

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 2017**

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

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**LEGAL AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2017**

Directors

Tony Kelly (Chairperson)	
Kevin Smyth	(resigned 5 September 2017)
Michael Keegan, Treasurer	
Gerry Egan	(appointed 27 April 2017)
Niamh Clowry	
Laurie Knell	
Gerry Culligan (Vice Chair)	
Aileen Cruise	(resigned 8 December 2017)
Elaine McGauran	
Christina Donnelly	(appointed 8 February 2017)
Clodagh O'Brien	(appointed 30 January 2018)
Michael Kavanagh	(appointed 30 January 2018)
Joe Ritchie	(appointed 30 January 2018)

Company registered number 205568

Charity tax exemption number CHY 8973

Charity Regulatory Authority number CRA 20022464

Registered office
Carmichael House
North Brunswick Street
Dublin 7
D07 RHA8

Company secretary Diarmaid Ó Corrbuí

Chief executive officer Diarmaid Ó Corrbuí

**LEGAL AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2017**

Board Committees

Name	Committee
Michael Keegan (Chair)	Audit and Finance
Tony Kelly	Audit and Finance
Michael Kavanagh (from Feb 2018)	Audit and Finance
Kevin Smyth (from Sep 2017)	Audit and Finance
Niamh Clowry (Chair)	Marketing and Communications
Gerry Culligan	Marketing and Communications
Rita O'Reilly	Marketing and Communications
Evelyn Griffith	Marketing and Communications
Margaret Rodgers	Marketing and Communications
Elaine McGauran (Chair)	Governance, Risk and Strategy
Tony Kelly (from Sept 2017)	Governance, Risk and Strategy
Laurie Knell	Governance, Risk and Strategy
Christina Donnelly (from Feb 2018)	Governance, Risk and Strategy
Kevin Smyth (resigned Sept 2017)	Governance, Risk and Strategy
Aileen Cruise (resigned April 2017)	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 2017**

The directors present their annual report together with the audited financial statements of Carmichael Centre for Voluntary Groups ("Carmichael") for the year ended 31 December 2017. 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 the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Company Act 2014.

1. Chairman's statement

As a board member of Carmichael, it was an honour to be asked by the outgoing chair to take up the role and I appreciate the support received from my fellow board members.

I would like to take this opportunity to thank Kevin Smyth for his work as Chair. Kevin took on the role at a particularly difficult time in our history and his hard work, commitment and leadership, in conjunction with our CEO were key to the continued success and sustainability of Carmichael.

Each year we face the challenge of ensuring we have sufficient resources to provide the level and quality of service to both the resident members and the community at large and 2017 was no different.

The Directors' report, in conjunction with the Financial Statements, provides a detailed review of the activities and achievements of Carmichael for the year and highlights how our activities have matched our strategic goals. We are delighted to report that we have been very successful in delivering on our charitable purpose in 2017. We had full occupancy with 48 charities based in the Centre. We also had a record year in our training services delivering training to nearly 2,000 people and to 378 organisations throughout Ireland. This underpins the importance and necessity of the services that Carmichael provides to the nonprofit sector.

2017 was also a year of change and renewal for the board. In addition to Kevin Smyth, I would like to thank Aileen Cruise who also resigned in 2017, for her contribution to the board. I am delighted that we have been in a position to recruit five new board members who will bring their own skills and expertise and add great value to the board and Carmichael and its objectives.

The Good Governance Awards launched in 2016 continued to go from strength to strength in 2017 and we believe this will become a premier achievement in the not for profit and charity sector.

In the first quarter of 2018, the board have commenced our process to develop a new Strategic Plan for 2019 - 2022 and have identified key areas for development.

In 2017, we also carried out a much needed, review and update of our brand and website and we will roll out both in 2018.

The majority of Carmichael's revenue comes through public funding and the board and management are acutely aware of our responsibilities to ensure that funds are utilised in accordance with the funding conditions. I would like to thank the staff of Carmichael, the resident members, and my fellow board members for their work in 2017 and particular thanks to the CEO who has been tremendously supportive and helpful to me in the role of chair.

2. Purpose, Values, Objectives and Activities

2.1 Purpose

Carmichael provides expert guidance and support for nonprofits.

Carmichael was founded in 1990 on a number of core beliefs; that running a nonprofit is a challenging and remarkably worthwhile act; that our communities are knitted together by the extraordinary efforts of ordinary people; that there is no one path to success and that every nonprofit's journey meets its own unique obstacles, divisions and opportunities.

Our mission is to successfully navigate those paths for nonprofits nationwide. Through our deep understanding and sector expertise we support nonprofits organisations to become more effective on their often-complicated and challenging journey to success.

Carmichael is both an office accommodation provider and a leading specialist training and support body for nonprofits in Ireland. We strongly believe that by co-locating in a shared space and by pooling resources and tapping in to the peer support and the Carmichael services, resident nonprofit organisations in our two buildings, Carmichael House and Coleraine House, can save time, reduce cost, up-skill and thereby, focus more on delivering quality services to their beneficiaries. Our training, supports, and resources enable nonprofit organisations to be more effective and impactful in each of their own individual areas. With professional training, a network of support and unmatched expertise, Carmichael shines a light on best practice, and ensures the wellbeing of the sector as a whole. Through our expertise and experience, we support nonprofits to become more effective at what they do.

2.2 Values

A set of core values informs the approach of Carmichael in achieving its mission and charitable purpose. These are:

Empowerment

Carmichael is unique in the sheer volume of work that occurs on the ground with our 48 resident members and our hundreds of partners in the nonprofit sector who use our services and supports on an ongoing basis. Through exposure, understanding, and subsequent tailoring of our training, services and supports, Carmichael builds useful and impactful tools to ensure our work results in empowered members and partners, better equipped to carry out their valuable remits.

Impact

Carmichael consistently engages with organisations grappling with challenges and crises to give perspective, guidance or new skills. We set out to ensure that every single action we take has a beneficial and generative impact on the partners and members we engage with on a day to day basis. Our continued existence and relevance depends entirely on the efficacy of our engagements. We exist to support, professionalise and build the capacity of nonprofits in Ireland.

Transparency

Good governance is one of our core beliefs. A key element of this is transparency and accountability. Without this, organisations become inward-looking, stagnant and lose their objectivity and effectiveness as nonprofits.

Determination:

Carmichael was born from a crisis, as with so many organisations in our sector. When faced with potential

extinction we fought, and would not take no for an answer. That same resolute passion remains at the heart of our organisation—we believe in the absolute necessity of our mission to build capacity in the nonprofit sector and we will continue tirelessly to work towards the achievement of that ambition.

2.3 Objectives

Carmichael 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) Providing support and assistance of such nature as the Company deems fit to community and voluntary organisations in Ireland.

2.4 Activities

Carmichael, established in 1990, is a shared services facility and home to 48 Resident nonprofit organisations. The facilities consist 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. Carmichael provides the following services:

- Office accommodation (providing a range of options from own office to shared desks),
- Support Services and Facilities. For example, Accounting & Payroll, IT, Meeting Rooms and Catering services,
- Training and capacity development support services to nonprofits nationwide.

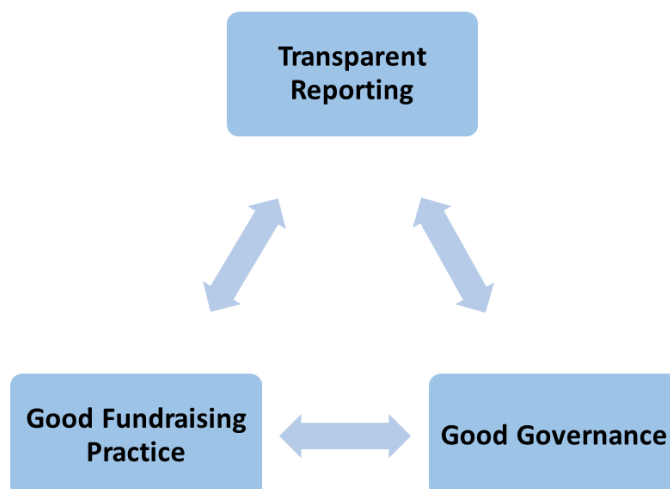
We work not only with the 48 resident nonprofit organisations who are based in the Centre, but also with 100s of groups around the country. We work with boards and management committees on governance issues and in helping them to implement best practice and quality standards. We also provide a mentoring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

Another important feature of Carmichael'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 Employment Affairs and Social Protection (DEASP) and Pobal. These staff either work directly for Carmichael or are assigned to a resident member organisation or to 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 Carmichael and to the charities to which they are assigned, without which, many of the groups, including Carmichael, would struggle to survive.

We are actively involved in promoting good corporate governance in the nonprofit 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 2017, we continued to work in partnership with relevant infrastructural support organisations in the sector such as The Wheel, Charities Institute Ireland, Boardmatch, and Volunteer Ireland to promote good practices and standards in the sector.

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



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

2.5 Wider environmental context

As a leading support organisation to nonprofit organisations in Ireland, we are very much affected by the state of the general environment in which they operate. The continuing improvement in the national exchequer's finances has created greater stability in statutory funding to the nonprofit organisations and as a result, sentiment in the sector is more positive compared to the 2008-14 period of the economic recession during which the sector experienced significant reductions in funding. This improving sentiment is leading to increased interest and investment in the capacity building of board members/charity trustees, staff and volunteers which is resulting in increased demand for Carmichael's support services.

The increased powers and resources for the Charities Regulator, together with an increased focus by funders on the need for charities and other nonprofit 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. 2017 was a record year for Carmichael in terms of training and other supports provided. We expect this increasing demand to continue in the coming years as more and more nonprofit organisations see the necessity and benefit of receiving governance training and development.

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 (GDPR) 2018 and new financial reporting standards, all contribute to generating a need and a demand for the governance support services provided by Carmichael.

The Department of Rural and Community Development (DRCD) was established on 19th July 2017 to provide a renewed and consolidated focus on rural and community development in Ireland. The consolidation into a new Department of both policy and supports in respect of community and rural development provides the means

for a greater focus on creating vibrant and sustainable communities. The Department also has responsibility for ensuring arrangements for strong oversight of the charities sector through facilitating the Charities Regulatory Authority in carrying out its independent statutory role. The Department administers a range of programmes and schemes to support rural and community development. The establishment of this new department is a very welcome development and one which Carmichael fully supports and we look forward to working with the Department and supporting the achievement of its mission to support and strengthen civic society.

We are conscious that 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 Carmichael.

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

3. Achievements and Performance in 2017

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'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 2017 in achieving our strategic goals.

Strategic Goal 1: Drive Good Governance		
Governance resources We continued to produce and communicate a range of resources - Blogs, Articles & Videos on governance related topics for the sector in 2017. Below is a summary of the content produced.		
Content	2017	2016
Articles/blogs	12	12
Videos	1	2
Seminars	3	3
Other information resources	3	4
Board Chairperson's Network Our Board Chairperson's Network had 4 events in 2017 with 57 attending these events. The topics covered were: <ul style="list-style-type: none">○ Creating an effective board culture○ Board renewal & succession planning○ Managing the performance of the CEO○ Dealing with conflict and disruptive board members.		
Good Governance Awards The Good Governance Awards were run in 2017 for the second year. Our Award supporters are Davy, Mazars,		

Mason Hayes Curran, Charities Institute Ireland, Volunteer Ireland and The Wheel. They were joined in 2017 by Dóchas, Enclude, Governance Online and Boardmatch. We received 36 entries. There was a significant drop in entries from small nonprofits compared to 2016. We have received feedback suggesting that a number of organisations did not enter this year as they felt they were currently considerably below the standard being applied for the Good Governance Awards for Annual Reports. We will also need to improve our communication and promotion of the event. The Awards night hosted by Davy were held on the 16th November. The key note speaker was Baroness Jill Pitkeathley, Chair of the House of Lords Select Committee on Charities. 130 people attended the event.

