

# 2020 Annual Report and Financial Statements



**BARRETSTOWN**  
a seriousfun camp



# 2020 Annual Report

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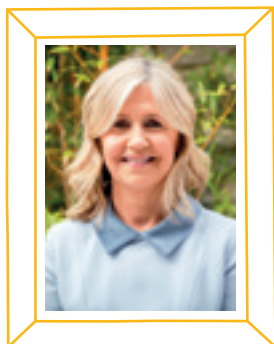


## Review of the Year

# A MESSAGE FROM OUR CHAIRPERSON AND CEO



**Donagh O'Sullivan**  
Chair



**Dee Ahearn**  
CEO

**2020 was an exceptionally challenging year in every sense for Barretstown. The Covid-19 pandemic and the associated public health measures disrupted our ability to deliver our programmes and had a significant impact on our fundraising activities. However, thanks to the dedication and innovation of our team and the generous support of our donors, we were able to pivot quickly to deliver the magic of Barretstown to almost 7,000 campers nationwide.**

Barretstown's mission is to rebuild the lives of children affected by serious illness, through our life-changing therapeutic programmes. Barretstown's therapeutic programmes bring campers and their families through a fun, activity-based process of challenge, success, reflection, and discovery designed to rebuild confidence self-esteem and independence, all provided entirely free of charge.

In March 2020, Barretstown had to close its gates due to Covid-19 public health guidelines, however we knew the families we serve were feeling the effects of isolation then more than ever. Our campers are immunocompromised, and they are vulnerable, and we had to find an alternative and safe way to deliver our programmes. Within nine days of closing our gates, we had created Barretstown Live, an online interactive platform to allow our families to

participate in a day of camp from the comfort and safety of their homes. In advance of each camp, families received a Barretstown Live kit to ensure they had everything they needed to participate in the programme. Through our new 'Barretstown Live' platform, we are now able to serve campers who would never be able to come to Barretstown because of their medical diagnosis. This has been an unexpected positive result of the Covid-19 pandemic and we are now in the process of building two new studios to ensure we can meet the future demands of our virtual offerings.

2020 fundraising was significantly impacted by the pandemic with many of our in-person key fundraising events cancelled. We pivoted quickly to establish virtual events which were well supported. This also introduced us to a new fundraising platform. In addition, we established our "Rising to the Challenge" fund to support our reopening and our ability to serve those families who missed out on Barretstown during 2020. We engaged with our key stakeholders by hosting a series of webinars which were designed to ensure that all our supporters were kept up to date on how we were continuing to deliver our programmes during the pandemic and how they could support the fund.

This September, we will launch Barretstown Live 360, a new virtual platform, which will allow campers to experience the magic of Barretstown from the safety of their homes and hospital beds. This new virtual experience will allow users to explore camp, discover games to play and activities to enjoy as well as engage with hours of Barretstown Live content, all at their fingertips 24/7.

We receive 3% funding from the HSE and the remaining 97% comes from entirely voluntary contributions. 2020 income was down by 30% on 2019 at €5.5m which was a stronger performance than initially anticipated when the impact of the pandemic was realised. We quickly moved to implement a cost containment plan resulting in a reduction of expenditure by 28% to €4.5m.

2020 was the first year of our four-year strategy, and to date we have made the following progress on our four goals:

**Drive programme growth and innovation to ensure that every child in Ireland affected by a serious illness who could benefit from one of our programmes has the opportunity to do so. 2020 results include:**

- Launched Barretstown Live virtual programme serving just under 7,000 campers.
- Established a Youth Leadership Council.
- Commenced the development of an Adolescent and Young Adult programme.
- Partnered with hospitals to deliver Barretstown Live kits to seriously ill children in their wards.

**Drive brand and mission awareness to build our reputation and enable growth.**

- Barretstown won the Charities Institute Ireland's 'Excellence in Leadership' award and the Chartered Accountants Ireland Leinster Society's 'Published Accounts Award'.
- Reduced Carbon Footprint by 25%.
- Established new Community & Wellness partnerships to raise awareness and funds..
- Secured significant media coverage with a PR value of €2.9m and an audience reach of 9.8m.

**Drive revenue growth and diversification by maximising the commercial potential of the Barretstown brand.**

- Launched online virtual fundraising initiatives.
- Established the "Rising to the Challenge" fundraising campaign.
- Launched residential Transition Year programme, partnering with secondary schools.
- Launched a pop-up shop on Grafton Street.

**Build our capacity for growth.**

- Implemented a new investment strategy with reserves in place for future capital projects.
- Enhanced our user experience through Barretstown Live and Barretstown Live 360.
- Commenced our Inclusion and Diversity project to support our people strategy.

In March 2020, our programme team continued to work on site while our administration team moved to remote working while still maintaining a presence on site to support key finance and fundraising activities. During this period, we increased our focus on communications and employee wellbeing to ensure staff remained connected to our mission whilst working remotely. Our work on Inclusion and Diversity continues, and we are now mid-way through our culture check with Inclusio, a programme developed by DCU. This will provide us with an excellent source of information to help us to develop an Inclusion and Diversity plan as part of our people strategy.

We remain committed to the very highest standards of Governance at Barretstown. Our accounts are prepared to the standards set by the Statement of Recommended Practice (SORP) for Charities in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102). Accountability and transparency are central to everything we do, and we adhere to the Charities Institute Ireland Triple Lock Standard which encompasses good governance, good fundraising practice, and transparent reporting.

Barretstown would not exist without the amazing support of our donors and volunteers. We would like to thank them for all their efforts in making 2020 such a special year both for Barretstown and our campers despite the extraordinarily difficult circumstances.

We would also like to express our gratitude to our Board of Directors and Standing Committee members. A very special thanks must go to our Chair Maurice Pratt who retired on March 30th, 2021 having served as Chair of the Board for the past 10 years. Over the past decade, Maurice's energy and commitment and thoughtful leadership have been instrumental to the success of Barretstown in delivering its mission to rebuild the lives of seriously ill children.

Finally, we must recognise the team at Barretstown for their unwavering dedication and incredible commitment throughout the year and for their enormous contribution to dealing with the challenges during this pandemic.

**Donagh O'Sullivan**  
Chair

**Dee Ahearn**  
CEO



2020

# OUR IMPACT





2020

# OUR IMPACT

6,915

Campers Served

51

Camps



Launched Barretstown Live Virtual Programme

13

Illness Groups Served

Oncology, Haematology, Immunology, Nephrology, Neurology, Rheumatology, Dermatology, Gastroenterology, Endocrinology, Pulmonary, Genetic, Cardiology, Metabolic

3

Charity Partner Programmes

37

Corporate Groups engaged in Virtual Fundraising

25%

Reduction in our Carbon Footprint

430

Programme Volunteers Recruited

62%

Waste Recycled



2020 Awards

Charities Institute Ireland Excellence Awards

Barretstown CEO, Dee Ahearn, won the 'Excellence in Leadership' award.

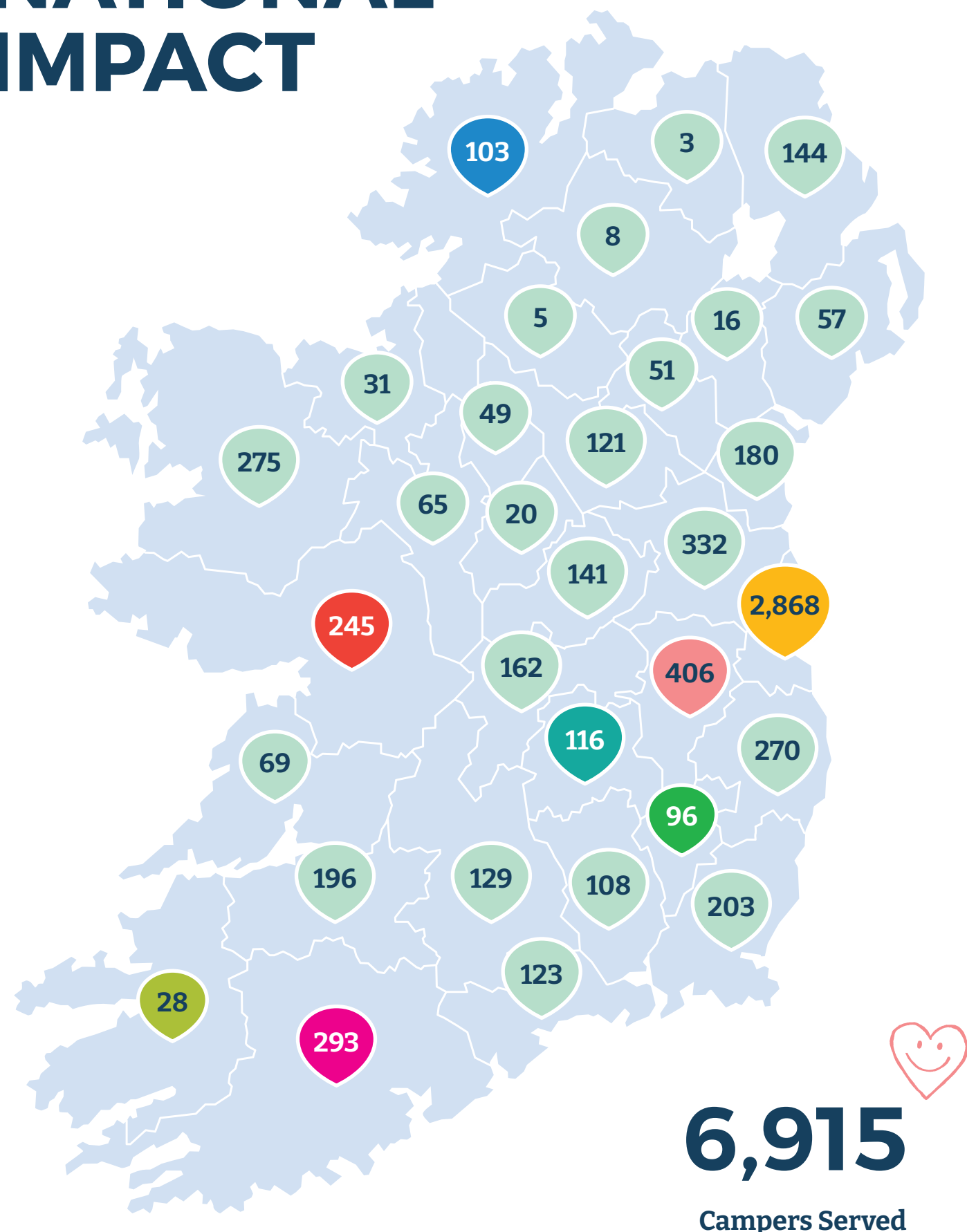
Chartered Accountants Ireland Leinster Society Published Accounts Awards

Barretstown's Annual Report won in the 'Small/Medium Not-For-Profit' category.



## Our Impact

# NATIONAL IMPACT



## What families said about their Barretstown experience?

“

My 8 year old had a full day of pure fun and just being a child. He totally forgot about all the trials he was undergoing medically for the day. As a family it took us all out of doing our individual thing and brought lightness, fun, and frivolity! A hugely beneficial effect!

- Darby Family from Dublin

“

That although the world is currently in disarray and uncontrollable, the fact that Barretstown is still there, gives a sense of safety and comfort to the children.

- McDonnell Family from Kildare

“

That they had great fun & loved being a part of Barretstown camp. They learned to be patient & wait for guidance re activities. They gained confidence in these strange times too.

- Power Family from Galway

“

We had a lovely few hours together & we had some good laughs & boys are still getting use out of the arts & crafts now with their friends.

- Cahill Family from Cork

“

Fun together. A sense of connection and belonging with Barretstown. My child that had been ill felt that she was special, that someone out there was thinking of her and her siblings and that she was important.

- Grant Family from Donegal

“

Lovely to be included & feel they are special to the Barretstown team when there is so much worry at present with Covid. A chance to forget everything for a while even for the grown-ups.

- Foley Family from Kerry

“

Precious family time and memories and just a great fun day to remember during these challenging times and to be able to forget all our worries for one day.

- Brennan Family from Carlow

“

Barretstown showed us again how much fun we can have as a family at home!

- Peciulis Family from Laois



Our Impact

# 5 YEAR BUSINESS REVIEW

## A Message from OUR PATRON



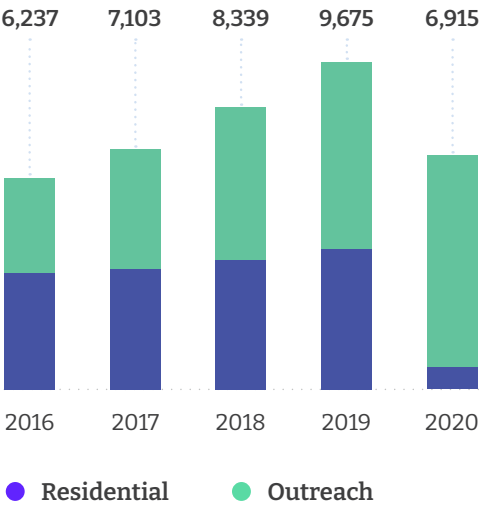
As Patron of Barretstown, I have been very fortunate to see first-hand the positive impact Barretstown has on its campers and their families. The year 2020 has been challenging for us all, but Barretstown's support of those most in need has remained nothing short of spectacular. While the world focused on the pandemic, we are so lucky to have organisations such as Barretstown to share these families' immense burdens. I wish to applaud Barretstown's hard work, dedication and innovation throughout this challenging time.

- Sabina Higgins

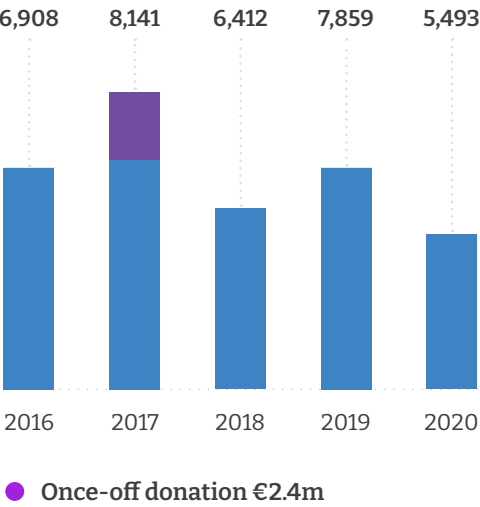
*Sabina Boyle Higgins*



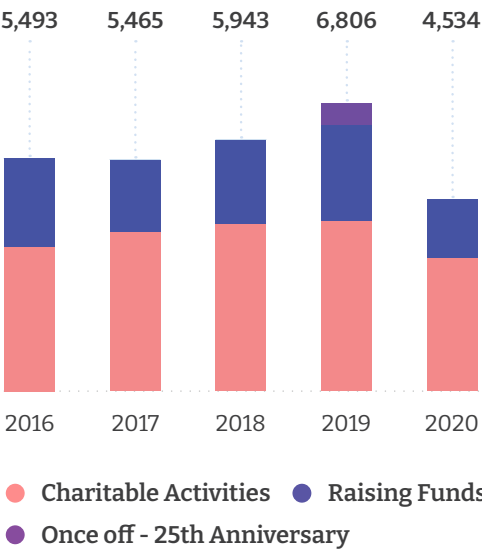
Campers



Income  
(€ ,000's)

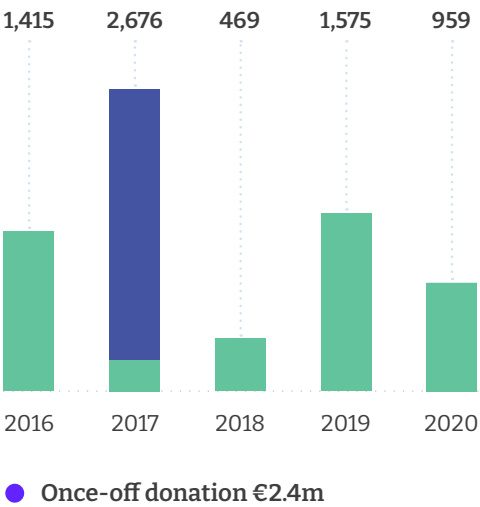


Expenditure  
(€ ,000's)



Net Income

before gain/(loss) on investments (€ ,000's)





Owen Smith

# OUR MEDICAL PATRON



Barretstown brings much needed fun and magic into the lives of seriously ill children, but that's not all, according to Barretstown's Medical Patron, Consultant Paediatric Haematologist Professor Owen Smith. "It's part of the patient care algorithm," he says. "It's such a fantastic facility to have on our doorstep."

Scientific advances have done much to improve cancer treatment in recent years but that is just part of the story. "Once a child is diagnosed with cancer medicine does its best for them," Prof Smith notes. "They will be treated with chemotherapy or radiotherapy or both and there may possibly be surgical intervention. But chemo and radio therapy are the equivalent of carpet bombing. We just hope the treatment kills more cancer cells than normal tissue."

But in the last 10 years the treatments have become much better. "We now have targeted drugs which are going after the mutations."

The sequencing of the human genome back in 2003 was a key moment. This has allowed the development of drugs which target specific genes enabling them to seek out the sweet spots which are key to successful treatment.

Immuno-therapy represents another significant advance. "In the last few years our ability to tune the immune system has also improved enormously. You and I and everyone else develop cancer cells every day but our immune systems get rid of them. If you look at the small number of children born each year without an immune system, they will go on to develop cancers."

The defining moment in the understanding of the immune system's role in cancer came in 1981 when HIV first appeared. "I was working on the haemophilia programme in the Royal Free Hospital in London at the time and we started to see patents with HIV coming in with lymphomas. If you take away the immune system you get cancer."

In Prof Smith's own field of haematology, chimeric antigen receptor (CAR) T-cell therapy is also seen as a major advance. It has shown significant effectiveness in certain types of blood cancers, and CAR T-cells are now being used against other types of cancer, including solid tumours.

What makes CAR T-cell therapy different is that it involves extracting the patient's own cells and genetically altering them so that they are better at recognising and tackling a particular cancer. "We take the CAR T-cells from patients and use them to go after specific cancers while avoiding other cells."

Revolutionary as these new treatments may be, they are still not the complete solution. Psycho-social wellbeing is critically important. "If you are in the right psycho-social place you heal much quicker," says Prof Smith. "Barretstown is a fantastic resource for psycho-social wellbeing to support cancer treatment. It is an exemplar for the delivery of psycho-social wellbeing. I have seen kids before they go to Barretstown and they are sullen and feeling quite down. When they meet their friends and peers, the positive impact is incredible. I have seen it in the UK as well. If you treat adolescents and young adults in an age appropriate environment, they heal much better."



Today, 85 per cent of child and adolescent cancers are cured. We hope to get to 100 per cent. Survivors come to Barretstown as well and there is a great benefit for children who are starting their cancer journey to see them coming in. You don't get that positive experience in an acute hospital. - Prof Smith

## Barretstown is also a source of hope.

That contribution should receive greater recognition. "I am of the firm belief that Barretstown should be funded centrally by the government. We have to recognise that the public purse is limited and the team at Barretstown are doing great work on fundraising. I will do everything I can to help put Barretstown front of mind with government and policymakers and the philanthropic community. The message needs to be got across that what Barretstown does is an essential part of cancer treatment. It should be seen as a key component of the treatment plan."

## Barretstown Med Shed- 24/7 Medical Care

The Barretstown Med Shed provides 24-hour on site medical and nursing care. The med shed team ensures continuity in the camper's care and provides treatments such as administration of medication, enteral feeding, central line care and more. Having an experienced team of medical professionals at camp provides peace of mind to the campers and families who attend.



# Adapting to Change

## VIRTUAL PROGRAMMING

The COVID-19 crisis forced us to make the incredibly difficult decision to postpone our traditional residential camps and programmes. While this was extremely disappointing, the safety of our campers, volunteers and staff will always be our priority. But in true Barretstown fashion, we were not going to let the pandemic stop us from bringing Barretstown's Therapeutic programmes to our campers.

Within days of hearing the news that we would be facing a lockdown in March 2020 our amazing team were already hard at work to find new ways of serving our campers virtually. The COVID-19 crisis meant that children with a serious illness, like those who come to Barretstown, who are immunocompromised, were even more isolated than before. They needed our therapeutic programmes more than ever.

Since opening our gates in 1994, we've become experts in providing life changing therapeutic programmes for families. Even with our gates closed temporarily, we have continued to create magical memories for children through Barretstown Live, our new, interactive, online platform allowing us to continue to offer our life-changing programmes to homes nationwide.

From our temporary studio in Barretstown, our team were able to adapt and innovate our residential Programmes to cater for families while they were isolating at home. Each week, families from all over Ireland were invited to attend a virtual day of camp with a schedule of fun and engaging activities, providing laughs and excitement for the whole family. These programmes delivered all aspects of our therapeutic recreation model which makes Barretstown so unique.



In advance of each virtual camp, families were sent their very own 'Barretstown Live Kit' which contained everything they needed to participate in the day's programme.

We initially focused on developing an online family camp where families could experience a day of camp in a virtual environment. As the pandemic continued, we realised that it was important to diversify and create bespoke programmes, specific young children and sibling programmes were developed. In addition, Halloween and Christmas camps, and a special bereavement 'Celebration of Life' programme were also developed during the year. Programmes took the form of live broadcasts with breakout zoom rooms, allowing campers to engage with activities whilst also making connections with their peers through the virtual platform.

