service was prepared for Covid-19.

Responses included:

- Covid-19 response team established.
- Covid-19 contingency plan established and implemented.
- A member of the Senior Nursing Team assumed a staff occupational health role to guide and advise staff on Covid-19 related matters.
- Covid-19 Return To Work Safely working group established.
- The appointment of a Covid-19 Lead Worker Representative as part of the RTWS working group.
- 3 members of the team trained to complete Covid-19 testing, supporting testing on site and in HSE test centres as required.
- Site wide Covid-19 testing was completed on three occasions for staff, adults in residence and children on site on the day, with over 290 tests carried out in 2020. All results were returned as Covid-19 not detected.
- Regular communication with public health maintained.



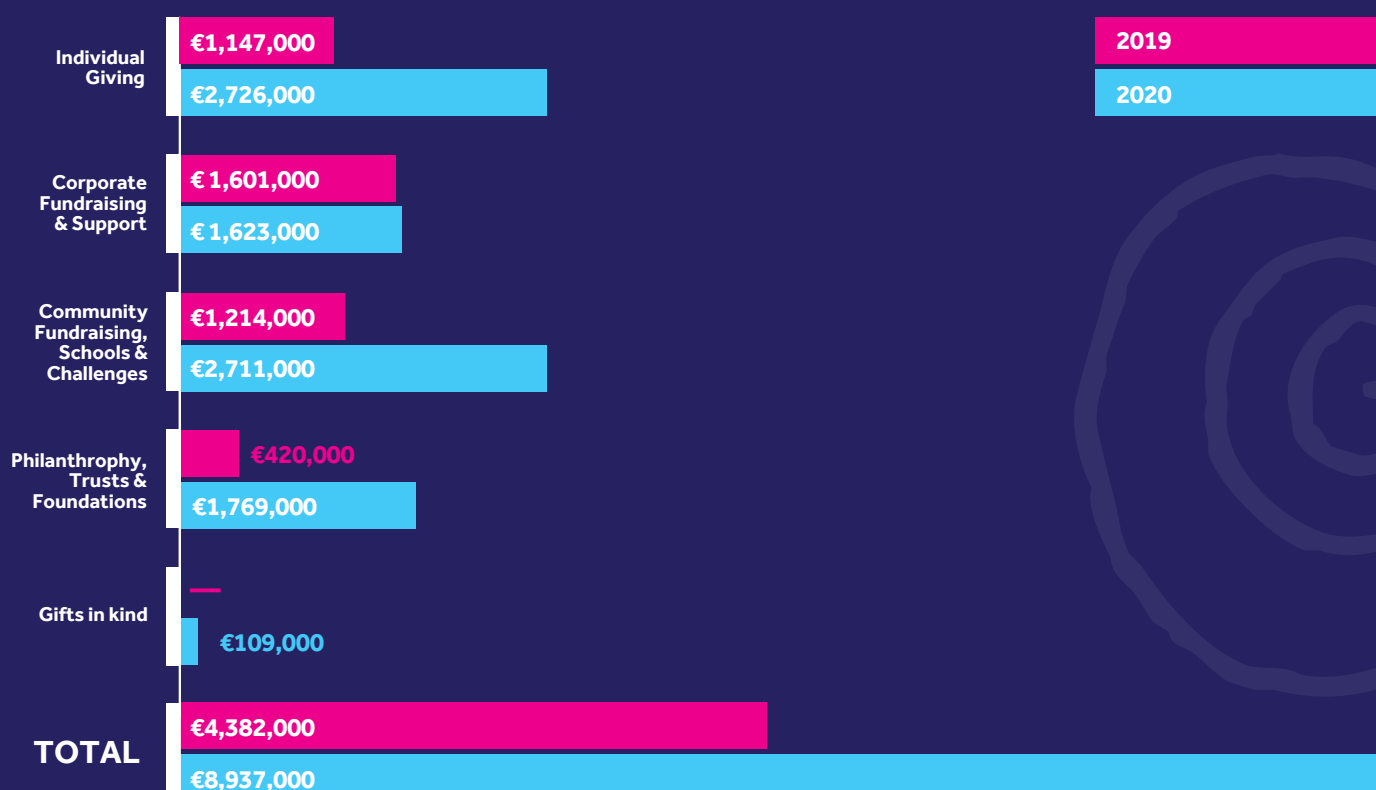
Fundraising

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. 2020 was a truly extraordinary year for fundraising and we were overwhelmed by the incredible generosity of our supporters, old and new. Thanks to this, in 2020, LauraLynn raised a total of €8.9m. This represents a staggering 102% increase on the funds raised in 2019 (€4.4m). A large part of this was due to a significant donation from a new donor, coupled with very generous amounts raised from our appearances on The Late Late Show and Liveline. The remainder was due to vast sums raised from our online Facebook fundraising through our various challenges and generous support from a variety of existing and new supporters. We are truly grateful to everyone who took part in these challenges or events or donated to us through their company or personally.

It is important to note though, that a large proportion of these additional revenue sources were one-off, and unfortunately due to restrictions, we were unable to push ahead with our sustainable revenue goals due to the suspension of Direct Debit recruitment for much of the year.



How LauraLynn Raised Funds in 2019 and 2020





Fundraising

In 2020, we saw the rewards of developing a new fundraising strategy in 2019. It provided us with a more diversified portfolio and a larger team better able to cope with the challenges of the pandemic. In 2020, we continued to see a growth in engagement with **Trusts, Foundations and private philanthropic giving** to LauraLynn, notably receiving a significant donation from a private donor. We are truly delighted to work with so many honoured partners and supporters both within Ireland and beyond who share our vision and values.

2020 brought two exceptional fundraising opportunities for LauraLynn. Firstly, we were thrilled to be supported by The Late Late Show and the band, Picture This, in May raising €289,337. Secondly, in late summer the Joe Duffy show, Liveline, ran a matched gift radio appeal. The concept being that two incredible supporters of LauraLynn would personally donate €200,000, while the Joe Duffy show listeners would raise an additional €200,000 to match their personal gift. We were bowled over by the final result which raised a phenomenal €593,887.

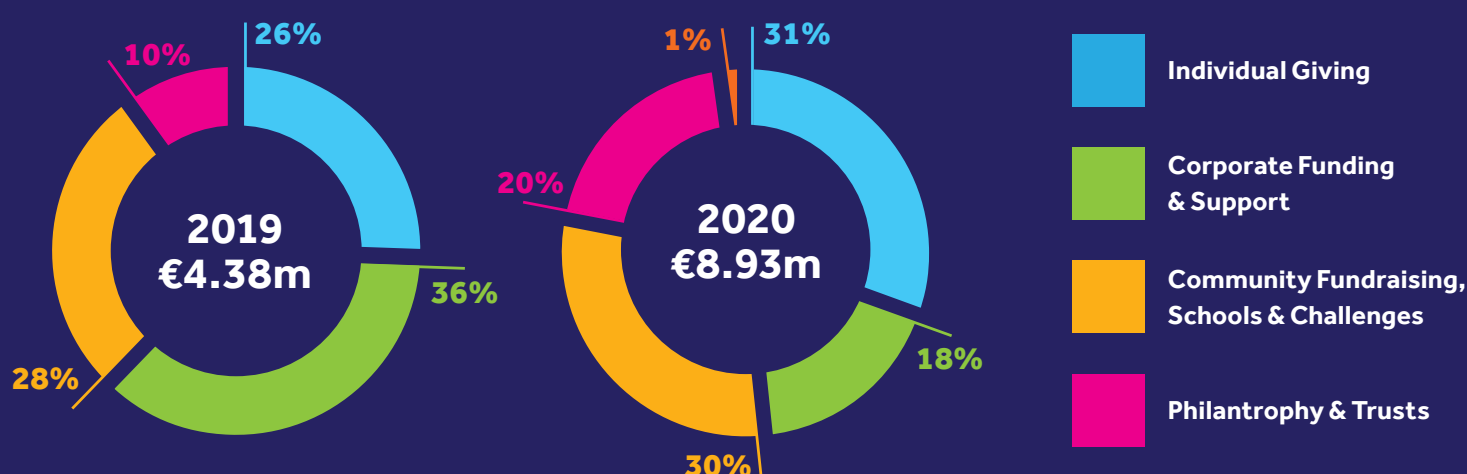
2020 has been a milestone year for Individual Giving. We were overwhelmed with support from our donors throughout 2020 despite all the uncertainty that Covid-19 brought with it. Thankfully, we launched our Emergency Appeal in May and had a great response from all our incredible donors across the country. Fundraising appeals on both national TV and radio were a significant contributor

to the growth of new supporters. This high level of support continued throughout 2020, with thousands of new supporters joining our fundraising community.

LauraLynn has focused on expanding our pool of supporters for the past number of years and with those increased numbers, we are beginning to see the benefits of taxback income which has increased by 15% this year. We've further developed this method of giving to include a digital sign-up form to help grow future response rates.

Whilst there was significant growth in individual donations throughout 2020, our efforts to develop and grow our community of monthly donors through face to face fundraising was significantly impacted by Covid-19 restrictions. With the lifting of restrictions, we plan to re-engage, when possible in line with our strategy to increase sustainable income for the organisation. In response to the challenges presented by Covid-19, we were in the fortunate position to be able to digitalise some of our fundraising efforts during 2020. Supporter recruitment and a Legacy Campaign saw some very successful results through digital channels. This is something that we also hope to continue and expand into 2021. Our income from legacy giving this year was the highest to date and the numbers of enquiries and conversations also grew in response to a very successful awareness campaign during the month of November.

