



# ANNUAL REPORT AND FINANCIAL STATEMENTS 2019

THE SHANTY EDUCATIONAL PROJECT  
COMPANY LIMITED BY GUARANTEE

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# ABOUT THE SHANTY EDUCATIONAL PROJECT

The name of the Company is The Shanty Educational Project Limited by guarantee trading as An Cosán.

The Company is established for charitable purposes only. The main objects for which the Company is established are:

- » To provide for the relief of poverty, deprivations and disadvantage in disadvantaged areas through the provision of education, training, employment, enterprise and childcare.
- » To empower local people through education and enable them to fully participate with local authorities and State agencies in the delivery of Government.
- » To promote sustainable local development by the development of the leadership, strategic and entrepreneurial capacities of local people.
- » To provide education, training, enterprise and childcare by establishing, building, maintaining and conducting a centre of centres or such facilities as may be thought desirable.



An Cosán is a registered charity in Ireland, our company registration number is 131383 and our charity (CHY) number is 8659.

COMPANY SECRETARY: Barbara Cotter

CEO: Heydi Foster-Breslin

Charity Regulator Number: 20021528

<b>Board of Directors</b> Anna Durkan Geraldine French Bill Roche Conal Henry Barbara Cotter Mairead Butler Martina Genockey Dee Kehoe – appointed 18th May 2020 Siobhan wall – appointed 18th May 2020	<b>Auditors</b> Crowe Ireland, Marine House, Clanwilliam Court, Dublin 2	<b>Solicitors</b> A&L Goodbody, North Wall Quay, Dublin 1	<b>Principal Bank</b> Allied Irish Bank Village Green Tallaght Dublin 24  <b>Other Bank</b> Bank of Ireland Ballsbridge Dublin 4
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Our address is Kiltalown Village Centre, Fortunestown Road, Jobstown, Tallaght, Dublin 24.

The following Directors are retiring by rotation :

Barbara Cotter  
Geraldine French  
Conal Henry

The following Directors have been re-elected

Barbara Cotter  
Geraldine French  
Conal Henry

The Members are as follows:

First Name	Surname
Dara	Hogan
Brenda	O'Malley Farrell
Eileen	Durkan

**Registered Office:**

An Cosán, The Shanty Educational Project CLG, Kiltalown Village Centre, Jobstown, Tallaght, Dublin 24.

# CHAIRPERSON'S REPORT

## ANNA DURKAN

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An Cosán was founded in 1986 by Ann Louise Gilligan & Katherine Zappone and continues to serve disadvantaged communities not just in West Tallaght but all over Ireland. Our mission is to empower through education – we do that by providing people of all ages with pathways to learning, leadership and enterprise. An Cosán offers a variety of programmes in early years education and care, parenting, community foundation, further and higher education.



2019 was a challenging and rewarding year for An Cosán. We continued on our mission to becoming a national organisation and advocating for those from disadvantaged communities; giving a voice to those who experience social exclusion and are faced with barriers to returning to or engaging in education such as, belonging to a jobless household, being a lone parent, having a disability, being homeless or affected by housing exclusion and belonging to an ethnic minority. Many of the members of the communities we serve can have a number of these “barriers” and it is with the holistic service and supports that An Cosán offers we can support them to overcome them.

Educational inequality continues to be one of the biggest social issues in modern day Ireland, and this has become an enduring characteristic of disadvantaged communities, it is intergenerational and associated with poverty. A strong community education infrastructure is a vital strand of support working to bring these families back to education. We have always advocated a ‘One- Generation Solution’, whereby if you educate a mother, you educate her whole family.

Of course the Digital Divide is something that we have become very aware of over the past number of years since setting up our virtual community college; digital literacy, access to broadband and devices is something many people take for granted but is an issue that we are all too aware of in relation to disadvantaged communities and how they are affected by it, and how it increases social exclusion.

In April I attended the launch of 'Young Women's Education Programme - #One Generation Solution' which is based on An Cosán's experience and knowledge of what works for this cohort of young adults. Our experience demonstrates that if you can bring a young mother through a programme of education that offers the opportunity to access well remunerated employment; both she and her children will exit poverty forever and her children will also successfully engage in education. I was personally delighted to see this programme reinstated as it has been one of the most successful programmes we have run over the years, but lack of funding prevented continuation. Thankfully, we now enjoy the support of JP Morgan and look forward to the next generation of results from this competence-based education access route to employment for young women who parent alone. We are very grateful for JP Morgan's support in this.

Our early years services, continue to be a vital part of the Dublin communities they serve. The children receive such high standard levels of care, support and education. In 2019 we committed to undertake refresher training in 'HighScope - Implementing HighScope Approach (IHA)' course, in order to ensure our standards remain high and the children continue to receive only the best early years learning and supports. The Early Years sector continues to be a very difficult realm to operate in; high insurance costs, low wages and funding continue to create challenges for An Cosán, but we are very lucky to have a very engaged COO, who continues to advocate for children who are most vulnerable and many with challenging family situations and high support needs.

In October 2019, An Cosán launched the Higher Education Pathway for Non-Traditional Learners, which offers people who have previously been unable to access higher education the opportunity to achieve a third-level qualification up to and including a QQI Level 8 honours degree through blended learning. The program was launched in collaboration with Institute of Technology Carlow and has received funding from the Higher Education Authority (HEA), under its programme titled 'Transformation and Innovation in Higher education (2018)'. This learner-centred and flexible programme will offer 60 places and will be made available in communities nationwide, through our local community education partners in locations across Ireland. The project responds to the needs of mature students, who often have complex lives and/or had negative earlier education experiences and as a result have been unable previously to access and complete higher education.

The project builds on the unique collaborative partnership that exists between Institute of Technology Carlow and An Cosán and its online Community Education model. This blended and holistic approach is a wonderful progression of the work that was started so many years ago in the Dublin Mountains.

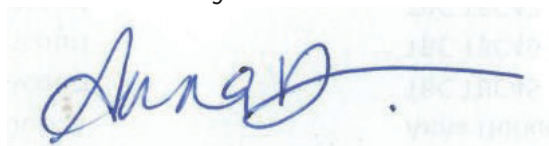
Also, in 2019 we had great pleasure in hosting our annual fundraisers; our legendary International Women's Day lunch, our Annual golf day which has been going for over 20 years and our Winter Ball – our fifth outing - and this year we had over 300 people attend and a wonderful night was had by all. These events continue to help us to promote and raise awareness of our work, garner new advocates and connect with established supporters and others who, vitally, continue to fund some of the incredible work that the team at An Cosán does.

We are grateful to all our partners - corporate partners, Government agencies and private donors - who support us, who do so because they know and appreciate the value of the work and services we do. We are committed to operating to the highest standards of governance, in a transparent manner, and always in the best interest of the organisation and those we support.

As always, I thank the wonderful dedicated people of the Board, it is my pleasure and privilege to be the Chair and I acknowledge and am grateful for the hard work and dedication of all of the staff at An Cosán. We continue to work to secure core funding to ensure the sustainability of An Cosán, and remain committed and dedicated to the mission and its wonderful outcomes.

Finally, the biggest change in the year was the retirement of Liz Waters after over 20 years involved with An Cosán and over 15 years as CEO. Liz's energy, passion for learning, enthusiasm, dedication, commitment and understanding of social injustice has been invaluable to An Cosán over the years. Among many other things she was instrumental in bringing the Virtual Community College to life in 2014 and in 2018 was recognised with a number of awards for her contribution to the sector. She is and will continue to be a strong advocate for blended learning and in bringing attention to and lessening the Digital Divide. In December we said thank you and farewell and were joined by old friends and new. We told many stories and relived forgotten experiences. Liz is very much part of the fabric of An Cosán; I know she will remain a friend of the organisation and I thank her both personally and on behalf of the board.

It gave me great pleasure to welcome the new CEO in November, Heydi Foster-Breslin. Heydi brings with her energy, personality and experience and understands the needs of the communities which we serve. I look forward to the next chapter with Heydi as she brings An Cosán to the next stage of our transformation journey and into the 20's. Welcome Heydi.



Anna Durkan  
Chair of the Board of Directors



## OVERVIEW

### BY THE CHIEF EXECUTIVE OFFICER



I was delighted to join An Cosán, Ireland's largest community education organisation, in November 2019. The ethos of this great organisation - equality, inclusion and determination to leave no-one behind - so closely matches my own ideals and my work as a commissioner of the Irish Human Rights & Equality Commission (IHREC).

Throughout my life I have repeatedly witnessed the transformative impact and power of education. I have always held the belief that it is key in bringing about social equality and an end to poverty. I learned of An Cosán through my work in Exchange House Ireland National

Traveller Service and most recently as CEO Mísean Cara. The organisation's vision of 'a society free from all forms of poverty and inequality' is close to my heart.

I am incredibly grateful for the warm welcome I have received at An Cosán. Everyone knows that An Cosán is famous for its fresh scones, baked and shared with love, but it is the people who make the organisation so special. I am continually impressed by their care and dedication to each other, our learners, children and families. I particularly like the tradition of starting each meeting and class with an 'Opening Circle' where everyone takes a moment to reflect, something that is often missing from our day to day lives. It is this holistic, all encompassing approach to education that makes An Cosán such a unique place. When learners speak of their educational experience, they are of course proud of their achievements but consistently it is the sense of belonging, of being respected and valued for who they are that stays with them forever after.

**Educational inequality** is one of the most serious social issues in Ireland today. An Cosán provides flexible, learner-centred, progression pathways for learners from Access to Further and onto Higher Education. Our educational teams delivered 50 modules in 2019 and learners submitted 167 portfolios for Certification in Further Education. In Higher Education, for the first time in its history, An Cosán offered all three stages of our BA Degree programmes concurrently. In 2019, there was an increase of 45% in the number of Higher Education learner registration. Behind these figures are our learners who come from diverse backgrounds - young people aged 18-30 seeking alternative routes to higher education, early school leavers, carers, lone parents, long term unemployed, people who struggle with disadvantage or urban and rural isolation, people who have experienced homelessness; people from the Travelling community, people who are in the asylum seeking process or living in Direct Provision centres



across Ireland. They bring with them a richness of experience and knowledge and through their determination and courage overcome many challenges.

