

CARMICHAEL ANNUAL REPORT

2020

Company Number: 205568
Charity No. CHY 8973
GRA 20022464

**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

CONTENTS

	Page
Legal and administrative details	1 – 2
Directors' report	3 - 38
Directors' responsibilities statement	39
Independent auditor's report	40 – 43
Statement of financial activities	44
Balance sheet	45
Statement of cash flows	46
Notes to the financial statements	47 – 62
Appendix to the financial statements	63 – 65

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

**LEGAL AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2020**

Directors

Tony Kelly, (Chairperson)
Gerry Culligan, (Vice Chair)
Michael Kavanagh, (Treasurer)
Christina Donnelly
Gerry Egan
Elaine McGauran (Resigned 20/10/2020)
Clodagh O'Brien
Joe Ritchie
Margaret Rogers
Martin Lyes (Appointed 15/12/2020)
Orla Cunningham (Appointed 15/12/2020)
Monika Vikander-Hegarty (Appointed 15/12/2020)

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

(A company limited by guarantee)

**LEGAL AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2020**

Board Committees	Name	Committee
	Michael Kavanagh (Chair)	Audit & Finance
	Gerry Culligan	Audit & Finance
	Fergal O'Briain	Audit & Finance
	Clodagh O'Brien (Chair)	Strategy Marketing & Communications
	Gerry Egan	Strategy Marketing & Communications
	Margaret Rogers	Strategy Marketing & Communications
	Joe Ritchie (Appointed Chair 20/10/2020)	Risk & Governance
	Elaine McGauran (Resigned 20/10/2020)	Risk & Governance
	Tony Kelly	Risk & Governance
	Christina Donnelly	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	

(A company limited by guarantee)

**DIRECTORS REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

The directors present their annual report together with the audited financial statements of Carmichael Centre for Voluntary Groups CLG ("Carmichael") for the year ended 31 December 2020. 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

To say 2020 was an extraordinary and unprecedented year would be an understatement. We started the year with great optimism, following the success achieved and progress made in the first year of the implementation of our 3-year strategy. The announcement of a pandemic in March changed that for us all, yet even at that stage, I don't believe anyone truly understood the impact it would have and the length of time it would run for.

The board and the team in Carmichael met quickly and implemented a plan for the continued delivery of services to both resident members and to the broader community. This is gone into in greater detail in the directors' report both in terms of the financial performance of Carmichael and the continued commitment to the provision of core services, which have both been remarkable under the circumstances.

It was very disappointing to have to cancel the many in-person events that we had planned for 2020, particularly, the annual Carmichael Concert which was to form part of the Beethoven 250 celebrations. We had lined up a special guest for the event.

Another planned National Concert Hall event was the presentation of the Good Governance Awards, which we had to hold as an online event. While lacking in some of the atmosphere and excitement of live events, it nevertheless proved to be a great success with entrants and guests as they awaited the results. As we have highlighted in previous reports, the interest and participation across the Non-profit Sector in the awards continues to grow, as does the standard of the entries, and we look forward to receiving the annual reports from the smallest groups to the largest household names across the sector.

It is customary for the Chair to thank the CEO and staff of Carmichael, the resident members and fellow board members for their dedication and commitment to our purpose and values, but I think this only scratches the surface of the work that has been done in 2020 and we need to recognise the resilience, adaptability and dedication of all of the staff and members of Carmichael.

Tony Kelly,

Chairperson.

2020 Highlights for Carmichael



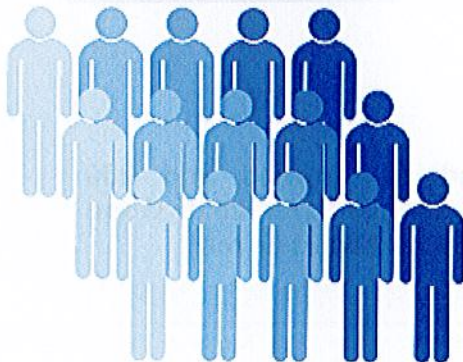
Carmichael was home to 43 different non-profit organisations. Each year these groups work with 40,000 people directly and 100,000 indirectly.



58 staff, including 50 on Employment Schemes (CE & CSP), were employed by Carmichael.



We had 511 meeting room bookings by 60 different organisations including 24 external organisations.



7,948 people accessed Carmichael Centre during 2020.

(A company limited by guarantee)



We provided 158 informal supports.



268 different events were run by Carmichael.



532 people from 395 organisations attended our 41 scheduled training workshops.



3,853 people from 260 organisations and networks attended our 223 organisation-specific training programmes.



We had 127 entries and 250 people attended our 2020 Good Governance Awards event.

(A company limited by guarantee)



We sent 45 newsletters to 3,808 contacts and generated 733 social media posts across Twitter, LinkedIn and Facebook.



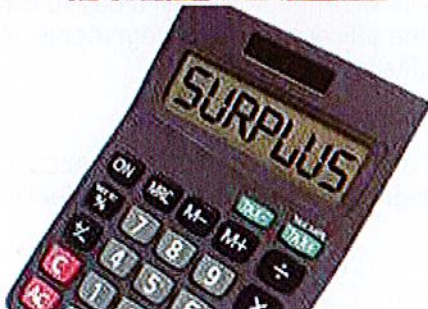
36 mentoring assignments commenced or continued in 2020. The mentoring is provided free of charge. Our mentors are volunteers who provide their services on a pro-bono basis.



Covid-19 created a number of challenges including the closure of the Centre, a drop in our Centre based and fundraising income and the loss of a number of resident members. However, thanks to a fantastic staff response, increased statutory funding support and the very successful switch of training services to an online delivery, a projected deficit was avoided and a surplus was achieved.



Our operating expenditure was €1,658,589: an increase of €71,507 (+5%) on 2019.



We had a surplus of €141,118.

(A company limited by guarantee)

Purpose, Values, Objectives and Activities

3.1 Purpose

Carmichael provides expert guidance and support for non-profits.

Carmichael was founded in 1990 on a number of core beliefs;

- that running a non-profit 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 non-profit's journey meets its own unique obstacles, divisions and opportunities.

Our mission is to successfully support non-profits nationwide as they navigate their unique journey. Through our deep understanding and sector expertise, we support non-profit organisations to become more effective on their often complicated and challenging journey to success.

Our vision is an Ireland where non-profits have access to the expert guidance and support they need.

Carmichael is both an office accommodation provider and a leading specialist training and support body for non-profits 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 non-profit 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 non-profit 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 non-profits to become more effective at what they do.

3.2 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 43 resident members and our hundreds of partners in the non-profit 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 non-profits 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 non-profits.

Determination

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

(A company limited by guarantee)

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 non-profit sector and we will continue to work tirelessly towards the achievement of that ambition.

3.3 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.

3.4 Activities

Carmichael, established in 1990, is a shared services facility and home to 43 resident non-profit 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 non-profits nationwide.

We work not only with the 43 resident non-profit 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 non-profit sector.

In 2020, 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.

3.5 Wider environmental context

As a leading support organisation to non-profit organisations in Ireland, we are very much affected by the state of the general environment in which they operate. The requirement for charities and sports bodies to comply with governance codes 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

(A company limited by guarantee)

for Carmichael's support services. This, together with an increased focus by funders on the need for charities and other non-profit organisations to adhere to specific governance standards and funding conditions, is creating an even greater recognition within the sector that they need to invest 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. 2020 has followed the previous five years in being yet another record year for Carmichael in terms of training and other supports provided.

We expect the increasing demand for our training services and supports to continue in the coming years as a result, of the new Charities Governance Code with which all charities need to be in compliance from 2021 and also due to more and more non-profit organisations who see the necessity and benefit of receiving governance training and development.

However, in 2020, the wider environmental context for Carmichael was dominated by the global Covid-19 pandemic and the measures and restrictions imposed by the Government to tackle the spread of the virus. In mid-March, the Government announced a number of measures that resulted in the majority of staff and volunteers having to work from home where possible and the closure or restricted operations of many businesses including the non-profit and public sectors. This was the start of a series of rolling measures that continued throughout the year and into 2021. It took some time for the full impact of the measures on business operations to become clear as organisations adjusted their operating models to cope with the public health requirements. While the impact on the levels of business activity turned out not to be as severe as originally anticipated, Covid-19 restrictions have resulted in major disruptions to business activities and created a very uncertain operating environment.

One of the immediate impacts was the restricted capacity of many non-profit organisations to generate income from the provision of traded services and to fundraise. The Government responded with a number of general and sector-specific measures to assist organisations that were experiencing significant drops in their income. These included wage subsidies and a sector-specific stability fund. These were very welcome and were needed to prevent the total collapse of the community and voluntary sector and the wider economy.

In August, the Charities Regulator launched training for charity trustees to assist them in meeting the core minimum standards set out in the Charities Governance Code. Charity trustees are volunteers who are responsible for managing and controlling charities and include directors of companies that are charities, committee members and Board members. The training, offered free of charge, is intended as an additional support for charity trustees and complements existing guidance materials and templates on the Code which are available as part of the Charities Regulator's Governance Code Toolkit. Carmichael were the successful winners of a tendering process to deliver this training on behalf of the Regulator. We also previously assisted the Regulator in the development of the Toolkit.

Achievements and Performance in 2020

4.1 Impact of Covid-19 on our activities and performance

The global Covid-19 pandemic had a number of impacts on the operations of Carmichael in 2020. Following advice from the public health authorities, the Centre closed on the 12th of March and those staff who could do so, performed their work activities working from home. The Centre closure meant that many of our Centre based activities such as meeting room bookings, catering and postal services ceased, and this had a consequential impact on income earned from these services. All our scheduled training workshops were cancelled as was our annual fundraising concert. Three of our resident members gave notice to quit and a number of others downsized their office accommodation requirements. We undertook a process to identify and adapt services that could be delivered remotely and online. We were very successful in moving our scheduled training workshops to an online delivery. We had a significant increase in demand for our suite of eLearning modules. We also successfully converted our customised training services to online delivery, and we were able to deliver an increased

(A company limited by guarantee)

number of training assignment including major training and support services contracts for the Charities Regulator and Pobal. Our accounting services team, working from home were able to continue the provision of accounting services to resident members and achieve income growth by providing additional support services. We engaged safety consultants Compliplus to review and update our safety statement, recommend changes to the work environment to improve safety and meet public health requirements and to deliver Covid-19 related training to all staff and resident members. We reopened the Centre in June on a reduced opening hours basis but most staff and resident members on public health advice continued to work from home and as a result, activity levels in the Centre were much reduced. The announcement by the Government of a Level 5 lockdown at the end of December led to another closure of the Centre which will remain in place until the country returns to a lower lockdown environment. The Covid-19 restrictions on society and the economy resulted in a significant drop in our Centre based and fundraising income. This is likely to continue for the most of 2021 while restrictions remain in place. However, as a result of the proactive and supportive response by statutory funders, Carmichael received additional government funding support in the form of the Temporary Wage Subsidy Scheme, CSP additional funding support and the Stability Fund. This combined with the very strong performance of our Training Department, meant that instead of a projected deficit we achieved an operating surplus in 2020. The successful move to online training will have long term benefits. There will be continuing changes to role of the office in the overall work environment but we are confident that the flexible and affordable office accommodation we offer will see a return to full occupancy once the lockdown restrictions are removed. Carmichael staff have demonstrated great commitment, flexibility and resilience in response to the many challenges that have arisen as a result of the Covid-19 pandemic and the Directors acknowledge and appreciate the wonderful staff response in ensuring that Carmichael successfully managed the covid crisis and continued to provide high quality and important services and supports to community and voluntary organisations.

4.2 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 non-profits.
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.

