

# Carmichael.

**Company Number: 205568**  
**Charity No. CHY 8973**  
**CRA 20022464**

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DIRECTORS REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**

**(A company limited by guarantee)**

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**LEGAL AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**Directors**

Kevin Smyth, Chair  
Keith Adams, Vice Chair (resigned 04 October 2016)  
Michael Keegan, Treasurer  
Sheila Nordon (resigned 04 October 2016)  
Desmond McKernan (resigned 5 March 2016)  
Gráinne Denning (resigned 05 March 2016)  
Rita O'Reilly (resigned 15 December 2016)  
Colette Cahalane (resigned 05 March 2016)  
Elaine McGauran  
Tony Kelly  
Niamh Clowry (appointed 11 March 2016)  
Laurie Knell (appointed 6 May 2016)  
Gerry Culligan (appointed 6 May 2016)  
Aileen Cruise (appointed 30 September 2016)  
Christina Donnelly (appointed 8 February 2017)

**Company registered number**

CRO 205568

**Charity tax exemption number**

CHY 8973

**Charity Regulatory Authority number**

CRA 20022464

**Registered office**

Carmichael House  
North Brunswick Street  
Dublin 7

**Company secretary**

Diarmaid Ó Corrbuí

**Chief executive officer**

Diarmaid Ó Corrbuí

**Board Committees**

**Name**

Michael Keegan (Chair)  
Tony Kelly  
Shelia Nordon (resigned June 2016)

**Committee**

Audit and Finance  
Audit and Finance  
Audit and Finance

**LEGAL AND ADMINISTRATIVE DETAILS**

**FOR THE YEAR ENDED 31 DECEMBER 2016**

*Board Committees Continued*

| <b>Name</b>                           | <b>Committee</b>             |
|---------------------------------------|------------------------------|
| Grainne Denning (resigned March 2016) | Marketing and Communications |
| Evelyn Griffith                       | Marketing and Communications |
| Niamh Crowley (Chair)                 | Marketing and Communications |
| Rita O'Reilly                         | Marketing and Communications |
| Margaret Rodgers                      | Marketing and Communications |

| <b>Name</b>                            | <b>Committee</b>              |
|--|-------------------------------|
| Keith Adams (resigned June 2016)       | Governance, Risk and Strategy |
| Kevin Smyth                            | Governance, Risk and Strategy |
| Elaine McGauran (Chair)                | Governance, Risk and Strategy |
| Colette Cahalane (resigned March 2016) | Governance, Risk and Strategy |
| Laurie Knell (appointed April 2016)    | Governance, Risk and Strategy |
| Aileen Cruise (appointed October 2016) | Governance, Risk and Strategy |
| Maeve Halpin (resigned September 2016) | Governance, Risk and Strategy |

**Independent auditor**

RSM Ireland  
Registered Auditor  
Trinity House  
Charleston Road  
Ranelagh  
Dublin 6

**Principal bankers**

Bank of Ireland  
Smithfield  
Dublin 7

**Solicitors**

Arthur Cox  
Ten Earlsfort Terrace  
Dublin 2

**DIRECTORS REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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The directors present their annual report together with the audited financial statements of Carmichael Centre for Voluntary Groups ("CCVG") for the year ended 31 December 2016. The directors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2015.

## **1. Chairman's statement**

This Directors Report and Financial Statement is a very detailed account of the purpose, activities, and financial performance of the Carmichael Centre. I don't want to repeat what is already in this document, I just want to make some observations that I think are worth noting at the outset.

It is just so encouraging to note the progress we have made again this year. We have improved in all aspects of our operations – and given the complex nature of what we do, that is some achievement. Occupancy levels, training, room hire, financial results are all better than 2015. And we are well positioned to continue to build on that momentum. We have a strong team in place, led by an excellent Chief Executive, we have a committed and diverse board of directors who add significant value, and we have a very supportive group of charities who avail of our services. We are home to almost 50 charities who help over 100,000 people, and we help charities in every county in Ireland.

Our new initiative The Good Governance Awards was successfully launched in 2016 and over the coming years will become a significant part of the ongoing priority to improve the standards of governance in charities. We are delighted to have the backing of the Charities Regulator, and a special thanks to the supporters and judges - whose names are listed in this report.

As a mostly public funded enterprise, we must be cognisant of our responsibility to manage those funds effectively and efficiently. Our management, board, governance, and auditing structures ensure that our strategy and activities are aligned to our funding conditions.

I would like to thank the CEO and staff of the Centre, the resident members, and the volunteer board members for your contribution in 2016. We have achieved so much and we continue to make a difference through our efforts. I look forward to an even better 2017.

## **2. Purpose, Objectives and Activities**

### **2.1 Purpose**

Carmichael Centre was founded on the core belief that by co-locating in a shared space and by pooling resources, resident members in our Centre can save time, reduce cost, up-skill and thereby, focus on delivering quality services to their beneficiaries.

The purpose of CCVG is to provide quality services and supports to organisations with a social purpose, not only to those based in the Carmichael Centre, but throughout Ireland, to help them maximize their impact. It is the 'go to' place to inspire, nurture and guide organisations with a social purpose to maximise their potential and the positive impact they have on Irish society.

Our mission is to build stronger charitable, community and voluntary groups nationwide by providing the shared services, targeted training, good practice and governance support they need to build effective and sustainable organisations.

## **2.2 Objectives**

CCVG is a registered charity and its charitable objects are to promote purposes of benefit to the community. Its main objectives set out in its Constitution is to achieve this benefit to the community by:

- 1) seeking to build stronger charitable groups nationwide;
- 2) the advancement of the efficient and effective use of the property and resources of charitable organisations and
- 3) provide support and assistance of such nature as the Company deems fit to community and voluntary organisations in Ireland.

## **2.3 Activities**

Carmichael Centre established in 1990, is a shared services facility and home to 48 Resident not-for-profit organisations. The Centre consists of 13,700 square feet of office space in two buildings located in Dublin's North Inner City, Carmichael House on North Brunswick Street and Coleraine House on Coleraine Street. The Centre provides the following services:

- Office accommodation (providing a range of options from own office to shared desks),
- Shared facilities,
- Training and capacity development support services,
- Accounting & payroll,
- IT support,
- Meeting rooms and catering services.

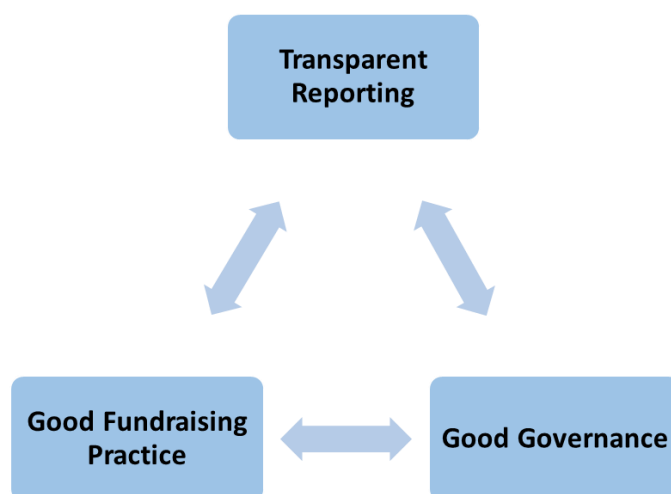
We work not only with the 48 resident not-for-profit organisations who are based in the Centre, but also with 100's of groups around the country. We work with boards and management committees on governance issues and in helping them to implement best practice and quality standards. We also provide a mentoring service for CEO's of Charities, information seminars and we disseminate good practice.

Another important feature of the Centre's work, is the provision of back-to-work opportunities through the provision of job roles, training and skills development. Many of our staff are participants on employment schemes that we manage on behalf of the Department of Social Protection and Pobal. These staff either work directly for the Centre or are assigned to a resident member organisation and local community organisations. They work in a variety of roles such as administration, marketing, charity shop assistants, housekeeping and reception. These staff are a very important resource for the operation of the Centre and to the charities to which they are assigned, without which, many of the groups including the Centre would struggle to survive.

We are actively involved in promoting good corporate governance in the C&V sector, being a founding member of the Governance Code Working Group. Our CEO is a member of the Working Group and our Training Manager is a member of the Code's Marketing & Communications Group.

In 2016, we continued to work in partnership with relevant infrastructural support organisations in the sector such as The Wheel, Charities Institute Ireland, Boardmatch, and the Disability Federation of Ireland to promote good practices and standards in the sector.

CCVG is committed to operating to the triple lock of best practice standards for governance and reporting.



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| <b>Annual directors' report and financial statements produced in accordance with the Statement of Recommended Practice (SORP) 2015 framework for charities</b> |  |
| <b>Adopted the Governance Code for Community, Voluntary and Charitable organisations</b>   |  |
| <b>Signed up to the Statement of Guiding Principles for Fundraising in Ireland.</b>  |  |

CCVG has always had a particular focus on small community, voluntary and charitable organisations. These constitute the vast majority of organisations in the sector and for whom support with developing their organisational effectiveness and adherence to good governance practices is greatly needed.

## 2.4 Wider environmental context

As a leading support organisation to non-profit organisations in Ireland, we are very much affected by the state of the general environment in which they operate. The revelations during the summer of 2016, regarding unacceptable and possibly illegal practices in the governance and management of the charity Console, put the spotlight, once again, on the critical need for effective boards who are fully aware of and adhere to good governance standards and meet their legal and regulatory requirements. The Console controversy led to major public disquiet and damage to the public trust in charities. It also led to the strengthening of the investigative powers of the Charities Regulator with the signing of the commencement order for Part 4 of 2009 Charities Act by the Minister of Justice in July. The increased powers and resources for the Charity Regulator, together with an increased focus by funders on the need for charities and other non-profit organisations to adhere to specific governance standards and funding conditions, is creating an even greater recognition within the sector that they need to invest the time and effort in ensuring that they have the necessary skills and systems in place to fulfil their obligations and duties. This is resulting in increased interest and demand for governance related training and development for board members/trustees and management. We expect this demand to increase in the coming years as more and more non-profit organisations see the necessity and benefit of providing governance training and development.

The increasing visibility and awareness of the Charity Regulator in the exercise of his compliance and enforcement functions, will also add to the growing recognition and demand for training and capacity building. Also the on-going introduction of new or modified legislative/regulatory requirements, for example, the Companies Act 2014, the Regulation of Lobbying Act 2015, General Data Protection Regulation 2018 and new financial reporting standards, all contribute to generating a need and a demand for the governance support

services provided by the Carmichael Centre.

The extremely difficult economic environment coupled with the significant reduction in the level of statutory funding to the sector in the 2008-14 period, had a negative impact for the demand and affordability of our services. This led to a fall in our income from services and statutory funding over this period. The stabilisation and recovery both in the economy and the non-profit environment in 2015-16, has also benefited the Carmichael Centre and has contributed to the improvement in our financial position. Any international or domestic developments, for example, Brexit or public sector pay demands, that result in a negative impact on the Irish economy, is likely to have a knock-on negative impact on the sector and for the Carmichael Centre.

The board and management of Carmichael Centre, will continue to monitor and assess developments in the wider environment and take appropriate action when required.

### **3. Achievements and Performance in 2016**

#### **3.1 Delivering on our Strategic Plan 2016-18**

Our strategic plan 2016-18, has set the following strategic goals for the achievement of Carmichael Centre's mission and objectives.

- 1. Drive Good Governance**
- 2. Provide Quality Solutions and Services to social purpose organisations in Ireland**
- 3. Be a Dynamic Hub – physical and virtual**
- 4. Provide the organisational capacity necessary to deliver the strategic pillars (Goals 1-3)**

The following table provides a summary of our progress in 2016 in achieving our strategic goals.

| <b>Strategic Goal 1: Drive Good Governance</b>   |  |
|--|--|
| <b>Actions</b>   | <b>Achievements and performance in 2016</b>  |
| <p>1.1 Communicate and promote the practice of good governance in the CVC sector.</p> <p><b>Planned outputs</b><br/>A range of good practice resources for the sector such as templates, articles, blogs, videos/online etc.</p> | <p><b>The following list of blogs, articles &amp; videos have been developed by Carmichael staff in 2016 to promote the practice of good governance;</b></p> <ul style="list-style-type: none"> <li>• Can we really trust our Charities? Published in September 2016 edition of Accountancy Plus;</li> <li>• Good Governance Awards article in Davy Charity News Summer 2016 edition;</li> <li>• 10 key questions to ask before agreeing to join a Not-For-Profit board;</li> <li>• Benefacts goes live! Irish Civil Society Online;</li> <li>• Seven signs that show your Board is in need of a spring clean.</li> <li>• Who are the members of your Company Limited by Guarantee (CLG)? Make sure you know who your members are;</li> <li>• Video: What makes a good Board Chair?</li> <li>• The Companies Act 2014 and the conversion deadline – what non-profit CLG's need to know?</li> </ul> |