**“48% of Ireland’s adult population have only basic digital skills”** (DESI 2018, 2019) - An Cosán know that if we don’t tackle the digital divide, we are missing an opportunity to tackle social ills such as isolation and loneliness. We are currently looking at a situation in which digital illiteracy will rise as a new super-literacy challenge. During 2019, in association with Accenture, we extended our provision of digital training opportunities and access to the Skills to Succeed Academy (S2S). Development of a digital skills assessment tool using the DigComp, European Digital Competence Framework, in conjunction with Accenture is ongoing and a very exciting prospect.

Research shows that **early years education and care** is the key to achieving better outcomes in primary and post primary schools for children. It is widely recognized that the highest return from investment in education is between the ages of 0 to 5 (Carneiro and Heckman, 2003). In short, early childhood is the stage where education can most effectively influence the development of children and help reverse disadvantage (European Commission, 2011).

An Cosán explores all areas of families’ needs, and provides **holistic wrap around services** that not only keep families out of the child protection system but also move them into a situation where they are more confident and engaged in making positive life style choices for themselves and their children. The early **intervention strategies** used by An Cosán for children with social or emotional difficulties and their families can prevent the need for remedial intervention later. Over 320 families benefited from An Cosán early years’ and family support services in 2019; and 215 children - ranging in age from three months to five years - received high quality early years education and care in our seven centres across Dublin city.

Our **achievements and performance** in 2019 highlight the significant contribution An Cosán has made in achieving our mission. An Cosán believes in working collaboratively across a number of Government departments and State agencies to achieve many shared goals and we recognise and thank them for their support. It is very clear that mainstream core funding is essential to ensure the **sustainability of our national impact** over the coming years. We also thank our charity partner Goodbody Stockbrokers and our many other corporate partners who provided increased opportunities for the development and piloting of new programmes.

Our **Community Employment Scheme** is very successful with 25 participants receiving experience in a variety of roles such as early years, hospitality, maintenance, administration, reception duties, event management, IT tutor support, and outreach. Continuous professional development in training such as QQI Level 5 and QQI 6 in Childcare, Train the Trainer QQI level 6, HACCP, Customer Services QQI Level 5, Care of the Older Person QQI Level 5, Reception Skills QQI Level 5, Accountancy Technician, Learning to Learn at Third Level SPA, and Business Administration with Digital Skills QQI Level 5.

During 2019 An Cosán continued to support the work of the **Public Participation**

**Network (PPN)** office as a Host Organisation. This involves employing the co-ordinator and providing office and meeting space within our Tallaght site.

An Cosán's Access, Further, and Higher Education teams worked closely with the Educational Technology team to **integrate our face-to-face and on-line community education models** in 2019. A continuum of learning modes - face-to-face provision through blended to pure online learning opportunities – has been developed and implemented. In addition to helping secure validation for new awards, cross-team collaborations facilitated **significant innovations in teaching and learning**. For the first time, the Higher Education team successfully delivered modules in a blended, group-to-group format, linking learners in Wexford, Southend Family Resource Centre with those in An Cosán, Jobstown.

An Cosán is committed to working in partnership with local and national organisations to build a united response to the educational needs of **marginalised communities across Ireland**. During 2019, An Cosán collaborated with a wide network of Community and National organisations. These included 16 new community-based organisations in locations across Dublin, Offaly, Longford, Roscommon, Westmeath and Wexford as well as national agency collaborations with the National Centre for Guidance in Education (NCGE), Irish Rural Link, and Irish Congress of Trade Unions. An Cosán also joined The Open Doors Initiative and the Digital Skills and Jobs Coalition.

Finally, to our staff – thank you! Your dedication, enthusiasm and warmth is amazing. Together we are achieving great things.



Heydi Foster-Breslin, CEO



# AN COSÁN EDUCATION AND TRAINING PROGRAMMES

Transformative learning is at the core of An Cosán's model of adult and community education. We offer lifelong learning opportunities spanning 'returning to learning' unaccredited provision through accredited learning from NFQ Level 3 to Level 8. Individuals taking the risk to return to education as adults often have a very challenging pathway, they may have to journey through fear, shame, a deep sense of failure, often they are characterised by a deep lack of self-belief and confidence, it takes courage to cross the threshold of An Cosán Hospitality, providing 'a place of heart and home', is integral to our ethos, recognising that individual learners' basic needs must be met before they can excel in their studies. At our home in Jobstown, An Cosán's specialised, learner-centred supports include counselling, childcare, and mentoring.

Our holistic model of education supports our learners' self-esteem and empowerment as well as our communities' sustainable development. An Cosán's Strategic Plan 2018-2021 is informed by this ethos. Goal one is: 'be a world class technology enhanced community education initiative, with local, regional and national reach'. 2019 saw the following significant advances towards achieving this goal.

	No. of Courses Offered in 2019	No. of Learner Places
Access Education	10	131
Further Education	14	229
Higher Education	26	504

## QUALITY TEACHING AND LEARNING AT AN COSÁN

Student and external expert feedback continue to inform best educational practice at An Cosán. At both Further and Higher Education levels, validation committees composed of external experts – from QQI, NUI Galway, Technological University of Dublin (TU), Tallaght IT, Dundalk IT and Longford Women's Link - toured An Cosán and expressed their high regard for our work in widening access to education for communities in Tallaght and across Ireland.

In Higher Education, Dr. Bríd Connolly, external examiner for IT Carlow in 2019, visited An Cosán in May and August to review our programmes and assessment procedures. Her overall feedback was very positive, specifically that An Cosán offers an 'exemplary' standard to students, many of whom would not access Higher Education without our presence. Student feedback across all modules is broadly very good, with the Social Innovation Fund's Evaluation Team describing our HE students' focus group feedback as 'excellent'.

## NEW DEVELOPMENTS

### Expansion of Accredited Programme Provision

Following significant work in 2019, An Cosán can now offer learners across Ireland a wider, accessible range of educational programmes and progression pathways to achieve their learning goals.

- In Further Education, An Cosán secured validation for the QQI Major Award in Business Administration with Digital Skills for Work (Level 5) in both face-to-face and blended learning formats.
- In Higher Education, with the support of the Higher Education Authority award, An Cosán and IT Carlow secured the validation of a new Certificate in Personal and Professional Development (Level 6).
- An Cosán and IT Carlow secured the validation of 17 minor awards extracted from our BA Degree Programmes.

We will now be able to offer these programmes to learners as individual minor awards, ensuring greater flexibility for learners, a wider range of programmes to offer community partners, and improved viability of VCC programmes in future.

### Expansion of Digital Stepping Stones | Skills to Succeed

An Cosán's focus on contributing to meeting the challenges of the digital divide in Ireland was maintained during 2019. In association with Accenture, we extended our provision of digital training opportunities and access to the Skills to Succeed Academy (S2S). Employability and digital skills training was provided to over 1300 people.

Delivery of An Cosán's Digital Pathways 4-Week and 6-week programmes continued across 2019. 56 people in community-based organisations were upskilled through S2S train the trainer. Development of a digital skills assessment tool using the DigComp, European Digital Competence Framework, in conjunction with Accenture is ongoing.

### **Enhanced Community of Practice Collaborations**

An Cosán's Access, Further, and Higher Education teams worked closely with the Educational Technology team to integrate our face-to-face and on-line community education models in 2019. A continuum of learning modes - face-to-face provision through blended to pure online learning opportunities – has been developed and implemented. In addition to helping secure validation for new awards, cross-team collaborations facilitated significant innovations in teaching and learning. For the first time, the Higher Education team successfully delivered modules in a blended, group-to-group format, linking learners in Wexford, Southend Family Resource Centre with those in An Cosán, Jobstown.

### **NATIONWIDE PROGRAMME DELIVERY**

An Cosán's Technology Enhanced Community Education Network (CETN) consists of our collaborative community education partners nationwide. This network aims to facilitate learner participation in An Cosán's blended learning provision across the country and enhance the technological capacity of the community education partners involved. In 2019, Education Team members worked with learners and community partners in specific, challenging contexts:

- Engaged three national organisations to deliver S2S Academy training: Irish Refugee Council, EmployAbility and Ruhama.
- Delivered ICT programmes in Ballymun through the Young Adult learner project, supported by the Social Innovation Fund.
- Completed the Certificate in Leadership and Social Enterprise by Donegal/Derry women's groups, funded by City and Guilds.
- Delivered the An Cosán Right to Work Education Project for 40 International Protection Applicants, supported by the Irish Human Rights and Equality Commission.
- Delivered community tailored modules in collaboration with our Community Partners who are community-based organisations nationwide, including:
  - o Tiglin, Co Wicklow, which specialises in addiction and rehabilitation.
  - o The Acorn Project, Edenderry, Co. Offaly, a justice diversion project for "at risk" youth.
  - o Longford Women's Link, Co. Longford, offers education and training to women who left school early or seek to return to employment.
  - o Dublin North West Area Partnership (DNWAP), tackles long-term unemployment.
  - o Galway City Partnership, a local and community development company.

- o Wexford Public Participation Network (PPN) & South West Wexford FRC
- o Dublin City Council Local Enterprise Office (LEO), offers support to start-ups and small businesses to grow
- o North-East Inner-City Initiative (NEIC)
- Delivered CPD training to community-based professionals

## **Community Partnerships**

During 2019, An Cosán collaborated with a wide network of Community and National Based Organisations. These included 16 new community-based organisations in locations across Dublin, Offaly, Longford, Roscommon, Westmeath and Wexford as well as national agency collaborations with the National Centre for Guidance in Education (NCGE), Irish Rural Link, and Irish Congress of Trade Unions. An Cosán also joined The Open Doors Initiative and the Digital Skills and Jobs Coalition.

