

**Carmichael.**

**2021**

# **ANNUAL REPORT**

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## LEGAL AND ADMINISTRATIVE DETAILS

Directors	Tony Kelly, (Chair) Gerry Culligan, (Chair) Michael Kavanagh, (Treasurer) Orla Cunningham Christina Donnelly Gerry Egan Martin Lyes Clodagh O'Brien Joe Ritchie Margaret Rogers Monika Vikander-Hegarty	(Resigned 22/06/2021) (Appointed 22/06/2021)
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	
Independent auditor	RSM Ireland Business Advisory Limited t/A RSM Ireland Statutory Audit Firm Trinity House Charleston Road Ranelagh Dublin 6	
Principal bankers	Bank of Ireland plc Smithfield Dublin 7	
Solicitors	Arthur Cox Ten Earlsfort Terrace Dublin 2	

## LEGAL AND ADMINISTRATIVE DETAILS

Board Committees	Name	Committee
	Michael Kavanagh (Chair)	Audit & Finance
	Gerry Culligan (resigned 23/03/21)	Audit & Finance
	Monika Vikander-Hegarty (appointed 23/03/21)	Audit & Finance
	Fergal O'Briain	Audit & Finance
	Clodagh O'Brien (Chair)	Strategy, Marketing & Communications
	Gerry Egan	Strategy, Marketing & Communications
	Margaret Rogers	Strategy, Marketing & Communications
	Martin Lyes (appointed 23/03/21)	Strategy, Marketing & Communications
	Joe Ritchie (Chair)	Risk & Governance
	Christina Donnelly	Risk & Governance
	Tony Kelly (resigned 22/06/21)	Risk & Governance
	Orla Cunningham (appointed 23/03/210)	Risk & Governance
	Gerry Culligan (appointed 31/08/21)	Risk & Governance



The directors present their annual report together with the audited financial statements of Carmichael Centre for Voluntary Groups ("Carmichael") for the year ended 31 December 2021.

The directors confirm that the annual report and financial statements have been prepared on a going concern basis and in accordance with the accounting policies set out on the relevant pages of the attached financial statements. The financial statements have been prepared in accordance with the Companies Act 2014 and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (issued by the Financial Reporting Council). The entity has applied the recommendations contained in the Charities SORP (FRS 102) effective 1 January 2015.

## 1. CHAIRPERSON'S STATEMENT

As a Board member of Carmichael since 2016, I was honoured to accept the role of Chair in 2021. I am committed to the continuing development of the Carmichael mission of further enhancing the governance and effectiveness of nonprofit organisations in the delivery of their objectives.

I would like to take this opportunity to thank our previous Chair, Tony Kelly. In 2020 as the pandemic unfolded, Tony in conjunction with our CEO ensured that the Board and the Carmichael team quickly implemented a plan for the continued delivery of services to both resident members and to the broader community.

2021 was another year dominated by the pandemic and resultant public health restrictions imposed to tackle the spread of the virus had a major impact on the demand for our different services and how those services could be delivered. Our office accommodation utilisation rate was challenged throughout the year due to the restrictions. However, we hope to see this recover in 2022.

Notwithstanding Covid, the Good Governance Awards (GGA) were again successful with a record number of entries and a strong attendance at the online awards event on the 18th of November. This augurs well for the further development of the GGA in 2022 which hopefully will conclude with an in-person awards ceremony later in the year. Furthermore, our scheduled training, customised training and consultancy continues the strong growth trajectory of recent years enabled by the pivot to online training as a consequence of the pandemic. Popular training modules included Diversity & Inclusion, Good Governance and Board Roles & Responsibilities. Training demand remains strong and is positioned for further growth in 2022.

I would like to thank the CEO and staff of Carmichael, the resident members, and my fellow Board members for your resilience and contributions in what was another unprecedented year disrupted by the pandemic. The fact that we have achieved so much is testament to your tremendous work and efforts throughout the year. I look forward to working with you all in 2022 as we adapt to the 'new normal' in the emerging post pandemic world.

Gerry Culligan  
Chairperson

## 2. THE YEAR IN NUMBERS

**54**

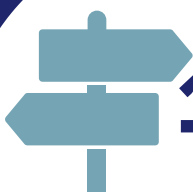
Staff, including 46 on Employment Schemes (CE & CSP), were employed by Carmichael.

**39**

Resident nonprofits based in Carmichael's office accommodation.

**133**

Meeting room bookings by 30 different organisations.

**169**

Informal supports to 441 people from 140 organisations.

**3,369**

Attendees from 129 organisations on 274 customised inputs and consultancies.

**2,296**

People accessed the centre

**727**

People from 537 organisations enrolled on 55 scheduled training workshops.

**1380**

Posts on 4 social media platforms and 50 newsletters sent.

**125**

Entries and 142 people attended our 2021 Good Governance Awards event.

**41**

Mentoring assignments commenced or continued in 2021.

**€1,635,261**

Operating income .

**€1,610,656**

Operating expenditure for 2021

**€24,605**

Overall surplus.

## **3. PURPOSE, VALUES, OBJECTIVES AND ACTIVITIES**

### **3.1 PURPOSE**

Carmichael was founded in 1990 and provides expert guidance and support for nonprofits.

#### **3.1.1 MISSION**

Our mission is to work with nonprofit organisations to enhance their governance and effectiveness in delivering their objectives, by using Carmichael's sector knowledge, experience, resources and physical space to help them achieve real and positive change for their beneficiaries.

#### **3.1.2 VISION**

Our vision is a society where nonprofit organisations are valued and supported to achieve their goals and positively impact their beneficiaries and communities.

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 nonprofit organisations in our two buildings, Carmichael House and Coleraine House, can save time, reduce cost, up-skill and thereby focus more on delivering quality services to their beneficiaries. Our training, supports and resources enable nonprofit organisations to be more effective and impactful in each of their own individual areas. With professional training, a network of support and unmatched expertise, Carmichael shines a light on best practice and ensures the wellbeing of the sector as a whole. Through our expertise and experience, we support nonprofits to become more effective at what they do.

## 3.2 VALUES

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



### Good Governance

We uphold and promote the principles of good governance: integrity, transparency, accountability, effectiveness and leadership.

### Communities of Practice

We operate as a leader across the sector to build communities of practice spreading knowledge and embedding insights into organisational performance.



### Quality

We strive for the highest possible standards of professionalism and expertise in everything we do.

### Responsiveness

When organisations contact us, we work with them to meet their needs. We work to understand the needs of nonprofits that contact us and respond with solutions that are practical and tailored to their specific requirements.



## 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:

- Seeking to build stronger charitable groups nationwide;
- Advancing the efficient and effective use of the property and resources of charitable organisations;
- Providing support and assistance of such nature as the Company deems fit to community and voluntary organisations in Ireland.



### 3.4 ACTIVITIES

Carmichael is a shared services facility and home to 39 resident nonprofit organisations. The facilities consist of 19,000 square feet of office space in two buildings located in Dublin's North Inner City: Carmichael House on North Brunswick Street and Coleraine House on Coleraine Street. Carmichael provides the following services:

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

We work not only with the 39 resident nonprofit organisations who are based in the Centre, but also with 100s of groups around the country. We work with boards and management committees on governance issues and in helping them to implement best practice and quality standards. We also provide a mentoring service for CEOs of charities; information seminars and we disseminate good practice information guidance.

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

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

In 2021, 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 nonprofit organisations in Ireland, we are very much affected by the state of the general environment in which they operate. 2021 was another year dominated by the Covid pandemic and the public health restrictions imposed on the public by the Government to tackle the spread of the virus in the population. The requirements to work from home where possible, social distancing and the restrictions on the numbers that could meet indoors had a major impact on the demand for our different services and how those services could be delivered.

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 for Carmichael's support services. This, together with an increased focus by funders on the need for charities and other nonprofit organisations to adhere to specific governance standards and funding conditions, has created 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. 2021 has followed the previous five years in being yet another record year for Carmichael in terms of training and other supports provided.



## 4. ACHIEVEMENTS & PERFORMANCE IN 2021

### 4.1 DELIVERING ON OUR STRATEGIC PLAN 2019-21

Our 2019-21 strategy was based on three main pillars to deliver on this purpose. These were:

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

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

#### 4.1.1 CARMICHAEL KEY PERFORMANCE (NON-FINANCIAL) METRICS 2019-2021

Key Performance Indicator (KPI)	2019	2020	2021 (target)	2021 (actual)
Resident Members	44	43	44	39
Visitors/Users of the Centre	32,556	7,948	30,000	2,296
Meeting room bookings	1,514	511	1,400	133
Organisations using our meeting rooms	87	60	90	33
Attended our customised training	2,236	3,853	1,800	3,369
Attended our scheduled training and seminars	461	532	300	727
Accessed eLearning	108	255	277	521
Informal supports provided	163	158	160	169
Payroll service clients	26	26	22	27
Management Accounts clients	9	12	11	9

## 4.1.2 COMMENTARY ON IMPLEMENTING OUR 2019-21 STRATEGIC PLAN

2021 was the final year in our 3-year strategic plan. A very strong start in meeting the strategic goals had been made in 2019. However, Carmichael, like so many organisations in Ireland and globally, was negatively impacted from March 2020 and throughout 2021 by the Covid-19 pandemic and the public health measures introduced to tackle the spread of the virus. 2021 was another challenging year for the sector, with the pandemic stretching on much longer than originally anticipated.

The impact on our services varied significantly. Our Centre-based activities – office accommodation, meeting rooms, catering and postal services continued to be very negatively impacted by the Covid-related public health measures. A number of our Resident Members terminated their office accommodation agreements, and we had vacancies of around 16% in 2021. A rent rebate was given to Resident Members that were suffering a substantial drop of income due to Covid. Demand for meeting rooms and our catering services collapsed as did the numbers of service users and visitors to the Centre. This resulted in the actual performance in these areas being well below the KPI targets that had been set in the 2019-21 strategy.