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|  | <ul style="list-style-type: none"> <li>• Trust and Transparency: Understanding the Relationship with our Stakeholders. Published: 27<sup>th</sup> of May 2016;</li> <li>• A free resource for Companies Limited by Guarantee to review and update their Memo &amp; Arts;</li> <li>• The Role of the Board Chair;</li> <li>• Regulation of Lobbying Act of 2015;</li> <li>• Charities Act 2009: Update on Charities Regulation.</li> </ul>   |
| <p>1.2 Promote best practice in governance and transparency in other social purpose organisations through awards for best websites and annual reports.</p> <p><b>Planned outputs</b><br/>The Carmichael Centre Good Governance Annual Award.</p> | <ul style="list-style-type: none"> <li>• In 2016, we developed and launched the inaugural Good Governance Awards. The Good Governance Awards recognise, support and encourage adherence to good governance practice by community, voluntary and charitable (CVC) organisations in Ireland. In its inaugural year, the Good Governance Awards sought to acknowledge, encourage and promote good governance practice in the area of annual reports.</li> <li>• Following a period of concept development and consultation with interested parties, we issued a soft media release about the awards on the 8<sup>th</sup> of June. We followed up with a more formal launch in August when the <a href="http://www.goodgovernanceawards.ie">www.goodgovernanceawards.ie</a> website was up and running. We wish to acknowledge the fantastic support of Davy Stockbrokers with the development of the website.</li> <li>• We put together an excellent and distinguished panel of judges. These are; <ul style="list-style-type: none"> <li>• Penelope Kenny, Chartered Accountant, Director of ArtsGovernance;</li> <li>• Dr Oonagh Breen, Senior Lecturer, Law Department, UCD;</li> <li>• Caitríona Fottrell, Vice President Ireland Funds;</li> <li>• Kevin Smyth, Chair of Carmichael Centre;</li> <li>• Deirdre Garvey, CEO of The Wheel;</li> <li>• Tom Costello, Chair of Children's Rights Alliance;</li> <li>• Geraldine Sheehan, Manager Kerry Volunteer Centre;</li> <li>• Aedín Morkan, Audit Director, Mazars;</li> <li>• Patricia Quinn; Patricia Quinn is the founder and managing director of Benefacts;</li> <li>• Bob Semple; Bob is a chartered accountant, former Partner in PwC;</li> <li>• Ian Brady; head of Davy's Charities and Not For Profit Group.</li> </ul> </li> </ul> |

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|   | <ul style="list-style-type: none"> <li>• Our 2016 Award supporters were; Davy Stockbrokers, Mazars, Mason Hayes Curran, Charities Institute Ireland, Volunteer Ireland and the Wheel.</li> <li>• We received 84 entries, well in excess of our expectations for the inaugural year. A process of screening, assessing, shortlisting and judging the entries was undertaken. We received support with the screening and shortlisting process from Mazars, Benefacts, the Charity Regulator and a number of volunteers.</li> <li>• The Awards night hosted by Davy, was held on the 18th of October. The keynote speakers were John Farrelly Charity Regulator and Laura Anderson, Head of Enforcement with the Scottish Charity Regulator.</li> <li>• Following the successful launch of the Good Governance Awards in 2016 and the extremely positive feedback received, we plan to conduct another Good Governance Awards event in 2017 and we will work to enhance and expand the concept in future years.</li> <li>• In 2016, we also established a Board Chairs Network. The network provides a forum for board chairs to meet other chairs of not-for-profit organisations and discuss topics of mutual interest. Two network events were held in 2016. There will be quarterly events in 2017. The events are free for the Board Chairs and are kindly supported by Davy.</li> </ul> |
| <b>Strategic goal 2: Provide Quality Solutions and Services to social purpose organisations in Ireland</b>  |  |
| <b>Actions</b>  | <b>Achievements and performance in 2016</b>  |
| <p>2.1 Offer leading edge training initiatives and a wide range of programmes, services and resources.</p> <p>2.1.1 Develop and implement delivery programmes for scheduled training, seminars, customised training and consultancy based on market demand and evaluation of programmes.</p> <p><b>Planned outputs</b><br/>Delivery programmes for scheduled training, seminars, customised training and consultancy.</p> | <ul style="list-style-type: none"> <li>• We continued in 2016 to use a range of channels (enquiries, feedback from participants of our programmes, feedback from/discussions with funders, surveys, attendance of sector events, etc.) to keep abreast of the capacity building competencies required by our target clients. For example, three survey monkeys were conducted in 2016.</li> <li>• We have developed a plan to provide eLearning training modules to complement of our traditional training delivery. Two modules on Risk Management and Outputs &amp; Outcomes have been developed and made available in 2016. We plan to develop and deliver five additional eLearning modules on good governance in 2017.</li> </ul> <p><b>Training &amp; Consultancy Unit: 2016 key achievements</b></p> <ul style="list-style-type: none"> <li>• 2016 was a very busy year for the Training &amp; Consultancy Unit. In July, we secured Pobal SSNO funding which allows us to sustain and grow our services for the next three years and</li> </ul>  |

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|  | <p>beyond. We have undertaken to use this funding to deliver scheduled training, customised training, governance support, informal support, consultancy, and online resources including e-learning, KnowledgeNET and social media.</p> <ul style="list-style-type: none"> <li>• We added 10 people to our training panel bringing the total up to 18 people who are available to work with us (on request) on a variety of skill areas including governance, strategic planning, HR, finance and communications.</li> <li>• We delivered 105 customised inputs to boards, staff and volunteers in 62 organisations and networks. There were 1,449 enrolments, making it our busiest year to date for customised training. We worked with many organisations around the country that provide much needed services to the most marginalized and vulnerable members of society.</li> <li>• We delivered 39 training events/seminars in the Carmichael Centre. There were 484 enrolments from 392 organisations. A range of topical issues were covered including Developing a Constitution for Companies Limited by Guarantee, Lobbying, SORP, Risk Management, Data Protection and Child Protection. Attendees included Chairs, board members, managers, staff and volunteers.</li> <li>• We provided informal support to 259 people. This represented 126 different organisations or individuals, some of who were seeking advice on starting a charity or a social enterprise. Examples of the support provided include: <ul style="list-style-type: none"> <li>• Advice on compliance with the Companies Act and provision of Constitution template and guidelines</li> <li>• Advice on recruitment of board members</li> <li>• Linkage with third parties such as a mediator on conflict issues</li> <li>• Business/Strategic Planning guidance</li> <li>• Provision of advice and resources on policy development</li> </ul> </li> <li>• Our informal support by topic breaks down as follows: <ul style="list-style-type: none"> <li>• Governance: 61%</li> <li>• Planning: 14%</li> <li>• HR: 11%</li> <li>• Finance: 6%</li> <li>• Communications: 4%</li> <li>• Quality: 3%</li> </ul> </li> <li>• In February, we carried out a needs analysis of all contacts on our database to establish what topics we should prioritise in our</li> </ul> |
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|   | <p>training and support programmes. Respondents chose the following;</p> <ul style="list-style-type: none"> <li>• Governance: Board Roles, Governance Code</li> <li>• Compliance: Data Protection, Charities Regulation</li> <li>• Planning: Strategy, Outcomes, Risk</li> <li>• Communications: Social Media, Media Relations, Newsletters</li> <li>• HR: Staff/Volunteer Management, Conflict Resolution</li> <li>• Finance: Grant Applications</li> <li>• IT: Spreadsheets, Microsoft SharePoint, Salesforce.</li> </ul> <ul style="list-style-type: none"> <li>• A strong preference was given to half-day workshops. Most respondents were not interested in accredited training, indicating a preference for short practical solutions to help them increase their effectiveness.</li> <li>• We expanded our reach through collaborative projects with networks such as Pobal, Public Participatory Networks (PPN's), County Councils, County Childcare Committees and Local Development Companies. We also accessed The Law Library Voluntary Assistance Scheme, Dechert Pro Bono Legal Service, Adare HRM, Davy Charities and Arthur Cox Compliance &amp; Governance on behalf of community and voluntary groups. We collaborated with other community networks such as Clan Credo, the Wheel and Inner City Enterprise and linked with academic institutions such as the Law Society, Grangegorman DIT, Tallaght IT, UCD and DCU.</li> </ul> |
| <b>Strategic Goal 3: Be a Dynamic Hub – physical and virtual</b>  |   |
| <b>Actions</b>  | <b>Achievements and performance in 2016</b>   |
| <p>3.1 Develop case studies of how Carmichael as a dynamic hub has enabled innovation, partnerships and impact..</p> <p><b>Planned outputs</b><br/>Video on the “Carmichael experience”.</p>  | <ul style="list-style-type: none"> <li>• An excellent video telling the story of who we are, what we do and what the Centre means to our Resident Members was produced for us by Advertising &amp; Marketing Communications final year students from ITT.</li> </ul>  |
| <p>3.2 Identify/seek suggestions on how to improve member engagement and active participation. For e.g. re-vamp coffee mornings.</p> <p><b>Planned outputs</b><br/>List of potential initiatives/actions with clear objectives and tasks to</p> | <ul style="list-style-type: none"> <li>• A survey of members was conducted in November/December. A number of suggestions were made by members, which will be assessed by the Management Team in 2017. For example, one suggestion was for the Centre to hold “Running a not-for-profit” advice clinics for members. The first of these clinics was held in February 2017.</li> </ul>  |

## CARMICHAEL CENTRE FOR VOLUNTARY GROUP

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| complete.  |  |
| <p>3.3 Set up a café/ meeting point in the Centre</p> <p><b>Planned outputs</b><br/>Feasibility Study on the set up of “Café Carmichael”.</p>  | <ul style="list-style-type: none"> <li>After an initial assessment by the Management Team, the view of the Management Team was that, the “Café Carmichael” concept was not feasible from a security, staffing and cost perspective. Instead, it recommended a new garden meeting room that could be used for events with Resident Members. It also could be used as an additional meeting room resource, which was needed due to the strong demand for our existing meeting rooms and the difficulty in getting a meeting room during peak times. The garden meeting room proposal was approved by the board. The new facility was ready for business in mid-December and has generated a lot of booking interest for 2017.</li> </ul> |
| <p>3.4 Get “thought leaders” to speak at Carmichael organised events</p> <ul style="list-style-type: none"> <li>Public Lecture Series</li> <li>Board Chairpersons Network</li> <li>Organise a Leaders Breakfast Meeting series.</li> </ul> <p><b>Planned outputs</b><br/>Public lecture series<br/>Board Chairpersons Network<br/>CC Breakfast series.</p> | <ul style="list-style-type: none"> <li>Our second series of Public Lectures commenced on the 6<sup>th</sup> of October and will run to April 2017. The list of speakers are; <ul style="list-style-type: none"> <li>Peter McVerry</li> <li>Emily Logan</li> <li>Shaykh Dr. Umar Al-Qadri</li> <li>Fergus Finlay</li> <li>Ivana Bacik</li> <li>David Begg.</li> </ul> </li> <li>A third Public Lecture series is under consideration for the autumn of 2017.</li> <li>The Chairpersons network has been established (see 1.2 above).</li> <li>We had a very successful business breakfast in May with Joe Schmidt as the guest speaker. We are looking at running another similar event in June 2017.</li> </ul>                        |
| <b>Strategic goal 4: Provide the organisational capacity necessary to deliver the strategic pillars (Goals 1-3)</b>  |  |
| <b>Actions</b>   | <b>Achievements and performance in 2016</b>  |
| <p>Carmichael’s vision, mission and strategic pillars will be enabled by:</p> <p>4.1 Harnessing the energy and commitment of staff, members and supporters.</p> <p><b>4.1.1 Employee engagement Actions</b></p> <ul style="list-style-type: none"> <li>Maintain loyalty, commitment &amp; empowerment of CC employees.</li> </ul>                          | <ul style="list-style-type: none"> <li>These are all ongoing activities. Staff meetings are held quarterly. The info updates are maintained daily on the info screen at Reception. There are regular communications from the CEO and other managers to staff. A new coffee morning on the first Wednesday of every month for both staff and members has been initiated and is well attended. A regular/monthly</li> </ul>  |



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| <ul style="list-style-type: none"> <li>• Development needs identified by the management team and through performance reviews.</li> <li>• In-house training &amp; regular refresher to support staff in performance of their job roles.</li> <li>• Staff development/training budget.</li> </ul>  |   |
| <p>4.2 Develop and implement an integrated marketing, communications and fundraising strategy.</p> <p><b>Planned outputs</b></p> <ul style="list-style-type: none"> <li>• Annual Marketing Operations Plan</li> <li>• Marketing Strategy</li> <li>• Communication strategy and action plan</li> <li>• Fundraising &amp; Donations plan</li> <li>• Review of the use and management of the Salesforce database</li> <li>• A new brand for Carmichael Centre that is aligned with its mission and vision.</li> </ul> | <ul style="list-style-type: none"> <li>• Annual Marketing Operations Plan has been developed</li> <li>• Work is ongoing on developing a marketing strategy – a key input to the strategy was the work of branding that has been ongoing now for a number of months with final recommendations ready to go to the board in Q1 2017.</li> <li>• A communications strategy will be part of the marketing strategy and an annual communications action plan will be developed for 2017.</li> <li>• The review of the Salesforce database has been completed with new procedures in place.</li> <li>• The Carmichael Centre Annual Concert was held on a new date in May, moving away from the traditional Good Friday slot. A number of new corporate sponsors were secured. We also lost of number of our previous year's sponsors and our largest sponsor gave a lower amount this year so our total corporate sponsorship was €2,000 lower in 2016 compared to 2015, which was our 25<sup>th</sup> anniversary year. The concert itself was a great success with a substantial increase in ticket sales and very positive audience feedback. We increased our marketing spend to try new ways of promoting the concert. We also encountered some increase production cost. The net return for the event was around €7,000 (compared to €8,000 in 2015).</li> <li>• Regarding our other fundraising activities in 2016; we had a successful business breakfast aimed at corporates with Joe Schmidt was the guest speaker. We were chosen as the chosen charity for this year's CARAT Business Houses softball tournament. We received a donation from the Tomar Trust. We were the chosen charity for the Bank of Ireland Arran Quay branch's enterprise week. We held Christmas Social (fundraising event) in December. Our other fundraising activities generated €19,275 in 2016. The fundraising expenses for these events was €5,664 giving a net contribution to the Centre of €13,611.</li> <li>• The development of new brand has been led by the Marketing and Communications Committee. External support was received from FOLK Branding. Preliminary proposals were brought to the</li> </ul> |