Strategic Goal 2: Provide Quality Solutions and Services to social purpose organisations in Ireland

Training and Support Services

We continued to use a range of channels such as enquiries, feedback from participants of our programmes, feedback from/discussions with funders, surveys and attendance of sector events to keep abreast of the capacity building competencies and supports required by our target clients.

Below is a summary of our performance in 2017 (with 2016 shown for comparison) against the targets set in respect of the Scheme to Support National Organisations (SSNO) 2016-18 grant agreement with the Dept. of the Environment, Community & Local Government (now the Department of Rural and Community Development)

Scheduled training	Annual target	2017	2016
No. of participants	250	422	484
No. of organisations	234	296	392
No. of events	39	38	39
Customised training	Annual target	2017	2016
No. of participants	500	1,567	1,449
No. of organisations	83	82	62
No. of events	100	116	105

The figures show major growth in other number of participants receiving our customised training which are well in excess of the targets set under SSNO funding grant agreement. The 2017 & 2016 scheduled training figures are also ahead of target but not to the same extent as our customised training which is experiencing very strong demand. We have cut back significantly on the provision of seminars in 2017 due to level of work involved and the increased level of TSS time resources being allocated in response to the growing demand for customised training. Also the seminars were generally free events and are prone to very high rates of no shows.

Meeting the sector's training needs

We continue to conduct market surveys twice a year and use other channels to keep abreast of the training needs of the sector. Three survey monkeys have been conducted in 2017. The Risk Strategy & Governance (RSG) Committee of the board set up a task group to look at the training market and the main competitors to Carmichael in this market. The Task Group's review report was submitted to the Board in September and will be an input to the 2019-21 strategy development process.

eLearning

In April 2017, we launched our Governance Code eLearning product. Speaking at the launch, Minister for Public Expenditure and Reform, Paschal Donohoe TD said: "The important role that support organisations such as Carmichael play in demonstrating leadership and showcasing best practice in the charity sector is to be applauded. Carmichael's work on promoting best practice in governance in charities will greatly benefit the charity sector, and subsequently, wider society as a whole."

59 organisations accessed our eLearning modules in 2017. We will look at developing additional e-learning modules in 2018.

Trainers

Following a recruitment campaign in 2016, we now have 18 on our panel of trainers to complement our own trainers. This has increased our training delivery capacity and range. We continue to assess individual applications on a case by case basis.

Strategic Goal 3: Be a Dynamic Hub – physical and virtual

An excellent video telling the story of who we are, what we do and what Carmichael means to our Resident Members (RMs) has been produced by ITT students in 2016.

There is a considerable amount of informal engagement with Resident Members. The CEO will conduct a series of one-to-one meetings with RM managers/CEOs in Q1 and Q2 of 2018 to see how engagement can be improved.

Our second series of Public Lectures commenced on the 6th of October 2016 and finished on the 9th of March 2017. The list of speakers were;

- Peter McVerry
- Emily Logan
- Shaykh Dr. Umar Al-Qadri
- Fergus Finlay
- Ivana Bacik

Following a review of the series concept, we decided not to have a 3rd series of Public Lectures given the level of effort involved and a lack of a sufficiently clear link or benefit to our core business.

Zero-G were commissioned in October 2017 to assist in developing a new branding and communications strategy for Carmichael. The design phase will be completed in Q1 2018.

Strategic Goal 4: Provide the organisational capacity necessary to deliver the strategic pillars (Goals 1-3)

HR

Very low staff turnover (excluding the CE scheme) continues to be a feature of Carmichael's staffing. In 2017 one person left, 2 retired and 2 new people joined our staff. In 2017 we lost 349 days through sick leave, 269 certified sick days and 80 days uncertified sick days. An average of 8.4 days per staff FTE. Our staff sick leave ratio at 2.8% is below the 3.9% ratio for the public service.

Specific training/development needs of staff are being identified by line managers and evaluated on a case by case basis.

Facilities/CSP

We have on-going schedules of maintenance and upgrades to the facilities and buildings in Carmichael.

A new office suite to accommodate our Finance, TSS and Communications staff was created from 3 small offices which were turned into one open plan office. The Richmond meeting room was completely refurbished in 2017. New energy efficient LED lights were installed in Coleraine House. Improvement works to the front of Carmichael House were completed in November. The replacement of carpets will begin on a phased basis in January 2018. A structural survey of the 2 buildings will be undertaken in 2018.

The value of meeting room bookings in the new garden meeting room in 2017 was €11,835 which was an excellent performance and puts us well ahead of schedule of achieving a capital payback within 3 years. Following the success of the Garden Room, the board approved a budget of €18,000 for the installation of a 2nd Garden meeting room. This will be available for booking by the end of Q2 2018.

Fundraising & Donations

The 2017 Carmichael Concert was held in May. We received €7k in corporate donations which was similar to 2016. Concert ticket sales and other income came to €15k compared to €12k in 2016. The concert itself was a great success with a substantial increase in ticket sales and very positive audience feedback. The net return for the event was around €10k (compared to €7k last year).

We had a successful business breakfast aimed at corporates with Enda McNulty as the guest speaker. We received €10k in corporate donations (excluding concert donations) in 2017 compared to €11k in 2016. Income from other fundraising was €5k down from €19k in 2016. The 2016 figures included €11k from CARAT as a result of being their selected charity for their annual fundraising event. This did not apply in 2017.

Accounting Services

The 2017 Operations Plan target agreed for Accounting Services was for an increase of 3 in the number of clients. This was based on a 3 month lead time. The number of clients was increased by 3 in 2017, however, the overall increased budget monetary target for 2017 was not achieved as the new clients were taken on later in the year than originally anticipated. The 2017 Operations Plan target agreed for Payroll Services an increase by 5 in the number of clients. This was also based on a 3 month lead time. The actual number of payroll clients increased by 7 in 2017 and the overall budget monetary target was achieved.

Our Reserves policy was reviewed, updated and approved by the Board in 2017. Also Carmichael's Schedule of Reserved Powers of the Board together with our Financial Policies and Procedures were reviewed, updated and approved by the Board.

The working hours were increased for one staff member in the Accounts Department to help support the increased client numbers for accounts and payroll services. Due to resource constraints and other work commitments, no work on developing a strategy for the Finance function was undertaken in 2017. Work on this will commence in 2018.

Community Employment (CE) Scheme

In February 2017 following a request from the Department of Employment Affairs and Social Protection (DEASP), Carmichael took over the lead sponsor responsibility for the CE schemes in Na Barra GAA club in Cabra and Oliver Plunket's GAA on the Navan Road. This brought the number of approved participant places to 52. However, given the substantial drop in recent years in the number of unemployed, it has become increasingly more difficult to recruit eligible participants to the CE scheme. As a result, we had a significant number of unfilled vacancies in 2017. The average number of CE participants on our CE scheme in 2017 was 38 up from 31 in 2016.



Minister Paschal Donohoe launches our Governance eLearning suite of modules in April 2017

3.1.1 Training & Consultancy Unit:

2017 was an exceptionally busy year for our training and consultancy support services. Some of our performance highlights include;

- We ran a total of 154 different training events (customised and scheduled workshops) and had organisations from all of the 26 counties attend an event.
- 1,989 people from 378 organisations attended these training events.
- We had 57 enrolments at our 4 board chairs network events.
- We provided 170 informal advice supports.
- 59 organisations accessed our eLearning modules.
- 16 people accessed the Mentoring programme.
- We provided information and updates to 3,785 contacts.

We have grown rapidly over the last few years and are now well-positioned and regarded as a quality training and support agency in the sector. However, we need to be wary of sacrificing quality in favour of quantity. One of our biggest assets is our panel of excellent trainers/ consultants. We need to monitor the impact of eLearning. We don't have enough evidence yet to demonstrate its effectiveness.

A lot of our work and reputation is based on governance supports and the governance code. We need to be

alert to what the Charities Regulatory Authority is doing and planning in the area of governance compliance and be able to move quickly to respond to changes in external perceptions of the existing governance code for community, voluntary and charitable organisations.

Details of the types of training delivered in 2017 are shown in the table below;

Table 1

Annual Report Preparation	Financial Oversight for Board Members
Board Development	GDPR
Board Induction for New Board Members	Governance & Legal Responsibilities
Board Member Recruitment	Grant Applications
Board Roles & Governance	Growing Your Social Enterprise
Book-keeping for Charities	Managing Meetings
Children First Act	Mediation
Coaching	Minute Taking
Company Secretary Role & Duties	Presentation Skills
Company/Charity Constitution	Public Relations
Co-operatives (introduction)	Risk Management
Dealing with Conflict	SORP Requirements for Charities
Digital Communications	Strategic Planning
Employment Law	Telephone Skills
Excel Spreadsheets	The Governance Code
Finance for non-finance people	Time Management

Case Studies:

Case Study 1: Work with Community Childcare Services

County Childcare Committees facilitate community-based childcare providers to develop appropriate childcare services which respond to and cater for the childcare needs of local parents and their children. They also promote inclusion of children with disabilities, and children from ethnic minorities, including children from the Traveller Community.

This year we worked with Community Childcare services through Kilkenny and Wexford Childcare Committees. Inputs included workshops on good governance as well as governance “clinics” which covered issues such as risk management, board recruitment, managing meetings and effective decision making.

"It was really excellent and Michael was expert in his delivery. All present felt that they gained a better understanding of their roles and responsibilities as trustees in providing good governance for their organisation. He really facilitated a very interactive session with participants comfortable to ask questions and receive clarity throughout. There was plenty of food for thought in terms of practices that need changing within our organisations".

Deirdre Power, Chief Executive Officer, Wexford County Childcare Committee, 23 Oct 17

Case Study 2: Business coaching programme for CSP funded services

Carmichael was commissioned by Pobal to work with the boards and managers of Community Services Programmes to develop financial sustainability and income generation. The services include: community, leisure and sports centres, local radio, disability services and services for older people.

Topics covered were: marketing, sales, business planning, HR, finance, income generation and business sustainability. The work involved meetings with boards and managers, follow up analysis, action planning, training on customer service and the creation of publicity materials.

This in-depth approach to supporting individual organisations has proven to be a successful model for further inputs which are already being planned for 2018.

Case Study 3:

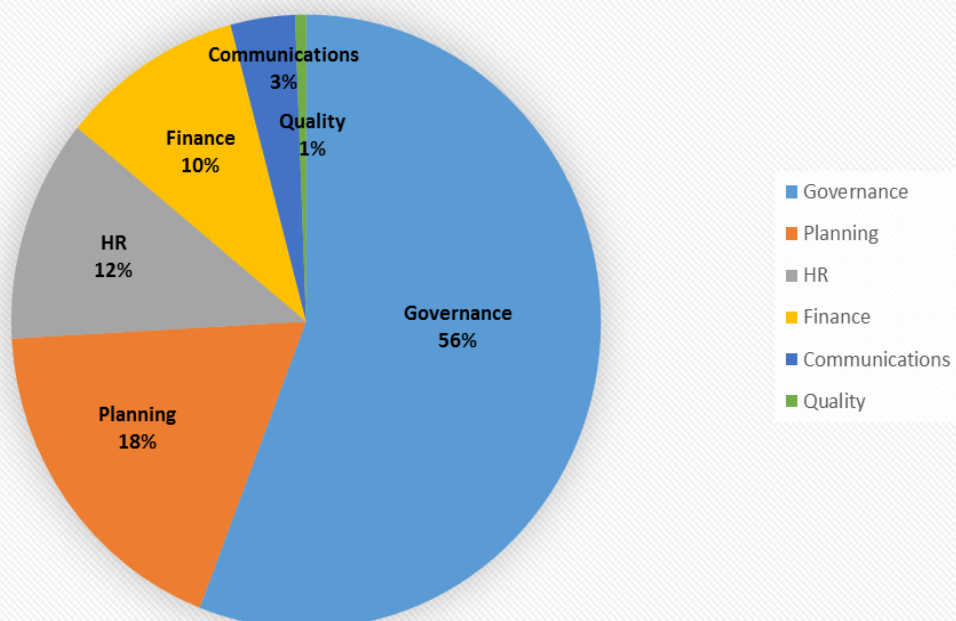
Carmichael delivered 2 basic IT courses on behalf of the North West Inner City Network (www.nwcn.ie) in 2017. Some of the trainees had been out of the workforce or out of education for a long time and had a great need for help with some very basic IT skills including using email and the internet. The training was clearly very advantageous to the trainees who were delighted to have the opportunity to develop new skills in a supportive, informal and safe environment.

