

Company Registered Number: 205568
Charity Tax Exemption Number: CHY 8973
Registered Charity Number: 20022464

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**LEGAL AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2019**

Directors

Tony Kelly, (Chairperson)
Gerry Culligan, (Vice Chair)
Michael Kavanagh, (Treasurer)
Christina Donnelly
Gerry Egan
Laurie Knell (resigned 27/3/2019)
Elaine McGauran
Clodagh O'Brien
Joe Ritchie
Margaret Rogers

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 2019**

Board Committees	Name	Committee
	Michael Kavanagh (Chair)	Audit & Finance
	Gerry Culligan	Audit & Finance
	Fergal O'Briain (appointed 10/9/19)	Audit & Finance
	Clodagh O'Brien (Chair)	Strategy Marketing & Communications
	Gerry Egan	Strategy Marketing & Communications
	Margaret Rogers	Strategy Marketing & Communications
	Laurie Knell (appointed 29/1/19 & resigned 27/3/19)	Strategy Marketing & Communications
	Elaine McGauran (Chair)	Risk & Governance
	Tony Kelly	Risk & Governance
	Laurie Knell (resigned 29/1/2019)	Risk & Governance
	Christina Donnelly	Risk & Governance
	Joe Ritchie (appointed 29/1/2019)	Risk & Governance
Independent auditor	RSM Ireland Business Advisory Limited Registered Auditor Trinity House Charleston Road Ranelagh Dublin 6	
Principal bankers	Bank of Ireland plc Smithfield Dublin 7	
Solicitors	Arthur Cox Ten Earlsfort Terrace Dublin 2	

**DIRECTORS REPORT
FOR THE YEAR ENDED 31 DECEMBER 2019**

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 2019. The directors confirm that the annual report and financial statements have been prepared on a going concern basis and in accordance with Irish GAAP, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Companies Act 2014. The financial statements have also been prepared with reference to the Charities SORP.

1. Chairman's statement

2019 was the first year of the implementation of the Carmichael 3-year Strategic plan to 2021. Building on the success of 2018, the board's aim was to increase the revenue generated by Carmichael and to continue with the delivery of top quality service and maintain our position as leaders in the sector in the provision of education and training and providing support services to trustees in their roles on the boards of non-profit organisation.

As detailed in The Directors' report, in conjunction with the Financial Statements, Carmichael achieved significant growth in the key area of the provision of training and consultancy while continuing to provide core services to our resident members. I am delighted to be able to report that Carmichael achieved a surplus in the year, and this allows us to continue to implement the strategic plans in a financially stable environment, notwithstanding the ongoing challenges that face the sector.

As reported on in the 2018 annual report, the Good Governance Awards continue to develop and grow, and the venue for 2019 was moved to the National Concert Hall and will take place there again in 2020 thanks to the kind support of Davy. In addition, we have continued to grow both the number of participants, judges, assessors and partners as each acknowledge this as a premier event in the field of Governance in the sector. I would like to reiterate this could not happen without the commitment and dedication of the judging and assessment panels who volunteer their time, expertise and experience to review the annual reports entered in each of the categories.

This year the Carmichael Concert will again take place in the National Concert Hall and will form part of the Beethoven 250 celebrations. We are privileged indeed to have one of the world's most celebrated interpreters of the works of Beethoven, John O'Connor as a special guest which should prove hugely popular to lovers of classical music.

I would like to thank the CEO and staff of Carmichael, the resident members and my fellow board members for their dedication and commitment to our purpose and values.

Tony Kelly

Chairperson



We provided 163 informal supports with over half being governance related.



209 different events were run by Carmichael



461 people from 234 organisations attended our 37 Training and Seminar Sessions



2,236 people from 169 organisations attended our 171 organisation specific training programmes



We had 110 entries and 150 people attended our 2019 Good Governance Awards event.



We disseminated 36 Carmichael newsletters and generated 200 Twitter, 76 LinkedIn and 42 Facebook posts



26 mentoring assignments commenced or continued in 2019. The mentoring is provided free of charge. Our mentors are volunteers who provide their services on a pro-bono basis.



Our operating income was €1,697,091 an increase of €66,875 (+4%) compared to 2018



Our operating expenditure was €1,587,083 a decrease of €67,054 (-4%) on 2018



We had a surplus of €110,008

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 nonprofit 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 into 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 45 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 depend 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 to work tirelessly 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 are to achieve this benefit to the community by:

- 1) Seeking to build stronger charitable groups nationwide;
- 2) Advancing the efficient and effective use of the property and resources of charitable organisations;
- 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 44 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 44 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 for the charities to which they are assigned; without them, many of the groups, including Carmichael itself, would struggle to survive.

We are actively involved in promoting good corporate governance in the nonprofit sector.

In 2019, 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.

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. 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. In addition to the positive economic sentiment, we are also seeing an increased presence and active engagement in the sector by the Charities Regulator. These two factors, 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, are 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. 2019 has followed both 2017 and 2018 in being yet another record year for Carmichael in terms of training and other supports provided.

We expect the increasing demand for our services and supports to continue in the coming years as a result of the new Charities Governance Code which charities need to be in compliance with by 2020 and also due to more and more nonprofit organisations who see the necessity and benefit of receiving governance training and development.

We are conscious that any international or domestic developments, for example, Covid-19 or Brexit that result in a negative impact on the Irish economy, are 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.

Below is a summary of the major developments in the wider environmental context for Carmichael.

A National Social Enterprise Policy for Ireland

Through the National Social Enterprise Policy for Ireland published in July, the Government's objective is to create an enabling environment for social enterprise in Ireland to grow and contribute to Ireland's social and economic progress. The implementation of the Policy will open new opportunities for social enterprises to address social and environmental challenges, contribute to the revitalisation of local communities throughout the country, and support many of those most vulnerable in society.

This policy marks the start of a new phase in the development of social enterprise in Ireland. The Government, social enterprises and other relevant stakeholders have a role to play in helping social enterprise to develop and achieve its potential. Implementation of the policy will therefore best be achieved through a collaborative approach. The policy sets out a series of commitments on the part of Government for the development of social enterprise over the period 2019-2022. These commitments will be delivered in partnership with social enterprise stakeholders to support a strong and vibrant social enterprise ecosystem in Ireland. Some of these measures will be delivered in a short time-frame, while others will require on-going development over the lifetime of the policy. Collectively, they will represent a clear pathway for the development of the social enterprise model and will be a key first step on the journey to more effectively supporting social enterprises in Ireland and maximising their social, societal and environmental impact.

The Policy is based around 3 Objectives:

- Policy Objective 1: Building Awareness of Social Enterprise
- Policy Objective 2: Growing and Strengthening Social Enterprise
- Policy Objective 3: Achieving Better Policy Alignment

First National Strategy to Support the Community and Voluntary Sector

In August 2019, the Minister for Rural and Community Development, Michael Ring T.D launched Ireland's first national strategy to support the community and voluntary sector entitled 'Sustainable, Inclusive, Communities: A five-year strategy to support the community and voluntary sector in Ireland 2019-2024'. With actions to be implemented over the next five years, the Strategy sets a general direction of travel for Government policy in relation to community development, local development and the community and voluntary sector for the coming years. It also copper-fastens the renewed relationship and partnership between Government and the community and voluntary sector which has developed during the course of its preparation. The Strategy realises the intent of the 2016 Framework Policy for Local and Community Development (Framework Policy) and fulfils the commitment in the Programme for a Partnership Government to – produce a coherent policy framework and develop a strategy to support the community and voluntary sector and encourage a cooperative approach between public bodies and the community and voluntary sector. It has been co-produced by Government and people from the community development, local development, community and voluntary, and local government sectors. It is an ambitious strategy to support partnership and collaborative effort at all levels and between all stakeholders, comprising high level objectives and associated actions to support communities, their representative organisations, and the community and voluntary sector.

The Strategy's vision is "to create vibrant, sustainable, inclusive, empowered and self-determining communities that support the social, cultural and economic well-being of all members. The vision will be achieved through collaboration and engagement underpinned by sustainable partnerships that strengthen and empower communities, their supporting organisations and Government partners, through coherent, collaborative, integrated and multi-disciplinary approaches at national, local and neighbourhood levels. To this end, the Strategy will promote, support and invest in activities that;

- bring communities together,
- empower them to identify their own needs, priorities and agendas,
- provide them with the skills, knowledge and experience to influence, shape and participate in decision-making processes that bring about change for the benefit of people within those communities.

Refunds under the Charities VAT Compensation Scheme

Revenue announced details in October of the processing of payments under the VAT compensation scheme in respect of 2018. The total claims were almost €40m whereas the fund available is only €5m, therefore charities only got around 15% of what they applied for.

"Charity Passport" Facility

The Charities Regulator welcomed the publication of Indecon's Report into the Potential for a 'Charity Passport' Facility for Charity Data in Ireland in November 2019. The proposed facility would comprise of a central database from charities which could then be gleaned from by relevant and appropriate bodies. Based on its findings, Indecon makes the following recommendations as to how some of the issues highlighted in the report might best be addressed:

1. Individual funding and regulatory agencies should review their current reporting requirements.
2. A 'Forum of Funders/Regulators' should be established to help coordinate reporting requirements and identify areas where information requests could be streamlined.
3. Funding agencies should consider including an allowance for the cost of reporting by charities in making funding decisions.
4. If a decision is made to proceed with a comprehensive Government Compliance Passport, careful consideration needs to be given to ensuring that this is done in a way, which maximises take-up and use.

Commenting on the Indecon Report, the Charities Regulator's CEO, Helen Martin said, "The research and associated findings set out in the Report, acknowledge the reporting burden faced by charities in Ireland today and provide a focus for future discussions between Government Departments, funders, regulators and the charities sector in terms of streamlining reporting requirements."

Ms Martin added, "While the Report acknowledges the need for a whole-of-government approach to governance reporting, the Charities Regulator will continue to work with all stakeholders to ensure that the data it collects from charities is proportionate and published in a format that is capable of being used by the public and other interested parties". "We are keen to maximise the information that is publicly available regarding Irish registered charities and see financial information as being key to greater transparency and accountability in the sector", Ms. Martin said. "As noted by Indecon in its Report, amendments to the Charities Act 2009 are required in order to facilitate the kind of financial reporting and associated transparency that is required in the sector. The Charities Regulator will continue to work with the Minister for Rural and Community Development and his officials to support the advancement of the required amendments."

2019 National Pay and Benefits Survey for Community, Voluntary and Charitable Organisations

The 2019 National Pay and Benefits Survey for Community, Voluntary and Charitable Organisations, the fourth in the series, was published on the 14th of November 2019 by The Community Foundation for Ireland, who commissioned the research, in association with The Wheel and Dóchas. The report details everything from rates of pay across the sector to conditions of employment including pension schemes, paid leave and other employment benefits. Just under half of organisations surveyed (48%) had an annual income of less than €500,000 for 2018, while 30% had an annual income of €1 million or more. For all organisations surveyed, Government funding constituted 63.3% of their annual income, 14.6% of funding came from donations, 3.2% from membership and 9.1% from fees.

Detailed in the report are more than 2,000 rates of pay for more than 60 categories of employee. For most categories of employee, average rates of pay increased with the size of the organisation and with income levels. Over one in ten (12%) of the basic annual salaries in the survey are over €70,000, 3.4% are over €90,000 and 1.5% over €100,000. 41% of organisations surveyed gave a pay increase to at least some employees in the last 12 months, which is an increase from 34% in 2017. However, this is a contrast to the 2019 IBEC report where approximately 77% of companies in the private sector stated they planned to increase basic pay in 2019. Almost a third of organisations in the community and voluntary sector (32%) said they did not plan to give any pay increase in the coming year.

Charities Regulator's Compliance Report 2018

In December 2019, the Charity's Regulator's 2018 Compliance Report was published. The Report notes that the majority of concerns received by the Compliance & Enforcement team in 2018 related to non-registered organisations. What this tells us is that public awareness around the importance of being a registered charity is on the increase. It is vital for charity trustees across the country that the valuable time and money being donated by members of the public is going to legitimate and regulated charitable causes. The increase in concerns relating to non-registered organisations indicates that the public recognise the work of registered charities, and that they are as eager to put their trust in registered charities. Overall concerns were up by 29% on the previous year. It is important to note that this increase is not necessarily indicative of performance within the charity sector. Rather, it indicates an increased level of engagement with the Charities Regulator by the public to ensure the highest standards of governance and accountability are maintained.

Launch of Public Consultation for the Draft National Volunteering Strategy

The Minister of State for Community Development, Natural Resources and Digital Development, launched a public consultation process for the draft National Volunteering Strategy 2020-2025 in December 2019. Volunteers make a vital contribution to Irish society, developing communities as vibrant, inclusive and sustainable places where people want to live. The purpose of this strategy is to recognise, support and promote the unique value and contribution of volunteers to Irish society.