4.2.1 2020 Performance

4.2.2 Carmichael Key Performance (non-financial) Metrics 2017-2020

Table 1:

Key Performance Indicator (KPI)	2017	2018	2019	2020 (target)	2020 (actual)
Resident Members	48	45	44	44	43
Visitors/Users of the Centre	31,334	30,185	32,556	30,000	7,948
Meeting room bookings	1,263	1,442	1,514	1,400	511
Organisations using our meeting rooms	69	95	87	90	60
Attended our customised training	1,567	2,472	2,236	1,800	3,853
Attended our scheduled training and seminars	422	361	461	300	532
Informal supports provided	170	159	163	160	158
Payroll service clients	21	21	26	22	26
Management Accounts clients	8	9	9	11	12

(A company limited by guarantee)

4.2.3 Commentary on implementing our strategic plan

2020 was the mid-year in our 3-year strategic plan 2019-21. A very strong start in meeting the strategic goals had been made in 2019 and 2020 initially looked like that this strong performance would continue. However, Carmichael, like so many organisations in Ireland and globally, was negatively impacted by the Covid-19 pandemic and the public health measures introduced to tackle the spread of the virus.

In mid-March, following government guidelines to encourage all staff and volunteers to work from home where possible, we closed the Centre. This closure remained in place until June when a phased reopening of the Centre commenced following the introduction of a range of health and safety measures in line with public health requirements. Following the "third wave" of infections at the end of the December, the Centre again closed and will remain closed while levels 4 or 5 under the Government's framework of restrictive measures under its "Resilience and Recovery 2020-2021: Plan for Living with COVID-19" are in force.

The operations of Carmichael have been impacted in different ways by Covid-19. Our Centre based activities were majorly affected with a significant drop in footfall and in the income earned from our services that are provided directly in the Centre. In contrast, our training, consultancy and accountancy services had a very strong year. Very few of our Resident Members came into the Centre from mid-March onwards. In recognition of the restricted access to their office accommodation, the Board agreed to rebate the Quarter 2 resident member quarterly contributions by 50%. The footfall measure would normally be in excess of 30,000 for the year but was less than 8,000 in 2020 with almost 6,000 of that number occurring in Q1. Centre based services (e.g. meeting room bookings, catering, postal) all had dramatic falls in activity levels and income earned. The continuing dramatic decline in the income earned from postal service, places a question mark over its long-term viability. The management team had planned to conduct a review of the service in 2020 but this was postponed until 2021 and will be considered as part of the strategy development process for the 2021-2025 strategy.

However, we were able to successfully change our scheduled and customised training to an online delivery model. This meant that we were not only able to meet our contractual obligations on a number of large-scale training contracts from the Charities Regulator (CRA), Pobal and the Community Foundation of Ireland (CFI), we were also well positioned to respond to the increased demand from the sector for training services. This meant that the strong growth in our training services experienced in the previous 5 years continued in 2020 with another record year.

Below is a commentary on implementation of strategic objectives and goals in 2020.

Strategic objective 1

To support and guide non-profits through the delivery of a range of high quality, relevant and accessible services and 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.

Target outputs/key deliverables for 2020

- Utilized office accommodation (90%+ occupancy rate)
- 30,000+ service users and visitors to the Centre
- 1,400+ meeting room bookings

2020 Outcome

Office Accommodation utilisation

We achieved a 90%+ occupancy rate for the year. However, 2 member groups, Coeliac and Aspire, issued notices to quit their accommodation from 1 Jan 2021. A third group, Cats & Dogs Protection

(A company limited by guarantee)

Association, issued a notice to quit from 1 April 2021. Three other Groups, National Platform for Self-Advocates, Dublin Community Games and Hope Foundation have decided to remain in the Centre but downsize their office accommodation by leaving their standalone offices and moving into a shared office space. Currently, we will have 4 offices vacant at the start of the year. We have advertised this now available office accommodation space and are getting some preliminary enquiries but nothing concrete as of yet. We are examining the option of converting some of this office space into shared offices as we expect to see a growing demand for this option from charities as they evaluate their office needs in 2021 and beyond.

Service Users of the Centre

The number of Centre users figure has collapsed in 2020 due to Covid-19 with the Centre completely closed for periods and when open, due to the Government's work from home advice, very few resident members used the Centre.

Meeting Room Bookings

As with service users, due to Covid-19 this number is way down on 2019 and will only recover in the second half of 2021 once the vaccination process is well established and people feel more comfortable about in-person meetings and events. In 2020, we only had 511 bookings which was only 37% of the target for the year and it was down on the previous year.

Goal 1.2: To provide a range of high quality, sector relevant and good value training and consultancy services to Irish non-profits delivered through a range of effective and accessible delivery channels from classroom based to eLearning and live streaming.

Target Outputs/key deliverables in 2020

- Sector training needs assessments
- Updated Market Research on Competitor Organisations
- Scheduled Training Programme – Spring/Summer & Autumn/Winter
- Delivery of customised training inputs
- New/updated training resources
- Maintenance and enhancement of the panel of trainers

2020 Outcome

Sector needs assessment

In conjunction with The Wheel and with co-funding from the Dept of Rural & Community Development we commissioned a comprehensive sector training needs assessment – the Cahill Report. This report was completed in November and formally launched in March 2021.

Research on Competitor Organisations

This research was not updated in 2020 and will be updated in 2021.

Scheduled Training Programmes

Delivered throughout the year and switched to online delivery following Covid-19 restrictions. The switch to online delivery took a number of weeks to get up and running and demand was slow initially, but demand grew over the second half of the year and people became more accustomed to online training delivery.

Customised Training

In spite of the challenges presented by Covid-19, 2020 was a very strong year for the delivery of customised training. Major training contracts from the CRA, Pobal and CFI have been the key drivers of this strong performance.

(A company limited by guarantee)

New/updated training resources

A new suite of social enterprise eLearning modules contributed to strong growth in the income earned from our eLearning resources.

Panel of trainers

The panel was more or less stable during 2020. As in previous years, a smaller number of trainers on the panel account for over 80% of the value of the training delivered. One trainer who joined the panel last year was one of our top performers in 2020. We have a number of trainers who are quite niche and also some our trainers struggled with the transition to online delivery.

Goal 1.3: To continue to develop and expand our range of broader sector supports and engagements with the non-profit sector.

Target outputs/key deliverables in 2020

- Good Governance Awards (GGA)
- Mentor Programme
- Board Chairs Network

2020 Outcome

GGA

We conducted a very successful GGA in 2020. We had 127 entries (up from 102 in 2019). We had 30 Stage 1 assessors, 7 Accountancy Firms for Stage 2 and a panel of 31 judges covering the 2 award types (Annual Report & Governance Initiative) and 6 entry categories. We had 250 people attend the online awards event on the 19th of November.

Mentor Programme

This had to be delivered online due to Covid. We commenced 2 mentoring rounds in May and October with a total of 25 people being assigned mentors. The mentoring panel saw 13 new mentors join the panel and 2 leave. There were 43 mentors on our panel.

Board Chairs Network

We held the first meeting of the Network in February. We cancelled the Network meeting scheduled for May and switched the final 2 of the 4 scheduled meetings to be online meetings. The 82 members in the network in 2020.

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 non-profit clients and that are sustainable in terms of our resources and capacity.

Target outputs/key deliverables in 2020

- Annual financial budget: Delivered and approved by the board at its December meeting.
- Revised End of Year out-turn projections Delivered (Sept).
- Updated Reserves Policy: Delivered (May).
- Monthly management accounts: Delivered.
- Updated Investment Policy: Delivered- May.
- Compliance with Charities Governance Code: Delivered, signed off December Board meeting.

(A company limited by guarantee)

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 meets real needs, are valued and makes best use our resources and capacity.

Target outputs/key deliverables in 2020

- Induction programme for new board members: This was delivered in January 2021 for the 3 new board members who joined the Board on 15 December.
- Reviewed/updated board members' handbook: Done (October).
- Board training/ development plan: This was not done in 2020.
- Reviewed/updated staffing & operating model: This was not done in 2020 but will be included in the planning process for the new strategy for 2022-2025.
- Training needs assessment: Delivered as part of annual performance reviews.

Goal 3.2: Develop Marketing & Communications Plans to support achievement of the strategic objectives and manage and develop our key stakeholder relationships.

Target outputs/key deliverables in 2020

- Marketing & Communications plans to (1) promote the Carmichael concept & positioning in the sector and (2) promote our specific services and supports Delivered for our Training & Support Services.
- Annual relationship management action plan not done.

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.

Target outputs/key deliverables in 2020

- Annual board evaluation report: Conducted in Q1 2021.
- Annual operational plans: Done.
- Strategy implementation status update report: Done.

4.3 Training, Consultancy and Sector Supports:

Carmichael's Strategic Plan 2019-21 aims to support and guide non-profits through the delivery of a range of high quality, relevant and accessible services and supports. Our Implementation and Action Plan 2020 included: provision of a range of good value training and consultancy services; effective and accessible delivery channels from classroom based to eLearning and live streaming; development and expansion of our broader sector supports and engagements with the non-profit sector.

4.3.1 Covid-19

Carmichael's 30th birthday in March coincided with the start of the Covid pandemic. We closed our office and training rooms on March 13th and immediately set about the development of alternative ways of delivering our services. This involved discussions with clients, other umbrella bodies and statutory support agencies. Simultaneously we developed and published a series of articles and resources to help organisations deal with the challenges of operating during the pandemic.

Ironically, both our reach and capacity to deliver increased as the year progressed. Even small

(A company limited by guarantee)

organisations embraced online services as it became apparent that Covid would be a long haul.

“Thank you for the very helpful article in today’s newsletter from Jillian regarding holding remote board meetings during these challenging times.” - Newsletter recipient, 24th March 2020.

“As a small charity, we depend on all the thoroughly researched user-friendly resources that are regularly published by Carmichael and we are so grateful to them for all they do for the sector. “ - Dyspraxia Ireland.

“Jillian’s online presentation was excellent! Really concise, down-to-earth, on point, hit all the right notes between big and small organisations. Terrific.” - Irish Council for Social Housing.

4.3.2 Delivering for Quality Outcomes

Our staff and training panel provided access to qualified senior management and governance expertise. The cumulative experience of over 20 trainers and consultants represents a valuable resource for the non-profit sector in Ireland. We conducted a number of survey monkeys this year. Feedback was consistently positive, particularly on the practical nature of Carmichael supports.

“The trainer was very knowledgeable and invited questions and discussion. I now feel more confident and better equipped to develop an Annual Report.” - Hannah Kent, Western Alzheimers.

“Many thanks for Carmichael’s work with youth sports clubs. The programmes provided are of huge benefit to the North East Inner City community.” - Bruce Mc Devitt, Dublin City Council.

“I liked how methodical and approachable the trainer was. Very engaging and humorous. Matter of fact. Pitched at the right level.” - Excel training, Gaisce.

“Having used the services of Carmichael Training over many years I can say without question that the service provided by them delivers the desired result every time.” - Margaret Rogers, CEO Heart Children Ireland.

4.3.3 Sector Analysis

We worked with a wide range of organisations, both large and small. These organisations support people who are marginalised, disadvantaged and excluded. Here are some examples: Catholic Institute for Deaf People; Delta Centre for residential and respite services Dóchas support services for Women.

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

Sector	Example	Support
Arts, Culture, Media	Common Ground	Governance Code
Recreation, Sports	Canoeing Ireland	Governance
Education, Research	Ballycommon Telework	Governance
Health	Cancer Care West	Annual Reporting
Social Services	Castlebar Social Services	HR Management
Development, Housing	Sesame Construction	Governance
Environment	Oiled Wildlife Response	Digital Marketing
Advocacy, Law, Politics	Mental Health Reform	Governance
Philanthropy, Voluntarism	Volunteer Ireland	Annual Reporting
International	Ethiopiaid	Governance Code
Religion	Christian Blind Mission	Governance Code
Professional, Vocational	Association of Compliance Officers	Governance

This year we collaborated with the Wheel to consult with both statutory and non-profit organisations to identify the challenges and support needs of the non-profit sector. A number of one-to-one interviews with key stakeholders were run, questionnaire sent out and a series of “Meet, Share and Learn” meetings were conducted. The resulting ‘Skills Needs of the Sector’ report, Cahill, Sept 2020, identified a number of training and development needs including:

(A company limited by guarantee)

- adequate solutions to address ongoing information and advice needs (i.e. 'hand holding');
- facilitate/provide access to support, training and networking at a local and national levels;
- access to national and international best practice.