In May 2019, An Cosán hosted our 3rd Annual Community Partner Forum supported by EPALE Ireland in NDRC, Dublin 8. Over 100 representatives from the community education, public policy, local development, State agencies and corporate sector came together to explore how technology is impacting the future of education, jobs, digital literacy, social enterprise and social inclusion at grassroots level across Ireland. Bairbre Nic Aongusa, Assistant Secretary, Department of Rural and Community Development opened the event as keynote speaker.

## **FUNDING**

Sustainable delivery of the above educational programmes requires the sourcing of core funding. In addition to the continued and welcome support from Pobal and DDLETB, corporate and philanthropic sponsorship continued in 2019. Accenture supports An Cosán to provide employment skills training via it's Skills to Succeed Academy (S2S) and digital skills through An Cosán's Digital Pathways program. In Further Education, our Young Women into Technology programme is supported by FIT and by Goodbody's. Ulster Bank and DDLETB have also funded Further Education programmes. In Higher Education, the Higher Education Authority supports an An Cosán-IT Carlow collaborative project to create a Degree programme in Personal and Professional Development. ESB Networks and Social Innovation Fund Ireland continued to provided support for online higher education provision. Through our Community and Collaborative Partnerships, several programmes for specific target groups were funded by national and regional organisations, including IHREC, DNWAP, Dublin City Council LEO, Wexford PPN, Galway City Partnership, and NEIC.

## CHALLENGES

The main organisational challenge remains sourcing increased core funding.

Education Team-specific challenges identified include:

- o In Access Education; recruiting and retaining participants in particular engaging and encouraging young men in the community to participate.
- o In Further Education, recruiting and retaining participants is also a challenge; some of An Cosán's courses are offered free of charge in the local ETB; awareness, promotion and advertising requires a lined strategy/budget in place of current reliance on word of mouth/local community organisations.
- o In Higher Education, the widening number of programmes and student numbers without a corresponding increase in full-time tutors to service the expansion; timely recruitment and registration of learners to programmes; and resourcing/supporting disadvantaged learners, including the limited nature of An Cosán's bursary fund.

To address these challenges - to achieve the organisation's stated strategic goals, to complete education provision to the standards required under our accreditation agreements with QQI and IT Carlow, to meet existing levels of demand, and to enable growth in future - increased capacity is required in several key infrastructural systems.

Core infrastructural systems include administration and data collection & analysis, long-term financial planning, marketing and recruitment, technology enhanced learning systems, learner supports, and counselling. These core systems are vital to supporting delivery of quality education, as well as to being able to respond and produce realistic, fully costed tenders for externally funded projects in a timely fashion, and to facilitating review and enhancement of internal efficiencies.



# AN COSÁN EARLY YEARS EDUCATION AND CARE

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Over 260 families benefited from An Cosán early years' and family support services in 2019. 215 children - ranging in age from three months to five years - received high quality early years education and care in our seven centres across the city. Intensive family support was provided to parents /carers who were struggling with different issues and difficulties in their lives, and early years staff attended and facilitated meetings such as case conferences and Meitheal meetings. Sixty four families received home visits under our Lifestart programme.

In our centre in Jobstown, 29 places for children were reserved every day for the children of learners to enable them to participate in education and training opportunities in An Cosán. We worked closely with Tusla, Child and Family Agency, receiving referrals from professionals working with families who were experiencing a number of different issues such as child welfare issues and other family difficulties or developmental delays, and provided 30 places to children from these families. Our annual Service Level Agreement (SLA) meeting with Tusla took place in November, and was attended by the Senior Manager for Prevention, Partnership and Family Support and a business support officer from Naas Head Office. They confirmed we were compliant with all their requirements regarding the SLA.

28 children attended our out-of-school programme each day throughout the school year, and a Summer programme for the month of July. These children took part in fun educational programmes which included IT, drama, cookery, Lego club and other activities the children requested.

**Our early years education and care centres** based in Whitehall, Cabra and two other areas of Tallaght employed 34 staff and had 156 children receiving high quality education and care.

Six of our services received support under the Access and Inclusion Model (AIM), which allowed us to support children with disabilities to access the early years programmes. The goal of AIM is to empower providers to deliver an inclusive early years experience, ensuring that every eligible child can meaningfully participate in the ECCE Programme and reap the benefits of quality early years care and education.

A requirement from Tusla in 2019 was that all early years services renew their registration before the end of the year. This required the submitting a huge amount of supporting documentation for each of our services such as Garda/Police vetting, written and validated references and evidence of identification in regard to each staff

member. It also required us to provide floor plans, policies, procedures and safety statements, planning permission, fire safety certificate, building compliance certificate, evidence of registration with CRO (Company Registrations Office) and details of board of management. Annual inspections and audits of the services were carried out in the early years' services which included audits from Pobal and the pre-school inspectorate.

Family Days and celebrations took place throughout the year e.g. trips to the Zoo and a farm. The children had special Christmas celebration in all our centres. We received free tickets for the Christmas pantomime in the Mill theatre in Dundrum from Rothco, Accenture's creative agency, hired a bus and forty families had a great afternoon.

As part of our encouraging good literacy approach, parents whose children were attending our Tallaght services were all supported to sign up to the Dolly Parton Imagination Library, a CDI scheme where free age appropriate books are posted monthly to all children up to age five years.

## **COMMUNITY EMPLOYMENT SCHEME (CE SCHEME)**

At the beginning of 2019 we had 14 participants on the CE scheme and by the end of the year we had 25 participants. The participants were receiving experience in a variety of roles such as early years, hospitality, maintenance, administration, reception duties, event management, IT tutor support, and outreach. Alongside this experience and training participants received external training such as QQI Level 5 and QQI 6 in Childcare, Train the Trainer QQI level 6, HACCP, Customer Services QQI Level 5, Care of the Older Person QQI Level 5, Reception Skills QQI Level 5, Accountancy Technician, Learning to Learn at Third Level SPA, and Business Administration with Digital Skills QQI Level 5

## **LIFESTART PROGRAMME**

The Lifestart team were very active in 2019, supporting up to 64 families, with referrals continue to come in weekly. Funding was secured to train new home visitors, and as a result we trained an additional five home visitors to support parents with attachment and their child's development. These staff will not all be used as home visitors but the training will be beneficial to them in their work as early year educators. The team worked a number of families who are living in homeless accommodation and supported and engaging these families with relevant services i.e. County Council and Housing Associations. Throughout the year, the team also referred parents on to the educational programmes courses and the counselling service in An Cosán. The team also ran two Parent and Toddler programmes throughout the year, one in An Cosán and one in our service in Kiltipper.

We made a presentation to St. Vincent DePaul (SVDP) in February to inform them of the support we are providing to families, and as a result we received more families into the programme. SVDP provided funding to families to engage in the programme.

## **PUBLIC PRIVATE PARTNERSHIP (PPN) PROGRAMME**

An Cosán continued to support the work of the PPN, as the Host Organisation. This involved employing the co-ordinator and providing office and meeting space.

## **THE RELIEF COVER PANEL ENTERPRISE.**

The two staff on the Relief Cover Panel programme continued to support our early year services throughout 2019, covering in rooms when staff were on leave. The programme did not provide relief cover staff to external services as planned due to the difficulty recruiting staff. However, it continued to be a vital service for our services.

## **CONTINUOUS PROFESSIONAL DEVELOPMENT**

Delivery of HighScope (IHA) Certified 12- month course to 52 Early Year Educators (EYE's) and Managers was completed in July 2019, with all staff completing their assignment portfolios. The HighScope PQA (Preschool Quality Assessment) rating instrument, which is designed to evaluate the quality of early childhood programmes, was used to assess the early year educators who completed the training. This focused on key aspects of programme quality, including adult-child interaction, learning environment, daily routine, curriculum planning and assessment, parent involvement and family services, staff qualification, development and program management. It provided specific, easily understood quality indicators with objective five-point rating scales that define quality along a continuum. EYE's can score no less than 3.1 to gain certification. The staff achieved between 3.7 and 4.6 rating on end of course PQA visit, and all are now certified HighScope Early Years Educators. This training ensured that all children receive a high quality programme based on their interests and strengths, and gave staff core knowledge and better understanding of the curriculum, along with skills and strategic approaches to perform more confidently in every day working situations.

Support visits to each of the early years centres took place regularly during the year, which enabled the identification of additional training needs and support Managers and Staff with the implementation of the HighScope curriculum, and additional training workshops took place throughout the year. Workshops for parents also took place throughout the year, giving them an overview of the HighScope curriculum in use in the centres.

In 2019, our early years' service also supported and provided placements for students from a number of different colleges including Marino and St. Patricks/DCU, providing them with a valuable learning experience.

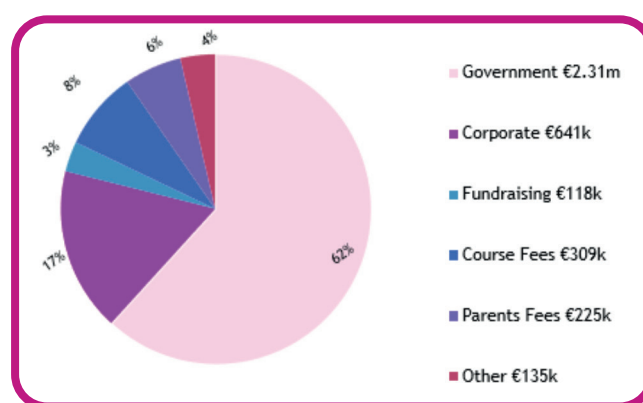
The early years working group, which includes a member of the Board of Directors, met throughout the year to support the services, and oversee the early years goals in the Strategic Plan.

## **CHALLENGES**

A challenge which remained in place for the early years services was recruiting and retaining staff, which was a problem across the sector as a whole.