A huge positive from this new virtual platform is our ability to serve additional campers, who due to their medical diagnosis would not be able to come to Barretstown.





Kitty Bourke

# CAMPER STORY



Have you ever stopped to think what it feels like when your whole life is put on hold? To have all the fun go out of your life? For every day to be full of sickness?

- Kitty

My name is Kitty and I'm 10 years old. I know exactly how it feels when cancer suddenly ruins your life. It's happened to me. In 2018, I got very sick. I didn't feel like eating. I didn't have enough energy to play. I was sleeping all the time. I didn't know what was happening to me. My mum and dad took me to see about four different doctors until we got the answer.

It wasn't an answer that any of us wanted to hear. I was told I had something called a Wilms tumour. That's a tumour on the kidney. And it had spread to my lungs and liver too. It looked really bad.

I had about eight months of chemo. That meant I was in and out of hospital all the time. It was really horrible. I lost my hair and I had to have a tube in my nose. I also had two big operations, one of them to take my kidney out.

Being treated for cancer isn't any fun. I couldn't go to school or do any of the things I enjoyed like hockey. I really missed just playing with my friends. I felt really lonely sometimes. I was really sad.

It was really hard on my family too. My mum and dad were really worried about me. They didn't say so, but I could just tell. My big sister, Amelia, was worried and sad too. She's my best friend and we share a bedroom at home.



## Barretstown:

My cancer was terrible for all of us. We really needed a break from it. And that's when Barretstown came along and changed everything. We first visited Barretstown for their Big Picnic open day in the summer. The whole family went. When we drove through the gates my mum and dad both started to cry. They could already tell it was a special place full of special people.

The next November, we went to a family camp and had an amazing time! We laughed a lot. That weekend gave us a break from hospital visits and chemotherapy. We really needed it! Barretstown brings kids and families back together again. It made a huge difference to all of us. Me and Amelia left that camp desperate to go back again. In spring 2019, we went to a siblings camp without mum and dad and then, in the summer, I came to camp on my own.

I loved doing activities like horse riding and arts and crafts. After being stuck in a hospital room for so long, it was magic to be able to do things again. You get to meet and talk to other kids who have been through the same things as you and who understand what it's like to be so sick for so long.

I've finished my treatment now after over a year and I'm happy to say the cancer is gone but I still have to live with the effects of all the chemo and operations. But the good thing is I haven't finished with Barretstown. It's still there for me!



Kitty had lost a lot of confidence in social situations from being in a room in isolation for so long. Allowing her to be with groups of people at Barretstown has just been amazing for her confidence. Kitty was not lucky to be diagnosed with cancer – but we were lucky to have found Barretstown and all the wonderful people who carried us, built us up and continue to help us heal. - Kitty's Mum, Lucy





# Isaac Keenan CAMPER STORY



Isaac Keenan and his sister Madison were among the Barretstown Live virtual campers during 2020. The family had been due to attend the spring camp which had to be cancelled owing to the Covid-19 lockdown. “We were disappointed, but we completely understood why,” says Isaac’s mum Ashley.



And then when we found out about Barretstown Live and got the call, that was just absolutely fantastic. The excitement was phenomenal. It was just brilliant. When we told Madison, she was over the moon.

*Isaac’s Mum, Ashley*

Isaac is five and a half years old and he has spent most of his life in Our Lady’s Children’s Hospital in Crumlin. He has a rare genetic condition, epilepsy and relies on a feeding tube and a tube for toileting. “He has been quite unwell a lot of his life,” says Ashley.

The pandemic has been extremely difficult for the family. “We were in Crumlin the day the school closures happened. That was when we went into our own kind of full lockdown at home. The four of us literally just stayed in the house from that day.”

The family had already heard about Barretstown and had visited for the Santa Experience. “They just absolutely loved it and for us it was just amazing to be in the setting where people didn’t see him as different.

The Med Shed facility was vitally important. “We can’t just take Isaac away to places because of the fear of him becoming ill. He can be fine one day and then he can become really, really sick within a couple of hours. The fact that they have the medical centre there is really reassuring. We know there is somebody we can call on if we are worried about him and that there is somebody to check him over, it is a big deal.”

**Barretstown Live:**

The Barretstown Live experience more than lived up to expectations. “When Madison saw the Barretstown car outside, she was jumping up and down the porch waving out. She was really excited. And then, when we opened the pack and had a look, I was just absolutely amazed at how well organised it was. I couldn’t get over how much was included. I couldn’t believe that it was so well organised, individual bags, the labels, like everything, the instructions. It was just fantastic.”

We had the best day ever. It was the best day of lockdown. It was brilliant. They had so much fun. Isaac had never tried baking before. He’s peg fed so it’s not something we’ve ever thought about trying before, he has been in hospital so much, you kind of forget the things that he has missed out on. We were doing it all as a family, he got so excited, he thought cracking eggs was the funniest thing that he has ever seen. He fell around laughing, he was hysterical. They had so much fun doing the family fashion show. The house got upended because we had to find princess dresses and we had to use a pot to make the crown. They had an absolute blast. It was brilliant and we really forgot about what was going on outside and why we were locked in the house. We just had the best day ever. And Madison always says Barretstown never forgets the siblings. She absolutely loves Barretstown and she is forever saying it.



Barretstown Live was a great taster of what the camp experience will mean to my family and the fun we will have. So many families like mine are counting on Barretstown and their therapeutic programmes, we can’t wait for it to reopen so we can fully access their programmes. - Isaac’s Mum, Ashley





Lucy MacConnell

# CAMPER STORY

Lucy MacConnell suffers from osteogenesis imperfecta (OI), a rare genetic disorder that prevents the body from building strong bones. She also has quite restricted lung capacity. Her visit to Barretstown was made possible by the medical expertise on hand at the Med Shed facility.



To be honest, the Med Shed was essential because it was the first time Lucy ever went anywhere without us other than for a sleepover.

- Lucy's Mum, Niamh



**Barretstown:**

"Lucy's condition is brittle bones so like every child who has a long term condition, something might happen to them. With Lucy it's a fracture and that has to be explained and that's very frightening information for somebody who's non-medical or not from a nursing background. But in Barretstown, Lucy was in such great hands. I asked her what it was like with the Med Shed and she said: 'It was great. I could go anytime I wanted, and they knew exactly what to do.' It was a safe place where she could go with whatever her complaint was. It would be treated with respect and they didn't panic.

I knew they were well able to look after Lucy, and she knew there were children's doctors and children's nurses there who knew what they were doing. All that you want is a bit of confidence in whoever is looking after your child. Anytime I had a little flash of worry it would always come back into my head that the Med Shed is there. Even though she was the first child with her condition to go to Barretstown that didn't bother them. They were well able, and they gave me loads of time when I arrived to drop her off.

Lucy has been so much more independent since going to Barretstown. Everyone has commented on it, teachers, friends, family, OTs; she's doing stuff for herself that she wouldn't have done for herself before she went to Barretstown and a lot of that is because she just needed the little nudge from people to say you know you're able to do this.

And I probably needed it too because I'd never been away from her for that long before. Her sister would have gone away for three, four or five days to various camps at that age. Lucy was 12 last year when she went to camp but without Barretstown who knows when she would have gone away for that kind of a stretch. It gave us confidence too, for her to be able to do a bit more of that sleeping away and having some independence. Lucy can't wait to get back to camp after COVID and I know another trip will build her self-confidence and independence even more."



Anytime I had a little flash of worry it would always come back into my head that the Med Shed is there.

- Lucy's Mum, Niamh





Danny Curran

# CAMPER STORY

Danny Curran has been a Barretstown regular during his recovery from brain cancer. Back in 2013 Danny was diagnosed with a brain tumour. Danny’s mum Áine remembers that day in the hospital “in my heart I thought they were going to say he had an ear infection as his balance was off, but they ran all these tests, and then they kept him in overnight so they could run a CT scan the next morning. The next day, the medical team told us Danny had a brain tumour and that he needed surgery immediately, and that we needed to get our family in, as they didn’t know how the surgery was going to go. After surgery, we discovered the tumour was the size of an orange and Danny was only about six weeks from not being with us. It was crazy.”

The surgery was a success but the road to recovery has been long, and continues today. Due to the nature of Danny’s cancer he has an acquired brain injury that has left him with long term impacts such as a difficulty processing, a physical deficit on his left side and hearing loss.



**I’d never gone that long without speaking to him, but he enjoyed it. The difference in him when he came home was great to see, you know he was puffed out in his chest. He did it and it was an achievement for him to be away from home that length of time. It was lovely to see.** - Danny’s Mum, Áine



Danny and his family attended two family camps before emigrating to Australia for 3 years. On their return to Ireland the family returned to Barretstown for a family camp and then Danny attended camp on his own in the summer of 2019, a big step for him.

Áine was quite shocked that he would go away for a whole week, but he was familiar with Barretstown and knew the fun that would be had.

The family also took part in Barretstown Live in July 2020. “They send out packs to the house and we did a weekend one. Danny loved it.”

Before Covid hit, Danny’s school was selected for a visit by the Barretstown Outreach Schools Programme. “We got an email about it and I gave it to Danny’s resource teacher. It transpired she actually worked in Barretstown as a volunteer before she started teaching, so she was really eager and organised it from there.”

Another child in the school, who had been a year ahead of Danny, had also been a Barretstown camper but had sadly passed away as a result of her cancer. The visit to the school was an opportunity to deliver a positive message about children living with cancer.

“This was a way of kind of saying this is the other side of it, this is when people are getting better and are getting well and these are the opportunities they’ve been given and to have fun. Barretstown is a place of fun and it was a great way of getting that out to the other kids that not all the kids are in bed sick all of the time. That they’re still kids and still can have fun. Even though they have the side effects of their treatment they are still fundamentally kids at heart.

Barretstown has been a big part of this long journey, and continues to be. The impact that Barretstown has had on Danny, and on our whole family is massive.”



**It was also a way of Danny giving back to his classmates. They are so supportive of him without them even knowing that they’re supportive and this was a nice way of Danny giving back to them. It was something they wouldn’t get to do normally.** - Danny’s Mum, Áine





Virtual Gates Opening 24/7

# BARRETSTOWN LIVE 360



Barretstown Live 360 is the latest addition to Barretstown's expanding suite of virtual programmes offered completely free to children, and their families, looking to experience the magic of Barretstown from the safety of their homes or hospital beds.

With huge demand from families to attend our residential programmes on site here at Barretstown and our policy to always give priority to new families whose child has just been diagnosed with a serious illness, we recognise the need to provide a platform to ensure families who have been to Barretstown can remain connected with camp long after their stay. Following on from the success of our virtual programmes, we created 'Barretstown Live 360', a brand new online tool to allow us to continue to be there for families that are unable to attend camp, offering them a unique virtual platform where they can switch off and have some fun.

For the first time ever, campers can now virtually tour our camp in our new 360-degree virtual world. Campers can explore camp on their phones, laptops or tablet devices, from our famous red doors to our secret garden. Visitors to Barretstown Live 360 can seek out activities to engage and have fun with, challenge themselves with camp games and earn points to help rebuild the Barretstown Castle.

Campers can lose themselves in one of our many activity zones, with hundreds of videos for children of all ages to enjoy. They can get creative with videos like whacky science or space art; learn

a new skill, song or dance to get moving; or find one to make them laugh out loud. Whatever they might be into, there's something to enjoy. Better still, we'll bring brand new content each month so there's always something new to enjoy.

### Who is it for?

Barretstown Live 360 is for everyone to enjoy and is available completely free of charge. Campers can create their own profile and login via Barretstown's new mobile app, which is available on both Apple Appstore and Google Play Store, for tablet or laptop devices. All visitors need is an internet connection, an email address and of course parental consent to join in the fun.

Barretstown Live 360 will allow us to continue to be there for everyone in need of our services, whenever they want so that they always have access to the magic of camp.



2020

# CAMPER LEADERSHIP PROGRAMME



Our Camper Leadership Programme (CLP) is designed to provide an opportunity for former campers to return to Barretstown and take part in our leadership programme.

This programme is delivered in three modules and each module is designed to help campers develop life skills such as active listening, public speaking, problem solving, self-care planning, trust building and much more all within an environment that encourages teamwork. Everyone is given the opportunity to practice these new skills while working alongside members of our team, in a safe and supportive environment. Our CLP participants also gain a deeper understanding of how we run our programmes at Barretstown.

Fun is central to everything we do at camp. Making the challenges fun is an integral part of our therapeutic recreation model. Fun encourages participants to attempt more, to challenge themselves and to push themselves further than perhaps they knew they could.

CLP participants take part in tasks and initiatives which require them to work with others as well as independently. By taking part in these tasks and reflecting on them afterwards, they learn more about themselves and their fellow participants. They also observe how teams work and how their input and behaviors can affect the outcome of specific tasks.

The end of the CLP journey is marked with a graduation ceremony held on site at Barretstown.





## Our Impact

# YOUTH LEADERS COUNCIL

### What is the YLC?

The Barretstown Youth Leaders Council (YLC) was established to bring together a diverse group of young leaders from all over Ireland to help raise awareness of our programmes, support the development and innovation of Barretstown's Programmes and to support fundraising initiatives. Young people are at the heart of what we do as we continue to serve more children affected by serious illness.

The YLC programme offers important insights into how we can enhance our programmes, improve our services, and grow as an organisation by listening to the very group we serve.



### Who are the YLC?

There are ten members of the Council recruited on an annual basis who are aged between 15 and 17 years of age. Membership is not limited to former Barretstown campers, any eligible student can submit an application and successful candidates will be selected following an interview process. The Council meets on a monthly basis and each meeting is facilitated by a member of the Barretstown team and members will also have the opportunity to hear from invited guests throughout the year. The aim of the council is for young people to have a voice in our programme development, share ideas and best practices from their schools and communities and thrive to bring about a happier, more positive environment for young people to grow up in.

### Barretstown Youth Expo

To celebrate the YLC, we will host an annual Expo event at Barretstown, where Council members will be given an opportunity to present the projects they have worked on to an invited audience. This event celebrates the incredible work carried out by our YLC, highlighting their achievement and accomplishments throughout the year, reinforcing the positive impact they have made.



For younger people by young people.



THE FUTURE IS  
OURS!

## Our Impact

# RESEARCH & EVALUATION

Barretstown is committed to conducting and supporting research and evaluation that will contribute to the development and delivery of Barretstown's programmes and to the development of understanding in the area of childhood illness.

### Research

Our Childcare Advisory Committee is currently overseeing 4 research projects that commenced in 2020.

#### 1. Impacts of a Therapeutic Recreation based hospital outreach program (HOP) on children with chronic or severe illness.

The quantitative study explores the impacts of a therapeutic recreation based hospital outreach program (HOP) on children with chronic or severe illness. And the qualitative study explores experiences and impacts of a therapeutic recreation based hospital outreach program (HOP), the utility of connected health and the unmet needs of children with cancer.

#### 2. An Exploration of the Psychosocial Needs of Adolescents and Young Adults with Cancer (AYACs) aged 15-24 years.

This thesis will contribute to collaborative work with Barretstown that will aim to identify specific psychosocial needs of AYACs that could be addressed through a therapeutic recreation programme.

#### 3. An online therapeutic recreation-based support during the COVID-19 pandemic for families of a child with chronic illness: An exploratory study.

The aim of this research is to explore the design and user experience of the online therapeutic recreation-based support 'Barretstown LIVE' for families of a child with chronic illness in Ireland.

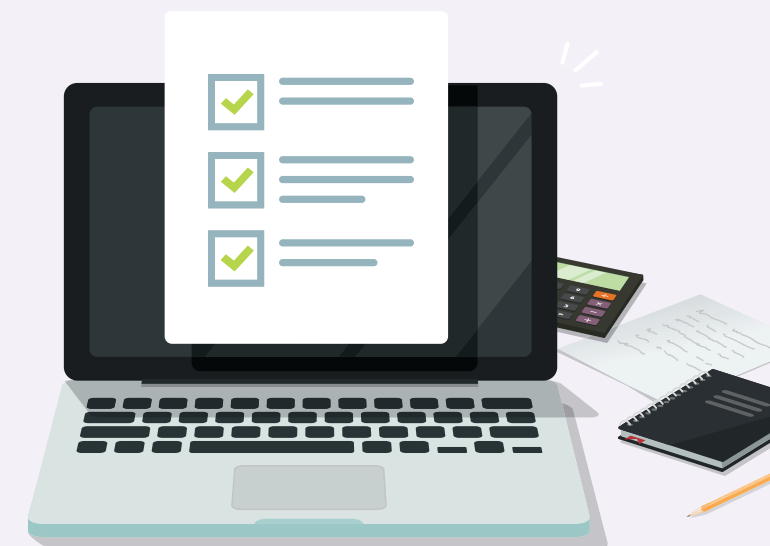
#### 4. SeriousFun Network Lasting Impacts Study

This study explores the potential long-term impacts of camp on camper alumni. The study is being co-ordinated by Ann Gilliard (Hole in the Wall, Connecticut) and was approved by the institutional review board (IRB) at the American Institutes for Research.

### Evaluation

This evaluation is carried out by an independent company on behalf of Barretstown to assess family and camper satisfaction with our Programmes. Families are surveyed after attending camp and the findings of this survey are used to inform our programme.

- ✓ 476 Questionnaires Completed
- ✓ Average Net Promotor Score of 97%
- ✓ 98% Satisfaction with their Barretstown Experience
- ✓ 98% Would Take Part in the Programme Again
- ✓ 81% of families received no support from any other charity during COVID-19





Anna Isakova

# VOLUNTEER STORY

Anna Isakova has been volunteering with Barretstown since 2012 with 2020 introducing her to the concept of virtual volunteering. Anna has been an invaluable part of our residential programme travelling from St Petersburg, Russia, each summer to work with the Russian campers translating and encouraging them in all aspects of camp life. Anna is a great role model for the campers.

I have met great people from all over the world and made new friends. I give my energy, time and devotion to camp. As a volunteer you receive as much from camp as the campers do.

“Volunteering at camp is an important part of my life,” says Anna. “Volunteering has given me many magical moments, and I have also learned some important insights and discoveries about myself.



In 2020, I didn't think I would have a chance to volunteer at Barretstown; the pandemic was in full swing, the borders were closed. That is why I got so enthusiastic when I received an email calling for virtual volunteers.

I look forward to my next volunteer experience virtual or onsite.

- Anna



**Anna thought the pandemic would prevent her from volunteering in 2020:**

She thought the online volunteering experience was going to present a challenge but her fears were quickly allayed. “I could hardly imagine how in just three days we could build trust, connections among teens and create the magic of Barretstown all online. The music we had often heard at Barretstown, the camp dances, the positive energy of the team in the studio, the friendly atmosphere and fun – all of these were still there and it was just like I was in Barretstown.



What struck me during the three days of virtual camp was the openness of the children and their eagerness to get involved with each other and in the fun activities. Anna adds, “I believe it took them courage and curiosity to get connected to Zoom, getting to know new people online, sharing their thoughts and moods with the group. I saw campers being fully engaged, shy but willing to talk after a while and appreciate others. All this reminded me of what Barretstown – virtual or on-site – is about: challenge, friendship, care, attentive attitude to each other, support and fun.

DCU and Barretstown

# A UNIQUE PARTNERSHIP

We were delighted to launch our partnership with Dublin City University (DCU) in 2019. This is the first partnership of its kind between a university and a charity and is a joint initiative of both staff and students.

The partnership's goal is to support our work with children and their families living with serious illness. This will be achieved by DCU engaging their 20,000 strong staff and student community in a range of initiatives, including fundraising, volunteering opportunities, internships, research, as well as leadership and development programmes.

**The partnership is focusing on:**

- Promoting and raising funds for Barretstown through a number of initiatives run by DCU staff and students.
- Increasing awareness and understanding of Barretstown amongst DCU staff and students, alumni, and DCU's local community.
- Offering DCU students an opportunity to engage and volunteer.

This partnership has raised significant funds through staff and student fundraising initiatives. The DCU team have also supported the delivery of our virtual and residential programmes through volunteering.

We would like to thank the DCU team on behalf of all at Barretstown for their support and generosity. It is envisaged that this partnership will continue and grow from strength to strength.



Our partnership with Barretstown has been so positive for our staff and students. The DCU Community has really embraced the concept, as it gives us great opportunities for volunteering and fundraising, as well as offering a chance for staff members from across the university to connect and work together for a great cause. The partnership also gives us a better understanding and appreciation of the life-changing work that Barretstown does for children and their families living with a serious illness.

- Marian Burns, DCU's Director of Human Resources



Center Parcs

# CORPORATE VOLUNTEERING



Center Parcs has partnered with Barretstown since May 2019. In 2020, during the pandemic, twelve members of the center parc's entertainment and programme team volunteered on site for 12 weeks to support the delivery of our virtual programme.

Amanda and Michelle share their experience of volunteering.

## Amanda Connell

"Arriving at the Barretstown estate, I was struck by its beauty, green rolling fields in the sunshine, the famous castle, the quirky animals (including a very cheeky pig) and the beautiful cottages. But what struck me the most was the people at Barretstown. From the first moment I arrived, I felt like I was with family. We were greeted in the courtyard and just as the campers would in 'normal' times, we played 'get to know you' games from a safe distance. Any nerves I had quickly dissolved and were replaced with admiration as Barretstown staff and volunteers who had been there previously shared stories of what camp would have looked like if families and children were there with us.