This research as well as other external pieces of research such as the Indecon report on behalf of the Department of Rural & Community Affairs in August, served to inform our ongoing planning of training and support for the sector.

4.3.4 Scheduled Training

Our Spring/Summer scheduled training programme kicked off in January with a workshop on the Charities Governance Code. In March, we reacted quickly to the Covid crisis by moving some courses to the autumn and setting up others as webinars. This involved dealing with cancellations, postponements and refunds of bookings. New courses were set up, including: Using Zoom to Run Meetings; Create Video Content using a Smartphone; "Ready and Able": Reopening your Non-profit Post Covid-19. As it became clear that the Covid pandemic was going to be longer than anticipated, the Autumn programme was delivered as an online programme, and the Spring/Summer programme 2021 was also set up online.

"The Social Media workshop was great. It was presented in a really clear manner and explained how to use each of the social media platforms to our organisation's advantage. Really practical advice given and the trainer adapted it well to benefit complete beginners and those with established social media accounts." - Deirdre Byrne, Dublin Adult Learning Centre

4.3.5 Customised Training and Consultancy

Our customised training started on January 16th with a governance workshop at Canoeing Ireland. Demand for online supports surged during the Covid crisis, with many requests for support from networks and individual organisations. We ran "Ready and Able: Reopening after Covid 19" for a number of Volunteer Centre networks. This practical course went through the essential steps to take when reopening operations.

Over 85% of our customised training is now delivered through networks and support bodies such as volunteer centres, PPNs, statutory bodies and partnership companies.

"The Annual Report training in Cork was excellent. It got me to brainstorm for our 2019 report in a focused way in a likeminded space. It gave me greater scope to believe in my approach. Super handouts. I had already listened to Carmichael's Annual Report podcast. Great to hear insights from outside of my organisation. Thank you, Derek and Liam, for a very well-run, interesting and stimulating morning. You explained a very complex process in a clear and precise way." - Charities Regulator's Trustee Training

"Thank you so much for last night's webinar on the Role of the Chair. It was not only informative but enjoyable as well. You have such an engaging way of talking to participants and I really appreciate that you focused on the Volunteer Centres so much, it made it very relatable and relevant. Also thank you for the tip on the roving chair, I will propose that for all of the new Volunteer Ireland boards." - Volunteer Ireland.

"I had been worried about running out of content ideas over the coming weeks as our organisation is closed, but the recommendation to repost / share footage from popular events over the past few years was great. It also served well as a refresher course, I found the recommendations great. Felt inspired to get planning and creating immediately after the course." - Using Social Media to promote your work during a crisis.

While delivering training online has the advantage of reaching a wide audience without the need to travel, it can lack the dynamism of face-to-face contact. In order to ensure maximum benefit from the virtual experience we introduced a number of techniques to ensure the best possible experience for

(A company limited by guarantee)

participants and trainers. This included the use of a “moderator” to deal with technical glitches and ensure the smooth running of the session, polls to elicit specific information on the learner experience, chat function, breakout rooms and full audio interaction with participants.

“It all worked according to plan. Having a second person, apart from the presenter, handle the technology and chat room was beneficial. I had to change devices mid-stream and was readmitted immediately and efficiently. This security removed any anxiety about technology and allowed full focus on the presentation.” – CRA Trustee Training

This year we undertook a number of consultancies including: a strategic and governance review of a national sports and leisure organisation; a governance review of a social enterprise support organisation; board support for an inner-city youth club; review of Governance Code compliance for a local development organisation.

4.3.6 Social Enterprise Supports

Carmichael was delighted to be chosen as one of the providers of training and mentoring supports for Social Enterprises in 2020. Funding for this initiative came from the Dormant Accounts Fund (DAF) and is one of the commitments of the government’s Social Enterprise Policy for Ireland. The groups involved included: community facilities; wildlife rescue; social housing; sports and recreation facilities; tourism; life development/training for young people; eco-village development. Due to the restriction in face-to-face meetings, we devised an alternative approach to delivering our one-to-one business coaching programme. This included: teleconferences to replace on-site meetings; provision of eLearning to upskill where necessary (particularly around digital marketing); support to develop action plans to deal with the trading loss implications of Covid-19; support on how to use social media to keep engaging with beneficiaries and clients during periods of shut down.

“Loved @Carmichael_IRL Training & Mentoring for Social Enterprises Programme today on Digital Marketing. Amanda is a really clear communicator, an excellent trainer.” - Life Connections

Carmichael also launched its Social Enterprise eLearning Programme in early 2020. This programme provides a total of 26 hours of self-access online content as follows:

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

4.3.7 Annual Reports Training

Carmichael in association with a number of local Volunteer Centres, delivered a series of workshops across the country on ‘Developing an Effective Annual Report’. The aim of this practical hands-on workshop was to understand the preparation of the Annual Report from the perspective of the board members. Each workshop covered the basics of what is required in an annual report and then focused on how to use the annual report as a way of telling the organisation’s story. The sessions involved presentations and group work. These workshops were aimed at smaller charities, particularly charities with income of less than €50,000. The programme was delivered free to participants thanks to funding support from Community Foundation of Ireland and Pobal. During the Covid crisis this programme continued online.

“Very knowledgeable trainer, useful handouts and good info, easy to grasp.”

“Really worth attending this course, well presented and appropriate to our needs.”

(A company limited by guarantee)

4.3.8 Free resources and informal support

Typical informal supports this year included: compliance with the Charities Governance Code, setting up a charity, risk, responding to the Covid-19 pandemic, holding an AGM, funding and planning. We also developed a number of free resources on our website.

"The free webinar was concise and very helpful in presenting an overview of the Principles and standards in the Charities Governance Code. In addition, Andrew gave a whole series of very helpful suggestions and references in relation to the core standards and the actions required by charities to achieve compliance in relation to the Governance Code. Many thanks." - Ferdia Kelly, Governance Working Group, Le Chéile Schools Trust

4.3.9 eLearning

In addition, the Social Enterprise eLearning referred to above, Carmichael had a very successful year with our other eLearning modules which include:

- Risk Management
- Outputs & Outcomes
- The Companies Act
- GDPR Level 1
- GDPR Level 2
- Role of the Company Secretary

"The online nature of the training modules was particularly beneficial, enabling leaders to access the resources at times that were most suitable to them and facilitating the opportunity for leaders to dip in and out as much or as little as they required. Also, the fact that the course content and material is available to leaders for some months afterwards was beneficial. "

"Once you have enrolled, the website and instructions are easy to use. The structure and layout of the courses is very good and difficult concepts are explained in everyday language. The advantage of e-learning is that you can study at your own pace and you can redo any section as many times as you like. The courses are relatively inexpensive, and I would recommend them to anybody".

"The content was very useful, including the gamification of the learning with mini quizzes and tests peppered throughout the course"

-Leaders from Áiseanna Tacaíochta (ÁT).

4.3.10 Charities Governance Code

Carmichael won the tender to deliver the Governance Code Trustee Training Programme to 1,000 charity trustees on behalf of the Charities Regulator. This was one of the biggest and most prestigious programmes ever undertaken by Carmichael Training and Consultancy. Carmichael was the lead organisation in design, marketing, management and delivery of the programme, and commissioned the Wheel to deliver 50% of the training. The original proposal to deliver 34 training events nationwide was converted to an online training programme. Delivery took place in the second half of 2020. It involved a team of seven trainers, four moderators and a programme coordinator in delivery of live sessions and recorded videos.

At the end of the programme feedback indicated the following outcomes: 99% reported a better understanding of the principles and standards of the Code; 99% reported a better understanding of actions for the board to take; 98% reported a better understanding of evidence needed to demonstrate compliance; 96% reported a better understanding of how to complete the compliance process.

(A company limited by guarantee)

"The training dealt directly with questions which our Board have to answer and the advice given at all times was concise, clear and to the point. I don't think there is any room for improvement. It was the best training session I have attended."

"I raved about it to my husband after and said he should join a charity just to get the training!"

4.3.11 The Good Governance Awards

The Good Governance Awards recognises and encourages adherence to good governance by non-profit organisations in Ireland. Carmichael Training was involved in the screening of entries. In 2020 there were two award types and six entry categories for each award type. The 2020 Awards event was held online on the 19th of November.

"SharingPoint won the award for the best annual report in the 'volunteer category' on Thursday 18th November 2020 and I personally wanted to acknowledge that this would not have been possible without Carmichael and the generosity of spirit shown when we were on our journey. I know that we could never have reached these heights without your assistance when we sought governance advice several years ago." - Finbarr Fay Sharing Point

4.3.12 Chairs Network

The Board Chairs' Network is a forum for board chairs of charity and non-profit organisations to meet each other, share experiences and discuss topics of mutual interest including key concepts and issues with non-profit governance. There are over 80 board chairs in the network.

4.3.13 Charity Trustee Week

Carmichael Training was involved in a number of events during Charity Trustee Week (16th to 21st November) including: virtual coffee mornings, a webinar with the Chartered Governance Institute, a Board Roles workshop, a radio interview and the Good Governance Awards. We also ran customised training on governance and communications, provided informal supports on setting up a charity and legal compliance and posted information and updates on social media.

4.3.14 Mentoring

The Carmichael Mentor Programme supports the needs and concerns of CEO's, Executive Directors and Managers working in the non-profit sector by using a panel of highly experienced mentors who share their knowledge and expertise in a supportive and encouraging manner. Our mentors are volunteers and provide confidential one-to-one advice and guidance. To date over 100 CEOs and managers of non-profit organisations have benefited from the programme. An induction was provided for 14 new mentees on November 10th. An article on Carmichael Mentoring was published in Coaching Magazine in early 2020.

4.3.15 Communications

Newsletters were published on a weekly basis with updates on developments in the sector as well as Carmichael's ongoing supports and services. Podcasts were published on a variety of topics including: The Good Governance Awards; Volunteering; GDPR; Annual Reporting; Ethics; Technology for Non-profits; Challenges of the Covid Pandemic for Non-profits; Board Recruitment.

There were regular posts on social media including Twitter, Facebook and LinkedIn.

Case study

In February 2020 Carlow PPN requested a programme of workshops on good governance and management for local organisations. Carmichael planned to run the programme in April and May but this was not possible due to the Covid crisis. On further discussion with the PPN, it was agreed to go ahead with an online programme on the same topics in May.

(A company limited by guarantee)

"The use of practical experience of governance by the course presenters was great. It meant we were able to relate it to some of our own challenges depending on our particular stage of development as a non-profit. Great also to be able to sit back and listen while having a coffee on the couch. It was also very useful to get the video of the course afterwards to share and discuss with the rest of the board."

4.3.16 The year in numbers

- We ran a total of 268 different events.
- 532 people from 395 organisations enrolled on 41 scheduled training workshops.
- There were 3,853 attendees from 260 organisations on 223 customised inputs.
- 250 people attended the Good Governance Awards online.
- 155 organisations accessed 255 eLearning modules.
- There were 38 attendees for 3 meetings of the Chairs Network.
- There were 23 Social Enterprises on our Business Coaching Programme.
- We supported organisations in all 26 counties.
- We provided 158 informal supports.
- We put 733 posts on 3 social media platforms.
- 45 newsletters sent out to 3,808 contacts.
- There were 36 Mentees on our mentoring programme.