## FINANCIAL REVIEW

Our Financial Statements for 2019 show total income of €3.722m and total expenditure of €3.765m, resulting in a loss for the year of €43k. Our reserves figure on our Statement of Financial Position is a deficit of €203K. Our strategy, and ongoing focus and attention to strong financial management, validates our commitment to building the reserves for the organisation. An Cosán's Reserves Policy concentrates on building unrestricted reserves as a key part of the strategic plan with a target in line with the principles of good governance for effective future planning.



At the date of approving this report and the financial statements, there are no uncertainties about the organisation's ability to continue as a going concern for the next 12 months.

Since our inception we have grown from strength to strength. We have expanded our services to enable us to have a national reach by focusing on our hugely successful blended learning model while continuing to deliver all our face to face programmes, early years provision and our counselling services. An Cosán operates a lean business model which presents huge challenges for the organisation as we move forward and progress into 2020/2021 and beyond.

We continue to maintain robust expenditure control to provide our essential services, cost effectively without conceding on the quality of the service for which An Cosán has an excellent reputation. During the period of the last economic downturn, An Cosán made a strategic decision to continue to support communities in need, which resulted in depletion of our unrestricted reserves in order to maintain the vital essential services to the communities we serve.

## FUNDING STRATEGY

An Cosán continued to implement Goal No. Five of our Strategic Plan which was to source new and sustainable funding to allow us to continue to achieve our mission and deliver our essential services nationally. We have made significant progress towards reaching this goal by successfully developing new collaborative partnerships within the corporate sector along with building and strengthening relationships with current partners. Going forward, our objective is clear and we are confident that we have the right strategy and plans in place to achieve this.

In 2019 we were delighted to become the chosen charity partner for Goodbody Stockbrokers following a rigorous selection process. We were chosen because of our dedication to our belief in a 'One Generation Solution to Poverty' and our vision and mission that education empowers communities so they can lift themselves out of poverty.

Finding growth in our changing world means exploring new ways of working with partners and eco-systems. During 2019 we started negotiations for a collaborative partnership with SOLAS, the Further Education & Training Agency to advance our digital skills for citizenship and employment and to progress the development of our digital skills / digital literacy programs. This strategic partnership places us in stronger financial position and offers a chance for An Cosán to recover quickly from the difficulties encountered from Covid-19.

In keeping with best practice for charities in Ireland, all An Cosán's salaries are in the lower range of the sector and company pensions or benefits are not provided. This illustrates An Cosán's unwavering commitment to prioritise serving disadvantaged communities across Ireland struggling with poverty.

## INCOME 2019

Our total Income of €3.72m represents an increase of €654k against income levels achieved in 2018. State funding was limited to 62% (€2.31m) of our 2019 operating budget.

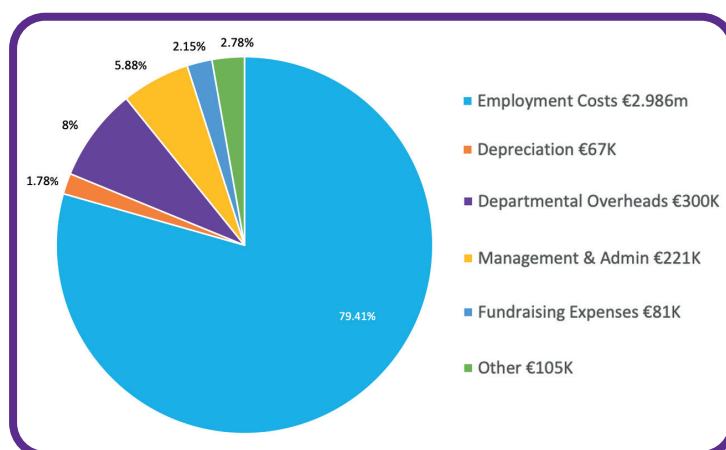
An Cosán self-generated an impressive 45% (€1.42m) of income. The breakdown of funding streams can be seen in An Cosán's chart.

## EXPENDITURE 2019

Our total Expenditure of €3.76m represents an increase of €749k against expenditure levels in 2018.

Expenditure on Charitable activities in 2019 amounted to €3.671m which is a 25% increase on 2018's activities.

The breakdown of Expenditure levels are portrayed in this chart.



## STATUTORY SUPPORT

An Cosán acknowledges the financial support it received from a range of government departments including TUSLA, Department of Children and Youth Affairs, Department of Social Protection, Department of Rural & Community Development, South Dublin County Council, Dublin City Council, Dublin and Dún Laoghaire ETB, Higher Education Authority, IHREC, and Pobal. An Cosán staff work collaboratively with various state

officials to ensure that programmes are run on a value for money basis which meets national policy objectives and also assists with the identification of unseen policy to practice inequities.

An Cosán provides essential frontline services for statutory agencies to highly disadvantaged communities struggling with social exclusion and poverty. In 2019, limited statutory funding methods for early years, basic, further, and higher education access - which all require tailored education and training programmes and professional supports - continued to create serious barriers for many of our participants attempting to access and engage in lifelong learning.

Included in these Financial Statements are details of all Government funding received as per statutory requirement Circular 13.

## **FUNDRAISING**

An Cosán generated a notable 20% of its 2019 income mix from fundraising, corporate and philanthropic support. An Cosán's staff, directors, corporate partners, and volunteers worked diligently throughout the year to raise these much needed funds for direct line programme work.

- » Our annual International Women's Day Lunch which was held in The Shelbourne Hotel in March raised a surplus of €15k
- » Our annual Golf Classic which was held in Powerscourt Golf Club in August successfully raised €8k in surplus
- » Our Winter Ball which was held at The Shelbourne Hotel in November raised €20k surplus

## **CORPORATE SUPPORT**

Corporate support for our comprehensive programme streams at An Cosán continued to play a vital role in our daily operations by allowing the organisation to increase both the quantity and quality of the services we provide, creating opportunities for hundreds of new learners to access An Cosán from diverse locations nationwide. We now have over 100 community partners nationally.

Our corporate and philanthropic partnerships enabled a new cohort of participants to engage in Further Education programs. We rely on these resources garnered from our partnerships to fund the shortfalls in State funding and ensure the continued success of our extensive programme streams to support a growing number of disadvantaged communities.

Financial support was provided in 2019 from the Community Foundation of Ireland, Accenture, Google, Microsoft, ESB, JP Morgan, Ulster Bank, Goodbody's and Xilinx. An Cosán also acknowledges with thanks financial support from a number of private and anonymous funders.



An Cosán partnerships with Goodbody Stockbrokers, Accenture and Carlow IT provided invaluable pro bono supports across a wide range of skills such as staff development, mentoring, higher education scholarships, curriculum development, and project management.

During 2019 we were also successful in our collaborations and engagement in European Union-funded projects and sharing our experiences at EU level. We sourced EU Funding to further develop and sustain our services in line with European best practice along with engaging as an 'active citizenship organisation' to inform policy and practice within the union.

An Cosán's Reserves Policy was revised by management and signed off by the Board in 2019. It forms part of our corporate governance framework, is consistent with SORP legislation and our strategic intent. An Cosán's Memorandum and Articles of Association was also revised in 2019 and submitted to the Charities Institute.

## PLANS FOR THE FUTURE & BUILDING RESERVES

To ensure continuity and develop our services it is crucial that we source new avenues of funding for the organisation to ensure its sustainability. Whilst we have successfully grown our corporate support in 2019, we are committed to attracting more new corporate donors and seek increased core funding from the Irish State. An Cosán has developed an ambitious strategic plan; while elements of the plan are funded by corporate partner's investment, significant challenges remain. *The more successful we are in attracting programme funding, the more demands there are on our administration and overhead resources.* We have had to invest in the recruitment of essential staff for the management and support of the delivery of our services with no funding available.

Socio-cultural factors play an important role in the growth of the community education sector. The demographics of Ireland's population has changed dramatically over the past ten years as we move toward an ageing population and changes in educational trends resulting from digitalisation. An Cosán have been at the forefront of recognising these changes in the sector and have already adapted an educational mix that suits.

Significant investment by the State in An Cosán is required as we are now delivering essential services in adult education and early years education in a local, regional and national context. It is imperative that An Cosán recovers the full cost of core and operational costs for our services which are delivered on behalf of the State.

Central funding has improved for State bodies post economic recession, yet An Cosán, is facing a financial crisis;

- » Improved public sector funding has not been reflected in the funding available to An Cosán.
- » An Cosán is a particularly acute example of where this confluence of poverty, labour force competition and reduced funding is stretching finances to breaking point.
- » the cost interventions imposed at the height of the economic crisis (salary freeze,

unpaid leave etc.) remain in place in An Cosán while they have been reversed in public sector equivalent areas.

- » Experienced and committed staff are leaving to take up posts in the public and private sector.
- » Reserves remain negative, and cannot support unexpected events.
- » Surpluses are not available to recreate reserves.
- » Cashflow barely meets ongoing expenses, with no cash buffer.
- » Resources to meet the demands of GDPR, Charity Regulations, SORP are not available.
- » Generous six year funding from ESB to pilot and prove the online community education model ended in 2019.

In light of the increased demands for our essential services, multi-year State funding is an critical goal for An Cosán in order to properly support individuals re-engaging and progressing through education on the pathway to personal empowerment and employment. Our work provides excellent social return on investment to the State and this should be reflected in the financial supports be provided to provide the services.

As An Cosán moves into 2020, with the commitment and ability to make a significant contribution to the social and economic development of marginalised and excluded communities across Ireland, we urgently seek:

- » Recognition as a proven innovative model of excellence in lifelong learning.
- » Adequate resources to continue to grow, develop and serve marginalised communities.
- » Assurance of sustainability for An Cosán into the future, enabling the organisation to deliver on its mission to use the power of transformative education to end the injustice of poverty wherever we find it.