During the first week I found myself in the Barretstown Live studio in front of a camera. This was alien to me. But when you are surrounded by extraordinary people, you find yourself doing extraordinary things. We acted, we danced, we had lots of fun. I took part in and presented part of a Facebook livestream. But the standout moment was seeing the children in the video link during camp, listening in and seeing glimpses of friendships blossoming, and confidence growing.

I felt what I imagine the campers must also experience at the end of their stay: happy, re-energised and confident. I feel that I have made lifelong friends and memories to treasure forever. For anyone thinking of volunteering, go for it! It's something you won't regret. When people ask you what it was like, words will fail to describe the everlasting mark it leaves on your heart."

## Michelle O'Donnell

"From the moment we drove through the gates I was overwhelmed by the beauty of this extraordinary place. The kindness and hospitality were extensive, we were all made to feel so welcome, I knew immediately that this place was going to have a huge impact on my life.

Our job for the next two weeks was to help the teams to create a variety of online activities that the children could interact with in their own homes. I had never done anything like this before, so it was challenging but so much fun. The encouragement and support we received from our team leaders was amazing and inspiring. There is nothing but kindness in this magical place. We brainstormed ideas, put together skits and sketches, we dressed up and got into character, made up jokes, filmed activities and had the most amazing time. We joined in (socially distanced) with activities, we kept fit, had quizzes and were made to feel so welcome. These were two of the best weeks of my life and I will never forget the time I spent in this incredible place. I can't thank Center Parcs enough for allowing me to have had this experience or Barretstown for the absolute privilege of working with their team. They will all be forever in my most treasured memories."





# Our Impact

# FUNDRAISING

Despite the pandemic, Barretstown's fundraising performed better than anticipated, reflecting the sense of generosity that existed throughout 2020. Our corporate partners and individual donors were very supportive and quickly committed to continuing their support. The team pivoted quickly when we had to cancel events and on site activities and created a number of innovative virtual events. We are hugely grateful to our donors for their continued support throughout this challenging time.

### We fundraise in a number of ways:

#### Major Donors

We created a 'Rising to the Challenge' fund directed at our Major Donors to ensure we had the funds necessary to again serve campers when we reopened camp. There has been a very positive response with Major Donors representing 8% of funds raised in 2020.

#### Trusts & Foundations

We received a number of grants from various Trusts and Foundations during 2020 representing 5% of funds raised.

#### HSE

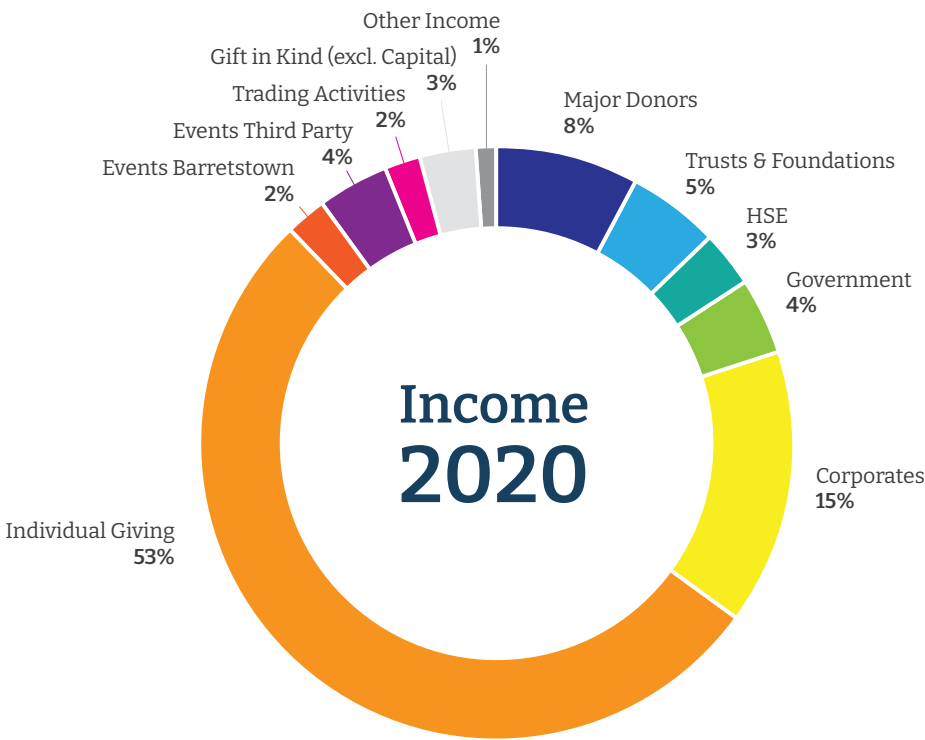
Government support through a grant from the HSE was unchanged from 2019 and represents some 3% of funds raised in 2020.

#### Government

Barretstown was successful in securing a grant for €200k from the Government's Covid-19 Stability Fund which was aimed at addressing income shortfalls in the charity sector due to the pandemic.

#### Corporate Fundraising

Support from corporate companies has always been a critically important element of Barretstown's fundraising mix. Companies have supported Barretstown in a number of ways from financial contributions to in-kind support such as product donations, as well as through staff volunteering. We were very grateful for the continued support of many of our long-standing partners such as GSK, Dominos and Amundi, as well as some of our newer partners; Center Parcs, DCU and Irish Life. Corporate fundraising represents 15% of our funds raised in 2020.



#### Individual Giving

Individual Giving is the support we receive from individuals through either cash or regular gifts such as direct debits and standing orders. Donors who choose to support Barretstown do so because of the stories from our camper families to whom we are forever grateful for their willingness to share their experiences. We are incredibly grateful for the continued loyalty of our existing direct debit and regular donors during 2020. Once off donations from individuals in response to campaign appeals were the strongest in our history reflecting the incredible spirit of generosity that has existed. In total Individual Giving represented 53% of funds raised in 2020.

#### Barretstown Events

In 2020, our traditional event calendar completely changed with only one in person event held, our annual golf outing in the K Club in September, generously sponsored by LR Suntory. In total, Events represented 2% of funds raised in 2020.

#### Third Party Events (Community)

Despite the challenges presented by Covid-19, we were fortunate and grateful for the incredible community of supporters who were still determined to raise funds for Barretstown through an incredible range of Covid-proof fundraising activities, the highlights being the 'Busk for Barretstown' and the Climb Every Mountain virtual challenge. Third party events represented 4% of funds raised in 2020.

#### Gift in Kind

Every year Barretstown receives donations of goods and services from companies which helps reduce our expenditure. In 2020, this represented 3% of funds raised.



Maura Toner



Newbridge AC Fundraiser, 2021



Lisa Fahey Bake Sale



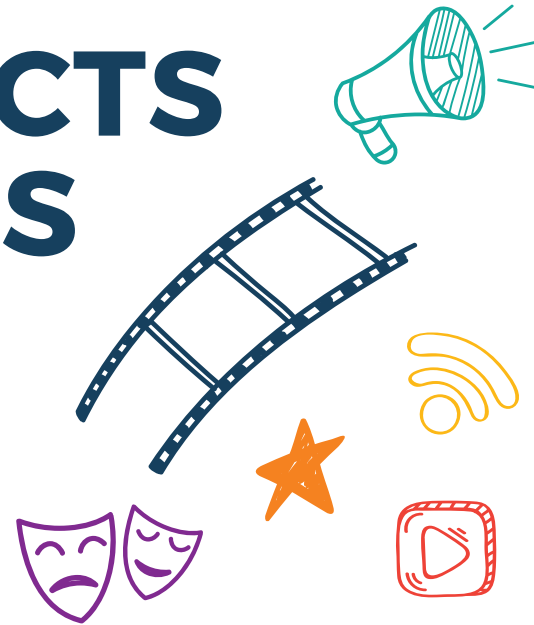
Dublin Civil Defence Hike, 2020



## Project Hollywood

# CAPEX PROJECTS - NEW STUDIOS

Barretstown is converting a space in one of its courtyards to create two new studios to ensure we can meet the future needs of our virtual programmes. The studios will also provide an exciting opportunity for our campers to engage in a new filming activity while at Barretstown. This project will be complete in July 2021 and we are hugely grateful to have received a grant from our donor, The Aladina Foundation, to fund this project.



## Barretstown Child's Safeguarding Statement

### 1. Name of Service Being Provided

Barretstown offers free, specially designed therapeutic residential, outreach and virtual camps and programmes for children and their families living with a serious illness.

### 2. Nature of Service and principles to safeguard children from harm

Barretstown's mission is to rebuild the lives of children affected by serious illness and their families. We do this through our Therapeutic Recreation programme and our 'Challenge by Choice' philosophy. Our life changing programmes bring our campers through a fun, activity-based process of challenge, success, reflection, and discovery. These programmes have a profound and lasting positive impact. The activities on offer range from the outdoor and adventure-based activities to the creative arts and nature-based activities.

### 3. Risk Assessment

Our Safeguarding Risk Assessment is reviewed three times a year and indicates the areas of potential risk of harm and the likelihood of risk occurring. Below are some of the risks identified and a full risk assessment is available on request.

- Risk of harm by staff (physical, sexual, emotional, neglect)
- Risk of harm by visitors
- Risk of abuse by peers/campers
- Inappropriate contact with campers, including social media.
- Risk of grooming children
- Risk of harm by other family members on camp
- Risk of harm of bullying of a child by a staff member/visitor/peer
- Risk of inappropriate people being recruited.
- Risk of staff not responding appropriately to Child Safeguarding Concerns
- Risk of staff not adhering to policies and procedures.

### 4. Procedures

Our Child Safeguarding statement has been developed in line with requirements under the Children First Act 2015, the Children First: National Guidance 2017, and Tusla's Child Safeguarding: A guide for Policy, Procedure and Practice.

In addition to the procedures listed in our risk assessment, the following procedures support our intention to safeguard children while they are availing of our service:

- The management of allegations of abuse or misconduct against staff/volunteers of a child availing of our service.
- The safe recruitment and selection of staff and volunteers to work with children.
- Provision of and access to child safeguarding training and information, including the identification of the occurrence of harm.
- Reporting of child protection or welfare concerns to Tusla
- Maintaining a list of mandated persons
- Appointing a relevant person
- Managing visitors on site
- Identifying staff on site
- Managing risk in all areas on camp
- Use of photography, IT and social media on camp.
- Staff code of conduct in place

#### Supporting Policies in place:

- Safeguarding Policy
- Recruitment Policy
- Visitor Policy
- Working on Camp Policy
- Risk management Policy
- Accident, Near Miss, Dangerous Occurrence Reporting Policy
- Staff code of conduct
- Camp Contact policy

### 5. Implementation

Barretstown is committed to the implementation of this Child Safeguarding Statement and the procedures that support our intention to keep children safe from harm while availing of our programmes. The Child Safeguarding Statement will be reviewed annually.

For queries, please contact

[safeguarding@barretstown.org](mailto:safeguarding@barretstown.org)



# 2020 GOVERNANCE





## Governance

# DIRECTORS' BIOGRAPHIES



### **Donagh O'Sullivan (Chair)**

Donagh O'Sullivan joined the Board of Barretstown in November 2013 and was appointed as Chair in March 2021. From Cullen, Co Cork, Donagh is a Chartered Civil Engineer and has lived and worked in the UK since graduating from UCC in 1990. He is Chief Executive of the Galliard Group, the largest privately owned residential developer in London. Donagh is also an Ambassador for the London based Irish focused charity 'Immigrant Counselling and Psychotherapy' (icap).



### **Patrick Flanagan**

Patrick was appointed to the Board of Barretstown in June 2020. Since 2014, Patrick has worked as Business Development Director with Manguard Plus and has been involved in the financial services sector both in Ireland and London for many years. Patrick has been associated with Barretstown since 2014 when his daughter Alice became a camper. Since 2016, he has represented Barretstown at the National Cancer Strategy Forum. Patrick is Co-Chair of Barretstown's Childcare Advisory Committee.



### **Anne Heraty**

Anne Heraty was appointed to the Board of Barretstown in September 2019. Anne is CEO of Cpl Resources plc., a recognised leader in workforce solutions, specialist recruitment, managed services and outsourcing. With an annual turnover in excess of €564.9 million, the company has over 1,000 permanent employees. In any one week Cpl also has over 13,000 temp/contract staff under management in customer sites. Her company has grown through both strong organic growth and strategic acquisitions. Anne won the Business & Finance 'Business Person of the Year 2014' and her company was ranked as 'Best Place to Work 2020' in the large organisation category. Anne is the Chair of judging panel for the EY Entrepreneur of the Year Awards in Ireland and former President of IBEC. Anne sits on Barretstown's Nominations & Remuneration Committee.



### **Liam Kavanagh**

Liam Kavanagh was appointed to the Board of Barretstown in June 2020. Liam is Managing Director of The Irish Times Group, Ireland's leading quality news media publisher which includes The Irish Times and Irish Examiner. He is a member of the management committee of NewsBrands (the news media industry association). He is a board member of the World Association of Newspapers. Liam is a former President of the Dublin Chamber of Commerce and served as Chairman of the Ireland Hong Kong Business Forum from 2014 to 2018. He currently serves as an external member of the Finance Committee of Trinity College Dublin. Liam sits on Barretstown's Finance & Audit Committee.



### **Aidan Lynch**

Aidan Lynch was appointed to the Board of Barretstown in November 2013. He is Managing Director of GSK Trading Partners and Chairman of the Board of Trustees for the GSK Ireland Pension Plan. He is the immediate Past President of the Irish Pharmaceutical Healthcare Association (IPHA) and a former President of the British Irish Chamber of Commerce. Aidan is Vice-Chair of the Barretstown Board, and Chairs the Nominations & Remuneration Committee.



### **Prof. Brian MacCraith**

Prof. Brian MacCraith was appointed to the Board of Barretstown in September 2020. Prof. MacCraith held the position of President of Dublin City University (DCU) from July 2010 to July 2020, during which time DCU grew significantly in terms of scale, footprint and reputation. During that period, DCU was Ireland's fastest growing university and added 3 new campuses (DCU St. Patrick's Campus, DCU All Hallows Campus and DCU Alpha, the University's Innovation Campus) to its original base in Glasnevin. Brian MacCraith is a member of the Royal Irish Academy (RIA), an Honorary Fellow of the Institute of Physics, an Honorary Fellow of the Institute of Engineers Ireland and a Fellow of the Irish Academy of Engineers. In September 2020, Brian was appointed as Chair of the Board of the Gaelic Players Association (GPA). In November 2020, he was appointed by the Government to chair the High-Level Task Force on COVID-19 Vaccination. He also chairs the Government-appointed Future of Media Commission.



## Governance

# DIRECTORS' BIOGRAPHIES



### Dr. Peter McCarthy

Dr Peter McCarthy was appointed to the Board of Barretstown in March 2021. Peter is a Clinical Research Fellow at the National Children's Cancer Service at Children's Health Ireland at Crumlin and University College Dublin. He is currently completing a PhD in the genomics of childhood leukaemia and he is also a Special Lecturer in Paediatrics at the School of Medicine, University College Dublin. Peter graduated from University College Cork Medical School in 2012. He completed his basic paediatric training at Temple Street and Crumlin Children's Hospitals, and he commenced specialist training in Haematology in 2016 with the aim of becoming a Consultant Paediatric Haematologist. In the summer of 2010, Peter worked as an activity leader in Barretstown and he has continued to volunteer as a Cara and in the Med Shed. Peter is Co-Chair of Barretstown's Childcare Advisory Committee.



### Colm McDonnell

Colm McDonnell was appointed to the Board of Barretstown in February 2017. Colm is the COO of Deloitte's Risk Advisory business in North South Europe. Colm has been with Deloitte for over 25 years and has led the Risk Advisory Department in Ireland for ten years. Colm was a Council Member of Dublin Chamber of Commerce from 2009 to 2019, serving as Treasurer from 2011 to 2016. Colm is a Fellow of Chartered Accountants Ireland and is a member of the Institute of Internal Auditors, the Association of Compliance Officers in Ireland, and the Information Systems Audit and Control Association. Colm is Chair of Barretstown's Risk & Governance Committee.



### David McKeown

David McKeown was appointed to the Board of Barretstown in November 2018. He is Co-CEO of his family business, Kilsaran International, which he has been involved in for over 20 years. Prior to his appointment as Co-CEO, David spent 8 years as Group Sales Director. Kilsaran International is Ireland's largest family owned construction material supplier with over 28 locations serving all aspects of the Irish Construction Industry. As well as a strong Irish presence, Kilsaran International has a well-established customer base in both Northern Ireland and Great Britain. David is Chair of Barretstown's Development Committee.



### John O'Brien

John O'Brien was appointed to the Board of Barretstown in May 2017. Since 2014, John has worked as Managing Director with family business, O'Brien Fine Foods. Prior to joining the family business, John trained as an accountant with Patrick McDonnell & Co, in Newbridge. In 2003, he joined the finance department of O'Brien Fine Foods before working with the sales team where he developed the team and business into one of the biggest producers and marketers of cooked meats in Ireland, including Brady Family, Homebird and Greenfarm brands. John is Chair of the Finance & Audit Committee and sits on Barretstown's Development Committee.



### Dr. Jane Pears

Dr Jane Pears was appointed to the Board of Barretstown in October 2013. She is Consultant Paediatric Oncologist at Children's Health Ireland at Crumlin and is one of four solid tumour oncology consultants at the National Centre for Paediatric HaematoOncology. She graduated from the University of St Andrews in Scotland and from Manchester University Medical School. She completed her paediatric training at Booth Hall and Pendlebury Children's Hospitals in Manchester and her oncology training in Newcastle-Upon-Tyne. This was followed by 12 months working as a clinical fellow at the Royal Children's Hospital in Brisbane, Australia, prior to taking up her post in Our Lady's Children's Hospital Crumlin in 2008. Jane is former Chair and current member of Barretstown's Childcare Advisory Committee.



### John Paul Scally

John Paul Scally (J.P.) was appointed to the Board of Barretstown in November 2018. J.P. is the Chief Executive Officer of Lidl Ireland and Northern Ireland. He joined Lidl as a Graduate in 2003, initially as a Project Manager in the Construction area of the business, having qualified with an engineering degree from the National University of Ireland, Galway. J.P. subsequently held a number of roles with Lidl in Logistics and Sales Operations from 2004 until 2012. J.P. developed an understanding of the international retail landscape while sitting on the Board of Lidl France from 2012 to 2015, as Director of Operations. J.P. has been CEO of Lidl Ireland and Northern Ireland since his return from France in 2015 and oversees the 209 stores across the island with over 2 million weekly customers. J.P. sits on Barretstown's Development Committee.



# Governance

# TRUSTEE'S REPORT

## Barretstown Objectives & Activities:

### Our Vision

We believe that every child with serious illness should enjoy their childhood.

### Our Mission

To rebuild the lives of children affected by serious illness, and their families, through a life changing Therapeutic Recreation programme in a safe, fun and supportive environment.

### Our Values

**Professionalism:** We believe in always achieving professional excellence and working to continually improve the quality of our experience for children and their families.

**Leadership:** We believe in working together to bring about positive change in caring for children affected by serious illness and achieve this by being flexible to changing environments and implementing responses in a dynamic and progressive manner.

**Fun:** We believe that fun should be an integral part of what we do. Fun and laughter are key ingredients in improving the lives of those affected by childhood cancer.

**Caring:** We believe our primary concern is the care of children and their families. We are always responsive to their needs and expectations and always engage in open and honest dialogue.

## Professionalism

- Be brilliant at the basics & pay attention to detail
- Communicate without fear to build relationships, trust and respect
- Make time matter & cherish confidentiality
- Listen well to better understand

## Caring

- Build a positive team and family spirit
- Show compassion - our people are the heart of what we do
- Make time to help your colleagues
- Stay humble

## Leadership

- Understand your impact
- Be a role model everyday
- Display positivity and show appreciation
- Be open to growth and learning

## Fun

- Appreciate fun and social opportunities
- Share magic moments
- Win & learn together
- Live our values



The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of the Charity. The Trustees present their report and audited financial statements of the group and company for the year ended 31 December 2020. This report incorporates statutory requirements as outlined in the Companies Act 2014 and that contained in the Statement of Recommended Practice for Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the Republic of Ireland (FRS 102) (effective 1 January 2015). The Charity SORP (FRS 102) is not yet mandatory in the Republic of Ireland and the Irish Charity Regulator has not yet prescribed accounting regulations for Irish Charities. In the absence of such prescriptive guidance, the Trustees have adopted the Charity SORP (FRS 102) early as it is considered best practice.

## Our Objectives

Barretstown was founded by the late actor and philanthropist Paul Newman and opened in 1994 to provide medically endorsed programmes of Therapeutic Recreation to children with serious illness and their families.

Being sick can put a child's life on hold. At Barretstown, we look after the physical and emotional wellbeing of the child by creating a carefree, safe, medically supportive environment where they can make new friends, enjoy new experiences, and continue their treatment if they need to.

We offer free, specially designed residential programmes for children and their families living with a serious illness, supported behind the scenes by 24-hour on site medical and nursing care. We also provide outreach programmes in schools and hospitals around Ireland and the UK, and virtual programmes from our studios directly in to camper homes.

Barretstown is a member of the SeriousFun Children's Network, a global organisation with 30 camps and programmes serving the needs of children and families affected by serious illness.