How LauraLynn Raised Funds in 2019 and 2020, as a percentage of the total



“

Crowleys DFK has been supporting LauraLynn since January 2020 and is proud to be a part of the vital care and support offered to children at a very vulnerable time, and also to their parents, brothers and sisters and extended family. This partnership means a lot to the Firm; especially during the COVID-19 pandemic. The various initiatives that we undertook, including the 100k in June Challenge gave us a united purpose and brought us together while we had to stay apart. We were delighted to raise over €16,000 for LauraLynn in 2020, and to hear the impact that our support was making meant a lot to our employees.

**Colette Nagle, Head of Corporate Social Responsibility
Crowleys DFK**



Fundraising

In March 2020, we were finalising arrangements for our Heroes Ball due to take place the end of that month. The Ball was the first event we cancelled, and many more followed. Despite the challenges they faced in their own businesses, the solidarity shown by our corporate and business community was heart-warming. Our business community responded generously to our crisis appeal both during the year and at Christmas. We were successful in securing funding from a number of companies that launched Covid-19 emergency funds.

LauraLynn's virtual fitness challenges provided an ideal way for companies to help staff stay well, to connect, to meet personal fitness goals, and to support their chosen charity. Technology enabled us to share the difference that every step, walk, run or cycle was making for the children and families in our care.

Despite everything our corporate and business community faced in 2020, LauraLynn received €1.6m from 750 companies and their employees (2019 €1.6m from 718 companies).

We missed the support from our corporate volunteers this year. In 2019, we welcomed 214 corporate volunteers who helped on site and at fundraising events. We look forward very much to welcoming them again in 2021.

Community Fundraising brought in more than €2.7m in 2020 (2019 €1.2m). Hundreds of events were cancelled or postponed in response to Covid-19. However, certain types of fundraisers saw a huge boost; one of which was hair donation fundraisers. In 2020, an incredible €131,815 was raised in comparison to €24,485 raised in 2019. We believe many grew their hair during lockdown and then decided to donate and raise funds at the same time. LauraLynn is now top when you Google for 'hair donation charity in Ireland'.

The main star of the show was Facebook Fundraising. We ran 4 separate month-long challenges and 2 one-day challenges. In total 7,369 people signed up to take part. We saw over 350,000,000 steps walked, jogged and ran, 346,500 kilometres cycled and 6,500,000 press ups completed. In total Facebook Challenges raised a whopping €1,883,668 (2019 €96,916). We hope to continue this success into 2021.



Communication & Awareness

Staying Connected

With families cocooning for much of 2020, supporting the hospice and disability care teams in staying in regular touch to offer service updates and practical support became an important aspect of our work in 2020. During the course of the year 28 newsletter/e-zines were sent, brimming with fun, join-in arts and crafts activities, sing-along music sessions and story time videos, made lovingly by our volunteers as well as staff. A Family Communications Working Group was put in place to inform, guide and drive content for the year ahead and to ensure the content is responding the changing needs of families.

Advocacy & Political Engagement

Our advocacy work ramped up this year with the implementation of a funding focussed plan to support our objective to achieve a more sustainable funding model. In September, we submitted our Pre-Budget 2021 Submission outlining the need for core funding for the hospice service, which has been operating predominantly on fundraised income since opening in 2011. In November, the Minister for Health announced that LauraLynn will, from 2021, receive recurring core funding for the essential care provided to children with palliative care needs and their families. This marks the first direct funding to the service and the €1.5m allocated will equate to approximately 33% of our current annual operating costs. In addition, this year LauraLynn was successful in securing a once-off Covid-19 grant funding in the sum of €750,000, part of an allocation to voluntary hospice bodies contained in Budget day announcements.

Awareness is Growing

In November, with the support of Kantar Millward Brown, LauraLynn updated its brand awareness market research to assess the effectiveness of our strategic communications plans. The research showed that brand awareness and depth of knowledge about the work of LauraLynn amongst the public has increased considerably since 2019, exceeding our expectations. Munster is the region that showed the greatest increase in awareness, while Compassionate; Supportive; Friendly/Welcoming and Trustworthy are the terms most associated with LauraLynn.

Key Awareness Findings	2019	2020
Brand Awareness (prompted)	36%	60%
Average number of services known by those aware of LauraLynn	3.23	4.13



5,886

Family newsletters/e-zines were sent to families in 2020





“

I discovered LauraLynn in 2017 when I was looking for a charity to run the Dublin marathon for. I immediately fell in love with the place and what they do. I made a vow back then that I'd always dedicate a huge amount of my spare time into raising money for this beautiful place.

Since then, I've climbed the 50 highest peaks in Ireland and am taking part in Ray's Marathon Challenge. The work they do in LauraLynn surpasses any words I can find to describe.

Dermot Beano Behan



Communication & Awareness

Children's Hospice Week

A slightly different Children's Hospice Week went ahead this year, with a goal of raising much needed awareness of the lived experience of children and families needing our care, and the difference a children's hospice makes, especially in the context of a pandemic. Our partnership with Ireland AM/Virgin Media Television continued to be at the centre of LauraLynn Children's Hospice week this year. Due to Covid-19 the annual Ireland AM Outdoor Broadcast could not happen on-site in LauraLynn, but with the help of the production team we had a number of virtual interviews with LauraLynn supporters and families on the show across the week. We are grateful for Ireland AM's ongoing commitment to raising vital funds and awareness for our special hospice.

Liveline Listener Challenges

Joe Duffy's Liveline Listeners were at the heart of a one-of-a-kind national campaign this year, the Liveline Listeners Appeal. The campaign raised a staggering €593,887, as a result of a challenge put to the Liveline team by some very passionate supporters of LauraLynn. Speaking on air to Joe, the donors put an exciting proposition to the national audience, "We will match, euro for euro, donations from Liveline Listeners to the limit of €200,000". Families and supporters of LauraLynn flooded the lines for two days sharing stories and raising awareness about what the hospice means to them. We were blown away by such generous support from everyone involved — Joe, the Liveline faithful and our very special donors.

The Late Late Show & Picture This

In May, our special friends Picture This appeared on The Late Late Show to raise awareness and funds for us. As part of their performance, they dedicated a track from the Joshua Tree — New Roots album to the children and families at home and brought attention to the fundraising challenges of the pandemic. A total of €289,337 was raised during the show. LauraLynn is hugely grateful to both Picture This and The Late Late Show team and audience for this incredible support.

Radio Advertising Campaigns

Radio advertising greatly helps us to raise awareness of our services on a national level and also helps us to raise funds and increase our supporter base. In 2020, we ran three radio ad campaigns across Communicorp and some regional stations. We used radio advertising to amplify and support our Crisis Care Appeal, Christmas Appeal and Ray's Marathon Challenge Campaign.





Communication & Awareness

Ambassador Programme

Our LauraLynn Ambassadors are amazing people. These well-known names don't only play a vital role in helping us to raise both funding and awareness for our special hospice but they bring lots of joy and fun to the LauraLynn children and families. In 2020, we were delighted to announced two new ambassadors to our Ambassador Programme, Irish pop and rock band Picture This and Irish Actress Nicola Coughlan. Both Nicola and Picture This helped us hugely throughout 2020 with multiple media appearances as well as giving their time to connect and engage with our children and families through very special virtual events and messages.

Key Events 2020

- Dermot Bannon opening of Project 5 Star in January 2020;
- Riverdance came to visit in February 2020;
- Picture This concert for our 9th Birthday;
- Light Up LauraLynn happened virtually in November 2020.



Key PR 2020

Earned media stats



Print **38**
earned pieces



Radio **12**
earned pieces







TV **10**
earned pieces

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 		Twitter 		Instagram 		Linkedin 	
	2019	2020	2019	2020	2019	2020	2019	2020
Followers	34,466 to 39,111	39,111 to 47,464	9,959 to 10,400	10,400 to 10,941	3,850 to 5,341	5,341 to 7,810	2,364 to 3,434	3,434 to 4,750
New Followers	4,645	8,353	441	541	1,491	2,469	1,150	1,316
Impres- sions	1,438,743	2,713,253	908,800	1,092,900	253,281	299,342	210,162	238,353
Users Engaged	69,123	132,466	N/A	25,700	14,918	19,131	N/A	15,100
Engagement Rate	N/A	N/A	1.4%	1.38%	N/A	N/A	6.07%	5.3%

Website visits 2020

2020 — **404,154**
2019 — 230,126



UP
75%
on 2019

I volunteered for 6 months with the LauraLynn Facilities team prior to starting my role and instantly fell in love with the place – it's incredibly special.

The Facilities team interacts with all departments across LauraLynn, which affords us a fantastic birds-eye view of the organisations' workings. I'm also very much a people-person and find great reward in nurturing relationships with the wonderfully different and diverse groups of people working across our charity — a big bonus of the Facilities team's scope!

I feel very privileged to have been given the opportunity to have a positive impact on all in our care and their families.

Stevie

“



People

Staff

Covid-19 will make 2020 a year that will live long in our hearts and minds. The arrival of the virus in March forced us to make major changes to how we worked and cared for our service users. Almost overnight structures were put in place that enabled 45 members of staff (over one-third of the workforce) to work from home/remotely. A Covid-19 working group was immediately set up along with a Return to Work Safely Steering group. Together these teams, along with the dedicated support from staff, managed the service and workplace for the safety and health of all. It is testament to the character and resilience of all LauraLynn staff and volunteers just how well everyone adapted during 2020. Throughout the whole year our priorities remained unchanged — to look after our service users, their families, our staff and volunteers.

The health and wellbeing of our staff and volunteers is taken seriously at LauraLynn. This was especially the case in 2020 as we grappled with the Covid-19 pandemic. The work of the Wellbeing Committee was appreciated more than ever last year. Information and links to many mental health and other resources were made available to staff and volunteers. In addition, a number of fun social events were organised throughout the year for all to enjoy.