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|  | <p>August board meeting and approved. A final proposed approach and actions were submitted to the board for its January board meeting. A final decision on a new branding approach was deferred pending the appointment of a new Communications and Business Development Executive.</p>  |
| <p>4.3 Ensure the appropriate infrastructure and systems (buildings, facilities, IT finance, etc.) are in place to support the achievement of Carmichael's strategic objectives.</p> <p><b>Planned outputs</b></p> <ul style="list-style-type: none"> <li>• Maintenance and investment in buildings to remain attractive for residents and users</li> <li>• Annual Operations Plan</li> <li>• Disaster Recovery Plan</li> <li>• Strategy for Finance function</li> <li>• Annual Operations Plan for the Community Employment (CE) scheme.</li> </ul> | <ul style="list-style-type: none"> <li>• We have on-going schedule of maintenance and upgrades to the facilities and buildings in Carmichael, which is reviewed and updated annually. The Brunswick meeting room was completely refurbished in June 2016. Work on a new garden meeting room and associated improvement works to the garden was completed in December. The gas boiler in Carmichael House was replaced and new energy efficient LED lights were installed throughout the building. This project was supported by 50% capital grant from the SEAI under its energy efficiency incentive programme. We plan to apply for grant support in 2017 to install energy efficient LED lights in Coleraine House.</li> <li>• Given the significant investment made in our IT infrastructure in 2013-14, we adopted an approach of modest investment and enhancement to our ICT infrastructure in 2016.</li> <li>• Our Disaster Recovery Plan was reviewed and updated in 2017.</li> <li>• Capacity issues and the pressure of meeting the operational requirements, have prevented Finance Department from developing a strategy for the unit. Our Finance Manager submitted her resignation and left at the end of August. A new Finance Manager, Keith O'Reilly was recruited and started on the 17<sup>th</sup> October. In 2017, we plan to look at the task of developing a strategy for the Finance function.</li> <li>• The management of the CE scheme is an ongoing task and subject to regular oversight reviews from the Dept. of Social Protection. The position of Assistant CE supervisor was vacant for a period and this had a significant impact on the capacity to plan and manage the CE participants. The improving employment situation is making it more difficult to fill vacancies in the scheme as they occur. We currently have 28 of our approved 35 places filled.</li> </ul> |

### 3.1.1 Training & Consultancy Unit: Case Studies:

#### Case Study 1: Good Governance for Sports Organisations

Sports and sporting organisations provide opportunities for many people to enjoy the simple pleasures of participating and competing in the sport of their choice, and at a level appropriate to their ability. Individuals



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participating in sport benefit through a healthy and balanced lifestyle, as well as potential access to an enhanced social and community life. Communities throughout Ireland enjoy the economic, health and social benefits of sport. Sport Ireland (formerly Irish Sports Council) is dedicated to developing sports in a strategic and planned fashion.

Against a backdrop of increasing demand for good governance in all community-based organisations, Sport Ireland commissioned Carmichael Centre to deliver training to various sports bodies in 2016. This included workshops on the Governance Code, leadership, control, director responsibilities and strategy.

Feedback:

- *The Irish Judo Association, in changing its volunteer board members this year was mindful of working on strengths & weaknesses of the board and with the support of Sport Ireland and Carmichael Centre, we were able to strengthen our mind set with regards to Roles & Responsibilities & Strategic Planning.*
- *Carmichael Centre offered in depth training but in a time friendly manner which did not overwhelm the volunteers. The training sessions offered clear, concise topics of importance & relevance to our needs. Derek interacted very well with the volunteers. Thanks for your support, it was greatly appreciated. Deirdre Leonard, Irish Judo Association.*

### **Case study 2: Growing your Social Enterprise**

On behalf of Pobal, Carmichael Centre delivered “Growing Your Social Enterprise Training”, consisting of a two-day course delivered in each of the following locations: Sligo, Cork, Dublin and Kilkenny. The aim of the programme was to support Community Services Programme (CSP) organisations to grow and develop their social enterprise. The content focused on helping organisations with their service/product offer, increasing their traded income and helping with market research, strategy development and financial planning/management. 61 people attended from 42 different organisations. Organisations included community centres, heritage groups, community theatre, community tourism, health care, sport and recreation, community training, sustainable living, social inclusion and local radio. This programme will continue into 2017.

Feedback:

- *Very good pace of course, course tutor is an excellent communicator.*
- *The tutor’s delivery and rapport was excellent, her willingness to help is admirable.*
- *The instructor had practical commercial experience and working knowledge.*
- *Clear relevant content and delivery.*
- *The huge amount of content was very clear and explained and discussed, loads of time for questions and debate.*
- *The two days were packed with information, Caroline’s knowledge and experience is second to none.*

### **Case study 3: Governance Code – Education Centres**

Education Centres are responsible for organising and delivering national programmes of teacher professional development on behalf of the Department of Education and Skills. The Centres also organise and deliver a varied local programme of activities for teachers, school management and parents on demand. The Association of Teachers’/Education Centres (ATECI) provides support to Committees of Management and Directors of Centres. Following a needs assessment of Education Centres conducted by ATECI, Carmichael Centre was asked to deliver training on good governance.

Representatives from many of the 30 Education Centres from around the country came together for a day long workshop on the Governance Code and to assess the steps that each Centre might take to adopt the Code.

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Many of the Centres identified that they had good governance practices in place already but were also delighted to have an opportunity to consider where any 'governance gaps' might be.

Feedback:

- *'Very clear, practical, need to know course which provided a step by step approach without creating an overwhelming sense of workload.'*
- *'Checklist very useful – opportunity to discuss in small groups, very good content – food for thought.'*
- *'Well presented – clear material – good discussion opportunities.'*
- *'Very informative and thought provoking.'*

**Geographical reach:**

We supported organisations in all 26 counties. Below are examples from each county.

|           |                                      |
|-----------|--------------------------------------|
| Carlow    | Leinster Latvian Community           |
| Cavan     | Cavan Monaghan Transport             |
| Clare     | Ciunas Therapy Centre                |
| Cork      | Charleville Community Care & Garden  |
| Donegal   | Donegal Sports Partnership           |
| Dublin    | EPIC Empowering People in Care       |
| Galway    | Amicitia Social Care                 |
| Kerry     | Saoirse Foundation for Sick Children |
| Kildare   | Kilcullen Community Childcare        |
| Kilkenny  | Kilkenny Childcare                   |
| Laois     | Laois Sports Partnership             |
| Leitrim   | Leitrim Calling phone service        |
| Limerick  | Paul Partnership community support   |
| Longford  | Longford PPN                         |
| Louth     | Louth Carers                         |
| Mayo      | Alzheimer's Society West             |
| Meath     | Meath Local Sports Partnership       |
| Monaghan  | Castleblaney Tidy Towns              |
| Offaly    | HSE Health Promotion                 |
| Roscommon | Roscommon PPN                        |
| Sligo     | Sligo Heritage Society               |
| Tipperary | South Tipperary Volunteer Centre     |
| Waterford | Tramore Community Radio              |
| Westmeath | Westmeath Community Development      |
| Wexford   | Wexford County Council               |
| Wicklow   | Wicklow Hospice                      |

**3.1.2 Carmichael Centre Key Performance (non-financial) Metrics 2014-2018**

| KPI  | 2014                | 2015   | 2016   | 2017<br>(target)   | 2018<br>(target) |
|--|---------------------|--------|--------|--------------------|------------------|
| Resident Members                             | 43                  | 48     | 48     | 48                 | 48               |
| Visitors/Users of the Centre                 | 33,038 <sup>1</sup> | 26,676 | 30,336 | 30,600             | 31,000           |
| Meeting room bookings                        | 1,396               | 1,373  | 1,414  | 1,500              | 1,600            |
| Organisations using our meeting rooms        | 80                  | 90     | 89     | 94                 | 100              |
| Attended our customised training             | 1,162               | 925    | 1,449  | 1,400 <sup>2</sup> | 1,400            |
| Attended our scheduled training and seminars | 1,077               | 474    | 484    | 494                | 504              |
| Informal supports provided                   | 117                 | 185    | 259    | 260                | 260              |
| Payroll service clients                      | 18                  | 19     | 16     | 21                 | 21               |
| Management Accounts clients                  | 5                   | 6      | 5      | 8                  | 8                |

**3.2 Commentary on implementing our strategic plan**

Significant progress was made in 2016 in achieving the objectives and targets set out in our 2016-18 strategic plan. The training unit had a record year in terms of programmes delivered, participants and income earned. Most of our other service areas also performed very well in 2016.

As a leading provider of services and supports to the not-for-profit sector, our performance and activities are largely impacted by the wider environment for the sector. In section 2.4 above, we have commented on some of key developments in our wider environment and their impact on Carmichael Centre. The overall positive external environment is reflected in the strong performance achieved in 2016. We also commented on some of the potential external risks we face in 2017 and beyond. While the risks to the economy and the wider environment are outside our control, we need to make sure that the services we provide are relevant and meet the evolving needs of our clients. We will do this by constantly reviewing and evaluating our services and by communicating and seeking feedback from existing and target clients and from other key stakeholders such as funding agencies and regulators.

There have, however, also been some downsides to the improving economy. The unemployment rate has fallen dramatically from 15.1% in February 2012 to 6.6% in February 2017. While this a most welcome development, it has made the task of filling vacancies in Community Employment scheme much more difficult. As a result, a number posts were unfilled for significant periods during 2016 and this trend has continued into 2017. This affects our ability to deliver a consistent quality service for our customers. For certain job roles, the Centre has to recruit and fund staff directly to perform these roles. The Centre is also experiencing wage pressure. From 2008 to 2016, the Centre imposed a general wages and salary freeze. In January 2017, the Board approved a general staff pay increase of 2.5%. The Centre also operates a Community Services Project (CSP) which receives a contribution from Pobal to the payroll costs of the 17 CSP staff employed under the programme. Pobal have made it very clear in recent communications, that they only make a contribution to wage costs of CSP staff and do not fund the full employment costs. The majority of our CSP are paid the minimum wage. The minimum wage rate has been increased twice in recent years increasing from €8.65 in 2015 an hour to €9.25 in 2017, whereas the Pobal contribution has remained unchanged. Pobal have also communicated a policy objective that staff employed under the CSP, should be paid at the market rate and that employers should be aiming to pay staff at the living wage rate of €11.50 hour. All of these factors, are resulting in higher staff costs for the Centre and will require prudent financial management.

<sup>1</sup> Due to the tracking and logging system in place at the time, the 2014 figure included Carmichael staff. Following a review and a change to the system, staff were excluded from this metric from 2015 onwards.

<sup>2</sup> We expect a small decline in the number of people attending our customised training in 2017 and 2018 as a result of the increase demand from organisations for consultancy support which reduces our available capacity to deliver customised training.

### 3.3 Resident Members

In 2016, Carmichael Centre was home to 48 different organisations. These organisations are tackling major issues and providing invaluable supports every year. Each year over 40,000, people benefit directly and 100,000 people benefit indirectly from the services and supports provided by Carmichael Centre's resident members through their staff and their 2,000 plus volunteers.

#### CCVG Resident Members - December 2016

|   |  |
|---|--|
| 1. Alcohol Action                                       | 24. Irish Premature Babies                           |
| 2. An Saol  | 25. Irish Society for Colitis & Crohn's Disease      |
| 3. Aspire - Asperger Syndrome Association of Ireland    | 26. Irish Stammering Association                     |
| 4. Bubblegum Club                                       | 27. Living Respect                                   |
| 5. CanTeen Ireland                                      | 28. Look Good Feel Better                            |
| 6. Care Alliance Ireland                                | 29. Men's Health Forum in Ireland                    |
| 7. Caring and Sharing Association                       | 30. Mental Health Reform                             |
| 8. Cats Protection Association of Ireland               | 31. Miscarriage Association of Ireland               |
| 9. Centre for Independent Living                        | 32. National Association of Widows in Ireland        |
| 10. Chronic Pain Ireland                                | 33. National Platform of Self Advocates              |
| 11. Coeliac Society of Ireland                          | 34. Neurological Alliance of Ireland                 |
| 12. Cuídiú - Irish Childbirth Trust                     | 35. Parentline                                       |
| 13. Dublin Community Games                              | 36. Parkinsons Association of Ireland                |
| 14. Dyspraxia Association of Ireland                    | 37. Prader-Willi Syndrome Association                |
| 15. Endometriosis Association of Ireland                | 38. Queen's Institute of District Nursing in Ireland |
| 16. First Light (Irish Sudden Infant Death Association) | 39. Rape Crisis Network Ireland                      |
| 17. Hyperactivity Attention Deficit Disorder (HADD)     | 40. Royal Life Saving Society                        |
| 18. Heart Children Ireland                              | 41. Saoirse Foundation                               |
| 19. Huntington's Disease Association of Ireland         | 42. Show Racism the Red Card                         |
| 20. Irish Association for Palliative Care               | 43. Smashing Times Theatre Company                   |
| 21. Irish Fair Trade Network                            | 44. The Anne Fitzgerald Know Hope Foundation         |
| 22. Irish Motor Neurone Disease Association             | 45. The Hope Foundation                              |
| 23. Irish Multiple Births Association                   | 46. The Men's Development Network                    |
|   | 47. Wezesha  |
|   | 48. Young Horizons                                   |

## 4. Financial Review

The Carmichael Centre has been through a challenging but ultimately, a very positive and successful journey in recent years. In 2013, the Centre incurred a major operating loss that threatened the very survival of the Centre. The challenges included;

- declining income from statutory funders and in key trading services income areas,
- a difficult but necessary restructuring programme that required staff redundancy and the non-filling of vacant posts or non-renewals of certain staff contracts and
- a workforce that was very worried about their futures and at what happening around them.