All of our camps and programmes are designed to respond directly to the needs of a child living with a serious illness - both clinical and psychological. Our unique Therapeutic Recreation model is recognised by paediatricians and psychologists throughout the world as having a profound and positive impact and as a necessary component of a child's treatment. The Therapeutic Recreation model brings campers through a fun, activity-based process of challenge, success, reflection and discovery.

Children take part in fun, entertaining and exciting challenges. They experience success in overcoming these challenges. They reflect on their experience and through reflection and positive labelling discover new or forgotten skills and talent they hold within themselves.

Our goals and objectives are set out in more detail on pages 48-51, which outlines the Barretstown 2024 strategy.

### Illness groups served

Barretstown serves children suffering from a wide range of illnesses within 13 broad illness groups: Endocrinology; Rheumatology; Gastroenterology; Neurology; Dermatology; Pulmonary; Haematology; Nephrology; Immunology; Oncology; Cardiology; Metabolic and Genetic. We are constantly working with hospitals, medical experts and other charities to expand our illness groups. When Barretstown is not being used for our core residential programmes, we make our facility and programmes available at cost to other charitable organisations with similar missions. The experience gained through these partnerships assists in the goal of expanding our illness groups by giving us insights into how other illness groups respond to our Therapeutic model.





Our Activities

At Barretstown, we aim to provide a continuum of care to support the child and their family on their journey through serious illness, helping to rebuild confidence, self-esteem and independence. Unfortunately, not every family has a positive outcome and Barretstown’s Bereavement Programme offers those families a supportive environment in which they can find ways to look to the journey ahead. Barretstown serves campers from Ireland, UK, Europe and USA. Our impact across the range of activities that Barretstown offers is described in detail on pages 6 to 36 of this document.

Barretstown Outreach Programmes

Hospital Outreach Programme

Our Hospital Outreach Programme (HOP) brings the optimistic, playful spirit of Barretstown to children with serious illness in the hospital setting. By offering unique, creative and developmentally appropriate activities and interaction, we help to restore joy and laughter during a time often laden with fear, stress and uncertainty.

School Outreach Programme

Barretstown’s School Outreach Programme (SOP) helps reintegrate children back into the classroom environment. Having gone through months and sometimes years of gruelling treatment, children can find the return to school daunting. Our school Outreach Programme also offers an educational component to dispel some of the myths associated with serious illness in a fun, interactive way.

Virtual Outreach Programme

In 2020 we developed and launched Barretstown Live, our new virtual programme. This innovative and interactive platform delivers our therapeutic programme to children affected by serious illness and their families all over Ireland. Families sign up for an exciting day of activities, games and magic moments from the safety and comfort of their own homes. In advance of the day, we send out a Barretstown Live kit to the family. This new programme allows us to serve children and their families who, due to their medical diagnosis are unable to take part in our residential programmes.



Barretstown Residential Programmes

Our core Residential Programmes take place at Barretstown on our beautiful 500-acre facility in County Kildare. We are open all year round and host the following camps:

Family Camps

Barretstown provides weekend therapeutic programmes for families who have a child affected by serious illness. Suitable for all ages, these camps are an opportunity for families to engage in a fun programme supported by a 24/7 onsite medical team should their child require medical attention during their stay.

Children and Teen Camps

Our seven and eight day children, teen and sibling camps are specially designed, age appropriate programmes to allow children aged 7 to 17 affected by serious illness to have some Serious Fun. These medically endorsed programmes are designed to rebuild confidence, self-esteem and independence in a child affected by serious illness in a safe and supportive environment. Children and teens will have the chance to interact and engage with each other, experience ‘Challenge by Choice’ and take on some new activity based challenges.

Bereavement Camps

Our residential bereavement programme gives families, who’s child has died from serious illness, an opportunity to acknowledge their loss and celebrate the life of their child. Our programmes involve a mix of therapeutic camp activities and carefully facilitated, age appropriate, bereavement sessions. The focus is always on support and continuing on, while also allowing families to spend time together and share their experience with others if they choose to.





Maintaining The Magic

# BARRETSTOWN STRATEGY 2024

A new four-year strategy was signed off by the Board in November 2019, 2020 was the first year of this new four-year strategy. The results of the four goals are outlined below.

Goal 1

## Drive Programme Growth

Achieved 2020

- We served 6,915 campers which was 31% below the target of 10,072. This was a very positive result during such a challenging time.
  - Launched programmes on Facebook Live and Instagram TV which allowed us to increase our social media presence and awareness of Barretstown to 33,317 viewers.
  - Established a Youth Leaders Council and hosted two meetings in 2020.
  - Developed and launched virtual transition year programme, 11 schools participated in this programme.
  - While work commenced on the development of palliative care and Adolescents & Young Adults programmes, pilot programmes were delayed due to COVID-19 and will take place in 2021.
- The breakdown of how we served 6,915 campers is as follows;
- Prior to canceling our programmes in 2020, we served 649 campers and their families through our residential programmes and a further 1,115 campers through our Outreach programmes.
  - Developed and launched ‘Barretstown live’ a new online interactive platform livestreaming programmes to families nationwide serving 2785 campers.
  - Delivered Barretstown Live kits to the following hospitals - CHI@Crumlin, CHI@Temple Street, CHI@Tallaght, St Luke’s Rathgar, Royal Hospital Belfast, and University College Hospitals London serving 2024 campers.
  - Hosted charity partner programmes with Brain Tumour Ireland and the European Haemophilia Consortium serving 248 campers.
  - Developed and launched a Virtual School outreach programme serving 94 campers across 3 schools.

Challenges

- Due to Covid 19 we had to stop Residential and Outreach programmes and we needed to find a new way of serving our campers through virtual programming. This required building studios on site and developing technical capability.
- Maintaining employee wellbeing and morale for the camp team in lockdown to ensure the delivery of our programmes.
- Maintaining relationships with our outreach partners when hospitals and schools closed.

Goal 2

## Drive brand and mission awareness to build our reputation



Achieved

- Develop a Social Impact Study. This study is near completion and will be launched in 2021.
- Barretstown has been awarded the ‘Excellence in Leadership’ award from the Charities Institute Ireland and also won ‘The Published Accounts Award 2020’ for our Annual Report from the Chartered Institute of Accountants Leinster Society.
- Secured media coverage across print online and broadcast with a PR value of €2.9 million and a reach of 9.8 million.
- Barretstown reduced its carbon footprint by 25% in 2020 to 271 tonnes.
- Established Community & wellness partnerships: Barretstown partnered with WellFest, Douglass Festival, UCC and DCU during 2020. WellFest and Douglass Festival were held virtually this year.

Moved Out

- The objective of positioning Barretstown as a thought leader in psychosocial support for children affected by serious illness - has been moved out to 2021.
- The objective of establishing Barretstown as a best-in-class workplace was also moved out to 2021 due to the impact of remote working.

Challenges

- Many community partnerships targets such as Kaleidoscope and Big Picnic were postponed in 2020.





## Goal 3

Drive revenue growth and diversification by maximising the commercial potential of the Barretstown brand

### Achieved

- Launched a residential transition year programme forming partnerships with secondary schools across Ireland.
- Launched a pop-up shop on Grafton Street to explore the potential for Barretstown retail outlets while also driving brand awareness and raising funds during the busy December period.
- Launched virtual fundraising activities to offset cancelled events including the 'Climb Every Mountain' challenge, Cabin Fever Challenges, and a number of virtual corporate quiz events. Our full fundraising impact is set out on pages 34-35.

### Moved Out

- The objective of firmly establishing site hire, corporate team building and events as a viable income stream was paused during 2020 due to public health restrictions.

### Challenges

- Fundraising was significantly impacted by Covid-19 restrictions, as were opportunities to explore further diversification. All of our key events were cancelled such as our Dublin Mountains Challenge, St. Kevin's Challenge and the Amazing Race. All site hire and charity partner activities were also cancelled when the site was closed in March.

## Goal 4

Build our capacity for Growth

### Achieved

- The original target was to raise €6.9 million to fund our programmes. Actual income was €5.5 million which was down 21% on the original target.
- Established an in-house marketing function to drive brand and mission awareness.
- Enhanced our user experience by launching Barretstown Live serving families in their homes across Ireland. In addition we have developed Barretstown Live 360 making camp available 24/7, this will be launched in 2021.

### Moved Out

- The objective of developing a detailed resource model to support the growth in numbers outlines in our strategy has been moved out to 2021.

### Challenges

- During 2020 we focused on job retention, however a recruitment freeze resulted in increased pressure on the team.



## Our 2021 high level objectives include the following

- Raise €5.8m to deliver our programmes.
- Serve 7,775 campers through our programmes.
- Formally launch Barretstown Live 360.
- Complete Project Hollywood - the conversion of a courtyard building to two new permanent studios.
- Complete cottage upgrade programme.





# Financial and Operational Review

Despite the pandemic, Barretstown had a positive financial performance during 2020 with income of €5.5million (2019: €7.9 million) and expenditure of €4.5million (2019: €6.3million) leaving a surplus in funds for the year of €959k (2019: €1.3million) before investment gains of €312k (2019 €1.271million) as set out on page 76.

In the year to 31 December 2020, Barretstown served a total of 6,915 campers (2019: 9,675), a reduction of 29% on the previous year, however a impressive performance during the pandemic. We hosted seven residential core camps (2019: 29) with the number of residential campers decreasing by 3,503 to 649 (2019: 4,152). Our Outreach Programmes in hospitals and schools around Ireland and the new Outreach Virtual Programmes served 6,266 campers , an increase of 13% on the 5,524 campers served in 2019.

Our Outreach programmes saw significant growth with the introduction of the new Virtual Programme Barretstown Live during 2020 with 44 virtual camps hosted and 2,785 campers served.

2020 was a challenging year due to COVID-19, we had to close our gates in March. Our cost containment plan was implemented immediately, reducing headcount and reducing all non-essential costs by converting our programme offering from residential to virtual, and availing of both COVID temporary and employment wage subsidy schemes.

We developed Barretstown Live, an online interactive platform to allow our families to participate in a day of camp. In advance of this, families received a Barretstown Live kit to ensure they had everything that they needed to take part in the programme.

We also established our “Rising to the challenge” fund to support our reopening and our ability to serve those families who we have not been able to serve in 2020. We engaged with our key stakeholders by hosting a series of webinars which were designed to ensure that all our supporters were kept up to date on how we were continuing to deliver our programmes during the pandemic and how they could support the fund.

One of the positives we can take from COVID-19 has been our ability to innovate the delivery of our programmes and fundraise in a virtual environment. We are now in the process of building two new studios to ensure we can meet the future needs of our virtual offerings. The studios will also provide an opportunity for our campers to engage in a new filming activity. Continuing with innovation, in 2021 we will launch Barretstown Live 360 - our brand-new virtual platform, allowing campers to experience the magic of Barretstown from the safety of their homes and hospital beds. This new virtual 360 world, will allow users to explore camp, discover games to play and activities to enjoy as well as engage with hours of Barretstown Live content, all at their fingertips.



# Income

Barretstown is 97% funded through voluntary contributions and 3% by funding from the Health Service Executive (HSE). A percentage of our income is restricted to specific programmes or capital projects on the instructions of donors. During 2020, some 11% of our income was restricted – 10% for service delivery.

The main movements in Barretstown income streams during 2020 are outlined below:

## Income from Donations and Legacies

In 2020 we received €4.63 million income (2019: €5.92 million) from donations and legacies, this represents a decrease of 22%. The main contributors to the movement in income year on year are outlined below:

In 2020, major donor income increased by 45% to €423K (2019: 291k) due to the “Rising to the challenge” fund which rolled out to help offset the decline in fundraising income linked to Covid-19.

Trusts and Foundations were slightly down in 2020 to €276k (2019: €288k).

Corporate fundraising decreased by 17% in 2020 generating an income of €845k (2019 €1.27 million) mainly due to the impact of the pandemic on key partners which prevented staff or customer fundraising activities. New business was very scarce as most companies did not seek new charity partners in 2020.

Individual Giving continues to be Barretstown's largest income stream and showed remarkable resilience throughout the year, only decreasing by 7% to €2.91 million in 2020 (2019: €3.13 million). Direct mail appeals were very strong reflecting the public spirit of generosity that existed across the year with the Barretstown Christmas appeal campaign being the most successful in our history – 83% above target. The four direct mail campaigns were a combined 99% ahead of target for 2020. Recruitment of regular givers by door-to -door marketing was not possible with restrictions for much of the year. This, together with the timing of our tax reclaim,

contributed to the small decrease. Legacy income was significantly reduced by 94% in 2020 at €31k (2019: €536k) although 2019 was an exceptionally strong year for this income stream.

Gifts in kind decreased by 63% to €148k (2019: €396k) due primarily to the closure of the Barretstown site.

## Income from Charitable Activities

Income from Charitable activities in 2020 comes from HSE funding of €151k and this has remained the same since 2013. During 2020 we also received a grant of €200k through Pobal from the Government's Covid Stability Scheme.

## Income from Trading Activities

In 2020 we generated €436k in income (2019: €1.727m) from trading activities representing a decrease of 75%. This was mainly due to the significant income boost received from our 25th Anniversary Gala Ball in 2019 combined with the fact that in-person events in 2020 were largely not possible. The Barretstown shop on site also closed early march due to site closure during covid.

## Income from Investments and other Incoming Resources

In 2020 income from investment and other incoming resources increased by €10k. This increase is due to the increase in income from the estate land that Barretstown does not use for programmes. See note 5 on page 92 and interest and dividends.



# Expenditure

## Barretstown expenditure decreased by €1.75 million to €4.53 million in 2020

### Expenditure on Raising Funds

Expenditure on raising funds decreased by €897k in 2020 to €1.4 million (2019: €2.3 million). In 2019 Barretstown celebrated its 25th Anniversary with total event costs of €522k compared with a related income of over €1 million. There was a decrease in door-to-door expenditure in 2020 of €160k as this campaign had to be paused as a direct result of the pandemic. There were savings in our trading activities €106k as site hire had to be paused when the site closed. Salary savings of €91k were achieved as a result of reduced headcount while the company also availed of the COVID-19 temporary and employment wage subsidy schemes of €67k. The balance of €18k related to cancelled live events and some of this budget was allocated to our new virtual events.

### Expenditure on Charitable Activities

Expenditure on charitable activities decreased by €880k in 2020 to €3.1 million (2019: €4 million). There was a reduction in salary costs of €656k. Our service delivery model was quickly changed from residential camps to virtual programmes and implemented a recruitment freeze when the pandemic hit, thus saving €451k in salaries and wages while the company also availed of the COVID-19 temporary and employment wage subsidy schemes of €205k. Depreciation increased by €170k in 2020 as our new accommodation building was fully commissioned. The facility was partially closed and with the reduction of other non-essential 2020 costs resulting in the reduction of €394k of associated costs.

### Investment Policy and Performance

The Board’s policy in relation to Barretstown’s long term investments is that they should achieve a higher income from investments than cash, while also benefiting from the capital growth that is available from an investment portfolio over time. All investments were made in line with Barretstown’s investment policy.

Barretstown’s investments were valued at €11.53 million on December 2020 Balance Sheet. These investments made a gain of €312k (2019: gain €1.29 million) during the year. Our investments are reviewed bi-annually by the Finance & Audit Committee and approved by the Board.

### Reserves

Reserves are needed to bridge any gaps between income and expenditure and to cover unplanned expenditure and new capital projects to cater for our growing

programme needs. Barretstown reserves policy states that the minimum level of reserves required to be held is an amount equivalent to 10 months’ expenditure, which equates to approximately €6 million when camp is at full capacity in 2022. We confirm that Barretstown had €26.6 million in unrestricted reserves of which €15.3million of these funds have been invested in the charity’s intangible and tangible assets at the balance sheet date, leaving €11.3 million available for further capital investment.

These reserves have been built up from annual surplus over the past ten years and from a large legacy received in 2012. The directors do recognise that the reserves are in excess of the minimum level required by our policy. The Finance and the Audit and Risk Committees monitor reserves and this review is brought to the Board for approval, the level and adequacy of reserves are reviewed annually. These reserves will be used to future proof our 500 acre facility ensuring we can continue to expand to meet the growing demand for our programmes. We have developed a detailed site master plan identifying key capital projects for the next 10 years. The first of these projects which was deferred in 2020 to July 2021 is to renovate and upgrade the 15 cottages, the estimated budget for this project is €2.5 million.

We have reviewed the balance sheet of Barretstown including its reserves. This review looked at the pattern of income and expenditure together with commitments to which the organisation may be obliged under formal or informal arrangements. We are satisfied that Barretstown is reasonably placed to meet its ongoing obligations.

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are grants or donations which the donor has specified are to be solely used for particular areas of the Charity’s work or for specific projects being undertaken by Barretstown.

## Barretstown Structure governance and management

### Structure

Barretstown is governed by its Board of Directors who are appointed for a four-year term and, where recommended by the Nominations & Remuneration Committee, can serve for a second term of four years.

In 2019 it was agreed that chair Maurice Pratt had played a key role leading the organisation and the decision was taken to extend his tenure until a new Chair was appointed. Maurice Pratt resigned in March 2021 after serving a third term. Donagh O’Sullivan was appointed as Chair of the Board in March 2021.

In line with our governance framework, the Barretstown Board can range in size from ten to fourteen members. A quorum of five is required for a Board meeting to be held.

The composition of the Board is kept under review by the Nominations & Remunerations Committee to ensure it contains the appropriate mix of skills required to ensure Barretstown delivers it strategic goals.

Each Standing Committee of the Board reviews its composition on an annual basis to ensure appropriate membership to support the delivery of Barretstown strategy under its key area of review. Where there are gaps the committee identifies professionals with the appropriate skillset to fill these roles. These individuals are then proposed to the Nominations and Remuneration Committee which ensures that the individuals recommended have the appropriate competencies and will adhere to the high standard of governance set by the Board of Barretstown. Following this, the Nominations and Remuneration Committee recommend the appointment for Board approval.

Invitations to join the Board are extended by the Chair. All Directors act in a voluntary capacity. No member of the Board receives any remuneration or expenses. The directors bring a wide range of experience in children’s health and protection, medical, corporate, governance, legal and financial.

The Board is supported by a Standing Committee structure which deals with the specific areas of the business and company. The Board delegates the day to-day management of Barretstown to the Senior Leadership Team which comprises the Chief Executive Officer and the Senior Leadership Team. The Board is the governing body, the leader and steward of Barretstown. Serving on it is considered an honour and members demonstrate a commitment and eagerness to serve based on great enthusiasm and a full understanding of the job. Biographies of all Board members are included on pages 40 and 43.

The names of the persons who were Directors at any time during the year ended 31 December 2020 are set out below. Unless indicated otherwise, they served as Directors for the entire year.

## The names of the persons who were Directors at any time during the year ended 31 December 2020 are set out below. Unless indicated otherwise, they served as Directors for the entire year.

<b>Donagh O’ Sullivan</b> (Appointed Chair 30th March 2021)	CEO, Galliard Homes
<b>Maurice Pratt</b> (Chair, Retired 30th March 2021)	Chairman, Uniphar plc
<b>Patrick Flanagan</b> (Joined 23rd June 2020)	Director, Manguard Plus
<b>Anne Heraty</b>	CEO, Cpl Resources plc
<b>Liam Kavanagh</b> (Joined 23rd June 2020)	Managing Director, The Irish Times
<b>Aidan Lynch</b>	Managing Director, GSK Trading Partners
<b>Prof. Brian MacCraith</b> (Joined 29th September 2020)	Chair, High-Level Task Force on COVID-19 Vaccination, former President of Dublin City University
<b>Colm McDonnell</b>	Partner, Head of Risk Advisory, Deloitte Ireland LLP
<b>David McKeown</b>	Co-CEO, Kilsaran International
<b>John O’Brien</b>	Managing Director, O’Brien Fine Foods
<b>Dr Jane Pears</b>	Consultant Paediatric Oncologist, Children’s Health Ireland (CHI) at Crumlin
<b>John Paul Scally</b>	Managing Director, Lidl Ireland and Lidl Northern Ireland



# Directors

Directors are elected at the Annual General Meeting (AGM) of the company and are responsible for the management of the organisation. Additional Directors appointed by ordinary resolution hold office until the next AGM. Unless otherwise excused by the Chair, it is expected that Board members will attend at least three-quarters of the number of Board meetings and meetings of Committees to which they are appointed. Under the Company’s Articles, the office of Director shall be vacated if he/she shall for more than six consecutive months have been absent without permission of the Directors from Board meetings, and the Directors so resolve.

## Legal duties of Directors

The Barretstown Directors have a combination of statutory and operational responsibilities. Those that can be considered “statutory” include financial, childcare and employer’s legal responsibilities as well as the Trustees’ responsibilities as set out in the Charities Act. Those considered “operational” include the planning of the programmes, the culture of the organisation, the organisational structures and implementation of the agreed plans. There is an annual training and information day for all Board and Standing Committee members where the CEO and Chair present a full overview of the year in Barretstown and experts in different areas are invited to present.

## Directors’ legal responsibilities may be summarised as

- To act in the best interests of the company.
- To ensure the company is run to the highest governance standards.
- To ensure that the company complies with its ongoing legal responsibilities as specified in the Charities Act 2009 and Companies Act 2014.

## Board induction

Each incoming Board Member receives a comprehensive and tailored induction package on joining the Board. Induction pack includes an orientation programme, involving a visit to Barretstown, to ensure that the Board member becomes familiar with the organisation’s business and governance practices.