Despite the challenges the virus created the organisation performed well during 2020. A review of standard HR performance indicators shows that staff turnover for 2020 was 10% (12% for 2019). This was lower than the Irish industry average — 14% (IBEC) and the average for the voluntary and charity sector — 12% (National Guide to Pay and Benefits in Community, Voluntary and Charity Organisations). In addition, at 3.7% the 2020 sickness absence rate (excluding Covid-19 related absences) was very similar to the previous year (3.5%). This was a positive performance given the additional pressures Covid-19 placed on staff during 2020.

2020 brought a change in CEO at LauraLynn.

We said goodbye to Orla O'Brien, CEO in March. Orla achieved a huge amount during her time at LauraLynn including overseeing the development and launch of the organisation's 2019 – 2023 strategic plan. After a successful recruitment process Kerry McLaverty was appointed by the Board and replaced Orla as CEO. We thank Orla for all her help and we wish Kerry every success for the years ahead. The Board would like to thank both Ingrid Blake and Bevan Ritchie for acting as Interim CEO at various stages during the year.

In July 2020 we said goodbye to one of our highly respected and much loved colleagues – Josephine (Jo) Fagan (Physiotherapy Manager). Jo retired after 23 years' service. We thank her and wish her many years of good health and happiness.

Education and Training

Training and education are very important to us at LauraLynn. Without a skilled, trained workforce we cannot provide the level of care our service users deserve. In 2020, the Learning and Development (L&D) committee was restructured and now covers the entire organisation. A new staff intranet site was designed, aimed at improving communications and supporting staff during the Covid-19 restrictions. This site was further developed during 2020 and now has a dedicated L&D hub.

LauraLynn supported a number of staff with their 3rd level education during 2020 including 2 Masters students, 2 Postgraduate students and 1 Bachelor of arts student.

Because of the pandemic many of our education and training courses needed to be relocated online during 2020. By the end of the year there were 15 online courses available to staff. This is in addition to links to over 60 resources that support staff with their professional development, clinical education and clinical practice. Last year also saw the delivery of three clinical professional education programmes.

The pandemic did not stop the now well established and popular Schwartz Rounds/ Team Time sessions from taking place at LauraLynn. Ten sessions took place during 2020 with over 100 participants attending. In addition, LauraLynn featured in the September edition of HSE Health Matters magazine, a nationwide publication circulated across the entire health service.

As part of the LauraLynn strategic plan a 10-week pilot programme commenced in November 2020 that focused on the LauraLynn values – compassion, collaboration and excellence. The course is based on a LIFT Ireland programme that focuses on a number of general values all of which relate back to one or more of the LauraLynn values. Once evaluated this programme will be rolled out across the organisation during 2021.



Our Volunteers

2020 was a challenging year for the Volunteer Programme. By March, the announcement of lockdown put a complete stop on all volunteer activity on site. The pandemic forced us to be creative and innovative. In March, we launched our Virtual Volunteer Programme.

The opportunity to embrace technology created a new way for our Volunteers to stay engaged with LauraLynn and more importantly, it enabled our residents to stay connected with the community and our families engaged with activities from the safety of their own homes.

Our Virtual Volunteer Programme focused on three main areas, live virtual sessions, pre-recorded video content and administrative support. The dedication and commitment of our Volunteer Team has been incredible. Their continued support has ensured we have been able to deliver our services.

A Volunteer Survey conducted in June 2020 showed that 100% of respondents said they were proud to be a volunteer with LauraLynn (83% Strongly agree, 14% Agree). When asked to rate their overall experience volunteering for LauraLynn, the average score from 46 responses was 8.96 out of 10.

LauraLynn Volunteer of the Year Awards

Winner Individual Award — Grace Whelan

Grace has been volunteering with LauraLynn for four years. She has been involved in so many areas volunteering weekly in LauraLynn House, supporting our events, family camps and is also our chief makeup artist. This year however shined a bright light on her role as a Buddy to one of our adult residents, Jane. Grace and Jane have been Buddies for several years now but since March, due to restrictions, Grace has not been able to come on site. Grace soon took on the challenge of maintaining their relationship using the wonderful world of skype and zoom. Grace and Jane have weekly Skype calls which has been so important. Grace was nominated by several members of the Willow View team. Congratulations Grace – well deserved.

Team Winner — The Virtual Volunteer Team

For the first time, we awarded a team award. It was very difficult not to recognise all the volunteers that have adapted so well to supporting us virtually this year. Their flexibility and creativity have meant so much to all of us. From videos of musical performances, storytelling, garden games, live calls and skypes and admin and fundraising support from home – we would have been lost without their support. Special mentions to; Aisling Kennedy, Aoife Connor, Andrea Dillon, Brenda McNulty, Brian Lennox, Carol Murphy, Catherine Mullen, Clodagh Vedres, Colm Quinn, Denise Wall, Eileen Corbett, Grace Whelan, Hugh O'Connor, Isaac Butler, Jane Dowling, Karen O'Connor, Kevin Murphy, Marian Holohan, Mary McDaid, Michelle Kennedy, Monica Byrne, Patricia Quigley, Paul Hickey, Rachel Crossan, Ruth O'Hanrahan, Sean Long, Talia Sesma, Tommy Monaghan and Una Little. You all share this award together as a team.



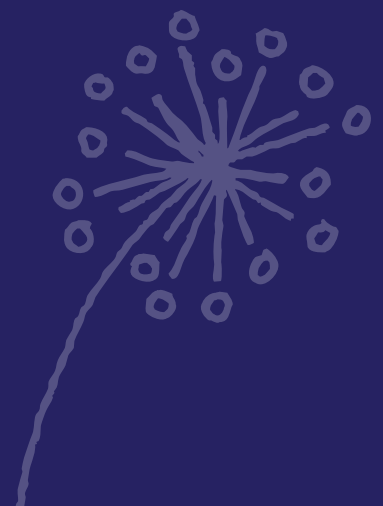
Volunteer Programme

Table 1: 2020 Volunteer Programme Stats

	2020	2019
New volunteers – joined in during the year	4	34
Total registered volunteers	169	171
Average age	45 years	44 years
Age range	20-82 years	19-81 years
Gender – male	33	33
Gender – female	136	138
Total active volunteers	49	115

Table 2: Covid-19 Volunteering

Service Area	Number
Live Virtual Visitors (Buddies and Activity Assistants)	11
Virtual Video Content Creators	17
Fundraising Admin and Ambassador Support Team	13
Other Roles	8
Live Virtual Sessions	359
Pre-recorded video content	125



“

I have been volunteering with LauraLynn for about 4 years now and each time I go in, I hate leaving a little bit more. Once you walk through the gates of LauraLynn you immediately feel the warmth and love in this special place.

Nothing brings me more joy then getting to spend time with these truly amazing children and their amazing families. It's such an honor to be let in to such a special place with these true heroes who have shown and taught me more then I could ever bring to them.

I always have the best fun in LauraLynn, from hanging out there each week to all the crazy face painting fun at the great events throughout the year.

Of course my experience in LauraLynn wouldn't be complete without my special friend Jane. Jane and I were matched up as buddies 3 years ago. I have the best time with her each week when we have our much needed catch ups and laughs, games, reading and some essential pampering. Getting to learn Jane's language has opened up a whole new world to me.

She holds a very special place in my heart. I was delighted to be matched up with Jane but little did I know this girl would become such a ray of sunshine in my life.

I could never have imagined how truly precious volunteering in LauraLynn was going to be. It's such an honour and privilege to be part of the most wonderful place.

Grace,
Volunteer



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 2020 and the consolidated balance sheet at that date are set out on pages 81 and 83, respectively. The net income for the financial year, after depreciation, amounted to €610,879 (2019: net expenditure €45,541).

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. Overall Group income has increased by 12% from €8.5m in 2016 to €9.5m in 2020. Table 3 below provides details of total income received by the Group since 2016.

Charitable Activities

Income received from charitable activities has increased by €135,376 or 3% from €4.9m in 2016 to €5m in 2020. This is as a result of a voluntary palliative care grant received

from the HSE in December 2020 of €750,000, offset by reductions in Hospital Maintenance Service income received from €892,926 in 2016 to €132,110 in 2020.

Funding from The Children's Sunshine Home Trust

The table below shows that since 2016 the funding from the Trust to CSH Childcare Services has been increasing. This is a reflection of the increased level of investment required to support the volume of services that need to be provided, 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 (2016: €402,110, 2017 to 2019: €Nil, 2020 €74,400).

It has been announced that from 2021 CSH Childcare Services will receive €1.5m annual recurring funding for its hospice services from the HSE under a Section 39 Service Level Agreement.

Table 3: Group Income since 2016

	2016 €000's	2017 €000's	2018 €000's	2019 €000's	2020 €000's
Charitable Activities:					
Revenue Grant from HSE	3,785	3,681	3,711	3,930	4,726
Hospital Services Maintenance Income	893	486	388	193	132
Superannuation Deductions	222	204	199	192	177
Subtotal	4,900	4,371	4,298	4,315	5,035
Funding from The Children's Sunshine Home Trust	3,279	3,613	4,030	4,316	4,284
Miscellaneous Income	68	58	74	77	75
Revenue/ Capital Grants	—	18	—	—	—
Gifts in Kind	256	236	304	268	109
Total Income	8,503	8,296	8,706	8,976	9,503

Financial Review

Table 4 below provides details of the Income received by LauraLynn overall in 2019 and 2020, incorporating the results of the three entities: The Children's Sunshine

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

Table 4: LauraLynn Income 2019 and 2020

	2019 €000's	2020 €000's	Change
Charitable Activities:			
Charitable Activities	4,316	5,035	16.7%
Fundraised Income	4,382	8,828	101.5%
Other Income	250	199	-20.4%
Gifts in Kind	268	109	-59.4%
Total Income	9,216	14,171	53.8%

Expenditure

Overall Group expenditure has increased by 7% from €8.3m in 2016 to €8.9m in 2020.