The strategy will serve as a road map for the future promotion and development of volunteering in our communities. The development of this strategy started with a call in December 2018 to seek the views of the public as to what the Strategy should contain. The responses received and the contributions from the National Advisory Group on Volunteering, a collaborative stakeholder engagement group chaired by Minister Canney, Minister of State at the Department for Rural and Community Development, have greatly informed the development of this Strategy.

In launching the consultation, Minister Canney said: "From the very beginning, we committed to give a voice to all stakeholders in the drafting of this important Strategy. This second opportunity for public consultation is another integral step in ensuring the voices of all participants are represented in the finalised Strategy. I would urge everybody with an interest in volunteering to take this opportunity to feed into the development of this Strategy for the future of volunteering in Ireland." The public consultation was open until 31 January 2020.

Charities Regulator tender to deliver training on the Charities Governance to Charity Trustees

The Charities Regulator issued a request for tenders in January 2020 for the "design, coordination, management and delivery of the formal training of charity trustees on the Charities Governance Code at locations around Ireland". The training is to be delivered to 1,000 charity trustees through a series of 34 workshops across the country.

3. Achievements and Performance in 2019

3.1 Delivering on our Strategic Plan 2019-21

Our 2019-21 strategy is based on three main pillars to deliver on this purpose. These are;

1. Providing quality services and supports to Irish nonprofits
2. Ensuring effective and sustainable governance
3. Having the necessary and appropriate delivery infrastructure (people, systems and support functions)

A strategic objective has been set for each of these pillars. Within each strategic objective, there are key activity areas and goals to be achieved.

Strategic objective 1

To support and guide nonprofits through the delivery of a range of high quality, relevant and accessible services and supports.

1.1 Office accommodation & back-office supports

Goal 1.1

To provide affordable office accommodation and back-office support services to our resident charity members that makes efficient use of our two buildings and allows our resident members to be better able to deliver on their charitable purposes.

Action	Outputs	KPI & Target	Delivered timeline	Implementation status
Ensure that the available office accommodation in the Centre is close to full occupancy	<ul style="list-style-type: none"> • Utilized office accommodation 	KPI: Number of Resident Members (RM) Target 44	Annual	44 RMs Occupancy in 2019 100%

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Action	Outputs	KPI & Target	Delivered timeline	Implementation status
		KPI: Occupancy level Target 90%		
Track the annual number of service users and visitors to the Centre	<ul style="list-style-type: none"> Log of service users and visitors to the Centre 	KPI: Number of service users and visitors to the Centre annually Target: 30,000	Ongoing annually	2019: 32,556 visitors 109% of annual target
Promote the availability of our meeting rooms	<ul style="list-style-type: none"> Meeting room bookings 	KPI: Total room bookings per year (excl. Carmichael bookings) Target 1,400 KPI: number of organisations booking rooms Target: 90 p.a. KPI: Income earned Target: Achieve €80,000 annual income by 2021	Ongoing annually	Room bookings 2019 = 1,514 108% of annual target Number of organisations 87 97% of annual target Income = €85,505 107% of 2021 target +37% on 2018 income
Promote our accounting and payroll services	<ul style="list-style-type: none"> Up to date and relevant marketing material including pricing info – hard copy and website 	KPI: No. of accounting & payroll clients Target: by 2021 to have 22 payroll clients and 11 accounting KPI: income earned Target: €40k pa by 2021	Ongoing annually	Dec 2019 25 payroll clients 113% of 2021 target 9 Mgmt account clients 82% of 2021 target Income €51,070 128% of 2021 target +38% on 2018 income
Keep our facilities in good working order	<ul style="list-style-type: none"> Annual maintenance & repair plan Annual equipment purchase/ replacement plan to be 		Ongoing annually	On plan On plan

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Action	Outputs	KPI & Target	Delivered timeline	Implementation status
	included in the annual budget			
Ensure we adhere to our safety plan	<ul style="list-style-type: none"> Annual H&S action plan Annual walkthrough of the building by the RSG H&S training schedule Annual H&S report Review and updated Safety plan 		Ongoing annually	2019 walkthrough was completed on 20 July

1.2 Training and consultancy support services to nonprofits nationwide

Goal 1.2

To provide a range of high quality, sector relevant and good value training and consultancy services to Irish nonprofits delivered through a range of effective and accessible delivery channels from classroom based to eLearning and live streaming.

Action	Output	KPI & Target	Delivered timeline	Implementation status
Assess and review regularly the training and capacity building needs of the sector.	<ul style="list-style-type: none"> Sector training needs assessments Survey monkeys: 3 scheduled for 2019 	KPI: number of market surveys Target: at least 3 pa	Ongoing annually	5 completed in 2019
Plan and deliver scheduled training programmes that are relevant to the needs of the sector.	<ul style="list-style-type: none"> Scheduled Training Programme – Spring/Summer & Autumn/Winter 	KPI: number of programmes Target: 2 pa KPI: number of scheduled training events Target: 35 pa KPI: number of participants at scheduled events Target: 300 pa KPI: number of organisations attending scheduled	Ongoing annually	2 scheduled programmes completed. Delivered in 2019: 37 training events. 461 Participants. 154% of annual target 234 organisations. 104% of annual target

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Action	Output	KPI & Target	Delivered timeline	Implementation status
		events Target: 225 pa		
Provide a comprehensive range of customised training & consultancy solutions that are available to client organisations nationwide.	<ul style="list-style-type: none"> • Delivery of customised training inputs 	<p>KPI: number of customised training inputs Target: 115 pa</p> <p>KPI: number of participants at customised training inputs Target: 1,800 pa</p> <p>KPI: number of organisations attending customised events Target: 175 pa</p>	Ongoing annually	<p>Delivered in 2019</p> <p>171 training inputs. 149% of annual target</p> <p>2,236 participants. 124% of annual target</p> <p>169 organisations. 97% of annual target</p>
Assess the need and business case for the expansion and enhancement of our eLearning and other learning resource content.	<ul style="list-style-type: none"> • Training resources development plan • New/updated training resources; guidance documents; Articles; Training courses; eLearning modules; videos; Webinars, etc. including newsletters. (the eLearning modules will be the Social Enterprise Programme) 	<p>KPI: number of training resources developed/ updated Target: 10 pa</p>	Ongoing annually	<p>All 9 guidance docs published by CRA.</p> <p>1 new eLearning module published by Carmichael. 4 podcasts. 8 articles. 1 video. 2 webinars.</p> <p>Newsletters now published every week</p>
Maintain and enhance our panel of external trainers and consultants to ensure comprehensive coverage and quality.	<ul style="list-style-type: none"> • Panel of trainers We will review this at the end of the year. The target is to have 18 usable trainers with some more spare/niche 	<p>KPI: Number of trainers on our panel Target: At least 18 approved trainers</p>	Ongoing annually	<p>18 trainers on the panel. Issued a call out for more trainers. 18 CVs received. 7 have been interviewed and added for 2020. Bringing the panel</p>

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Action	Output	KPI & Target	Delivered timeline	Implementation status
	on the back burner.			to 25.
Strengthen our geographic reach in Munster & Connaught by putting in place formal arrangements with locally based providers to create service hubs	<ul style="list-style-type: none"> Regionally based trainers on our panel Our existing panel is mobile. The emphasis is on subject matter expertise and getting a good match for the client rather than location of the trainer. We will aim to have appropriate regional reach where possible.	N/A	Ongoing annually	We have two very experienced trainers based in Munster. New trainers based in Sligo and Laois. Most Dublin based trainers are available to travel.

1.3 Sector Supports

Good Governance Awards, Mentoring Programme and Board Chairs Network

Goal 1.3

To continue to develop and expand our range of broader sector supports and engagements with the nonprofit sector.

Action	Output	KPI & Target	Delivered timeline	Implementation status
Develop and grow the Good Governance Awards (GGA).	<ul style="list-style-type: none"> Support from sector support & representative bodies A quality panel of assessors, technical reviewers and judges 	KPI: Number of sector supporting organisations Target: 6 Number of partner organisations Target 2019 – 8 2020 – 9 2021 – 10 KPI: Number of volunteer judges and assessors 2019 – 40 2020 – 45 2021 – 50	Annual Annual	In 2019 Supporting organisations = 6 Partners = 7 Panel = 44

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Action	Output	KPI & Target	Delivered timeline	Implementation status
Organise the annual Good Governance Awards	• Entrants to the Awards	KPI: Number of entrants to the Awards Target 2019 – 80 2020 – 100 2021 – 120	Annual	2019 total entrants = 110
	• Awards Night	KPI: Number of attendees at the Awards night Target 2019 – 150 2020 – 170 2021 – 200	Annual	number of attendees in NCH = 150
	• Promotion activities and resources	KPI: Number of promotional activities (e.g. events, articles, guidance templates, webinars videos) Target: 2 at least p.a.	Annual	Launch event in Kerry 5 Podcasts 1 article 1 research report
Develop and grow the Carmichael Mentoring programme	• Mentor panel	KPI: Number of mentors on panel 2019 – 25 2020 – 30 2021 – 35	Annual	Number of mentors on panel @ Dec '19 = 32
	• Mentees participating in the programme	KPI: Number of participating mentees per year Target 2019 – 18 2020 – 22 2021 – 24	Annual	2019 number of mentees being mentored over the year = 27
	• Sponsorship support	KPI: € value of sponsorship Target: By2021 to have secured sponsorship for the	Annual	We have secured a 3-year sponsorship deal with BHP from 2020

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Action	Output	KPI & Target	Delivered timeline	Implementation status
		programme.		
Manage and develop the Board Chairs Network	<ul style="list-style-type: none"> Registered members 	KPI: Number of board chairs in the network Target 2019 – 80 2020 – 90 2021 – 100	Annual	Current membership @ Dec 2019 was 81
	<ul style="list-style-type: none"> Networking events 	KPI: Number of events 4 per annum (1 per quarter)	Annual	4 network events held in 2019

Strategic objective 2

To ensure that we have an operating model that is effective, well governed and sustainable.

Goal 2.1

To plan, design and organise the delivery of our services and supports in ways that optimise the benefit and value to our nonprofit clients and that are sustainable in terms of our resources and capacity.

Action	Output	KPI & Target	Delivered timeline	Implementation status
Review and align our pricing models for our portfolio of services and supports to meet the requirements of our strategy, particularly, in relation to sustainability and accessibility.	<ul style="list-style-type: none"> Reviewed/ updated pricing menu 	N/A	Q4 2019	Reviewed and have decided on no change for 2020 for our service/support types
Develop an annual financial budget and obtain board approval by January of the relevant financial year and monitor and manage Carmichael's financial performance throughout the year.	<ul style="list-style-type: none"> Annual financial budget Revised End of Year out-turn projections 	N/A	<ul style="list-style-type: none"> Draft Budget in December Budget approval in January Budget review and updated projections August Monitoring ongoing 	1 st draft presented to Oct '19 meeting 2 nd draft was presented for approval at Dec meeting Budget '19 review and updated projections completed in Aug'19 Done by Mgmt team, AFC & Board on an on-going basis

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Action	Output	KPI & Target	Delivered timeline	Implementation status
			throughout the year	
Review at least once every three years the application and effectiveness of our financial management and control policies and procedures.	<ul style="list-style-type: none"> Reviewed and updated financial management and control policies and procedures 	N/A	Next review to be completed by Q2 2020	N/A for 2019
Conduct an in-depth internal audit review of a particular area of our financial management and controls (e.g. cash handling, application of authorised expenditure approvals, etc.) at least one every 2 years).	<ul style="list-style-type: none"> Completed internal audit review 	N/A	Q4 2020	N/A for 2019
Review and update our reserves policy in Q2 every year.	<ul style="list-style-type: none"> Updated Reserves Policy 	N/A	Q2 each year	Completed in June 2019
Develop a 3 year high-level target budget for the 2019-21 plan.	<ul style="list-style-type: none"> 3 year high-level target budget for the 2019-21 strategic plan. 	N/A	Q2 2019	Agreed with AFC that this budget will be completed every year after the annual budget is finalised. The latest updated version was completed in Jan 2020.
Ensure that we have the appropriate oversight and controls systems in place for the proper governance of Carmichael and to comply with our regulatory and funding requirements.	<ul style="list-style-type: none"> Compliance with Charities Governance Code 	N/A	Q4 each year	Board gave its approval of the code Compliance Record Form at Dec '19 meeting

Strategic objective 3

To ensure we have the necessary and effective infrastructure, people, systems and support functions in place to deliver on our purpose and strategic objective.

Goal 3.1

To have the necessary infrastructure, people and systems in place that are effective and deliver our services and supports to our clients in an optimal and efficient manner that meet real needs, are valued and make best use our resources and capacity.