Each Board member receives regular updates on relevant new laws, regulations and changing commercial risks. Each year all Board and Standing Committee members attend an annual meeting where they have the opportunity to meet each other as well as the senior leadership team of Barretstown. During this meeting there is a review of the annual business plan and results, plans for the year ahead along with an update on our four-year strategic plan. This meeting is also attended by guest speakers who focus on important topics for the business of Barretstown. In addition there is training for Board members on any new amendments to our governance framework.

## Code of Conduct

The Board adheres to and have signed up to the Barretstown Board Members Code of Conduct, which underpins all of our actions.

The Code of Conduct is based on the following values:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty & Loyalty
- Leadership

All new Directors read and sign the Board Members Code of Conduct as part of the induction process. The Code of Conduct is reviewed on an annual basis by the Board.

## Board Governance and Management

The primary purpose of the Board of Barretstown is to ensure the long-term success of the organisation.

It is the Board’s role to ensure that Barretstown’s values, strategy and business model are aligned to the company’s purpose: to provide therapeutic recreation for seriously ill children.

The Board is the primary leadership body of Barretstown. It is responsible for overseeing its activities and for the overall governance and stewardship of the organisation. The Board’s composition and the way it carries out its leadership role set the standard for the organisation and are key to earning and sustaining the respect and support of key stakeholders, donors and the public at large for Barretstown.

In achieving this purpose, the Board’s role can be divided into duties of performance and of conformance:

## Performance

- Provide leadership of Barretstown within a framework of prudent and effective controls, setting the organisation’s risk appetite while enabling risk to be assessed and managed.
- Set Barretstown’s strategic aims.
- Set Barretstown’s vision, mission, values and standards and ensure that its obligations to its stakeholders, including its campers, their families and donors are understood and met.
- Develop a high ethical standard within the organisation and ensure Board Members and Barretstown’s leadership act with integrity at all times.
- Encourage a culture of openness, responsiveness and accountability.
- Carry out an annual effectiveness review of its own performance for each committee every year.

## Conformance

- Safeguard the organisation’s assets.
- Ensure the necessary financial and human resources are in place for the organisation to meet its objectives.
- Oversee executive performance.
- Make sure the systems are in place to ensure compliance with governance and regulatory requirements.
- Ensure sound governance of Barretstown’s investment assets.





Conflicts of Interest and Loyalties

Barretstown has a Conflict of Interest and Loyalties Policy in place to manage any conflicts.

Barretstown has a register to record any conflicts, and this is reviewed and actioned at quarterly Board meetings. Each director is asked to declare any conflicts of interest/loyalty as soon as they become aware of it and refrain from taking any further part in the making of any related decisions.

Directors’ and Secretary’s Interests

The Directors and Secretary and their families had no interest in the company or any other related companies as at 31 December 2020.

Barretstown Standing Committees

The Barretstown Board has five Standing Committees and the Board delegates specific responsibility to these Board Committees as set out in their Terms of Reference. The Chair of each Committee is a Board member and reports back to the Board at each quarterly Board meeting.

Finance & Audit Committee

The role of the Finance & Audit Committee is to review the adequacy, scope and effectiveness of accounting and internal control systems for all financial activities carried out by Barretstown.

Risk & Governance Committee

The role of the Risk & Governance Committee is to oversee and review the governance of the organisation and to review continually the governance framework to ensure compliance and best practice. The Committee reviews the company’s Risk Register on a quarterly basis, oversees the health and Safety system and provides advice as to the adequacy of the measures in place. The Committee is also responsible for oversight of the implementation of the Charities Regulator’s Charities Governance Code.

Childcare Advisory Committee

The role of the Childcare Advisory Committee is to advise on all aspects of childcare and child protection pertaining to Barretstown. The Committee assists and supports research including evaluation of the benefits and effectiveness of our programmes. This Committee provided advice and guidance on programme delivery through COVID-19.

Development Committee

The role of the Development Committee is to engage in, assist with and support the fundraising efforts of Barretstown.

Nominations & Remunerations Committee

The role of the Nominations & Remuneration Committee is to review the structure, size and composition (including the skills, knowledge and experience) of the Board and its Standing Committees and to make recommendations to ensure the Board is fit for purpose. This Committee is also responsible for the remuneration of the CEO and the Senior Leadership Team. The CEO is not present for any discussion in relation to her personal remuneration.

Other Governance Matters

Accountability and transparency are vital in everything we do. This report incorporates requirements as outlined in the Statement of Recommended Practice for Charities preparing their accounts in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015). Barretstown is committed to and compliant with the “Charities Institute Ireland” triple lock standards of transparent reporting, good fundraising and governance and has adopted the Guidelines for Charitable Organisations on Fundraising from the Public and the Charity SORP (Standard of Reporting Practice under FRS102). We have also fully implemented the Charities Regulator’s Charities Governance Code, which we are due to report on to the Regulator for the first time in October 2021.

The Board and Standing Committees meet at least four times per annum

The table below show the membership of each Committee at the date of this report.

Attendance

Meetings	Board	Finance & Audit Committee	Nominations & Remuneration Committee	Risk & Governance Committee	Childcare Advisory Committee	Development Committee
Board Members	Attended (Eligible)	Attended (Eligible)	Attended (Eligible)	Attended (Eligible)	Attended (Eligible)	Attended (Eligible)
Donagh O Sullivan (Chair)	4(4)	–	–	–	–	–
Maurice Pratt (Chair - retired March 2021)	4(4)	–	4(4)	–	–	4(4)
Patrick Flanagan	2(3)	–	–	–	4(5)	–
Anne Heraty	4(4)	–	4(4)	–	–	–
Liam Kavanagh	2(3)	2(2)	–	–	–	–
Aidan Lynch	4(4)	7(7)	4(4)	–	–	–
Professor Brian MacCraith	2(2)	–	–	–	–	–
Colm McDonnell	3(4)	–	–	5(5)	–	–
David McKeown	3(4)	–	–	–	–	3(4)
John O’ Brien	4(4)	6(7)	–	–	–	4(4)
Dr Jane Pears	3(4)	–	–	–	5(5)	–
J.P. Scally	4(4)	–	–	–	–	4(4)
Other External Committee Members						
Richard Ball	–	7(7)	–	–	–	–
Tom Berrigan	–	7(7)	–	–	–	–
Colin Feely	–	6(7)	–	–	–	–
Pamela O’ Neill	–	–	–	5(5)	–	–
Rory Williams	–	–	–	4(5)	–	–
Eimear Caslin	–	–	–	4(4)	–	–
Louise O’ Byrne	–	–	3(3)	–	–	–
Paul Bailey	–	–	–	–	1(4)	–
Dr Annemarie Broderick	–	–	–	–	4(5)	–
Annamarie Doody	–	–	–	–	4(5)	–
Orla Keegan	–	–	–	–	2(5)	–
Dr Gemma Kiernan	–	–	–	–	3(5)	–
Karen O’ Neill	–	–	–	–	5(5)	–
Dr Clodagh Ryan	–	–	–	–	3(5)	–
Mark Aherne	–	–		–	–	2(4)
Andrew Blair	–	–	–	–	–	1(4)
Bob Casey	–	–	–	–	–	2(4)
Audrey O’ Dwyer	–	–	–	–	–	3(3)
Employee Representatives on Committees						
Dee Ahearn	4(4)	7(7)	4(4)	5(5)	5(5)	4(4)
Mairead Forristal	4(4)	7(7)	–	5(5)	–	
Catherine Moriarty	–	–	–	5(5)	–	–
Tim O’ Dea	–	–	–	–	–	4(4)
Eimear Kinsella	–	–	–	–	5(5)	–
John Mitchell	–	–	–	–	5(5)	–



Internal Controls

The Board of Directors have ultimate responsibility for ensuring that the charity has the appropriate systems of internal controls in place and to monitor their effectiveness. The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A four-year strategic plan MAP 2024 ending December 2023 which guides and underpins all activity.
- Annual business plan - Master Action Plan (MAP).
- An annual budget and cashflow approved by the Board.
- A corporate governance framework.
- A detailed set of policies and procedures in place.
- Regular review of financial results, consideration of detailed variance from budgets and an annual forecast model.
- Reports from five Standing Committees of the Board - Finance & Audit, Risk & Governance, Childcare Advisory, Development, and Nominations & Remuneration.
- Delegation of authority.
- Segregation of duties.

GDPR

Barretstown continues working towards ensuring compliance with GDPR. A detailed compliance log is in place detailing where and, how our personal data is held. All requests, incidents or near missed are logged and addressed. The Data Protection Officer ensured that the policy is fully adhered to and reviewed in detail annually. All data is deleted or destructed in line with our data retention policy.

Risks and Uncertainties - Impact of COVID 19 and going concern

The first case of COVID-19 was reported in Ireland on 29 February 2020. Over the course of the following weeks, actions were put in place to protect the health, safety and wellbeing of all staff. The first of these measures which impacted the charity sector was on 12 March 2020, the day after the virus was declared a pandemic. The Taoiseach announced that all schools, colleges and childcare facilities were to remain closed until 29 March 2020. These measures have since been extended and further protection measures have been introduced to protect our most vulnerable in society. The introduction of social distancing and the restrictions on social gatherings had an immediate effect on the sector and the pandemic has presented a unique challenge to the charity sector in general and for Barretstown specifically in 2020.

We have prepared a monthly forecast up to June 2022 showing positive cashflows. This, in combination

with our reserves, places Barretstown in an excellent position to continue operating for the foreseeable future. Barretstown has opened its gates on the 4th June 2021 to welcome residential campers back starting with four families per camp and will gradually increase to full capacity when it is safe to do so. We have worked closely with our occupational health advisor to ensure adherence of COVID-19 protocols and measures at all times.

Risk Management

Risk management is a cornerstone of good governance and is critical in enabling and facilitating an organisation to meet its objectives. The Board of Barretstown has fully supported the development of a Risk Management Policy for implementation by the management of the organisation.

Risk is an active element of the environment in which Barretstown operates. Barretstown is committed to successfully managing the organisation's exposure to risk and to minimising its impact on the achievement of business objectives. The policy views risk management as an integrated business process essential to the overall success of the organisation.

The Board approves the risk profile of the organisation together with the types of risks that it deems acceptable based on information supplied to them by management. Barretstown utilises several planning, reporting and risk management processes to ensure it operates to the highest standard. It is essential that all risks are identified and controlled and that all risks events (including near misses) are reported and fully investigated.

Barretstown has a Risk Register to identify all risks. Each risk is recorded on the Risk Register under four categories: customer, financial, operational and people. The Register includes details of the mitigation measures and plans for improvement where required. Risks are rated in terms of potential impact, likelihood of occurrence, current control in place and improvement potential.

The risks are identified by a bottom-up approach where each department reviews the risks in its area and the internal risk team then reviews and ranks those risks. The Senior Leadership Team and the Risk & Governance Committee review and update the risk register on a quarterly basis and the Board and other Standing Committees review it on an annual basis.

Cyber-attack preparedness

The risk of cyber-attack is prominent given high-profile global incidents in the past twelve months phishing type attacks have seen a steady increase worldwide. While absolute protection can never be assured, Barretstown has invested in its infrastructure to enhance security measures. This includes providing security awareness training for all staff members with a particular emphasis on phishing. There has also been a focus on vulnerability scanning of specific systems within the Barretstown network.

Governance  
TOP 10 RISKS  
IN BARRETSTOWN

1

COVID-19 Pandemic



2

Security of children, employees and volunteers during a Barretstown Programme

3

Death of camper, employee, volunteer or visitor while on site

4

Breach of safeguarding procedures

5

Medical malpractice or negligence



6

Damaging allegations - threat to reputation

7

Serious injury to staff while delivering outreach programmes

8

Cyber Attack



9

Failure of Board members to comply with responsibilities

10

Funding volatility





The table below shows the top 10 risks in Barretstown

Description	Mitigation Measures for Annual report
1. COVID-19 Pandemic	<ul style="list-style-type: none"><li>• Antigen testing in place for all front line Programme team and campers on arrival at camp.</li><li>• PCR testing for all families 3 days prior to camp.</li><li>• All frontline Programme team fully vaccinated.</li><li>• Volunteers supporting programme required to have minimum of first dose of vaccine.</li><li>• COVID-19 Emergency Response Team in place.</li><li>• COVID-19 Representatives (3 core, 9 standard) appointed and trained.</li><li>• COVID-19 Policy in place with clear protocols and measures in place in line with HSE guidelines.</li><li>• Appointment of Precision Health as COVID -19 and Occupational Health Consultants.</li><li>• Frontline Programme, Facilities and Admin staff on site with controlled measures in place.</li><li>• Health questionnaire completed by all staff weekly prior to arrival on site.</li><li>• Working From Home plan in place for all other staff.</li></ul>
2. Security of children, employees and volunteers during a Barretstown Programme	<ul style="list-style-type: none"><li>• CCTV Security and Alarms throughout site.</li><li>• Full lock up nightly process in place.</li><li>• Alarms fitted on fire exit doors in camper dorm.</li><li>• Child safeguarding Policy &amp; Procedures in Place.</li><li>• Onsite Visitor policy in place.</li><li>• Intruder on site codes used at camp.</li></ul>
3. Death of camper, employee, volunteer or visitor while on site	<ul style="list-style-type: none"><li>• Detailed staff training in place.</li><li>• Emergency services contact details posted in camp.</li><li>• Automated External Defibrillator available with trained users.</li><li>• Health &amp; Safety training embedded in Induction.</li><li>• Incidents/Accidents policy in place.</li><li>• Accident/incident near miss reporting in place.</li><li>• Health and Safety is agenda items at all key meetings.</li></ul>
4. Breach of safeguarding	<ul style="list-style-type: none"><li>• Garda Vetting and recruitment process in place for all staff.</li><li>• On site Visitor policy in place.</li><li>• Safeguarding Policy, Statement and Risk Assessment in place.</li><li>• All programme area's risk assessed and signed off quarterly.</li><li>• All relevant staff trained in safeguarding.</li><li>• A Designated Liaison Person onsite during camp.</li><li>• Two Adult policy in place</li><li>• Intruder on site codes used at camp</li><li>• Missing Camper procedure in place.</li></ul>
5. Medical malpractice or negligence	<ul style="list-style-type: none"><li>• Volunteer doctors are registered with Irish Medical Council.</li><li>• Volunteer nurses are registered with the NMBI.</li><li>• Medical Policies and Procedures in place.</li><li>• Annual Medical Risk audit in place.</li></ul>

Description	Mitigation Measures for Annual report
6. Damaging allegations - Threat to Reputation	<ul style="list-style-type: none"><li>• All media reports on Barretstown monitored.</li><li>• A Crisis Communications Plan in place.</li><li>• PR Company in place.</li><li>• All media enquiries to be handled by CEO.</li><li>• CEO signs off on all press releases.</li><li>• Security process in place for all Social media.</li><li>• All 3rd party contracts subject to due diligence to ensure no reputational risk.</li></ul>
7. Serious injury to staff while delivering programmes	<ul style="list-style-type: none"><li>• Training materials and risk assessments issued to all staff/volunteers before attending a programme.</li><li>• Supervision support available for Outreach staff / volunteers where necessary.</li><li>• Annual sign off on the outreach programme and risk assessments by hospital and school personnel per hospital and school.</li><li>• Health &amp; Safety requirements of each hospital are documented and reviewed annually.</li></ul>
8. Cyber Attack	<ul style="list-style-type: none"><li>• Annual Cyber security training.</li><li>• Servers secured room with limited access.</li><li>• Back up of Servers Daily and tested.</li><li>• Regular Monitoring of network security.</li><li>• Penetration testing every 2 years</li><li>• Encrypted computers ( Mimecast for email, 2 Factor Authentication)</li><li>• Cloud based software solution for improved security on document access and control.</li></ul>
9. Failure of Board members to comply with responsibilities	<ul style="list-style-type: none"><li>• Screening and selection process for Board members.</li><li>• Board induction and training programme for Board members.</li><li>• Board &amp; Sub Committee Structures implemented.</li><li>• Barretstown Governance framework developed, implemented and reviewed every three years.</li><li>• Company Secretary and Risk &amp; Governance Committee to continuously review Audit, Company &amp; Law Compliance.</li></ul>
10. Funding volatility	<ul style="list-style-type: none"><li>• Over 2 year Cash Reserves and 3 year Financial plan in place.</li><li>• Financial Investments mix and performance reviewed twice yearly with investment houses.</li><li>• Actual Versus Budget tracked monthly.</li><li>• Monthly Forecasts produced.</li><li>• Fundraising Plan in place.</li><li>• Development Committee in place.</li><li>• Strong governance in place.</li><li>• Crisis Communication plan in place.</li></ul>



## Training and Development

Our aim is to recruit and invest in our people to ensure our campers have the best possible experience when they come to Barretstown.

The training and development initiatives we have in place ensure we achieve this as follows.

- Individual training priorities and objectives agreed across the organisation to support our organisational goals.
- Developing and focusing on our core competencies through external training.
- Management development programme with focus on team development including inclusion and diversity.
- Leadership development training to enhance presentation skills.
- Annual recruitment, vetting and training of over 2,000 volunteers to support our Camp and Outreach programmes.
- Continued growth and development of our Placement Programme with virtual placement programmes created and implemented during COVID-19 with four Universities.

## Employee Rights and Equal Opportunities

The Directors and the Senior Leadership Team of Barretstown strive to be transparent and accountable and to balance the rights and responsibilities of all stakeholders. We understand the importance of active communication and engagement with our employees, underpinned by robust policies and procedures. We prioritise fairness, equity and transparency in all dealings with our employees and our detailed Staff Handbook sets out all our HR policies and procedures. We have comprehensive policies covering the following important areas:

- Grievance procedure
- Disciplinary procedure
- Bullying, Harassment and Sexual Harassment policy
- Equal Opportunities policy

We maximise the contribution of all staff by encouraging our people to develop their potential in a workplace committed to equality, inclusion & diversity and mutual respect. We respect the right of each individual to respect and dignity in their working life ensuring all will be treated equally and respected for their individuality and diversity.

## Vetting

Barretstown is fully compliant in its obligations under the National Vetting Bureau (Children and Vulnerable Persons) Act 2012. Barretstown's Child Protection Policies and Procedures are based on Children First 2011.

## Health & Safety

The Barretstown approach to Health and Safety Management and to maintaining a safe environment is behaviour-based engaging all staff to inculcate excellent health and safety practices as a fundamental part of everything they do.

At Barretstown we continue to strive to ensure a "Total Safety Culture" with our Proactive Management System which means safety is at the forefront of everything we do for staff, campers, volunteers, and all visitors to our facility and in all our off-site activities.

Our Health & Safety Committee along with our Senior Leadership Team continuously monitors all elements of our Health & Safety System and implements any necessary corrective actions. All accidents, incidents or near misses that occur are reported as necessary to the relevant body such as the Health & Safety Authority or an insurance broker.

Health and Safety is top agenda item for all our core meetings from Board meetings right down to individual department meetings and staff briefings.



## Governance

# PROACTIVE HEALTH AND SAFETY SYSTEM



## H&S 10 Key Focus Areas

- 1 Health and Safety Management
- 2 Hazard Identification and Risk Management
- 3 Policies and Procedures
- 4 Communication and Consultation
- 5 Proactive Management
- 6 Workplace Health and Wellbeing
- 7 Training
- 8 Reactive Management
- 9 Emergency Planning
- 10 Work Related Vehicle Safety
- 11 COVID-19





## Detailed Proactive Health & Safety System

1. Health and Safety Management	<ul style="list-style-type: none"> <li>• Safety Statement</li> <li>• H&amp;S Objectives</li> <li>• Total Safety Culture</li> <li>• Legal Compliance</li> </ul>
2. Hazard Identification and Risk Management	<ul style="list-style-type: none"> <li>• Hazard Register</li> <li>• Hazard Identification Process</li> <li>• Risk Assessment Process</li> <li>• Prevention</li> </ul>
3. Policies and Procedures	<ul style="list-style-type: none"> <li>• Driving for Work</li> <li>• First Aid</li> <li>• Manual Handling</li> <li>• Estate Manual</li> <li>• Medical Policy and Procedures</li> <li>• Emergency Procedures</li> <li>• Risk Assessment Procedure</li> <li>• Legionella Policy</li> <li>• Fire and Evacuation Procedure</li> <li>• Fire Management Policy</li> <li>• COVID-19 Policy</li> </ul>
4. Communication and Consultation	<ul style="list-style-type: none"> <li>• H&amp;S standing agenda item on all key meetings</li> <li>• H&amp;S Induction</li> <li>• H&amp;S Committee</li> </ul>
5. Proactive Management	<ul style="list-style-type: none"> <li>• H&amp;S Committee site walks and audits</li> <li>• H&amp;S committee</li> <li>• Ergo Assessments</li> </ul>
6. Workplace Health and Wellbeing	<ul style="list-style-type: none"> <li>• Health and Wellbeing Seminars</li> <li>• Mindfulness, Yoga Sessions</li> <li>• Staff Support</li> </ul>
7. Training	<ul style="list-style-type: none"> <li>• Recertification – legal requirement</li> <li>• Statutory Training</li> <li>• Induction Training</li> <li>• Emergency Preparedness</li> <li>• Estate/Agri Training</li> </ul>
8. Reactive Management	<ul style="list-style-type: none"> <li>• Accident/Incident Reporting</li> <li>• Near Miss Reporting</li> <li>• Accident/incident Investigation Process</li> <li>• Occupational Health Reporting</li> <li>• Med Shed Reporting</li> </ul>
9. Emergency Planning	<ul style="list-style-type: none"> <li>• Emergency Response Planning</li> <li>• Emergency Drills carried out</li> </ul>
10. Work Related Vehicle Safety	<ul style="list-style-type: none"> <li>• Driving for Work Policy and Procedures</li> <li>• Audit/Maintenance checks on vehicles</li> </ul>
11. COVID-19	<ul style="list-style-type: none"> <li>• COVID-19 Policy</li> <li>• Occupational Health Provider</li> <li>• COVID-19 Health Risk Assessment</li> <li>• Return to Work Procedure</li> <li>• COVID-19 Risk Assessments</li> <li>• COVID -19 Lead Reps</li> <li>• Ongoing Training and Consultation</li> </ul>

## Under the Safety Health and Welfare at Work Act 2005 (Part 2, Section 13), it is the duty of every employee while at work to:

- Take reasonable care for their own safety, health and welfare and that of any other person who may be affected by their acts or omissions, including familiarising themselves with the Safety Statement, all relevant risk assessments and the Emergency Evacuation Plan.
- Comply with all relevant statutory provisions.
- Co-operate with the employer and any other person to enable the employer or other person to comply with statutory obligations.
- Ensure they are not under the influence of an intoxicant or in such a state that they might be a danger to themselves or others.
- Not engage in improper conduct or dangerous behaviour.
- Attend training and undergo assessment as may be necessary.
- Make correct use of any article or substance provided for use or for the protection of the employee, including protective clothing and equipment.