## **STATE OF AFFAIRS & EVENTS AFTER YEAR END**

The impact from Covid-19 has had a significant affect on our organisation. We now face the combined crisis of shortfalls in core funding, an unprecedented increase in demand for our services, reduced corporate funding, and loss of parent's fees during this pandemic. Several fundraising activities have been put on hold as we navigate our way through the gradual easing of lockdown phases and the uncertainty associated with the volatility of Covid-19 from an economic and social perspective.

Technology continues to advance at an accelerated rate. The shift in the education sector to online learning has reshaped the way education is delivered. Technology has hugely assisted the continuity of education through online learning. At An Cosán we have effectively 'broken the mould' by being in the advantageous position of having already adopted an online blended learning model - which has been in operation for several years - and were able to further adapt all our face-to-face programmes to be delivered online during the pandemic.

Several factors feed into how our sector will contract or grow in the short-term future. Unemployment and short-term lay-off resulting from Covid-19 have all played their part in the reduced income available to our students and parents. In the event of a second wave of the pandemic, the community education sector will again take a massive hit from the impact of potential closures. The disruption from the pandemic will have a detrimental effect on the economy with GDP projected to fall more than 10% and predicted to fall even further in the event of a second wave.

It will be the responsibility of our Government to underpin a clear strategy for recovery within this sector as we emerge from our current lockdown situation not only in Ireland but from an EU perspective.

# STRUCTURE, GOVERNANCE & MANAGEMENT

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Chair of the Board – Anna Durkan

Vice Chair of the Board – Conal Henry

Secretary – Barbara Cotter

Chief Executive Officer – Elizabeth Waters resigned December 2019 – Heydi Foster-Breslin appointed November 2019

Chief Operating Officer – Anne Genockey

It is noted that neither the CEO or the COO are members of the Board

## GOVERNANCE

Good governance means focusing on the organisation's purpose and on outcomes for the local community and the women, children and men who use our services.

- Being clear about the organisation's purpose and its intended outcomes for the local community and service users.
- Making sure that service users receive a high-quality service.
- Making sure our funds are used efficiently and represent value for money.
- Ensuring appropriate and clear procedures are in place for the Board's governance responsibilities, that they are known to Board members and management and reviewed periodically.

**Good governance means performing effectively in clearly defined functions and roles being clear about the functions of the Board of Directors.**

- Being clear about the responsibilities of non-executives and the management and making sure that those responsibilities are carried out.
- Being clear about the relationships between directors and all stakeholders.

**Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**

- Putting organisational values into practice.
- Individual directors behaving in ways that uphold and exemplify effective governance.

**Good governance means taking informed, transparent decisions and managing risk**

- Being rigorous and transparent about how decisions are taken.
- Having and using good quality information, advice and support.
- Making sure that an effective risk management system is in operation.

## **Good governance means developing the capacity and capability of the Board of Directors to be effective**

- Making sure that appointed and elected directors have the skills, knowledge and experience they need to perform well.
- Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group.
- Striking a balance in the members of the governing body between continuity and renewal.

## **Good governance means engaging stakeholders and making accountability real understanding formal and informal accountability relationships.**

- Taking an active and planned approach to dialogue with and accountability to all stakeholders.
- Taking an active and planned approach to responsibility to staff.

## **Selection and Election of Directors**

- All directors have a right and responsibility to identify individuals who might make a significant contribution to the organisation as a director.
- The following process will be followed in the recruitment and selection of Directors:
- When a potential Director has been selected either by a current Director or through Boardmatch, they will be invited to An Cosán for an induction meeting including overview of An Cosán and overview of the work of the Directors. This will be conducted by the team in An Cosán and the Chief Operating Officer
- After this meeting the potential Directors will be asked to contact again if they feel they are a good fit for An Cosán and they will be asked to express their interest in becoming a Director
- The next step will be to meet with the CEO and/or the Chair to go over the handbook and corporate governance
- Post this meeting the CEO and Chair should assess the individual's skills, experience, availability and 'organisational fit'
- If in agreement the person will be proposed at the next Board meeting
- If the Board agree, the individual should be invited to join the Board. The director can then approach the potential director and seek their agreement to be proposed to the Board at the appropriate time.

## **Retirement/Resignation of Directors**

On retirement or resignation, directors will be acknowledged for their contribution to the organisation and the Chair of the Board will conduct an exit interview; a record of which will be held on file.

## **Selection and election of Chair and Vice Chair and other officers of the Board**

- The Officers of the Board of Directors are elected to office for a term of two years. Any officer can be proposed for a further term of two years.
- In January of the year in which officers will be elected, a Succession/Nominating Committee will be established by the Chair of the Board. This committee will consider which directors might have the time, skills, experience and enthusiasm to make a good Chair of the Board. It will consult and solicit nominations from other directors. It will assess directors' willingness to undertake the role. This committee can recommend a director for the role of Chair. The committee will also consider and can recommend individual directors for the position of Vice-Chair, Company Secretary and Chairs of Working Groups.
- The Succession/Nominating Committee is responsible for ensuring the names of all the members who wish to stand for vacant positions are considered by the Board of Directors. Two weeks before the AGM, forms to propose and second directors as officers must be submitted to the company secretary.
- In the event of only one nomination being received for any post the relevant director will be deemed to be elected to the post and that will be announced at the AGM.
- In the event of more than one nomination being received for any post, an election will be held at the AGM. The auditor with two members of the organisation will be the scrutinisers for the election.

## **Induction Process**

An Induction Process for directors elected at the AGM is outlined below. When individual directors are elected at other times a tailored induction process is possible.

Upon election to the Board at the AGM a date is set for a day long induction process for new directors. This is the responsibility of the Chair of the Board and the CEO but other directors are welcome to engage in the process and support new directors find their feet. This is an intensive day's induction but it is interspersed with coffee breaks, lunch and space for some social interaction with managers, staff and people who have used the services An Cosán offers.

- Directors are offered a tour of the organisation.
- The Chair, or a long serving Director, shares the history of the organisation.
- The CEO presents the vision and organisational values, culture and ethos.
- The Chair presents on the governance processes of the organisation and organisational structure.
- A Board Manual is presented to each new director including the following:
  - An overview, brief biographies and photographs of current Board of Directors
  - Directors role description and letter of agreement
  - Board Papers for the previous three Board Meetings,
  - the organisations Memorandum and Articles of Association
  - The current strategic plan
  - the previous year's Financial Accounts

- All Board policies and procedures
- 'Buddies' are selected for new directors and details exchanged
- The CEO introduces the Strategic Plan and current challenges facing the organisation
- New directors are assigned to a Working Group or Sub-Committee.
- The Managers of each operation meet with the new directors and introduce them to their particular operation
- Before the first Board Meeting for new directors all Board members will arrive for supper and time to welcome and socially interact with the new directors.

## **Board Attendance**

Attendance at Board Meetings is an expected commitment of directors. It is understood that occasionally issues arise for directors which will make it impossible to attend Board Meetings.

Board members who are not in attendance, are not available to provide input from their unique perspectives and expertise; are not available to vote on issues; are not available to learn from the other board members and staff, are missing and they are missed.

If a member cannot attend regularly, the Chair should discuss continued membership with them. Where the situation cannot be rectified, the members should be asked to resign in the interest of the organisation. If a difference of opinion arises, the Chair will convene the Succession/Nominating committee to resolve the situation on behalf of the Board.

A serious Board-attendance problem occurs if any of the following conditions exist in regard to a board member's attendance to board meetings:

- The member has two un-notified absences in a row.
- The member has three notified absences in a row.
- The member misses one third of the total number of board meetings in a twelve-month period.

## **Directors Responsibilities**

### **Chairperson**

- Plan Board meetings and develop agenda with CEO.
- Ensure the Board meets at least 6 times per year.
- Ensure maximum participation.
- Ensure Agenda, Minutes, Reports and other necessary papers are sent to Directors before Board Meetings in a timely and clear manner.
- Ensure adequate information is available to support directors make informed decisions.
- Preside over meetings - keeping order, sticking to the agenda and time, and ensuring everyone has their say.
- Make sure that decisions are made for relevant agenda items and that the decisions are implemented within a certain timeframe and by designated people, if necessary.



- Provide leadership and make sure the Board of Directors works effectively.
- Work closely with An Cosán's CEO to gather an overview of An Cosán's activities.
- Act as a spokesperson for the Board of Directors and/or An Cosán, as needed.
- Oversee and appraise the work of the CEO.
- Be first signatory and certify An Cosán's annual accounts.

### **Vice-chairperson**

- Assist the chairperson with planning meetings.
- Preside over meetings if the chairperson is absent.
- Assist the chairperson with matters between meetings, for example making sure that decisions taken at meetings are implemented.
- Deal with specific tasks or issues as defined by the Board of Directors.
- Assist the chairperson in representing the organisation externally.

Company secretary - As a company limited by guarantee, An Cosán is legally obliged to have a company secretary. This is the only mandatory position on the Board of Directors. In An Cosán the company secretary will:

- Make sure that An Cosán's full name is displayed outside its registered office and that An Cosán notifies the Companies Registration Office (CRO) of any change in the registered office within 14 days.
- See to it that An Cosán's certificate of incorporation is displayed.
- Make sure that the company name, registered number, place of registration, registered office and names of Board of Directors members appear on the organisation's website, letters and e-mails.
- Keep An Cosán's registers (list of members and names of Board of Directors members) up to date and at the registered office (or inform the CRO if they are not there).
- Notify the CRO of any change in Director, company secretary or home address within 14 days.
- Make sure that all legal agreements and contracts are properly discussed, agreed by members of the Board of Directors and kept in a safe place.
- Call annual general meetings (AGMs) and extraordinary general meetings (EGMs) at the request of other members of the Board and/or members of An Cosán, according to the rules in the constitution and articles of association.
- Make sure that the AGM is held each calendar year, no more than 15 months apart.
- Make sure that An Cosán issues to members the required notice of general meetings.
- Make sure that an independent auditor is appointed at the AGM.
- Make sure that the accounts are properly prepared and audited (with the Finance Working Group).
- Send in the annual return to the CRO by the relevant annual return date.
- Notify the CRO of any change to the memorandum and articles of association.
- Notify the CRO within 15 days of the passing special resolutions.
- Keep copies of all annual returns and accounts.
- Comply with any other duties as imposed by the Companies Acts 2014.