Action	Output	KPI & Target	Delivered timeline	Implementation status
Ensure the board is clear about its roles and responsibilities and that it receives the appropriate information and support	<ul style="list-style-type: none"> • Induction programme for new board members • Reviewed/updated board pack • Board training/development plan • Roles refresher 	N/A	<p>As required</p> <p>Q2 2019</p> <p>Q1 2020</p> <p>Q4 each year</p>	<p>N/A no new board members in 2019</p> <p>Completed</p> <p>Training/development needs of board members to be identified following review of the 2019 board evaluation exercise in Mar 2020</p> <p>Provided at the Dec '19 meeting</p>
Ensure that the appropriate staffing and structures are in place and relevant training/skills development is provided	<ul style="list-style-type: none"> • Reviewed/updated staffing & operating model • Training needs assessment 	N/A	<p>Q4 each year</p> <p>Q1 each year</p>	<p>Identification of a need to increase the number of staff resources in our Training Dept. The taking on of an additional resource on a 12-month contract has been approved by the board.</p> <p>Making use of 3 volunteers to provide reception cover two days a week.</p> <p>Have been successful in recent weeks in filling vacant CE places to provide additional resources for housekeeping and reception.</p> <p>Training needs mainly identified as part of annual performance review process.</p> <p>Accounts Dept staff received training in the Exchequer</p>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

				<p>Accounts package in November.</p> <p>The ILPs for CE staff is being enhanced with a greater focus on achieving formal qualifications.</p>
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Goal 3.2

Develop Marketing & Communications Plans to support the achievement of the strategic objectives and Manage and develop our key stakeholder relationships

Action	Output	KPI & Target	Delivered timeline	Implementation status
Develop appropriate marketing and communication plans that support the achievement of the 2019-21 strategy and that are aligned with our purpose, values and branding.	<ul style="list-style-type: none"> Marketing & Communications plans to (1) promote the Carmichael concept & positioning in the sector and (2) promote our specific services and supports 	N/A	Q1 each year	<p>Training Dept continue to produce a range of marketing and communication materials such as Activelink Ads, flyers, mass emails and newsletters</p> <p>We are developing a number of Google Ads to promote our schedule training programme and meeting rooms.</p>
Develop an annual relationship management action plan for our key stakeholders and relationships.	<ul style="list-style-type: none"> Annual relationship management action plan 		Q4 each year	<p>The 2020 plan is currently being developed</p>

Goal 3.3

Review and assess regularly our delivery approaches and models to see if they are still appropriate and effective to deliver our services and supports, are within our capacity (financial, staffing infrastructure and systems) to deliver and that are in the best interests of our clients.

Action	Output	KPI & Target	Delivered timeline	Implementation status
Develop annual board evaluation, development and succession plan.	<ul style="list-style-type: none"> Annual board evaluation report 	N/A	Q4 each year	Board Evaluation conducted in Dec 2019.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

Action	Output	KPI & Target	Delivered timeline	Implementation status
	<ul style="list-style-type: none"> Board succession plan 		Q3 each year	R&G committee conducted a board skills audit and succession planning needs review in Q3 2019. The recruitment of 2 new board members is currently underway.
Develop 3 year strategy implementation plan and annual operational plans for each of the functional depts. (aligned with the 2019-21 strategy).	<ul style="list-style-type: none"> Strategy implementation action plan Annual operational plans Strategy implementation status update report 	N/A	Q2 2019 Q1 each year Q1 each year	Implementation plan approved by the board 2020 plans developed Scheduled board review for Mar '20 board meeting. Reviewed in advance by the S&M Committee
Review and align our organisation structure and staffing model to support our strategy.	<ul style="list-style-type: none"> Updated organisation chart and any staffing changes included in the budget for the coming year 	N/A	Q4 each year	Additional training resource approved for 2020
Assess how best meet the infrastructural & capacity building needs of the sector through collaboration, alliances & mergers with other providers.	<ul style="list-style-type: none"> Board task group established to explore and assess opportunities Engagement with relevant parties Identified potential opportunities investigated, evaluated recommended actions put the board for consideration 	N/A	On-going	On-going discussion with The Wheel. Undertaking joint research into the support needs of the sector. Research is being co-funded by DRCD. Submitted a joint tender response with The Wheel to CRA re Trustee training in Feb 2020.

Action	Output	KPI & Target	Delivered timeline	Implementation status
				Delivering a programme of training on Annual reports in association with 12 Volunteer Centres in February-April 2020

3.1.1 Training & Consultancy Unit:

Highlights of the year:

- We were selected by the Charities Regulator to develop a series of guidance documents on charity governance.
- We were selected by Pobal to deliver a coaching programme for Community Services Programmes.
- We were awarded a grant from the Dormant Account Funds to develop a Social Enterprise eLearning programme.
- We were involved in running the Good Governance Awards, now a key event in the nonprofit calendar.
- We won a National Lottery Good Causes Award in recognition of our impact in the community.

Delivering a Quality Service

Our staff and training panel are vital to the continued growth of our services. This year we added eight new trainers/consultants to the panel and recruited a new member of staff to start in January 2020. This will allow us to pursue our vision of giving nonprofits access to expert guidance and support. We conducted five survey monkeys this year. These provided an opportunity to give feedback after some time had elapsed and participants had time to capitalise on their learning. Overall ratings were high. Comments included: value for money, excellent guidance for boards on regulation and compliance, practical and relevant course topics, professional delivery.

I want to thank you for the very good session you conducted with our board. Feedback from our directors was very positive. You pitched it very well for our diverse board - some very experienced and others much less so. All felt they benefited from the refresh and the less experienced took great comfort from the fact that they could see that we have done a good deal of work on internal structures and board processes which they could see are largely in line with what you outlined.

John Clifford, Chair, Alzheimer Society of Ireland

I want to commend Carmichael for its review of board reporting: "Improving the quality of board packs". I found it excellent and have circulated it around to some of my contacts. The better charities seek to be in terms of governance, the greater the need for trustees to have a passion for the role and be willing to commit their time and energy to it. Token trustees will do damage and hold a charity back from reaching its true potential.

Cormac Ó Ceallaigh, Solicitor

Having worked in Carmichael in the past, I joined the trainer panel and the volunteer mentor panel in recent years. I have always been impressed by the commitment of Carmichael staff and the inspirational work of its member groups and other organisations accessing its services. I am proud

to be involved in an organisation providing vital supports to the voluntary and community sector in Ireland.

Adrienne Collins, Citizens Information Board and member of Carmichael Trainer and Mentor panels

Sector Analysis

We worked with a wide range of organisations, both large and small. These organisations support people who are marginalised, disadvantaged and excluded. We share their vision for a better society for all of us.

Here are some examples:

- Ana Liffey Drug Project: supporting drug users in their efforts to overcome their drug problems.
- SWAN Youth Services: providing youth activities, services and facilities in Dublin's north inner city.
- Bere Island Heritage Centre: promoting and preserving the cultural heritage of Bere Island.

Table 1: Benefacts Non-profit Sector Analysis (as outlined on Benefacts website):

Sector	Example	Support
Arts, Culture, Media	Art House Co-op	Developing a Co-op
Recreation, Sports	Cormeen Sports	Business Coaching
Education, Research	Le Chéile Schools Trust	Communications
Health	CMRF Crumlin	Charities Governance Code
Social Services	Cork Autism	Safeguarding
Development, Housing	Daisyhouse Housing	GDPR
Environment	Cats & Dogs Protection	Governance
Advocacy, Law, Politics	Mercy Law Resource Centre	Governance
Philanthropy, Voluntarism	Ronald McDonald House	Grant Applications
International	GOAL	Group Facilitation
Religion	Grosvenor Baptist Church	Safeguarding
Professional, Vocational	Institute of Guidance Counsellors	Minute taking

Scheduled Training

Our Spring/Summer scheduled training programme kicked off in January with a course for Designated Liaison Persons (DLPs). Our Autumn/Winter programme finished on December 3rd with Public Affairs and Political Communication.

Learned a lot in this evening session that I could apply directly to my work. The facilitator was very knowledgeable and had a vast experience of how the course content works in practice. This made it easier to operationalise a lot of the learning directly. Meeting board members from other organisations was also of benefit and the course facilitator encouraged exchange and shared learning.

Bettina Korn: James's Hospital

Each of the training events I have attended at Carmichael have been consistently excellent. While it is difficult to find the time to attend courses the benefits of doing so are well worth the effort.

Margaret Rogers, Heart Children



Customised Training and Consultancy

Our customised training started on January 4th 2019 with a facilitated workshop on developing a co-op for Arthouse Co-operative, Dublin. Our last input for the year was a governance workshop with Cavan Volunteer Centre on December 17th.

"Introduction to Facilitation Skills" was the best course I've been at in a long time. A hands-on approach rather than passive listening. The trainer was very engaging and inclusive.

"Very relevant to small community groups. I now feel well-armed with information for making successful grant applications."

"It was also great to meet with Derek yesterday. We got a lot out of the minute taking training. Thank you also for details of the work you do on effective board meetings. We are hoping that our board will take up this opportunity soon".

We continued to develop our consultancy service with a number of substantial pieces of work including: strategic planning for the Irish Sign Language Interpreting Service, Charities Governance Code Compliance for Irish Fair Trade and a Governance Audit and Development of Governance Documents for Fingal PPN.

Social Enterprise Supports

On foot of our successful coaching programme in 2018, we were commissioned by Pobal to provide further coaching to up to 40 Community Services Programmes in 2019. This work involved meeting with boards and management and advising on practical ways to enhance their business models. A number of "Action Learning" events were organised to bring similar groups together such as community radio and warmer homes initiatives.

Since this programme started, coaching has been provided throughout Ireland, including four offshore islands: Bere Island, Inishturk, Inishbofin and Arranmore.

"I found the one-to-one sessions most beneficial. We were concentrating on our project and getting new ideas to work on and to implement. It is great to have a fresh pair of eyes looking at your project with a very constructive analysis."

This year we developed a Social Enterprise eLearning programme which provides a total of 26 hours of online content as follows:

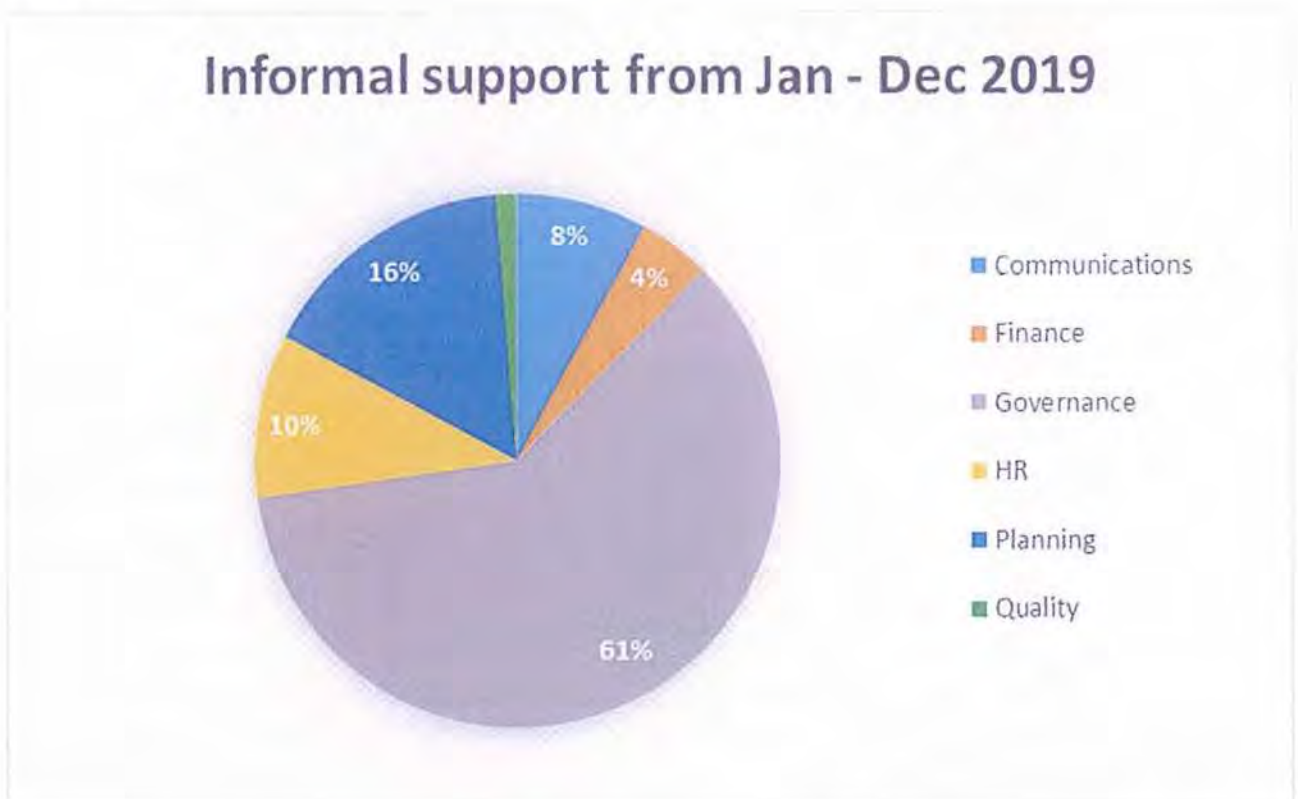
- Human Resources
- Marketing and Sales
- Business and Organisation Development
- Financial Management
- Corporate Governance

Four modules were published on our website by the end of the year with the fifth ready for publication in early 2020.