Our training & consultancy services had a strong performance in 2021 and were in excess of the budget targets. It was however, down in terms of income compared to 2020, which was an exceptionally strong year on the back of a number of large training contracts, such as the one from the Charities Regulator to train charity trustees in the governance code that Carmichael was successful in winning and which did not reoccur in 2021. In a survey monkey that we conducted in July, it was clear that most people were now well used to accessing our training online. In this survey, 85% of respondents indicated that their decision to attend a course was wholly or partially influenced by the fact that it was available online rather than venue-based. While we maintained and expanded our online training supports, we made our first tentative steps back to on-site training/consultancy in May.

Below is a commentary on implementation of strategic objectives and goals in 2021.

## STRATEGIC OBJECTIVE 1

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

### Goal 1.1:

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.



Outputs/key deliverables in 2021	2021 Outcome
Utilized office accommodation (90%+ occupancy rate)	<p>Our Office Accommodation utilisation rate declined to 84% in 2021. Since the "work from home" advice from public health authorities was issued due to the Covid-19 pandemic in March 2020, three Resident Members (RM) left the Centre in the 2020-2021 period. These were Coeliac, CASA and Aspire. Three other Groups, National Platform for Self-Advocates, Dublin Community Games and the Hope Foundation decided to remain in the Centre but downsized their office accommodation and left their standalone offices to move into a shared office space. We had one new charity, Simon Community Ireland, join the Centre in 2021 and they have taken an office in Coleraine House. Cooperation Ireland will be joining the Centre in March 2022.</p> <p>We have converted the office accommodation in Room 16 into a hot desk facility with 10 hot desks and one office available for short-term/flexible renting. The charity WALK has rented 6 of the hot desks and the office for a 6-month period to the end of Quarter 1 in 2022.</p> <p>We believe that demand for office accommodation will start to recover in Q1 of 2022. We also expect to see a growing demand for flexible office accommodation once the recommendation to "work from home" is relaxed and the hybrid working model of some days working in the office and other days working from home becomes more widespread.</p> <p>A number of other groups are advanced in the application process to take up office accommodation in Quarter 2 of 2022 and the Centre will return to close to a full occupancy rate if these applications proceed as expected.</p>
30,000+ service users and visitors to the Centre	<p>The number of Centre service users 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 most of staff/volunteers from our Resident Members opting to work from home. In 2021, we had only 2,296 visitors to the centre compared to our original target of 30,000.</p>
1,400+ meeting room bookings	<p>As with service users, due to Covid-19, this number for 2021 is way down on 2019 and will only recover in 2022 once the Covid-related restrictions are eased and people are more comfortable attending in-person meetings and events. In 2019, we had 1,514 meeting room bookings. In 2020, this had fallen to 511. In 2021, we had just 133 meeting room bookings. We had some pickup in demand but the rise in Covid cases in December and renewed public health warnings about reducing social contacts is likely to halt any recovery in demand until probably the second quarter of 2022.</p>

## Goal 1.2

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

Outputs/key deliverables in 2021	2021 Outcome
Sector training needs assessments	See section 4.2.2 below.
Updated Market Research on Competitor Organisations	A competitors' analysis was updated in 2021.
Scheduled Training Programme – Spring/Summer & Autumn/Winter	See section 4.2.3 below.
Delivery of customised training inputs	See section 4.2.4 below.
New/updated resources	In 2021 we some made some new free Resources available on our website including two Sample Compliance Calendars, Annual Report Templates and Top Tips for Applying for Charitable Status.
Panel of trainers	The panel was more or less stable during 2021. As in previous years, a smaller number of trainers on the panel account for over 80% of the value of the training delivered. We plan to add to the panel in 2022 and have recently put out a call for suitable trainers/consultants to apply to join our panel.

## Goal 1.3:

Develop and expand our range of broader sector supports and engagements with the nonprofit sector.

Outputs/key deliverables in 2021	2021 Outcome
Good Governance Awards (GGA)	We conducted a very successful GGA in 2021. We had 124 annual report entries across 7 entry categories (up from 106 in 2020). We had 37 Stage 1 assessors, 8 Accountancy Firms for Stage 2 and a panel of 22 judges. We had 142 people attend the online awards event on the 18th of November.
Mentor Programme	We commenced 2 mentoring rounds in May and October with a total of 41 people being assigned mentors. There are now 48 mentors on our panel an increase of 5 from 2020.
Board Chairs Network	We held 4 network meetings in 2021. There are now 106 chairs in the network up from 82 members in 2020.

## STRATEGIC OBJECTIVE 2

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

### Goal 2.1:

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

Outputs/key deliverables in 2021	2021 Outcome
Annual financial budget	Delivered and approved by the board at its December meeting.
Revised End of Year out-turn projections	Delivered (September).
Updated Reserves Policy	Delivered (June).

Monthly management accounts	Delivered.
Board Effect Board Portal software	Implemented (June).
Development of a new strategic plan for 2022-25	Approved by Board (October).
Appropriate staffing capacity and support structures to meet the needs of the organisation	Revised/expanded responsibilities for our Training staff and increased the number of administrative support staff.
Compliance with the Charities Governance Code	Compliance Record Form for the Charities Governance Code reviewed, updated and approved by the Board (September).

## 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 of our resources and capacity.

Outputs/key deliverables in 2021	2021 Outcome
Induction programme for new board members	Delivered (January).



Protected Disclosure policy	Reviewed and updated.
Carmichael Communication Protocol	Reviewed and updated.
Employee Handbook	Reviewed and updated.
Conflict of Interest policy	Reviewed and expanded to include the CEO and senior staff.
Pay review for staff	Conducted, approved by the Board and implemented in October.
Board training/development plan	No formal plan developed. Briefings and spotlight review sessions provided throughout the year.
Upgrade to phone system	Delivered (June).
Staff training needs assessment	Delivered as part of annual performance reviews.

## Goal 3.2:

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

Outputs/key deliverables in 2021	2021 Outcome
Annual stakeholder relationship management action plan	Delivered

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 A series of promotional videos for our office accommodation, meeting rooms, training and good governance were also developed and promoted on social media.
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## 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.

Outputs/key deliverables in 2021	2021 Outcome
Annual board evaluation	Evaluation conducted and report circulated December 2021. Findings reviewed by the board in January 2022
Annual operational plans	Delivered
Strategy implementation status update report	Delivered
Investment in the IT support systems for the Training & Consultancy (T&C) Unit	Commenced in Quarter 3 and scheduled for completion by end of Quarter 1 2022

## 4.2 TRAINING & CONSULTANCY (T&C) PERFORMANCE IN 2021

The T&C Implementation and Action Plan 2021 included:

- Plan market and deliver scheduled training programmes.
- Provide a comprehensive range of customised training & consultancy solutions that are available to client organisations nationwide.
- Provide informal advice and guidance

### 4.2.1 EXPANSION OF THE T&C UNIT

In order to deal with the growing demand for our services, we restructured the T&C team and took on two Training Administration Assistants. We also conducted a substantial review of our use of our Salesforce applications within T&C and are currently implementing a major upgrade to our IT support systems. It is intended that this work will lead to greater efficiencies, more streamlined processes and create further administrative capacity.

### 4.2.2 SECTOR ANALYSIS

We continued to cater for a wide range of nonprofits, large and small. The table below shows examples of nonprofits we supported, and the type of support provided. The sector headings are from the Benefacts Non-profit Sector Analysis (as outlined on Benefacts website):

Sector	Example	Support
Arts, Culture, Media	Hellenic Community Ireland	Annual Reporting
Recreation, Sports	Camogie Association	Planning/Recruitment
Education, Research	Bandon Grammar School	Board Roles
Health	Tullow Day Care	Governance
Social Services	Paul Partnership	Governance
Development, Housing	Darndale Belcamp VC	Financial Oversight
Environment	Sustainable Water Network	Internet Risk
Advocacy, Law, Politics	Victim Support	Cyber Security
Philanthropy, Voluntarism	Cork/Kerry Outreach	Compliance

International	Development Studies Association	Governance
Religion	Glendalough Hermitage	Company Secretary
Professional, Vocational	Irish Pharmaceutical Healthcare	MS Teams

During 2021, we commissioned Benefacts to conduct a detailed analysis on the profile of nonprofit organisations that have used our Training & Consultancy services over the period 2017-2020. The analysis was drawn on regulatory, governance, financial and other information derived from the most recent published financial statements or other regulatory filings of over 900 client organisations. The Report provided to Carmichael by Benefacts gave us considerable insight into these organisations across various categories including; sub-sectoral profile, institutional profile and regulatory status, financial reporting standards, aggregate turnover, number of employees, governance profile, geographic distribution. The Report also gave us a profile of the organisations across the different types of supports and services offered by Training & Consultancy, and we have no doubt that all of this information will greatly inform business development plans over the years ahead.

Carmichael also, in conjunction with The Wheel and with co-funding from the Dept of Rural & Community Development, commissioned a comprehensive sector training needs assessment. This report, the Cahill Report was published in 2021 and was an important input to development of the Training & Consultancy component of the 2022-2025 Strategic Plan.

#### 4.2.3 SCHEDULED TRAINING

2021 saw continued growth in our Scheduled Training with 727 participants attending 55 workshops over the course of our Spring Summer and Autumn Winter Programmes. This is compared to 461 participants in 2019, and 532 in 2020. The increase in the number of workshops we facilitated and the fact that workshops are now online, and therefore easier for many people to attend, are both factors which have contributed to this growth. In addition, we continue to successfully anticipate the needs of individuals and organisations and develop new workshops accordingly. In 2021 two popular examples of such workshops were 1) Boards, Chairs and CEOs: Roles Relationships and Boundaries and 2) Diversity and Inclusion in your Nonprofit Organisation. Feedback from clients indicates beneficial outcomes after accessing our services. These include improvements in the organisation's governance, clarity on strategic direction and completion of compliance with the Charities Governance Code. Below are some examples of the feedback we received from participants.

**"I have found Carmichael's training very helpful, very informative, with presenters well prepared and knowledgeable in their subject."** – Board Roles and Responsibilities course.

**"In 15 years of attending not for profit courses, this was one of the best, if not the best... An excellent use of time and it's a course I'll recommend to others."** – Strategic Planning Workshop.