Table 5 below provides details of total expenditure incurred by the Group since 2016.

Table 5: Group Expenditure since 2016

	2016 €000's	2017 €000's	2018 €000's	2019 €000's	2020 €000's
Charitable Activities:					
Direct Care Pay	4,446	4,449	4,574	4,636	4,574
Support Costs Pay - Other	1,729	1,392	1,514	1,852	1,841
Support Costs Pay - Fundraising Services	497	652	715	815	984
Support Costs - Non Pay	1,376	1,516	1,504	1,426	1,366
Depreciation	9	10	17	24	18
Subtotal	8,057	8,019	8,324	8,753	8,783
Value of Gifts in Kind expended	256	236	304	268	109
Total Expenditure	8,313	8,255	8,628	9,021	8,892

It cost the Group €8.9m in 2020 to operate the hospice and disability services, a reduction of €129,309 or 1% on 2019 costs of €9.02m. This was largely due to the impact of Covid-19 on expenditure being put on hold.

Financial Review

Table 6 below provides details of LauraLynn's overall expenditure in 2019 and 2020, 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.

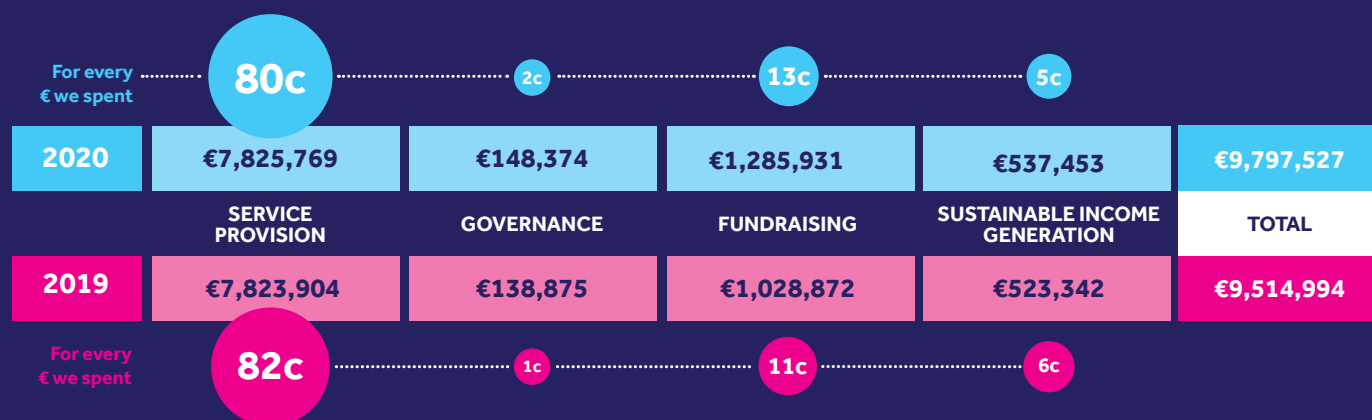
Table 6: LauraLynn Expenditure 2019 and 2020

	2019 €000's	2020 €000's	Change
Charitable Activities:			
Direct Care Pay	4,636	4,574	-1.3%
Support Costs Pay - Other	1,852	1,841	-0.6%
Support Costs Pay - Fundraising Services	815	984	20.7%
Support Costs - Non Pay	1,607	1,477	-8.1%
Depreciation & Amortisation	428	415	-3.1%
Subtotal	9,338	9,291	-0.5%
Expenditure on Raising Funds	604	921	52.5%
Value of Gifts in Kind expended	268	109	-59.4%
Total Expenditure	10,210	10,321	1.1%
<i>Total Expenditure (excluding: depreciation and amortisation)</i>	<i>9,783</i>	<i>9,906</i>	<i>1.3%</i>

Additionally, direct expenditure on 'fundraising, events and related merchandise increased from €604,041 in 2019 to €921,176 in 2020. This increase corresponds to the increase in donations and is driven primarily by adapting to a virtual focus through new digital campaigns and promotions.

We would expect to see costs rise again in 2021 as we look forward to expanding our reach through the recommencement of Door-to-Door campaigning to grow the pool of regular monthly donors and increase sustainable revenue in line with the strategic plan.

Table 7: LauraLynn Expenditure 2019 & 2020



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. It also includes a one-off voluntary palliative care grant received from the HSE at the end of 2020 of €750,000 for the hospice.

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 and announced that from 2021 LauraLynn will receive €1.5m annual recurring funding for its hospice services under a S39 Service Level Agreement.

The Trust relies primarily on fundraising from the general public, to enable it to provide funding for the hospice service.

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 8: LauraLynn Reserves 2019 and 2020

	2019 €000's	2020 €000's
Reserves:		
The Children's Sunshine Home	270	287
CSH Childcare Services	13	607
The Children's Sunshine Home Trust	24,716	28,064
Total Reserves	24,999	28,958
Further analysed below:		
Tangible fixed assets	14,946	14,640
Intangible fixed assets	24	18
Cash	10,338	14,689
Debtors less creditors	(309)	(389)
Total Reserves	24,999	28,958

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 mainly 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:

- a Ensure the stability of the services provided by LauraLynn Ireland's Children's Hospice (LauraLynn), and to allow it to fulfil its mission statement;
- b Give confidence to stakeholders that the charity's finances are being managed and to also provide an indicator of future funding needs; and
- c 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 2020 in conjunction with the approval of the 2021 budget. 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 (€13.5m) held by the Trust would enable both the disability and hospice services to continue for 1.5 years at the current level of expenditure.

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.

2020 was an exceptional year for fundraising income, largely due to some exceptional individual donations and campaigns and the continued generosity of LauraLynn donors. This resulted in a significant surplus at year end. Alongside this, following the announcement in November 2020 that from 2021 LauraLynn Hospice Service will receive recurring statutory core funding (equivalent to approximately 33% of current annual operating costs), the Board now acknowledges the Trust's stronger financial standing, allowing a revised approach to cash reserves management to be adopted. Looking to 2021 and beyond, the Board have deemed that best use of its financial resources requires both the progression and acceleration of LauraLynn's strategic plan, in particular its goal to expand and enhance LauraLynn's community of care.

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 alternative low risk investments in a negative interest rate environment, 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 existing Investment Policy was updated in December 2020.

Going Concern

At the balance sheet date, the Group had net current assets of €845,682 (2019: €230,963).

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.

In November 2020 it was announced that from 2021 LauraLynn would receive €1.5m recurring annual funding for its hospice services. As this equates to approximately 33% of our current annual operating costs, CSH Childcare Services will continue to be dependent on voluntary contributions from the Trust, for the continued funding of the hospice service. All of the hospice care is provided free of charge to families. The trustees have indicated their willingness to continue to support the service.

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. Throughout 2020, the Organisation has reviewed and adapted its operations and ways of working, giving consideration to:

- the ability to fundraise, including events being postponed or direct debits cancelled by donors;
- access to beneficiaries and donors with social-distancing measures in place;
- Covid-19 related 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.

The directors have taken into consideration the existing and anticipated effects of the Covid-19 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 of the impact on the entire organisation. The Board and Management continues to carefully monitor the situation and evaluate its options during this time.

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.

The directors have therefore assessed that, in light of committed funding from the HSE for both the disability and hospice services, and funding from The Children's Sunshine Home Trust for 2021, that the company will remain a going concern. No adjustments have been made to these financial statements as a result of this ongoing uncertainty caused by Covid-19. Additional information is provided in note 1 of the accounting policies in the financial statements.

Subsequent Events

Subsequent Events after the Balance Sheet Date

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

Risk

LauraLynn's activities expose it to a number of risks including financial risk, operational risk and reputational risk. Risk registers are maintained which 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 Management Team meetings.

Financial risk

- LauraLynn is primarily 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.
- The HSE have announced that they will provide annual recurring funding of €1.5m to the hospice service from 2021 which mitigates some of the risk and reliance on voluntary contributions.
- 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 hospice 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 (HSE, 2017). The process of risk management in LauraLynn Ireland's Children's Hospice, 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 (HIQA, 2014)

Internal

Low Risks (ratings: 1 to 5):

- Managed locally by managers (support from QRS 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):

- Risks rated at 9 or greater (9-25), is referred to the Medicines Management, Incident and Risk Review Group or Health and Safety Committee
- Escalated to the Quality, Safety and Risk Committee
- Included onto the local risk register and corporate risk register

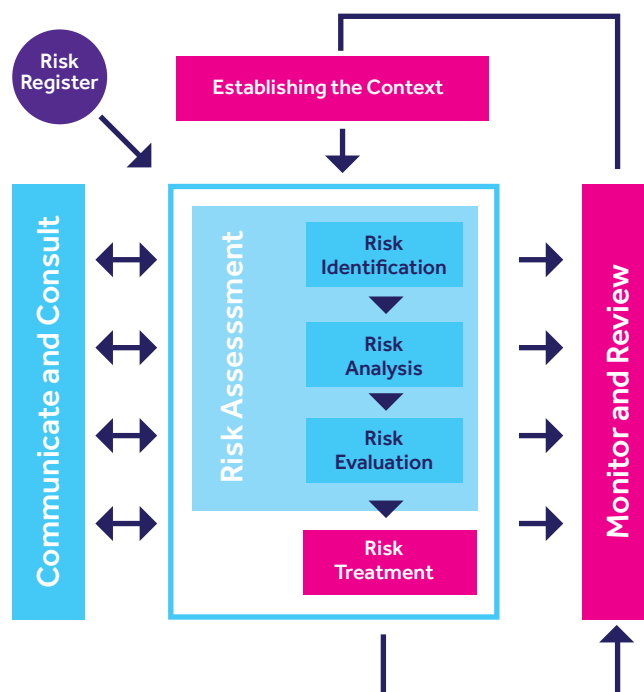
High Risks (ratings 15 to 25):

- If rated 15 or greater (15-25) 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 Risk Manager (Dublin South East)/Head of Service for Disabilities or Head of Service for Primary Care CH East. 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, we follow our Incident reporting policy and are required to report these to the State Claims Agency under NIMS (National Incident Management System)



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.