## **Decision-making procedures at the Board**

Within the framework of the mission, strategic plan and annual business plan, decisions should, in general, be straightforward where the matter that arises is within these.

Where this is not so, and wherever possible, decisions will be made by consensus following discussion. In cases, where the Board cannot reach consensus, the Chair may propose to:

- Defer the matter to the next meeting and seek, in-between, to address the differences in opinion.
- Refer the matter to an ad hoc committee (membership to be relevant to the matter at hand) of the Board and ask for a recommendation for the full Board.
- Put the matter to a vote of the Board, with approval of a decision requiring 60% support.

## **Schedule of matters reserved for the Board**

1. Approval of the strategic plan, business plan, budget.
2. Decision on legal matters which have, or are likely to be the basis of an action against An Cosán.
3. HR claims which involve the CEO; HR cases stipulated in the personnel policies as requiring attention of the Board.
4. Approval of capital and operational expenditure items over €500.
5. Recruitment and selection of the CEO, terms and conditions and performance reviews.
6. Considering developments or actions that may have significant impact on the organisation's strategy, finances, reputation, and capacity to fulfil its mission.
7. Considering significant matters that may impact staff and client wellbeing.

## **Fundraising**

The Board has adopted the Statement of Guiding Principles for Fundraising and is responsible to ensure that An Cosán complies with those Guiding Principles and will ensure An Cosán will:

### **1. Adhere to the core principles of respect, honesty and openness by:**

- 1.1 Respecting the rights, dignity and privacy of supporters, clients and beneficiaries.
- 1.2 Answering reasonable questions about fundraising activity and fundraising costs honestly.
- 1.3 Making information about our purpose, activities and governance available to the public.

### **2. Demonstrate its commitment to donors by:**

- 2.1 Agreeing and making known a Donor's Charter consistent with the Statement of Guiding Principles for Fundraising containing commitments regarding the causes for

which the charity is fundraising, the use of donations, and disclosures regarding the status and authority of those soliciting donations.

2.2 Operating a complaints and feedback procedure.

### **3. Ensure high standards of fundraising practice by:**

3.1 Ensuring fundraisers are committed to the highest standards of good practice by providing information and training on the Statement of Guiding Principles for Fundraising.

3.2 Ensuring that fundraising activities are respectful, honest, open and legal and that images and messages are chosen and used in accordance with the Statement of Guiding Principles for Fundraising.

3.3 Having a policy in place regarding the management of volunteer fundraisers.

### **4. Be financially accountable by:**

4.1 Publishing an annual report and statement of annual accounts, which includes a statement on compliance with the Statement of Guiding Principles for Fundraising.

4.2 Making sure that there are appropriate internal financial and management controls in place.

4.3 Making sure that all donations are recorded and that records comply with data protection legislation.

### **5. Ensure that the Board and senior management take responsibility for implementing and adhering to the Statement of Guiding Principles for Fundraising by:**

5.1 Identifying any risks that may arise and ensuring appropriate mechanisms are in place given the size and complexity of the organisation to manage and deal with those risks.

## **Legal Structure**

The Shanty Educational Project Company Limited By Guarantee was incorporated as a company limited by guarantee on 28 April 1988. The Shanty Educational Project Company Limited By Guarantee is a registered charity (CHY8659) and company limited by Guarantee and is governed by its Constitution. The company currently operates under the registered business name An Cosán. The company currently has 6 members, each of whom agrees to contribute €1.27 in the event of the company winding up.

## **Risk Management**

An Cosán manages risk management across the organisation on an on-going basis, including:

- Annual risk management review by the Senior Management Team and Board of Directors
- Discussion by CEO and Working Group Chair of emerging risks with action plan at each Board meeting

- Health and Safety officers appointed at each site to conduct and manage risk register
- On-going establishment of policies and procedures to mitigate risks identified
- Implementation of procedures designed to minimise any potential impacts on the charity should risks materialise

The Directors have reviewed the major risks to which An Cosán is exposed and they have taken the appropriate action to mitigate these risks.

### **Directors' Responsibility Statement**

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and 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 Irish Generally Accepted Accounting Practice in Ireland, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and promulgated by the Institute of Chartered Accountants in Ireland and Irish law.

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 for the financial year end date and of the surplus or deficit of the company for that financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with 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 confirm that they have complied with the above requirements in preparing the financial statements.

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, financial position and surplus or deficit 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### **State of Affairs and Events Since the Balance Sheet Date**

The impact from Covid-19 has had significant effect on our organisation. The organisation faces the combined crisis of shortfalls in core funding, an unprecedented increase in demand for our services, reduced corporate funding, and loss of parent's fees during this pandemic.

### **Accounting Records**

The measures taken by the Directors to ensure 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 company's accounting records are maintained at the company's premises at Kiltalown Village Centre, Fortunestown Road, Jobstown, Tallaght, Dublin 24.

### **Taxation Status**

No charge to taxation arises as The Shanty Educational Project Company Limited By Guarantee has been granted charitable exemption by the Revenue Commissioners.

### **Lobbying and Political Donations**

There were no political donations in 2019 and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, the Shanty Educational Project Company Limited By Guarantee now records all lobbying activity and communications with Designated Public Officials (DPOs). It has made the returns and submissions required by the Act.

### **Directors and their Interests**

The Directors and secretary who held office during the year are set out on Page 1.

### **Disclosure of Information to Auditors**

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- in so far as that Director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in

order

to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **Auditors**

Crowe Ireland, Chartered Accountants and Statutory Audit Firm have expressed their willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

*On Behalf of the Board of Directors:*



Anna Durkan

Date: 30th July 2020



Mairead Butler

Date: 30th July 2020

**INDEPENDENT AUDITORS REPORT TO SHAREHOLDERS OF THE SHANTY EDUCATIONAL PROJECT  
LIMITED COMPANY LIMITED BY GUARANTEE**

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**Report on the audit of the financial statements****Opinion**

We have audited the financial statements of The Shanty Educational Project Limited CLG for the year ended 31 December 2019, which comprise Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the notes to the financial statements, including a summary of the significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is applicable Irish law and Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and with reference to Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2019 and of its net movement in funds for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and with reference to Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2015;
- have been prepared in accordance with the requirements of the Companies Act 2014.

**Basis of 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 Auditors' 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 issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the provisions available for small entities, in the circumstances set out in note 23 to the financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

**Conclusions relating to going concern**

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

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

**Other information**

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

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

We have nothing to report in this regard.



**INDEPENDENT AUDITORS REPORT TO SHAREHOLDERS OF THE SHANTY EDUCATIONAL PROJECT  
LIMITED COMPANY LIMITED BY GUARANTEE**

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**Opinion on other matters prescribed by the Companies Act 2014**

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

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

**Matters on which we are required to report by exception**

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

**Respective responsibilities**

**Responsibilities of directors for the financial statements**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA 700 \(Ireland\)](https://www.iaasa.ie/Publications/ISA_700_(Ireland)). The description forms part of our Auditors' report.

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

This 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 Auditors' 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.

**Signed by:**



**Neil Davitt**

For and on behalf of:

**Crowe Ireland**

Chartered Accountants and Statutory Audit Firm  
Marine House  
Clanwilliam Place  
Dublin 2

**Date: 30 July 2020**

THE SHANTY EDUCATIONAL PROJECT COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure Account)  
FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	Unrestricted Funds €	Restricted Funds €	Total 2019 €	Total 2018 €
<b>INCOME</b>					
Donations and Legacies	4.1	131,473	901,665	1,033,138	831,363
Charitable Activities	4.2	-	2,188,299	2,188,299	1,769,347
Other Income	4.3	-	500,375	500,375	466,821
<b>Total Income:</b>		131,473	3,590,339	3,721,812	3,067,531
<b>EXPENDITURE ON:</b>					
Charitable Activities	5.1	-	3,671,535	3,671,535	2,939,450
Raising Funds	5.2	81,334	-	81,334	66,026
Support Costs	5.3	12,000	-	12,000	10,000
<b>Total resources expended:</b>		93,334	3,671,535	3,764,869	3,015,475
<b>NET INCOMING/(OUTGOING) RESOURCES</b>		38,139	(81,196)	(43,057)	52,056
Transfers between funds		(38,139)	38,139	-	-
<b>Net movement in funds for the year</b>		-	(43,057)	(43,057)	52,056
Total funds brought forward	16	-	(159,973)	(159,973)	(212,029)
<b>TOTAL FUNDS CARRIED FORWARD</b>	16	-	(203,030)	(203,030)	(159,973)

All income and expenditure arises from continuing operations.

There are no recognised gains or losses other than the income and expenditure for the above two financial years.