## 4.2.4 CUSTOMISED TRAINING AND CONSULTANCY

Our customised training kicked off on the 6th of January with a workshop on how to use Zoom for a counselling service. Major training contracts from the CRA, Pobal and CFI have been the key drivers of this strong performance. Several consultancies which were started in 2020 continued into 2021, including a review of the Constitution, policies and procedures of a sports organisation. Training programmes included governance and management on behalf of PPNs and Volunteer Centres and coaching and facilitation for a network of Community Facilities in Dun Laoghaire/Rathdown. In response to the need for organisations to cope with the continuing pandemic, we ran "Ready & Able 2021" on behalf of a number of Volunteer Centres and PPNs. Feedback throughout the year indicated a high level of satisfaction with our inputs.

**"In-depth and insightful. The presenter covered every angle of a voluntary organisation, business or social enterprise. It had a person-centred approach, which was well thought out for post Covid, as everyone will have a different response to lockdown. It provoked questions as to how we can best make people feel safe and reassured along with the steps to maintain a dutiful approach to work with policies and procedures. This was a great, well-rounded course."** - Ready & Able training.

**"For no-nonsense group training, targeted at your organisation's needs, Carmichael delivers clear, easy to understand courses, which will improve your organisation's performance."** - Policies and Procedures training.

**"Thank you for forwarding the workshop materials - it was the most informative and practical session I have ever attended regarding funding and I am most grateful to Carmichael and to Liam. The fact that it was online meant it was way more accessible. I could not afford to take time off to travel to such an event."** - Fundraising workshop.

## 4.2.5 ANNUAL REPORT TRAINING

We ran 21 Annual Report workshops this year in collaboration with Volunteer Centres. This popular programme is set to continue in 2022.

**"On behalf of the Donegal Volunteer Centre and Donegal Local Development, we would like to thank you for the sessions delivered to groups from across Donegal and beyond. We were delighted as always with the standard of the materials and the delivery by Martin."** - Donegal Volunteer Centre.



#### 4.2.6 SPORT IRELAND

This year we completed the handover of Carmichael's Governance Code eLearning to Sport Ireland. We were also contracted to deliver a Governance Advisory Support Service to National Sporting Bodies. This programme will continue into 2022. We also delivered a large number of customised workshops to sports bodies on the sports governance code, board roles, strategy and risk.

**"We look forward to continuing and building on our relationship with Carmichael on our overseeing of the Governance Code for Sport and via our support of the Good Governance Awards."** - Sport Ireland

#### 4.2.7 BOARD EFFECTIVENESS REVIEWS

Reviewing how the Board of your charity operates and making necessary improvements is an important part of good governance. It is also a requirement of the Charities Governance Code. During 2021, Carmichael conducted several reviews with great results for client organisations. Such a review can include an assessment of:

- the effectiveness, knowledge and experience of the Board as a whole, office holders and individual charity trustees
- adherence to the board code of conduct
- the structure, size, membership and terms of reference of any subcommittees· training and recruitment plans
- a skills audit of charity trustees

Boards of nonprofit organisations which are not registered charities can also avail of this service.

**"Liam from Carmichael engaged with us for a number of pieces of work to enhance our Boards' efficiency, and our risk management systems. The approach was open, consultative, accessible and efficient. The reports and recommendations produced will genuinely assist us in further development and maintenance of excellent standards of organisational governance."** - Sarah Benson, Chief Executive Officer, Women's Aid.

**"COPE Galway undertook an external board review which was conducted by Jillian Van Turnhout, in association with Carmichael. The process worked very well in terms of being appropriate to our particular circumstances, manageable for board members in terms of time commitment, which also helped with engagement. Jillian's expertise in this area also added significant value regarding eliciting feedback and offering useful suggestions and aids for future effectiveness. I would strongly recommend this process and Carmichael in relation to conducting a board review."** - Michael Smyth, CEO, COPE Galway.

## 4.2.8 FREE RESOURCES AND INFORMAL SUPPORT

We provided informal support and advice against the backdrop of the ongoing pandemic. This included advice on how to conduct meetings virtually, including board meetings, AGMs and EGMs. Other topics included: how to manage risk, charity registration and compliance with the Charities Governance Code.

We also published a number of podcasts on topical issues throughout the year, as well as videos on customised supports, Scheduled training and eLearning. We disseminated newsletters throughout the year and published a number of articles and resources on our website. We provided induction for new Mentors and Mentees on the Carmichael Mentoring Programme.



Carmichael CEO, Diarmaid Ó Corrbuú, and finance expert, Andrea Shupinski, recording a podcast.

**"Thanks, Diarmaid Ó Corrbuú and Derek O'Reilly for such a helpful podcast with such a range of insights into the important governance work of protecting trust in charities." – Seamus O'Gorman, Dóchas Ireland.**

## 4.2.9 ELEARNING

Our suite of eLearning modules continued to grow in popularity during the course of 2021 with a record 521 licences provided. Among the most popular modules were GDPR, Financial Management for Nonprofits, The Role of the Company Secretary and a new module added in 2021, The Role of the Chairperson.

**"Carmichael's eLearning course provides a concise introduction to the Role of Company Secretary for an NGO and explained much of the jargon in clear English."**

## 4.2.10 CHARITY TRUSTEES' WEEK

Carmichael hosted a number of events for Charity Trustee Week, including the Good Governance Awards. Carmichael's Training Manager and Learning & Development Manager were assessors for the Awards. Organisations were shortlisted and awards were given in 6 of the 7 categories. This year there was no winner in category 1: organisations with an annual turnover of less than €50K. Charities Regulator CEO Helen Martin gave the keynote address at the awards ceremony on November 18th. Carmichael also ran 4 scheduled training events and 5 customised events during Charity Trustee Week.



Slide from the Good Governance Awards 2021.



Gary Stewart, General Manager of Volleyball Ireland, pictured with a Good Governance Award.

## 4.2.11 CHARITY IMPACT AWARDS

This year Carmichael's Training Manager was on the judging panel for the Charity Impact Awards. 25 organisations were shortlisted in five categories: Small, Medium, Large, Social Enterprise and Trustee of the Year. Due to Covid the awards ceremony planned for December 7th was cancelled. A retrospective event will be held instead in 2022.

## 4.2.12 CASE STUDY 1

In May 2021 Volunteer Ireland officially launched eight new Volunteer Centres: Cavan, Kilkenny, Leitrim, Laois, Offaly, Roscommon, Waterford and Wexford. Over the previous twelve months, Carmichael provided a series of supports for seven of the new centres (one of the centres had already received support from Carmichael in 2019). These supports were online and included workshops on: board roles, regulation, compliance and the role of the Chair. There was also a series of meetings with individual boards to share insights and discuss issues as they arose.

**"The board of Roscommon Volunteer Centre attended board training provided by Carmichael in May 2020 and availed of a follow-up training session for the Board in February 2021. The course was very informative and was given by Jillian van Turnhout who is experienced, extremely knowledgeable and generous in both her support and her time. Carmichael's commitment to guiding non-profits is clear and their dedication is evident. The Board and I would happily recommend Carmichael to other non-profits who would benefit from training and support."**

Angela Gavigan – Chairperson, Roscommon Volunteer Centre



## 4.2.13 CASE STUDY 2

**"The 100 Archive came to Carmichael looking to undertake a body of work to reconsider our legal status, consider pursuing charity status and improve our practices around organisational governance. Andrea Shupinski, our Carmichael consultant, brought us through a bespoke learning programme which was both rigorous and clear. Our steering committee learned how to govern the organisation with increased transparency, put smart processes in place and laid the groundwork for a change in legal status. We have also instituted a number of procedures ensuring we adhere to not-for-profit best practice. Andrea was flexible, responsive and very understanding of our situation. She brought expertise and enthusiasm in equal measure, and we look forward to working with her and Carmichael in the future, knowing they understand the challenges we face as a small, not-for-profit organisation."** – Aideen McCole, 100 Archive

## 4.2.14 LOOKING AHEAD

We have seen phenomenal growth in our services over the last few years, and anticipate continuing growth into the future. To reflect this, we commissioned Yvonne Pearse to work with us in developing our Training and Consultancy Team Strategy 2022 – 2025. This provides an oversight of our work and the external environment; strategic objectives and deliverables; and targets and resourcing needed for growth. It was a key input to the process of developing a new strategic plan for Carmichael.

We were involved in the working group for the Carmichael Strategic Plan 2022-25. This included the following objectives for the Training and Consultancy Unit:

- Reach new audiences and expand the number of beneficiaries who are accessing our training and consultancy services.
- Increase opportunities for growth by cultivating strong funding and income generation networks.
- Continue to deliver relevant, expert, practical and effective training and support services.
- Strengthen the capacity, decision making and sustainability of the Training and Consultancy team

We are planning a number of new programmes in 2022, including:

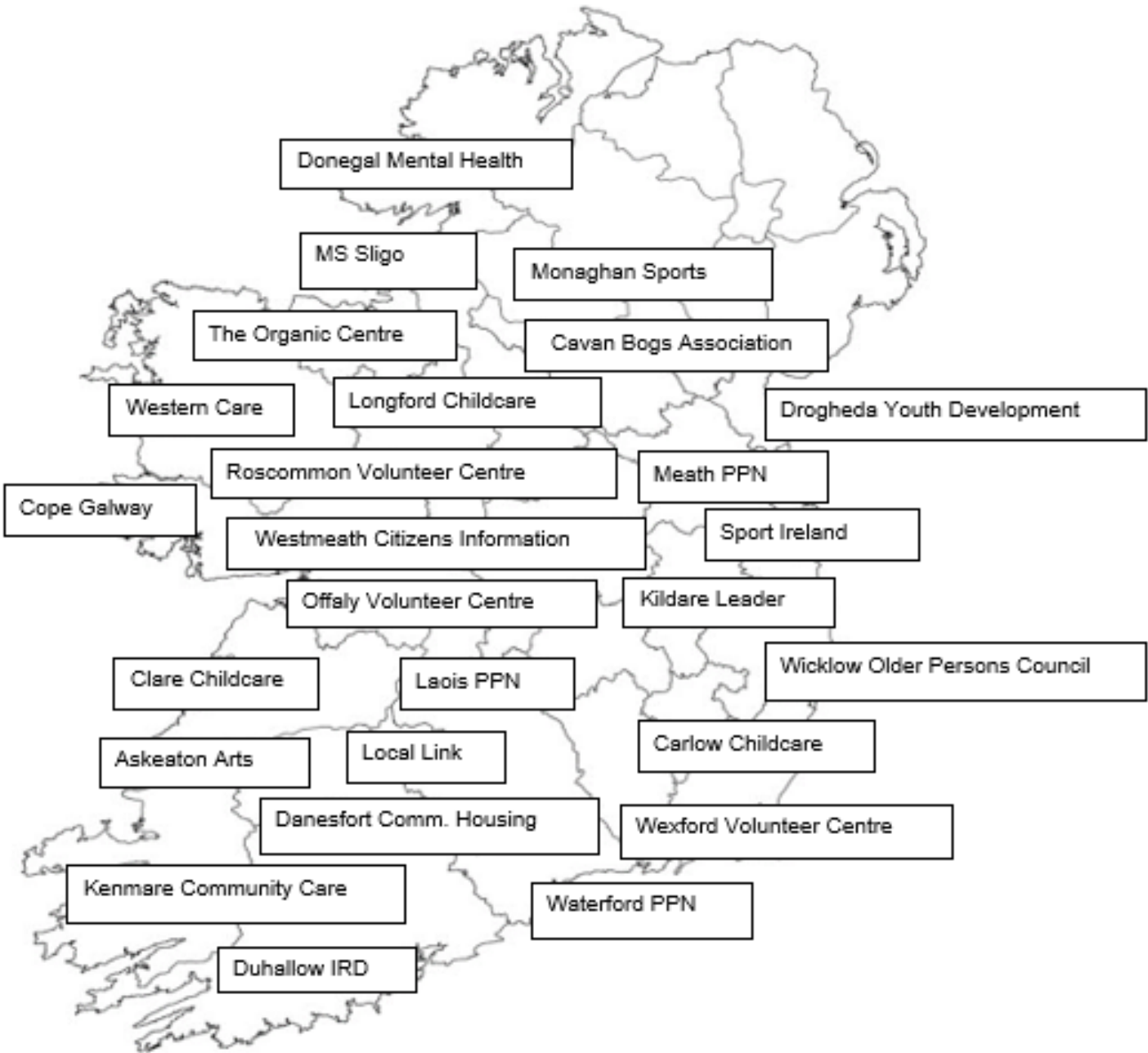
- Recovery and Resilience: a programme of workshops funded by the Community Foundation;
- Developing an Annual Report: workshops co-funded by the Community Foundation and Pobal;
- Training supports for Carmichael Resident Organisations and the Chairs Network funded by the National Training Fund.

We will continue working with Technological University Dublin (TUD) on development of an accredited training programme for charity trustees. We will also recruit new members for our trainers'/consultants' panel.

We will submit a new application for funding to the Scheme to Support National Organisations (SSNO). This will cover core funding for Carmichael's Training & Consultancy for the period 2022-2025.

In anticipation of continued growth in the next few years, we will implement a significant upgrade to our data management system in 2022.

4.2.15 CARMICHAEL (SAMPLE) SUPPORTS BY COUNTY  
2021



## 4.4 STRATEGY 2022-25

As our 2019-2021 Strategy came to an end, Carmichael formulated a new strategy in 2021 to cover the next four years. This strategy was based on workshops conducted by external facilitators for both Board and staff members. The final strategy was written under the guidance of the Strategy, Marketing & Communications Committee and was approved by the Board at its meeting on October 19th 2021.

Our 2022-25 strategy is based on three main objectives. These are:

1. Design and deliver a range of high quality, relevant and accessible services and supports.
2. Explore and develop new client-focused services and supports and opportunities for growth and development
3. Provide sector leadership by exemplifying best practice in good governance and client-centred services and supports

We have an enabling objective which is:

- Ensure we have the necessary and effective infrastructure, people, systems and support functions in place to deliver on our purpose and strategic objectives.

Our 2022-2025 strategy can be found on [our website](#).





## 4.5 RESIDENT MEMBERS

Carmichael was home to 39 different nonprofit organisations in 2021. 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.



## 5. FINANCIAL REVIEW

In 2021 total funds of €2,090,873 and total expenditure of €2,066,266 resulted in a surplus of €24,606. Included in the total expenditure are strategic investment costs of €34,936 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, an upgrade to the IT support systems for Training Services 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. An updated valuation of the deemed benefit of our donated facilities was done for 2021 by assessing the market rent for office accommodation of a similar type in the Dublin 7 area.

### 5.1 INCOME

The total incoming funds of €2,090,873 for 2021 is down by €164,445 (7%) on 2020.

We received €2,075,849 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 2021 was €657,388 and this represented a decrease of €117,352 (-22%) in 2020, which was mainly due to reduced income earned from our Centre based services - rental income from office accommodation, meeting room rental, catering, postal services and other services.

Employment Supports income decreased by €51,775 (-7%). This was due largely to fewer participants on our CE scheme decreasing from an average of 35 participants in 2020 to 31 participants in 2021 which consequently resulted in a decrease in the funding received from DEASP for the CE scheme. We also received less funding supports from Pobal compared to 2020 when 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 we received additional support funding. This funding tapered off in 2021.

The amount 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.

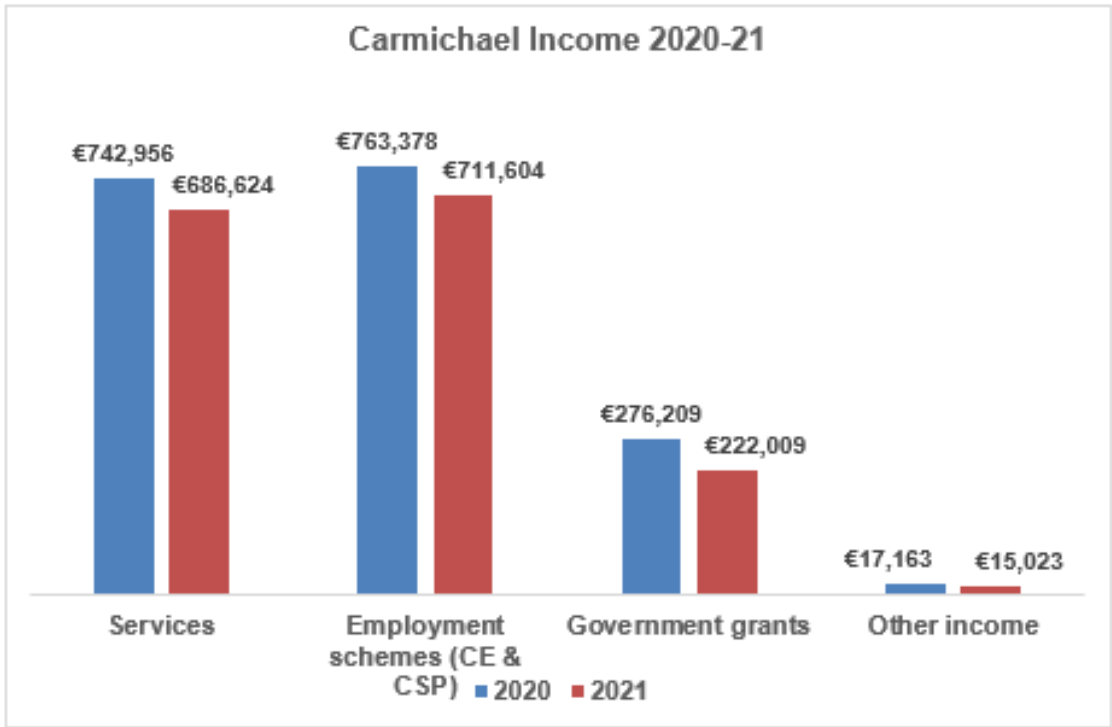
Government Grants income category has decreased by €54,200 (29%) in 2021 compared to the previous year. Included in this category are grants received from the Department of Rural & Community Development (DRDC – the SSNO funding grant, the HSE, a once-off grant from Dublin City Council and a grant from the DRCD under its Connected Hubs initiative. The main reason for the decline in grant income in 2021 was due to the reduced funding we received under the Government’s Stability Fund in 2021. The fund covered an 18-month period. All of 2022 and the first 6 months of 2021.

The other income amounts consist of donations, fundraising and deposit interest. The income from donations was down €12,001 (80%) in 2020. Fundraising income increased by €9,951 (485%) compared to 2020. The final component of the other income category is bank deposit interest which was €23 in 2021 compared to €113 in 2020. This is a reflection of the negligible deposit interests that are currently available on bank deposits.

In the commentary below on the 2021 operating income and expenditure performance, the deemed value of donated facilities has been excluded.

The breakdown of our 2020 and 2021 income is shown in Chart 1 below.