LauraLynn's risks assessment formats are in line with the HSE's risk management policy. All staff in the organisation have received mandatory training on risk management and completing risk assessments.

Risk

Risk Registers

Risk registers provide managers with a high-level overview of the organisation's risks and risk status at a particular point in time and become a dynamic tool for the monitoring of actions to be taken to mitigate those risks. The risk registers are live documents and therefore are updated on a regular basis. Currently there are four Risk Registers that are active in LauraLynn, which include: Corporate, Disabilities, Palliative Care and LauraLynn in the Community.

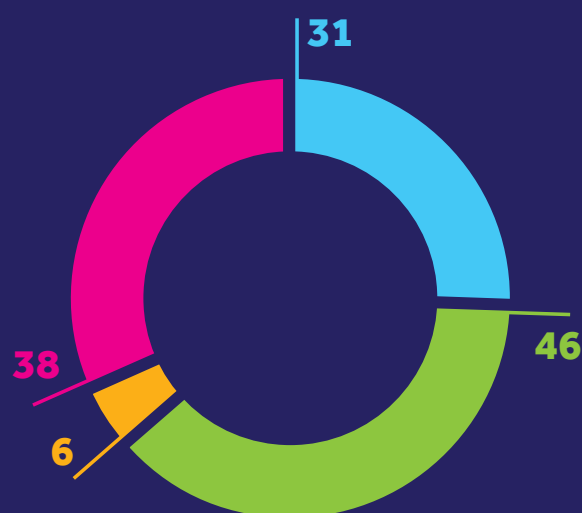
Each Executive Manager is responsible for updating and monitoring their own area and implementing any additional actions, which are required. The Risk Registers

are monitored, reviewed and updated as deemed necessary by the Quality, Safety and Risk Manager, but annually at a minimum.

The corporate risk register is a standing agenda item at 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 (ratings 15 - 25), any new updates including control measures and any additional measures required.

Table 9: Corporate Risk Register 2020

Risk Level	Rating	Number
Low	2	2
	3	13
	4	16
Medium	6	15
	8	6
	9	11
	10	1
	12	13
High	15	1
	16	3
	20	2
Total Live Risks		83
Total Closed Risks		38



Risk

Complaints and Feedback

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

The service 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 service 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

LauraLynn Ireland's Children's Hospice will be commencing the Accreditation process in July 2021. CHKS was successfully awarded the contract following a tender process, to provide accreditation services to the hospice, and we will be working towards achieving the children's palliative care standards within 15 months of the project commencing. CHKS has experience of working with adult and children's hospices in Ireland and the UK, which have achieved accreditation.





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.

Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home which controls the composition of its Board of Directors.

Directors, Secretary and Management

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 Management 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)

Tony McPoland

Kevin Keating

Angie Kinane

Patricia Lawler

Dr Denise McDonald

Sandra O'Malley

Dr Fiona McElligott

Nicholas Quigley
(Resigned January 2021)

Kevin Murphy
(Appointed August 2020)

Jacinta Quigley
(Appointed November 2020)

Secretary:

Ingrid Blake
(Resigned December 2020)

Lauri Cryan
(Appointed January-May 2021)

Rena Garrigan
(Appointed May 2021)

Directors, Secretary and Management

Chief Executive Officer

In April 2020, following two years of exceptional leadership, Orla O'Brien stepped down from the Chief Executive Officer (CEO) role. Ingrid Blake, the Head of Finance took up the role of interim CEO until the new CEO Kerry McLaverty was appointed by the Board following an external recruitment campaign in May 2020.

The Board would like to thank both Ingrid Blake and Bevan Ritchie for acting as Interim CEO at various stages during the year.

The Board delegates operational responsibility for the day-to-day running of the services to the 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 next external review due in 2021. The results of the reviews are communicated to the Board and any recommendations subsequently implemented.

Chairperson

The Chairperson 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. The Conflict of Interest Policy was reviewed in July 2019 and is due to be reviewed again in July 2022.



Profiles of Board Members:

Niall McHugh

Chairman & Trustee

Niall is a Chartered Accountant and CEO of Pinemont Finance, a bridging finance company. Prior experience includes establishing an accountancy practice which he ran for 25 years as managing partner. Niall joined the Board of LauraLynn in 2013 and served as chair of the Finance and Operations Committee before becoming Chair of the Board in 2016. Niall is also a Trustee.

Tony McPoland

Board Member & Trustee

Tony McPoland worked for twenty five years in the financial services industry, and served ten years on the Board of Directors of LBBW Bank with executive responsibility for Finance, Operations, Risk and IT. He has become a professional independent Director and sits on the Boards of eleven companies including a regulated asset manager, a number of regulated funds, SME companies and non-profit organisations. He is Chairman of five of these Boards. He is a Fellow of Chartered Accountants Ireland. He also completed the Advanced Management Programme in INSEAD, and The Institute of Director's Diploma and Certificate in Company Direction. He joined the Board of LauraLynn in 2015.

Kevin Keating

Board Member

Kevin is currently a financial consultant. He is a chartered accountant who has worked directly in the financial services industry for over 28 years. He retired from Goodbody Stockbrokers at the end of 2016, having worked in Goodbody as a Director of Corporate Finance since 1996. Kevin joined the Board of LauraLynn in November 2017.

Angie Kinane

Board Member

Angie is a Partner & Director of Q4 Public Relations. She is an experienced corporate and public affairs practitioner providing counsel and guidance to multinational and private companies, public bodies, representative organisations and non for profits. A former member of the Reader's Advisory Group of the National Library of Ireland she is a member of the Institute of Directors and of the Public Relations Institute of Ireland. She joined the Board of LauraLynn in January 2015.

Patricia Lawler

Board Member

Patricia Lawler qualified as a nurse at St Vincent's Hospital and set up Scope Clinical Research Ltd a Contract Clinical Research Organisation in April 1993. Patricia is currently the Managing Director at Scope, an experienced professional with over 25 years' experience in providing clinical research and training services in Ireland, The UK and Europe. Patricia is a member of the Institute of Directors obtaining a Certificate in company direction IoD 2016 (Hons) and Diploma in company direction IoD 2016.

Dr Denise McDonald

Board Member

Dr Denise McDonald is a consultant in the National Children's Hospital Tallaght since 2005. She specialises in paediatric neurodisability with a particular interest in spasticity management and the management of children with complex medical needs. Denise works in Tallaght hospital, Enable Ireland Tallaght and the specialist motor management service in Kildare. She has a commitment to general paediatrics in Tallaght hospital and extensive experience in the assessment and management of child protection concerns. Denise joined the Board in June 2016.

Sandra O'Malley

Board Member & Vice Chairperson

Sandra O'Malley is a healthcare consultant with a background in medical law and healthcare risk management. She is an experienced healthcare lawyer having previously practised in defense medical malpractice and having been Head of Legal Affairs of the Royal College of Surgeons in Ireland. Sandra works with healthcare clients delivering consultancy services and training in relation to healthcare risk management. As an executive coach and emotional intelligence assessor, she also delivers coaching and mentoring services.



Profiles of Board Members:

Dr Fiona McElligott

Board Member

Dr Fiona McElligott is a Consultant in Paediatric Palliative Medicine (PPM) to Children's Health Ireland at Temple Street, with liaison in reach to The Rotunda Hospital. She completed a diploma in paediatric palliative care in 2012, prior to pursuing sub-speciality GRID training in PPM in Yorkshire, UK. Prior to returning to Ireland, Fiona worked as a consultant in PPM in the National Health Service (UK), in association with Martin House Hospice for Children and Young People and Bluebellwood Children's Hospice. She was an executive member of the Yorkshire and Humber Children's Palliative Care Network as well as chair of its Education Subgroup. Fiona is also a member of the Children's Palliative Care Strategic Advisory Group. She joined the Board in 2019.

Nicholas Quigley

Board Member & Trustee

Nicholas Quigley is a Director of HKC Limited, an Irish company manufacturing electronic security equipment. Previously he held the position of CEO at PhoneWatch and qualified as an accountant. His daughter Christine, who sadly passed away in 2011, was a resident of the Children's Sunshine Home for over 10 years. He joined the Board of LauraLynn in September 2013.

Kevin Murphy

Board Member

Kevin is a volunteer with LauraLynn for more than 20 years. He initially joined The Children's Sunshine Home as a volunteer with the adult Residential Disability Service and since then has volunteered in a range of operations and activities programmes. He is part of our reading programme, events team and also spent time working with our fundraising team promoting the service through school visits. Professionally, Kevin has a background in Commercial Sales & Marketing, having spent the last 36 years involved in the Irish Chemical & Pharmaceutical industry. He joined the Board of LauraLynn in August 2020.