The figures below do not tell the whole story about the transformation that the Centre has been through, but they do give a concrete sense of the progress that has been achieved.

|  | 2013              | 2016              | % change    |
|--|-------------------|-------------------|-------------|
| <b>Income<sup>3</sup></b>                    |                   |                   |             |
| Statutory Income (e.g. Pobal, DSP HSE)       | €764,648          | €813,737          | 7%          |
| Primary & Ancillary services                 | €487,555          | €602,754          | 24%         |
| Other income (e.g. fundraising donations)    | €47,678           | €78,636           | 65%         |
| <b>Total annual Income</b>                   | <b>€1,299,882</b> | <b>€1,495,127</b> | <b>15%</b>  |
| <b>Expenditure</b>                           |                   |                   |             |
| Wages & Salaries                             | €1,162,799        | €1,066,367        | -9%         |
| Provision of Services                        | €419,385          | €337,362          | -20%        |
| Other expenditure (fundraising & governance) | €9,007            | €23,829           | 165%        |
| <b>Total Annual Expenditure</b>              | <b>€1,591,192</b> | <b>€1,427,559</b> | <b>-11%</b> |
| <b>Operating Surplus/Deficit</b>             | <b>(€291,310)</b> | <b>€67,569</b>    |             |

Within the strong trading income performance, there are a number of key achievements which demonstrate the success of Carmichael Centre in tackling the adverse financial position it found itself in the 2011-2014 period. The Centre incurred cumulative operating losses of around €480,000 in that 4-year period.

The board in 2013, approved a sustainability plan to achieve an operating breakeven financial position by 2016 through a programme of measures to increase our trading income and reduce operating costs. The sustainability plan has been successfully implemented and the Carmichael Centre generated operating surpluses in 2015 and 2016.

While we achieved income growth in all our main trading income areas apart from postal services (see table below), we achieved exceptionally strong income growth in our training, meeting room and rental income from the Centre's resident members. These three service areas accounted for 67% of the income growth since 2013. We are predicting further growth in these services areas over the next three years, but the rate of growth will be more modest compared the growth rates achieved in the previous three years. We are also projecting a decline in the gross income earned from our postal service, as we are likely to see a continuing decline in the volume of postage to be processed from our resident members, as a result of the very significant price increases applied by An Post in recent years and a greater use of electronic communications.

<sup>3</sup> These figures exclude the value of donated facilities and services

| <b>Services Income by type</b>         | <b>2013</b>     | <b>2016</b>     | <b>Change +/- €</b> | <b>Change +/- %</b> |
|--|-----------------|-----------------|---------------------|---------------------|
| Training & consultancy                 | €41,026         | €85,352         | €44,326             | 108%                |
| Meeting room income                    | €35,817         | €63,546         | €27,729             | 77%                 |
| Resident Members<br>Accommodation fees | €244,450        | €271,826        | €27,376             | 11%                 |
| Other service income                   | €15,582         | €29,840         | €14,258             | 92%                 |
| Accountancy                            | €15,251         | €24,102         | €8,851              | 58%                 |
| Postal services                        | €83,892         | €84,065         | €173                | 0%                  |
| ICT support services                   | €15,640         | €16,931         | €1,291              | 8%                  |
| Catering                               | €26,633         | €27,093         | €460                | 2%                  |
| <b>Total</b>                           | <b>€478,291</b> | <b>€602,755</b> | <b>€124,464</b>     | <b>26%</b>          |

Total income in 2016 was €1,773,667, an increase of €51,507 (+3%) compared to 2015. Services income (from both primary and ancillary services) was €48,531 (+9%) higher than 2015. This increase was mainly due to increased income earned from training and meeting room hire. Income from the Community Employment (CE) scheme (funded by the Department of Social Protection) was €586 more than 2015. The funding received from Pobal under the Community Services Programme (CSP) was €4,631 higher.

Total grant income in 2016 from the Health Services Executive (HSE) and the Scheme for the Support of National Organisations (SSNO) funding from the Department of the Environment, Community & Local Government (DECLG) was €128,844 compared to €121,883 in 2015, an increase of €6,961 (+6%) from 2015. Income from investments was down €768 compared to 2015. This was due to lower interest rates for cash deposits. Fundraising income in 2016 was €38,025 up by €16,068 on 2015.

Total expenditure in 2016 was €1,706,098. The wages and salaries cost in 2016 was €1,066,367. This was €53,848 higher than 2015. Other operating costs excluding the imputed market rent value of €278,540 for the use of Carmichael House and Coleraine House totalled €361,191, a decrease of €14,226 on 2015. This was mainly due to decreased professional fees, heating, electricity and staff development savings.

The closing reserves were €628,876, €34,707 of which were restricted.

## **5. Structure, Governance and Management**

### **5.1 Structure**

Carmichael Centre for Voluntary Groups Limited (the Company) is registered as a charitable Company limited by guarantee. Its Companies Registration (CRO) Number is 205568. The members of the Company are the Resident Members of the Centre and the Board members listed on page 1. In the event of the Company being wound up, the liability in respect of the guarantee is limited to €1 per member of the Company. It also has charitable status from the Revenue Commissioners (charity number CHY 8973). The Company is also registered with the Charities Regulatory Authority (CRA) and its CRA number is 20022464. The charity trustees are the same personnel listed as the board of directors on page 1.

## **5.2 Governance and Management**

The Company is constituted under a Constitution. The Company's goals and strategic approach are guided by its charitable objectives as laid out in this document. The management of the Company is the responsibility of the Directors who are elected and co-opted under the terms of the Articles of Association.

The Board of Directors has overall responsibility for the strategic development of the Company in close liaison with the Chief Executive Officer and the Management Team. Kevin Smyth is the Board Chairperson and Michael Keegan is the Board Treasurer. Diarmaid Ó Corrbuí, the Chief Executive Officer, manages the operation of the Company. The Board is responsible for providing leadership, setting strategy and ensuring control. It comprises nine non-executive Directors. The Board's Directors are drawn from diverse backgrounds in business, not-for-profit organisations and professions. They bring to Board deliberations, the significant business and decision-making skills achieved in their respective fields, together with a broad range of experience and views. The role of Chairperson and Chief Executive Officer are separate and all Directors are independent of the management of the Company.

There is a clear division of responsibility at the Company with the Board retaining control of major decisions under a formal schedule of matters reserved to the Board for decision, while the Chief Executive Officer is responsible for implementing strategy and policy within the authority delegated to him by the Board.

CCVG has a comprehensive process for reporting management information to the Board. The Board meets regularly, as required, and met five times during 2016. On appointment, Directors receive a formal induction programme and are provided with comprehensive briefing documents designed to familiarise them with the Company's operations, management and governance structures. All Directors are appointed for an initial three year term, which may be renewed for one further three year period, giving a maximum of six continuous years for any Director.

## **5.3 Board recruitment, induction and ongoing development**

The constitution of the Carmichael Centre has set the maximum number of board members at twelve and the minimum at six. Each board member serves a three-year term and may if agreed, serve a second three-year term. The maximum term is six consecutive years, after which, the board member must step off the board. The constitution also provides for the Centre's resident members to elect up to eight members of the board. The members elected to the board at the AGM by resident members do not necessarily have to be resident members. The board has the power under the constitution to co-opt four additional board members to address any skill, experience or representative gaps there might be in the board's membership.

A board skills audit tool is used by the board. This specifies the range of skills required by the board, assesses the range and depth of skills provided by the current board members and identifies any particular skill gaps on other needs for the board.

The Governance, Risk and Strategy Committee of the board has the responsibility for succession planning and board renewal. They assess the board's renewal and succession needs based on the completed board skill audit, the projected retirement of board members based on the appointment date and maximum term or an out-of-term retirement of a board member. When the need for additional/replacement board members is identified, a board role description with the specific skill requirements is prepared and a board member search process is initiated using a number of channels including Boardmatch. Prospective new board members are interviewed and recommendations are put for approval.

Each new board member attends an induction programme which covers, the roles and responsibilities of board members, the governance policies of CCVG, the business activities, strategy and finances. Each year, the board receives a collective training workshop of the role and responsibilities of the board. An annual board

performance assessment is conducted and the specific and collective development needs of the board are identified. Examples of recent development topics covered by the board include, effective board culture and the implications and requirements of the 2014 Companies Act.

#### **5.4 Board of Directors Profiles; January 2017**

|  |
|--|
| <p><b>Kevin Smyth (Chairperson) Start date: January 2013</b></p> <p>Kevin is a former CEO of Aware, a national charity that supports those affected by depression. He is also a former CEO of Marriage and Relationship Counselling Services (MRCS) which is one of Ireland's leading counselling agencies. He has worked as a Community Development Worker with Southside Partnership. Prior to that, Kevin worked for 26 years in the energy sector and was a member of the senior management team in Statoil and was Vice President Energy Operations. He has an MBA from Smurfit Business School, a Diploma in Industrial Relations and is a qualified Mediator for Workplace and Commercial Sector with the Mediators Institute of Ireland. Skills: Business, strategy, change management &amp; not-for-profit management. Retired CEO. Member of the Governance, Risk &amp; Strategy Board Sub Committee</p>   |
| <p><b>Michael Keegan (Treasurer) Start date: January 2013</b></p> <p>Michael is currently the CEO of CUSOP (Payments) DAC a credit union owned payments company. He previously worked in AIB Bank during which period he performed a number of senior managerial roles. He was Chief Financial Officer BZWBK Bank in Poland, Head of Regulatory Projects AIB UK Division, Finance Director AIB Mortgage Bank and Head of Finance AIB ROI Division. Michael is a Fellow of the Association of Chartered Certified Accountants and has a Bachelor of Commerce degree from UCD. Skills: Senior Management, Finance, Compliance &amp; Banking<br/>Chairperson of the Audit &amp; Finance Board Sub Committee</p>   |
| <p><b>Tony Kelly Start date: April 2015</b></p> <p>Tony is a co-founder and a partner in Byrne Curtin Kelly, a Dublin based accountancy practice formed in 1998. Prior to the forming of Byrne Curtin Kelly, he acted as Technical Advisor to the Institute of Certified Public Accountants in Ireland for a number of years. Tony has also served on committees on behalf of CPA, including auditing practice and is a former Director of IAASA (Irish Auditing and Accounting Supervisory Authority) as a nominee of the accountancy profession. Tony has over 30 years' experience in the accounting profession working with clients to grow and develop their business and specialises in Audit and Business Consulting particularly in the Hotel and Leisure and Not for profit sectors. He is currently a member of the audit committee of The Irish Red Cross. Skills: Accountancy, Finance, Audit &amp; Business Consultancy<br/>Member of the Audit &amp; Finance Board Sub Committee</p>   |
| <p><b>Laurie Knell Start date: April 2016</b></p> <p>Laurie is a director of Strategic Innovation Partners, a Dublin-based consultancy focusing on the areas of leadership, strategy and innovation. He is a co-founder of Brain for Business, an initiative bringing together practical insights from the world of behavioural and brain science to deliver better business practice and outcomes. He specialises in working with senior teams and leaders, and has extensive experience as a Leadership, Management and Team Building facilitator, and Management Coach. Prior to becoming a consultant, Laurie spent over 10 years working in the technology and transportation sectors in Ireland, Europe and Australia. Laurie is an Associate Lecturer with the Open University Business School, teaching in the areas of general management and creativity &amp; innovation. He is a member of the Irish Institute of Training and Development and the Institute of Chartered Shipbroking. He holds a BA (Hons) in Russian Studies from the University of Queensland and an MSc (Mgmt.) in Organisational Behaviour from the IMI &amp; Trinity College Dublin. Skills: Consultancy, Strategy, Innovation, Leadership Development, Project &amp; Change Management<br/>Member of the Governance, Risk &amp; Strategy Board Sub Committee</p> |



**Elaine McGauran Start date: October 2014**

Elaine is the National Project Co-ordinator with Age Friendly Ireland. She is an experienced HR expert across the Banking & Financial Services, Pharmaceutical and the Non-Profit sectors. Her managerial experience includes Recruitment & Selection, Strategic Development, Corporate Social Responsibility, Equality & Diversity, Learning & Development and Employee Engagement. Elaine has a lifelong interest in social inclusion and a commitment to the wider community. She is Chartered Member of CIPD and has a Masters in Management and Innovation in Social Enterprise from DCU. Skills: Recruitment, Corporate Social Responsibility, Employee Relations, Training, Performance Management and Employee Engagement  
Chairperson of the Governance, Risk & Strategy Board Sub Committee

**Gerry Culligan Start date: April 2016**

Gerry Culligan is Commercial Director, Iarnród Éireann/Irish Rail since January 2012 with responsibility for profitable revenue growth and enhancing customer experience. Gerry has over 25 years commercial and financial experience across a number of industries, holding senior Executive Director roles in Financial Services with Aviva, in Communications with Eircom and in Grocery with Mars Ireland. Gerry has previously held positions as non-executive Chairman of Eircom Phonewatch, Ireland's leading residential home security company and is a former Director of the Eircom ESOP, the trust fund established to facilitate the acquisition and holding of shares in Eircom for the benefit of employees, past and present. Gerry is a qualified accountant (FCMA), a member of the Institute of Taxation in Ireland (AITI) and a member of the Marketing Institute of Ireland (MMII). In addition, Gerry is a non-Executive Director of Trócaire, the Irish charity which is focussed on bringing lasting change to the suffering of people living in the world's poorest regions. Skills: Strategy Formulation, Business Transportation, Commercial and General Management.