THE SHANTY EDUCATIONAL PROJECT COMPANY LIMITED BY GUARANTEE


**BALANCE SHEET AS AT 31 DECEMBER 2019**

	Notes	2019 €	2018 €
<b>FIXED ASSETS</b>			
Tangible assets	10	985,407	885,381
<b>CURRENT ASSETS</b>			
Debtors and prepayments	11	280,191	249,498
Cash and cash equivalents	12	209,114	91,893
		489,305	341,391
<b>CREDITORS (amounts falling due within one year)</b>			
Other creditors	13	(891,361)	(658,394)
<b>NET CURRENT LIABILITIES</b>		(402,056)	(317,003)
<b>CREDITORS (amounts falling due after more than one year)</b>	14	(68,772)	(68,772)
<b>TOTAL NET ASSETS</b>		514,579	499,606
<b>CAPITAL FUNDS</b>			
Unamortised Capital Grants	15	717,609	659,579
<b>INCOME FUNDS</b>			
Restricted Funds	16	(203,030)	(159,973)
Unrestricted funds	16	-	-
		(203,030)	(159,973)
<b>TOTAL FUNDS</b>		514,579	499,606

Signed on behalf of the Board:

  
Director

Date: 30 July 2020

  
Director

Date: 30 July 2020

THE SHANTY EDUCATIONAL PROJECT COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 €	2018 €
NET CASH FLOWS FROM OPERATING ACTIVITIES	18.1	161,022	55,172
NET CASH FLOWS FROM INVESTING ACTIVITIES	18.2	(167,378)	(38,444)
NET CASH FLOWS FROM FINANCING ACTIVITIES	18.3	123,576	66,847
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR	18.4	117,220	83,575
<b>RECONCILIATION OF NET CASHFLOW TO MOVEMENT IN NET FUNDS</b>			
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR	18.4	117,221	83,575
CASH AND CASH EQUIVALENTS AT START OF YEAR	18.4	91,893	8,318
CASH AND CASH EQUIVALENTS AT END OF YEAR	18.4	209,114	91,893

## 1. GENERAL INFORMATION

The Shanty Educational Project Company Limited By Guarantee is engaged in the provision of Adult and Early Years Education programmes and meeting the needs of the economically disadvantaged communities across Ireland. Its registered office is Kiltalawn Village Centre, Fortunestown Road, Jobstown, Tallaght, Dublin 24 which is also its principle place of business.

## 2. STATEMENT OF ACCOUNTING POLICIES

### 2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and Irish statute comprising of the Companies Act 2014 and with reference to the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued by the Charities Commissioner in the UK.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 2.2).

The principal accounting policies are set out below. The policies have remained unchanged from the previous year.

### INCOMING RESOURCES

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy and the income is probable. Entitlement to legacies is considered established when the company has been notified of a distribution to be made by the executors. Income received in advance of due performance under a contract is accounted for as deferred income until earned. Grants for activities are recognised as income when the related conditions for legal entitlement have been met. All other income is accounted for on an accruals basis.

- **Donations and Legacies** are recorded in Incoming Resources when receivable.

- Incoming resources from **Charitable Activities** are accounted for when earned.

- **Fee income** is recognised in Incoming Resources when receivable.

- **Donated Services (Support in Kind)** are credited to the Statement of Financial Activities in the year at market value and the corresponding charge made to expenditure.

### RESOURCES EXPENDED

All resources expended are accounted for on an accruals basis. Charitable activities include costs of services and grants, support costs and depreciation on related assets. Costs of generating funds similarly include fundraising activities. Non-staff costs not attributed to one category of activity are allocated or apportioned pro-rata to the staffing of the relevant service. Finance, HR, IT and administrative staff costs are directly attributable to individual activities by objective. Governance costs are those associated with constitutional and statutory requirements.

### SUPPORT COSTS

Support costs represent the cost to head office of administering projects. These resources expended on charitable activities include the direct costs of the charitable activities together with those support costs (Finance and Administration cost) incurred that enable these activities to be undertaken. These have been allocated across the activities based on headcount.

### RESTRICTED FUNDS

Restricted funds are accounted for in accordance with the particular terms of trust arising from the express or implied wishes of donors in so far as these are intended to be binding on the company. Where any such wishes are not intended to be legally binding, they are taken into account and recognised in appropriately designated funds.

### CURRENCY

The company's functional and presentational currency is the Euro

### UNRESTRICTED FREE RESERVES

Free reserves represent amounts which are expendable at the discretion of the directors in furtherance of the objectives of the company and which have not been designated for other purposes. Such funds may be held in order to finance working capital or capital expenditure.

### CAPITAL GRANTS

Grants received specifically as a contribution towards the cost of tangible fixed assets are credited directly to the capital fund in the year of receipt. Such grants are amortised to the Statement of Financial Activities on the same basis as the assets are depreciated. Under Charities SORP 2015 the Accruals method for accounting for Grants under Section 24 of FRS 102 is not permitted. The Shanty Educational Project Company Limited By Guarantee have departed from this requirement as the Accruals method for accounting for grants is more appropriate for the organisation.

### TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated in the Balance Sheet at cost or revalued amount less accumulated depreciation.

Depreciation is provided on all tangible fixed assets, so as to write off the cost or valuation, less estimated residual value of each asset over its expected useful economic life as follows:

Buildings	2% Straight line
Office Equipment	33% Straight Line
Furniture & Fittings	10% Straight Line
Manual	20% Straight Line
Motor Vehicles	20% Straight Line

### FINANCIAL INSTRUMENTS

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### DEBTORS

Short term debtors are measured at transaction price, less any impairment.

### CASH AND CASH EQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

### CREDITORS

Short term creditors are measured at the transaction price.

### OPERATING LEASES: THE COMPANY AS LESSEE

Rentals paid under operating leases are charged to the SOFA on a straight line basis over the lease term.

### TAXATION

No charge to taxation arises as the company has been granted charitable status by the Revenue Commissioners under Section 207 and 208 of the Taxes Consolidation Act 1997.

## 2.2 JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

### (a) Establishing lives for depreciation purposes of property, plant and equipment

Long-lived assets, consisting primarily of property, plant and equipment, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The directors regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Details of the useful lives is included in the accounting policies.

### (b) Providing for doubtful debts

The company makes an estimate of the recoverable value of trade and other debtors. The company uses estimates based on historical experience in determining the level of debts, which the company believes will not be collected. These estimates include such factors as the current credit rating of the debtor, the ageing profile of debtors and historical experience. The level of provision required is reviewed on an on-going basis.

## 3. GOING CONCERN

The financial statements have been prepared on the going concern basis. The validity of this assumption is dependent on achieving sufficient operating cash flows for future years. The directors have prepared budgets and cashflows for a period of at least 12 months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due. The company is heavily reliant on donations and grant revenue streams in order to carry out its operations. If funding was reduced the ability to continue as a going concern may be affected.

## 4. INCOMING RESOURCES

Income is composed of Donations and Legacies, Income from Charitable Activities and Other Income as follows:

	2019 €	2018 €
<b>4.1. Donations and Legacies</b>		
<i>Restricted</i>		
Ed. Bursaries	-	111,438
Private and Corporate Funding	901,665	605,193
Other	-	7,054
	<u>901,665</u>	<u>723,685</u>
<i>Unrestricted</i>		
Fundraising activities	119,473	97,678
Support in Kind	12,000	10,000
	<u>131,473</u>	<u>107,678</u>
	<u>1,033,138</u>	<u>831,363</u>



## 4. INCOMING RESOURCES (CONTINUED)

## 4.2 Income from Charitable Activities - Restricted

## State Funding:

State Organisation	Type of Funding	2019 €	2018 €
POBAL (previously ADM)	Capital Buildings Grant	50,473	40,121
Dublin & Dun Laoghaire ETB	Programme Funding - Education & Training	154,100	154,100
POBAL - Community Services Programme	Salary (15 FTE's)	299,085	258,747
Tusla	Counselling Service Grant	27,500	27,560
Department of Social Protection	School Meals Local Projects Scheme	12,260	2,880
Department of Social Protection	Programme Funding - Education & Training	94,731	-
Tusla	Core Funding & Programme Funding	521,958	521,958
City of Dublin ETB	ETB Early Years Programme Funding	334,529	89,793
Department of Children & Youth Affairs & POBAL	Early Childhood Care & Education Programme (ECCE)	308,868	312,467
POBAL	AIM	62,634	34,620
SDCC	Public Participation Networks	96,376	16,596
POBAL	Childcare Education & Training Support Programme	17,043	38,175
POBAL	Community Employment Childcare Programme	-	1,424
POBAL	Learner Fund	1,360	11,485
POBAL	Community Childcare Subvention Programme	127,809	178,225
		<u>2,108,726</u>	<u>1,688,151</u>

## Other Income:

	2019 €	2018 €
Tallaght West Childhood Development Initiative - Grant	79,573	81,196
	<u>79,573</u>	<u>81,196</u>

## Total Income from Charitable Activities

<u>2,188,299</u>	<u>1,769,347</u>
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## 4.3 Other Income - Restricted

	2019 €	2018 €
Fee Income	500,375	466,821
	<u>500,375</u>	<u>466,821</u>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019****5. EXPENDITURE ON:****5.1 Charitable activities**

	<b>Adult Education</b>	<b>Early Years Childcare</b>	<b>Total 2019</b>	<b>2018</b>
	€	€	€	€
Wages & Salaries	1,660,131	1,327,303	2,987,435	2,274,819
Other Staff Costs	47,749	11,848	59,597	56,443
Human Relations Costs	10,274	568	10,842	14,374
Programme Costs (incl. Course, Best Start, Food & Virtual L.)	82,461	47,690	130,150	105,809
Premises Costs	155,041	113,021	268,062	244,606
Advertising & Promotion	4,157	1,246	5,403	16,976
Depreciation	54,714	12,638	67,353	59,069
Bank Interest & Charges	10,397	763	11,160	8,357
Management & Administration	79,847	19,498	99,345	116,982
Other Costs	13,778	6,160	19,938	24,835
Governance Costs	5,351	11,829	12,251	17,180
	<b>2,123,900</b>	<b>1,552,564</b>	<b>3,671,535</b>	<b>2,939,450</b>

**5.2 Raising Funds**

	<b>2019</b>	<b>2018</b>
	€	€
Fundraising - International Women's Day Lunch	30,908	29,207
Fundraising - Gala Ball	37,473	27,869
Fundraising - Golf Classic	5,530	6,031
Fundraising - Other	7,423	2,917
	<b>81,334</b>	<b>66,026</b>

**5.3 Donated Services**

	<b>2019</b>	<b>2018</b>
	€	€
Support in Kind	12,000	10,000
	<b>12,000</b>	<b>10,000</b>

**5.4 Governance costs include the following**

	<b>2019</b>	<b>2018</b>
	€	€
Legal & professional fees	-	200
Board & annual general meeting expenses	968	1,965
Audit	11,282	15,015
	<b>12,251</b>	<b>17,180</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019**

**7. DIRECTORS' REMUNERATION AND TRANSACTIONS**

No remuneration is paid to Directors for their services as Board Members. Directly incurred expenses are reimbursed, if claimed. No directors expenses were claimed in the year.