Jacinta Quigley

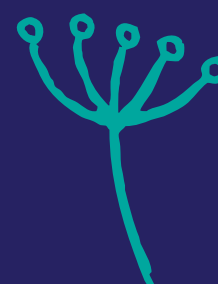
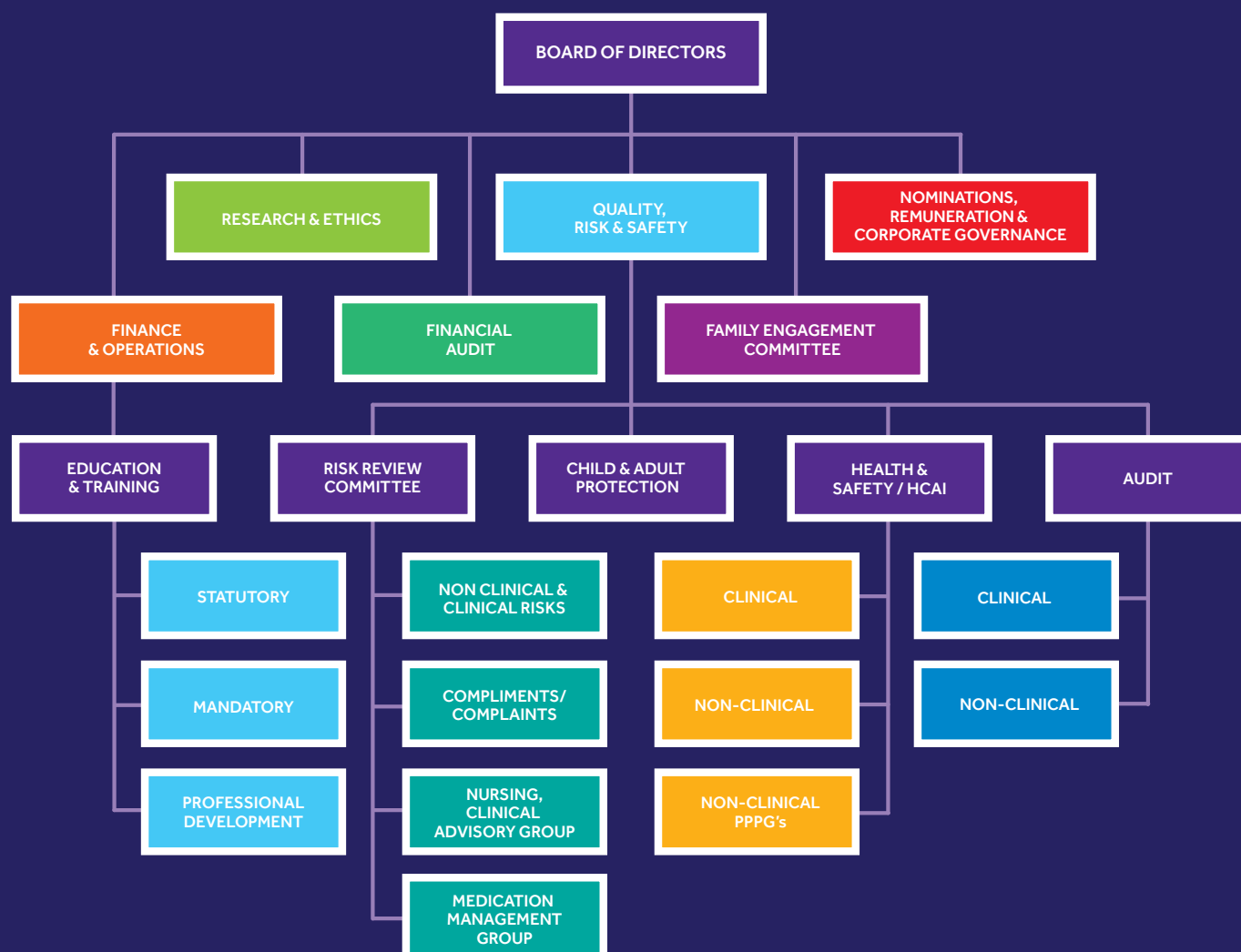
Board Member

Jacinta is the Director of EMEA Partner Business Operations at Microsoft. In this role, she enables partners in their operations with Microsoft, delivering on landing change with these partners, driving process optimization and operationalising go-to market strategies. Since joining Microsoft in 2001, Jacinta held a number of roles across engineering, business management, supply chain and operations. She is a big advocate for diversity and inclusion and is the sponsor for the newly formed women@microsoftireland employee resource group. Prior to joining Microsoft, Jacinta worked as a consultant with Accenture for three years. She has a master's degree in Business Studies and a post-graduate diploma in IT both from Dublin City University. Jacinta joined the board in October 2020.



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)
Resigned September 2020
Kevin Murphy (Board Member)
Appointed November 2020
- 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)
Resigned 2021
- 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, recruitment of the CEO, 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 2020. Attendance by each board member at these meetings is set out in Table 8 below.

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 2020.

Table 10: Board and Board Sub-Committees Meetings Attendance During 2020

	Board	Family Engagement	Finance & Operations	Financial Audit	Nominations, Remuneration & Corporate Governance	Quality, Risk & Safety	Research & Ethics*
Number of Meetings	8 (8)	5	6	3	3	6	2
Niall McHugh (Chairman)	8 (8)						
Kevin Keating	7 (8)		5 (6)				
Angie Kinane	8 (8)				3 (3)		
Patricia Lawler	8 (8)				3 (3)		2 (2)
Denise McDonald	6 (8)					4 (6)	
Sandra O'Malley	8 (8)					6 (6)	
Fiona McElligott	6 (8)						
Kevin Murphy	3 (3)	2 (2)					
Tony McPoland	8 (8)			3 (3)	3 (3)		
Jacinta Quigley	3 (3)						
Nicholas Quigley	8 (8)	4 (5)	6 (6)				
Ingrid Blake - Company Secretary	7 (8)						
Andrew Paul	—		6 (6)				
Olivia Rigney	—			3 (3)			
Frances Fletcher	—	3 (5)				5 (6)	

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

The Board would like to thank both Frances Fletcher and Nicholas Quigley, who have retired from the Board for their significant contributions to the Board, Trust and Board Committees during their respective terms of office.

In June 2020, the AGM was held remotely given the circumstances with Covid-19 and Government restrictions

which did not allow for gathering in a small space. In order for the AGM to be valid at the time, under the Memorandum and Articles of Association, it specified that a quorum of three members were required to be present on-site. This was facilitated in Little Oak Board Room where three members were able to maintain social distance whilst attending the virtual AGM and being on-site.

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 fully compliant where required and practicable, with the Charities Regulatory Authority Charities Governance Code. They comply with the Guidelines for Charitable Organisations on Fundraising from the Public issued by the Charities Regulatory Authority.

They are also fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 and applies Child Protection policies, based on the Children First Act 2015 and Children First Guidelines 2017, as well as Adult Vulnerability policies, 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 financial mismanagement has occurred and remain vigilant with regard to this. The only instance of fraud or attempted fraud was a data breach of a third-party supplier.

In July 2020 LauraLynn was notified by Blackbaud - a global provider of software tools and management resources for non-profits - that it was among a group of organisations impacted by a cyberattack on the Blackbaud systems. In line with LauraLynn's financial management practice, supporters' financial and sensitive personal data is stored in secure and encrypted files separately to its supporter database (Blackbaud) which

contains general supporter information (including supporter names, addresses, phone, email, contact details and communication history). No financial, credit card or PPS data was stored by LauraLynn with Blackbaud or was impacted by this third party breach.

LauraLynn immediately notified the Data Commissioner and sought advice from a data expert. The risk to LauraLynn data was deemed low as only general and contact information of donors is stored on the system. All donors and supporters potentially impacted by the breach were advised of the occurrence and of LauraLynn's actions to address it. Based on the information LauraLynn provided and the actions taken, the examination of this case was considered closed by the Data Commissioner's Office in January 2021.

Additional safeguards have been put in place to protect LauraLynn from a reoccurrence in the future. In November, LauraLynn appointed an independent GDPR Consultant to carry out an extensive assessment of the current Data Protection Management within LauraLynn. The purpose of this review was to assess how effective LauraLynn is in adherence to GDPR, and to provide recommendations based upon the review. A review has also been completed to assess the optimal CRM platform LauraLynn should use to store its donor database.

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 organisation's performance and on other issues affecting them e.g. Covid-19. Employees are encouraged to get actively involved by providing feedback via questionnaires, focus group sessions and team meetings.

LauraLynn's Human Resources policies ensure that:

- Staff members receive information and training on safe work practices, infection control, child protection, medication storage and administration and the reporting of incidents, accidents and near misses.
- 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 and some senior members of the Fundraising and Marketing & Communications teams who are paid in line with current market rates.

Information Relevant to Environmental Matters

LauraLynn is committed to protecting the environment and continues to proactively minimise its carbon footprint. In 2019 LauraLynn completed a large-scale sustainability project in collaboration with SEAI and SSE Airtricity, aimed at achieving energy savings across the campus. This involved 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. The impact of these actions has resulted in significant savings of up to 15% on our electricity and gas bills in 2020.

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. Also in 2020, as part of our Wellbeing at work programme, we launched a 'Go Green for LauraLynn' initiative involving the development of an environmental awareness section on our staff intranet, a talk from Voice Ireland on how to reduce food waste and how to encourage recycling in the home and work place.

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 2020 (2019: 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 group'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 group's auditors are aware of that information.