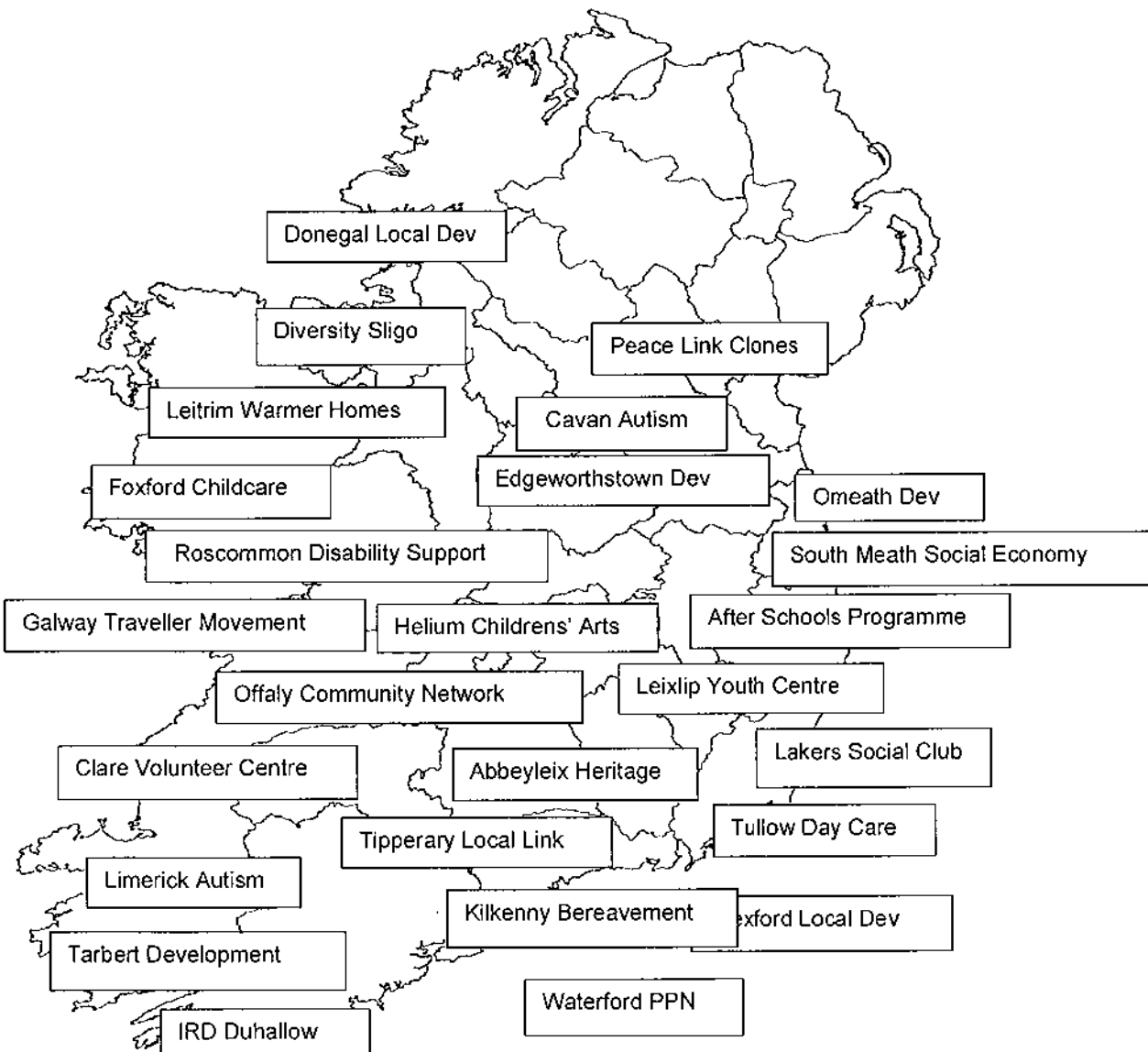
4.3.17 Looking ahead

In 2021, we plan to continue developing our services, with a view to maintaining a strong online presence even after the Covid pandemic ends. Our customised training kicked off on January 6th with a workshop on using Zoom for meetings. Our scheduled training started on January 14th with a workshop on the Charities Governance Code.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

Carmichael Centre (sample) supports by county 2020



(A company limited by guarantee)

4.4 Resident Members

Carmichael was home to 43 different non-profit organisations in 2020. 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 2020

Table 2:

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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

5. Financial Review

In 2020 total funds of €2,255,318 and total expenditure of €2,114,200 resulted in an operating surplus of €141,118. Included in the total expenditure are strategic investment costs of €25,587 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.

5.1 Income

The total incoming funds of €2,255,318 for 2020 is up €102,616 (+4.7%) on 2019.

We received €2,238,155 from our largest funding source, charitable activities.

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 2020 was €742,956 and this represented a decrease of €62,161 (-8%) on 2019, which was mainly due to Covid-19 related decreases in meeting room bookings, resident member accommodation contributions, postal and catering income. However, there were income increases from our training and accountancy services.

Employment Supports income increased by €79,752 (+12%). This was due largely to additional participants on our CE scheme increasing from an average of 32 participants in 2019 to 35 participants in 2020 which consequently resulted in an increase in the funding received from DEASP for the CE scheme. We also received additional funding supports from Pobal in response to the difficulties caused to the operating environment as a result of the Covid-19 and the public health restrictions imposed by the government to contain the spread of the virus.

The amount of €455,611 for donated facilities is explained in the introduction above. The inclusion of this item in our financial statements is a requirement of the SORP for Charities financial accounting standard which Carmichael applies.

Government Grants and Other income category has increased by €101,377 in 2020 compared to the previous year. Included in this category are grants received from the Department of Rural & Community Development (SSNO funding grant), the HSE, a once-off grant from Dublin City Council and a Covid-19 related wage subsidy support under the Temporary Wage Subsidy Scheme (TWSS). Also included is grant income Carmichael received under the Department of Rural & Community Development's Stability Fund. A total grant of €168,655 was awarded. The purpose of the grant was to contribute towards the organisation overheads and day to day running costs for those charitable organisations whose income had been significantly impacted by the pandemic. The period which relevant expenditure can be applied against is 1 January 2020 to 30 June 2021. The amount of the grant taken as income in 2020 was €112,437. €0 in relation to this grant was deferred at the year end.

The other income amounts consist of donations, fundraising deposit interest. The €15,000 income from

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

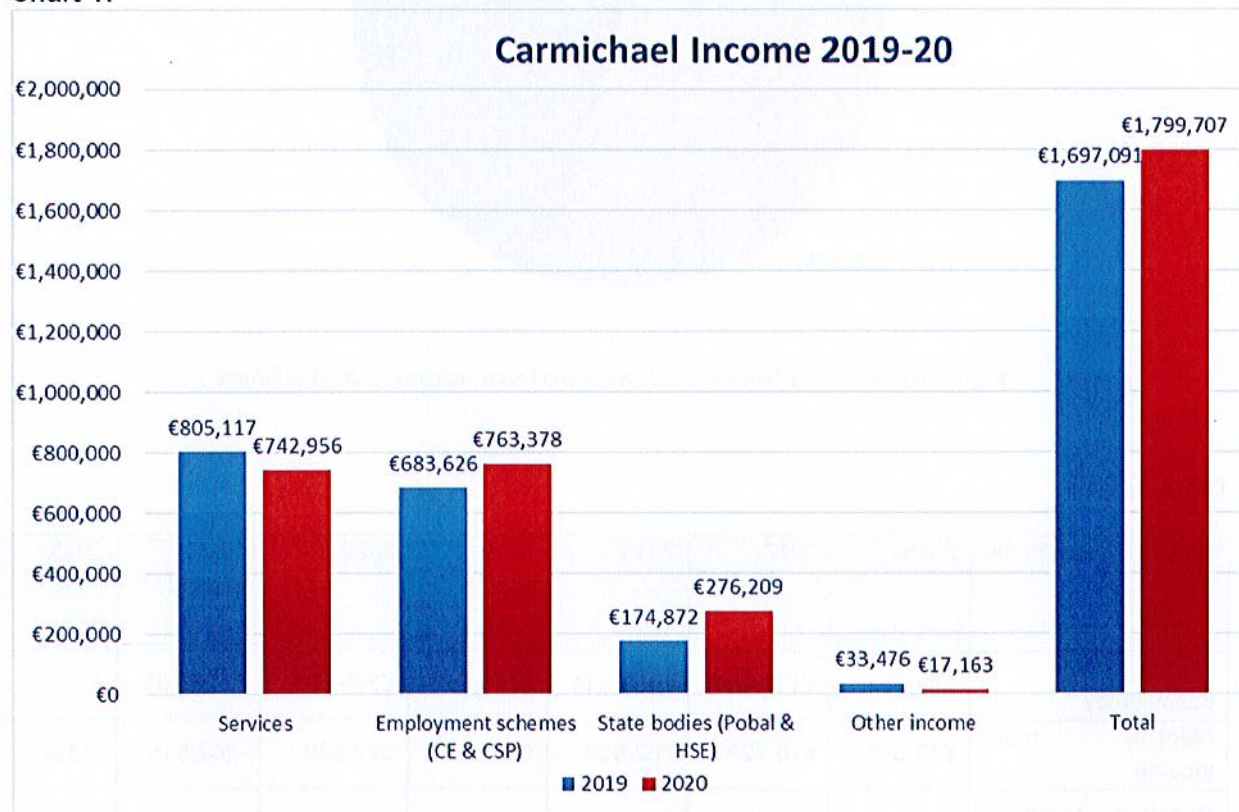
(A company limited by guarantee)

donations was down €2,320 on 2019. There was no fundraising income in 2020 from the annual Carmichael fundraising concert which was cancelled for the first time in 25 years due to Covid-19. This meant a decrease of €13,416 from fundraising in 2020 compared to 2019. No other fundraising event was held in 2020. The final component of the other income category is bank deposit interest which was €113 in 2020 compared to €690 in 2019. This is a reflection of the negligible deposit interests that are currently available on bank deposits.

In the commentary below on the 2020 operating income and expenditure performance, the deemed value of donated facilities has been excluded.

The breakdown of our 2019 and 2020 income is shown in Chart 1 below.

Chart 1:



The income received for the services we delivered, at 41% of total income, is down from 47% of total income in 2019. It was replaced in 2020 by employment schemes as the biggest operating income category in 2020 which represented 42% of total operating income. This decline in services income was due to the decline in our Centre based activities (office accommodation, meeting room, postal and catering) due to Covid-19.

Chart 2 below shows the percentage breakdown of the operating income categories in 2020.

Chart 2:

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

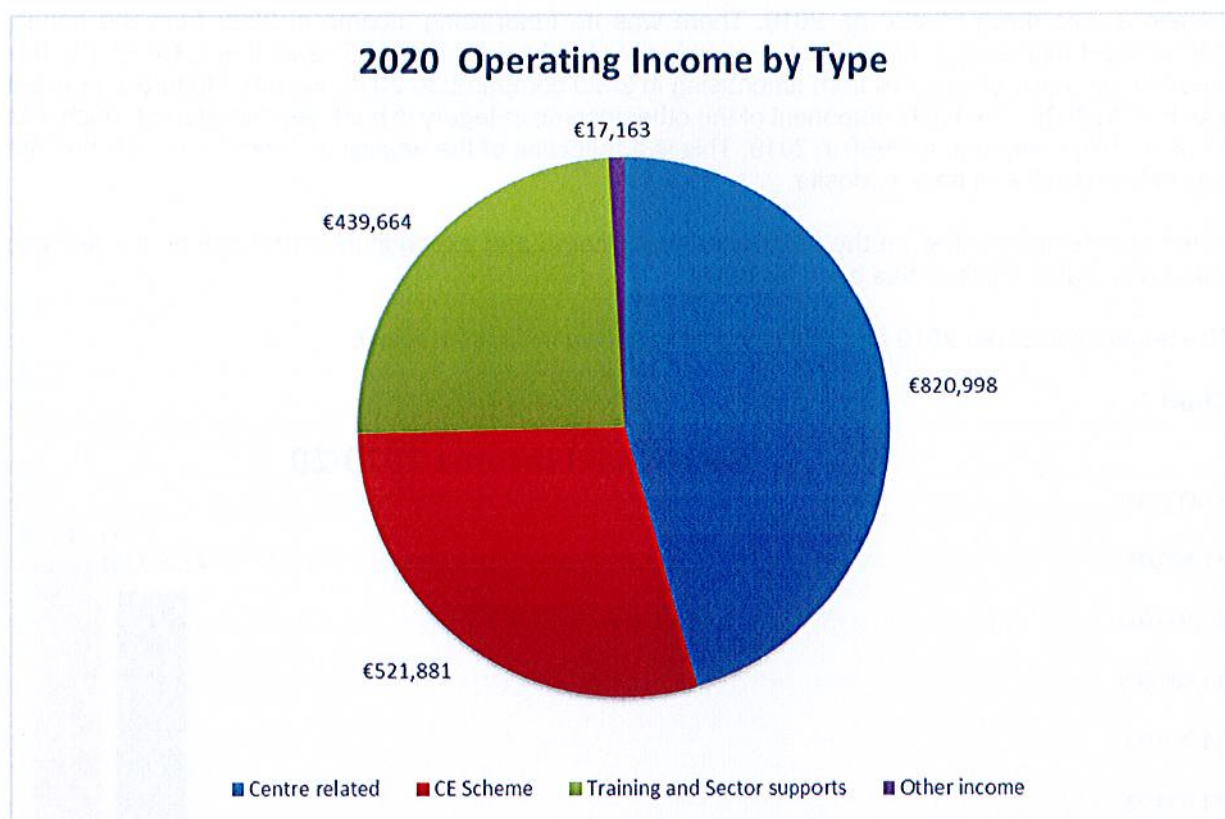


Table 3:

Services Income by type	2016	2017	2018	2019	2020	19-20 variance	19-20 variance %
Training & consultancy	€85,352	€131,454	€181,944	€246,359	€349,664	€103,305	42%
Meeting room income	€63,546	€70,725	€62,630	€85,505	€22,960	-€62,545	-73%
Resident Members Accommodation fees	€271,826	€277,141	€280,080	€302,715	€255,018	-€47,697	-16%
Other service income	€35,286	€32,034	€29,273	€33,302	€20,049	-€13,253	-40%
Accountancy	€24,102	€32,812	€36,980	€51,070	€61,853	€10,783	21%
Postal services	€87,439	€66,440	€56,676	€40,478	€15,842	-€24,636	-61%
ICT support services	€8,110	€11,286	€9,544	€9,106	€8,190	-€916	-10%
Catering	€27,093	€32,036	€38,514	€36,582	€9,380	-€27,202	-74%
Total	€602,754	€653,928	€695,642	€805,117	€742,956	-€62,161	-8%

(A company limited by guarantee)

Services income declined by €62,161 (-8%) in 2020. The decline was due to a dramatic fall-off in activity and Centre based services as of the Covid-19 restrictions. Meeting room income was down €62,545 (-73%) on 2019. Catering income was down €27,202 (-74%), postal down €24,636 (-61%) and other services down €13,253 (-40%). In recognition of the restricted access to the office accommodation, the Board agreed to rebate the quarter 2 quarterly contributions by 50% which resulted in the annual figure for 2020 being down €47,697 (-16%) on 2019.

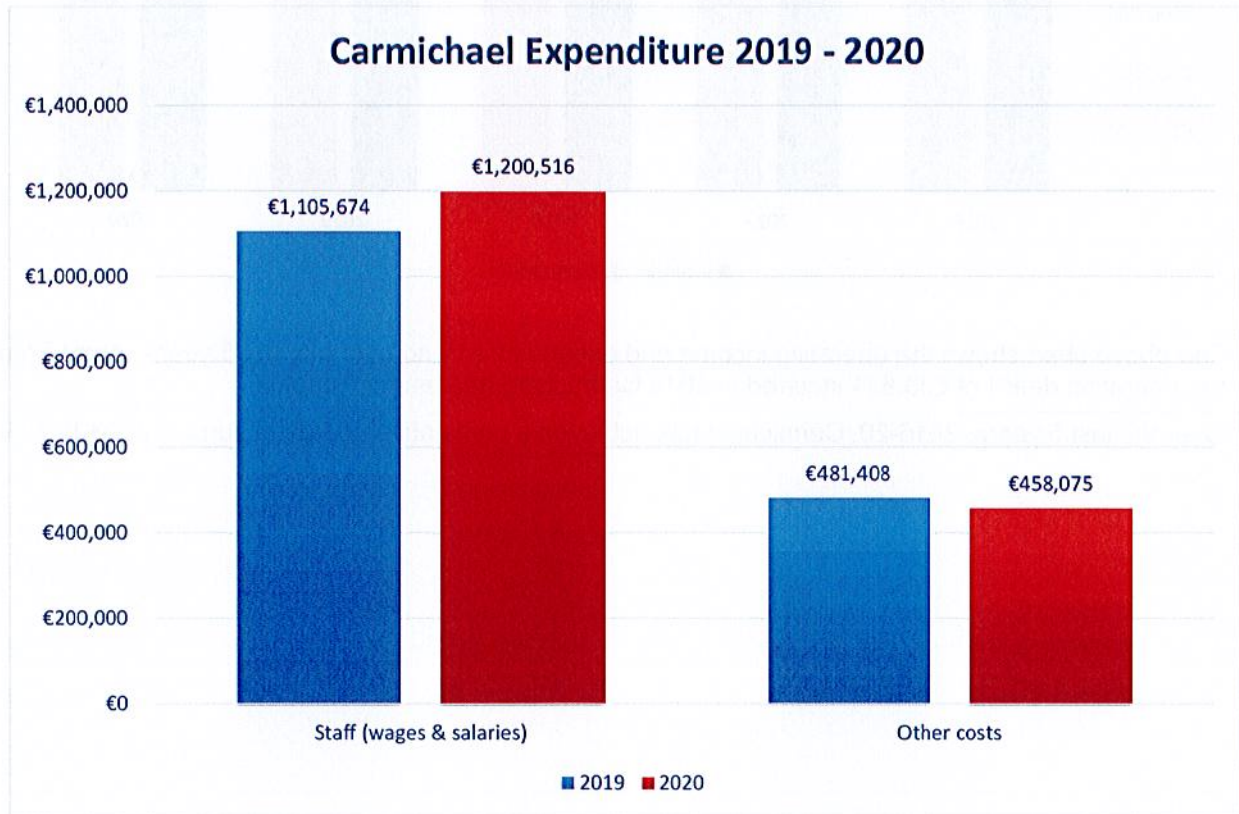
It was another record-breaking year for our training and consultancy service. Our income from training up €103,305 (+42%) on 2019. In 2016 we earned €85,352 from our training services. In 2020, the amount earned was €349,664. We also saw increased earnings from our accountancy services which were up €10,783 (+21%) on 2019.

5.2 Expenditure

Total resources expended in 2020 was €2,114,200 up €71,506 (+4%) on 2019. A key contributor to this increase is accounted for by the additional expenditure on staff wages and salaries, up €94,842. This 9% increase was due to a higher of Community Employment (CE) participants being employed on our scheme. There were also increased expenditure (+€34,416) related to the delivery of training services which were up 22% on the previous year. The reduced activity in the Centre saw related expenditure (e.g. premises, heating and light), decline by €52,327 compared to 2019.

Chart 3 below provides a breakdown of our 2019 and 2020 expenditure.

Chart 3

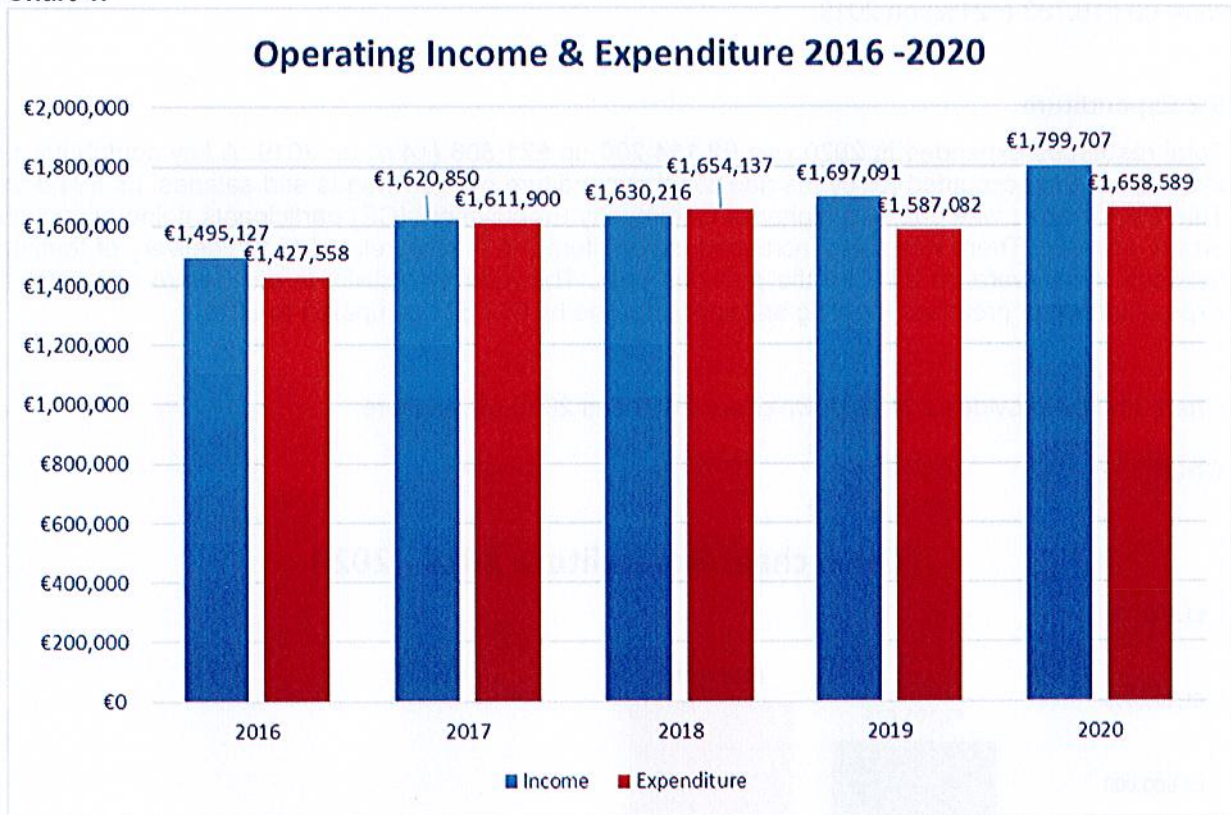


CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

The other cost expenditure category decreased by €23,333 (-5%) in 2020. This category covers the costs of our services provision and other non-staff costs in running Carmichael. In 2020, we had lower expenditure compared to 2019 in the following sub-categories; Training & Other Staff Costs, Primary Services and Premises. Professional fees were €8,762 higher due to increased consultancy costs for HR, market research and merger assessment. Our expenditure on the provision of ancillary services was up €18,551 (+10%) on the 2019 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 2020.

Chart 4:



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, 2016-20, Carmichael has achieved a cumulative operating surplus of €303,726.

(A company limited by guarantee)

Structure, Governance and Management

6.1 Structure

Carmichael Centre for Voluntary Groups CLG (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.

6.2 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 (CEO) and the Management Team. Tony Kelly is the Board Chairperson and Michael Kavanagh is the Board Treasurer. Diarmaid Ó Corrbuí, the CEO 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 2020 comprised eleven nonexecutive Directors/Charity Trustees. The Board's Directors are drawn from diverse backgrounds in business, non-profit organisations and professions. They bring to board deliberations, the significant business and decision-making skills achieved in their respective fields, together with a broad range of experience and views. The role of Chairperson and CEO 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 CEO 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 nine times during 2020. 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. Profiles of the Carmichael Board are listed on our website.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

6.3 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.