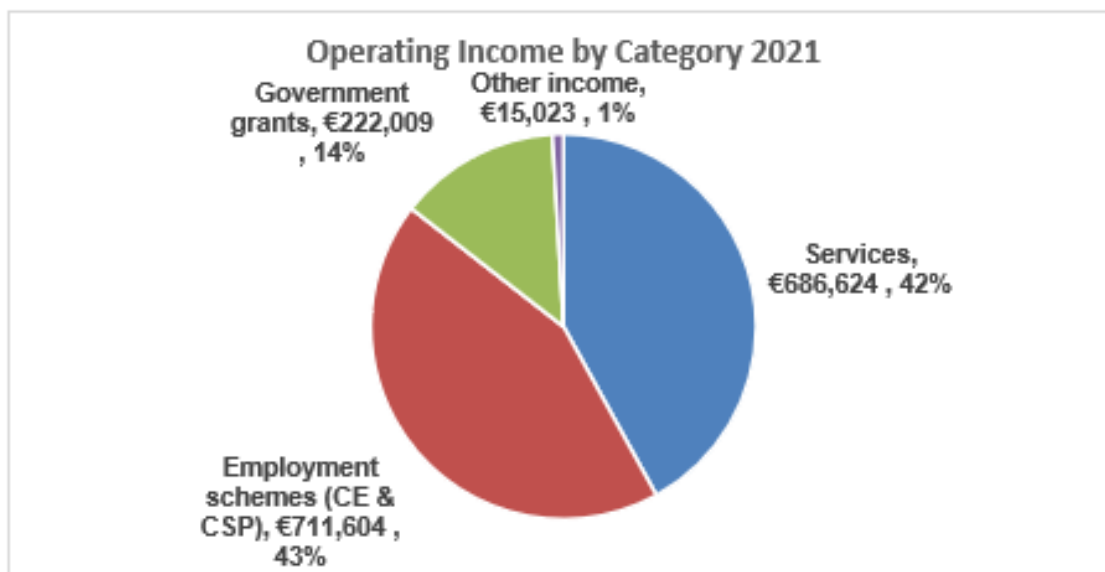
Chart 1



The income received for the services we delivered, at 42% of total income, is up marginally from 41% in 2020. It was replaced in 2020 by employment schemes as the biggest operating income category, which represented 43.5% of total operating income in 2021. 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 2021.

Chart 2



Services Income by type	2017	2018	2019	2020	2021	20-21 variance	20-21 variance %
Training & consultancy	€131,454	€181,944	€246,359	€349,664	€315,714	(€33,950)	(10%)
Meeting room income	€70,725	€62,630	€85,505	€22,960	€25,294	€2,334	10%
Resident Members Accommodation fees	€277,141	€280,080	€302,715	€255,018	€241,687	(€13,331)	(5%)
Other service income	€32,034	€29,273	€33,302	€20,049	€14,457	(€5,592)	(27%)
Accountancy	€32,812	€36,980	€51,070	€61,853	€55,328	(€6,525)	(10%)
Postal services	€66,440	€56,676	€40,478	€15,842	€15,137	(€705)	(4%)
ICT support services	€11,286	€9,544	€9,106	€8,191	€15,745	€7,554	92%
Catering	€32,036	€38,514	€36,582	€9,380	€3,262	(€6,118)	(65%)
Total	€653,928	€695,642	€805,117	€742,957	€686,624	(€56,333)	(7%)

Services income increase/declined by €56,333 in 2021. Training & Consultancy was down €33,950 (-10%) in terms of income compared to 2020 which was an exceptional strong year on the back of a number of large training contracts such as the one from the Charities Regulator to train charities trustees in the governance code that Carmichael was successful in winning and which did not reoccur in 2021.

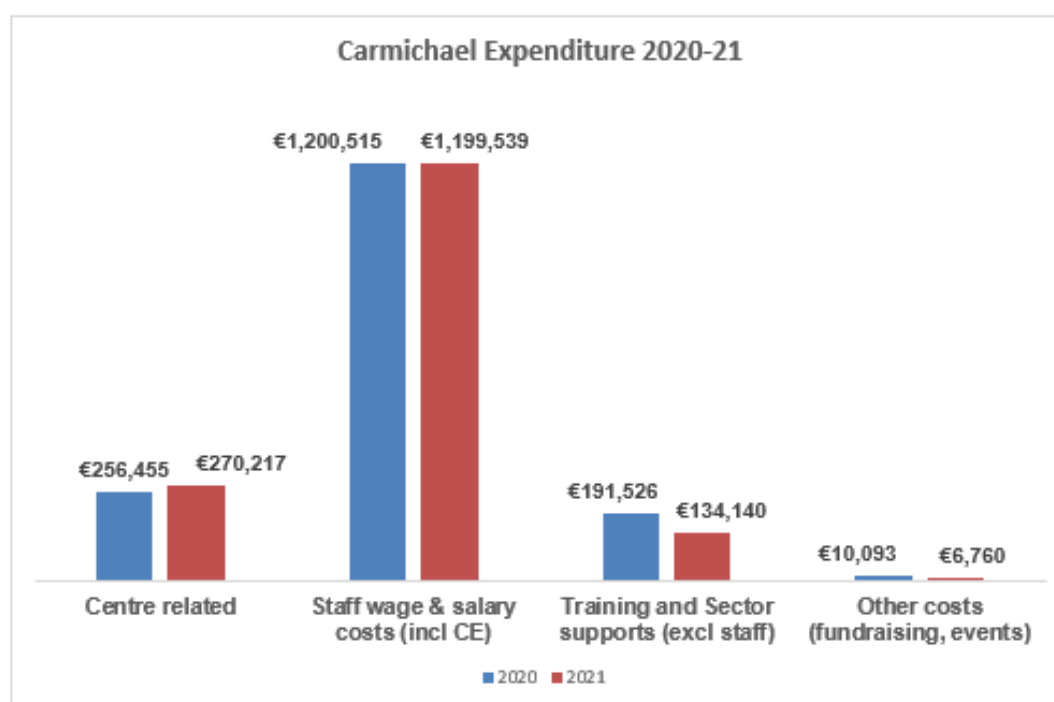
There was also a continuing fall-off in income earned from our Centre based services due to the Covid-19 restrictions. Income from office accommodation was down €13,331 in 2021 due rent rebates and lower occupancy rates. Accountancy Services was down €6,525, which due to less support required by clients preparing for support grant applications, which was feature in 2020. Catering income was down €6,118, postal down €705 and other services down €5,592. Meeting room income was up €2,334 on 2020. .

## 5.2 EXPENDITURE

Total resources expended in 2021 was €2,066,266, down €47,934 on 2020. A key contributor to this increase is accounted for by the additional centre-related expenditure, up €13,762 on 2020 and an increase of €8,622 on other expenditure. Expenditure on staff wages and salaries was down €976 on 2020 due to fewer Community Employment (CE) participants being employed on our scheme. There were also decreased expenditure (-€57,386) related to the delivery of training services which were down 30% on the previous year.

The breakdown of our 2020 and 2021 expenditure is shown in Chart 3 below.

Chart 3



Staff wages accounted for 75% of our total expenditure, up from 72% in 2020.

Chart 4

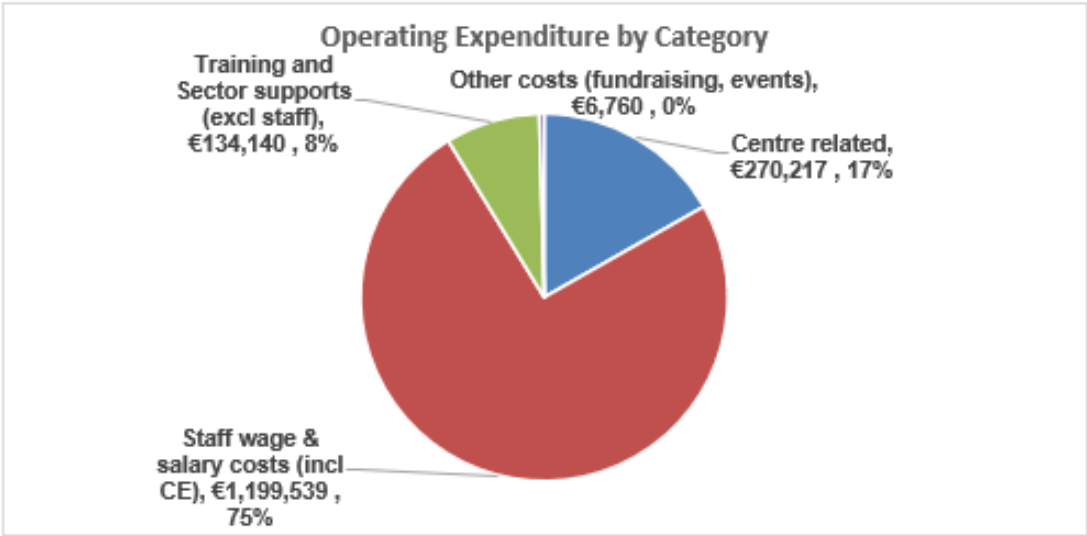
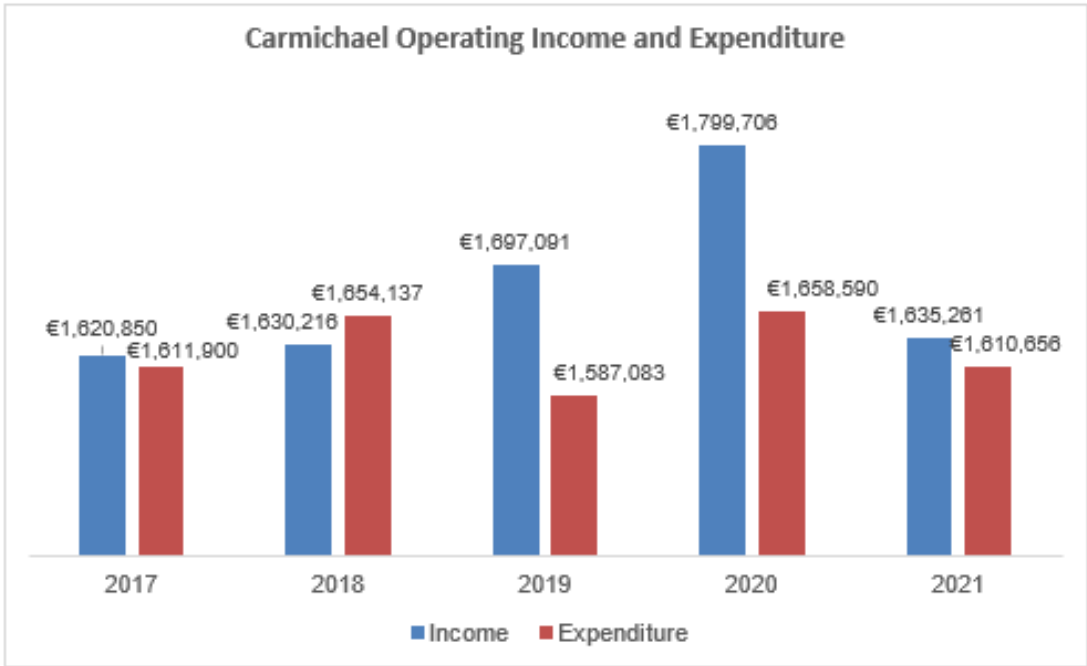


Chart 5



The above chart shows the operating income and expenditure trend over the last 5 years. Apart from the operating deficit of €23,921 incurred in 2018 Carmichael has been in surplus.