Auditors

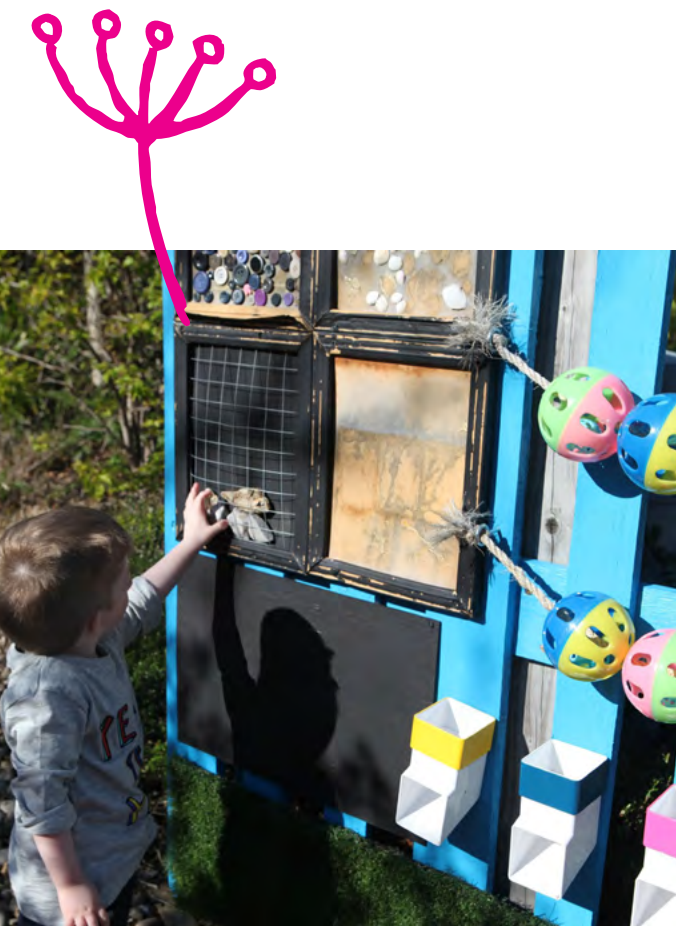
The auditors, Mazars, Chartered Accountants and Statutory Audit Firm will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:

Niall McHugh
Director

Tony McPoland
Director

Date: 30 April 2021



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: 30 April 2021

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 2020 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 issued in the United Kingdom by the Financial Reporting Council (FRS 102).

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 2020 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 further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) 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

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

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

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

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.

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 course of 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

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the directors' report has been prepared in accordance with applicable legal requirements;
- 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.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

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 requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. 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 set out on page 77, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines 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 Irish Auditing and Accounting Supervisory Authority's website at: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.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: 30 April 2021



Consolidated Financial *STATEMENTS*



Company Statement of Financial Activities

(Including An Income And Expenditure Account)

for the financial year ended 31 December 2020

	Notes	2020 Restricted Funds €	2020 Unrestricted Funds €	2020 Total €	2019 Restricted Funds €	2019 Unrestricted Funds €	2019 Total €
Income from:							
Charitable activities	4	4,210,923	—	4,210,923	4,315,681	—	4,315,681
Other trading activities	5	13,961	18,163	32,124	7,801	21,052	28,853
Total Income		4,224,884	18,163	4,243,047	4,323,482	21,052	4,344,534
Expenditure on:							
Charitable activities	6	4,208,047	18,163	4,226,210	4,356,537	21,052	4,377,589
Total Expenditure		4,208,047	18,163	4,226,210	4,356,537	21,052	4,377,589
Net Income / (Expenditure)		16,837	—	16,837	(33,055)	—	(33,055)
Net movement in funds		16,837	—	16,837	(33,055)	—	(33,055)
Reconciliation of funds:							
Total funds brought forward		270,080	—	270,080	303,135	—	303,135
Total funds carried forward	13	286,917	—	286,917	270,080	—	270,080

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 87 to 107 form part of these financial statements.

Consolidated Statement of Financial Activities

(Including An Income And Expenditure Account)

for the financial year ended 31 December 2020

	Notes	2020 Restricted Funds €	2020 Unrestricted Funds €	2020 Total €	2019 Restricted Funds €	2019 Unrestricted Funds €	2019 Total €
Income from:							
Donations	3	4,392,985	—	4,392,985	4,583,913	—	4,583,913
Charitable activities	4	5,035,323	—	5,035,323	4,315,681	—	4,315,681
Other trading activities	5	29,661	45,671	75,332	33,837	43,098	76,935
Total Income		9,457,969	45,671	9,503,640	8,933,431	43,098	8,976,529
Expenditure on:							
Charitable activities	6	8,738,141	45,671	8,783,812	8,710,601	43,098	8,753,699
Value of gifts in kind expended		108,949	—	108,949	268,371	—	268,371
Total Expenditure		8,847,090	45,671	8,892,761	8,978,972	43,098	9,022,070
Net Income / (Expenditure)		610,879	—	610,879	(45,541)	—	(45,541)
Net movement in funds		610,879	—	610,879	(45,541)	—	(45,541)
Reconciliation of funds:							
Total funds brought forward		283,342	—	283,342	328,883	—	328,883
Total funds carried forward	13	894,221	—	894,221	283,342	—	283,342

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 87 to 107 form part of these financial statements.

Company Balance Sheet

as at 31 December 2020

	Notes	2020 €	2019 €
Fixed Assets			
Tangible assets	10	1,402	2,805
Current Assets			
Debtors	11	687,688	782,101
Cash at bank and in hand		70,640	130,222
		758,328	912,323
Creditors: Amounts falling due within one year	12	(472,813)	(645,048)
Net Current Assets		285,515	267,275
Net Assets		286,917	270,080
Represented By:			
Restricted funds	13	286,917	270,080
Unrestricted funds	13	—	—
Total Charity Funds		286,917	270,080

The notes on pages 87 to 107 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: 30 April 2021

Consolidated Balance Sheet

as at 31 December 2020

	Notes	2020 €	2019 €
Fixed Assets			
Tangible assets	10	48,539	52,379
Current Assets			
Debtors	11	582,017	777,738
Cash at bank and in hand		906,349	253,898
		1,488,366	1,031,636
Creditors: Amounts falling due within one year	12	(642,684)	(800,673)
Net Current Assets		845,682	230,963
Net Assets		894,221	283,342
Represented By:			
Restricted funds	13	894,221	283,342
Unrestricted funds	13	—	—
Total Charity Funds		894,221	283,342

The notes on pages 87 to 107 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: 30 April 2021

Company Statement of Cashflows

for the financial year ended 31 December 2020

	Notes	2020 €	2019 €
Net cash (used in) / provided by operating activities	14	(59,582)	60,784
Change in cash and cash equivalents in the year		(59,582)	60,784
Cash and cash equivalents at beginning of financial year		130,222	69,438
Cash and cash equivalents at end of financial year		70,640	130,222

Consolidated Statement of Cashflows

for the financial year ended 31 December 2020

	Notes	2020 €	2019 €
Net cash provided by operating activities	14	666,522	112,588
Cash flows from investing activities			
Purchase of fixed assets	10	(14,071)	—
Change in cash and cash equivalents in the year		652,451	112,588
Cash and cash equivalents at beginning of financial year		253,898	141,310
Cash and cash equivalents at end of financial year		906,349	253,898

Notes to the consolidated financial statements

for the financial year ended 31 December 2020

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.

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 in accordance with the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014, 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 and the Statement of Recommended Practice (Charities SORP (FRS102)) as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are 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 financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102) and the Companies Act 2014. These financial statements also comply with the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities".

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 2020. 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 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.

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 2021. The HSE has indicated that funding will be available during 2021 at a similar level to that of 2020.

The company's subsidiary, CSH Childcare Services, is primarily 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. Additionally, the HSE have committed to provide funding of €1.5m per annum commencing in 2021.

Risk and Uncertainties

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 continues 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 Charities 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 are 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:

Buildings	—	50 years
Motor Vehicle	—	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.

Prepayments

Prepayments are expenses paid in advance and recorded as assets before these are utilised.

Prepayments are apportioned over the period covered by the payment and charged to the Statement of Financial Activities when incurred. Prepayments that are expected to be realised no more than 12 months after the reporting period are classified as current assets. Otherwise, these are classified as non current assets.

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 16, '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 1 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 16, 'Pension Commitments').

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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.

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 Scheme (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 16 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 €	2020 Total €	2019 Total €
Funding from the Children's Sunshine Home Trust (note 17)	4,284,036	—	4,284,036	4,315,542
Value of gifts in kind received	108,949	—	108,949	268,371
	4,392,985	—	4,392,985	4,583,913

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

4. Income from Charitable Activities

Company

	Restricted €	Unrestricted €	2020 Total €	2019 Total €
HSE Revenue Grant	3,976,258	—	3,976,258	3,930,387
Hospital services maintenance income	57,710	—	57,710	193,362
Superannuation deductions	176,955	—	176,955	191,932
	4,210,923	—	4,210,923	4,315,681

Group

	Restricted €	Unrestricted €	2020 Total €	2019 Total €
HSE Revenue Grant	4,726,258	—	4,726,258	3,930,387
Hospital services maintenance income	132,110	—	132,110	193,362
Superannuation deductions	176,955	—	176,955	191,932
	5,035,323	—	5,035,323	4,315,681

The source of all income received was the Republic of Ireland.

The terms and conditions of funding received under any Department of Public Expenditure and Reform circular 13/2014 are complied with.

HSE Revenue Grants received were a Section 39 grant of €3,976,258 and a one-off Voluntary Palliative Care Grant of €750,000.

The Section 39 grant was for the purpose of providing respite and residential care to children and adults with complex disabilities in The Children's Sunshine Home (Disability Service).

The Voluntary Palliative Care Grant was for the purpose of maintaining palliative care services for children in the context of the challenges posed by the Covid-19 pandemic.

5. Income from Other Trading Activities

Company	Restricted €	Unrestricted €	2020 Total €	2019 Total €
Canteen receipts	—	17,170	17,170	20,052
Miscellaneous income*	13,961	993	14,954	8,801
	13,961	18,163	32,124	28,853

Group	Restricted €	Unrestricted €	2020 Total €	2019 Total €
Canteen receipts	—	30,131	30,131	42,098
Miscellaneous income*	29,661	15,540	45,201	34,837
	29,661	45,671	75,332	76,935

* Miscellaneous income mainly relates to education funding from the Nursing & Midwifery Planning & Development Unit.
The source of all income received was the Republic of Ireland.