"Very good training, would absolutely recommend it to others. I should have done this years ago."

Informal Support

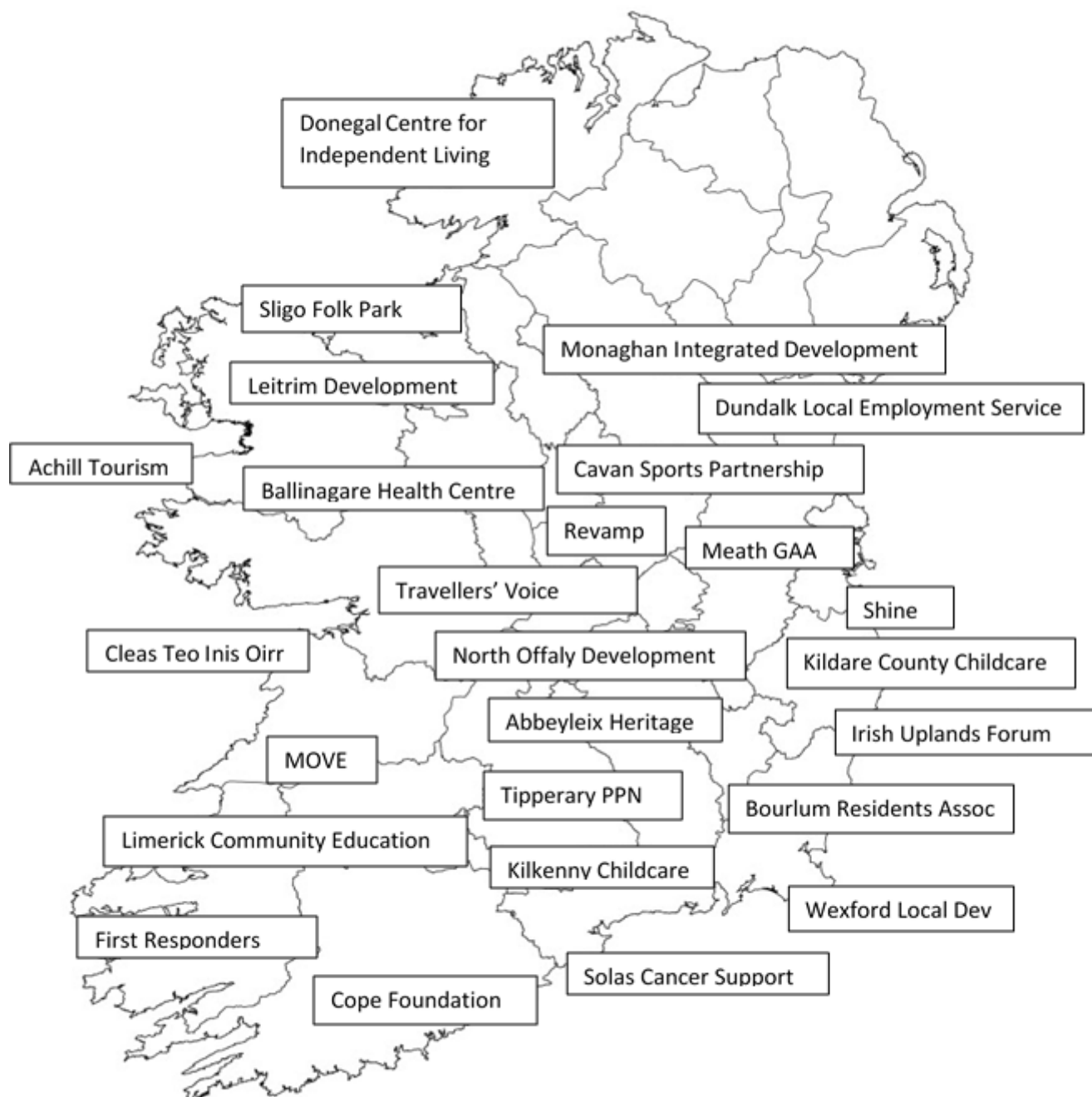
We provided informal supports to a wide range of organisations and individuals. Most of these were by phone and email but it also included comprehensive discussion and problem solving. The notional value of this free service works out at €12,600 (168 inputs at €75 per input). Inputs were mainly on governance and compliance issues. There were also a number of queries on registering as a charity which were passed on to us by the Charities Regulator.

Informal Support Jan 17 - Dec 2017



Geographical reach:

Carmichael (sample) supports by county 2017



Our Training department has developed a number of important relationships with organisations that commission and support training programmes for nonprofit organisations



One of our training events in Carmichael House in 2017

3.1.2 Carmichael Key Performance (non-financial) Metrics 2015-2019

Key Performance Indicator (KPI)	2015	2016	2017	2018 (target)	2019 (target)
Resident Members	48	48	48	48	47
Visitors/Users of the Centre	26,676	30,336	31,334	31,500	31,500
Meeting room bookings	1,373	1,414	1,413	1,500	1,500
Organisations using our meeting rooms	90	89	84	100	100
Attended our customised training	925	1,449	1,567	1,400	1,500
Attended our scheduled training and seminars	474	484	422	400	450
Informal supports provided	185	259	170	250	250
Payroll service clients	19	16	21	21	21
Management Accounts clients	6	5	8	8	8

3.2 Commentary on implementing our strategic plan

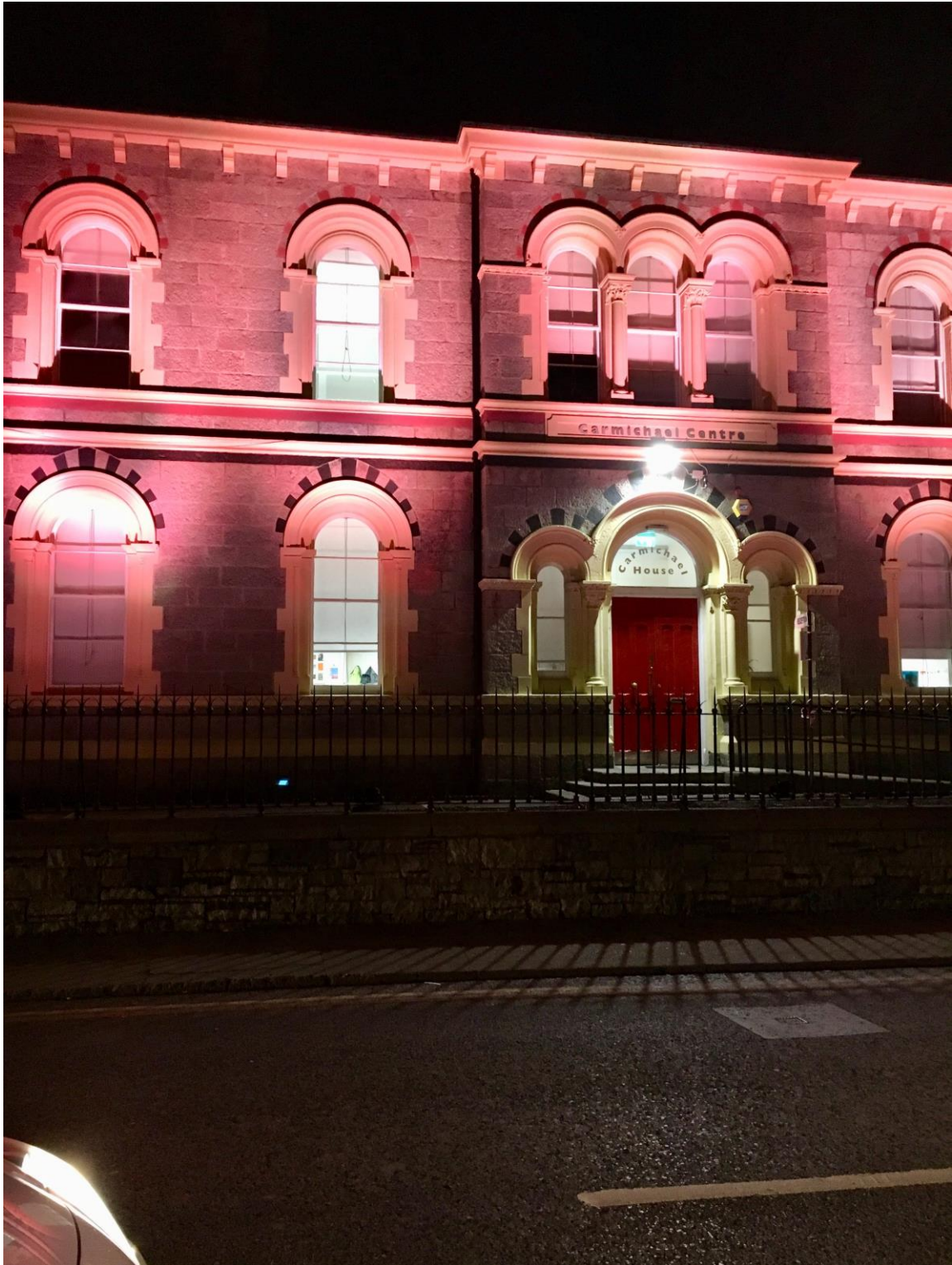
Significant progress was made in 2017 in achieving the objectives and targets set out in our 2016-18 strategic plan. We had 48 resident nonprofits and were completely full throughout the year. The training unit had a record year in terms of programmes delivered, participants and income earned. Most of our other service areas also performed very well in 2017. Our income from postal services has continued to decline as our resident members reduce their volume of posted items due to the increased charges for mail imposed by An Post and an increase in their usage of electronic communications.

As a leading provider of services and supports to the nonprofit 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 the key developments in our wider environment and their impact on Carmichael. The overall positive external environment is reflected in the strong performance achieved in 2017. We also commented on some of the potential external risks we face in 2018 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 6.1% in January 2018. While this is a most welcome development, it has made the task of filling vacancies in our Community Employment (CE) scheme much more difficult. As a result, a number of CE participant posts were unfilled for significant periods during 2017. This affects our ability to deliver a consistent quality service for our customers. For certain job roles, Carmichael has had to recruit and fund staff directly to perform these roles. Carmichael is also experiencing wage pressure. From 2008 to 2016, Carmichael imposed a general wages and salary freeze. In January 2017, the Board approved a general staff pay increase of 2.5%. Carmichael 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 that they only make a contribution to wage costs of CSP staff and do not fund the full employment costs. A number of our CSP staff are paid the minimum wage. The minimum wage rate has been increased three times in recent years increasing from €8.65 an hour in 2015 to €9.25 in 2017 and increased again from 1 January 2018 to €9.55. The Pobal contribution to CSP staff wages 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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

be aiming to pay staff at the living wage rate of €11.70 hour. All of these factors, are resulting in higher staff costs for Carmichael and will require prudent financial management. There will be no general staff pay increase in 2018, however, as part of a commitment to aim to have the living wage as our minimum pay rate, the minimum hourly rate for 2018 was increased to €10.