Member of the Marketing & Communications Board Sub Committee

**Niamh Clowry Start date: March 2016**

Niamh is the Programme Manager with the Irish Association for Palliative Care; the primary collective and expert voice for palliative care in Ireland. She has ten years' experience working and volunteering in the Charity Sector in Ireland. Niamh holds a BA in History, Politics and Social Studies and a MA in Peace and Development Studies. Skills: Marketing & Communications & not-for-profit management

Chairperson of the Marketing & Communications Board Sub Committee

**Aileen Cruise Start date: October 2016**

Aileen is the General Manager of Aspire, The Asperger Syndrome Association of Ireland. She has ten years' experience working in the not-for-profit sector, primarily in the role of supporting vulnerable people in leading independent lives and advocating for equal opportunities for people with disabilities. Aileen holds a BA (Hons) in Applied Social Studies in Social Care and has worked in a variety of support roles with a range of client groups.

Skills: Project Management, Strategic Planning, Facilitation, Not for Profit Management.

**Christina Donnelly Start date January 2017**

Christina is the National Co-ordinator of Chronic Pain Ireland, the national support group for people living with chronic / persistent pain and campaigns for greater education of chronic pain amongst healthcare providers and the general public while providing a range of support services throughout Ireland. She has nine years' experience working and volunteering in the Charity Sector in Ireland. Christina holds a BA (Hons) in Business Studies and has over seventeen years' experience having previously worked within the third level education in a variety of senior administrative and managerial roles. Skills: Project & Change Management, Event Management, Communications, writing & implementation of policies & procedures.

**5.5 Board member meeting attendance in 2016**

| Board Member  | Board meeting attendance |
|---|--------------------------|
| Kevin Smyth   | 5/5                      |
| Michael Keegan  | 5/5                      |
| Elaine McGauran   | 5/5                      |
| Tony Kelly  | 5/5                      |
| Rita O'Reilly (Resigned December 2016)                        | 5/5                      |
| Niamh Clowry (Joined March 2016)                              | 3/4                      |
| Laurie Knell (Joined April 2016)                              | 3/3                      |
| Gerry Culligan (Joined April 2016)                            | 3/3                      |
| Aileen Cruise (Joined October 2016)                           | 3/3                      |
| Keith Adams (Retired June 2016 after completing 6 year term)  | 2/2                      |
| Sheila Nordon Retired June 2016 after completing 6 year term) | 2/2                      |
| Des McKernan (RIP February 2016)                              | 0/1                      |
| Gráinne Denning (Resigned March 2016)                         | 0/1                      |
| Colette Cahalane (Resigned March 2016)                        | 0/1                      |

**5.6 Board Sub Committees**

Board sub-committees are established for good governance practice. CCVG has three board sub-committees, Audit & Finance, Governance, Risk & Strategy and Marketing & Communications.

**5.6.1 Audit & Finance Committee**

The role of the Audit & Finance Committee is to oversee the efficient financial management of CCVG, including the raising, collection, investment, borrowing and outlay of all monies required (including fundraising for CCVG). It liaises with the external auditors and reports directly to the Board. The Committee's terms of reference were reviewed by the Board in April 2016. The Committee met six times in 2016.

**5.6.2 Governance, Risk & Strategy Committee**

This Committee was previously known as the Organisation and Strategy Committee. The name of the Committee was changed to reflect the importance of governance and risk management responsibilities of the Committee. The Committee's terms of reference were reviewed by the Board in June 2016. The committee oversees the Company's compliance with the Governance Code, the assessment of risk, health and safety and the development and implementation of the Company's strategy. The Committee met four times in 2016.

**5.6.3 Marketing & Communications Committee**

The role of the Marketing & Communications Committee is to provide oversight and guidance to the CEO and Management Team on the development, implementation and evaluation of CCVG's marketing and communications, i.e. awareness raising, positioning, external relations, stakeholder management and fundraising strategies. The Committee's terms of reference were reviewed by the Board in June 2016. The Committee met four times in 2016.

**5.7 Compliance with the Governance Code**

The Directors are committed to maintaining the highest standard of Corporate Governance and they believe that this is a key element in ensuring the proper operation of the Company's activities. At its January 2017

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meeting, the Board formally reconfirmed its adoption of the Governance Code for Community, Voluntary and Charitable Organisations. In line with the compliance requirements of the Governance Code the Director's wish to make the following confirming statement.

*"We comply with the Governance Code for Community, Voluntary and Charitable Organisations in Ireland. We confirm that a review of our organisation's compliance with the principles in the Code was conducted in October 2016. This review was based on an assessment of our organisational practice against the recommended actions for each principle. The review sets out actions and completion dates for any issues that the assessment identifies as needing to be addressed."*

#### **5.7.1 Explanations of variances from the Governance Code**

Principle 2.1(b) of the Governance Code states that if the organisation is a company limited by guarantee, that a board member should be appointed to act as Company Secretary. It goes on to state that a non-board member, including a member of staff, but not the CEO, may be considered for the Company Secretary role. This is because one of the two main roles of the Company Secretary is to act as one of the 'custodians of governance' within the organisation. If the CEO is the Company Secretary, then one of the necessary checks and balances which ensure best practice in governance is removed. The Governance Code operates on a "comply or explain" basis. The Board having reviewed this requirement in light of the CEO also performing the Company Secretary role, is happy that it has sufficient governance checks and balances in place. It has a board sub-committee with specific responsibility for the adherence to good corporate governance and it has board members with strong governance expertise and experience. The board also took into account the practical needs of having the CEO as the Company Secretary for the purpose of its management of the Centre's Community Employment scheme. The board is satisfied that it has sufficient 'custodians of governance' within the organisation and is, therefore, in compliance with the principles of the Code.

Principle 2.2 (e) Appoint an audit committee of three or more directors.

Following the retirement of one of the board members who was also a member of the audit committee, after completing a maximum term of six years on the board, the Audit & Finance Committee currently only has two directors as members of the committee. Both members are very experienced accountants. The board is satisfied that they have the capacity, skill and experience to effectively perform the monitoring and review functions of the Committee. The board is currently engaged in a process to recruit an additional board member and following the appointment of a suitable candidate, the membership of the Audit & Finance Committee will be increased to three directors.

#### **5.8 Risk Management**

The Board recognises and regularly reviews the major risks to which the Company could be exposed. It has developed a Risk Management Statement. The Risk Management statement consists of two main parts.

- The first part identifies and documents the potential risks under each of the five key risk areas for the Centre, the potential impact of those risks and the steps to be taken to mitigate those risks.
- The second part of the statement is an assessment of the risks and the risks are scored and categorised on the basis of (1) the likelihood of the risk occurring and (2) the impact on Carmichael if the risk event was to occur. From this a heat map or "traffic lights" is generated to highlight the critical risks that need to be managed.

Our risk management statement is based on the risk management policy approach for charities developed by the Charities Commission for England and Wales. The assessment of risk is based on five key risk areas. These are;

- 1. Governance**
- 2. Operational**
- 3. Financial**
- 4. External**
- 5. Compliance (legal & regulatory)**

The Risk Management Statement is prepared by the management team, reviewed and assessed by the Governance Risk and Strategy Committee and submitted to the board for approval. The Governance Risk and Strategy Committee conducts regular reviews of the key risks to ensure that the management and the actions being taken to mitigate the risks are appropriate and effective. The Directors are satisfied that policies and procedures are in place to mitigate exposure to major risks.

Forty five different risks across the five risk areas have been identified, assessed and documented in the Risk Management Statement. Examples of some of the key risks identified include the following;

**1. Governance risks**

| Potential risk                              | Potential impact   | Steps to mitigate risk   |
|---|--|--|
| 1.1 CCVG lacks direction or strategic focus | <ul style="list-style-type: none"> <li>The organisation drifts with no clear objectives, priorities or plans</li> <li>Issues are addressed piecemeal with no strategic reference / context</li> <li>Needs of beneficiaries not fully addressed</li> <li>Financial management difficulties</li> <li>Loss of reputation</li> </ul> | <ul style="list-style-type: none"> <li>Develop and monitor a strategic plan which sets out the key aims, objectives and policies of CCVG</li> <li>Regularly review (every 3 years) CCVG's vision and memorandum &amp; articles of association</li> <li>Develop and monitor annual financial budgets</li> <li>Develop and monitor annual operational/business plans</li> <li>Review the annual performance of CEO and management and agree performance goals</li> <li>CEO's report to the Board to be mapped against strategic aims and objectives</li> </ul> |

| Potential risk                        | Potential impact   | Steps to mitigate risk  |
|---------------------------------------|--|---|
| 1.6 Loss of key staff/staff retention | <ul style="list-style-type: none"> <li>Experience or skills lost</li> <li>Operational impact of key projects and priorities</li> <li>Loss of contact base and corporate knowledge</li> </ul> | <ul style="list-style-type: none"> <li>Succession planning</li> <li>Document systems, activities and projects</li> <li>Implement training programmes</li> <li>Agree notice periods and handovers</li> <li>Review and agree recruitment processes</li> <li>Ensure adequate terms and conditions for all staff, in line with industry norms</li> <li>Ensure a vibrant and supportive working environment</li> </ul> |

|  |  |   |
|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>Put in place effective performance management structures to stimulate and support excellent work performance and motivation</li> </ul> |
|--|--|---|

## 2. Operational Risks

| Potential risk   | Potential impact  | Steps to mitigate risk  |
|--|---|---|
| 2.9 Competition from similar not-for-profit and for profit organisations | <ul style="list-style-type: none"> <li>Loss of income</li> <li>Reduced public profile</li> <li>Profitability of trading activity – services run at a loss of require subsidisation</li> </ul> | <ul style="list-style-type: none"> <li>Monitor and assess performance and quality of service</li> <li>Review market assessments and methods of service delivery</li> <li>Ensure regular contact with funders and service users</li> <li>Monitor public awareness and profile</li> <li>Strategic selection of markets segments that we wish to target and serve.</li> <li>Explore, and regularly assess opportunities for collaboration, partnership, joint ventures or mergers</li> </ul> |

## 3. Financial risks

| Potential risk               | Potential impact  | Steps to mitigate risk  |
|------------------------------|---|---|
| 3.9 Danger of Fraud or error | <ul style="list-style-type: none"> <li>Financial loss</li> <li>Reputational risk</li> <li>Loss of staff morale</li> <li>Regulatory action</li> <li>Impact on existing and future funding</li> </ul> | <ul style="list-style-type: none"> <li>Review financial control procedures</li> <li>Segregate duties</li> <li>Set authorisation limits</li> <li>Agree whistle-blowing and anti-fraud policy</li> <li>Review security of assets</li> <li>Identify insurable risks</li> </ul> |

## 4. External Risks

| Potential risk  | Potential impact  | Steps to mitigate risk   |
|---|---|--|
| 4.2 Adverse publicity – generated by Carmichael Centre itself or by one of our resident members | <ul style="list-style-type: none"> <li>Loss of funder confidence or funding</li> <li>Loss of influence</li> <li>Impact on staff morale</li> <li>Loss of beneficiary confidence</li> </ul> | <ul style="list-style-type: none"> <li>Implement a complaints procedures (both internal and external)</li> <li>Agree proper review procedures for complaints</li> <li>Agree a crisis management strategy for handling adverse publicity including consistency of key messages and nominated spokesperson</li> <li>Ensure licence agreements with resident members provides powers for the CCVG Board to take appropriate action including membership termination for resident members who are damaging the good name and reputation of the Centre</li> </ul> |

**5. Compliance risks**

| Potential risk   | Potential impact   | Steps to mitigate risk  |
|--|--|---|
| 5.1 Compliance with legislation and regulations appropriate to the activities, size and structure of the charity | <ul style="list-style-type: none"> <li>• Fines, penalties or censure from licensing or activity regulators</li> <li>• Loss of licence to undertake a particular activity (see operational risks)</li> <li>• Employee or beneficiary action for negligence</li> <li>• Reputational risks</li> </ul> | <ul style="list-style-type: none"> <li>• Identify key legal and regulatory requirements that apply to CCVG</li> <li>• Allocate responsibility for key compliance procedures</li> <li>• Put in place compliance monitoring and reporting</li> <li>• Maintenance and regular review of CCVG's risk register</li> <li>• Prepare for compliance visits (e.g. Food Safety Authority re HACCP and our kitchen facilities, CE Audit, etc.)</li> <li>• Obtain compliance reports from regulators (where appropriate) – auditors and staff to consider and take action at appropriate level</li> </ul> |

**5.9 Reserves Policy**

The Board reviewed its reserves policy in 2016 and set a reserves policy that requires reserves to be maintained at a level that ensures that the charity can continue to provide a stable and quality service to those who need them. The Board seeks to maintain reserves to cover the following:

1. An average of three months of current unrestricted expenditure excluding notional items such as deemed cost of donated facilities;
2. The contractual obligations and any other associated costs that would arise from the winding up of the organisation, in the event that this was necessary;

Any large unexpected costs, such as the breakdown of essential office machinery, repairs to the buildings, staff cover, maternity leave and legal costs defending the charity's interests are factored in to this policy.