## 6. STRUCTURE. GOVERNANCE AND MANAGEMENT

### 6.1 STRUCTURE

Carmichael Centre for Voluntary Groups Limited (the Company) is registered as a charitable Company limited by Guarantee (CLG). Its Companies Registration (CRO) Number is 205568. The members of the Company are the Resident Members of Carmichael and the Board members listed on page 3. 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 3.

### 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 and the Management Team. Gerry Culligan is the Board Chairperson and Michael Kavanagh is the Board Treasurer. Diarmaid Ó Corrbuá, the Chief Executive Officer and Company Secretary, manages the operation of the Company.

The Board is responsible for providing leadership, setting strategy and ensuring control. The Board at the end of December 2021 comprised ten nonexecutive Directors/Charity Trustees. The Board's Directors are drawn from diverse backgrounds in business, nonprofit organisations and professions. They bring to board deliberations, the significant business and decision-making skills achieved in their respective fields, together with a broad range of experience and views. The role of Chairperson and Chief Executive Officer are separate and all Directors are independent of the management of the Company. The CEO is not a member of the Board.

There is a clear division of responsibility at the Company with the Board retaining control of major decisions under a formal schedule of matters reserved to the Board for decision. These include;

- approval of changes to the constitution,
- appointment and remuneration of the CEO,
- approval of strategic plans,
- membership of the board,
- resident membership,
- appointment of the company secretary,
- governance policy,
- annual report and financial statements,
- the risk register,
- investment policy and
- expenditure in excess of specified levels.

The Chief Executive Officer is responsible for implementing strategy and policy within the authority delegated to him by the Board and is accountable to the Board for the exercise of this delegated authority.

Carmichael has a comprehensive process for reporting management information to the Board. The Board meets regularly, as required, and met seven times during 2021. 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. In 2021, Carmichael implemented BoardEffect the board portal software system which makes managing governance documents and circulating board and committee papers easier and more accessible for our Board members.

### **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 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 OF DIRECTORS PROFILES

Profiles of all our directors can be found on our [website](#).

## 6.5 BOARD MEMBER MEETING ATTENDANCE IN 2021

Board Member	No. attended/No. applicable
Tony Kelly (Chair retired June 2021)	4/4
Margaret Rogers	6/7
Gerry Culligan (Vice Chair until June, appointed Chair in June)	7/7
Christina Donnelly	3/7
Gerry Egan	5/7
Clodagh O'Brien	7/7
Michael Kavanagh (Treasurer)	7/7
Joe Ritchie	6/7
Orla Cunningham	6/7
Martin Lyes	7/7
Monika Vikander-Hegarty	7/7

## 6.6 BOARD SUB COMMITTEES

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

### 6.6.1 AUDIT & FINANCE COMMITTEE

The role of the Audit & Finance Committee is to oversee the efficient financial management of Carmichael, including the raising, collection, investment, borrowing and outlay of all monies required (including fundraising for Carmichael). It liaises with the external auditors and reports directly to the Board. The Committee met seven times in 2021.

### **6.6.2 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 2021.

### **6.6.3 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 five times in 2021.

## **6.7 COMPLIANCE WITH THE CHARITIES GOVERNANCE CODE**

The Directors are committed to maintaining the highest standard of Corporate Governance and they believe that this is a key element in ensuring the proper operation of the Company's activities. The Risk Governance Committee oversaw a process during 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 19th of October 2021 meeting, the Board formally reconfirmed its adoption of the Charities Governance Code and approved the Compliance Record Form for the Code.

## **6.8 RISK MANAGEMENT**

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

- The first part identifies and documents the potential risks under each of the 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 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. The board has determined the following as being the top 4 risks to be proactively managed.

### 6.8.1 CARMICHAEL RISK REGISTER: TOP 4 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	<ul style="list-style-type: none"> <li>• Dramatic loss of income up to closure of some parts of all operations of Carmichael</li> </ul>
Risk Owner	Board
Steps to Mitigate	<ul style="list-style-type: none"> <li>• 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</li> <li>• Review and update the Disaster Recovery and Business Continuity Plan in light of the covid-19 experience.</li> <li>• Maintain strong reserves to provide emergency funding to keep operations going while responses to the loss of income are being developed.</li> <li>• Maintain good relations with funders and national bodies</li> </ul>
Monitoring Frequency	Annual review of the risk and assessment of the mitigation steps by the RG Committee reporting to the board
Risk rating	40

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

Risk No & Description of Potential Risk	G2 Loss of key staff/ staff retention
Description of Potential Impact	<ul style="list-style-type: none"> <li>• Experience or skills lost</li> <li>• Operational impact of key projects and priorities Loss of contact base and corporate knowledge</li> </ul>
Risk Owner	R&G Committee and the CEO
Steps to Mitigate	<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Document systems, activities and projects</li> <li>• Implement training programme</li> <li>• Agree notice periods and handovers</li> <li>• Ensure adequate terms and conditions for all staff, in line with industry norms</li> <li>• Ensure a vibrant and supportive working environment</li> <li>• Put in place effective performance management structures to stimulate and support excellent work performance and motivation.</li> </ul>
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	F3 Cyber breach
Description of Potential Impact	<ul style="list-style-type: none"> <li>• Loss of funds (phishing)</li> <li>• Loss of important data (personal, account, passwords)</li> <li>• Reputational damage</li> </ul>
Risk Owner	CEO & Finance Manager
Steps to Mitigate	<ul style="list-style-type: none"> <li>• Identify and assess main vulnerability areas and implement appropriate control measures (e.g. around ordering and payment for goods and services)</li> <li>• Develop a cyber-security guidance document for staff</li> <li>• Maintain staff awareness and alertness to cyber fraud to regular reminders and communication</li> <li>• Obtain and implement prevention advice and measures from experts, insurers and financial service providers</li> <li>• Keep firewall and anti-virus software up to date</li> <li>• Advise staff working remotely of the need to adhere our cyber risk controls and procedures</li> <li>• Avail of relevant training and guidance</li> </ul>
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 nonprofit and for profit organisations
Description of Potential Impact	<ul style="list-style-type: none"> <li>• Loss of income</li> <li>• Reduced public profile</li> <li>• Profitability of trading activity – services run at a loss of require subsidisation</li> </ul>
Risk Owner	CEO
Steps to Mitigate	<ul style="list-style-type: none"> <li>• Monitor and assess performance and quality of our services</li> <li>• Enhance and innovate</li> <li>• Review market assessment and methods of service delivery</li> <li>• Ensure regular contact with funders and service users</li> <li>• Monitor public awareness and profile</li> <li>• Strategic selection of markets segments that we wish to target and serve.</li> <li>• Explore, assess and regularly opportunities for collaboration, partnership, joint ventures or mergers</li> </ul>
Monitoring Frequency	Annual review of the risk and assessment of the mitigation steps by the RG Committee reporting to the board
Risk rating	32

The Committee will continue its review of key risks in 2022.

## 6.9 RESERVES POLICY

The Audit and Finance Committee (AFC) reviewed its reserves policy in Q2 2021 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)

### 1. Minimum Reserves

The AFC calculated the requirements of the minimum reserve for 2021 as follows:

5-month average unrestricted expenditure	€250,000
Staff Redundancy costs	€186,000
Total	€436,000

This equates to around 14 weeks expenditure based on total expenditure in the 2020 annual accounts.

## 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. €0 has been assigned to the Capital and development fund in 2021.

## 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 2021 other contingencies fund of €360,212 is appropriate at this time.

## 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 2021 reserves.

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

The reserves policy was updated and approved by the AFC and the Board on the 22nd of June 2021. Review Date: This policy will be reviewed by the AFC & Board in April 2022.

### 6.9.1 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 2021 reserves. Carmichael has sufficient reserves to comply with the minimum target required under its reserves policy.

### 6.10 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 2022.

## 6.11 CONFLICT OF INTEREST AND LOYALTIES

Carmichael has a formal policy on conflict of interest and loyalty. All board members are required to sign a Conflict-of-Interest Compliance Statement in which they state that they are aware of their obligations as a member of the Board of Directors of Carmichael to comply with the conflict of interests requirements as set out in the company's Constitution. They also undertake to furnish to the Company Secretary full particulars of their interests that include their employment, all business interests and community involvement, including voluntary work for charities that might involve a conflict of interest or might materially influence them in relation to the performance of their functions as a member of the Board or their partiality. They also undertake to notify the Company Secretary of any changes to these interests. Board members are also asked to declare at the start of each board meeting the nature of any interests they may have in:

- any initiative taken by the Company; or
- any contract or proposed contract with the Company in which they or a person connected with them is directly or indirectly involved; or

any matter from which they or a person connected with them may stand to benefit directly or indirectly from their position as a Director or from the operation of the Company.

## 6.12 ENGAGEMENT WITH STAKEHOLDERS

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

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

We have a number of review meetings over the year with our key funders (Department of Employment Affairs and Social Protection (DEASP) and Pobal) where we provide updates on Carmichael's activities, the achievement of our strategic objectives and compliance with funder requirements. We also submit an annual return to the Charities Regulatory Authority setting out the progress made in achieving our charitable objectives together with our audited financial statements.

## 6.13 REMUNERATION AND PERFORMANCE MANAGEMENT POLICY

The last general pay increase that had been awarded was in 1 October 2019. A benchmarking exercise was conducted in September using the National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations and public sector pay scales to compare staff salaries with pay norms in the sector. At its the September meeting, the Board approved recommendations from the Risk & Governance for a range of pay increases to staff to bring Carmichael back to the pay

norms prevailing in the sector. The pay increases also allowed the Board achieve the policy objective to pay all staff at least at the living wage rate which is now €12.30. The new pay rates came into effect from 1 October 2021.