Carmichael House going red to mark Heart Children week

3.3 Resident Members

In 2017, Carmichael was home to 48 different nonprofit 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's resident members through their staff and their 2,000 plus volunteers.

Carmichael Resident Members December 2017

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

In 2017, three groups became Resident Members of Carmichael – Brain Tumour Ireland, Blood Bikes East and MOVE (Men Overcoming Violence) and three groups left the Carmichael – Bubblegum, Saoirse Foundation and Living Respect.

4. Financial Review

In 2017 total funds of €2,076,461 and total expenditure of €2,067,511 resulted in a net surplus of €8,950. Included in the funds and expenditure figures, is the deemed value and cost of €455,611 for the donated facilities of our two buildings, Carmichael House and Coleraine House, which have been donated to Carmichael by the HSE and Dublin City Council respectively. The donated facility figure is based on the imputed office rental income value of the donated buildings. This value has been increased from €278,540 in 2016 following a review of the office rental market in Dublin 7 conducted in December 2017. The imputed value had not been updated since 2014 and there has been strong growth in office rents in the 2014-17 period.

4.1 Income

The total funds of €2,076,461 for 2017 consists of €12,720 from donations and legacies (up €1,626 or 15% on 2016); €27,615 from other trading activities which covers income from fundraising and others events (down €10,410 or 27% on 2016. In 2016 Carmichael was selected by a corporate organisation as its charity of the year and received a once off donation of €13,000); €536 from investment income and €2,035,590 from our largest funding source, charitable activities (up €313,478 or 18% on 2016). Our income from charitable activities can be grouped under four main categories – Services, Employment Supports, Donated Facilities and Government Grants & Other. Income generated from the delivery of services in 2017 was €653,928 and this represented an increase of €51,174 (+8%) on 2016. Employment Supports income increased by €99,205 (+14.5%). This was due largely to an increased number on participants on our CE scheme which increased from an average of 31 participants in 2016 to 38 participants in 2017 which consequently resulted in an increase of €102,230 in the funding received from DEASP for the CE scheme. Government Grants and Other income category has decreased by €24,656. Included in this category are grants received from the HSE and Sustainable Energy Authority of Ireland (SEAI) and the other income includes fundraising, donations and investment income. The main driver for this reduction is the energy grant of €27,081 received from the SEAI in 2016 for a new gas boiler and energy efficient lighting in Carmichael House. The SEAI grant in 2017 was €7,955 for energy efficient lighting in Coleraine House. Our income from fundraising and events was also lower, down €10,410 on our 2016 performance. The breakdown of our 2016 and 2017 income is shown in Chart 1 below.

Chart 1:

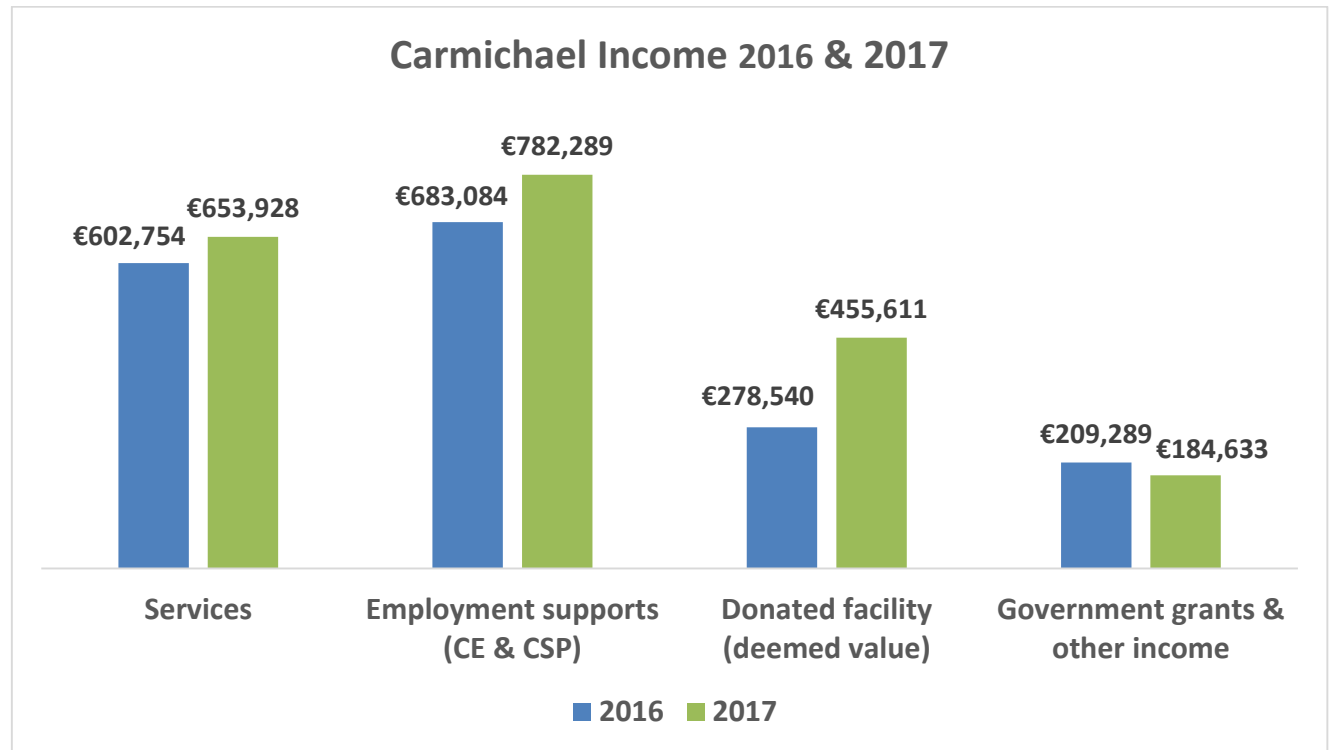


Chart 2 shows the percentage breakdown of the operating income categories in 2017. The deemed value of donated facilities has been excluded from commentary on the operating income and expenditure performance. The income received for employment scheme supports (CE & CSP) at 48% of total income was the biggest operating category in 2017. 56 staff received wage subsidies under these schemes in 2017. The next biggest income category was income from services at 40%. A breakdown and year on year comparison of our services income is given in Table 1 below.

Chart 2:

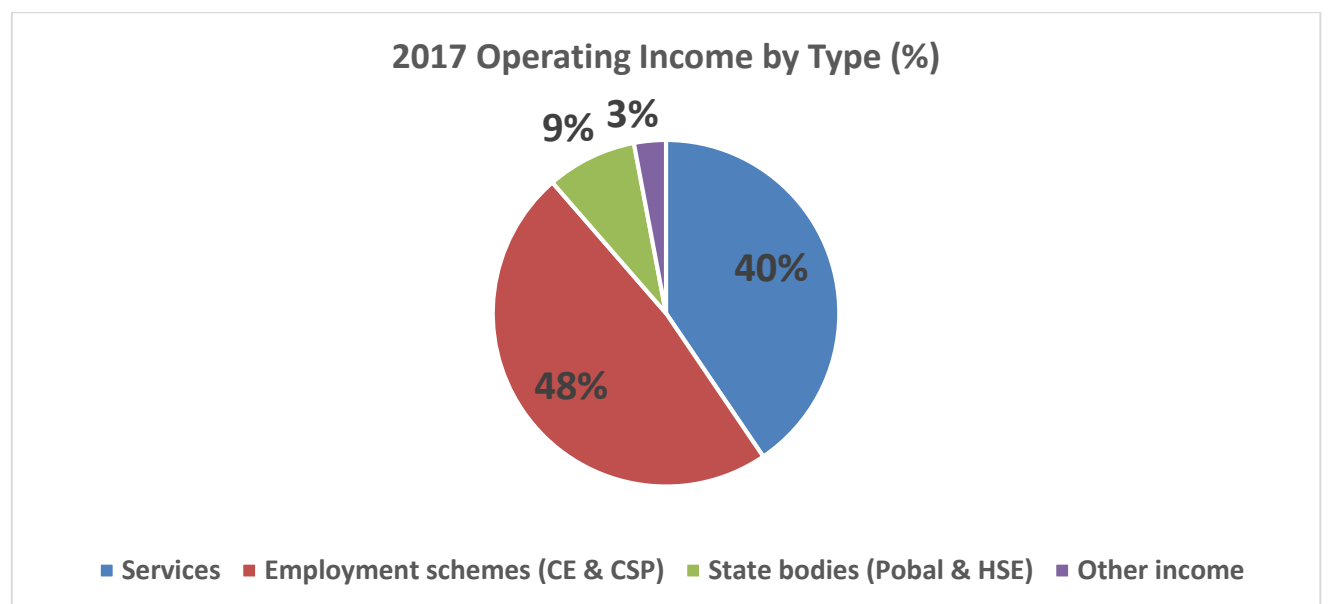


Table 2:

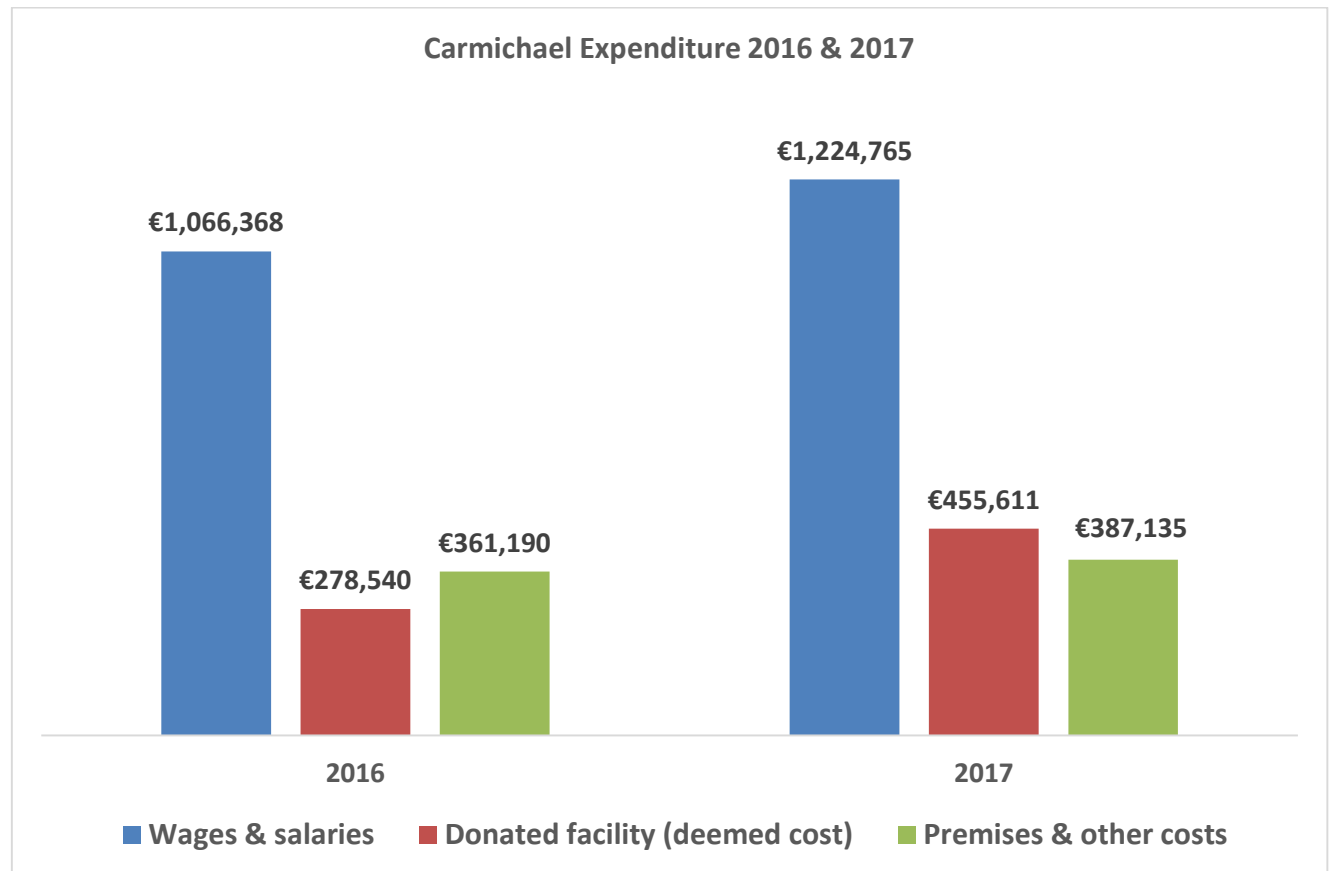
Services Income by type	2016	2017	Change +/- €	Change +/- %
Training & consultancy	€85,352	€131,454	€46,102	54%
Meeting room income	€63,546	€70,725	€7,179	11%
Resident Members Accommodation fees	€271,826	€277,142	€5,316	2%
Other service income	€38,660	€35,978	-€2,682	-7%
Accountancy	€24,102	€32,812	€8,710	36%
Postal services	€84,065	€62,495	-€21,570	-26%
ICT support services	€8,110	€11,286	€3,176	39%
Catering	€27,093	€32,036	€4,943	18%
Total	€602,754	€653,928	€51,174	8%