### Report to their Manager as soon as practicable:

- Any work being carried out that might endanger themselves or others.
- Any defects in the place of work, system of work, any article or substance which might endanger themselves or others.
- Any contravention of the relevant statutory provisions of which he/she is aware.
- Notify their manager or the HR Director if they become aware that they are suffering from any disease or physical or mental impairment which affects their performance of work activities that could give rise to risks to the safety, health and welfare of persons at work. The duty is on the employee to protect themselves and others.

### An employee may not:

- Misrepresent themselves to the Company with regard to their level of training.
- Interfere, misuse or damage anything provided for the health, safety, and welfare of employees.
- Place at risk the safety, health, and welfare of persons in connection with work activities.

The Safety Committee has been appointed with a cross functional representation across the organisation to ensure that adequate and effective co-operation and communication on workplace safety, health, and welfare. In accordance with Section 25 of the 2005 Act a Safety Representative has been appointed.

**The team is delighted to have received NISO Distinction Award for our first-time entry in 2020.**



### New health and safety protocols in response to Covid-19

We have introduced a number of COVID-19-specific Health & Safety measures in line with HSE, WHO and Health & Safety Authority guidelines. These measures include:

- Creation of a COVID-19 Management Response Team.
- Appointment of dedicated COVID-19 Representatives throughout the organisation.
- Enhanced 'return to work' induction training.
- Weekly on-line return to work questionnaires.
- Risk assessments for all staff conducted by external consultants.
- Risk assessment in place for all activities, locations and events on site
- Existing policies and procedures updated in line with HSE, WHO and Health & Safety Authority advice and guidance.



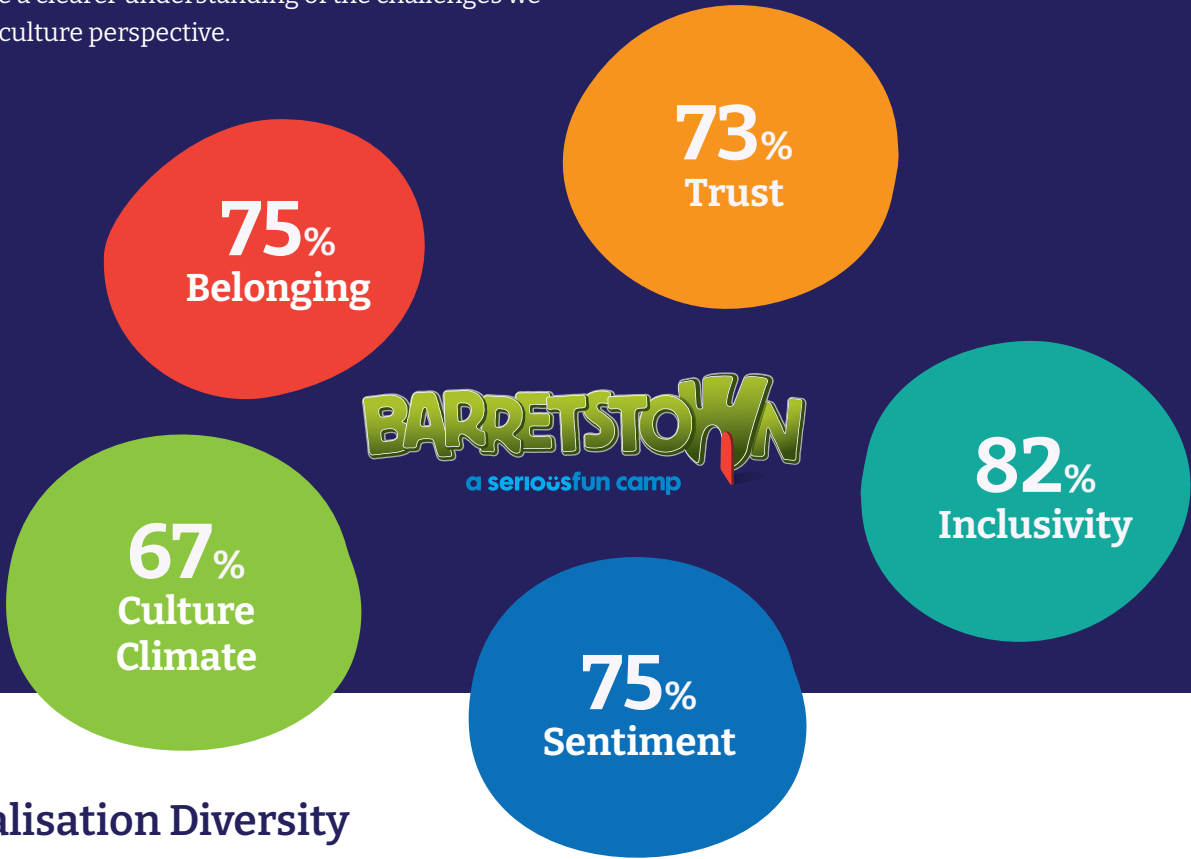
# Inclusion and Diversity

Barretstown has started a new project to improve and build on the inclusive culture within the organisation. This project provided us with excellent information to help us develop an Inclusion & Diversity plan as part of our people strategy.

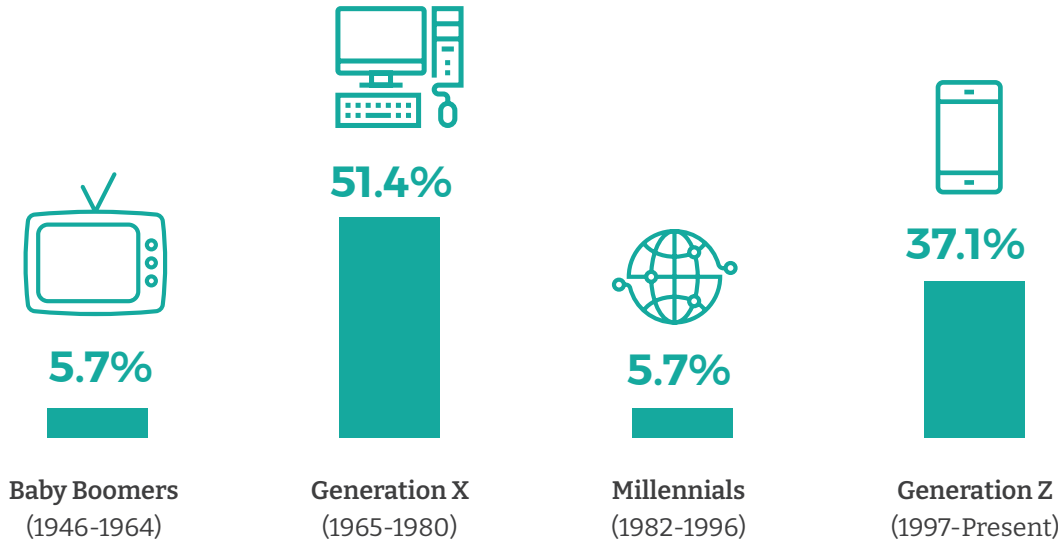
The project kicked off with a culture check via a programme called Inclusio developed by DCU. This programme gave employees the opportunity to contribute anonymously about their experiences of working at Barretstown. DCU presented a report on the results and we now have a clearer understanding of the challenges we face from a culture perspective.

In this section we provide an overview of metrics that were used to measure the culture at Barretstown.

We used five key measures to evaluate the culture at Barretstown. Within each metric, the scores are marked out of 100. There was an excellent employee engagement with a response rate of over 90%.



# Generalisation Diversity at Barretstown



# Sustainability

Sustainability is at the heart of everything we do at Barretstown and guides our strategy and policies. This means we respect the environment and do everything possible to minimise our impact on it.

## Protecting the environment

We have consistently set challenging targets for ourselves in terms of environmental protection and waste minimisation.

Between 2017 and 2020 we:

- Reduced our carbon footprint by 30% with a target of a further reduction of 1% in 2021.
- Increased waste recycling from 22% to 62% with a target of a further 5% in 2021.
- Reduced water usage by 27% with an objective to achieve a further 5% reduction in 2020.

Barretstown are passionate to contribute to the EU net domestic reduction of at least 55% in greenhouse gas emissions by 2030. On March 10, 2021, the European Union’s Sustainable Finance Disclosure Regulation (“SFDR”) came into force.

Barretstown have now developed a new green project team to drive the following.

- An end to waste
- More electrification
- Bioenergy
- Greater use of hydrogen
- Carbon Sequestration

We have also engaged in an extensive tree renewal programme, created a biodiversity area throughout the site, and run nature activity programmes for our campers. In addition, we collaborate on a land maintenance programme with our tenants.

## Accounting records

The measures taken by the Directors to secure compliance with the company’s obligation to keep adequate accounting records are the use of appropriate systems and procedures and employment of competent persons. The accounting records are kept at Barretstown, Barretstown Castle, Ballymore Eustace, Co. Kildare, W91 RDX6.

## Post Balance Sheet events

There have been no material post balance sheet events impacting on the company.

## Foreign branches

Barretstown is a member camp of the SeriousFun Children’s Network. Donagh O’Sullivan is Chairman of Barretstown and is a Board member of the SeriousFun Children’s Network. Dee Ahearn, CEO of Barretstown and Board member of the SeriousFun children’s network international. In 2004 the Barretstown Gang Camp Fund (UK) Limited became a subsidiary of Barretstown. Barretstown also has a branch entity in Spain which supports tax efficient giving for Spanish donors. In 2018 Barretstown Foundation USA was formally established as a non-profit entity in the US. Barretstown has always had a level of support because of our unique US links through our founder, Paul Newman. This gives us a compelling case for support among the Irish American community that we are looking to develop. We have formed a strong advisory council to help us fundraise in the US and are forming links with US hospitals and universities.

## Political donations

The company did not make any political donations during the financial period.

## Research and development

The company did not incur any research and development expenditure during the financial period.

## Brexit

At present, there is no significant risk to our business as a result of Brexit. Management is continually reviewing this and will assess the situation as it develops. Campers travel from the UK to Barretstown and there may be some immigration issues. We are pleased to report that we have a good relationship with the immigration service at Dublin Airport and will use that to keep the issue under review.



### Disclosure of Information to Auditors

The directors in office at the date of this report have each confirmed that:

- As far as he/she is aware, there is no relevant audit information of which the company's statutory auditors are unaware; and
- He/she has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

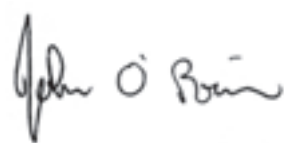
### Auditors

The auditors, PricewaterhouseCoopers, have indicated their willingness to continue in office and a resolution that they be re-appointed will be proposed at the Annual General Meeting.

### On behalf of the board



Donagh O'Sullivan  
29th June 2021



John O'Brien  
29th June 2021



## Statement of Directors' Responsibilities

Irish law requires the Directors to prepare financial statements for each financial year that give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and of the profit or loss of the company for the financial year. Under that law the Directors have prepared the financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish Law).

Under Irish law, the Directors shall not approve the financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and the profit or loss of the company for the financial year.

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

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether the financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

### The directors are responsible for keeping adequate accounting records that are sufficient to:

- Correctly record and explain the transactions of the company;
- Enable, at any time, the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy; and
- Enable the trustees to ensure that the financial statements comply with the Companies Act 2014 and enable those financial statements to be audited.

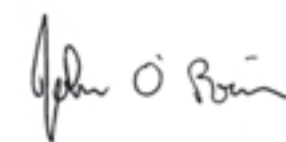
The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### On behalf of the board



Donagh O'Sullivan  
29th June 2021



John O'Brien  
29th June 2021



# Governance

# AUDITORS’ REPORT

## Independent auditors’ report to the members of Barretstown on the audit of the financial statements.

### Opinion

In our opinion, Barretstown’s group financial statements and company financial statements (the “financial statements”):

- give a true and fair view of the group’s and the company’s assets, liabilities and financial position as at 31 December 2020 and of the group’s surplus and cash flows for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” and Irish law); and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Annual Report, which comprise:

- the group statement of financial activities for the year then ended;
- the group and company balance sheets as at 31 December 2020;
- the group and company statement of changes in funds for the year then ended;
- the group cash flow statement for the year then ended; and
- the notes to the financial statements, which include a description of the significant accounting policies.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (“ISAs (Ireland)”) and applicable law. Our responsibilities under ISAs (Ireland) are further described in the Auditors’ responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA’s Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### Conclusions relating to going concern

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

In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate. However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group’s or the company’s ability to continue as a going concern.

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

### Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors’ report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities. With respect to the Trustees’ Report (incorporating Directors’ Report), we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees’ Report (incorporating Directors’ Report) for the year ended 31 December 2020 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.

- Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees’ Report (incorporating Directors’ Report).

## Responsibilities for the financial statements and the audit

### Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors’ Responsibilities on page 71, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



## Governance

# AUDITORS' REPORT

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

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

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

[Description of auditors responsibilities for audit.pdf](#)

This description forms part of our auditors' report.

### Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### Other required reporting

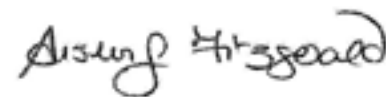
#### Companies Act 2014 opinions on other matters

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

### Other exception reporting

#### Directors' remuneration and transactions

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.



#### Aisling Fitzgerald

for and on behalf of PricewaterhouseCoopers  
Chartered Accountants and Statutory Audit Firm  
Dublin - June 2021

2020

# FINANCIAL STATEMENTS





# Group Statement of Financial Activities

(Incorporating an income and expenditure account)

Financial year ended 31 December 2020

	Note	Unrestricted operating funds €	Restricted operating funds €	Restricted capital funds €	Endowment funds €	Total 2020 €	Total 2019 €
<b>Income</b>							
Donations and Legacies	2	4,403,828	222,476	4,000	–	4,630,304	5,915,358
Charitable Activities	3	–	351,365	–	–	351,365	151,366
Other trading Activities	4	434,184	1,790	–	–	435,974	1,727,061
Investments	5	74,979	–	–	–	74,979	64,882
<b>Total income</b>		<b>4,912,991</b>	<b>575,631</b>	<b>4,000</b>	<b>–</b>	<b>5,492,622</b>	<b>7,858,667</b>
<b>Expenditure on</b>							
Raising funds	6a	(1,404,971)	–	–	–	(1,404,971)	(2,274,613)
Charitable Activities	6a	(2,547,378)	(581,292)	–	–	(3,128,670)	(4,009,112)
<b>Total Expenditure</b>	<b>6/18</b>	<b>(3,952,349)</b>	<b>(581,292)</b>	<b>–</b>	<b>–</b>	<b>(4,533,641)</b>	<b>(6,283,725)</b>
<b>Reconciliation of funds</b>							
Net income before gain/(loss) on investments		960,642	(5,661)	4,000	–	958,981	1,574,942
Net gains (losses) on investments	12	312,449	–	–	–	312,449	1,289,827
<b>Net movements in funds</b>		<b>1,273,091</b>	<b>(5,661)</b>	<b>4,000</b>	<b>–</b>	<b>1,271,430</b>	<b>2,864,769</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		25,216,368	608,796	3,253,814	675,520	29,754,498	26,889,729
Transfers between funds		145,706	–	(145,706)	–	–	–
<b>Total funds carried forward</b>		<b>26,635,165</b>	<b>603,135</b>	<b>3,112,108</b>	<b>675,520</b>	<b>31,025,928</b>	<b>29,754,498</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Group and Company Balance Sheets

As at 31 December 2020

	Notes	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
<b>Fixed assets</b>					
Intangible assets	10	168,658	178,467	168,658	178,467
Tangible assets	11	15,130,607	15,640,961	15,130,607	15,640,961
Investments	12	11,534,398	11,221,949	11,534,398	11,221,949
		26,833,663	27,041,377	26,833,663	27,041,377
<b>Current assets</b>					
Stocks	13	37,559	26,869	37,559	26,869
Debtors (including €nil (2019: €nil) due after more than 1 year)	14	232,331	498,304	331,311	566,531
Cash and cash equivalents		5,196,620	3,293,613	5,096,126	3,220,286
		5,466,510	3,818,786	5,464,996	3,813,686
<b>Creditors – amounts falling due within one year</b>	15	(1,274,245)	(1,105,665)	(1,274,245)	(1,105,665)
<b>Net current assets</b>		<b>4,192,265</b>	<b>2,713,121</b>	<b>4,190,751</b>	<b>2,708,021</b>
<b>Total net assets</b>		<b>31,025,928</b>	<b>29,754,498</b>	<b>31,024,414</b>	<b>29,749,398</b>
<b>Funds of the Charity:</b>					
Unrestricted operating funds	18	26,635,165	25,216,368	26,633,651	25,211,268
Restricted operating funds	18	603,135	608,796	603,135	608,796
Restricted capital funds	18	3,112,108	3,253,814	3,112,108	3,253,814
Restricted endowment funds	18	675,520	675,520	675,520	675,520
<b>Total funds of the Charity</b>		<b>31,025,928</b>	<b>29,754,498</b>	<b>31,024,414</b>	<b>29,749,398</b>

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

Donagh O’Sullivan  
29th June 2021

John O’Brien  
29th June 2021



# Group and Company Statement of Changes in Funds

As at 31 December 2020

	Group Unrestricted funds €	Group Restricted operating €	Group Restricted capital €	Group Restricted endowment €	Group total €	Company Unrestricted funds €	Company Restricted funds €	Company Restricted capital €	Company Restricted endowment €	Company total €
Balance at 1 January 2020	25,216,368	608,796	3,253,814	675,520	29,754,498	25,211,268	608,796	3,253,814	675,520	29,749,398
Net income before gains/losses on investments	960,642	(5,661)	4,000	–	958,981	964,228	(5,661)	4,000	–	962,567
Net gains on investments	312,449	–	–	–	312,449	312,449	–	–	–	312,449
Transfers between funds	145,706	–	(145,706)	–	–	145,706	–	(145,706)	–	–
Net movement in funds for the financial year	1,418,797	(5,661)	(141,706)	–	1,271,430	1,422,383	(5,661)	(141,706)	–	1,275,016
<b>Balance at 31 December 2020</b>	<b>26,635,165</b>	<b>603,135</b>	<b>3,112,108</b>	<b>675,520</b>	<b>31,025,928</b>	<b>26,633,651</b>	<b>603,135</b>	<b>3,112,108</b>	<b>675,520</b>	<b>31,024,414</b>
Balance at 1 January 2019	18,577,947	210,532	7,425,730	675,520	26,889,729	18,577,265	210,532	7,425,730	675,520	26,889,047
Net income before gains/losses on investments	906,561	398,264	270,117	–	1,574,942	902,143	398,264	270,117	–	1,570,524
Net gains on investments	1,289,827	–	–	–	1,289,827	1,289,827	–	–	–	1,289,827
Transfers between funds	4,442,033	–	(4,442,033)	–	–	4,442,033	–	(4,442,033)	–	–
Net movement in funds for the financial year	6,638,421	398,264	(4,171,916)	–	2,864,769	6,634,003	398,264	(4,171,916)	–	2,860,351
<b>Balance at 31 December 2019</b>	<b>25,216,368</b>	<b>608,796</b>	<b>3,253,814</b>	<b>675,520</b>	<b>29,754,498</b>	<b>25,211,268</b>	<b>608,796</b>	<b>3,253,814</b>	<b>675,520</b>	<b>29,749,398</b>

# Group Cash Flow Statement

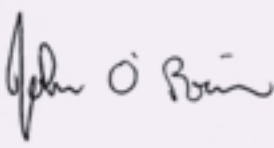
Financial year ended 31 December 2020

	Notes	2020 €	2019 €
Cash flows from operating activities	17	2,027,916	2,167,096
Cash flows from Investing activities			
Income from investments	5	74,979	64,882
Purchase of property, plant and equipment	11	(153,645)	(4,442,033)
Purchase of intangibles	10	(46,243)	(35,820)
Net cash used in investing activities		1,903,007	(2,245,875)
Change in cash and cash equivalents in the reporting period		1,903,007	(2,245,875)
Reconciliation of net cash flow to movement in net funds			
Change in net funds resulting from cash flow		1,903,007	(2,245,875)
Cash and cash equivalents at the beginning of the reporting period		3,293,613	5,539,488
Cash and cash equivalents at the end of the reporting period		5,196,620	3,293,613

On behalf of the board



Donagh O’Sullivan  
29th June 2021



John O’Brien  
29th June 2021



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies

The significant accounting policies used in the preparation of the group and entity financial statements (the Charity) are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated. The charity continued to adopt FRS 102 and Charity SORP (FRS 102) in the group and entity’s financial statements.