CCVG has sufficient reserves to comply with the minimum target required under its reserves policy. The board plan to review its reserves policy in Q2 of 2017 and will develop a strategic investment fund to utilise funds which are in excess of its minimum reserves requirements for the furtherance of its charitable objectives. Areas where the strategic investment fund may potentially be deployed include, investments to the Company's website to improve access and availability for charities and other not-for-profit organisations to our services and good governance practice resources library, development of additional e-learning training modules and enhancements to our building and facilities.

**5.10 Investment Policy**

CCVG's investment policy was reviewed in 2015 and the Board approved the continued appointment of FinanceOne to act as advisors to CCVG to ensure that the Company gets the best return on its deposit funds and that it operates within the approved investment objectives and risk appetite set out in CCVG's investment policy. The cash-flow requirement for funding the charity's activities has necessitated CCVG confining its investments to short-term deposits providing a competitive market rate of interest. The current low interest rate environment for short-term deposits has meant that our deposit interest income has fallen significantly in recent years. The next review of the investment policy will take place in 2017.

### **5.11 Conflict of Interest and Loyalties**

CCVG has a formal policy on conflict of interest and loyalty. All members are required to sign a Conflict of Interests Compliance Statement in which they state that they are aware of their obligations as a member of the Board of Directors of Carmichael Centre for Voluntary Groups to comply with the conflict of interests requirements as set out in the company's Constitution.

They also undertake to furnish to the Company Secretary, full particulars of their interests which, include their employment, all business interests and community involvement, including voluntary work for charities that might involve a conflict of interest or might materially influence them in relation to the performance of their functions as a member of the Board or their partiality. They also undertake to notify the Company Secretary of any changes to these Interests.

Board members are also asked to declare at start of each board meeting, the nature of any Interests they may have in:

- any initiative taken by the Company; or
- any contract or proposed contract with the Company in which they or a person connected with them is directly or indirectly involved; or
- any matter from which they or a person connected with them may stand to benefit directly or indirectly from their position as a Director or from the operation of the Company.

### **5.12 Engagement with stakeholders**

CCVG has regular engagements with its resident members and the members are invited to participate in the Centre's strategic planning processes. We conduct an annual survey of our resident members to gain a better understanding of their satisfaction levels with the quality of the services we provide and to identify their views on the value for money of our services and on any new or additional services that they would like the Centre to provide. The information gained from these resident member surveys are an important input to our operational planning processes.

We also conduct market surveys twice a year on our training services to assess customer satisfaction and relevance and also to identify new training needs that may be emerging. This feedback is used to inform the design of forthcoming training programmes and development of new or enhanced training solutions.

We have a number of review meetings over the year with our key funders (Department of Social Protection, Pobal and the HSE) where we provide updates on the Centre's activities, the achievement of our strategic objectives and compliance with funder requirements.

We also submit an annual return to the Charities Regulatory Authority setting out the progress made in achieving our charitable objectives together with our audited financial statements.

### **5.13 Remuneration and performance management policy**

CCVG's remuneration policy was reviewed in 2016. From 2008 to 2016, CCVG had applied a general pay freeze for staff given the difficult economic environment and the reduction in statutory funding that the Centre received. In 2016, the general economic environment had improved and the Centre had moved from incurring operating deficits in 2012-14 to achieving operating surpluses in 2015 and 2016. A major piece of market

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research on pay and conditions in the community and voluntary sector commissioned by Community Foundation Ireland in 2015, revealed that CCVG's pay rates were in many cases below the average for the sector. The research also revealed a growing trend for not-for-profit organisations to award modest pay increases for staff. The board following recommendations from the CEO decided to award a general pay increase of 2.5% from January 2017.

The Governance, Risk and Strategy Committee (GRS) conducts regular reviews of the achievement of the goals and targets set out in the Centre's strategic plan. The CEO co-ordinates the preparation of strategy implementation status report with the management team. The CEO presents the strategy implementation report to the GRS Committee. The Chair of the GRS presents the report to the board. Line managers and the CEO also prepare an annual operational plan based on the 3-year strategic plan for their areas of responsibility. These are communicated to the GRS for review at the next GRS meeting. A CEO report is prepared for each board meeting. This report includes operational updates from each line manager/supervisor – Finance, Training, IT, CSP, CE, Marketing and Health & Safety. The report sets out activities and operational performance for the period covered and identifies matters requiring consideration/decision by the board.

The management team also prepare a Quarterly Key Performance Indicator (KPI) Dashboard which tracks the performance of the Centre under a range of KPIs. These are communicated to the board for information.

The Finance Manager in conjunction with the CEO and the management team, prepares an annual budget for the organisation. This is prepared in Quarter 4 with the final budget submitted to the board for approval in January. The Finance Manager presents the draft annual budget to the Audit and Finance Committee (AFC). The Treasurer presents the budget to the board. The board may request that the Finance Manager attends the meeting for the discussion on the annual budget. A mid-year budget review is prepared by the Finance Manager and updated projections for end-of-year out-turn are made in light of actual year-to-date performance and any new information that may have come to light since the preparation of the original budget. The Finance Manager presents the mid-year budget review and year-end projections to the AFC. The Treasurer presents the projections to the board. The board may request that the Finance Manager attends the meeting for the discussion on the mid-year budget review.

An annual performance review process is conducted by all CCVG line managers and supervisors for all their direct reports Q1 each year. The performance review assesses the achievement of agreed goals and outputs in the previous, general performance, areas for improvement/development and sets goals and targets for the coming year. The goals are aligned with the organisation's strategic plan. The board chairman conducts the performance review of the CEO. An informal mid-year performance review is also conducted by line managers with their direct reports.

#### **5.14 Fundraising**

Carmichael Centre conducts a number of fundraising events over the course of the year. Our main fundraising initiative is our annual concert in St. Patrick's Cathedral. Tickets are sold to the public for the event. We also approach a number of businesses seeking sponsorship and donations to help defray the costs of staging the concert. In 2016, we had a Christmas raffle and tickets were sold to resident members and staff. The raffle prizes were donated by local businesses. We also held a Christmas Social Event and again tickets were sold to resident members and staff. We also held a business breakfast and we approached a number of businesses to



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purchase tables at the event. We were delighted to have been chosen as the selected charity for the Carat Business Houses Softball Competition and also by the local Bank of Ireland branch for the national enterprise week. The total we received in 2016 from fundraising and donations was €49,119 and we €17,633 incurred in fundraising expenses.

Carmichael Centre has signed up to the Statement of Guiding Principles for Fundraising.

### **5.15 Political Contributions**

The Company did not make a political contribution to any political party in 2016.

### **5.16 Plans for the future**

The Board will oversee a process to monitor and oversee the implementation of the 2016-18 strategic plan for the Carmichael Centre (see 3.1 above). The strategy builds on the Centre's overall objective of helping to build stronger and more effective charities and not-for-profit organisations.

The Centre will continue to aim to be an exemplar and promoter of good practice particularly in the areas of corporate governance, quality systems, fundraising and accounting standards. We will through our CEO and Training Manager continue to play an active role at a national level in the promotion of the Governance Code for Community Voluntary and Charitable organisations. We also plan to work in collaboration with relevant organisations and bodies to promote good practices and improve the effectiveness and transparency of the sector.

We wish, in addition to maintaining our strong position as a provider of quality training and advice, to continue to build our presence as a provider of capacity building supports to new and existing social enterprises.

One of the greatest needs of the C&V sector after funding, is the need for support and guidance. This need is confirmed in our regular needs analysis of service user requirements using a range of feedback mechanisms including customer surveys (questionnaires and interviews), market research, direct feedback and from daily informal contacts and support requests we receive each year from C&V organisations both within the Centre and externally. The need is due to the increasing challenge and requirements being placed on C&V organisations to deliver effective corporate governance and financial management of their organisations and to meet the compliance requirements of funders and regulatory agencies. In response to this need, the planned improvements to our services over the next 3-5 years are:

(1) Accommodation Facilities: We will continue our investment in maintaining and upgrading the office accommodation in Carmichael House and Coleraine House.

(2) Training and Consultancy: We will continue to develop and deliver relevant training and capacity development programmes to the sector based on assessed need and demand. A significant growth area will be the provision of capacity building support training for social enterprises. We will continue with the implementation of our e-learning strategy and develop additional modules to complement and enhance our training offer. We will leverage our growing panel trainers to increase our geographical and subject matter/skill topic reach.

(3) Governance Services: We will continue to provide a support network for resident members to help with

the task of implementing and complying with the Governance Code for nonprofit organisations. We will also continue to organise relevant seminars and training on best practice governance. We will continue to develop and enhance our Good Governance Awards initiative and our Board Chairs Network. We will continue to provide our informal support service where we respond free of charge to queries from C&V on range of topics and issues – governance, planning, HR, Finance & Communications. In 2016, we responded to 259 informal queries.

(4) Accountancy Services: Following an investment in capacity and financial systems, CCVG will be better positioned to grow its accounting and payroll clients both internally and externally. We have secured additional clients in 2016 and expect a 40% increase in income in 2017 over 2016. We are projecting further, but more modest growth, in 2018-20. We will also be able to expand our support services in helping charities adopt the SORP for charities accounting standard and help them in improving the quality of their financial information.

(5) Meeting room accommodation: We will be upgrading and expanding our meeting rooms in response to very strong user demand. This will include investment in audio visual equipment and other meeting room amenities

(6) Staff training and development: We will continue our programme of training and developing the skills of our staff to enable them deliver quality services and improve customer satisfaction.

Specifically in 2017, we plan to deliver the following key initiatives as part of our 2016-18 strategic plan;

- Good Governance Awards 2017
- Deliver a range of scheduled and customised training and supports to CVC organisations nationwide
- Five new e-learning modules on the Governance Code
- A new website to improve access and availability for not-for-profit organisations to our services and good governance practice resources library
- Publish a history of Carmichael House and Coleraine House
- Enhance and expand our meeting room capacity
- Accommodation and other support services to our resident members
- Provide a range of capacity development supports to the sector. For example our Board Chairs Network and our mentoring programme.

### **Accounting records**

The measures taken by the directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records of the company are located at Carmichael House, 4 North Brunswick Street, Dublin 7.

### **Relevant audit information**

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

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

### **Independent Auditor**

RSM Ireland, Registered Auditors, have indicated their willingness to continue in office in accordance with the provisions in section 383(2) of the Companies Act 2014. The Directors will propose a motion re-appointing the auditor at a meeting of the Directors.

This report was approved by the Directors on:

.....  
Kevin Smyth  
Director

.....  
Michael Keegan  
Director

Date 27 March 2017

## **Directors' Responsibilities Statement**

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and Charities SORP (FRS102) "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the charitable company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**

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We have audited the financial statements of Carmichael Centre for Voluntary Groups for the year ended 31 December 2016, which comprises of the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is Companies Act 2014 and SORP (FRS102) "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and promulgated by Chartered Accountants Ireland (Generally Accepted Accounting Practice in Ireland).

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

**Respective responsibilities of directors and auditors**

As explained more fully in the Directors' Responsibilities Statement set out on page 34 the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2016 and its profit for the year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

(A company limited by guarantee)

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CARMICHAEL CENTRE FOR  
VOLUNTARY GROUPS

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**Matters on which we are required to report by the Companies Act 2014**

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

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

We have nothing to report in respect of the provisions in the Companies Act 2014, which require us to report to you if, in our opinion the disclosures of directors' remuneration and transactions specified by law are not made.

.....

**Mairead Lyng**

For and on behalf of:

**RSM Ireland**

Registered Auditor

Trinity House

Charleston Road

Ranelagh

Dublin 6

Date 27 March 2017

## (A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2016

|   | Note | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Total<br>funds<br>2015<br>€ |
|---|------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| <b>INCOMING RESOURCES</b>                       |      |                                  |                                    |                             |                             |
| Incoming resources from generated funds:        |      |                                  |                                    |                             |                             |
| Donations and legacies                          | 3    | 57,598                           | 594                                | 58,192                      | 50,493                      |
| Other trading activities                        | 4    | -                                | 38,025                             | 38,025                      | 21,957                      |
| Income from investments                         | 5    | -                                | 2,436                              | 2,436                       | 3,204                       |
| Income from Charitable activities               | 6    | 793,720                          | 881,294                            | 1,675,014                   | 1,646,506                   |
| <b>TOTAL INCOME AND ENDOWMENTS</b>              |      | <u>851,318</u>                   | <u>922,349</u>                     | <u>1,773,667</u>            | <u>1,722,160</u>            |
| <b>RESOURCES EXPENDED</b>                       |      |                                  |                                    |                             |                             |
| Expenditure of Raising funds                    | 7, 8 | -                                | 17,633                             | 17,633                      | 12,168                      |
| Expenditure on Charitable activities            | 7, 8 | 872,817                          | 815,648                            | 1,688,465                   | 1,699,308                   |
| <b>TOTAL RESOURCES EXPENDED</b>                 |      | <u>872,817</u>                   | <u>833,281</u>                     | <u>1,706,098</u>            | <u>1,711,476</u>            |
| <b>NET EXPENDITURE / (SURPLUS)</b>              |      | (21,499)                         | 89,068                             | 67,569                      | 10,684                      |
| Transfers between Funds                         | 15   | 56,206                           | (56,206)                           | -                           | -                           |
| <b>NET MOVEMENT IN TOTAL FUNDS FOR THE YEAR</b> |      | <u>34,707</u>                    | <u>32,862</u>                      | <u>67,569</u>               | <u>10,684</u>               |
| Total funds at 1 January 2016                   |      | <u>-</u>                         | <u>561,307</u>                     | <u>561,307</u>              | <u>550,623</u>              |
| <b>TOTAL FUNDS AT 31 DECEMBER 2016</b>          |      | <u>34,707</u>                    | <u>594,169</u>                     | <u>628,876</u>              | <u>561,307</u>              |

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**

**(A company limited by guarantee)**

**BALANCE SHEET  
AS AT 31 DECEMBER 2016**

|  | Note | 2016<br>€        | 2015<br>€        |
|--|------|------------------|------------------|
| <b>FIXED ASSETS</b>  |      |                  |                  |
| Tangible assets  | 11   | 102,609          | 50,864           |
| <b>CURRENT ASSETS</b>  |      |                  |                  |
| Debtors  | 12   | 112,118          | 120,899          |
| Cash at bank   |      | <u>557,077</u>   | <u>573,445</u>   |
|  |      | 669,195          | 694,344          |
| <b>CREDITORS: amounts falling due within one year</b>          | 13   | <u>(142,928)</u> | <u>(176,818)</u> |
| <b>NET CURRENT ASSETS</b>                                      |      | <u>526,267</u>   | <u>517,526</u>   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>                   |      | 628,876          | 568,390          |
| <b>CREDITORS: amounts falling due after more than one year</b> | 14   | <u>-</u>         | <u>(7,083)</u>   |
| <b>NET ASSETS</b>  |      | <u>628,876</u>   | <u>561,307</u>   |
| Restricted funds   | 15   | 34,707           | -                |
| Unrestricted funds   |      | <u>594,169</u>   | <u>561,307</u>   |
|  |      | <u>628,876</u>   | <u>561,307</u>   |

The financial statements were approved by the Directors and authorised for issue on 27 March 2017.