Services income grew by €51,174 (+8%) in 2017. It was a fantastic year for our training and consultancy service with our earned income increasing by €46,102 (+54%) over the 2016 performance. The strong performance from our training and consultancy service continues a growth trend that started in 2013 when training income was €41,026. An overview of the Training Unit's performance is contained in Section 3.1 Strategic Goal 2 above. Income from meeting rental increased by 11% to €70,725. This was due to strong demand in the nonprofit sector for meeting room facilities and increased capacity with the new garden meeting room coming on stream in January 2017. Also income from ICT Support (+39%), Accountancy services (+36%) and Catering (+18%) all increased in 2017. The biggest income sub-category in Services are the office accommodation fees from Resident Members which at €277,142 was 42% of our Services income. This was a €5,316 (+2%) increase on 2016. Occupancy was close to 100% throughout 2017. Two of the sub-categories, postal services and other service income had income earned declines compared to 2016. The biggest decline was in postal services income which was down €21,570 (-26%). The decline in postal income has been a continuing trend over the last 5 years but the decline in 2017 was the sharpest experienced to-date. Two main factors are contributing to this decline. An Post imposed a major increase in their postal charges in 2017 and Resident Members are significantly reducing their volumes of mail and increasingly using email and social media to communicate with beneficiaries, volunteers and supporters. We expect this downward trend in income from postal services to continue in 2018. The other service income sub-category which includes services such as photocopying, maintenance, handyman, clerical support and equipment hire declined by €2,682 (-7%) in 2017 due to reduced demand.

4.2 Expenditure

Total resources expended in 2017 was €2,067,511 up €361,413 (+21%) on 2016. A key contributor to this increase is accounted by the revised deemed cost of the donated facilities which was increased by €177,071. Chart 3 below provides a breakdown of our 2016 and 2017 expenditure.

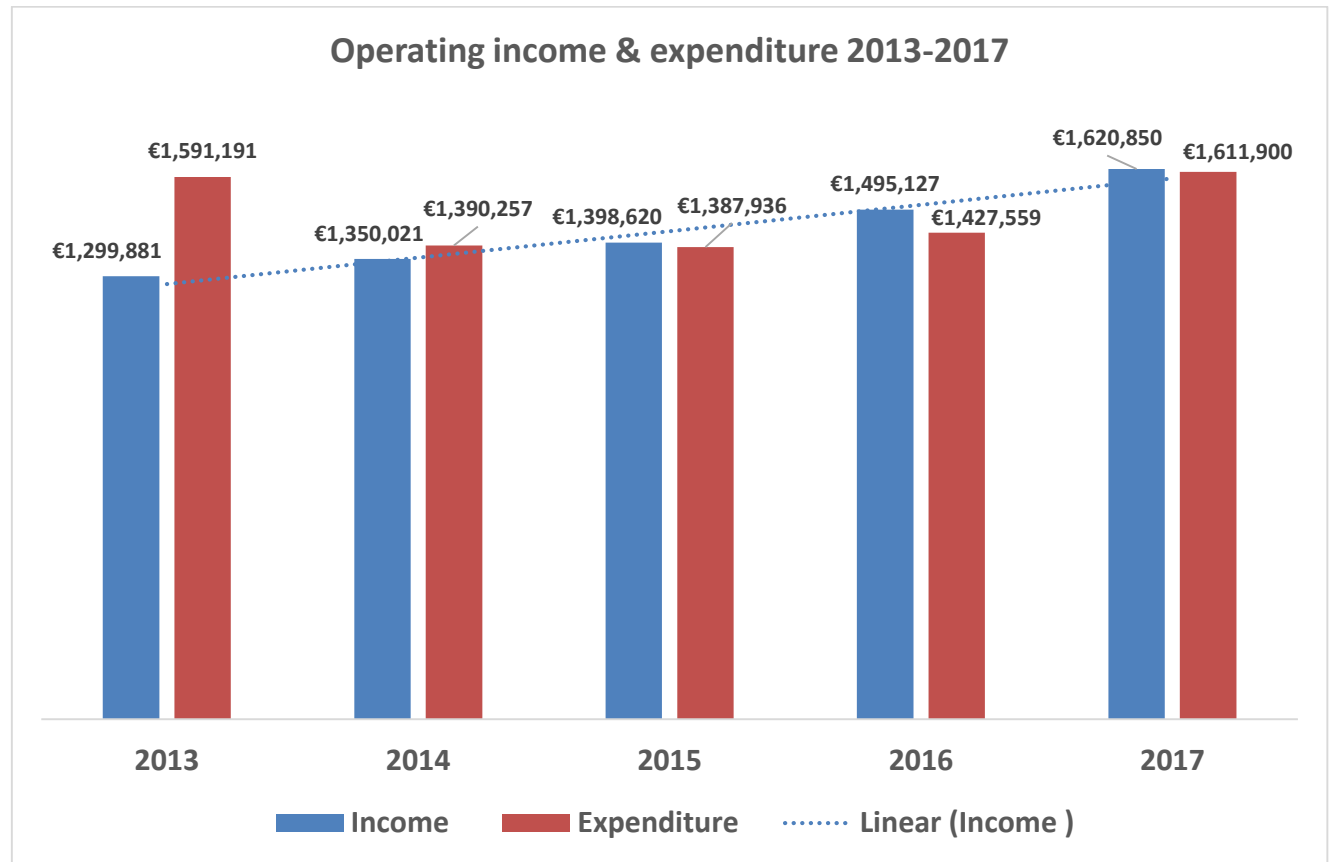
Chart 3:



Wages and salaries is the largest expenditure category. In 2017, wages and salaries were €1,224,765, an increase of €158,397 (+15%) on 2016. The biggest contributor to this increase was €92,366 paid out in respect of our CE participants which increased from 31 participants in 2016 to 38 in 2017. A general pay increase of 2.5% was awarded for CSP and other Carmichael staff in 2017 and there was also an increase in our headcount in 2017 which accounted for €66,033 increase. The total wage cost for CSP staff increased by €26,224 and by €39,809 for other Carmichael staff in 2017.

The premises and other cost expenditure category increased by €25,945 (+7%) in 2017. This category covers the costs of our services provision and other non-staff costs in running Carmichael. In 2017, we had lower expenditure compared to 2016 in the following sub-categories; Primary Services (€12,028) due to lower postal volumes. Fundraising costs were €5,325 lower. Other staff costs were €5,150 higher in 2017, due primarily to the increased expenditure of materials for CE participants which is recoupable from DEASP. Premises was €1,321 higher due expenditure on building maintenance. IT & Communications costs were €3,464 higher due mainly to increased expenditure on telephone charges and website maintenance. The biggest increase occurred in the cost of ancillary services which was €31,734 higher in 2017. This was due to the increased use of external trainers from our training panel in response to the increased demand for training and consultancy services in 2017.

Chart 4:



The above chart shows the operating income and expenditure trend over the last 5 years. The operating deficits incurred in 2013 and 2014 have been eliminated since 2015 and Carmichael's operating income has increased year on year and is more aligned to meet operating expenditure.

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 (CLG). Its Companies Registration (CRO) Number is 205568. The members of the Company are the Resident Members of Carmichael 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. Tony Kelly is the Board Chairperson and Michael Keegan is the Board Treasurer. Diarmaid Ó Corrbuí, the Chief Executive Officer and Company Secretary,

manages the operation of the Company.

The Board is responsible for providing leadership, setting strategy and ensuring control. The Board at the end of January 2018 comprised of eleven non-executive Directors. The Board's Directors are drawn from diverse backgrounds in business, nonprofit 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. The CEO is not a member of the Board. 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. These include approval of changes to the constitution, appointment and remuneration of the CEO, strategic plans, membership of the board, resident membership, the appointment of the company secretary, governance policy, annual report and financial statements, the risk register, investment policy and expenditure in excess of specified levels. The Chief Executive Officer is responsible for implementing strategy and policy within the authority delegated to him by the Board and is accountable to the board for the exercise of this delegated authority.

Carmichael has a comprehensive process for reporting management information to the Board. The Board meets regularly, as required, and met seven times during 2017. 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.

5.3 Board recruitment, induction and ongoing development

The constitution of Carmichael 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 down from the board. The constitution also provides for Carmichael'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 or 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, Volunteer Ireland and professional bodies such as CPA Ireland and the Chartered Accountants Ireland. Prospective new board members are interviewed and recommendations are put for approval. In November 2017, the committee commenced a recruitment process to fill a number of board vacancies and to supplement the skills and experience available to the board. Following a successful recruitment process, three new board members were appointed on the 30th of January 2018.

Each new board member attends an induction programme which covers, the roles and responsibilities of board members, the governance policies of Carmichael, the business activities, strategy and finances. Each year, the board receives a collective training workshop on 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 2018

Tony Kelly (Chairperson) Start date: April 2015

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 nonprofit sectors. He is currently a member of the audit committee of The Irish Red Cross.

Skills: Accountancy, Finance, Audit & Business Consultancy.

Gerry Culligan (Vice Chairperson) Start date: April 2016

Gerry Culligan is Commercial Director, Iarnród Éireann / Irish Rail since January 2012 with responsibility for delivering profitable revenue growth and enhancing customer experiences.

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 Employee Share Ownership Trust.

Gerry is an accountant (FCMA), a member of the Institute of Taxation in Ireland (AITI) and a member of the Marketing Institute of Ireland (MMII). Also, he holds a Non-Executive Directorship at Trócaire.

Skills: Strategic Development and Implementation, Business Transformation, Commercial Acumen and General Management.

Michael Keegan (Treasurer) Start date: January 2013

Michael is managing director of CUSOP (Payments) DAC a credit union owned, regulated payments institution. Michael previously held senior executive and director positions with AIB in Ireland, Poland and the UK. Michael was previously finance director of AIB Mortgage Bank and Head of Finance AIB ROI Division. Michael is a qualified accountant (FCCA), Member of Institute of Bankers (MIB) and a Bachelor of Commerce degree from UCD.