Informal support

While quite a lot of our informal support involved advice on setting up a charity or company limited by guarantee, we also provided significant support on topics such as compliance, HR, conflicts of interest and board recruitment. Topical issues this year also included the Register of Beneficial Ownership and GDPR.

Chart 1:



eLearning

eLearning has developed in the last year to become an integral part of the supports offered by Carmichael. The number of courses increased with the development of Social Enterprise modules. We also extended governance code eLearning licenses for Sports organisations to December 2020.

Well done, the Marketing module is very well put together and clearly a huge amount of work has gone into it. Overall it is very comprehensive and there is a lot of useful information.

Webinars

Following a successful webinar series run in collaboration with Volunteer Ireland in 2018, it was decided to run a new series in 2019. Three webinars on the Charities Governance Code were developed for delivery in the autumn.

I really enjoyed the webinar and especially, as I rarely get to travel to attend this type of training. It was well presented, easy to understand and very open to questions which were all answered.

Thanks for yesterday's webinar. It was really good - and broken down quite simply. The organisations we had in attendance were starting with little or no knowledge of the ins and outs of the Code and found it very helpful and easy to follow. Looking forward to the next one.

Governance Code webinar, Volunteer Ireland

Social Media Activity Summary

LinkedIn posts	76
Facebook posts	42
Twitter posts	200
Newsletters (via email)	38

Charities Governance Code

With the deadline approaching for compliance with the Charities Governance Code, we ran a series of scheduled workshops to help with this process. We also ran peer support sessions for Carmichael resident member organisations, and we provided a Governance Code Support Service. This involved working through the compliance checklist and identifying actions needed to reach full compliance. We published a free sample compliance checklist which proved hugely popular with charities working on their own compliance.

Well done, Carmichael! A most useful document which I will circulate to several organisations with whom I work.

Nessan Vaughan, board member, adviser and activist in the Community Sector

The Charities Governance Code training delivered by Derek O'Reilly was an excellent course, one of the best trainings I have attended in a long while. It was efficient at only 3 hours long and so did not take up the whole day. However, it covered the entire code and with a huge amount of interaction from all participants which was extremely useful. I highly recommend this course to all charity custodians and staff and is well worth the small investment of time and money. It will make implementation of the code much easier. It also has made it a less daunting task. Thank you Derek and Carmichael.

Dee McMahon, CMRF Crumlin

The new Charities Governance Code Toolkit:

On behalf of the Charities Regulator, we developed a series of sixteen guidance documents to help charities to comply with the new Charities Governance Code. The first set of documents was published on the Charities Regulator's website on April 9th and the remainder was published over the summer.

The Governance Code for Community, Voluntary and Charitable Organisations.

On foot of the decision to wind down this voluntary code in favour of the Charities Governance Code, we wound down our eLearning and consultancy for most organisations and published a resource document on how to transfer from the voluntary code to the charities code. However, we maintained our governance code support for non-charities such as sports organisations and attended the official handover of the code to Sport Ireland. Sport Ireland continues to use our eLearning on the Code and we delivered a number of workshops to sports bodies and clubs.

Thank you again for your keynote address at our first Annual Conference. Our members really enjoyed it and the feedback was very positive.
Triathlon Ireland

The Good Governance Awards

These awards recognise and encourage adherence to good governance practice by nonprofits. Shortlisted nominees from the 2018 Good Governance Awards were invited to attend Carmichael's Governance Masterclass on 31st January 2019, hosted by Davy. These classes covered topics such as: Charities SORP, Communications, Finance and Risk.

It is heartening to see so many in a professional capacity willing to share their time & experience for the betterment of the charity sector. Thank you for the opportunity. An excellent initiative and an incentive to enter for the Good Governance Awards next year!

We participated in the shortlisting of entries and management of the 2019 Good Governance Awards. The winners were announced on 14th November 2019 at a special event in the National Concert Hall. There was a total of ten categories under two headings: best annual report and best governance improvement initiative. The Good Governance Awards have rapidly become a key event in the nonprofit year and is set to expand next year with further collaboration and support.

Chairs Network

The Chairs Network was set up to provide a forum for the Chairs of non-profit organisations to meet, discuss governance issues of common interest and share experiences and advice. We wrapped up our last Chairs' Network meeting for 2019 on 13th November. The range of topics discussed this year included dealing with board conflicts, challenges for the charities sector, board renewal and mergers of organisations.

Charity Trustee Week

In collaboration with the Charities Regulator and a number of other support organisations, we held the following events during Charity Trustee Week. 11-16 November:

- The Charities Governance Code Workshop
- Carmichael Board Chairs' Network meeting
- Good Governance Webinar: Working effectively, and being accountable and transparent
- Workshop on the Role of the Chairperson
- Good Governance Awards ceremony
- Presentation on board culture and ethics by Louise Thompson, The Governance Institute London

A very clear, progressive presentation with reassurance regarding procedures involved in complying. Charities Governance Code Workshop

Mentoring

Our mentoring programme provides a panel of very experienced mentors to help leaders of nonprofits to develop their own skills and insights. The mentors come from the corporate, SME, public sector and the nonprofit sectors. This service is provided free by Carmichael.

I am finding it very beneficial and it has really helped me to tease out a variety of issues that can arise. Great to have a "sounding board" and someone who is objective but has a wealth of experience to draw on.

The meetings are going really well. It is allowing me for space to discuss issues which are arising for me in my role and also to discuss ideas and plans and to have someone with a wealth of knowledge to bounce things off.

I feel fortunate to have been matched with someone with so much experience. I feel that the match has worked well and I am learning a lot.

National Lottery Good Causes Awards 2019

We entered these Awards in March and won the county Dublin category in May. The purpose of these awards is to highlight the work being done in communities and the impact this has on people's lives.

We are delighted that you took the time to apply in the Community category for the National Lottery Good Causes Awards 2019 on behalf of Carmichael. The number of entries across the country was incredible and it gave the judging panel a really tough job.

However, they were really impressed with your entry. Being named a Dublin County winner is a true testament to the quality of your entry and a reflection of all the good work you do.

Promoting Carmichael

We provided Carmichael stands at the Wheel Conference, the Social Enterprise Summit and the National Social Enterprise Conference and attended a number of key events on the nonprofit calendar. We supported the Employer Resources newsletter and contributed to a number of publications including the CCJ (Communities Creating Jobs) newsletter.

We provided practical supports to a number of national initiatives throughout the year, such as participating on the judging panel of the Charity Impact Awards.

We published a number of podcasts and participated in a radio programme with Pobal on good governance. This was broadcast through CRAOL, the network of community radio stations nationwide.

Just listened to the podcast on Annual Reporting. This is a great piece of work: so well presented, first class all round. It has so much helpful information and steps to compile a report so expertly and clearly explained. After the podcast I have a good bit more confidence to write an annual report that reflects what we actually do. I can also dip in and out of the podcast from time to time as an ongoing aid and will of course share with my board.

Harry Conway, CEO, Dyspraxia/DCD Ireland.

Working in collaboration with Benefacts, we published an Analysis Report on Annual Reports of Irish Charities: a research project undertaken to get a better sense of the general quality of annual reports in the wider charities sector.

Case study 1

In September Carmichael was asked to participate in Wicklow PPN's Community Training Fair. We delivered three workshops to community groups from around the county; two on "Funding Your Group" and one on "Effective Meetings". We also visited local initiatives on the day, including Laragh Community Garden.

This was the best course I attended. I am really glad I opted for this session. Interaction was excellent. Practical tools to bring back and implement with our board.

Effective Meetings, Wicklow PPN.

Case study 2

During October and November, we ran a series of workshops on the Charities Governance Code for Ballyfermot Partnership. The workshops were attended by trustees and staff from approximately 15 organisations and the aim of the workshops was to give attendees a better understanding of the Code and how to go about becoming compliant with it during 2020. The Community Development Coordinator from the Partnership attended all the workshops so that he could be as well informed as possible about the Code in order to be an ongoing support to organisations that the Partnership supports.

Very easy to understand and comprehend. Very practical, gave real life examples. Very interpersonal, likeable person, easy to listen to, very well informed, knew his stuff. Easy presentation style, involvement of participants in an open engaging manner.

Case study 3

During the course of 2019 we had several requests from organisations resident in Carmichael for customised workshops on the Charities Governance Code. One such workshop, in April, was for the Trustees and manager of Heart Children Ireland.

Heart Children Ireland availed of Carmichael Customised Board Training for all its board members in April 2019. It was an interactive, informative and thought-provoking training session. If I could quote one of our board members "It focused my mind on the importance of good governance and also on my responsibilities as a board member, I now have a very clear picture of my role going forward".

Margaret Rogers, CEO, Heart Children Ireland.

Carmichael (sample) supports by county 2019



The year in numbers

We ran a total of **208** different events

461 people from **234** organisations enrolled on **37** scheduled training workshops

There were **2,236** attendees from **169** organisations and networks on **171** customised inputs and consultancies

150 people attended the Good Governance Awards

67 organisations accessed **108** eLearning modules

There were **57** attendees for **4** meetings of the Chairs Network

We supported organisations in all **26** counties

We provided **162** informal supports

We put **318** posts on **3** social media platforms

38 newsletters sent out to **3,700** contacts

There were **26** Mentees on our mentoring programme

Looking ahead

Carmichael celebrates its 30th birthday in 2020. Our goal is to continue the growth of our delivery of high quality, relevant and accessible services and supports to nonprofits nationwide.

Our plans already include the design and delivery of a nationwide, bespoke social enterprise training, mentoring and coaching programme. This will focus on business development, innovation, skills development and digital marketing. We are also planning a nationwide series of workshops for small organisations on how to develop effective annual reports and accounts.

3.1.2 Carmichael Key Performance (non-financial) Metrics 2016-2019

Table 2:

Key Performance Indicator (KPI)	2016	2017	2018	2019 (target)	2019 (actual)
Resident Members	48	48	45	45	44
Visitors/Users of the Centre	30,336	31,334	30,185	31,000	32,556
Meeting room bookings	1,414	1,263	1,442	1,500	1,514
Organisations using our meeting rooms	89	69	95	100	87
Attended our customised training	1,449	1,567	2,472	1,800	2,236
Attended our scheduled training and seminars	484	422	361	400	461
Informal supports provided	259	170	159	200	163
Payroll service clients	16	21	21	21	26
Management Accounts clients	5	8	9	8	9

3.2 Commentary on implementing our strategic plan

A very strong start has been made in 2019 in implementing the policies and actions to achieve the objectives and goals set out in our 2019-2021 Strategic Plan. We had 44 resident nonprofits over the course of the year and were completely full throughout the year. While the number of charities resident in Carmichael was lower than 2018, the office accommodation vacated by departing residents was taken over by some of our existing residents to meet their increased accommodation needs as a result of their growth. The need for more office accommodation space from some of our resident members is growing as an issue. At the end of January 2020, we lost after 30 years, one of the original members of Carmichael, the Irish Motor Neurone Disease Association (IMNDA) who reluctantly had to leave as we were unable to meet their requirement for more office space. The IMNDA have been a fantastic member of the Carmichael community, we will miss them and wish them every success in their new office accommodation.

The Training Unit had yet another record year in terms of programmes delivered, participants and income earned. Income earned by our Training Unit was boosted by successfully winning a number of competitive tenders for services issued by Pobal and the Charities Regulatory Authority. Most of our other service areas (i.e. member services, meeting room bookings and accounting & payroll), also performed very well in 2019. 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. The dramatic decline in recent years in the income earned from this service, places a question mark over its long-term viability. The management team will conduct a review of the service in 2020 and will make a recommendation to the Board on its future.

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 2.5 above, we have commented on some of the key developments in our wider environment and their impact on Carmichael. The overall positive external environment, particularly as charities work to meet the compliance requirements of the Charities Governance Code, is reflected in the very strong performance achieved in 2019. We also commented on some of the potential external risks we face in 2019 and beyond in section 2.5 above, particularly the uncertainty being caused by the Covid-19 pandemic and Brexit. 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.