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 4-year strategic plan for their areas of responsibility. A CEO report is prepared for each board meeting. This report includes operational updates from each line manager/supervisor – Finance, Training, IT, CSP, CE, Marketing and Health & Safety. The report sets out activities and operational performance for the period covered and identifies matters requiring consideration/decision by the board.

The management team also prepares a Quarterly Key Performance Indicator (KPI) Dashboard which tracks the performance of Carmichael under a range of KPIs.

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

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

## **6.14 FUNDRAISING**

No fundraising activity was conducted in 2021.

## **6.15 POLITICAL CONTRIBUTIONS**

The Company did not make a political contribution to any political party in 2021.

## 6.16 PLANS FOR THE FUTURE

The board has approved a strategic plan for the 2022-25 period. See 4.4. Specifically, in 2022, we plan to deliver the following key initiatives as part of our 2022-25 strategic plan;

- Conduct the 2022 Good Governance Awards and develop a plan for the future development of the awards post-2022
- Deliver a range of scheduled and customised training and supports to nonprofit organisations nationwide
- Develop new eLearning modules and scheduled training workshops as the need arises
- Optimise our enhanced customer relationship management system to increase the capacity of the training & consultancy team
- Expand both our mentor panel and our panel of trainers
- Provide our accommodation and other support services to our resident members and other non-profits
- Develop more flexibility in our accommodation model to adapt to post-Covid hybrid working preferences
- 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

## 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

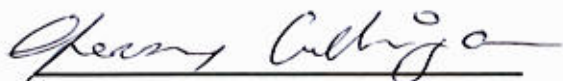
In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

- 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 22nd March 2022 and signed on behalf of the board by:



Gerry Culligan  
Director



Michael Kavanagh  
Director



### Directors' Responsibilities Statement

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

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

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

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

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

## 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 2021 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 2021 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.



#### 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.



## Respective responsibilities

### Responsibilities of trustees for the financial statements

As explained more fully in the directors' responsibilities statement set on page 46, 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 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.
- 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.
- 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

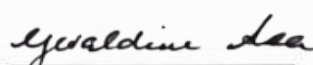
based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as going concerns.

- 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.



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

Date: 13 April 2022



**CARMICHAEL CENTRE FOR VOLUNTARY GROUPS**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**


**PAGE 51**

	Notes	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Total funds 2020 €
<b>Incoming resources</b>					
Donations and legacies	3	-	3,000	3,000	15,000
Fundraising events	4	12,001	-	12,001	2,050
Income from investments	5	-	23	23	113
Income from charitable activities	6	962,850	1,112,999	2,075,849	2,238,155
<b>Total income and endowments</b>		<b>974,851</b>	<b>1,116,022</b>	<b>2,090,873</b>	<b>2,255,318</b>
<b>Resources expended</b>					
Expenditure of raising funds	7	6,760	-	6,760	10,093
Expenditure on charitable activities	8	1,111,958	947,548	2,059,506	2,104,107
<b>Total resources expended</b>		<b>1,118,718</b>	<b>947,548</b>	<b>2,066,266</b>	<b>2,114,200</b>
<b>Net (expenditure) / surplus</b>		<b>(143,867)</b>	<b>168,474</b>	<b>24,607</b>	<b>141,118</b>
Transfers between funds	15	119,717	(119,717)	-	-
<b>Net movement in total funds for the year</b>		<b>(24,150)</b>	<b>48,757</b>	<b>24,607</b>	<b>141,118</b>
<b>Total funds at 1 January 2021</b>		<b>68,819</b>	<b>796,212</b>	<b>865,031</b>	<b>723,913</b>
<b>Total funds at 31 December 2021</b>		<b>44,669</b>	<b>844,969</b>	<b>889,638</b>	<b>865,031</b>

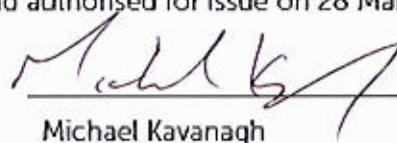
The notes on pages 54 to 68 form part of these financial statements.

	Notes	2021 €	€	2020 €	€
<b>Fixed Assets</b>					
Intangible assets	11	8,979		22,509	
Tangible assets	12	<u>111,628</u>	120,607	<u>79,662</u>	102,171
<b>Current Assets</b>					
Debtors	13	140,889		214,926	
Cash at bank		<u>860,051</u>		<u>760,438</u>	
		1,000,939		975,364	
Creditors: amounts falling due within one year	14	<u>(231,908)</u>		<u>(212,504)</u>	
Net current assets			<u>769,031</u>		<u>762,860</u>
Total assets less current liabilities			<u>889,638</u>		<u>865,031</u>
Creditors: amounts falling due after more than one year			-		-
Net assets			<u>889,638</u>		<u>865,031</u>
Restricted funds	15		44,669		68,819
Unrestricted funds	15		<u>844,969</u>		<u>796,212</u>
			<u>889,638</u>		<u>865,031</u>

The financial statements were approved by the Directors and authorised for issue on 28 March 2022:



Gerry Culligan  
Director



Michael Kavanagh  
Director

The notes on pages 54 to 68 form part of these financial statements.



		2021	2020
	Note	€	€
Cash flows from operating activities	17	188,426	166,450
Gain on sale of equipment		(276)	-
Net cash flows from operating activities		<u>188,150</u>	<u>166,450</u>
Cash flows from investing activities			
Purchase of tangible assets		(89,660)	(17,152)
Disposal of tangible assets		1,100	-
Interest received		23	113
Net cash flows from investing activities		<u>(88,537)</u>	<u>(17,039)</u>
Net increase in cash and cash equivalents		99,613	149,411
Cash and cash equivalents at beginning of financial year		<u>760,438</u>	<u>611,027</u>
Cash and cash equivalents at end of financial year		<u>860,051</u>	<u>760,438</u>

## 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 2021.

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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

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**2.2 Incoming resources**

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

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

Gifts in kind, including donated services or facilities, are accounted for in the Statement of Financial Activities. 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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

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**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
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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.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

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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)

Details of 2021 reserves requirements are contained in section 6.9 of the Directors' Report on pages 40-41 above.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

### 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 €50,279 (2020: €15,847).

#### *Donated Properties and Services*

The value of donated properties and services amounted to €455,611 (2020: €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 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Donations and legacies	-	3,000	3,000	14,500	500	15,000
	<u>-</u>	<u>3,000</u>	<u>3,000</u>	<u>14,500</u>	<u>500</u>	<u>15,000</u>

### 4. Fundraising events

	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Fundraising events	12,001	-	12,001	-	2,050	2,050
	<u>12,001</u>	<u>-</u>	<u>12,001</u>	<u>-</u>	<u>2,050</u>	<u>2,050</u>

5. Income from investments

	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Bank deposit interest received	-	23	23	-	113	113
	<u>-</u>	<u>23</u>	<u>23</u>	<u>-</u>	<u>113</u>	<u>113</u>



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**6. Income from charitable activities**

	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Health Service Executive	47,098	-	47,098	47,098	-	47,098
Income from services	-	657,388	657,388	-	540,036	540,036
Income from donated facilities	-	455,611	455,611	-	455,611	455,611
Dept of Rural & Community Development (DRCD) – Community Services Program (CSP)	236,690	-	236,690	241,497	-	241,497
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	474,914	-	474,914	521,882	-	521,882
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	90,000	-	90,000	90,000	-	90,000
Income from DCC	350	-	350	2,154	-	2,154
POBAL DAF Training and Mentoring	-	-	-	69,120	-	69,120
POBAL DAF E-Learning	1,237	-	1,237	3,280	-	3,280
Covid Wage Supports	-	-	-	21,240	-	21,240
POBAL ARA	-	-	-	10,000	-	10,000
The Community Foundation of Ireland Annual Reports and Accounts (ARA)	28,000	-	28,000	27,750	-	27,750
Charity Regulator Authority/Rural & Community Development CRA	-	-	-	96,050	-	96,050
DRCD – Covid-19 Stability Scheme	56,218	-	56,218	112,437	-	112,437
Department of Rural and Community Development/ Connected Hub Grant	28,343	-	28,343	-	-	-
	<u>962,850</u>	<u>1,112,999</u>	<u>2,075,849</u>	<u>1,242,508</u>	<u>995,647</u>	<u>2,238,155</u>

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

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

7. Expenditure on raising funds

	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Fundraising Events	6,760	-	6,760	10,083	10	10,093
	<u>6,760</u>	<u>-</u>	<u>6,760</u>	<u>10,083</u>	<u>10</u>	<u>10,093</u>

8. Expenditure on charitable activities

	Restricted funds 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Restricted funds 2020 €	Unrestricted funds 2020 €	Total funds 2020 €
Training & Other staff costs	14,783	17,405	32,188	7,213	16,353	23,566
Premises & Maintenance	48,437	94,295	142,732	91,069	47,761	138,830
Deemed cost of donated facilities	-	455,611	455,611	-	455,611	455,611
Professional fees	6,658	50,300	56,958	22,126	30,909	53,035
Provision of Primary Services	1,889	8,295	10,184	9,493	2,627	12,120
Provision of Ancillary Services	15,066	120,461	135,527	136,930	59,928	196,858
IT and Communication s	7,770	18,038	25,808	10,291	11,192	21,483
Printing and Postage costs	513	446	959	-	2,089	2,089
Wages and Salaries	1,016,842	182,697	1,199,539	1,060,237	140,278	1,200,515
	<u>1,111,958</u>	<u>947,548</u>	<u>2,059,506</u>	<u>1,337,359</u>	<u>766,748</u>	<u>2,104,107</u>

## 9. Expenditure

This is stated after charging:

	2021 €	2020 €
		(Restated)
Depreciation of tangible fixed assets:		
- owned by the charity	56,674	55,212
Amortisation of Intangible Fixed Assets	13,530	13,530
Auditor's remuneration	7,000	6,200

## 10. Staff costs

Staff costs were as follows:

	2021 €	2020 €
Wages and salaries	1,104,230	1,112,890
Social welfare costs	76,519	69,359
Pension costs	18,790	18,267
	<u>1,199,539</u>	<u>1,200,516</u>

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

	2021 Number	2020 Number
Carmichael Centre	8	8
Dept of Rural & Community Development (DRCD)- Community Services Program (CSP)	15	15
Department of Employment Affairs and Social Protection (DEASP) - Community Employment (CE) Scheme	31	35
	<u>54</u>	<u>58</u>

*Number of higher paid staff*

	2021 Number	2020 Number
€60,000 - €69,999	-	-
€70,000 - €79,999	-	-
€80,000 - €89,999	<u>1</u>	<u>1</u>

The CEO was paid a salary of €83,640 in 2021 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 2021.