The preparation of financial statements in conformity with FRS 102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date. It also requires the Directors to exercise their judgement in the process of applying the company’s accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed on page 90.

### General information

Barretstown is a company incorporated in Ireland under the Companies Act 2014. The company is a company limited by guarantee not having a share capital (CLG) under Part 18 of the Companies Act 2014. The address of its registered office is Barretstown Castle, Ballymore Eustace, Co. Kildare. The Companies Registration Number is 194322, the Charities Regulator Number is 20027759 and the Charity Number is CHY10715. The company’s operations and its principle activities are set out in the Trustee’s Report (incorporating the Directors’ Report on pages 44-70).

### Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS 102)), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014.

Barretstown meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Directors have determined the profit and loss formats as required by Schedule 3 of Companies Act 2014 be adapted to present results in accordance with the formats provided by Charities SORP (FRS 102) which details the income and expenditure by nature. Given that the company is a company limited by guarantee, the capital and reserves section of the balance sheet has been adapted accordingly to reflect this fact. The directors consider that the layout adopted more correctly reflects the nature of the entity given that the entity is a not-for-profit organisation which is limited by guarantee.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Going concern

The Charity meets its day-to-day working capital requirements through its cash balances and investments. The Directors have modelled the likely continued effects of COVID-19 on our cash forecast for the next 12 months, and we are comfortable that the organisation will be in a position to meet its obligations as they fall due. The Directors are comfortable that the forecasts they have prepared have considered a number of sensitivities, including a range of outcomes, and that in all cases their remains sufficient mitigation measures available to the Directors to ensure that cash-flows are managed and that the Charity can continue to meet its obligations as they fall due for the period of at least 12 months from signing the financial statements. Therefore, these financial statements have been prepared on a going concern basis.

### Consolidated financial statements

The audited financial statements of the parent undertaking and its 100% owned subsidiary undertaking (Barretstown Gang Camp UK Limited) for the year ended 31 December 2020 are incorporated in these group financial statements.

The Company’s principal activity is that of raising funds for the Barretstown Camp in Co. Kildare, Ireland. The Company is incorporated as a Company Limited by Guarantee in the United Kingdom. The address of its registered office is Bridge House, 4 Borough High Street, London, SE1 9QR. The Companies Registration Number is 3050570 and the UK Tax Authority Registration Number is 1046648.

### Foreign currencies

#### (i) Functional and presentation currency

The Charity’s functional and presentation currency is the Euro, denoted by the symbol ‘€’.

#### (ii) Foreign currency transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each year end foreign currency monetary items are translated to Euro using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Financial Activities except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of Financial Activities within charitable activities costs.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

**(i) Legacy income**

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor’s intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**(ii) Donations**

Income from individual and corporate donations is recognised when there is evidence of entitlement to the donation and the receipt is probable and the amount can be measured reliably. Where there are specific performance conditions attaching to a particular donation, the amount of the donation relating to the performance condition is deferred and recognised when the specific performance conditions have been met.

**(iii) Corporate Partnerships**

Corporate partnership income is paid directly by Barretstown’s corporate partners by bank transfer. Corporate partnership income is generally recognised when received, unless there is a specific performance condition attaching to the amount received, in which case the amount is deferred and recognised when the specific performance conditions have been met.

**(iv) Individual Giving Door to Door**

Door to Door income is collected by direct debit each month and recognised in that month. For new campaigns, Door to Door recruitment is operated by a third-party service provider on behalf of Barretstown where donors sign up for a direct debit. The third-party service provider has no licence to collect cash on behalf of Barretstown.

**(v) Individual Giving Direct Mail/Radio Campaign**

This income is generated as a result of direct mail campaigns where appeal packs are posted out or direct radio appeals. The resulting donations are received by Barretstown via post, phone or online payment directly into its bank account. The income is recognised upon receipt.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

**(vi) Event income**

Barretstown co-ordinates a number of internal and external events and activities each year:

- Internal events include the Barretstown Gala, the Corporate Quiz and the annual Golf Day. Event income is collected by cheque or bank transfer, and is recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably.
- External community events, in general these are organised by various community groups who are fundraising for Barretstown. Such income is recognised upon receipt in Barretstown.

**(vii) Rental income**

Rental income arising on the sub-lease of certain elements of Office of Public Works (OPW) land which is provided at a nominal rent for use by Barretstown is recognised as it falls due from the sub tenant.

**(viii) Grant income**

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**(ix) Other income**

Other income comprises of income from the sale of merchandise in the Barretstown shop and also income from site hire to corporate companies. Merchandise income is recognised on a cash receipts basis. Site hire income is recognised on the date of the event.

**(x) Recovery of PAYE on donations**

Income generated from the recovery of PAYE on donations is recognised when it is probable that the income will be received and the amount can be measured reliably.

**(xi) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised. Please refer to the Trustees’ report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**Deferred income**

A grant that is subject to performance-related conditions received in advance of delivering the goods and services required by that condition, or is subject to unmet conditions wholly outside the control of the recipient charity, is accounted for as a liability and shown on the balance sheet as deferred income.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Funds

All transactions of the Charity have been recorded and reported as income or expenditure from funds which are designated as ‘restricted’, ‘endowment’ or ‘unrestricted’.

Income is treated as restricted where the donor has specified that it may only be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or the terms under which it was raised. All other expenditure is treated as unrestricted.

The balance on each restricted fund at the end of the year represents the asset held by the Company for particular purposes specified by the donors. The balance of the unrestricted fund at the end of the year represents the assets held by the Charity for general use in furtherance of its work.

#### (i) Unrestricted operating funds

- a. General unrestricted funds are for use at the discretion of the Board in furtherance of the objectives of the Charity. The minimum level of reserves required to be held is an amount equivalent to 10 months’ expenditure, which equates to approximately €6 million when camp is back at full capacity. Where balances arise at the end of the year in excess of the minimum level of reserves, these are utilised in the upcoming financial year and to ensure the delivery of the 2024 strategy and all capital projects required over the next four years. This excludes unrestricted reserves held in the form of fixed assets and intangible assets supporting the delivery of the charities activities.
- b. Designated funds represent amounts that the Charity has at its discretion set aside for specific purposes, which would otherwise form part of the general reserves of the Charity. At the end of 2020, funds had been designated for specific purposes as follows:

The carrying value of tangible and intangible assets for use by the Charity less associated capital restrictions.

The Charity’s policy is to only retain sufficient reserves to safeguard the continuity of its services, thereby committing the maximum possible resources to its current services. The Board reviews the level of reserves held periodically and the last review was done in December 2020 in conjunction with the approval of the 2021 budget.

#### (ii) Restricted operating funds

Restricted Operating Funds are included in restricted funds when they are declared by the donor for a specific operating purpose when making the donation. Such funds are segregated in specific trusts and the charity may only lawfully use those funds for the specific purpose.

#### (iii) Restricted capital funds

Restricted capital funds arise where a donor provides funds either at the donors own discretion or on foot of a specific capital appeal to be used for a specific capital project.

#### (iv) Restricted endowment funds

Restricted endowment funds arise where a donor provides funds, which have been set aside to fund specific purposes in the future.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Deferred income

#### Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs incurred by Barretstown in raising funds for its charitable purposes. It includes the costs of all fundraising activities and events and the sale of donated goods in the Barretstown site shop. It also includes communication, advertising and marketing costs.
- Expenditure on charitable activities includes the costs incurred in undertaking the various charitable activities which are performed for the benefit of Barretstown beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities.
- Other expenditure represents those items not falling into any other heading.
- Costs relating to door-to-door marketing campaigns are recognised at the point the legal obligation to make payment to the marketing company arises. In general such costs become payable once one months direct debit has been received from the individual who has signed up to the campaign. No costs are recognised prior to this point.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Recoverable VAT is charged as a cost against the activity for which the expenditure was incurred in the year in which it is recovered from the Revenue Commissioners.

#### Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include general management and back office costs, IT, finance, HR, payroll and governance costs which support the Charity’s programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

#### Employee benefits

The Charity provides a range of benefits to employees, including short term employee benefits such as paid holiday arrangements and post-employment benefits (in the form of defined contribution pension plans).

#### (i) Short term benefits

Short term employee benefits, including paid holiday arrangements and other similar non-monetary benefits, are recognised as an expense in the financial year in which employees render the related service.

#### (ii) Defined contribution pension plans

The Charity operates a defined contribution plan for employees. A defined contribution plan is a pension plan under which the Charity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The assets of the plan are held separately from the Charity in independently administered funds. The contributions to the defined contribution plan are recognised as an expense when they are due. Amounts not paid are shown in accruals in the Balance Sheet.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity, this is normally upon notification of the interest paid or payable by the Bank.

### Intangible assets

Computer software is stated at cost less accumulated amortisation and accumulated impairment losses. Software is amortised over its estimated useful life of 5 years on a straight line basis.

Where factors, such as technological advancement or changes in market price, indicate that useful life has changed, the residual value, useful life or amortisation rate are amended prospectively to reflect new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carrying amount may be impaired.

### Tangible fixed assets

Tangible fixed assets are shown at cost less accumulated depreciation.

Depreciation is calculated in order to write off fixed assets over the periods of their estimated useful lives, on a straight line basis as follows:

Buildings	2%
Building renovations	10%
Furniture and kitchen equipment	20%
Computer software	20%
Computer equipment	25%
Office equipment	20%
Camp equipment	20%
Motor vehicles	20%
Estate tools and equipment	20%

Depreciation is charged from the date of acquisition. Assets costing less than €635 (2018: €635) are not capitalised.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each financial year. The effect of any change in either residual values or useful lives is accounted for prospectively.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Investments

Barretstown's investments are carried at fair value with fair value being the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction other than in a forced or liquidation sale. Estimates are made at a specific point in time, based on market conditions and information about the financial instrument.

The investment managers and their designated custodians act as custodian for these funds.

Investments comprise of equities, fixed interest securities, alternatives investments and cash or deposits held as investments as opposed to working capital. Investments are included in the balance sheet at market value at the balance sheet date.

Realised gains and losses arising on the disposal of investments are the difference between the sales proceeds receivable and the carrying value. Unrealised gains and losses are the difference between the market value at the year end and the carrying value. Carrying value is the market value at the previous year end, or the original cost if purchased during the year, and is calculated on a FIFO basis.

### Equities, bonds and alternative investments

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. Any unquoted securities are included at the 'fair value' as determined by the Investment Manager having regard to information from brokerages, company accounts and financial publications.

The fair value of any remaining financial instruments, that are not traded in an active market, is determined by using valuation techniques. The Investment Managers use a variety of methods and make assumptions that are based on market conditions existing at the balance sheet date.

Unforeseen economic or political circumstances can have a sudden effect on markets. This could manifest itself by either significant buying or selling, or less inclination to trade until it is clear how prices in the market will be affected in the longer term. If the valuation date coincides with such an event, the data on which any investment valuation is based may not be clear, be incomplete or inconsistent, with an obvious impact on the certainty that can be attached to the valuation. In addition, a longer than normal period may be required to achieve a sale in such market conditions.

### Stock

Stock is included at the lower of cost and net realisable value and included within current assets in the Balance Sheet. Donated items of stock are recognised at fair value which is the amount the Charity would have been willing to pay for the items on the open market.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Financial instruments

The company has chosen to apply the provisions of Sections 11 and 12 of FRS 102 to account for all of its financial instruments.

#### (i) Financial assets

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

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

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

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

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

Such financial assets are subsequently measured at fair value and the changes in fair value are recognised in the Statement of Financial Activities, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

Realised gains and losses on disposal of investments are the difference between sales proceeds receivable and carrying value. Unrealised gains and losses are the difference between market value at year end and carrying value.

Investments comprising of property donated are included in the balance sheet at valuation at the date of the donation less any charge for diminution of value.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Financial assets are derecognised when:

- a. The contractual rights to the cash flows from the asset expire or are settled; or
- b. Substantially all the risks and rewards of ownership of the financial asset are transferred to another party; or
- c. Control of the financial asset has been transferred to another party that has the practical ability to unilaterally sell the financial asset to an unrelated third party without imposing additional restrictions.

#### (ii) Financial liabilities

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade and other creditors and financial liabilities from arrangements which constitute financing transactions are subsequently carried at amortised cost, using the effective interest method.

### Provisions and contingencies

Provisions are liabilities of uncertain timing or amount.

Provisions are recognised when the Charity has a present legal or constructive obligation as a result of past events; it is probable that a transfer of economic benefits will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Contingent liabilities, arising as a result of past events, are not recognised as a liability because (i) it is not probable that the Charity will be required to transfer economic benefits in settlement of the obligation or (ii) the amount cannot be reliably measured at the end of the financial year. Possible but uncertain obligations are not recognised as liabilities but are contingent liabilities. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

### Leases

Where the Charity enters into a lease which entails taking substantially all the risks and rewards of ownership of the asset, the lease is treated as a finance lease. The asset is recorded in the Balance Sheet as a tangible fixed asset and is depreciated in line with the Charity's depreciation policy. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest and the capital element, which reduces the obligation (or future instalments).

### Related party transactions

The Charity discloses transactions with related parties which are not wholly owned within the same group. It does not disclose transactions with members of the same group that are wholly owned.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 1 Summary of significant accounting policies – continued

### Pledges

Where the Charity has a serious or formal promise from a donor to give them money falling due for payment in future years, these amounts are not recorded as a receivable in the balance sheet; rather, they are disclosed as Pledges in note 20 of the financial statements of the Charity.

### Critical accounting judgements and estimation uncertainty

Estimates and judgements made in the process of preparing the Charity financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Trustees make estimates and assumptions concerning the future in the process of preparing the entity financial statements. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

#### (i) Useful economic lives of tangible fixed assets

The annual depreciation on tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reviewed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 11 for the carrying amount of the tangible fixed assets, and page 90 for the useful economic lives for each class of tangible fixed assets.

#### (ii) Valuation of alternative investments

The valuation of alternative investments (Appian Funds) is based on an independent valuation of the investments based on the underlying asset values in the accounts of the unquoted investment entity. There is a level of estimation involved in these valuations.

The trustees have assessed that the current market value on unquoted investment values is sufficient for the following reasons:

- (i) Based on detailed independent review of the unquoted investments;
- (ii) The unquoted investments when sold are making a profit on realisation;
- (iii) The trustees will review the market value of the investments for impairment regularly.

### Statement of compliance

The entity financial statements have been prepared on a going concern basis and in accordance with accounting standards issued by the UK Financial Reporting Council and the Companies Act 2014. The entity financial statements comply with Financial Reporting Standard 102, ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (FRS 102) and the Companies Act 2014. The financial statements have also been prepared in accordance with the recommendations of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with The Financial Reporting Standard applicable in UK and the Republic of Ireland (FRS 102).

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 2 Donations and legacies

	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2020 €	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2019 €
Legacy	31,376	–	–	31,376	536,312	–	–	536,312
General donations – individuals	423,323	–	–	423,323	280,237	11,079	–	291,316
General donations – Trusts and Foundations	275,563	–	–	275,563	103,192	85,000	100,000	288,192
Corporate partnerships	760,719	84,181	–	844,900	1,159,375	94,804	17,917	1,272,096
Individual giving	2,912,847	(5,661)	–	2,907,186	2,732,733	398,264	–	3,130,997
Gift in kind	–	143,956	4,000	147,956	–	244,245	152,200	396,445
<b>Total donations and Legacies</b>	<b>4,403,828</b>	<b>222,476</b>	<b>4,000</b>	<b>4,630,304</b>	<b>4,811,849</b>	<b>833,392</b>	<b>270,117</b>	<b>5,915,358</b>

The Charity also receives, free of charge or at a nominal sum, (a) the services of health care professionals, (b) the use of the property and grounds at Barretstown Castle, Ballymore Eustace, Co Kildare from the Irish Government through the Barretstown Castle Trust. As it is impractical to place a monetary value on these contributions, the financial statements do not include an accounting value for these services.

## 3 Income from charitable activities

	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2020 €	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2019 €
Health services executive funding	–	151,365	–	151,365	–	151,366	–	151,366
COVID-19 Stability Fund	–	200,000	–	200,000	–	–	–	–
	<b>–</b>	<b>351,365</b>	<b>–</b>	<b>351,365</b>	<b>–</b>	<b>151,366</b>	<b>–</b>	<b>151,366</b>

Government assistance has been received from the Health Service Executive for a yearly grant totalling €151,365 (2019: €151,366). This is released evenly throughout the year. The HSE attach specific spending requirements on the grant therefore the Charity has recognised the income under restricted operating income. The company received a grant of €200,000 from the COVID-19 Sustainability Support Fund.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 4 Income from other trading activities

	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2020 €	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2019 €
Internal events	434,184	1,790	–	435,974	1,394,048	7,886	–	1,401,934
Beneficiary external events	–	–	–	–	311,077	14,050	–	325,127
	<b>434,184</b>	<b>1,790</b>	<b>–</b>	<b>435,974</b>	<b>1,705,125</b>	<b>21,936</b>	<b>–</b>	<b>1,727,061</b>

## 5 Income from investments

	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2020 €	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2019 €
Interest received	9	–	–	9	1,100	–	–	1,100
Dividends	6,445	–	–	6,445	6,421	–	–	6,421
Land and site rental	68,525	–	–	68,525	57,361	–	–	57,361
	<b>74,979</b>	<b>–</b>	<b>–</b>	<b>74,979</b>	<b>64,882</b>	<b>–</b>	<b>–</b>	<b>64,882</b>
<b>Total income</b>	<b>4,912,991</b>	<b>575,631</b>	<b>4,000</b>	<b>5,492,622</b>	<b>6,581,856</b>	<b>1,006,694</b>	<b>270,117</b>	<b>7,858,667</b>

## 6 Total expenditure

	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2020 €	Unrestricted funds €	Restricted operating €	Restricted capital €	Total 2019 €
Raising funds	(1,404,971)	–	–	(1,404,971)	(2,274,613)	–	–	(2,274,613)
Charitable activities	(2,547,378)	(581,292)	–	(3,128,670)	(3,400,682)	(608,430)	–	(4,009,112)
<b>Total expenditure (Note 6 (a))</b>	<b>(3,952,349)</b>	<b>(581,292)</b>	<b>–</b>	<b>(4,533,641)</b>	<b>(5,675,295)</b>	<b>(608,430)</b>	<b>–</b>	<b>(6,283,725)</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 6 (a) Analysis of expenditure

	Charitable activities €	Support €	Governance €	Total charitable activities €	Cost of raising funds €	Support €	Governance €	Total Cost of raising funds €	Total 2020 €	Total 2019 €
Employee Costs	854,804	442,579	–	1,297,383	525,634	78,102	–	603,736	1,901,119	2,648,307
Service delivery	475,244	19,812	–	495,056	4,545	3,496	–	8,041	503,097	771,139
Facility costs	396,085	3,919	–	400,004	–	435	–	435	400,439	583,479
Depreciation	665,869	–	–	665,869	–	–	–	–	665,869	495,144
Fundraising and communications	–	43,491	6,000	49,491	746,233	–	4,000	750,233	799,724	1,042,700
25th Anniversary	–	–	–	–	–	–	–	–	–	521,786
Administration and IT	–	132,138	–	132,138	–	36,205	–	36,205	168,343	143,560
Governance	–	–	35,815	35,815	–	–	6,321	6,321	42,136	55,006
Banking and FX	–	52,914	–	52,914	–	–	–	–	52,914	22,604
	<b>2,392,002</b>	<b>694,853</b>	<b>41,815</b>	<b>3,128,670</b>	<b>1,276,412</b>	<b>118,238</b>	<b>10,321</b>	<b>1,404,971</b>	<b>4,533,641</b>	<b>6,283,725</b>

## 6 (b) Analysis of support costs

	Charitable activities		Raising funds		Total 2020 €	Total 2019 €
	General support €	Governance function €	General €	Governance function €		
Governance	–	41,815	–	10,321	52,136	65,006
Finance	156,160	–	27,558	–	183,718	189,943
General office management, human resources and administration	306,232	–	54,040	–	360,272	417,507
Information technology	75,814	–	26,265	–	102,079	88,689
General office expenses and bank charges	156,647	–	10,375	–	167,022	106,043
	<b>694,853</b>	<b>41,815</b>	<b>118,238</b>	<b>10,321</b>	<b>865,227</b>	<b>867,188</b>

Support costs basis of allocation is time for employee related costs or based on specific expenditure plus pro-rata of costs.

Governance costs include the following expenditure, audit fees, GDPR costs, annual report, board training & CRO fees.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 7 Statutory and other information

	2020 €	2019 €
The surplus for the year has been arrived at after charging/(crediting):		
Depreciation on tangible assets	611,532	448,163
Amortisation of intangible assets	54,337	66,720
Auditors’ remuneration (see note 7 (i))	41,685	47,931
Foreign exchange gain	14,194	391
Interest income	(9)	(1,100)
Indemnity insurance (see note 7 (ii))	1,543	1,286

The Charity has availed of the exemption contained in Section 304 of the Companies Act 2014 and as a result, its Statement of Financial Activities has not been presented and will not be annexed to the annual return. The company incurred a surplus for the year of €1,275,016 (2019: €2,860,354).

### (i) Auditors remuneration

Remuneration (including expenses) for the audit of the financial statements and other services carried out by the Charity’s auditors is as follows:

	2020 €	2019 €
Audit of financial statements*	41,685	41,166
Other assurance services	–	6,765
	41,685	47,931

\*The actual audit fee charged by the auditors is €41,685 inclusive of VAT. Net of donation the cost to Barretstown is €20,843. The donated element has been recorded within income in these financial statements. This is including VAT.

### (ii) Indemnity Insurance

The charity paid a premium of €1,543 (2019: €1,286) for the purchase of Directors’ and officers’ liability insurance with an indemnity of €2,500,000.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 8 Analysis of particulars of staff, Trustee remuneration and expenses, and the cost of key management personnel

	2020 €	2019 €
<b>Employee costs:</b>		
Wages and salaries	1,492,190	2,150,165
Social insurance costs	150,292	225,914
Other retirement and benefit costs	96,222	89,274
Health insurance contributions	26,176	32,844
OPW staff costs and training	136,239	150,110
	1,901,119	2,648,307

The average number of persons employed by the organisation during the year was 44 (2019: 58). Directors do not avail of any remuneration for their services rendered. Directors’ time has been donated to the Charity.

The company has claimed €101,649 in Temporary COVID-19 Wage Subsidy Scheme (TWSS) and €170,540 in Employment Wage Subsidy Scheme (EWSS) during the financial period which has been deducted from the related payroll costs.

	Number of employees 2020	Number of employees 2019
<b>Salary range (excluding pension contributions):</b>		
€150,001 – €160,000	1	–
€140,001 – €150,000	–	1
€100,001 – €110,000	1	1
€90,001 – €100,000	1	1
€80,001 – €90,000	–	–
€70,000 – €80,000	–	1
	3	4

In the year, 3 staff earning in excess of €70,000 p.a. (2019: 4) participated in the defined contribution pension scheme. Contributions totalling €32,036 (2019: €35,455) were made in respect of these employees and recognised within the Statement of Financial Activities.

Executive remuneration is regularly benchmarked independently to establish an appropriate range of pay for the level of responsibility. All executive remuneration payments are reviewed and approved by the Nominations and Remunerations Committee.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 8 Analysis of particulars of staff, Trustee remuneration and expenses, and the cost of key management personnel – continued

Trustees received no remuneration (2020: €nil) or expenses (2019: €nil) during the reporting period.

The key management personnel of the charity consist of the executive management team (including the chief executive officer) whose employee benefits totalled €500,223 (2019: €509,204).

## 9 Taxation

There is no change to taxation in respect of the organisation as Barretstown has been granted charitable status under Section 207 of the Consolidated Tax Act, 1997, therefore no provision for taxation has been made.

## 10 Intangible assets – group and company

	Software €	Total €
<b>Cost</b>		
At 31 December 2019	245,531	245,531
Additions	46,243	46,243
Adjustments	(1,715)	(1,715)
At 31 December 2020	290,059	290,059
<b>Accumulated amortisation</b>		
At 31 December 2019	67,064	67,064
Amortisation for the year	54,337	54,337
At 31 December 2020	121,401	121,401
<b>Net book amounts</b>		
At 31 December 2020	168,658	168,658
At 31 December 2019	178,467	178,467

The software intangible assets include the Charity’s new ‘Thank Q’ System for individual donations purchased from an external development firm for the Charity’s fundraising requirements. This system went live fully in 2019.

During the year no impairment was noted within any of the Charity’s intangible assets, the adjustments line above related to a credit received from the VAT compensation scheme for charities.

No intangible items have restricted title or have been pledged as security for any liabilities. Contractual commitments have been included within note 19.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 11 Tangible fixed assets – group and company

	Buildings €	Buildings renovation €	Furniture and kitchen equipment €	Computer equipment €	Office equipment €	Camp equipment €	Motor vehicles €	Estate tools and equipment €	Total €
<b>Cost</b>									
At 31 December 2019	18,328,425	947,233	72,209	140,323	82,852	290,312	125,224	389,087	20,375,665
Additions	549	42,933	6,150	77,834	–	–	–	26,179	153,645
Adjustments	(50,582)	(757)	–	–	–	–	–	(1,129)	(52,468)
At 31 December 2020	18,278,392	989,409	78,359	218,157	82,852	290,312	125,224	414,137	20,476,842
<b>Accumulated depreciation</b>									
At 31 December 2019	3,901,769	92,929	51,682	81,466	82,852	260,579	87,366	176,061	4,734,704
Depreciation for the year	375,691	93,082	7,655	40,585	–	7,906	20,056	66,556	611,531
At 31 December 2020	4,277,460	186,011	59,337	122,051	82,852	268,485	107,422	242,617	5,346,235
<b>Net book amounts</b>									
At 31 December 2019	14,426,656	854,304	20,527	58,857	–	29,733	37,858	213,026	15,640,961
At 31 December 2020	14,000,932	803,398	19,022	96,106	–	21,827	17,802	171,520	15,130,607

In 1994, a 90 year lease in relation to Barretstown Castle was signed with The Commissioners of Public Works, acting as trustees for the Barretstown Castle Trust, for a nominal rent of €1.27 (IR£1) per annum with an option to renew.

No items of property, plant and equipment has been pledged as security for liabilities.

The Adjustments during the year are credits received from the VAT compensation scheme for Charities.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 12 Investments (Group and Company)

	Equities €	Bonds €	Cash €	Other* €	Total €
Valuation at 1 January 2020	3,948,674	3,449,520	2,276,295	1,547,460	11,221,949
Realised (losses)/gains	424,754	(406,324)	(18,127)	336,108	336,411
Unrealised gains/(losses)	327,539	83,574	(450,092)	15,017	(23,962)
Net (losses)/gains (realised and unrealised)	752,293	(322,750)	(468,219)	351,125	312,449
Valuation at 31 December 2020	4,700,967	3,126,770	1,808,076	1,898,585	11,534,398
Valuation at 1 January 2019	3,006,648	2,965,616	2,535,141	1,424,717	9,932,122
Realised gains/(losses)	23,522	–	(906)	(30,983)	(8,367)
Unrealised gains/(losses)	918,504	483,904	(257,940)	153,726	1,298,194
Net (losses)/gains (realised and unrealised)	942,026	483,904	(258,846)	122,743	1,289,827
Valuation at 31 December 2019	3,948,674	3,449,520	2,276,295	1,547,460	11,221,949

\*Investments within the category ‘Other’ above include property, forestry, commodities, infrastructure, alternatives and fees.

Investments were held with the following investments fund managers Davy’s €6,963,405 (2019: €6,589,074), Appian €4,554,185 (2019: €4,616,067) and other investments of €16,808 (2019: €16,808).

Investment within equities and bonds are measured at fair value, which is determined using quoted market prices in an active market and any unquoted securities are included at the ‘fair value’ as determined by the Investment Manager having regard to information from brokerages, company accounts and financial publications.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 13 Stock (Group and Company)

	2020 €	2019 €
Goods for resale	37,559	26,869

Stock is recognised net of a provision for obsolete stock of €20,000 (2019: €nil).  
No inventory was pledged as security for liabilities.

## 14 Debtors

	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
Other debtors	180,431	224,135	180,431	224,135
Amounts owed from subsidiary companies	–	–	98,980	68,227
Prepayments	51,900	82,556	51,900	82,556
Accrued income	–	191,613	–	191,613
	232,331	498,304	331,311	566,531

All amounts included above fall due within one year. There were no trade debtors or related provisions included in the balance sheet.

Amounts owed from subsidiary companies are unsecured, interest free and are repayable on demand.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 15 Creditors – amounts falling due within one year

	2020 €	2019 €
<b>Group and Company</b>		
Trade creditors	532,735	533,001
Short term compensated absences	97,007	48,369
Taxation and social insurance	108,006	13,593
Accruals	320,741	453,757
Pension	10,198	9,995
Deferred income	205,558	46,950
	<b>1,274,245</b>	<b>1,105,665</b>

Trade creditors and other creditors are payable at various dates in the three months after the end of the financial year in accordance with the creditors usual and customary credit terms.

Creditors for tax and social insurance are payable in the timeframe set down in the relevant legislation.

## 16 Financial instruments

	Group 2020 €	Group 2019 €	Company 2020 €	Company 2019 €
Financial assets at fair value through Statement of Financial Activities				
Investments in equities, managed funds and investment property	11,534,398	11,221,949	11,534,398	11,221,949
Cash at bank and in hand	5,196,620	3,293,613	5,096,126	3,220,286
Financial liabilities measured at amortised cost:				
Trade creditors	532,735	533,001	532,735	533,001
Other creditors	741,510	572,664	741,510	572,664
	<b>1,274,245</b>	<b>1,105,665</b>	<b>1,274,245</b>	<b>1,105,665</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 17 Reconciliation of net income to cash flow from operating activities

	2020 €	2019 €
Net income for the reporting year (per SOFA)	958,979	1,574,942
Adjustments for:		
Depreciation on tangible assets	611,531	448,163
Write down of tangible assets	54,183	–
Amortisation of intangible assets	54,337	66,720
Dividends, interest and rents from investments	(74,979)	(64,882)
Loss on the sale of fixed assets	–	–
(Increase)/decrease in stocks	(10,688)	17,938
Decrease/(increase) in debtors	265,973	(274,729)
Increase in creditors	168,580	398,944
<b>Net cash provided by operating activities</b>	<b>2,027,916</b>	<b>2,167,096</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 18 Movement in funds

### Funds of the Charity (Group)

	Balance at 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Net gains on investments 2020 €	Transfers 2020 €	Balance at 31 December 2020 €
<b>Unrestricted funds</b>						
General funds – cash	1,428,805	4,912,991	(3,952,349)	–	524,163	2,913,610
General funds – liquid investments	11,221,949	–	–	312,449	–	11,534,398
	12,650,754	4,912,991	(3,952,349)	312,449	524,163	14,448,008
<b>Designated funds</b>						
Tangible and intangible assets	12,565,614	–	–	–	(378,457)	12,187,157
<b>Unrestricted operating funds – general funds</b>	<b>25,216,368</b>	<b>4,912,991</b>	<b>(3,952,349)</b>	<b>312,449</b>	<b>145,706</b>	<b>26,635,165</b>
<b>Restricted operating funds</b>						
Barretstown Residential Camp Fund	608,796	575,631	(581,292)	–	–	603,135
Camper Leadership Programme Fund	–	–	–	–	–	–
Hospital Outreach Programme Fund	–	–	–	–	–	–
<b>Total Restricted operating funds</b>	<b>608,796</b>	<b>575,631</b>	<b>(581,292)</b>	<b>–</b>	<b>–</b>	<b>603,135</b>
<b>Restricted capital funds</b>						
Barretstown Capital Fund	3,235,897	4,000	–	–	(145,706)	3,094,191
Volunteer Accommodation Block Capital Fund	–	–	–	–	–	–
Dining Hall Capital Project Fund	17,917	–	–	–	–	17,917
<b>Total Restricted capital funds</b>	<b>3,253,814</b>	<b>4,000</b>	<b>–</b>	<b>–</b>	<b>(145,706)</b>	<b>3,112,108</b>
<b>Restricted endowment funds</b>	<b>675,520</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>675,520</b>
<b>Total Funds of the Charity – Group</b>	<b>29,754,498</b>	<b>5,492,622</b>	<b>(4,533,641)</b>	<b>312,449</b>	<b>–</b>	<b>31,025,928</b>

The transfer column represents a transfer out of the restricted capital fund to the unrestricted funds for all restricted capital projects completed in the current year.

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 18 Movement in funds – continued

### Funds of the Charity Company

	Balance at 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Net gains on investments 2020 €	Transfers 2020 €	Balance at 31 December 2020 €
<b>Unrestricted funds</b>						
General funds – cash	1,423,705	4,912,991	(3,948,763)	–	524,163	2,912,096
General funds – liquid investments	11,221,949	–	–	312,449	–	11,534,398
	12,645,654	4,912,991	(3,948,763)	312,449	524,163	14,446,494
<b>Designated funds</b>						
Tangible and intangible assets	12,565,614	–	–	–	(378,457)	12,187,157
<b>Unrestricted operating funds – general funds</b>	<b>25,211,268</b>	<b>4,912,991</b>	<b>(3,948,763)</b>	<b>312,449</b>	<b>145,706</b>	<b>26,633,651</b>
<b>Restricted operating funds</b>						
Barretstown Residential Camp Fund	608,796	575,631	(581,292)	–	–	603,135
Camper Leadership Programme Fund	–	–	–	–	–	–
Hospital Outreach Programme Fund	–	–	–	–	–	–
<b>Total Restricted operating funds</b>	<b>608,796</b>	<b>575,631</b>	<b>(581,292)</b>	<b>–</b>	<b>–</b>	<b>603,135</b>
<b>Restricted capital funds</b>						
Barretstown Capital Fund	3,235,897	4,000	–	–	(145,706)	3,094,191
Volunteer Accommodation Block Capital Fund	–	–	–	–	–	–
Dining Hall Capital Project Fund	17,917	–	–	–	–	17,917
<b>Total Restricted capital funds</b>	<b>3,253,814</b>	<b>4,000</b>	<b>–</b>	<b>–</b>	<b>(145,706)</b>	<b>3,112,108</b>
<b>Restricted endowment funds</b>	<b>675,520</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>675,520</b>
<b>Total Funds of the Charity – Company</b>	<b>29,749,398</b>	<b>5,492,622</b>	<b>(4,530,055)</b>	<b>312,449</b>	<b>–</b>	<b>31,024,414</b>

The transfer column represents a transfer out of the restricted capital fund to the unrestricted funds for all restricted capital projects completed in the current year.



# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 18 Movement in funds – continued

### Analysis of net assets between funds

	Group Unrestricted operating funds €	Group Restricted operating funds €	Group Restricted capital funds €	Group Restricted endowment funds €	Group total 2020 €	Company Unrestricted operating funds €	Company Restricted funds €	Company Restricted capital funds €	Company Restricted endowment funds €	Company total 2020 €
Tangible assets	12,018,499	–	3,112,108	–	15,130,607	12,018,499		3,112,108	–	15,130,607
Intangible assets	168,658	–	–	–	168,658	168,658	–	–	–	168,658
Investments	11,534,398	–	–	–	11,534,398	11,534,398	–	–	–	11,534,398
Current assets	4,187,855	603,135	–	675,520	5,466,510	4,186,341	603,135		675,520	5,464,996
Current liabilities	(1,274,245)	–	–	–	(1,274,245)	(1,274,245)	–	–	–	(1,274,245)
<b>Balance at 31 December 2020</b>	<b>26,635,165</b>	<b>603,135</b>	<b>3,112,108</b>	<b>675,520</b>	<b>31,025,928</b>	<b>26,633,651</b>	<b>603,135</b>	<b>3,112,108</b>	<b>675,520</b>	<b>31,024,414</b>

### Analysis of net assets between funds

	Group Unrestricted operating funds €	Group Restricted operating funds €	Group Restricted capital funds €	Group Restricted endowment funds €	Group total 2019 €	Company Unrestricted operating funds €	Company Restricted funds €	Company Restricted capital funds €	Company Restricted endowment funds €	Company total 2019 €
Tangible assets	12,387,147	–	3,253,814	–	15,640,961	12,387,147	–	3,253,814	–	15,640,961
Intangible assets	178,467	–	–	–	178,467	178,467	–	–	–	178,467
Investments	11,221,949	–	–	–	11,221,949	11,221,949	–	–	–	11,221,949
Current assets	2,534,470	608,796	–	675,520	3,818,786	2,529,370	608,796	–	675,520	3,813,686
Current liabilities	(1,105,665)	–	–	–	(1,105,665)	(1,105,665)	–	–	–	(1,105,665)
<b>Balance at 31 December 2019</b>	<b>25,216,368</b>	<b>608,796</b>	<b>3,253,814</b>	<b>675,520</b>	<b>29,754,498</b>	<b>25,211,268</b>	<b>608,796</b>	<b>3,253,814</b>	<b>675,520</b>	<b>29,749,398</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2020

## 19 Capital commitments

There are no capital commitments authorised by the board and not provided for at the year ended 31 December 2020.

## 20 Pledges

At 31 December 2020, pledges of support to the organisation for operations amounted to €976,000 (2019: €1,133,000).

## 21 Retirement benefit schemes

Barretstown operates defined contribution benefit schemes for certain employees. The assets of the scheme are held separately from those of the company in independently administered funds with an insurance company. The contributions payable to the retirement benefit schemes during the financial year are charges to the Statement of Financial Activities. The amounts paid in financial year was €96,222. (2019: €89,274). An accrual of €10,197 is included in the financial statements with respect to outstanding contributions at 31 December 2020 (2019: €9,995).

## 22 Related party transactions

Barretstown is a member camp of the Serious Fun Children's Network ('SFCN'). Maurice Pratt is Chairman of the BGC and Vice Chair of the SFCN Board. Dee Ahearn CEO of Barretstown is Chair of the CEO Council and on the Board. In 2004 the Barretstown Gang Fund (UK) Limited became a subsidiary of Barretstown. Barretstown also has a branch entity in Spain which supports tax efficient giving for Spanish donors.

In the year ended 31 December 2020, donations amounting to €162,289 (2019: €103,191) were received from SFCN and €32,439 (2019: €47,295) from BGCUK. These donations received were unrestricted and for use within the Charity's aims and objectives.

## 23 Post Balance Sheet events

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

## 24 Comparative amounts

Some prior year comparative amounts have been reclassified on a basis consistent with the current year.

## 25 Approval of financial statements

The directors approved the financial statements on 29th June 2021.

Company Information

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name

CEO & Senior Leadership Team

Barretstown

Dee Ahearn  
Chief Executive Officer (CEO)

Companies Registration Number (CRO) 194322

Mairéad Forristal  
Finance Director (FD)

Revenue Commissioner Charity Number (CHY) 10715

Catriona Haverty  
Operations Director (OD)

Tim O’Dea  
Director of Development (DOD)

Charities Regulator Number (CRN) 20027759

Catherine Moriarty  
HR Director (HD)

Secretary and Registered Office

Mairéad Forristal,  
Barretstown Castle,  
Ballymore Eustace,  
Co.Kildare

Founder

Paul Newman

Trustees & Directors at 31st December 2020

Donagh O’ Sullivan  
(Appointed Chair 30th March 2021)

Maurice Pratt  
(Chair, Retired 30th March 2021)

Patrick Flanagan

Anne Heraty

Liam Kavanagh

Aidan Lynch

Prof. Brian MacCraith

Colm McDonnell

David McKeown

John O’ Brien

Dr Jane Pears

John Paul Scally

Auditors

PricewaterhouseCoopers Chartered Accountants and Statutory Audit Firm

One Spencer Dock,  
North Wall Quay,  
Dublin 1

Bankers

Bank of Ireland, Ballsbridge, Dublin 4

Ulster Bank, 44 North Main Street,  
Naas East, Naas, Co. Kildare

Investment Managers

Appian Asset Management  
42 Fitzwilliam Place,  
Dublin 2

J&E Davy, trading as Davy  
49 Dawson Street,  
Dublin 2

Solicitors

Eversheds  
Earlsfort Terrace,  
Dublin 2

What the doctors say...



(Barretstown)’s as important as the chemotherapy we give kids with cancer in adolescence, it’s as important as the nursing care, the doctoring care; it is part and parcel equally a part of their treatment.

Prof Owen Smith, Consultant Paediatric Oncologist, CHI at Crumlin, Dublin



As a consultant Paediatric Oncologist, I feel privileged to witness the effects of the magic of Barretstown on a regular basis on the ward and in outpatients. A stay in Barretstown offers something that we can never achieve in hospital – it gives our patients their childhood back and completes the healing process. These are the kids who come to clinic with a spring in their step and a sparkle in their eyes, ready to tackle whatever challenge life throws at them next.

Dr. Jane Pears, Barretstown Medical Director and Consultant Paediatric Oncologist, CHI at Crumlin, Dublin



We have had a hugely positive response in our patients who seem genuinely changed by their stay in Barretstown in terms of self-esteem, confidence and positive outlook.

Dr. Rosemary Watson, Consultant Dermatologist, CHI at Crumlin, Dublin



A trip to Barretstown brings a ray of sunshine to the lives of our patients and their families, and it continues to shine bright after they leave camp. Every week I meet ex-campers, some of whom have simply enjoyed the fun and wonder of the camp, while others have garnered support from meeting others experiencing the same journey, but each and every one has a smile and a story to tell. The benefits to our patients and their families are immeasurable and the camp staff must be commended on their wonderful achievements. Perhaps most telling is the question I am often asked by the children... when can they go back to Barretstown?!

Dr. Clodagh Ryan, Consultant Paediatric Haematologist, Mercy University Hospital, Grenville Place, Cork



**Barretstown Castle**  
**Ballymore Eustace, Co. Kildare, Ireland**

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**BARRETSTOWN**  
a seriousfun camp