The unemployment rate has fallen dramatically from 15.1% in February 2012 to 4.7% in December 2019. While this is a most welcome development, it has in recent years 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. This affects our ability to deliver a consistent quality service for our customers. However, in 2019, as a result of renewed efforts to recruit participants, the decline in our CE numbers was halted and have begun to improve going from just 27 CE participants in July to 34 at the end of December. We still have a number of unfilled places and will continue our efforts to fill these in 2020. The increased number of CE staff allowed us to reduce our requirement to directly fund the performance of a number of reception and housekeeping roles. This helped us to reduce staff costs in 2019.

At the time of completing the 2019 report, we are in the early stages of the Covid-19 pandemic which will have a significant financial impact on our 2020 performance. It is too early to quantify the scale of this impact but it is an issue that is receiving the urgent attention of the Board and management who are committed to taking timely and appropriate measures in response to this impact.

3.3 Resident Members

Carmichael was home to 44 different nonprofit organisations in 2019. 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 2019

Table 3:

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

There was demand from some of our existing members for additional accommodation space and the space vacated by the departing groups was allocated to some of these groups.

4. Financial Review

In 2019 total funds of €2,152,702 and total expenditure of €2,042,694 resulted in an operating surplus of €110,008. Included in the total expenditure are strategic investment costs of €27,869 that were approved by the Board and consist of depreciation and amortisation costs related to strategic capital investment such as expenditure on two new meeting rooms, an upgrade of Carmichael's website and the development of a suite of eLearning modules.

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.

4.1 Income

The total incoming funds of €2,152,702 for 2019 is up €66,875 (+3%) on 2018.

We received €2,119,226 from our largest funding source, charitable activities (up €67,848 or 3% on 2018).

Our income from charitable activities can be grouped under four main categories –

- (1) Services,
- (2) Employment Supports,
- (3) Donated Facilities and
- (4) Government Grants & Other.

Income generated from the delivery of services in 2019 was €805,117 and this represented an increase of €109,475 (+16%) on 2018, which was mainly due to increases from our training services.

Employment Supports income decreased by €73,692 (-10%). This was due largely to a reduction in the number of participants on our CE scheme as a result of higher employment rates in Ireland which decreased CE employee supports from an average of 36 participants in 2018 to 31 participants in 2019 which consequently resulted in a decrease in the funding received from DEASP for the CE scheme. Further commentary on this can be found in section 3.2.

The amount for donated facilities is explained in the introduction above.

Government Grants and Other income category has increased by €32,065 in 2019 compared to the previous year. Included in this category are grants received from the Department of Rural & Community Development (SSNO funding grant and Dormant Accounts grants) and the HSE and a once-off grant from Dublin City Council.

The other income amounts consist of €17,320 from donations and legacies (up €2,506 or 17% on 2018); €15,466 income from fundraising events which was down €3,058 or 17% on 2018. This was due to lower income generated by our annual fundraising concert and no other fundraising event was held in 2019.

The breakdown of our 2018 and 2019 income is shown in Chart 3 below.

Chart 2:

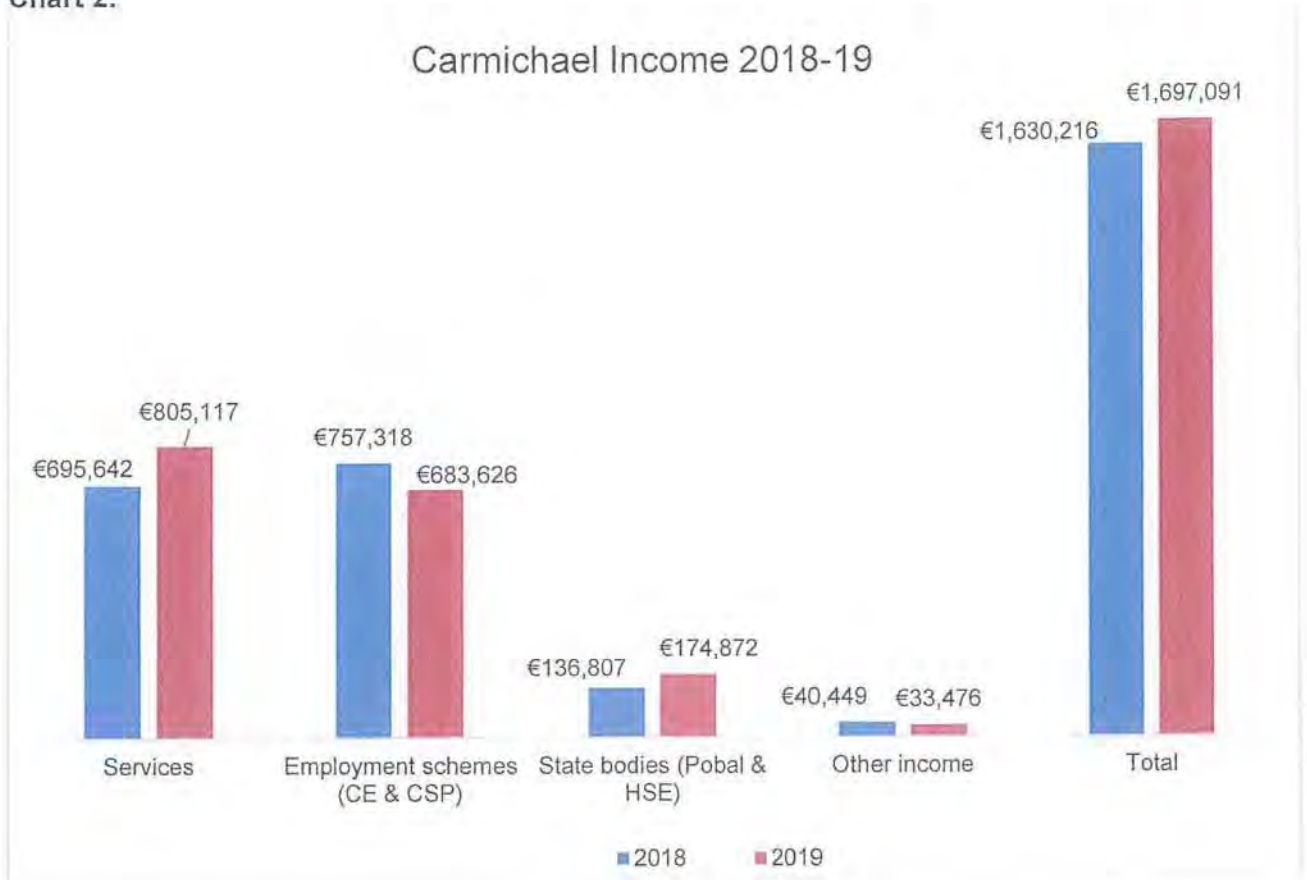


Chart 4 below shows the percentage breakdown of the operating income categories in 2019.

The deemed value of donated facilities has been excluded from commentary on the operating income and expenditure performance.

The income received for the services we delivered at 47% of total income was the biggest operating category in 2019. This has been driven by the strong growth in services income over the last 4 years.

The next biggest income category was income from our employment scheme supports (CE & CSP) at 40%.

A breakdown and year-on-year comparison of our services income is given in Table 4 below.

Chart 3:

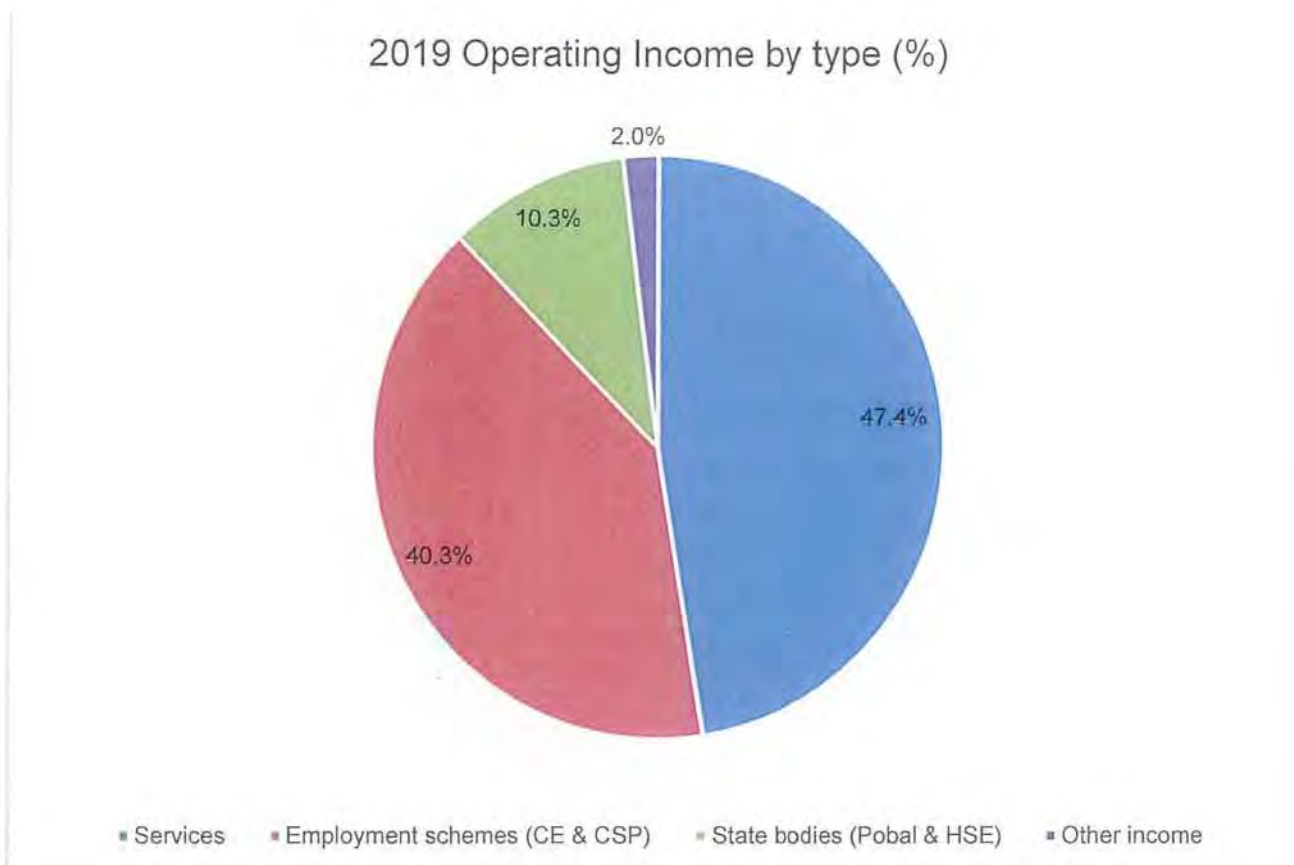


Table 4:

Services Income by type	2016	2017	2018	2019	18-19 variance	18-19 variance %
Training & consultancy	€85,352	€131,454	€181,944	€246,359	€64,415	35%
Meeting room income	€63,546	€70,725	€62,630	€85,505	€22,875	37%
Resident Members Accommodation fees	€271,826	€277,141	€280,080	€302,715	€22,635	8%
Other service income	€35,286	€32,034	€29,274	€33,302	€4,028	14%
Accountancy	€24,102	€32,812	€36,980	€51,070	€14,090	38%
Postal services	€87,439	€66,440	€56,676	€40,478	-€16,198	-29%
ICT support services	€8,110	€11,286	€9,544	€9,106	-€438	-5%
Catering	€27,093	€32,036	€38,514	€36,582	-€1,932	-5%
Total	€602,754	€653,928	€695,642	€805,117	€109,475	16%

Services income grew by €109,475 (+16%) in 2019. It was another fantastic year for our training and consultancy service with our earned income increasing by €64,415 (+35%) over the 2018 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 3.1.1 above.

The biggest income sub-category in Services are the office accommodation fees from Resident Members which at €302,715 was 38% of our Services income. This was a €22,635 (+8%) increase on 2018. This was due to increased office accommodation rates charged to Resident Members in 2019. Occupancy was close to 100% throughout 2019.

Income from meeting rental increased by 37% to €85,505. This was a significant recovery on the 2018 meeting room income which had declined in that year due to a number of contributing factors; two of our top three users in 2017 did not use the meeting rooms in 2018 due to funding issues for their organisations; the Richmond room was unavailable for a number of weeks in Quarter 1 while it was being refurbished and the O'Sullivan and Brunswick rooms were out of action for the last quarter of 2018 while repair work to the ceilings was being done. All five meeting rooms were available in 2019 and this together with increased demand led to our highest ever income from this service.