The notes on pages 40 to 53 form part of these financial statements.

.....  
Kevin Smyth  
Director

.....  
Michael Keegan  
Director



**(A company limited by guarantee)**


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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**


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|   |             | <b>2016</b>     | <b>2015</b> |
|---|-------------|-----------------|-------------|
|   | <b>Note</b> | <b>€</b>        | <b>€</b>    |
| <b>Cash flows from operating activities</b>                 | <b>17</b>   | <b>66,870</b>   | 26,094      |
| <b>Net cash flows from operating activities</b>             |             | <b>66,870</b>   | 26,094      |
| <b>Cash flows from investing activities</b>                 |             |                 |             |
| Payments for tangible and intangible assets                 |             | <b>(79,344)</b> | (9,901)     |
| Interest received   |             | <b>2,436</b>    | 3,204       |
| <b>Net cash flows from investing activities</b>             |             | <b>(79,908)</b> | (6,697)     |
| <b>Cash flows from financing activities</b>                 |             |                 |             |
| Interest payable  |             | <b>(829)</b>    | (829)       |
| New leases in year  |             | -               | -           |
| Capital element of finance lease rental payments            |             | <b>(5,501)</b>  | (5,500)     |
| <b>Net cash flows from financing activities</b>             |             | <b>(6,330)</b>  | (6,329)     |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |             | <b>(16,368)</b> | 13,068      |
| Cash and cash equivalents at beginning of financial year    |             | <b>573,445</b>  | 560,377     |
| <b>Cash and cash equivalents at end of financial year</b>   |             | <b>557,077</b>  | 573,445     |

**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**1. GENERAL INFORMATION**

Carmichael Centre for Voluntary Groups is a company limited by guarantee incorporated in the Republic of Ireland. The Registered Office is Carmichael House, North Brunswick Street, Dublin 7. The nature of the company's operations and its principal activities are set out in the directors Report.

*Statement of compliance*

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standards applicable in the UK and Republic of Ireland" and the related statement of recommended practice (Charities SORP (FRS 102)).

*Currency*

The financial statements have been presented in euro (€) which is also the functional currency of the company.

**2. ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation in the preparation of the financial statements are as follows:

**2.1 Basis of preparation of financial statements**

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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the Republic of Ireland (FRS 102) and the Companies Act 2014.

*Going concern*

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention.

The charity incurred a net surplus during the year amounting to €67,569, an improvement on the financial performance in the prior year when a net surplus of €10,684 was benefitted from. The improvement in recent years is largely a result of management's continual efforts to manage the charity's cost base while exploring opportunities for income growth.

The Board and management are committed to continuing to manage the cost base and by exploring opportunities for income growth and funding to ensure that the company can continue to provide a stable and quality service to those who need them.

**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**2.2 Incoming resources**

Donations and legacies including donations, gifts, income arising from fundraising events and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from charitable activities, including income received under contract and grants where entitlement to funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided). Income is deferred when the donor has imposed conditions which must be met before the company has unconditional entitlement or where the funds can only be utilised in future accounting periods.

Gifts in kind, including donated services or facilities, are accounted for in the Statement of Financial Activities as soon as it is prudent and practicable to do so. They are valued by the donor or by the value to the company where this can be quantified.

Interest Income is recognised in the period in which it is earned.

**2.3 Resources expended**

Expenditure is recorded in the financial statements in the period in which it is incurred and is inclusive of VAT which cannot be reclaimed.

Charitable activities include direct costs, salaries and overhead costs of the running of the Carmichael Centre for Voluntary Groups as well as the provision of services to member organisations.

Expenditure on raising funds include costs related to fundraising activities.

Support costs comprise staff and office costs. The majority of these costs support charitable activities and are so allocated. Support costs that are fully attributable to that activity are charged directly to that activity. Costs are apportioned to the activity based on the amount of staff time absorbed by each activity and by the amount of square footage absorbed by each activity.

**2.4 Fund accounting**

Unrestricted funds are monies that have been received or earned and are available for use at the discretion of the Directors in furtherance of the general objects of the Carmichael Centre for Voluntary Groups.

Restricted funds represent income, which has been received and recognised in the financial

(A company limited by guarantee)

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016

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statements, which is subject to specific conditions imposed by the donor or grant making institution. The grant making authority reserves the right to disallow expenditure in the event that conditions of the related agreements are not adhered to.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

|                     |   |                    |
|---------------------|---|--------------------|
| Plant & machinery   | - | 20% straight line  |
| Fixtures & fittings | - | 20% straight line  |
| Computer equipment  | - | 33% straight line  |
| Leased equipment    | - | Over term of lease |

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

**2.6 Cash and cash equivalents**

Cash consists of cash on hand and demand deposits.

**2.7 Trade and other debtors**

Trade and other debtors are recognised initially at transaction price (including transaction costs). A provision for impairment of trade debtors is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of debtors. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. All movements in the level of provision required are recognised in the profit and loss.

**2.8 Trade and other creditors**

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**2.9 Leasing**

Tangible fixed assets acquired under hire purchase contracts and finance leases are included in the balance sheet at their equivalent capital value and are depreciated on the same basis as tangible assets not acquired under hire purchase contracts and finance leases as in note 2.5. The corresponding liabilities are recorded as a creditor and the interest element of the finance lease rentals charged to the statement of financial activities over the term of the lease.

**2.10 Taxation**

The company's profits are exempt from corporation tax owing to its charitable status.

**2.11 Government grants**

Revenue grants are credited to the Statement of financial activities as the related expenditure is incurred. Government grants relating to tangible fixed assets are treated as deferred income and released to the statement of financial activities over the expected useful lives of the assets concerned.

**2.12 Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

**2.13 Reserves policy**

The Board has set a reserves policy that requires reserves to be maintained at a level that ensures that the charity can continue to provide a stable and quality service to those who need them. The Board seek to maintain reserves to cover the following:

1. An average of three months of current unrestricted expenditure excluding notional items such as deemed cost of donated facilities and donated services;
2. The contractual obligations and any other associated costs that would arise from the winding up of the organisation, in the event that this was necessary;
3. Any large unexpected costs, such as the breakdown of essential office machinery, repairs to the buildings, staff cover, maternity leave and legal costs defending the charity's interests.

**2.14 Key estimates and judgements**

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

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

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016***Going concern*

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

*Impairment of trade debtors*

The company uses estimates based on historical experience and current information in determining the level of debts for which an impairment charge is required. The level of impairment required is reviewed on an ongoing basis. The total amount of trade debtors is €26,571 (2015: €21,179).

*Donated Properties and Services*

The value of donated properties and services amounted to €278,540 for the year ended 31 December 2016. Details as to how these donated properties and services were valued by the company are set out in note 6 in these accounts.

**3. DONATIONS AND LEGACIES**

|                                 | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Restricted<br>funds<br>2015<br>€ | Unrestricted<br>funds<br>2015<br>€ | Total<br>funds<br>2015<br>€ |
|---------------------------------|----------------------------------|------------------------------------|-----------------------------|----------------------------------|------------------------------------|-----------------------------|
| Health Service Executive        | 47,098                           | -                                  | 47,098                      | 47,098                           | -                                  | 47,098                      |
| Donations and gifts             | 10,500                           | 4                                  | 11,094                      | -                                | 5                                  | 3,395                       |
|                                 |                                  |                                    |                             |                                  |                                    |                             |
| Total donations and<br>legacies |                                  | =                                  |                             |                                  | =                                  |                             |
|                                 |                                  | 59                                 |                             |                                  | 3,39                               |                             |
|                                 | <u>57,598</u>                    | <u>4</u>                           | <u>58,192</u>               | <u>47,098</u>                    | <u>5</u>                           | <u>50,493</u>               |

**4. OTHER TRADING ACTIVITIES**

|                    | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Restricted<br>funds<br>2015<br>€ | Unrestricted<br>funds<br>2015<br>€ | Total<br>funds<br>2015<br>€ |
|--------------------|----------------------------------|------------------------------------|-----------------------------|----------------------------------|------------------------------------|-----------------------------|
| Fundraising events | -                                | 38,025                             | 38,025                      | -                                | 21,957                             | 21,957                      |

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**

**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

|   |        |        |   |        |        |
|---|--------|--------|---|--------|--------|
| - | 38,025 | 38,025 | - | 21,957 | 21,957 |
|---|--------|--------|---|--------|--------|

**5. INCOME FROM INVESTMENTS**

|                                | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Restricted<br>funds<br>2015<br>€ | Unrestricted<br>funds<br>2015<br>€ | Total<br>funds<br>2015<br>€ |
|--------------------------------|----------------------------------|------------------------------------|-----------------------------|----------------------------------|------------------------------------|-----------------------------|
| Bank deposit interest received | -                                | 2,436                              | 2,436                       | -                                | 3,204                              | 3,204                       |

**6. INCOME FROM CHARITABLE ACTIVITIES**

|   | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Restricted<br>funds<br>2015<br>€ | Unrestricted<br>funds<br>2015<br>€ | Total<br>funds<br>2015<br>€ |
|---|----------------------------------|------------------------------------|-----------------------------|----------------------------------|------------------------------------|-----------------------------|
| Income from services  | -                                | 602,754                            | 602,754                     | -                                | 554,223                            | 554,223                     |
| Income from donated facilities <small>Note 1</small>  | -                                | 278,540                            | 278,540                     | -                                | 278,540                            | 278,540                     |
| Income from donated services <small>Note 2</small>  | -                                | -                                  | -                           | -                                | 45,000                             | 45,000                      |
| Department of Social Protection Community Services Programme  | 228,330                          | -                                  | 228,330                     | 223,699                          | -                                  | 223,699                     |
| Department of Social Protection Community Employment (CE) Scheme  | 454,754                          | -                                  | 454,754                     | 454,168                          | -                                  | 454,168                     |
| Department of the Environment, Community and Local Government – Scheme to Support National Organisations (SSNO) | 81,746                           | -                                  | 81,746                      | 74,785                           | -                                  | 74,785                      |
| Income from SEAI grant  | 27,081                           | -                                  | 27,081                      | -                                | -                                  | -                           |
| Pobal – Community Fund  | 1,809                            | -                                  | 1,809                       | 16,091                           | -                                  | 16,091                      |
|   | <u>793,720</u>                   | <u>881,294</u>                     | <u>1,675,014</u>            | <u>768,743</u>                   | <u>877,763</u>                     | <u>1,646,506</u>            |

Note 1 The company avails of the free use of the Carmichael House and Coleraine House properties in Dublin 7. The use of these properties has been donated by the Health Service Executive and

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

Dublin City Council respectively. The Directors have quantified the market rental value of these properties with reference to other commercial properties in the area.

Note 2 The company availed of consultation and training services, for the production of a draft high level strategic plan. This service was donated by IBM, with the provision of two staff, from their London office, for two weeks in February 2015. The value of these services and expenses were valued based on the standard IBM list prices prevailing on the date of the agreement, 24 November 2015.