6. Expenditure on Charitable Activities

Company	Direct Care Pay Costs €	Support Costs €	2020 Total €
Activity:			
Adult Disability Services	977,305	348,592	1,325,897
Children's Disability Services	897,644	707,748	1,605,392
Children's Palliative Care	1,014,787	280,134	1,294,921
	2,889,736	1,336,474	4,226,210

Analysis of Support Costs:	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2020 Total €
Pay Costs:				
Management and Administration	77,261	156,863	199,835	433,959
Support	26,499	53,800	80,299	160,598
Retired employees*	63,526	128,978	—	192,504
Non Pay Costs:				
Governance and Overhead Costs	93,669	190,176	—	283,845
Drugs and Medical Equipment	23,927	48,578	—	72,505
Catering and Catering Supplies	39,056	79,296	—	118,352
Education and Training	6,031	12,246	—	18,277
Maintenance	18,161	36,871	—	55,032
Depreciation	463	939	—	1,402
	348,593	707,747	280,134	1,336,474

*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 €	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

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 €	2020 Total €
Activity:			
Adult Disability Services	1,042,937	509,414	1,552,351
Children's Disability Services	1,062,188	1,005,531	2,067,719
Children's Palliative Care	2,469,115	2,694,627	5,163,742
	4,574,240	4,209,572	8,783,812

Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2020 Total €
Pay Costs:				
Management and Administration	238,083	454,646	1,779,464	2,472,193
Support	26,499	53,800	80,299	160,598
Retired employees*	63,526	128,978	—	192,504
Non Pay Costs:				
Governance and Overhead Costs	93,669	190,176	514,853	798,698
Drugs and Medical Equipment	23,927	48,578	32,374	104,879
Catering and Catering Supplies	39,056	79,296	121,203	239,555
Education and Training	6,031	12,246	12,756	31,033
Maintenance	18,161	36,871	137,170	192,202
Depreciation	463	939	16,508	17,910
	509,415	1,005,530	2,694,627	4,209,572

*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 €	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

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 148 (2019: 153) and is analysed into the following categories:

Company	2020 No.	2019 No.
Management and administration	8	7
Clinical	54	57
Support	3	4
Fundraising	—	—
Pensioners	15	14
	80	82

Group	2020 No.	2019 No.
Management and administration	33	28
Clinical	86	94
Support	3	4
Fundraising	11	13
Pensioners	15	14
	148	153

Staff Costs Comprise:

Company	2020 €.	2019 €.
Wages and salaries	3,159,549	3,126,351
Social welfare costs	324,744	323,900
Pensioners	161,380	163,541
Pension lump sum	31,124	58,629
	3,676,797	3,672,421

Group	2020 €	2019 €
Wages and salaries	6,352,937	6,223,768
Social welfare costs	647,735	645,935
Retirement benefit costs	206,358	211,708
Pensioners	161,380	163,541
Pension lump sum	31,124	58,629
	7,399,534	7,303,581

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 €329,220 (2019: €227,781) 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.

	2020 €	2019 €
Directors	—	—
Executive team	734,669	759,593
Total key management compensation	734,669	759,593

There are no emoluments paid to the directors in either year.

The salaries paid to individuals in the CEO role (including Acting and Interim CEO's) during 2020 were a total of €145,163 plus pension contributions of €9,618.

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	2020 No.	2019 No.
Between €60,001 and €70,000	9	10
Between €70,001 and €80,000	3	2
Between €80,001 and €90,000	2	2
Between €90,001 and €100,000	—	1
	14	15

Group	2020 No.	2019 No.
Between €60,001 and €70,000	15	15
Between €70,001 and €80,000	5	3
Between €80,001 and €90,000	4	3
Between €90,001 and €100,000	1	2
Between €110,001 and €120,000	1	1
	26	24

8. Net Income / (Expenditure)

Company	2020	2019
	€	€
The net income / (expenditure) for the financial year is stated after charging the following:		
Depreciation (note 10)	1,403	1,402
Auditor's remuneration for audit of financial statements	9,960	8,862

Group	2020	2019
	€	€
The net income / (expenditure) for the financial year is stated after charging the following:		
Depreciation (note 10)	17,911	23,791
Auditor's remuneration for audit of financial statements	19,911	14,938

9. 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 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	2020	2019
	€	€
Net movement in funds (after depreciation)	594,042	(12,486)
Net assets	607,304	13,262

10. Fixed Assets

Group & Company

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

Cost:

At 1 January 2020	—	—	111,945	7,011	118,956
Additions	7,517	6,554	—	—	14,071
At 31 December 2020	7,517	6,554	111,945	7,011	133,027

Depreciation:

At 1 January 2020	—	—	62,371	4,206	66,577
Charge for financial year	63	655	15,790	1,403	17,911
At 31 December 2020	63	655	78,161	5,609	84,488

Net Book Values:

At 31 December 2020	7,454	5,899	33,784	1,402	48,539
At 31 December 2019	—	—	49,574	2,805	52,379

Included in cost at 31 December 2020, 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 10). The campus land and buildings remain outside of the company in the ownership of The Children's Sunshine Home Trust.

11. Debtors

Amounts falling due within one year:

	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
HSE	318,338	360,302	293,738	360,302
CSH Childcare Services (note 17)	—	—	336,234	35,252
The Children's Sunshine Home Trust (note 17)	182,618	286,073	—	286,073
Prepayments	51,324	94,126	51,324	94,126
Debtors	29,737	37,237	6,392	6,348
	582,017	777,738	687,688	782,101

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.

12. Creditors

Amounts falling due within one year:

	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
Trade creditors	125,217	226,770	125,217	226,770
Accruals	332,912	394,124	254,550	328,945
PAYE/PRSI	184,555	179,779	93,046	89,333
	642,684	800,673	472,813	645,048

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.

13. Funds of the Charity

Company — current year

	Opening balance 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Closing balance 31 December 2020 €
Restricted				
Adult Disability Services	848,362	1,432,900	(1,319,897)	961,365
Children's Disability Services	2,094,083	2,791,984	(1,593,229)	3,292,838
Children's Palliative Care	(2,672,365)	—	(1,294,921)	(3,967,286)
	270,080	4,224,884	(4,208,047)	286,917
Unrestricted				
General fund	—	18,163	(18,163)	—
Total	270,080	4,243,047	(4,226,210)	286,917

Company — prior year

	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

13. Funds of the Charity (contd.)**Group — current year**

	Opening balance 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Closing balance 31 December 2020 €
Restricted				
Adult Disability Services	376,976	1,432,877	(1,546,358)	263,495
Children's Disability Services	1,279,970	2,792,007	(2,055,550)	2,016,427
Children's Palliative Care	(1,386,866)	5,124,136	(5,130,346)	(1,393,076)
Gifts in kind	—	108,949	(108,949)	—
Capital grant (see below)	13,262	—	(5,887)	7,375
	283,342	9,457,969	(8,847,090)	894,221
Unrestricted				
General fund	—	45,671	(45,671)	—
Total	283,342	9,503,640	(8,892,761)	894,221

Group — prior year

	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 (see below)	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

**Capital Grants
Group**

	2020 €	2019 €
At 1 January	13,262	25,748
Depreciation	(5,887)	(12,486)
At 31 December	7,375	13,262

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.

14. Note to the Statement of Cash Flows

Company

	2020 €	2019 €
Net income / (expenditure) for the reporting period (as per the Statement of Financial Activities)	16,837	(33,055)

Adjustments for:

Depreciation	1,403	1,402
Decrease / (increase) in debtors	94,413	(64,337)
(Decrease) / increase in creditors (amounts falling due within 1 year)	(172,235)	156,774
Net cash (used in) / provided by operating activities	(59,582)	60,784

Group

	2020 €	2019 €
Net income / (expenditure) for the reporting period (as per the Statement of Financial Activities)	610,879	(45,541)

Adjustments for:

Depreciation	17,911	23,791
Decrease / (increase) in debtors	195,721	(21,016)
(Decrease) / increase in creditors (amounts falling due within 1 year)	(157,989)	155,354
Net cash provided by operating activities	666,522	112,588

15. Contingent Liability

A contingent liability of €308,680 (2019: €347,264) 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.

16. 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 2020, €176,955 (2019: €191,932) was retained and treated as income and €192,504 (2019: €222,170) 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 from 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 €206,358 (2019: €211,708). There were no amounts payable at financial year end (2019: € Nil).

17. 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 2020, the Trust transferred funds of €4,284,036 (2019: €4,315,542) to CSH Childcare Services.

CSH Childcare Services is a wholly owned subsidiary of The Children's Sunshine Home.

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 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
Due from CSH Childcare Services	—	—	336,234	35,252
Due from the The Children's Sunshine Home Trust	182,618	286,073	—	286,073
	182,618	286,073	336,234	321,325

In 2020, the Group incurred expenses amounting to €24,600 in relation to recruitment services provided by Morgan Mc Kinley. The group and Morgan Mc Kinley are related by virtue of common directorship between a director of LauraLynn and a close family member of that director who is a member of the board of directors of Morgan Mc Kinley. Selection and appointment of Morgan Mc Kinley was conducted in accordance with the Group's procurement policy and the director in question recused himself from those discussions and decisions. The amount owing to Morgan Mc Kinley at year end was €0.

18. Financial Instruments

	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
Financial assets				
<i>Measured as undiscounted amounts receivable:</i>				
HSE (note 11)	318,338	360,302	293,738	360,302
CSH Childcare Services (note 11)	—	—	336,234	35,252
The Children's Sunshine Home Trust (note 11)	182,618	286,073	—	286,073
Debtors (note 11)	29,737	37,237	6,392	6,348
Cash at bank and in hand	906,349	253,898	70,640	130,222
	1,437,042	937,510	707,004	818,197

Financial liabilities

Measured as undiscounted amounts payable:

Trade creditors (note 12)	125,217	226,770	125,217	226,770
Accruals (note 12)	332,912	394,124	254,550	328,945
	458,129	620,894	379,767	555,715

19. Post Balance Sheet Events

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

20. Approval of the Financial Statements

The financial statements were approved by the Board of Directors on 30 April 2021.

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