Skills: Team Leadership, Financial Management, Project Management, Strategy & Banking.

Laurie Knell Start date: April 2016

Laurie is a Director with Strategic Innovation Partners. Key areas of professional activity and interest include: organisational performance, strategy development and implementation, creativity and innovation. 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, Laurence 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's MBA programme, focusing on the key areas of Creativity & Innovation and Management Practice.

Laurie 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 & Trinity College Dublin.

Skills: Consultancy, Strategy, Innovation, Leadership Development, Creativity, Organisational Performance, Project & Change Management.

Elaine McGauran Start date: October 2014

Elaine is an experienced HR expert across the Banking & Financial Services, Pharmaceutical and the nonprofit sectors. Her managerial experience includes; Strategic HR Planning, Organisational Development, Change Management, Talent Management, Corporate Social Responsibility, and Project Management.

Elaine has a lifelong interest in social inclusion and a commitment to the wider community.

She is a Chartered Member of CIPD and has a Masters in Management and Innovation in Social Enterprise from DCU.

Skills: Strategic HR Planning, Organisational Development, Talent Management and Project Management.

Niamh Clowry Start date: March 2016

Niamh is the Programme Manager with the Irish Association for Palliative Care. She has ten years' experience working and volunteering in the Charity Sector in Ireland. Niamh is an experienced communicator and is currently the Vice-President of Dublin Toastmasters Club, the oldest Public Speaking Club in Ireland. She is a volunteer with a number of Irish nonprofits including Smashing Times Theatre Company and Charity Hack. She also volunteers on the Dublin Toastmasters outreach programme in Mountjoy Prison.

Niamh holds a BA in History, Politics and Social Studies and a MA in Peace and Development Studies, both from the University of Limerick.

Skills: Communications and Social Media, Marketing, Event Management, Project Management, Strategic Development and Nonprofit Management.

Christina Donnelly Start date February 2017

Christina is the National Coordinator of Chronic Pain Ireland, the national support group for people living with chronic / persistent pain campaigning for greater education of chronic pain amongst healthcare providers and the general public while providing a range of support services throughout Ireland. She has ten years' experience working and volunteering in the Charity Sector in Ireland.

Christina holds a BA (Hons) in Business Studies and previously worked within the third level education sector in a variety of senior administrative and managerial roles over a seventeen year period.

Skills: Project & Change Management, Event Management, Communications.

Gerry Egan Start date April 2017

Gerry is an independent consultant working with commercial and nonprofit clients to improve their governance and compliance structures, processes and culture (including data protection) while also providing support to enhance relations with Government, develop and implement compelling strategies and improve strategic communications.

Previously Gerry held a number of senior leadership roles in Coillte, the State forestry company and was Group Director of Strategy and Governance until September 2016 as well as being Chairman and a Director of a number of subsidiary and associated companies.

An advocate of sustainable business practices and expert in environmental, social and governance (ESG) reporting, Gerry led Coillte to win the European Business Award for Corporate and Environmental Sustainability in 2013 and has been a judge in that competition since 2014.

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Gerry was the first external Director to be elected to the Board of Dóchas, the Irish Association of international development organisations.

Gerry holds a M. Sc. (Mgmt.) degree from Trinity College and is Chartered Director.

Skills: Corporate Governance, Strategy, Data Protection, Business Development, Change Management, Environmental, Social and Governance (ESG) Reporting and Strategic Communications.

Clodagh O'Brien Start date January 2018

Clodagh is a partner in Crowe Horwath's Consultancy department. She and her team joined from Newmarket Consulting where she was Managing Director. Clodagh has almost 20 years' experience working with organisations in the commercial, nonprofit and public sectors. Her expertise is in working with organisations experiencing challenges where creative solutions make the difference. Clodagh believes that client relationships work best when people share the same passions and interests. Her particular interests are arts and culture, the creative sector, education, health and social care, and tourism.

She has worked in multi-national and owner-managed environments, in national and international contexts. Prior to joining Newmarket, she worked in a marketing capacity in the media, leisure and electronics sectors in Ireland and the UK.

Clodagh graduated from Dublin City University in 1993 with an honours degree in International Marketing and Languages (German and Spanish) and graduated from NUI Maynooth in 2010 with a Masters in Sociology. She has also successfully completed the Advanced Certificate in Business Counselling through Durham University and the Certificate in World Class Marketing via the Marketing Institute and is certified in Training and Field Work as an Innovation Coach with Enterprise Development Group US.

Skills: Marketing and digital marketing, strategy, organisation development, business planning and innovation.

Michael Kavanagh Start date January 2018

Michael is currently Director of the Department of Professional Practice with KPMG Ireland. Prior to that he acted as Chief Executive and was Head of Financial Reporting Supervision with IAASA (Irish Auditing and Accounting Supervisory Authority). He established Ireland's statutory accounting enforcement function and oversaw the establishment of Ireland's statutory Audit Inspection regime. He was the Irish Observer at the Corporate Reporting Council of the FRC which produces UK and Irish accounting standards. He was also Ireland's representative at ESMA's European Enforcers Co-ordination Sessions which is tasked with coordinating accounting enforcement across Europe. In the past he was also a member of the Accounting Consultative Committee of CCAB-I and chair of the CPA Institute's Financial Reporting Committee.

Michael is a qualified accountant and a member of the Institute of Certified Public Accountants (CPA Ireland) and the Institute of Chartered Accountants Of England and Wales (ICAEW).

Skills: Accountancy, Senior Management, public sector governance.

Joe Ritchie Start date January 2018

Joe is the Principal of Donal M Gahan, Ritchie & Company Solicitors which is a general legal practise based in Dublin 2. Joe has over 20 years' experience of dealing with a variety of legal matters.

Joe is a qualified solicitor and was admitted to the Roll of Solicitors in 1998.

Skills : Legal Compliance, commercial and general management.

5.5 Board member meeting attendance in 2017

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Board Member	Board meeting attendance
Kevin Smyth (Resigned September 2017)	3/4
Michael Keegan	6/7
Elaine McGauran	6/7
Tony Kelly	6/7
Niamh Clowry	5/7
Laurie Knell	6/7
Gerry Culligan	7/7
Aileen Cruise (Resigned December 2017)	3/7
Christina Donnelly (Appointed February 2017)	3/6
Gerry Egan (Appointed April 2017)	3/4

5.6 Board Sub Committees

Board sub-committees are established for good governance practice. Carmichael 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 Carmichael, including the raising, collection, investment, borrowing and outlay of all monies required (including fundraising for Carmichael). It liaises with the external auditors and reports directly to the Board. The Committee's terms of reference were reviewed by the Board in January 2018. The Committee met seven times in 2017.

5.6.2 Governance, Risk & Strategy 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 2017.

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 Carmichael's marketing and communications, i.e. awareness raising, positioning, external relations, stakeholder management and fundraising strategies. The Committee met twice in 2017. A special joint board-management team project group was established to oversee the branding and new website projects which commenced in October 2017 and will be completed in 2018.

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 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 Directors 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 Carmichael’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 had two directors as members of the committee. Both members are very experienced accountants. In addition to the 2 board directors, the former board chairperson was a member of the committee. 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 engaged in a process to recruit additional board members at the end of 2017 and three new directors were appointed to the board and the membership of the Audit & Finance Committee was 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 Carmichael, 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 (GRS) Committee and submitted to the board for approval. The GRS 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. Following a review of the Risk Register by the GRS Committee in 2017, the board has determined the following as being the top 20 risks to be proactively managed.

Top 20 Risks for Carmichael

Rank	Risk Register Ref	Risk description
1	2.3	Loss of our employment schemes (CSP/CE), SSNO/HSE funding, available skills/capacity, condition of our buildings, limitations on available funds or staffing and as a result we are unable to fully meet the service requirements of our Resident Members and external clients
2	2.8	Competition from similar nonprofit and for profit organisations
3	3.9	Fraud or error
4	3.4	Dependency on a limited number of income/funding sources
5	1.6	Loss of key staff/staff retention
6	5.1	Compliance with legislation and regulations appropriate to the activities, size and structure of the charity (see also Risks 3.8 & 5.2)
7	2.1	Unable to meet client commitments/contracts, service level and grant agreement obligations entered into by CCVG (see also Risks 2.3, 2.2 & 4.3))
8	5.2	Regulatory reporting requirements are not adequately met (see also Risk 5.1)
9	4.2	Adverse publicity – generated by Carmichael itself or by one of our Resident Members
10	3.8	Ability and capacity to comply with funder imposed restrictions (see also Risk 5.1)
11	2.2	Poor service provision leading to poor customer satisfaction
12	4.3	A poor relationship with funders
13	2.16	Inadequate Disaster Recovery & Business Continuity planning
14	2.10	Capacity and use of resources including tangible assets
15	2.11	Security of assets
16	2.18	IT systems that are not fit for purpose
17	3.3	Poorly managed cash flow
18	3.2	Poor Health & Safety
19	1.7	Quality of reporting to Board (accuracy, timeliness & relevance)
20	2.13	Poor staff performance, morale or attitude

Over the course of 2017 the Governance Risk and Strategy Committee conducted specific reviews of the following key risks; 1.6, 2.8, 2.10, 4.2 and 5.1.

The Committee will continue its review of key risks in 2018.

5.9 Reserves Policy

The Audit and Finance Committee (AFC) reviewed Carmichael's reserves policy in Q1 2017 and the Board at its April meeting 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. A minimum reserve
2. Capital and development fund
3. Other contingencies fund
4. Designated funds (when applicable)

5.9.1 Minimum Reserves

The Board has set a minimum reserve to cover 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;

The AFC calculated the requirements of the minimum reserve for 2017 as follows;

■ 5 month average unrestricted expenditure in 2016	€ 234,343
■ Staff redundancy cost provision	€ 150,000
■ Total	€ 384,343

This equated to around 14 weeks' expenditure based on the 2016 annual accounts.

5.9.2 Capital and development fund

Carmichael in order to continue to deliver on its mission and strategic objectives, needs to make on-going strategic capital investments in facilities, services and staff to ensure the future sustainability of Carmichael. The board identified and approved a number of important capital and staff development initiatives for 2017 and 2018. These include a new meeting room facility, upgrades to office and meeting room accommodation, a new website and the development of a suite of eLearning governance modules to enhance and complement our training services offer.

The AFC have projected the 2017 capital and development fund requirement to be €80,000. A specific strategic investment provision of €23,000 has been included in the 2018 budget for investment in these areas.

5.9.3 Other Contingencies Fund

Carmichael is located in two buildings Carmichael House and Coleraine House. Both of these buildings are over 150 years old. The Board has considered it prudent to have a specific reserve fund to cover contingencies in relation to maintenance and upkeep of these buildings. Examples of risk areas include the lift systems and roofing in both buildings. 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 the other contingencies fund.

The AFC projected that the 2017 other contingencies fund should be €129,826.

5.9.4 Designated funds

Carmichael may be required by a funder or donor to create a designated fund for a specific purpose and the funds may only be used for that purpose. Carmichael currently does not have a designated fund and therefore, there is no fund provision under this heading in our 2017 reserves.

Carmichael 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 2018.

5.10 Investment Policy

Carmichael's investment policy was reviewed in 2015 and the Board approved the continued appointment of FinanceOne to act as advisors to Carmichael 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 Carmichael's investment policy. The cash-flow requirement for funding the charity's activities has necessitated Carmichael 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 2018.