11. Intangible fixed assets

	Software Development Costs €
Cost	
At 1 January 2021	41,000
Additions	-
Disposals	-
At 31 December 2021	<u>41,000</u>
Amortisation	
At 1 January 2021	18,491
Charge for the year	13,530
At 31 December 2021	<u>32,021</u>
Net book value	
At 31 December 2021	<u>8,979</u>
At 31 December 2020	<u>22,509</u>

12. Tangible fixed assets

	Plant and machinery €	Fixtures and fittings €	Computer equipment €	Total €
Cost				
At 1 January 2021	108,101	176,290	154,750	439,141
Additions	15,033	39,491	35,137	89,661
Disposals	-	-	(1,021)	(1,021)
At 31 December 2021	<u>123,134</u>	<u>215,781</u>	<u>188,865</u>	<u>527,781</u>
Depreciation				
At 1 January 2021	95,728	130,531	133,220	359,479
Charge for the year	12,587	24,817	19,270	56,674
At 31 December 2021	<u>108,315</u>	<u>155,347</u>	<u>152,490</u>	<u>416,153</u>
Net book value				
At 31 December 2021	<u>14,819</u>	<u>60,434</u>	<u>36,375</u>	<u>111,628</u>
At 31 December 2020	<u>12,373</u>	<u>45,759</u>	<u>21,529</u>	<u>79,662</u>

13. Debtors

	2021 €	2020 €
Trade debtors	50,279	15,847
Prepayments	23,603	25,119
Other Debtors	7,492	213
Grants Receivable	59,515	173,747
	<u>140,889</u>	<u>214,926</u>

14. Creditors

*Amount falling due within one year*

	2021 €	2020 €
Trade creditors	17,143	16,349
PAYE/PRSI	33,005	27,849
Other creditors	5,182	4,845
Accruals	13,694	12,835
Deferred Income	162,884	150,626
	<u>231,908</u>	<u>212,504</u>

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

	2021 €	2020 €
Total funds as at 1 January 2021	150,626	104,703
Amount released to incoming resources	(150,626)	(104,703)
Amount deferred in the year	<u>162,883</u>	<u>150,626</u>
Balance as at 31 December 2021	<u>162,883</u>	<u>150,626</u>

*Amount deferred in the year*

Department of Employment Affairs and Social Protection (DEASP)	94,083	99,655
The Community Foundation of Ireland ARA	-	28,000
The Community Foundation of Ireland - Recovery and Resilience training programme	24,000	-
The Wheel - NTF Training Programme	25,000	-
Other	<u>19,800</u>	<u>22,971</u>
	<u>162,883</u>	<u>150,626</u>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

## 15. Statement of funds

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds					
CCVG unrestricted	796,212	1,116,022	(947,548)	(119,717)	844,969
Restricted funds					
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme	4,994	474,914	(476,286)	-	3,622
Dept of Rural & Community Development (DRCD) – Community Services Program (CSP)	-	236,690	(356,407)	119,717	-
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO)	-	90,000	(90,000)	-	-
(DRCD) – Covid 19 Stability Scheme	-	56,218	(56,218)	-	-
Dublin City Council	2,632	350	(1,541)	-	1,441
DRCD – GGA	-	5,000	(5,000)	-	-
The Community Foundation of Ireland Annual Reports and Accounts (ARA)	(993)	28,000	(21,007)	-	6,000
Health Service Executive	-	47,098	(47,098)	-	-
Pobal DAF Training and Mentoring	(1,237)	1,237	-	-	-
Chartered Accountants Ireland	-	2,000	(2,000)	-	-
Tomar Trust	195	-	(195)	-	-
Mason, Hayes & Curran	-	1,000	(1,000)	-	-
Mazars	-	1,000	(1,000)	-	-
Department of Rural and Community Development/ Connected Hub Grant	-	28,344	(3,716)	-	24,627
POBAL DAF E-Learning	22,508	-	(13,530)	-	8,978
Ecclesiastical Insurance	-	1,500	(1,500)	-	-
Zintol	-	1,500	(1,500)	-	-
Charity Regulatory Authority/Rural & Community Development CRA	40,720	-	(40,720)	-	-
	68,819	974,851	(1,118,718)	119,717	44,669
	865,031	2,090,873	(2,066,266)	-	889,638

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

## 15. Statement of funds continued

	Brought forward €	Incoming resources €	Resources expended €	Transfers in/out €	Carried forward €
Unrestricted funds	796,212	1,116,022	(947,548)	(119,717)	844,969
Restricted funds	68,819	974,851	(1,118,718)	119,717	44,669
	<u>865,031</u>	<u>2,090,873</u>	<u>(2,066,266)</u>	<u>-</u>	<u>889,638</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 2021 €	Unrestricted funds 2021 €	Total funds 2021 €	Total funds 2020 €
Tangible fixed assets	-	111,628	111,628	79,662
Intangible fixed assets	-	8,979	8,979	22,509
Current assets	44,667	956,271	1,000,938	975,364
Creditors due within one year	-	(231,908)	(231,908)	(212,504)
	<u>44,667</u>	<u>844,970</u>	<u>889,637</u>	<u>865,031</u>

## 17. Net cashflow from operating activities

	2021 €	2020 €
Operating surplus before interest	24,606	141,118
Depreciation of tangible fixed assets	56,674	55,212
Amortisation of intangible fixed assets	13,530	13,530
Decrease / (Increase) in debtors	74,039	(83,025)
Increase in creditors	19,404	39,728
Interest received	(23)	(113)
Net cash inflow from operations	<u>188,230</u>	<u>166,450</u>

## 18. Transactions with directors

No member of the Board of Directors received any remuneration for services provided during the year (2020: €Nil). No Directors requested any reimbursements for expenses incurred for services provided during the year (2020: €Nil).



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**19. Related party transactions**

There were no related party transactions during the year.

*Key management compensation*

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

**20. Post balance sheet events**

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

**21. 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 January 2020 up to 30 June 2021.
Amount of Grant received in 2021	€168,655 received in 2021. €56,218 taken as grant income in the accounting period.
Any restrictions on the grant	Expenditure is eligible from the 1 January 2020 up to 30 <sup>th</sup> 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):

	2021	2020
	€	€
Computer equipment	11,800	15,000
E-learning	15,000	-
Fixtures and fittings	600	10,000
	<u>27,400</u>	<u>25,000</u>

**23. Legal status of company**

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

At 31 December 2021, there were 39 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 2021.

25. Approval of financial statements

The board of directors approved and authorised for issue the financial statements on 22nd March 2022.

## Restrictions

As set out in note 6 to the financial statements, the company received restricted income during 2021 totalling €962,850. A breakdown and description of this restricted income is as follows:

	Restricted funds 2021 €	Restricted funds 2020 €
<b>Income from Charitable Activities</b>		
Dept of Rural & Community Development (DRCD)– Community Services Program (CSP) (Note 1)	236,690	241,497
Department of Employment Affairs and Social Protection (DEASP) – Community Employment (CE) Scheme (Note 2)	474,914	521,881
Department of Rural and Community Development (DRCD) – Scheme to Support National Organisations (SSNO) (Note 3)	90,000	90,000
Department of Rural and Community Development (DRCD) – Dormant Accounts Fund (Measure 1) (Note 4)	1,237	3,280
Income from DCC (Note 5)	350	2,154
POBAL DAF Training and Mentoring	-	69,120
Health Service Executive (Note 6)	47,098	47,098
Covid Wages Support	-	21,240
The Community Foundation of Ireland Annual Reports and Accounts ARA (Note 7)	28,000	27,750
Charity Regulator Authority/Rural & Community Development CRA	-	96,050
POBAL ARA	-	10,000
Department of Rural and Community Development (DRCD) Covid 19 Stability Fund (Note 8)	56,218	112,437
Department of Rural and Community Development/ Connected Hub Grant (Note 9)	28,343	-

## Note 1

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €459,626, the term of which was from the 1<sup>st</sup> of January 2021 to the 31<sup>st</sup> of December 2022 in respect of a Community Service Programme Grant Agreement between POBAL and the Company. In total, the amount of the grant recorded as income in 2021 was €236,690. 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 DEASP 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 €474,914 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 communities. An amount of €94,084 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 2021 period from this grant, the terms of which are from the 1<sup>st</sup> of July 2019 to the 30<sup>th</sup> 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.

**Note 4**

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €76,800, the terms of which was from the 1<sup>st</sup> of January 2019 to the 30<sup>th</sup> of June 2027 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 to date was €32,800, with €1,237 recorded as income in 2021. The purpose of the grant is to fund the creation of a social enterprise business development programme eLearning resource platform.

**Note 5**

During the year the company received a grant for the sum total of €350 from Dublin City Council. The €350 obtained to provide five self-care workshops from October to December 2021. €0 in relation to this grant was deferred at the year end.

**Note 6**

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €47,098 from the HSE, the terms of which was from the 1<sup>st</sup> of January 2021 to the 31<sup>st</sup> of December 2021. 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 2021 was €47,098. €0 in relation to this grant was deferred at the year end.

**Note 7**

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 2021 was €28,000.

**Note 8**

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 2021 was €56,218.

**Note 9**

Carmichael Centre for Voluntary Groups CLG was awarded a total grant of €28,343 from the Department of Rural and Community Development/ Connected Hub Grant. The purpose of the grant is to add enhance their facilities at the Carmichael house. The amount of the grant taken in as income in 2021 was €28,343.

**Tax clearance**

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



**Carmichael.**