Our Accountancy services had very strong growth in 2019 up €14,090 (+38%). This was due mainly to an increase in our fees and an increase in the number of payroll and management accounts clients.

There was an increase of €4,028 (+14%) in our other services income sub-category which includes storage, photocopying, maintenance, handyman, clerical support and equipment hire.

There were declines in the income earned from ICT Support (-5%) and Catering (-5%).

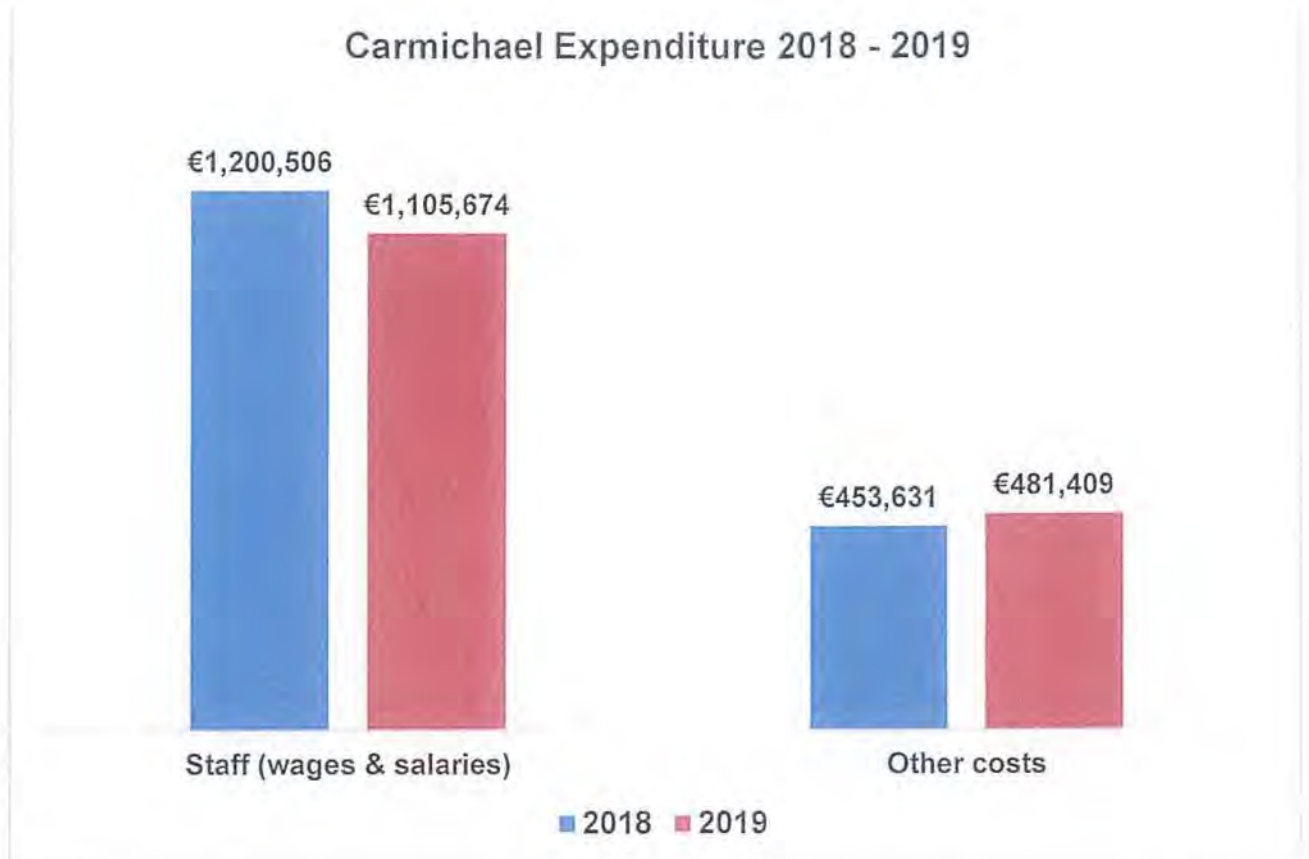
Postal services income was down €16,198 (-29%) The large decline in postal income has been a continuing trend over the last 5 years. There are two main factors are contributing to this decline. (1) The increased postal charges by An Post and Resident Members are continuing to significantly reduce their volumes of mail and (2) members are 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 2020. The viability of the postal service will be reviewed in 2020 given the substantial drop in mail volume being processed and the low margins earned for providing the service.

4.2 Expenditure

Total resources expended in 2019 was €2,042,694 down €67,054 (-3%) on 2018. A key contributor to this decrease is accounted for by the reduced expenditure on staff wages and salaries, down €94,832. This reduction was due to a lower number of Community Employment (CE) participants being employed on our scheme. Given the low unemployment rate, it proved difficult in 2019 to fill vacancies in our scheme when participants left the scheme and our overall numbers fell as a result.

Chart 5 below provides a breakdown of our 2018 and 2019 expenditure.

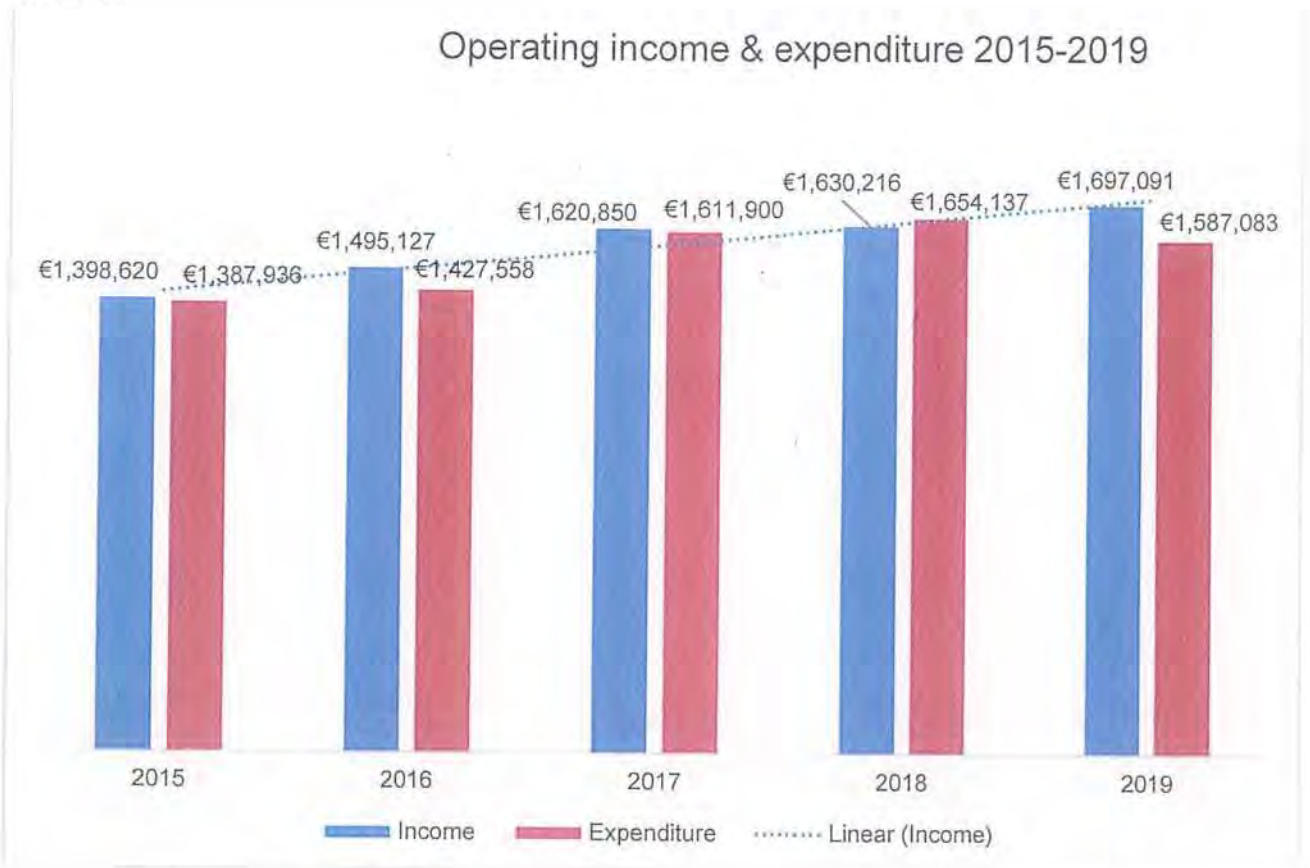
Chart 4



The other cost expenditure category increased by €27,778 (+6%) in 2019. This category covers the costs of our services provision and other non-staff costs in running Carmichael. In 2019, we had lower expenditure compared to 2018 in the following sub-categories; Primary Services (€16,324) due to lower postal volumes. IT & Communications costs were €5,981 lower. This cost saving was mainly due to moving to a new website maintenance provider in 2019. Other staff costs were €7,863 higher in 2019, due primarily to the increased expenditure on staff and volunteer vouchers. Professional fees were €2,524 higher due to increased audit fees and company secretarial fees. Premises were €1,523 higher mainly due to increased insurance fees and maintenance contracts.

Our expenditure on the provision of ancillary services was up €34,064 (+24%) on the 2018 expenditure. This increase was due to a higher volume of payments to trainers on our training panel as a result of the increased levels of training provided in 2019.

Chart 5:



The above chart shows the operating income and expenditure trend over the last 5 years. Apart from the operating deficit of €23,921 incurred in 2018 Carmichael has been in surplus. Over the last 5 years, 2015-19, Carmichael has achieved a cumulative operating surplus of €173,290 of which €110,008 was generated in 2019.

Following the expected incurring of the deficit in 2018, a number of board-approved actions, including headcount reduction, were implemented during 2018 in order to achieve the objective of a balanced operating position in 2019. These actions, together with the better than budgeted income from training and consultancy due to one-off commissioning of services by Pobal and the Charities Regulator, resulted in the significant operating surplus in 2019. Carmichael's operating income has increased year on year over this five-year period.

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 Kavanagh 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 December 2019 comprised nine non-executive Directors/Charity Trustees. 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,
- approval of strategic plans,
- membership of the board,
- resident membership,
- 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 2019. 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 five. 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 Risk, Strategy and Governance 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.

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; December 2019

Tony Kelly (Chairperson) Start date: April 2015

Tony is a partner in PFK O'Connor, Leddy, Holmes, a Dublin based accountancy practice. Previously, 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 Kavanagh (Treasurer) Start date January 2018

Michael is currently Chief Executive of the Association Compliance Officers in Ireland. Previously, he was 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. For 12 years, 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.

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.

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. Gerry is a Board member of Dóchas. He 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's Consultancy department and has over 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.

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

Joe Ritchie Start date January 2018

Joe is the Principal of Donal M Gahan, Ritchie & Company Solicitors which is a general legal practice 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.

Margaret Rogers Start Date June 2018

Margaret is the CEO of Heart Children Ireland, a support group for parents and families of children with a Congenital Heart Disorder. Heart Children also supports those with acquired heart disease. She has over 18 years' experience as the CEO of a charity. Margaret is also the Vice Chair and a Trustee of the Grant Making Committee of the Hospital Saturday Fund. She also has over 20 years' experience working in credit control at EBS Building Society.

Skills: Fundraising, Event Management, Project Management, Public Speaking and nonprofit management.

5.5 Board member meeting attendance in 2019

Table 5:

Board Member	2019 Board meeting attendance
Tony Kelly	7/7
Gerry Culligan	5/7
Elaine McGauran	6/7
Michael Kavanagh	6/7
Laurie Knell (resigned 27 March 2019)	0/2
Clodagh O'Brien	5/7
Christina Donnelly	4/7
Gerry Egan	6/7
Joe Ritchie	7/7
Margaret Rogers	6/7

5.6 Board Sub Committees

Board sub-committees are established for good governance practice. Carmichael has three board sub-committees, Audit & Finance, Risk, Strategy & Governance 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 September 2019. The Committee met seven times in 2019.

5.6.2 Risk & Governance (R&G) Committee

The Committee's terms of reference were reviewed by the Board in September 2019. The Committee oversees the Company's compliance with the Governance Code, the assessment of risk, health and safety. Following the Committee's terms of reference review, the responsibility for the development and implementation of the Company's strategy has now been moved to a newly created Strategy Marketing and Communications Committee. The R&G Committee met three times in 2019.

5.6.3 Strategy, Marketing & Communications Committee

Following a review of the board sub-committees, the Marketing and Communications Committee was dissolved and a new committee, the Strategy, Marketing and Communications (SMC) Committee was established. The role of the SMC Committee is to provide oversight and guidance to the CEO and Management Team on the development, implementation and evaluation of Carmichael's strategic plan and its marketing and communications strategies. A special joint board-management project group was established in October 2018 to oversee the development of the 2019-21 strategic plan. As many of the Marketing & Communications Committee were participating members in the project team to develop the strategy, the committee did not meet in 2019. The new SMC Committee met twice in 2019.

5.7 Compliance with the Charities 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. The Risk Governance Committee oversaw a process during 2019 to ensure that Carmichael was in compliance with the 6 principles and 49 standards set out in the code for complex charities. At its 10th of December 2019 meeting, the Board formally reconfirmed its adoption of the Charities Governance Code and approved the Compliance Record Form for the Code.

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 Risk Strategy and Governance (RSG) Committee and submitted to the board for approval. The RSG 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 RSG Committee in 2019, the board has determined the following as being the top 10 risks to be proactively managed.

Top 10 Risks for Carmichael

Table 6:

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 meet fully 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)

The Committee will continue its review of key risks in 2020.

5.9 Reserves Policy

The Audit and Finance Committee (AFC) reviewed Carmichael's reserves policy in Q2 2019 and the Board at its October 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 Audit and Finance Committee calculated the requirements of the minimum reserve for 2019 as follows;

5-month average unrestricted expenditure in 2019	€264,043
Staff Redundancy costs	€186,000
Total	€450,043

This equates to around 14 weeks' expenditure based on total expenditure in the 2018 annual accounts.

The minimum reserves for 2020 will be calculated and updated once the 2019 audit process has been completed.

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 AFC have projected the 2019 capital and development fund requirement to be €21,000 for the development of a suite of eLearning modules.

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 into the other contingencies fund.

The AFC projected that the 2019 other contingencies fund should be €112,895.

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 2019 reserves.

Carmichael has sufficient reserves to comply with the minimum target required under its reserves policy. The board plans to review its update reserves policy in Q2 of 2020.

5.10 Investment Policy

Carmichael's investment policy was reviewed in 2015 and the Board approved the continued appointment of Finance One 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 2020.

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 that 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) and Pobal) 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 2019 (excluding CE participants)

Table 7:

Age band	Number of staff	% of staff
60+	8	35%
50-59	8	35%
40-49	4	17%
30-39	3	13%
18-29	0	0%
Length of service (years)		
14	1	4%
10-13	11	48%
6-9	3	13%
3-5	5	17%
1-2	0	0%
< 1	3	13%

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

Gender	Number of staff	% of staff
Male	13	57%
Female	10	43%

- At year end 31 December 2019, Carmichael had 23 staff (excluding our participants on the Community Employment - CE scheme).
- We had 3 volunteers who provide reception support on Mondays and Tuesdays.
- Of the 23 staff, 12 were full-time staff and 11 were part-time staff.
- The average age of these staff was 54. We had no staff member under the age of 30.
- The average length of service was 9 years. No staff member had more 15 years of service in Carmichael.
- In 2019, 2 staff members retired, one resigned and we had three new joiners.
- We had on average, 31 CE participants in 2019. All CE participants are part-time - 19.5 hours per week.
- When our CE participants are included, we had an average of 34 FTE (full-time equivalents)
- In 2019 we had 216 certified sick day absences and 51 uncertified. The average number of sick days (certified and uncertified) per staff (including CE) was 7.6 days, which is similar to the 7.5 days in 2018. 81% 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. There was no general pay increase awarded for 2018. Given the operating deficit incurred in 2018, the board decided that there would be no wage or salary increase included in the budget for 2019, but that they would keep the issue under review and revisit the decision during the course of the year. Given the strong financial performance during the year and the need to ensure that Carmichael's pay rates did not fall significantly behind sector norms, the Board at its September decided to award an average increase for our Community Services Programme (CSP) staff of 10%. This was to ensure that all CSP staff were at least on a par with the hourly rate of €11.56 that our CE staff received. It was also a move towards meeting the Board's policy of paying all staff at least at the living wage rate which is now €12.30 (up from €11.90 in 2018). Pobal who manage the State's funding of the CSP have set a policy objective for the scheme, that staff employed under the CSP should be paid at the market rate and that employers should be aiming to pay staff at least at the living wage rate. The Board have undertaken to examine the feasibility of paying all CSP at least at the living wage rate in Q4 of 2020. The average increase for other Carmichael staff was 4%. The increase rates were effective from 1 October 2019.

The Strategy Marketing and Communications Committee (SMC) 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 the strategy implementation status report with the management team. The CEO presents the strategy implementation report to the RSG Committee. The Chair of the SMC 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. 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. 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 in Q1 each year. The performance review assesses the achievement of agreed goals and outputs in the previous year, overall 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.

5.16 Political Contributions

The Company did not make a political contribution to any political party in 2019.

5.17 Plans for the future

The board has approved a strategic plan for the 2019-21 period. The plan has three key strategic objectives, and these are:

- 1. To support and guide nonprofits through the delivery of a range of high quality, relevant and accessible services and supports.**
- 2. To ensure that we have an operating model that is effective, well governed and sustainable.**
- 3. To ensure that we have the necessary and effective infrastructure, people, systems and support functions in place to deliver on our purpose and strategic objectives.**

Specifically, in 2020, we plan to deliver the following key initiatives as part of our 2019-21 strategic plan;

- Conduct the 2020 Good Governance Awards and develop a plan for the future development of the awards post-2020
- Deliver a range of scheduled and customised training and supports to nonprofit organisations nationwide
- Provide our accommodation and other support services to our resident members and other non-profits

-
- 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 for the implementation of our 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

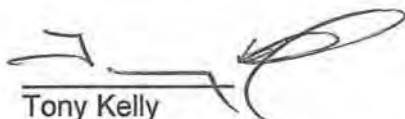
In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:


- 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 Business Advisory Limited Ireland 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 24 March 2020 and signed on behalf of the board by:


Tony Kelly
Director


Michael Kavanagh
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. Under the law, the directors have elected to prepare the financial statements in accordance with FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. 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;
- 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.

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

(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 2019 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 financial statements. The financial reporting framework that has been applied in their preparation applicable Irish law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 2019 and of its surplus 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.

(A company limited by guarantee)

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.

(A company limited by guarantee)

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 53, 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 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.

(A company limited by guarantee)

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

- 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.



Patrick Keegan
For and on behalf of
RSM Ireland Business Advisory Limited
Statutory Audit Firm
Trinity House
Charleston Road
Ranelagh
Dublin 6

Date: 24 March 2020

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2019**

	Notes	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Total funds 2018 €
Incoming resources					
Donations and legacies	3	17,200	120	17,320	14,814
Fundraising events	4	-	15,466	15,466	18,524
Income from investments	5	-	690	690	1,111
Income from charitable activities	6	858,498	1,260,728	2,119,226	2,051,378
Total income and endowments		<u>875,698</u>	<u>1,277,004</u>	<u>2,152,702</u>	<u>2,085,827</u>
Resources expended					
Expenditure of raising funds	7, 8	4,083	11,431	15,514	11,312
Expenditure on charitable activities	7, 8	973,170	1,054,010	2,027,180	2,098,436
Total resources expended		<u>977,253</u>	<u>1,065,441</u>	<u>2,042,694</u>	<u>2,109,748</u>
Net (expenditure) / surplus		(101,555)	211,563	110,008	(23,921)
Transfers between funds	15	121,230	(121,230)	-	-
Net movement in total funds for the year		<u>19,675</u>	<u>90,333</u>	<u>110,008</u>	<u>(23,921)</u>
Total funds at 1 January 2019		<u>29,967</u>	<u>583,938</u>	<u>613,905</u>	<u>637,826</u>
Total funds at 31 December 2019		<u>49,642</u>	<u>674,271</u>	<u>723,913</u>	<u>613,905</u>

The notes on pages 61 to 74 form part of these financial statements.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

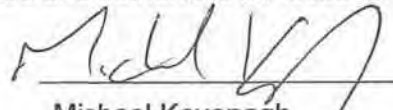
**BALANCE SHEET
AS AT 31 DECEMBER 2019**

	Notes	2019 €	€	2018 €	€
Fixed Assets					
Intangible assets	11	36,039		-	
Tangible assets	12	<u>117,722</u>		<u>153,901</u>	
			153,761		153,901
Current Assets					
Debtors	13	131,901		117,319	
Cash at bank		<u>611,027</u>		<u>524,448</u>	
		742,928		641,767	
Creditors: amounts falling due within one year	14	<u>(172,776)</u>		<u>(181,763)</u>	
Net current assets			570,152		460,004
Total assets less current liabilities			723,913		613,905
Creditors: amounts falling due after more than one year			-		-
Net assets			723,913		613,905
Restricted funds	15		49,642		29,967
Unrestricted funds	15		674,271		583,938
			723,913		613,905

The financial statements were approved by the Directors and authorised for issue on 24 March 2020:



Tony Kelly
Director



Michael Kavanagh
Director

The notes on pages 61 to 74 form part of these financial statements.

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	2019 €	2018 €
Cash flows from operating activities	17	145,908	68,884
Net cash flows from operating activities		<u>145,908</u>	<u>68,884</u>
Cash flows from investing activities			
Purchase of intangible assets		(41,000)	-
Purchase of tangible assets		(19,019)	(72,642)
Interest received		690	1,111
Net cash flows from investing activities		<u>(59,329)</u>	<u>(71,531)</u>
Net (decrease) in cash and cash equivalents		86,579	(2,647)
Cash and cash equivalents at beginning of financial year		<u>524,448</u>	<u>527,095</u>
Cash and cash equivalents at end of financial year		<u>611,027</u>	<u>524,448</u>

(A company limited by guarantee)

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

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 2019.

Carmichael Centre for Voluntary Groups is a company limited by guarantee incorporated in the Republic of Ireland. The registered number of the company is 205568. 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 entity financial statements have been prepared on a going concern basis and in accordance with Irish GAAP, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Companies Act 2014. The entity financial statements comply with 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Companies Act 2014. The financial statements have also been prepared with reference to the Charities SORP.

Currency

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation in the preparation of the financial statements are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated.

2.1 Basis of preparation of financial statements

The entity financial statements have been prepared on a going concern basis and in accordance with Irish GAAP, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Companies Act 2014. The financial statements have also been prepared with reference to the Charities SORP.

Carmichael Centre for Voluntary Groups meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The preparation of financial statements in conformity with FRS 102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year. It also requires the directors to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed in note 2.14.

(A company limited by guarantee)

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

The Directors and management are committed to continuing to manage the cost base and explore 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. The donation of services or facilities provide an economic resource for use by the company to further its aims and objectives. The value to Carmichael Centre for Voluntary Groups is the amount that it would pay in the open market for an alternative item that would provide a benefit equivalent to the donated service or facility. Services and facilities donated for the Carmichael Centre for Voluntary Groups own use which it would otherwise have purchased, are recognised when received, provided the value of the gift can be measured reliably. The donated services or facilities are valued by the donor or by the value to the company where this can be quantified.

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

2.3 Resources expended

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

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

Expenditure on raising funds include costs related to fundraising activities.

Support costs comprise staff and office costs. The majority of these costs support charitable activities and are so allocated. Support costs that are fully attributable to that activity are charged directly to that activity.

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.

(A company limited by guarantee)

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

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 Intangible Assets and amortisation

Acquired intangible assets are capitalised at cost and amortisation is provided at rates calculated to write off the cost of intangible fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Software development costs - 33% straight line

If there is an indication that there has been a significant change in the amortisation rate, useful life or residual value of the intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Intangible assets are reviewed for impairment at the end of the first full financial year following acquisition and in other periods if events or changes in circumstances indicate that the carrying value may not be recoverable.

2.6 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 basis:

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

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

2.7 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and demand deposits.

(A company limited by guarantee)

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

2.8 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.

2.9 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.

2.10 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 is 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.

2.11 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.

2.12 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.

2.13 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. The assets are held separately from those of the company in an independently administered fund. Differences between the amounts charged in the profit and loss account and payments to the retirement benefit scheme are treated as assets or liabilities.

(A company limited by guarantee)

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

2.14 Reserves policy

The Audit and Finance Committee (AFC) reviews the company's reserves policy annually and sets 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)

Details of 2019 reserves requirements are contained in section 5.9 of the Directors' Report on pages 3 to 52 above.

2.15 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 €43,785 (2018: €30,600).

Donated Properties and Services

The value of donated properties and services amounted to €455,611 (2018: €455,611). The accounting policy in respect to donated services and facilities is set out above at 2.2 Incoming resources.

(A company limited by guarantee)

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

3. Donations and legacies

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total funds 2018 €
Donations and legacies	17,200	120	17,320	14,694	120	14,814
	<u>17,200</u>	<u>120</u>	<u>17,320</u>	<u>14,694</u>	<u>120</u>	<u>14,814</u>

4. Fundraising events

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total funds 2018 €
Fundraising events	-	15,466	15,466	-	18,524	18,524
	<u>-</u>	<u>15,466</u>	<u>15,466</u>	<u>-</u>	<u>18,524</u>	<u>18,524</u>

5. Income from investments

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total funds 2018 €
Bank deposit interest received	-	690	690	-	1,111	1,111
	<u>-</u>	<u>690</u>	<u>690</u>	<u>-</u>	<u>1,111</u>	<u>1,111</u>

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019Income from charitable
6. activities

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total funds 2018 €
Health Service Executive	47,098	-	47,098	47,098	-	47,098
Income from services	-	805,117	805,117	-	695,642	695,642
Income from donated facilities	-	455,611	455,611	-	455,611	455,611
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP)	221,808	-	221,808	222,680	-	222,680
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	461,818	-	461,818	534,638	-	534,638
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	89,354	-	89,354	88,709	-	88,709
Income from DCC	500	-	500	1,000	-	1,000
Income from Ireland Fund	-	-	-	6,000	-	6,000
POBAL DAF E-Learning	29,520	-	29,520	-	-	-
Other Restricted Income	8,400	-	8,400	-	-	-
	858,498	1,260,728	2,119,226	900,125	1,151,253	2,051,378

See appendix for further information on these categories of income.

(A company limited by guarantee)

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

7. Expenditure on raising funds

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total funds 2018 €
Fundraising Events	4,083	11,431	15,514	2,000	9,312	11,312
	<u>4,083</u>	<u>11,431</u>	<u>15,514</u>	<u>2,000</u>	<u>9,312</u>	<u>11,312</u>

8. Expenditure on charitable activities

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Restricted funds 2018 €	Unrestricted funds 2018 €	Total fund 2018 €
Training & Other staff costs	15,844	23,376	39,220	15,199	16,158	31,357
Premises & Maintenance	37,839	110,415	148,254	32,232	114,499	146,731
Deemed cost of donated facilities	-	455,611	455,611	-	455,611	455,611
Professional fees	9,818	34,455	44,273	10,656	31,093	41,749
Provision of Primary Services	-	34,795	34,795	-	51,119	51,119
Provision of Ancillary Services	604	177,703	178,307	300	143,943	144,243
IT and Communications	1,909	16,063	17,972	4,050	19,903	23,953
Printing and Postage costs	-	3,074	3,074	-	3,167	3,167
Wages and Salaries	907,156	198,518	1,105,674	955,998	244,508	1,200,506
	<u>973,170</u>	<u>1,054,010</u>	<u>2,027,180</u>	<u>1,018,435</u>	<u>1,080,001</u>	<u>2,098,436</u>

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019****9. Expenditure**

This is stated after charging:

	2019 €	2018 €
Depreciation of tangible fixed assets: - owned by the charity	55,198	46,448
Amortisation of Intangible Fixed Assets	4,961	-
Auditor's remuneration	7,626	7,179

10. Staff costs

Staff costs were as follows:

	2019 €	2018 €
Wages and salaries	1,019,929	1,113,279
Social welfare costs	67,691	70,306
Pension costs	18,054	16,921
	<u>1,105,674</u>	<u>1,200,506</u>

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

	2019 Number	2018 Number
Carmichael Centre	8	10
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP)	15	15
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	32	36
	<u>55</u>	<u>61</u>

Number of higher paid staff

	2019 Number	2018 Number
€60,000 - €69,999	-	-
€70,000 - €79,999	-	-
€80,000 - €89,999	1	1
	<u>1</u>	<u>1</u>

The CEO was paid a salary of €82,410 in 2019 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 2019.

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

11. Intangible fixed assets

	Software Development Costs €	Total €
Cost		
At 1 January 2019	-	-
Additions	41,000	41,000
Disposals	-	-
At 31 December 2019	<u>41,000</u>	<u>41,000</u>
Amortisation		
At 1 January 2019	-	-
Charge for the year	4,961	4,961
At 31 December 2019	<u>4,961</u>	<u>4,961</u>
Net book value		
At 31 December 2019	<u>36,039</u>	<u>36,039</u>
At 31 December 2018	<u>-</u>	<u>-</u>

12. Tangible fixed assets

	Plant and machinery €	Fixtures and fittings €	Computer equipment €	Total €
Cost				
At 1 January 2019	108,101	154,972	139,896	402,969
Additions	-	14,779	4,240	19,019
Disposals	-	-	-	-
At 31 December 2019	<u>108,101</u>	<u>169,751</u>	<u>144,136</u>	<u>421,988</u>
Depreciation				
At 1 January 2019	67,406	86,188	95,474	249,068
Charge for the year	14,421	21,156	19,621	55,198
At 31 December 2019	<u>81,827</u>	<u>107,344</u>	<u>115,095</u>	<u>304,266</u>
Net book value				
At 31 December 2019	<u>26,274</u>	<u>62,407</u>	<u>29,041</u>	<u>117,722</u>
At 31 December 2018	<u>40,695</u>	<u>68,784</u>	<u>44,422</u>	<u>153,901</u>

13. Debtors

(A company limited by guarantee)

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

	2019 €	2018 €
Trade debtors	43,785	30,600
Prepayments	10,569	19,679
Other Debtors	18,013	5,388
Grants Receivable	59,534	61,652
	<u>131,901</u>	<u>117,319</u>

14. Creditors

Amount falling due within one year

	2019 €	2018 €
Trade creditors	10,927	22,096
PAYE/PRSI	34,719	23,609
Other creditors	9,914	4,489
Accruals	12,513	21,861
Deferred Income	104,703	109,708
	<u>172,776</u>	<u>181,763</u>

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

	2019 €	2018 €
Total funds as at 1 January 2019	109,708	102,258
Amount released to incoming resources	(109,708)	(102,258)
Amount deferred in the year	104,703	109,708
Balance as at 31 December 2019	<u>104,703</u>	<u>109,708</u>

Amount deferred in the year

Department of Employment Affairs and Social Protection (DEASP)	96,393	100,582
Other	8,310	9,126
	<u>104,703</u>	<u>109,708</u>

(A company limited by guarantee)

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

15. Statement of funds

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward
Unrestricted funds					
CCVG unrestricted	583,938	1,277,004	(1,065,441)	(121,230)	674,271
Restricted funds					
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	-	461,818	(469,892)	8,074	
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP)	-	221,808	(322,335)	100,527	
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	-	89,354	(89,583)	229	
Dublin City Council	2,828	500	(1,861)	-	1,467
DRCD – GGA	-	5,000	(5,000)	-	
DRCD	-	8,400	(8,400)	-	
Health Service Executive	-	47,098	(47,098)	-	
Hospital Saturday Fund	1,103	-	(1,103)	-	
Tomar Trust	2,847	-	(2,017)	-	830
SEAI	20,064	-	(13,878)	-	6,186
St. Patrick Cathedral	3,124	-	(3,124)	-	
POBAL DAF E-Learning	-	29,520	(4,962)	8,200	32,758
Chartered Accountants Ireland	-	3,000	(3,000)	-	
The Wheel	-	4,200	-	4,200	8,400
Governance Online.com	-	1,500	(1,500)	-	
Mason, Hayes & Curran	-	1,000	(1,000)	-	
Mazars	-	1,000	(1,000)	-	
2into1	-	1,500	(1,500)	-	
	<u>29,967</u>	<u>875,698</u>	<u>(977,253)</u>	<u>121,230</u>	<u>49,642</u>
	<u>613,905</u>	<u>2,152,702</u>	<u>(2,042,694)</u>	<u>-</u>	<u>723,913</u>

(A company limited by guarantee)

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

Statement of funds (continued)

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds	583,938	1,277,004	(1,065,441)	(121,230)	674,271
Restricted funds	29,967	875,698	(977,253)	121,230	49,642
	<u>613,905</u>	<u>2,152,702</u>	<u>(2,042,694)</u>	<u>-</u>	<u>723,913</u>

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

16. Analysis of net assets between funds

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Total funds 2018 €
Tangible fixed assets	-	117,722	117,722	153,901
Intangible fixed assets	-	36,039	36,039	-
Current assets	49,642	693,286	742,928	641,767
Creditors due within one year	-	(172,776)	(172,776)	(181,763)
	<u>49,642</u>	<u>674,271</u>	<u>723,913</u>	<u>613,905</u>

17. Net cashflow from operating activities

	2019 €	2018 €
Operating surplus/(deficit) before interest	110,008	(23,921)
Depreciation of tangible fixed assets	55,198	46,448
Amortisation of intangible fixed assets	4,961	-
Decrease/(increase) in debtors	(14,582)	52,829
(Decrease)/increase in creditors	(8,987)	(5,361)
Interest received	(690)	(1,111)
Net cash inflow from operations	<u>145,908</u>	<u>68,884</u>

(A company limited by guarantee)

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

18. Transactions with directors

No member of the Board of Directors received any remuneration for services provided during the year (2018: €Nil). No Directors requested any reimbursements for expenses incurred for services provided during the year (2018: €Nil).

19. Related party transactions

There were no related party transactions during the year.

Key management compensation

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

20. Post balance sheet events

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

21. Guarantees and other financial commitments*Capital commitments*

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

	2019	2018
	€	€
Computer equipment	15,000	12,500
E-learning	21,000	8,000
Fixtures and fittings	11,000	12,000
	<u>47,000</u>	<u>32,500</u>

22. Legal status of company

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

At 31 December 2019, there were 44 members whose guarantee is limited to €1 each. This guarantee continues one year after membership ceases.

23. Contingent liabilities

There were no contingent liabilities for the financial year ended 31 December 2019.

(A company limited by guarantee)

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

24. Approval of financial statements

The board of directors approved and authorised for issue the financial statements on 24th of March 2020

(A company limited by guarantee)

Appendix to the financial statements for the year ended 31 December 2019

Restrictions

As set out in note 6 to the financial statements, the company received restricted income during 2019 totalling €858,498. A breakdown and description of this restricted income is as follows:

	Restricted funds 2019 €	Restricted funds 2018 €
Income from Charitable Activities		
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP) (note 1)	221,808	222,680
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme (note 2)	461,818	534,638
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO) (note 3)	89,354	88,709
Department of Rural and Community Development (DRCD) – Dormant Accounts Fund (Measure 1) (note 4)	29,520	-
Department of Rural and Community Development (DRCD) – (Research of Sector Support Needs) (note 5)	8,400	-
Income from DCC (note 6)	500	1,000
Income from Ireland Funds (note 7)	-	6,000
Health Service Executive (note 8)	47,098	47,098
	<u>858,498</u>	<u>900,125</u>

Note 1

Carmichael Centre for Voluntary Groups was awarded a total grant of €667,340, the term of which was from the 1st of January 2018 to the 31st of December 2020 in respect of a Community Service Programme Grant Agreement between POBAL and the company. The amount of the grant taken in as income in 2019 was €221,808. 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 2019 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 €439,186 was received for the first grant, the terms of which was from the 24th of November 2018 to the 24th of November 2019. As at the 31st of December 2019, a total grant of €71,389 was received for the second grant. The terms of the second grant was from the 25th of November 2019 to the 22nd of November 2020. Both grants are in respect of a Community Employment Grant Agreement between the Department of Social Protection and the company. The total amount of the grant taken in as income in 2019 was €461,818.

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. €96,393 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 2019

Note 3

Carmichael Centre for Voluntary Groups was awarded two grants over the 2019 period, a total grant of €266,126, the terms of which was from the 1st of July 2016 to the 30th of June 2019 and a total grant of €270,000, the terms of which was from the 1st of July 2019 to the 30th of June 2022 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 2019 was €89,354. 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

Carmichael Centre for Voluntary Groups was awarded a total grant of €32,800, the terms of which was from the 1st of January 2019 to the 30th of June 2020 in respect of a Dormant Accounts Fund Measure 1 Grant Agreement between POBAL and the company. The amount of the grant taken in as income in 2019 was €29,520. The purpose of the grant is to fund the creation of a social enterprise business development programme eLearning resource platform. €0 in relation to this grant was deferred at the year end.

Note 5

During the year, the company received a grant in full for the sum of €8,400 from the Department of Rural and Community Development to co-fund research on support needs of community and voluntary organisations. €0 in relation to this grant was deferred at the year end.

Note 6

During the year, the company received a grant in full for the sum of €500 from Dublin City Council. The grant was obtained as a contribution towards the costs of social inclusion week. The full grant was spent in 2019.

Note 7

In the previous year, the company received a grant in full for the sum of €6,000 from Ireland Funds to co-fund a feasibility assessment of the Good Governance Awards ("GGA") and the development of a business plan to establish how the GGA's could be evolved, enhanced and sustained. The total cost incurred in the prior year was €8,948.

Note 8

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 2019 to the 31st of December 2019. 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 2019 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".