6.4 Board member meeting attendance in 2020

Table 4:

Board Member	2020 Board meeting attendance
Tony Kelly (Chair)	8/9
Gerry Culligan (Vice Chair)	9/9
Michael Kavanagh (Treasurer)	8/9
Margaret Rogers	9/9
Christina Donnelly	5/9
Gerry Egan	7/9
Clodagh O'Brien	9/9
Joe Ritchie	7/9
Orla Cunningham (Appointed 15/12/2020)	1/1
Martin Lyes (Appointed 15/12/2020)	1/1
Monika Vikander-Hegarty (Appointed 15/12/2020)	1/1
Elaine McGauran (Resigned 20/10/2020)	8/8

6.5 Board Sub Committees

Board subcommittees are established for good governance practice. Carmichael has three board subcommittees, Audit & Finance, Risk, Strategy & Governance and Marketing & Communications.

(A company limited by guarantee)

6.5.1 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 met eight times in 2020.

6.5.2 Risk & Governance (R&G) Committee

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 seven times in 2020.

6.5.3 Strategy, Marketing & Communications (SMC) Committee

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. The SMC Committee met four times in 2020.

6.6 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 2020 to ensure that Carmichael was in compliance with the 6 principles and 49 standards set out in the code for complex charities. At its 15th of December 2020 meeting, the Board formally reconfirmed its adoption of the Charities Governance Code and approved the Compliance Record Form for the Code.

6.7 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 seven 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 seven key risk areas. These are;

1. Governance
2. Strategic
3. Compliance (legal & regulatory)
4. Operational
5. Financial
6. Environmental or External
7. Reputational

The Risk Management Statement is prepared by the management team, reviewed and assessed by

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

the Risk and Governance (R&G) Committee and submitted to the board for approval. The R&G 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. 19 different risks across seven risk areas have been identified, assessed and documented in the Risk Management Statement. Following a review and redesign of the Risk Register by the RSG Committee in 2020, the board has determined the following as being the top 5 risks to be proactively managed.

Carmichael Risk Register: Top 5 Risks

Risk No & Description of Potential Risk	S2 Carmichael does not have the flexibility or the sustainability to survive a major catastrophic event such as global pandemic
Description of Potential Impact	Dramatic loss of income up to closure of some parts of all operations of Carmichael
Risk Owner	CEO & Management Team
Steps to Mitigate	<ul style="list-style-type: none"> Review the experience of the Covid-19 pandemic and assess what worked well and what should be done differently if a similar catastrophic event were to reoccur Review and update the Disaster Recovery and Business Continuity Plan in light of the Covid-19 experience. Maintain strong reserves to provide emergency funding to keep operations going while responses to the loss of income are being developed. Maintain good relations with funders and national bodies
Monitoring Frequency	Annual review of the risk by the Risk & Governance Committee reporting to the board of adequacy/ effectiveness of the mitigation steps to manage/minimise this risk.
Risk rating	40

Risk No & Description of Potential Risk	G2 Loss of key staff/ staff retention
Description of Potential Impact	<ul style="list-style-type: none"> Experience or skills lost Operational impact of key projects and priorities Loss of contact base and corporate knowledge
Risk Owner	R&G Committee and the CEO
Steps to Mitigate	<ul style="list-style-type: none"> Succession planning Document systems, activities and projects Implement training programme Agree notice periods and handovers Ensure adequate terms and conditions for all staff, in line with industry norms Ensure a vibrant and supportive working environment Put in place effective performance management structures to stimulate and support excellent work performance and motivation.
Monitoring Frequency	Annual review of the risk by the RG Committee reporting to the board of adequacy/effectiveness of the mitigation steps to manage/minimise this risk. The review assesses the positions considered to be most at risk and if any additional measures need to be put in place.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

Risk No & Description of Potential Risk	F1 Dependency on a limited number of income/funding sources
Description of Potential Impact	Cash flow and budget impact of loss of income source
Risk Owner	CEO
Steps to Mitigate	<ul style="list-style-type: none"> Identify major funding/income source dependencies Implement adequate reserves policy Consider diversification plans to develop additional income sources
Monitoring Frequency	Annual review of the risk by the RG Committee reporting to the board. The review will assess; <ul style="list-style-type: none"> Breakdown of the major funding/income sources over the last 5 years Adequacy of reserves to sustain an income shock Opportunities for income diversification or to develop additional income sources
Risk rating	32

Risk No & Description of Potential Risk	F3 Cyber breach
Description of Potential Impact	<ul style="list-style-type: none"> Loss of funds (phishing) Loss of important data (personal, account, passwords) Reputational damage
Risk Owner	CEO & Finance Manager
Steps to Mitigate	<ul style="list-style-type: none"> Identify and assess main vulnerability areas and implement appropriate control measures (e.g. around ordering and payment for goods and services) Develop a cyber-security guidance document for staff Maintain staff awareness and alertness to cyber fraud to regular reminders and communication Obtain and implement prevention advice and measures from experts, insurers and financial service providers Keep firewall and anti-virus software up to date Advise staff working remotely of the need to adhere our cyber risk controls and procedures Avail of relevant training and guidance
Monitoring Frequency	Annual review of the risk and assessment of the mitigation steps by the RG Committee reporting to the board
Risk rating	32

Risk No & Description of Potential Risk	E2 Competition from similar not-for-profit and for profit organisations
Description of Potential Impact	<ul style="list-style-type: none"> Loss of income Reduced public profile Profitability of trading activity – services run at a loss of require subsidisation
Risk Owner	CEO

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

Risk No & Description of Potential Risk	E2 Competition from similar not-for-profit and for profit organisations
Steps to Mitigate	<ul style="list-style-type: none"> • Monitor and assess performance and quality of our services • Enhance and innovate • Review market assessment and methods of service delivery • Ensure regular contact with funders and service users • Monitor public awareness and profile • Strategic selection of markets segments that we wish to target and serve. • Explore, assess and regularly opportunities for collaboration, partnership, joint ventures or mergers
Monitoring Frequency	Annual review of the risk by the RG Committee reporting to the board
Risk rating	32

The Committee will continue its review of key risks in 2021.

6.8 Reserves Policy

The Audit and Finance Committee (AFC) reviewed its reserves policy in Q2 2020 and the Board 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)

6.8.1 Minimum Reserves

The AFC calculated the requirements of the minimum reserve for 2020 as follows:

5 month average unrestricted expenditure 2019	€254,096
Staff Redundancy costs	€186,000
Total	€440,096

This equates to around 14 weeks expenditure based on total expenditure in the 2019 annual accounts.

6.8.2 Capital and development fund

In order to continue to deliver on its mission and strategic objectives Carmichael needs to make on-going capital investments in facilities, services and staff to ensure the future sustainability of the Centre. €21,000 has been assigned to the Capital and development fund in 2020 for E-learning expenditure.

6.8.3 Other Contingencies Fund

The Carmichael Centre is located in two buildings Carmichael House and Coleraine House. Both of these buildings are over 150 years old. The board have considered it prudent to have a reserve fund to cover annual operating deficits that may occur from time to time and also contingencies in relation to maintenance and upkeep of these buildings. Examples of risk areas include the lift systems and roofing in both buildings.

The AFC consider that the 2020 other contingencies fund of €213,175 is appropriate at this time.

(A company limited by guarantee)

6.8.4 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 2020 reserves. Carmichael has sufficient reserves to comply with the minimum target required under its reserves policy.

6.9 Investment Policy

Carmichael's investment policy was updated by the Audit and Finance Committee and approved by the Board of Carmichael on the 23rd of June 2020.

The Investment Objectives of the policy are:

- The overall strategy is to ensure that funds which are not immediately required for operational purposes should be invested to ensure a maximum return with minimum risk.
- Investments should only be undertaken after all the criteria in this policy are met.

The Risk Appetite of the policy is:

- Risk adverse with minimal capital volatility.
- Asset classes are restricted to deposits and bonds.
- Investments must be placed with institutions with at least a credit rating of BBB.
- Single investments with a single institution must not exceed 50% of the funds available for investment.
- All investments must be Euro based as Carmichael does not wish to be exposed to currency risk.

The next review of the investment policy will take place in 2021.

6.10 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.

6.11 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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(A company limited by guarantee)

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.

6.12 Staff profiles at 31 December 2020 (excluding CE participants)

Chart 5:

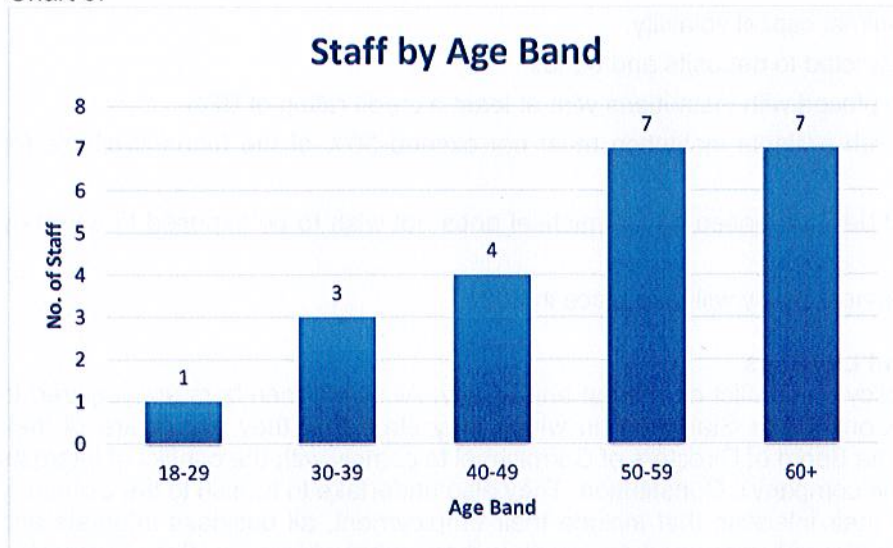
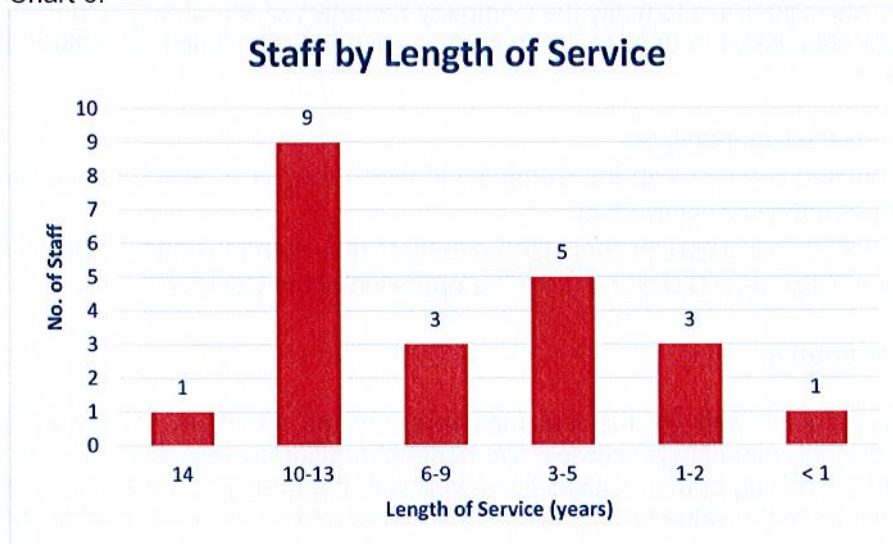
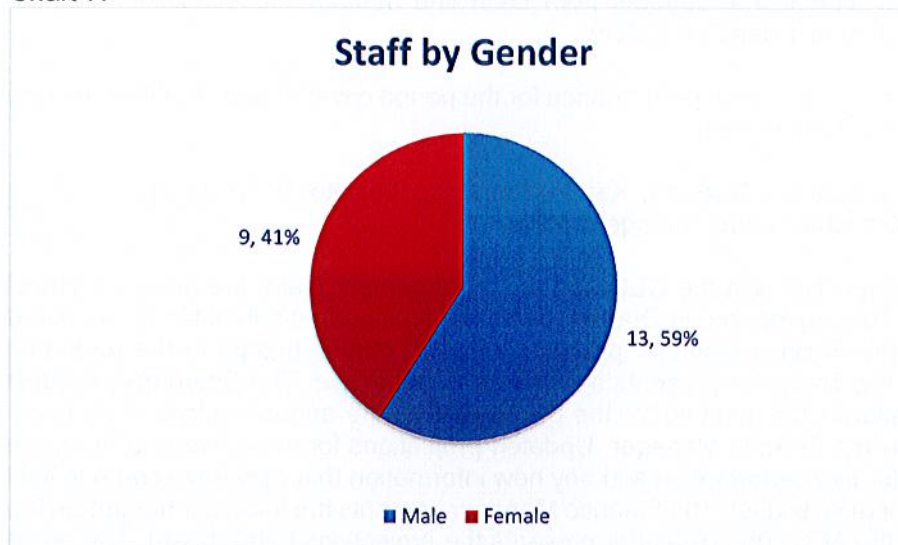


Chart 6:



(A company limited by guarantee)

Chart 7:



- At year end 31 December 2020, Carmichael had 22 staff (excluding our participants on the Community Employment - CE scheme).
- We had 3 volunteers who provide reception support on Mondays and Tuesdays.
- Of the 22 staff, 17 were full-time staff and 5 were part-time staff.
- The average age of these staff was 52.
- The average length of service was 9 years.
- In 2020, one staff resigned, and we had one new joiner.
- We had on average, 35 CE participants in 2020. All CE participants are part-time - 19.5 hours per week.
- When our CE participants are included, we had an average of 37 FTE (full-time equivalents)
- In 2020 we had 106 certified sick day absences and 24 uncertified. The average number of sick days (certified and uncertified) per staff (including CE) was 3.5 days. This was lower than 7.6 days in 2019 and 7.5 days in 2018. 82% of sick leave taken was certified sick leave which was similar to previous years.