**8. EMPLOYEES AND REMUNERATION**

The average number of employees during the year was 116 (2018: 98) and is analysed into the following categories:

	2019 Full Time	2019 Part Time	2018 Full Time	2018 Part Time
Management	4	-	4	-
Administration	6	6	8	7
Education and Training	10	4	7	4
Early years education and care	14	40	18	34
CE Scheme	1	21	-	11
Other Services	1	9	-	5
	<u>36</u>	<u>80</u>	<u>37</u>	<u>61</u>

**The staff costs are comprised of:**

	2019 €	2018 €
Wages and Salaries	2,749,169	2,076,666
Employers PRSI	237,066	198,154
Employers pension contribution	1,200	
	<u>2,987,435</u>	<u>2,274,820</u>

Senior staff remuneration:

The number of senior staff receiving remuneration over € 60,000 is:

	2019	2018
€60,000 - €69,999	2	2
€70,000 - €79,999	1	1
	<u>3</u>	<u>3</u>

Key Management remuneration:

Key management personnel include the Chief Executive Officer and the senior management team for whom the total remuneration cost was €218,379 (2018: €185,176). The outgoing CEO Elizabeth Waters was paid a salary of €73,855 (2018: €74,925). Heydi Foster-Breslin was appointed CEO in November 2019 and was paid a salary of €15,500.

**9. TAXATION**

No charge to taxation arises as The Shanty Educational Project Company Limited By Guarantee has been granted charitable exemption by the Revenue Commissioners.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019****10. TANGIBLE FIXED ASSETS**

	<b>Buildings</b>	<b>Fixtures &amp; Fittings</b>	<b>Office Equipment</b>	<b>Manual</b>	<b>Motor Vehicles</b>	<b>Total</b>
	€	€	€	€	€	€
<b>COST</b>						
At 1 January 2019	1,275,655	402,713	403,259	77,501	-	2,159,128
Additions		103,161	64,217			167,378
Disposals						-
At 31 December 2019	<u>1,275,655</u>	<u>505,874</u>	<u>467,476</u>	<u>77,501</u>	<u>-</u>	<u>2,326,506</u>
<b>DEPRECIATION</b>						
At 1 January 2019	467,850	354,807	373,589	77,501	-	1,273,747
Charge for the year	24,408	18,151	24,793			67,352
On disposals						-
At 31 December 2019	<u>492,258</u>	<u>372,958</u>	<u>398,382</u>	<u>77,501</u>	<u>-</u>	<u>1,341,099</u>
<b>NET BOOK VALUE</b>						
At 31 December 2019	<u>783,397</u>	<u>132,916</u>	<u>69,094</u>	<u>-</u>	<u>-</u>	<u>985,407</u>
At 31 December 2018	<u>807,805</u>	<u>47,906</u>	<u>29,670</u>	<u>-</u>	<u>-</u>	<u>885,381</u>

**11. DEBTORS (Amounts falling due within one year)**

	<b>2019</b>	<b>2018</b>
	€	€
Government Grants and Contributions Receivable	185,064	148,165
Fees Due	15,425	12,158
Prepayments & Sundry Receivables	79,702	89,175
	<u>280,191</u>	<u>249,498</u>

**12. CASH AND CASH EQUIVALENTS**

	<b>2019</b>	<b>2018</b>
	€	€
Cash at bank and in hand	<u>209,114</u>	<u>91,893</u>

**13. CREDITORS (Amounts falling due within one year)**

	<b>2019</b>	<b>2018</b>
	€	€
Creditors & Accruals	145,664	139,055
Deferred Income	687,487	405,305
Payroll taxes	58,210	114,034
	<u>891,361</u>	<u>658,394</u>

The deferred income is in respect of monies received which relate to expenditures yet to be incurred.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

14. CREDITORS (Amounts falling due more than one year)

	2019	2018
	€	€
Department of Social Protection	68,772	68,772
	<u>68,772</u>	<u>68,772</u>

15. FIXED ASSET GRANTS

A grant of €838,027 (IR£660,000) was received in 1999 from the Irish Government (administered by Area Development Management) towards the construction of the Company's premises at a site provided by South Dublin County Council, at Kiltalawn Village Centre, at a cost of 1,057,241. The grant is to be amortised to the Statement of Financial Activities over 50 years from October 1999 in line with the rate of depreciation applied to buildings. Grants received in respect of other capital expenditures are similarly amortised to the Statement of Financial Activities in line with the depreciation of the underlying assets.

	2019	2018
	€	€
Unamortised balance at the beginning of the year	659,579	632,852
Additions during the year	123,576	66,847
Amortised during the year	(65,546)	(40,120)
Unamortised balance at the year end	<u>717,609</u>	<u>659,579</u>

16. FUNDS OF THE CHARITY

16.1 ANALYSIS OF MOVEMENTS ON FUNDS

	Opening Balance	Receipts	Expenditure	Transfer	Closing Balance
	€	€	€	€	€
Restricted Income	(159,973)	3,590,339	(3,671,535)	38,139	(203,030)
Unrestricted Income	-	131,473	(93,334)	(38,139)	-
<b>Total Funds</b>	<u>(159,973)</u>	<u>3,721,812</u>	<u>(3,764,869)</u>	<u>-</u>	<u>(203,030)</u>

16.2 ANALYSIS OF NET ASSETS

	Unrestricted Funds	Restricted Funds	Total Funds
	€	€	€
Tangible assets	-	985,407	985,407
Current Assets	-	489,305	489,305
Current Liabilities	-	(891,361)	(891,361)
Non-current Liabilities	-	(68,772)	(68,772)
	<u>-</u>	<u>514,579</u>	<u>514,579</u>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019****17. FINANCIAL INSTRUMENTS**

	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
<b>Financial assets</b>		
Financial assets measured at amortised cost	409,603	252,216
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	833,151	544,360

Financial assets measured at amortised cost comprise cash, amounts due from government grants and contributions receivable and fees due.

Financial liabilities measured at amortised cost comprise creditors and accruals and deferred income.

**18. RECONCILIATION OF CHANGES IN RESOURCES TO NET CASHFLOW FROM OPERATING ACTIVITIES****18.1 OPERATING ACTIVITIES**

	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
Net movement in funds	(43,057)	52,056
Depreciation	67,351	59,066
Grant Amortised	(65,546)	(40,120)
Loss on disposals of fixed assets	-	-
(Increase)/Decrease in debtors	(30,693)	(13,024)
(Decrease)/Increase in creditors	232,967	(2,806)
Net cash flow from operating activities	161,022	55,172

**18.2 INVESTING ACTIVITIES**

	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
Payments to acquire tangible fixed assets	(167,378)	(38,444)
Net cash outflow from financing activities	(167,378)	(38,444)

**18.3 FINANCIAL ACTIVITIES**

	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
Capital Grant Funds Received	123,576	66,847
Net cash outflow from financing activities	123,576	66,847

**18.4 ANALYSIS OF CHANGES IN NET FUNDS**

	<b>01-Jan 2019 €</b>	<b>Cash Flows €</b>	<b>31-Dec 2019 €</b>
Cash and cash equivalents	91,893	117,221	209,114

## 19. COMMITMENTS

Leasing commitments on non-cancellable operating leases are set out below:

	2019	2018
	€	€
Not later than 1 year	37,028	39,528
Later than 1 year and not later than 5 years	22,037	56,309
Later than 5 years	10,892	11,147
	<u>69,957</u>	<u>106,984</u>

## 20. CAPITAL COMMITMENTS

There were no capital commitments at the balance sheet date.

## 21. RELATED PARTY TRANSACTIONS

There were no transactions between the company and the directors, or between any related parties.

## 22. POST BALANCE SHEET EVENTS

In the first half of 2020, the Covid-19 virus spread worldwide. In common with many other countries, the Irish Government issued guidance and restrictions on the movement of people designed to slow the spread of this virus. In early March 2020, many businesses closed voluntarily and throughout the month more restrictions were placed on people and businesses. On 28th March, all 'non-essential' businesses were ordered to close temporarily. On 1st May 2020 the Irish government published a roadmap for reopening Ireland's economy and society in a phased manner commencing on 18th May 2020. The roadmap had been re-phased and accelerated by the date of approval of these financial statements.

The directors note the significant impact of the Coronavirus outbreak in Ireland, and around the world, and the negative impact that the pandemic has had on the organisation's finances. Fortunately we were able to adapt and respond to the increased needs of the communities we serve and we have continued to deliver an excellent support & online service during the pandemic. At the time of approving the financial statements however, there is uncertainty regarding how the balance sheet might be impacted based on events since the year end and as a result an estimate of the financial effect cannot be made.

## 23. PROVISIONS AVAILABLE FOR SMALLER ENTITIES

In common with many other businesses of our size and nature, we use our auditors to assist in the preparation of the financial statements.

## 24. LEGAL STATUS OF THE COMPANY

The Company is a public benefit entity and operates as a company limited by guarantee without share capital. At 31 December 2019, there were 6 members (2018: 6), whose guarantee is limited to €1.27 each.

## 25. ULTIMATE CONTROLLING PARTY

The members of The Shanty Educational Project Limited Company Limited by Guarantee are considered to be the ultimate controlling party.

## 26. APPROVAL OF FINANCIAL STATEMENTS

The Board of Directors approved these financial statements for issue on the 30 July 2020.







# An Cosán

The Path to Learning,  
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