5.11 Conflict of Interest and Loyalties

Carmichael has a formal policy on conflict of interest and loyalty. All board members are required to sign a Conflict of Interest Compliance Statement in which they state that they are aware of their obligations as a member of the Board of Directors of Carmichael 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 the 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

Carmichael has regular engagements with its resident members and the members are invited to participate in Carmichael's strategic planning processes. We conduct regular surveys 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 Carmichael to provide. The information gained from these resident member surveys is 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 Employment Affairs and Social Protection (DEASP), Pobal and the HSE) where we provide updates on Carmichael'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 Staff profiles at 31 December 2017 (excluding CE participants)

Age band	Number of staff	% of staff
60+	9	32%
50-59	10	36%
40-49	5	18%
30-39	4	14%
18-29	0	0%
Length of service (years)	Number of staff	% of staff
10-13	11	39%
6-9	5	18%
3-5	3	11%
1-2	5	18%
< 1	4	14%
Gender	Number of staff	% of staff
Male	14	50%
Female	14	50%

- At year end 31 December 2017, Carmichael had 28 staff (excluding our participants on the Community Employment - CE scheme).
- Of these 28 staff, 14 were full-time staff and 14 were part-time staff. (All CE participants are part-time - 19.5 hours per week)
- The average age of these staff was 53. We had no staff member under the age of 30.
- The average length of service was 6 years. No staff member had more 14 years of service in Carmichael.
- In 2017, 2 staff members retired, 1 left the organisation and 4 joined.
- When our CE participants are included we had an average of 41.5 FTE (full-time equivalents)
- The average number of sick days (certified and uncertified) per staff (including CE) was 8.4 days. 77% of sick leave taken was certified sick leave.

5.14 Remuneration and performance management policy

Carmichael's remuneration policy was reviewed and updated at the December 2017 board meeting. From 2008 to 2016, Carmichael had applied a general pay freeze for staff given the difficult economic environment and the reduction in statutory funding that Carmichael received. In 2016, the general economic environment had improved and Carmichael had moved from incurring operating deficits in 2012-14 to achieving operating surpluses in 2015 and 2016. A major piece of market research on pay and conditions in the community and voluntary sector commissioned by Community Foundation Ireland in 2015 and updated in 2017, revealed that Carmichael's pay rates were in many cases below the average for the sector. The research also revealed a growing trend for nonprofit 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. There was no general pay increase awarded for 2018. The Board also committed to the principle of the living wage and to paying all Carmichael staff whose pay and conditions are determined by Carmichael, at the living wage hourly rate which is in excess of the minimum hourly rate. It is hoped to achieve this objective on a phased basis over the next 3 years, 2018-2020, subject to Board approval and that any adjustments to the hourly rate must be done within annual budget approval process.

The Governance, Risk and Strategy Committee (GRS) conducts regular reviews of the achievement of the goals and targets set out in Carmichael'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 prepares a Quarterly Key Performance Indicator (KPI) Dashboard which tracks the performance of Carmichael under a range of KPIs.

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 December. 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 Carmichael 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 chairperson conducts the performance review of the CEO. An informal mid-year performance review is also conducted by line managers with their direct reports.

5.15 Fundraising

Carmichael conducted 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 approached a number of businesses seeking sponsorship and donations to help defray the costs of staging the concert. We also held a business breakfast and we approached a number of businesses to purchase tables at the event. The total we received in 2017 from fundraising and donations was €40,335 and we incurred €12,308 in fundraising expenses.

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

5.16 Political Contributions

The Company did not make a political contribution to any political party in 2017.

5.17 Plans for the future

The Board will oversee a process to monitor and oversee the implementation of the 2016-18 strategic plan for Carmichael (see 3.1 above). The strategy builds on Carmichael's overall objective of helping to build stronger and more effective charities and nonprofit organisations.

Carmichael will continue to aim to be an exemplar and promoter of good practice, particularly, in the areas of corporate governance, 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 nonprofit 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 nonprofit organisations both within Carmichael and externally. The need is due to the increasing challenge and requirements being placed on nonprofit 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 charity trustee training for charities. We will continue with the implementation of our eLearning

strategy and develop additional modules to complement and enhance our training offer. We will leverage our growing panel of 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 nonprofit on a 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, Carmichael will be better positioned to grow its accounting and payroll clients both internally and externally. We have secured an 44% 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 adding a new meeting room in 2018 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 2018, we plan to deliver the following key initiatives as part of our 2016-18 strategic plan;

- Conduct the 2018 Good Governance Awards and develop a business plan for the future development of the awards post 2018
- Deliver a range of scheduled and customised training and supports to nonprofit organisations nationwide
- Develop new teaching resources
- Develop a new website to improve access and availability for nonprofit organisations to our services and good governance practice resources library
- Enhance and expand our meeting room capacity
- Provide our accommodation and other support services to our resident members
- Continue to provide a range of capacity development supports to the sector. For example our Board Chairs Network and our mentoring programme
- Comply with the data protection practices and requirements under GDPR
- Conduct a process to develop a new strategic plan for 2019-21

5.18 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 through 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.

5.19 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.

5.20 Independent Auditor

RSM Ireland resigned as auditors on 17 January 2018. On the same date RSM Ireland Business Advisory Limited t/a RSM Ireland were appointed auditors by the directors and they have expressed their willingness to continue in office in accordance with the provisions of Section 383(2) of the Companies Act, 2014.

This report was approved by the board of directors on 27 March 2018 and signed on behalf of the board by:

Tony Kelly
Director

Michael Keegan
Director

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. In accordance with the Companies Act 2014, the directors have elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*. The Board has also elected to comply with the non-mandatory Charities SORP *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)*. 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)

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

Report on the audit of financial statements

Opinion

We have audited the financial statements of Carmichael Centre for Voluntary Groups for the year ended 31 December 2017 which comprise of the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in the notes to the accounts. The financial reporting framework that has been applied in their preparation is Charities SORP (FRS 102) 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).

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 2017 and if its profit for the year then ended; and
- have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

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

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

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

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

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

Matters on which we are required to report by exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

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

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

Respective responsibilities

Responsibilities of trustees for the financial statements

As explained more fully in the directors' responsibilities statement set on page 37, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors.
- Conclude on the appropriateness of the director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as going concerns. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify

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

our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as going concerns.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

Mairéad Lyng
For and on behalf of
RSM Ireland
Registered Auditors
Trinity House
Charleston Road
Ranelagh
Dublin 6

Date: _____

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2017**

	Notes	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Total funds 2016 €
Incoming resources					
Donations and legacies	3	12,100	620	12,720	11,094
Other trading activities	4	1,500	26,115	27,615	38,025
Income from investments	5	-	536	536	2,436
Income from charitable activities	6	926,051	1,109,539	2,035,590	1,722,112
Total income and endowments		939,651	1,136,810	2,076,461	1,773,667
Resources expended					
Expenditure of raising funds	7, 8	-	12,308	12,308	17,633
Expenditure on charitable activities	7, 8	1,037,065	1,018,138	2,055,203	1,688,465
Total resources expended		1,037,065	1,030,446	2,067,511	1,706,098
Net expenditure/(surplus)		(97,414)	106,364	8,950	67,569
Transfers between funds	14	100,838	(100,838)	-	-
Net movement in total funds for the year		3,424	5,526	8,950	67,569
Total funds at 1 January 2017		34,707	594,169	628,876	561,307
Total funds at 31 December 2017		38,131	599,695	637,826	628,876

The notes on pages 46 to 58 form part of these financial statements.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

**BALANCE SHEET
AS AT 31 DECEMBER 2017**

	Notes	2017 €	€	2016 €	€
Fixed Assets					
Tangible assets	11	127,707		102,609	
Current Assets					
Debtors	12	170,148		112,118	
Cash at bank		<u>527,095</u>		<u>557,077</u>	
		697,243		669,195	
Creditors: amounts falling due within one year	13	<u>(187,124)</u>		<u>(142,928)</u>	
Net current assets		<u>510,119</u>		<u>526,267</u>	
Total assets less current liabilities			<u>637,826</u>		<u>628,876</u>
Creditors: amounts falling due after more than one year			<u>-</u>		<u>-</u>
Net assets			<u>637,826</u>		<u>628,876</u>
Restricted funds	15	38,131		34,707	
Unrestricted funds	15	<u>599,695</u>		<u>594,169</u>	
		<u>637,826</u>		<u>628,876</u>	

The financial statements were approved by the Directors and authorised for issue on 27 March 2018:

Tony Kelly
Director

Michael Keegan
Director

The notes on pages 46 to 58 form part of these financial statements.

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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2017

	Note	2017 €	2016 €
Cash flows from operating activities	16	43,560	66,870
Net cash flows from operating activities		43,560	66,870
Cash flows from investing activities			
Purchase of tangible assets		(67,750)	(79,344)
Interest received		536	2,436
Net cash flows from investing activities		(67,214)	(76,908)
Cash flows from financing activities			
Interest paid		(621)	(829)
Capital element of finance lease rental payments		(5,707)	(5,501)
Net cash flows from financing activities		(6,328)	(6,330)
Net (decrease)/increase in cash and cash equivalents		(29,982)	(16,368)
Cash and cash equivalents at beginning of financial year		557,077	573,445
Cash and cash equivalents at end of financial year		527,095	557,077

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

1. GENERAL INFORMATION

The financial statements comprising the statement of financial activities, the balance sheet, statement of cash flow and related notes constitute the individual financial statements of Carmichael Centre for Voluntary Groups for the financial year ended 31 December 2017.

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 the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Company Act 2014.

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

Going concern

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

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.

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

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

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 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.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

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.

2.9 Leasing

Assets held under finance leases and hire purchase contracts are recognised in the balance sheet and are depreciated over their useful lives with the corresponding lease or hire purchase obligation being recognised as a liability. The interest element of the finance lease rentals are charged to the statement of financial activities over the period of the lease and represent a constant periodic rate of interest on the balance of capital repayments outstanding.

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

2.10 Taxation

No charge to taxation arises as the charity has been granted charitable status, CHY Number 8973. The charity is eligible under the "Scheme of Tax Relief for Donations to Eligible Charities and Approval Bodies under Section 848A Taxes Consolidation Act 1997", therefore income tax refunds arising from sponsorships exceeding €250 per annum are included in unrestricted funds.

2.11 Government grants

All grants are recognised based on the performance model. Grants that do not impose future performance-related conditions are recognised in income when the grant is received or receivable. Grants that have future performance-related conditions on receipt are recognised in income when the performance-related conditions are met.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

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 Audit and Finance Committee (AFC) reviewed Carmichael's reserves policy in Q1 2017 and the Board at its April meeting 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. A minimum reserve
2. Capital and development fund
3. Other contingencies fund
4. Designated funds (when applicable)

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:

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 €29,561 (2016: €26,571).