6.13 Remuneration and performance management policy

Given the ongoing operational uncertainty caused by the Covid-19 pandemic, there was no provision in the 2021 budget approved by the board for a general pay increase for 2021. The last general pay increase was awarded on 1 October 2019. It is the Board's policy, finances permitting, to pay all staff at least at the living wage rate which is now €12.30. 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. Our CSP staff are currently on a minimum hourly rate of €11.56. The Board deferred due to the uncertainty in the operating environment, an examination into the feasibility of paying all CSP staff at least at the living wage rate. This issue will be assessed as part of the 2022 budgetary process.

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

(A company limited by guarantee)

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.

6.14 Fundraising

Due to the Covid-19 pandemic our annual fundraising concert did not take place in 2020 and no other fundraising activity was conducted.

6.15 Political Contributions

The Company did not make a political contribution to any political party in 2020.

6.16 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:

- | |
|---|
| <ol style="list-style-type: none">1. To support and guide non-profits 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 2021, we plan to deliver the following key initiatives as part of our 2019-21 strategic plan;

- Conduct the 2021 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 non-profit organisations nationwide

(A company limited by guarantee)

- Provide our accommodation and other support services to our resident members and other non-profits
- Assess how new developments in remote working will impact our accommodation services offer and make appropriate adjustments to our current model
- 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 development of our new strategic plan for 2022-25
- Assess our future staffing needs and operating model to support our new strategic plan.

6.17 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.

6.18 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:

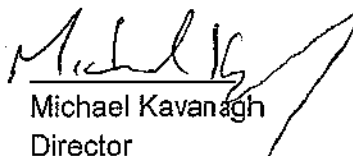
- so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and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

6.19 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 27 April 2021 and signed on behalf of the board by:


Tony Kelly
Director


Michael Kavanagh
Director

(A company limited by guarantee)

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.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(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 CLG for the year ended 31 December 2020 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, issued in the United Kingdom by the Financial Reporting Council.

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 2020 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(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 for the financial year for which the financial statements are prepared 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, to the best of our knowledge and belief, are 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 requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS

(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 38, 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 IAASAs (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 IAASAs (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: 28 APRIL 2021

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Total funds 2019 €
Incoming resources					
Donations and legacies	3	14,500	500	15,000	17,320
Fundraising events	4	-	2,050	2,050	15,466
Income from investments	5	-	113	113	690
Income from charitable activities	6	1,242,508	995,647	2,238,155	2,119,226
Total income and endowments		1,257,008	998,310	2,255,318	2,152,702
Resources expended					
Expenditure of raising funds	7	10,083	10	10,093	15,514
Expenditure on charitable activities	8	1,337,360	766,747	2,104,107	2,027,180
Total resources expended		1,347,443	766,757	2,114,200	2,042,694
Net (expenditure) / surplus		(90,435)	231,553	141,118	110,008
Transfers between funds	15	109,612	(109,612)	-	-
Net movement in total funds for the year		19,177	121,941	141,118	110,008
Total funds at 1 January 2020		49,642	674,271	723,913	613,905
Total funds at 31 December 2020		68,819	796,212	865,031	723,913

The notes on pages 47 to 62 form part of these financial statements.

(A company limited by guarantee)

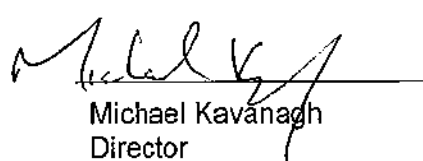
**BALANCE SHEET
AS AT 31 DECEMBER 2020**

	Notes	2020 €	€	2019 €	€
Fixed Assets					
Intangible assets	11	22,509		36,039	
Tangible assets	12	<u>79,662</u>		<u>117,722</u>	
			102,171		153,761
Current Assets					
Debtors	13	214,926		131,901	
Cash at bank		<u>760,438</u>		<u>611,027</u>	
		975,364		742,928	
Creditors: amounts falling due within one year	14	<u>(212,504)</u>		<u>(172,776)</u>	
Net current assets			<u>762,860</u>		<u>570,152</u>
Total assets less current liabilities			<u>865,031</u>		<u>723,913</u>
Creditors: amounts falling due after more than one year			<u>-</u>		<u>-</u>
Net assets			<u>865,031</u>		<u>723,913</u>
Restricted funds	15		68,819		49,642
Unrestricted funds	15		<u>796,212</u>		<u>674,271</u>
			<u>865,031</u>		<u>723,913</u>

The financial statements were approved by the Directors and authorised for issue on 27 April 2021:


Tony Kelly

Director


Michael Kavanagh
Director

The notes on pages 47 to 62 form part of these financial statements.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	2020 €	2019 €
Cash flows from operating activities	17	166,450	145,908
Net cash flows from operating activities		166,450	145,908
Cash flows from investing activities			
Purchase of intangible assets		-	(41,000)
Purchase of tangible assets		(17,152)	(19,019)
Interest received		113	690
Net cash flows from investing activities		(17,039)	(59,329)
Net increase in cash and cash equivalents		149,411	86,579
Cash and cash equivalents at beginning of financial year		611,027	524,448
Cash and cash equivalents at end of financial year		760,438	611,027

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

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 CLG for the financial year ended 31 December 2020.

Carmichael Centre for Voluntary Groups CLG 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 CLG 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 2.15.

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.

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

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 CLG 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 CLG 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 CLG 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 CLG.

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.

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

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. They consist of short term highly liquid investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value.

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.

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

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 are charged to the statement of financial activities over the period of the lease and represent a constant periodic rate of interest on the balance of capital repayments outstanding.

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

2.11 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.

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)

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Details of 2020 reserves requirements are contained in section 6.8 of the Directors' Report on pages 3 to 38 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 €15,847 (2019: €43,785).

Donated Properties and Services

The value of donated properties and services amounted to €455,611 (2019: €455,611). The accounting policy in respect to donated services and facilities is set out above at 2.2 Incoming resources.

3. Donations and legacies

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Donations and legacies	14,500	500	15,000	17,200	120	17,320
	<u>14,500</u>	<u>500</u>	<u>15,000</u>	<u>17,200</u>	<u>120</u>	<u>17,320</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

4. Fundraising events

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Fundraising events	-	2,050	2,050	-	15,466	15,466
	<u>-</u>	<u>2,050</u>	<u>2,050</u>	<u>-</u>	<u>15,466</u>	<u>15,466</u>

5. Income from investments

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Bank deposit interest received	-	113	113	-	690	690
	<u>-</u>	<u>113</u>	<u>113</u>	<u>-</u>	<u>690</u>	<u>690</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

6. Income from charitable activities

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Health Service Executive	47,098	-	47,098	47,098	-	47,098
Income from services	-	540,036	540,036	-	805,117	805,117
Income from donated facilities	-	455,611	455,611	-	455,611	455,611
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP)	241,497	-	241,497	221,808	-	221,808
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	521,882	-	521,882	461,818	-	461,818
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	90,000	-	90,000	89,354	-	89,354
Income from DCC	2,154	-	2,154	500	-	500
POBAL DAF Training and Mentoring	69,120	-	69,120	-	-	-
POBAL DAF E-Learning	3,280	-	3,280	29,520	-	29,520
Covid Wage Supports	21,240	-	21,240	-	-	-
POBAL ARA	10,000	-	10,000	-	-	-
The Community Foundation of Ireland Annual Reports and Accounts (ARA)	27,750	-	27,750	-	-	-
Charity Regulator Authority/Rural & Community Development CRA	96,050	-	96,050	-	-	-
DRCD – Covid-19 Stability Scheme	112,437	-	112,437	-	-	-
Other Restricted Income	-	-	-	8,400	-	8,400
	1,242,508	995,647	2,238,155	858,498	1,260,728	2,119,226

Please refer to Note 21 for details in relation to income received from Pobal under the Covid 19 Stability Scheme.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

7. Expenditure on raising funds

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Fundraising Events	10,083	10	10,093	4,083	11,431	15,514
	<u>10,083</u>	<u>10</u>	<u>10,093</u>	<u>4,083</u>	<u>11,431</u>	<u>15,514</u>

8. Expenditure on charitable activities

	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €
Training & Other staff costs	7,213	16,353	23,566	15,844	23,376	39,220
Premises & Maintenance	91,069	47,761	138,830	37,839	110,415	148,254
Deemed cost of donated facilities	-	455,611	455,611	-	455,611	455,611
Professional fees	22,126	30,909	53,035	9,818	34,455	44,273
Provision of Primary Services	9,493	2,627	12,120	-	34,795	34,795
Provision of Ancillary Services	136,930	59,928	196,858	604	177,703	178,307
IT and Communications	10,291	11,192	21,483	1,909	16,063	17,972
Printing and Postage costs	-	2,089	2,089	-	3,074	3,074
Wages and Salaries	1,060,237	140,278	1,200,515	907,156	198,518	1,105,674
	<u>1,337,360</u>	<u>766,747</u>	<u>2,104,107</u>	<u>973,170</u>	<u>1,054,010</u>	<u>2,027,180</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

9. Expenditure

This is stated after charging:

	2020 €	2019 €
Depreciation of tangible fixed assets:		
- owned by the charity	55,212	55,198
Amortisation of Intangible Fixed Assets	13,530	4,961
Auditor's remuneration	7,626	7,626

10. Staff costs

Staff costs were as follows:

	2020 €	2019 €
Wages and salaries	1,112,890	1,019,929
Social welfare costs	69,359	67,691
Pension costs	18,267	18,054
	<u>1,200,516</u>	<u>1,105,674</u>

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

	2020 Number	2019 Number
Carmichael Centre	8	8
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	35	32
	<u>58</u>	<u>55</u>

Number of higher paid staff

	2020 Number	2019 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 €83,640 in 2020 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 2020.

(A company limited by guarantee)**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020****11. Intangible fixed assets**

	Software Development Costs €	Total €
Cost		
At 1 January 2020	41,000	41,000
Additions	-	-
Disposals	-	-
At 31 December 2020	<u>41,000</u>	<u>41,000</u>
Amortisation		
At 1 January 2020	4,961	4,961
Charge for the year	13,530	13,530
At 31 December 2020	<u>18,491</u>	<u>18,491</u>
Net book value		
At 31 December 2020	<u>22,509</u>	<u>22,509</u>
At 31 December 2019	<u>36,039</u>	<u>36,039</u>

12. Tangible fixed assets

	Plant and machinery €	Fixtures and fittings €	Computer equipment €	Total €
Cost				
At 1 January 2020	108,101	169,751	144,136	421,988
Additions	-	6,539	10,613	17,152
Disposals	-	-	-	-
At 31 December 2020	<u>108,101</u>	<u>176,290</u>	<u>154,749</u>	<u>439,140</u>
Depreciation				
At 1 January 2020	81,827	107,344	115,095	304,266
Charge for the year	13,901	23,186	18,125	55,212
At 31 December 2020	<u>95,728</u>	<u>130,530</u>	<u>133,220</u>	<u>359,478</u>
Net book value				
At 31 December 2020	<u>12,373</u>	<u>45,760</u>	<u>21,529</u>	<u>79,662</u>
At 31 December 2019	<u>26,274</u>	<u>62,407</u>	<u>29,041</u>	<u>117,722</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

13. Debtors

	2020 €	2019 €
Trade debtors	15,847	43,785
Prepayments	25,119	10,569
Other Debtors	213	18,013
Grants Receivable	173,747	59,534
	<u>214,926</u>	<u>131,901</u>

14. Creditors

Amount falling due within one year

	2020 €	2019 €
Trade creditors	16,349	10,927
PAYE/PRSI	27,849	34,719
Other creditors	4,845	9,914
Accruals	12,835	12,513
Deferred Income	150,626	104,703
	<u>212,504</u>	<u>172,776</u>

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

	2020 €	2019 €
Total funds as at 1 January 2020	104,703	109,708
Amount released to incoming resources	(104,703)	(109,708)
Amount deferred in the year	150,626	104,703
Balance as at 31 December 2020	<u>150,626</u>	<u>104,703</u>

Amount deferred in the year

Department of Employment Affairs and Social Protection (DEASP)	99,655	96,393
The Community Foundation of Ireland ARA	28,000	-
Other	22,971	8,310
	<u>150,626</u>	<u>104,703</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

15. Statement of funds

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds					
CCVG unrestricted	<u>674,271</u>	<u>998,310</u>	<u>(766,757)</u>	<u>(109,612)</u>	<u>796,212</u>
Restricted funds					
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	-	521,881	(516,887)	-	4,994
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP)	-	241,497	(351,109)	109,612	-
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	-	90,000	(90,000)	-	-
(DRCD) – Covid 19 Stability Scheme	-	112,437	(112,437)	-	-
Dublin City Council	1,467	2,155	(990)	-	2,632
DRCD – GGA	-	5,000	(5,000)	-	-
The Community Foundation of Ireland Annual Reports and Accounts (ARA)	-	27,750	(28,743)	-	(993)
Health Service Executive Pobal DAF Training and Mentoring	-	47,098	(47,098)	-	-
Tomar Trust	-	69,120	(70,356)	-	(1,236)
SEAI	830	-	(636)	-	194
POBAL ARA	6,186	-	(6,186)	-	-
POBAL DAF E-Learning	-	10,000	(10,000)	-	-
Chartered Accountants Ireland	32,759	3,280	(13,531)	-	22,508
The Wheel	-	3,000	(3,000)	-	-
Covid Wage Support	8,400	-	(8,400)	-	-
BHP – Mentoring Programme	-	21,240	(21,240)	-	-
	-	3,000	(3,000)	-	-

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

15. Statement of funds (continued)

	Brought forward	Incoming resources	Resources expended	Transfers in/out	Carried forward
	€	€	€	€	€
Mason, Hayes & Curran	-	1,000	(1,000)	-	-
Mazars	-	1,000	(1,000)	-	-
Charity Regulatory Authority/Rural & Community Development CRA	-	96,050	(55,330)	-	40,720
2into1	-	1,500	(1,500)	-	-
	<u>49,642</u>	<u>1,257,008</u>	<u>(1,347,443)</u>	<u>109,612</u>	<u>68,819</u>
	<u>723,913</u>	<u>2,255,318</u>	<u>(2,114,200)</u>	<u>-</u>	<u>865,031</u>

	Brought forward	Incoming resources	Resources expended	Transfers in/out	Carried forward
	€	€	€	€	€
Unrestricted funds	674,271	998,310	(766,757)	(109,612)	796,212
Restricted funds	49,642	1,257,008	(1,347,443)	109,612	68,819
	<u>723,913</u>	<u>2,255,318</u>	<u>(2,114,200)</u>	<u>-</u>	<u>865,031</u>

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

16. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2020	2020	2020	2019
	€	€	€	€
Tangible fixed assets	-	79,662	79,662	117,722
Intangible fixed assets	-	22,509	22,509	36,039
Current assets	68,819	906,545	975,364	742,928
Creditors due within one year	-	(212,504)	(212,504)	(172,776)
	<u>68,819</u>	<u>796,212</u>	<u>865,031</u>	<u>723,913</u>

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

17. Net cashflow from operating activities

	2020 €	2019 €
Operating surplus before interest	141,118	110,008
Depreciation of tangible fixed assets	55,212	55,198
Amortisation of intangible fixed assets	13,530	4,961
(Increase)/decrease in debtors	(83,025)	(14,582)
Increase/(decrease) in creditors	39,728	(8,987)
Interest received	(113)	(690)
Net cash inflow from operations	166,450	145,908

18. Transactions with directors

No member of the Board of Directors received any remuneration for services provided during the year (2019: €Nil). No Directors requested any reimbursements for expenses incurred for services provided during the year (2019: €Nil).

19. Related party transactions

There were no related party transactions during the year.

Key management compensation

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

20. Post balance sheet events

In 2021, the Company received approval from for a grant from Pobal under the COVID-19 Stability Scheme for Community and Voluntary, Charitable and Social Enterprise Organisations (Stability Scheme). This grant is to help aid charities which have suffered large reductions in their revenues during 2020. The total value of the award to the charity is €168,655 and is to be received in 2021. The award is to cover eligible costs in the period from 1 January 2020 up to 30 June 2021. The charity has recognised €112,437 of this grant in 2020.

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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

21. Grant income

In accordance with the terms of the Covid 19 Stability Scheme grant, the following separate schedule has been prepared in line with Department of Public Expenditure and Reform (DPER) Circular 13/14.

Name of Grantor	Pobal (on behalf of Dept. of Rural and Community Development)
Name of Grant	Covid-19 Stability Scheme
Purpose of Grant	Contribution towards the organisation overheads and day to day running costs
Amount of Grant and Term of Grant	Grant amount of €168,655, Term from the 1 st January 2020 up to 30 th June 2021.
Amount of Grant received in 2020	€NIL received in 2020. €112,437 taken as grant income in the accounting period.
Any restrictions on the grant	Expenditure is eligible from the 1 st January 2020 up to 30 th June 2021. Restriction on the nature of overhead and day to day costs to which the grant can be allocated to

22. Guarantees and other financial commitments

Capital commitments

At the financial year-end date, the company had the following financial commitments (not contracted for):

	2020	2019
	€	€
Computer equipment	15,000	15,000
E-learning	-	21,000
Fixtures and fittings	10,000	11,000
	<u>25,000</u>	<u>47,000</u>

23. Legal status of company

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

At 31 December 2020, there were 44 members whose guarantee is limited to €1 each. This guarantee continues one year after membership ceases.

24. Contingent liabilities

There were no contingent liabilities for the financial year ended 31 December 2020.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

25. Approval of financial statements

The board of directors approved and authorised for issue the financial statements on 27 April 2021.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

Appendix to the financial statements for the year ended 31 December 2020

Restrictions

As set out in note 6 to the financial statements, the company received restricted income during 2020 totalling €1,242,508. A breakdown and description of this restricted income is as follows:

	Restricted funds 2020 €	Restricted funds 2019 €
Income from Charitable Activities		
Department of Employment Affairs and Social Protection (DEASP) – Community Services Program (CSP) (Note 1)	241,497	221,808
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme (Note 2)	521,881	461,818
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO) (Note 3)	90,000	89,354
Department of Rural and Community Development (DRCD) – Dormant Accounts Fund (Measure 1) (Note 4)	3,280	29,520
Department of Rural and Community Development (DRCD) – (Research of Sector Support Needs)	-	8,400
Income from DCC (Note 5)	2,154	500
POBAL DAF Training and Mentoring (Note 6)	69,120	-
Health Service Executive (Note 7)	47,098	47,098
Covid Wages Support (Note 8)	21,240	-
The Community Foundation of Ireland Annual Reports and Accounts ARA (Note 9)	27,750	-
Charity Regulator Authority/Rural & Community Development CRA (Note 10)	96,050	-
POBAL ARA (Note 11)		
Department of Rural and Community Development (DRCD) Covid 19 Stability Fund (Note 12)	112,437	-
	<u>1,242,508</u>	<u>858,498</u>

Note 1

Carmichael Centre for Voluntary Groups CLG 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 Company also made agreements with POBAL which resulted in them receiving an additional €19,167 during the year. In total, the amount of the grant recorded as income in 2020 was €241,497. 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

The DSP grant is unlike all the other grants listed above as there is no grant awarded amount listed up front on the grant agreement. The grant is paid retrospectively with the exception of a one-off advance paid each November in relation to the preceding financial period. A total grant of €521,881 was received during the year for this grant. The grant is in respect of a Community Employment Grant Agreement between the Department of Social Protection and the company.

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

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

Appendix to the financial statements for the year ended 31 December 2020
(continued)

communities. An amount of €99,655 in relation to these grants was deferred at the year end.

Note 3

Carmichael Centre for Voluntary Groups CLG was awarded €90,000 over the 2020 period from this grant, the terms of which are 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 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 CLG 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, with €3,280 recorded as income in 2020. 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 grants for the sum total of €2,154 from Dublin City Council. The €2,154 consists of two separate grants, the first grant was obtained as a contribution towards the cost of hiring equipment to allow maintenance work on Carmichael House and the second grant was obtained as part of the Dublin City Community Enhancement Programme.

Note 6

Carmichael Centre for Voluntary Groups CLG was awarded a grant up to an amount of €76,800 under the POBAL DAF Training and Mentoring programme. They have received €69,120 during the year which was recorded as income and an amount of €1,236 is expected to be claimed in 2021. The purpose of this grant was to fund the design and delivery of nationwide, bespoke social enterprise training, mentoring and coaching programme, focusing on business development, innovation, skills development and digital marketing.

Note 7

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €47,098 from the HSE, the terms of which was from the 1st of January 2020 to the 31st of December 2020. 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 2020 was €47,098. €0 in relation to this grant was deferred at the year end.

Note 8

Carmichael Centre for Voluntary Groups CLG was awarded a total grant income of €21,240 through government supports for the payment of wages as part of the Covid-19 support package for businesses. The full grant was spent in line with the payment of employee's wages.

CARMICHAEL CENTRE FOR VOLUNTARY GROUPS CLG

(A company limited by guarantee)

Appendix to the financial statements for the year ended 31 December 2020
(continued)

Note 9

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €55,750 from the Community Foundation for Ireland, the terms of which is from 2020 to 2021. The purpose of the grant is to contribute towards the cost developing and organising workshops for smaller charities in order to help them develop effective annual reports and accounts. The amount of the grant taken in as income in 2020 was €27,750. €28,000 in relation to this grant was deferred at the year end.

Note 10

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €136,289 from the Charities Regulator, the terms of which is from February 2020 to May 2022. The purpose of the grant is to contribute towards the cost of organising and conducting training courses for small, volunteer-only charities across the country. The amount of the grant taken in as income in 2020 was €96,050. €0 in relation to this grant was deferred at the year end.

Note 11

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €10,000 from POBAL. The purpose of the grant was to support and endorse the Good Governance Awards initiative by contributing towards the cost of the programme of workshops. The amount of the grant taken in as income in 2020 was €10,000. €0 in relation to this grant was deferred at the year end.

Note 12

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €168,655 from the Department of Rural and Community Development (DRCD). The purpose of the grant was to contribute towards the organisation overheads and day to day running costs for those charitable organisations whose income had been significantly impacted by the pandemic. The amount of the grant taken as income in 2020 was €112,437. €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".