**7. DIRECT COSTS**

|                                   | Charitable<br>Activities<br>€ | Total<br>2016<br>€ | Total<br>2015<br>€ |
|-----------------------------------|-------------------------------|--------------------|--------------------|
| Training and other staff costs    | 7,271                         | 7,271              | 10,936             |
| Premises                          | 106,893                       | 106,893            | 110,254            |
| Deemed cost of donated facilities | 278,540                       | 278,540            | 278,540            |
| Professional fees                 | 869                           | 869                | 1,894              |
| Provision of primary services     | 72,212                        | 72,212             | 80,138             |
| Provision of ancillary services   | 54,946                        | 54,946             | 43,899             |
| IT and communications             | 17,348                        | 17,348             | 16,181             |
| Printing and postage costs        | 4,098                         | 4,098              | 3,870              |
| Wages and salaries                | 765,353                       | 765,353            | 751,696            |
|                                   | <u>1,307,530</u>              | <u>1,307,530</u>   | <u>1,297,408</u>   |

**8. SUPPORT COSTS**

|                                    | Expenditure<br>on raising<br>funds<br>€ | Charitable<br>Activities<br>€ | Total<br>2016<br>€ | Total<br>2015<br>€ |
|------------------------------------|---|-------------------------------|--------------------|--------------------|
| Training and other staff costs     | -                                       | 14,265                        | 14,265             | 20,755             |
| Premises                           | -                                       | 35,631                        | 35,631             | 36,751             |
| Fundraising costs                  | 17,633                                  | -                             | 17,633             | 12,168             |
| Professional fees                  | -                                       | 24,291                        | 24,291             | 32,516             |
| Deemed cost of donated<br>services | -                                       | -                             | -                  | 45,000             |
| IT and communications              | -                                       | 5,235                         | 5,235              | 6,023              |
| Printing and postage costs         | -                                       | 499                           | 499                | 32                 |
| Wages and salaries                 | -                                       | 301,014                       | 301,014            | 260,823            |
|                                    | <u>17,633</u>                           | <u>380,935</u>                | <u>398,568</u>     | <u>414,068</u>     |
| Total Resources Expended           | <u>17,633</u>                           | <u>1,688,465</u>              | <u>1,706,098</u>   | <u>1,711,476</u>   |



**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

Expenditure during the year was €1,706,098 (2015: €1,711,476) of which €872,817 was restricted (2015: €865,826) and €833,281 was unrestricted (2015: €845,650).

In accordance with the Statement of Recommended Practice (revised 2016) "Accounting and Reporting by Charities", support costs that are fully attributable to that activity are charged directly to that activity.

**9. NET EXPENDITURE**

This is stated after charging:

|  | 2016<br>€    | 2015<br>€    |
|--|--------------|--------------|
| Depreciation of tangible fixed assets: |              |              |
| - owned by the charity                 | 27,599       | 30,181       |
| Auditors' remuneration                 | <u>6,073</u> | <u>6,950</u> |

**10. STAFF COSTS**

Staff costs were as follows

|                      | 2016<br>€        | 2015<br>€        |
|----------------------|------------------|------------------|
| Wages and salaries   | 989,409          | 941,627          |
| Social welfare costs | 63,629           | 59,616           |
| Pension costs        | 13,330           | 11,276           |
|                      | <u>1,066,368</u> | <u>1,012,519</u> |

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**

**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

The average monthly number of employees during the year was as follows:

|   | 2016<br>No. | 2015<br>No. |
|---|-------------|-------------|
| Carmichael Centre   | 8           | 7           |
| Department of Social Protection Community Service Programme (CSP) | 18          | 17          |
| Department of Social Protection Community Employment (CE) Scheme  | 31          | 34          |
|   | <u>57</u>   | <u>58</u>   |

Full-time equivalent staff; 2015 33.5 2016; 33

*Number of higher paid staff*

|                  | 2016<br>No. |
|------------------|-------------|
| €80,000- €90,000 | <u>1</u>    |
| €70,000- €79,000 | <u>0</u>    |
| €60,000- €69,999 | <u>0</u>    |

The CEO was paid a salary of €80,000 in 2016 and employer's pension contribution of 6% of salary. No other staff member was in receipt of salary in excess of €80,000 in 2016.

**11. TANGIBLE FIXED ASSETS**

|                     | Plant &<br>machinery<br>€ | Fixtures &<br>fittings<br>€ | Computer<br>equipment<br>€ | Total<br>€     |
|---------------------|---------------------------|-----------------------------|----------------------------|----------------|
| <b>Cost</b>         |                           |                             |                            |                |
| At 1 January 2016   | 38,710                    | 63,153                      | 81,370                     | 183,233        |
| Additions           | 54,162                    | 22,747                      | 2,435                      | 79,344         |
| Disposals           | <u>-</u>                  | <u>-</u>                    | <u>-</u>                   | <u>-</u>       |
| At 31 December 2016 | <u>92,872</u>             | <u>85,900</u>               | <u>83,805</u>              | <u>262,577</u> |
| <b>Depreciation</b> |                           |                             |                            |                |
| At 1 January 2016   | 34,010                    | 39,116                      | 59,243                     | 132,369        |
| Charge for the year | <u>4,411</u>              | <u>8,877</u>                | <u>14,311</u>              | <u>27,599</u>  |
| At 31 December 2016 | <u>38,421</u>             | <u>47,993</u>               | <u>73,554</u>              | <u>159,968</u> |

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016****Net book value**

|                     |               |               |               |                |
|---------------------|---------------|---------------|---------------|----------------|
| At 31 December 2016 | <u>54,451</u> | <u>37,907</u> | <u>10,251</u> | <u>102,609</u> |
| At 31 December 2015 | <u>4,700</u>  | <u>24,037</u> | <u>22,217</u> | <u>50,864</u>  |

**11. TANGIBLE FIXED ASSETS***In respect of prior year:*

|                       | Plant &<br>machinery<br>€ | Fixtures &<br>fittings<br>€ | Computer<br>equipment<br>€ | Total<br>€     |
|-----------------------|---------------------------|-----------------------------|----------------------------|----------------|
| <b>Cost</b>           |                           |                             |                            |                |
| At 1 January 2015     | 34,483                    | 53,804                      | 81,045                     | 173,332        |
| Additions             | 227                       | 9,349                       | 325                        | 9,901          |
| Disposals             | <u>-</u>                  | <u>-</u>                    | <u>-</u>                   | <u>-</u>       |
| At 31 December 2015   | <u>38,710</u>             | <u>63,153</u>               | <u>81,370</u>              | <u>183,233</u> |
| <b>Depreciation</b>   |                           |                             |                            |                |
| At 1 January 2015     | 32,197                    | 31,122                      | 38,869                     | 102,188        |
| Charge for the year   | <u>1,819</u>              | <u>7,994</u>                | <u>20,374</u>              | <u>30,181</u>  |
| At 31 December 2015   | <u>34,010</u>             | <u>39,116</u>               | <u>59,243</u>              | <u>132,369</u> |
| <b>Net book value</b> |                           |                             |                            |                |
| At 31 December 2015   | <u>4,700</u>              | <u>24,037</u>               | <u>22,127</u>              | <u>50,864</u>  |
| At 31 December 2014   | <u>6,286</u>              | <u>22,682</u>               | <u>42,176</u>              | <u>71,144</u>  |

**12. DEBTORS**

|                   | 2016<br>€ | 2015<br>€ |
|-------------------|-----------|-----------|
| Trade debtors     | 26,571    | 21,179    |
| Prepayments       | 16,607    | 10,683    |
| Other debtors     | 3,064     | 16,753    |
| Grants receivable | 65,876    | 72,284    |

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

|  |                |                |
|--|----------------|----------------|
|  | <u>112,118</u> | <u>120,899</u> |
|--|----------------|----------------|

**13. CREDITORS:****Amounts falling due within one year**

|                                      | 2016<br>€      | 2015<br>€      |
|--------------------------------------|----------------|----------------|
| Trade creditors                      | 10,704         | 16,512         |
| PAYE/PRSI                            | 22,945         | 27,464         |
| Accruals                             | 20,236         | 23,121         |
| Deferred income                      | 83,336         | 105,596        |
| Net obligations under finance leases | 5,707          | 4,125          |
|                                      | <u>142,928</u> | <u>176,818</u> |

Deferred income comprises grant income and training and membership income to be used in future accounting periods.

|                                       | 2016<br>€     | 2015<br>€      |
|---------------------------------------|---------------|----------------|
| Total funds at beginning of the year  | 105,596       | 79,364         |
| Amount released to incoming resources | (105,596)     | (79,364)       |
| Amount deferred in the year           | 83,336        | 105,596        |
| Total funds at the end of the year    | <u>83,336</u> | <u>105,596</u> |

**Amount deferred in the year**

|                                 | 2016<br>€     | 2015<br>€      |
|---------------------------------|---------------|----------------|
| Department of Social Protection | 81,501        | 99,437         |
| Pobal                           | -             | 1,009          |
| Other                           | 1,835         | 5,150          |
| Total                           | <u>83,336</u> | <u>105,596</u> |

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016****14. CREDITORS:****Amounts falling due after more than one year**

|                                      | 2016<br>€ | 2015<br>€    |
|--------------------------------------|-----------|--------------|
| Net obligations under finance leases | <u>-</u>  | <u>7,083</u> |

*Maturity analysis*

The above finance leases are payable as follows:

|                             |          |              |
|-----------------------------|----------|--------------|
| - between one and two years | <u>-</u> | <u>7,083</u> |
|-----------------------------|----------|--------------|

**15. STATEMENT OF FUNDS**

|                           | Brought<br>Forward<br>€ | Incoming<br>resources<br>€ | Resources<br>Expended<br>€ | Transfers<br>in/out<br>€ | Carried<br>Forward<br>€ |
|---------------------------|-------------------------|----------------------------|----------------------------|--------------------------|-------------------------|
| <b>Unrestricted funds</b> |                         |                            |                            |                          |                         |
| CCVG Unrestricted         | 561,307                 | 922,349                    | (833,281)                  | (56,206)                 | 594,169                 |
|                           | <u>561,307</u>          | <u>922,349</u>             | <u>(833,281)</u>           | <u>(56,206)</u>          | <u>594,169</u>          |

**Restricted funds**

|   |          |                |                  |               |               |
|---|----------|----------------|------------------|---------------|---------------|
| Department of Social<br>Protection – CE Scheme                                | -        | 454,754        | (459,996)        | 5,242         | -             |
| Department of Social<br>Protection - CSP Scheme                               | -        | 228,330        | (279,294)        | 50,964        | -             |
| Pobal - Community fund  | -        | 1,809          | (1,809)          | -             | -             |
| Department of the<br>Environment, Community<br>and Local Government –<br>SSNO | -        | 81,746         | (81,266)         | -             | 480           |
| Health Service Executive  | -        | 47,098         | (47,098)         | -             | -             |
| Tomar Trust   | -        | 5,000          | -                | -             | 5,000         |
| The Advocacy Initiative   | -        | 3,500          | -                | -             | 3,500         |
| SEAI  | -        | 27,081         | (1,354)          | -             | 25,727        |
| Other restricted funds  | -        | 2,000          | (2,000)          | -             | -             |
|   | <u>-</u> | <u>851,318</u> | <u>(872,817)</u> | <u>56,206</u> | <u>34,707</u> |

**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016****15. SUMMARY OF FUNDS (continued)**

|                    | Brought<br>Forward<br>€ | Incoming<br>resources<br>€ | Resources<br>Expended<br>€ | Transfers<br>in/out<br>€ | Carried<br>Forward<br>€ |
|--------------------|-------------------------|----------------------------|----------------------------|--------------------------|-------------------------|
| Unrestricted funds | 561,307                 | 922,349                    | (833,281)                  | (56,206)                 | 594,169                 |
| Restricted funds   | -                       | 851,318                    | (872,817)                  | 56,206                   | 34,707                  |
|                    | <u>561,307</u>          | <u>1,773,667</u>           | <u>(1,706,098)</u>         | <u>-</u>                 | <u>628,876</u>          |

The transfers noted above relate to contributions made by the CCVG to restricted funds in excess of funding received in respect of the project.

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|  | Restricted<br>funds<br>2016<br>€ | Unrestricted<br>funds<br>2016<br>€ | Total<br>funds<br>2016<br>€ | Total<br>funds<br>2015<br>€ |
|--|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets                  | -                                | 102,609                            | 102,609                     | 50,864                      |
| Current assets                         | 34,707                           | 634,488                            | 669,195                     | 694,344                     |
| Creditors due within one year          | -                                | (142,928)                          | (142,928)                   | (176,818)                   |
| Creditors due after more than one year | -                                | -                                  | -                           | (7,083)                     |
|  | <u>34,707</u>                    | <u>594,169</u>                     | <u>628,876</u>              | <u>561,307</u>              |

**17. NET CASH FLOW FROM OPERATING ACTIVITIES**

|  | 2016<br>€     | 2015<br>€     |
|--|---------------|---------------|
| Operating surplus before interest      | 65,961        | 8,309         |
| Depreciation of tangible fixed assets  | 27,599        | 30,181        |
| Decrease/(Increase) in debtors         | 8,782         | (33,015)      |
| (Decrease)/Increase in creditors       | (35,472)      | 20,619        |
| <b>Net cash inflow/from operations</b> | <u>66,870</u> | <u>26,094</u> |

**18. TRANSACTIONS WITH DIRECTORS**

No member of the Board of Directors received any remuneration for services provided during the year (2015: €Nil). No Directors requested any reimbursements for expenses incurred for

**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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services provided during the year (2015: €Nil).

**19. RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year.

*Key management compensation*

The key management personnel of the charity comprise of the CEO and the employee benefits of the key management is disclosed in Note 10.

**20. POST BALANCE SHEET EVENTS**

No material events have occurred since the balance sheet date which would affect the financial statements of the company.

**21. LEGAL STATUS OF COMPANY**

The company is limited by guarantee and has no share capital.

At 31 December 2016 there were 47 members whose guarantee is limited to €1 each. This guarantee continues one year after membership ceases.

**22. CONTINGENT LIABILITIES**

Under agreements with Pobal, the Department of Social Protection and the Department of the Environment Community and Local Government, there exists a contingent liability to repay, in whole or in part, grants received relating to the funding of permanent positions within the organisation if these positions were not filled for the duration of the term of the agreement as well as fulfilling other conditions in the relevant grant agreements.

**23. APPROVAL OF FINANCIAL STATEMENTS**

The board of directors approved and authorised for issue the financial statements on 27 March 2017.