Donated Properties and Services

The value of donated properties and services amounted to €455,611 (2016: €278,540)

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****3. Donations and legacies**

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Donations and legacies	12,100	620	12,720	10,500	594	11,094
	<u>12,100</u>	<u>620</u>	<u>12,720</u>	<u>10,500</u>	<u>594</u>	<u>11,094</u>

4. Other trading activities

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Fundraising events	1,500	26,115	27,615	-	38,025	38,025
	<u>1,500</u>	<u>26,115</u>	<u>27,615</u>	<u>-</u>	<u>38,025</u>	<u>38,025</u>

5. Income from investments

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Bank deposit interest received	-	536	536	-	2,436	2,436
	<u>-</u>	<u>536</u>	<u>536</u>	<u>-</u>	<u>2,436</u>	<u>2,436</u>

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****6. Income from charitable activities**

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Health Service Executive	47,098	-	47,098	47,098	-	47,098
Income from services	-	653,928	653,928	-	602,754	602,754
Income from donated facilities	-	455,611	455,611	-	278,540	278,540
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program(CSP)	225,305	-	225,305	228,330	-	228,330
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	556,984	-	556,984	454,754	-	454,754
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations(SSNO)	88,709	-	88,709	81,746	-	81,746
Income from SEAI Grant	7,955	-	7,955	27,081	-	27,081
Pobal - Community Fund	-	-	-	1,809	-	1,809
	<u>926,051</u>	<u>1,109,539</u>	<u>2,035,590</u>	<u>840,818</u>	<u>881,294</u>	<u>1,722,112</u>

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****7. Expenditure on raising funds**

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Fundraising Events	-	12,308	12,308	-	17,633	17,633
	-	12,308	12,308	-	17,633	17,633

8. Expenditure on charitable activities

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Restricted funds 2016 €	Unrestricted funds 2016 €	Total funds 2016 €
Training & Other staff costs	14,034	12,652	26,686	8,218	13,318	21,536
Premises	23,593	120,252	143,845	14,979	127,545	142,524
Deemed cost of donated facilities	-	455,611	455,611	-	278,540	278,540
Professional fees	2,533	24,337	26,870	4,508	20,652	25,160
Provision of Primary Services	-	60,183	60,183	97	72,114	72,211
Provision of Ancillary Services	3,368	83,312	86,680	2,114	52,832	54,946
IT and Communications	5,418	20,629	26,047	3,722	18,861	22,583
Printing and Postage costs	1,100	3,416	4,516	135	4,462	4,597
Wages and Salaries	987,019	237,746	1,224,765	839,044	227,324	1,066,368
	<u>1,037,065</u>	<u>1,018,138</u>	<u>2,055,203</u>	<u>872,817</u>	<u>815,648</u>	<u>1,688,465</u>
	<u>1,037,065</u>	<u>1,030,446</u>	<u>2,067,511</u>	<u>872,817</u>	<u>833,281</u>	<u>1,706,098</u>

Expenditure during the year was €2,067,511 (2016:€1,706,098) of which €1,037,065 was restricted (2016:€872,817) and €1,030,446 was unrestricted (2016: €833,281).

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****9. Net expenditure**

This is stated after charging:

	2017	2016
	€	€
Depreciation of tangible fixed assets:		
- owned by the charity	42,652	27,599
Auditor's remuneration	<u>7,303</u>	<u>6,073</u>

10. Staff costs

Staff costs were as follows:

	2017	2016
	€	€
Wages and salaries	1,137,639	989,409
Social welfare costs	70,984	63,629
Pension costs	<u>16,142</u>	<u>13,330</u>
	<u>1,224,765</u>	<u>1,066,368</u>

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

	2017	2016
	Number	Number
Carmichael Centre	9	8
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program(CSP)	18	18
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	<u>38</u>	<u>31</u>
	<u>65</u>	<u>57</u>

Number of higher paid staff

	2017	2016
	Number	Number
€60,000 - €69,999	-	-
€70,000 - €79,999	-	-
€80,000 - €89,999	<u>1</u>	<u>1</u>

The CEO was paid a salary of €82,000 in 2017 and an employer's pension contribution of 6% of salary. No other staff member was in receipt of salary in excess of €60,000 in 2017.

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****11. Tangible fixed assets**

	Plant and machinery €	Fixtures and fittings €	Computer equipment €	Total €
Cost				
At 1 January 2017	92,872	85,900	83,805	262,577
Additions	15,229	41,455	11,066	67,750
Disposals	-	-	-	-
At 31 December 2017	<u>108,101</u>	<u>127,355</u>	<u>94,871</u>	<u>330,327</u>
Depreciation				
At 1 January 2017	38,421	47,993	73,554	159,968
Charge for the year	14,153	16,621	11,878	42,652
At 31 December 2017	<u>52,574</u>	<u>64,614</u>	<u>85,432</u>	<u>202,620</u>
Net book value				
At 31 December 2017	<u>55,527</u>	<u>62,741</u>	<u>9,439</u>	<u>127,707</u>
At 31 December 2016	<u>54,451</u>	<u>37,907</u>	<u>10,251</u>	<u>102,609</u>

12. Debtors

	2017 €	2016 €
Trade debtors	29,561	26,571
Prepayments	29,569	16,607
Other Debtors	3,411	3,064
Grants Receivable(see below)	107,607	65,876
	<u>170,148</u>	<u>112,118</u>

Grants Receivable

	2017 €	2016 €
Opening balance	65,876	72,284
Grants receivable	515,419	709,396
Grants received	(473,688)	(715,804)
	<u>107,607</u>	<u>65,876</u>

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****13. Creditors*****Amount falling due within one year***

	2017	2016
	€	€
Trade creditors	26,037	10,704
PAYE/PRSI	29,142	19,937
Other creditors	7,682	3,008
Accruals	22,005	20,236
Deferred Income	102,258	83,336
Net obligations under finance leases	-	5,707
	<u>187,124</u>	<u>142,928</u>

Deferred income comprises grant income, training and membership income relating to a future period.

	2017	2016
	€	€
Total funds as at 1 January 2017	83,336	105,596
Amount released to incoming resources	(83,336)	(105,596)
Amount deferred in the year	102,258	83,336
Balance as at 31 December 2017	<u>102,258</u>	<u>83,336</u>

Amount deferred in the year

Department of Employment Affairs and Social Protection (DEASP)	99,043	81,501
Other	3,215	1,835
	<u>102,258</u>	<u>83,336</u>

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017

14. Statement of funds

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds					
CCVG unrestricted	594,169	1,136,810	(1,030,446)	(100,838)	599,695
Restricted funds					
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	-	556,984	(555,773)	(1,211)	-
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program(CSP)	-	225,305	(327,354)	102,049	-
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations(SSNO)	480	88,709	(89,189)	-	-
Dublin City Council	-	3,900	(1,110)	-	2,790
Health Service Executive	-	47,098	(47,098)	-	-
Hospital Saturday Fund	-	2,700	-	-	2,700
The Advocacy Initiative	3,500	-	(3,500)	-	-
Tomar Trust	5,000	2,000	(1,430)	-	5,570
SEAI	25,727	7,955	(6,611)	-	27,071
Other Restricted Funds	-	5,000	(5,000)	-	-
	<u>34,707</u>	<u>939,651</u>	<u>(1,037,065)</u>	<u>100,838</u>	<u>38,131</u>
	<u>628,876</u>	<u>2,076,461</u>	<u>(2,067,511)</u>	<u>-</u>	<u>637,826</u>
	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds	594,169	1,136,810	(1,030,446)	(100,838)	599,695
Restricted funds	34,707	939,651	(1,037,065)	100,838	38,131
	<u>628,876</u>	<u>2,076,461</u>	<u>(2,067,511)</u>	<u>-</u>	<u>637,826</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.

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****15. Analysis of net assets between funds**

	Restricted funds 2017 €	Unrestricted funds 2017 €	Total funds 2017 €	Total funds 2016 €
Tangible fixed assets	-	127,707	127,707	102,609
Current assets	38,131	659,112	697,243	669,195
Creditors due within one year	-	(187,124)	(187,124)	(142,928)
	<u>38,131</u>	<u>599,695</u>	<u>637,826</u>	<u>628,876</u>

16. Net cashflow from operating activities

	2017 €	2016 €
Operating surplus before interest	8,950	67,569
Depreciation of tangible fixed assets	42,652	27,599
(Increase)/decrease in debtors	(58,030)	8,781
Increase/(decrease) in creditors	49,903	(35,472)
Interest paid	621	829
Interest received	(536)	(2,436)
Net cash inflow operations	<u>43,560</u>	<u>66,870</u>

17. Transactions with directors

No member of the Board of Directors received any remuneration for services provided during the year (2016: €Nil). No Directors requested any reimbursements for expenses incurred for services provided during the year (2016: €Nil).

18. 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.

19. Post balance sheet events

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

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017****20. Guarantees and other financial commitments*****Capital commitments***

At the financial year end date the company had the following financial commitments:

	2017	2016
	€	€
Website and branding	30,000	10,000
Computer equipment	-	5,000
E-learning	-	5,000
Fixtures and fittings	10,000	41,000
	40,000	61,000

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2017	2016
	€	€
Not later than 1 year	9,338	9,338
Later than 1 year and not later than 5 years	-	9,338
	9,338	18,676

21. Legal status of company

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

At 31 December 2017, there were 48 members whose guarantee is limited to €1 each. This guarantee continues one year after membership ceases.

22. Contingent liabilities

There were no contingent liabilities for the financial year ended 31 December 2017.

23. Approval of financial statements

The board of directors approved and authorised for issue the financial statements on 27 March 2018.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

Appendix to the financial statements for the year ended 31 December 2017

Restrictions

As set out in note 6 to the financial statements, the company received restricted income during 2017 totalling €926,051. A breakdown and description of this restricted income is as follows:

	Restricted funds 2017 €	Restricted funds 2016 €
Income from Charitable Activities		
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program(CSP) (note 1)	225,305	228,330
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme (note 2)	556,984	454,754
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations(SSNO) (note 3)	88,709	81,746
Income from SEAI grant (note 4)	7,955	27,081
Pobal – Community Fund	-	1,809
Health Service Executive (note 5)	47,098	47,098
	<u>926,051</u>	<u>840,818</u>

Note 1

Carmichael Centre for Voluntary Groups was awarded a total grant of €675,965, the term of which was from the 1st of January 2015 to the 31st of December 2017 in respect of a Community Service Programme Grant Agreement between POBAL and the company. The amount of the grant taken in as income in 2017 was €225,305. The purpose of the grant is to support the operation of the Carmichael Centre and delivery of shared services to community and voluntary organisations. €0 in relation to this grant was deferred at the year end.

Note 2

Carmichael Centre for Voluntary Groups was awarded two grants over the 2017 period. Unlike all the other grants listed there is no grant awarded amount listed up front on the grant agreement as this grant is paid retrospectively. A total grant of €497,268 was received for the first grant, the terms of which was from the 28th of November 2016 to the 24th of November 2017. As at the 31st of December 2017, a total grant of €77,224 was received for the second grant. The terms of the second grant was from the 25th of November 2017 to the 23rd of November 2018. Both grants are in respect of a Community Employment Grant Agreement between the Department of Employment Affairs and Social Protection and the company. The total amount of the grant taken in as income in 2017 was €556,984. The purpose of the grant is to enhance the employability and mobility of disadvantaged and unemployed persons by providing work experience and training opportunities for them within their communities. €99,043 in relation to these grants was deferred at the year end.

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Appendix to the financial statements for the year ended 31 December 2017

Note 3

Carmichael Centre for Voluntary Groups was awarded a total grant of €266,126, the terms of which was from the 1st of July 2016 to the 30th of June 2019 in respect of a Scheme to Support National Organisations in the Community & Voluntary Sector between POBAL and the company. The total amount of the grant received and taken in as income in 2017 was €88,709. The purpose of the grant is to provide the organisation with the resources to enhance and strengthen the effectiveness, learning and application of best practice within the community and voluntary sector. €0 in relation to this grant was deferred at the year end.

Note 4

During the year, the company received a capital grant in full for the sum of €7,955 from SEAI in relation to energy efficiency retrofitting works. The total cost incurred was €15,229. The company confirms that the State's investment is protected and will not be used as security for any other activity without prior consultation with the parent Department and sanction of DP&ER.

Note 5

Carmichael Centre for Voluntary Groups was awarded a total grant of €47,098 from the HSE, the terms of which was from the 1st of January 2017 to the 31st of December 2017. The purpose of the grant is to contribute towards the cost of salaries for the core team working in the Carmichael Centre. The amount of the grant taken in as income in 2017 was €47,098. €0 in relation to this grant was deferred at the year end.

Tax clearance

The company is compliant with relevant Circulars, including Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments".