

Company Registration No. 302282 (Eire)

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014**

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
COMPANY INFORMATION**

| | |
|--------------------------|--|
| Directors | Mary Cunningham Carol Conway Sharon Kennedy Doug Munro (Appointed 5 February 2014) Mary Cannon (Appointed 14 May 2014) Austin O'Sullivan Vincent Keenan (Appointed 14 May 2014) John Evoy (Appointed 14 May 2014) Sheena Horgan Paul O'Sullivan Leonard Lloyd (Appointed 10 October 2014) Dermot Mc Carthy Joyce Loughnan (Resigned 15 February 2014) Etain Doyle (Resigned 14 May 2014) Catherine Hickey (Resigned 14 May 2014) Sean Coughlan (Resigned 14 May 2014) |
| Secretary | Austin O'Sullivan (Appointed 10 October 2014) |
| Company number | 302282 |
| Registered office | The Wheel 48 Fleet Street Dublin 2 |
| Auditors | Byrne Curtin Kelly Verschoyle House 28-30 Lower Mount Street Dublin 2 |
| CRA number | 20040963 |
| Charity Number | 13288 |
| Chief Executive | Deirdre Garvey |

ROTHA TEORANTA (THE WHEEL) COMPANY LIMITED BY GUARANTEE CONTENTS

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**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
STATEMENT OF DIRECTORS' RESPONSIBILITIES**

FOR THE YEAR ENDED 31 DECEMBER 2014

The directors present their report and financial statements for the year ended 31 December 2014:

Principal activities and review of the business:

The principal activity of the company is to act as a support and representative body connecting community, voluntary and charitable organisations across Ireland. The organisation provides information, training, advice and other supports to members and others across the whole community, voluntary and charity sector and also represents them on cross cutting sector-development issues to Government and other key decision-makers.

Results:

In 2014, The Wheel had an income of €1,244,097 and spent €1,194,923 on services for its members and supporting their needs and those of the sector. Of the total raised, €448,476 was from statutory sources, €368,497 from donations and gifts and €423,313 from income generated by membership and the sector. Statutory support from the core funding schemes from the Department of Environment, Community and Local Government reduced by 3% in 2014. Non statutory income grew by 22% in 2014.

The major elements of expenditure in 2014 were on staffing costs related to: member-services, advocacy, training and information provision and research; and secondly, on the implementation of the National Training Fund co-funded 'Sector Skill' programme of training and supports.

The full results for the year are set out on page 15.

Directors:

The information page lists all Directors of The Wheel from Jan 1st 2014.

Their record of attendance at board meetings and board subgroup meetings is found in the Supplementary Information on pages 29 - 31.

Books of account:

The company's directors are aware of their responsibilities, under section 202 of the Companies Act 1990 to maintain proper books of account. The directors have discharged this responsibility by appointing professionally qualified accounting personnel with appropriate expertise and have provided adequate resources to the finance function.

The books of account are held at the company's registered office, 48 Fleet Street, Dublin 2.

Auditors:

In accordance with the companies Act 1963, section 160(2), Byrne Curtin Kelly continue in office as auditors of the company.

Important events since the year-end

There have been no significant events affecting the company since the year-end.

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Structure, Governance and Management of The Wheel:

The Wheel is constituted as a company limited by guarantee without a share capital. Its purpose and objects are set out in its Memorandum of Association and how it conducts its business is set out in its Articles of Association. Both of these documents are posted on The Wheel's website and are publicly available from the Companies Registration Office website www.cro.ie and also the Charities Regulatory Authority website (www.charitiesregulatoryauthority.ie).

During 2014 an AGM in March adopted a new Articles of Association. The purpose of the changes related to a Governance Code inspired 'root and branch' review of their quality and appropriateness vis a vis the current high-standards needed, especially in light of The Wheel's position within the voluntary sector.

The Wheel is governed by a board of directors with a maximum number of 12 people. Of these, a maximum of eight people are elected from amongst the company's fee-paying membership and a further four are appointed by the board members. Every board member's terms of office is three years.

Every year at the AGM (usually in May) approximately one third of the board members which are elected from the membership rotate off and are replaced by new Directors, nominated and elected from the company's membership. The process for nominations and voting is laid out in the 'Election Rules' document which is posted on The Wheel's website and made available to all members and a summary is provided in the Supplementary Report. People may put themselves forward for nomination and election after their term of office is up. During 2014 the nominations and election process resulted in three people being elected from amongst the membership to replace three retiring roles.

Four of the places on the board are appointed by decision of the board. During 2014 one of the four seats became vacant, due to rotation off the board at end of term of office. An analysis was conducted of the board post the AGM/election of the three new people and new criteria were developed to fill the vacancy. Similarly to the principles of the process outlined above, the vacancy and criteria were openly advertised and nominations were invited. These were reviewed by the Governance subgroup of the board and subsequently by the board of directors. In September an invitation was extended to a new board member who joined for their first meeting in November. All co-opted places on the board come with a term of office of three years – which may be renewed by decision of the board. All co-opted board members must also become members of the company before they take up their board position.

Board subgroups

The Wheel has five standing board subgroups: Finance & Audit; Policy; Staff & Employment; Member Services; and Governance. In addition, it has a 'remuneration subgroup' which is comprised of the Chair and Vice Chair of the Board plus the Chairs of the Finance & Audit and Staff & Employment subgroups respectively. All subgroups are advisory in nature to the board and all have written terms of reference.

In 2014 the board implemented a decision which had been made towards the end of 2013, namely to invite applications from non-board-members onto the board subgroups. A total of

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25 expressions of interest were received and 16 appointments were made. Each new subgroup members was obliged to attend a compulsory orientation and induction session in The Wheel office and all 16 new people attended one of three repeat sessions over the summer of 2014. The new subgroup structures and processes kicked off in September 2014 and have proved to offer very valuable insights and knowledge to the deliberations of the board.

Policies and procedures for the induction and training of board members

All new Board members receive a 'Board Induction Folder' when they become a board member. This contains all the information and documentation that a board member requires including: a Board Handbook, the Board-member Code of Conduct, the governing documents for The Wheel, the strategic plan, board minutes from the previous 12 months, CEO reports from previous 12 months, organisational budget and other relevant documentation. Since signing off on full compliance with the Governance Code (which happened in June 2014), board members also get complete information on how The Wheel demonstrates its full compliance with the Governance Code.

The CEO schedules a 2-hour Induction Meeting with each new board member in the first month to six weeks on the board, at which a sub-set of information customised for each new member is reviewed – all of which is included in the Induction Folder which they will be expected to have read in advance. In 2014 this process was followed for all new board members.

Organisational structure and how decisions are made:

The Wheel has a staff team based in an office in Dublin, and headed by a Chief Executive Officer who reports directly to the board through the Chairperson. A management team of three people report to the Chief Executive, and all other staff report to members of the management team.

As per the 'schedule of matters reserved for the board', decisions reserved for the board to make include:

- The Company's strategic plans and annual operating budgets;
- Projects outside the scope of the strategic plan;
- Business acquisitions and disposals;
- Litigation;
- Appointment/Removal of Subgroup Chairs and Members;
- Appointment/Removal of Chief Executive Officer;
- Appointment/ Removal of Auditors;
- Approval of Borrowing/Finance Facilities;
- Approval of Contracts with term exceeding one year or financial liability on The Wheel exceeding €60k;
- Annual Review of Risk and Internal Control; and
- Approval of new staff positions.

Although the board of directors is ultimately responsible for The Wheel and for the above list, certain duties and responsibilities are delegated from the Board of Directors to the Chief Executive Officer and through her to the staff team. This includes; implementation of the

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strategic plan; leading and managing The Wheel's staff members, programmes, projects, finances, pricing and all other administrative aspects so that The Wheel's ongoing mission, vision, and strategies are fulfilled within the context of The Wheel's values as approved by the Board of Directors and membership. The CEO is also responsible for preparing materials for Board consideration and for preparing materials for any future strategic planning process.

From time to time, The Wheel agrees to cooperate formally with other organisations on specific projects or in specific work areas. These agreements are often determined by a 'Memorandum of Understanding' or form of written agreement which may be approved by the board of directors. Since 2013 The Wheel's board have asked the CEO to produce a complete list of all formal and informal collaborative partnerships. This is updated annually and is placed on our website in addition to being circulated to all members once a year.

A 'Conflict of Interest and Conflict of Loyalty' policy is in place and observed by the board and is used at every board meeting and subgroup meeting as a matter of course.

Governance Code for Community, Voluntary and Charitable Organisations

The Wheel has fulfilled the recommended guideline actions for compliance for a Type C organisation as defined by the Governance Code for Community, Voluntary and Charitable Organisations (www.governancecode.ie). The formal board decision giving effect to this was made in June 2014 and the one-page fully-compliant document was signed. This is now down-loadable from our website. The Wheel is listed on www.governancecode.ie as one of the fully compliant organisations.

Internal Controls:

The Wheel conducts an annual Risk Review process that is assessed in detail by the 'Finance and Audit subgroup' with senior management and ultimately reviewed and signed off by the board of directors. This process involves identification of the major risks that The Wheel is exposed to, an assessment of their impact and likelihood of happening and a risk mitigation action(s) for each. The full Risk Review that was conducted by the Finance and Audit subgroup in October 2013 was reviewed, updated and adopted by the full board in April 2014.

The quarterly CEO report to the board contains a section on risk analysis for the CEO to update the board about the status of the 3-5 most acute risks to the Wheel. This is reviewed at every board meeting.

Objectives and Activities

The Wheel's governing documents set out that its overall aim is to support and assist the needs of groups and organisations which work for the disadvantaged and/or vulnerable in Ireland.

The Wheel's members adopted a strategy called 'Being the Change' in July 2012 which defines the organisation's vision and mission as follows:

Our vision is of an Ireland where there is a shared idea of, and commitment to

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realising, a fair and just society; and where the role and contribution of the community and voluntary sector in achieving this is valued and understood.

Our mission is to increase the community and voluntary sector's capacity and capability to play its part in achieving a fair and just society in Ireland. We do this by:

- Representing the shared interests of community and voluntary organisations
- Supporting these organisations to do their work
- Promoting the importance of active citizenship as vital in making Ireland a better place to live.

In the plan, eight strategic objectives are highlighted across four thematic areas and we achieve these objectives through the following core programme areas:

- **Advocacy Programme:** we advocate on cross-sector issues, enabling the diverse interests in the sector to negotiate with key stakeholders on issues of common interest.
- **Networking Programme:** we facilitate the building of networks of people with common interests, and create opportunities for networking across traditional boundaries. We also maintain an up-to-date directory of organisations within the sector.
- **Training and Development Programme:** we make training available to organisations and individuals in the sector and promote the highest standards of operational excellence.
- **Information Services Programme:** we provide information tailored to needs of people working in community, voluntary and charitable organisations.

We also implement the 'Sector Skills' programme, co-funded by the National Training Fund under the Department of Education and Skills. This includes a wide range of training and professional development opportunities as well as a grant-making programme that is run every three years, called the 'Training Links' programme. This latter is used by the successful networks of 10 or more non-profit organisations to fund training programmes in their specific areas of work.

Transparency and public accountability

The Board believes that The Wheel, and all charities should be fully accountable to the general public, providing detailed information on where its funds come from and what they are spent on. We have provided substantial information in the Directors' report for many years and since 2012 report our accounts in accordance with SORP, the international Statement of Recommended Practice for charities. We also publish our accounts on our website www.wheel.ie, under the About Us section.

In early 2014 we significantly enhanced the user-friendliness of our website in terms of how we offer and present information about how we do our work to the casual visitor. A new 'transparency' section was added and any person who now visits the site can see the information that they most want within two-clicks of the home page i.e. How much money do we bring in and from where? How much money do we spend and on what? How much do our senior staff earn? This information has been available for over a decade on our website, but primarily through down loading and reading our Audited Accounts. The new

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'transparency section' brings the main information the public want to know into a simple, easy-to-read location only two clicks away from the home page.

We would welcome any suggestions on improving the user-friendliness and public access to information.

Achievements and Performance in 2014:

The year 2014 represented a very significant year in the implementation of The Wheel's strategic plan, 'Being the Change'. It brought us over the half-way mark in the plan's 4-year term. The achievements and performance against each of the eight strategic objectives is provided in the Supplementary Report in this document.

Financial Performance Against Targets:

The core income from all sources into The Wheel's income and Expenditure account over 2014 was €1,244,097 against expenditure of €1,194,923 over the same period, thus leading to an operational surplus of €49,174 in 2014 as compared with an operational deficit of €23,590 for 2013. (See note 3 for an explanation of other income received that was not taken into the income/expenditure account.)

In relation to financial performance against budget and targets, the following should be noted:

- The original business target was for a balanced budget for 2014 and this was achieved in terms of cash-management and operations of a cash-budget.
- Over 2014 we grew our non-statutory income by 22% in 2014 over what was achieved in 2013. This compares with a growth of 18% in 2013 (over 2012 figures); 23.5% in 2012 (over 2011 figures) and 40% in 2011 (over 2010 figures).
- In relation to statutory income, the core statutory grants from the Department of Environment, Community and Local Government were reduced by 6% in comparison with 2013.

Income Diversification

In 2014 we consolidated the growth in our non-statutory income generation and instigated a strategic review of our non-statutory income lines, with a view to developing a new 3-year campaign.

Several scoping exercises were conducted in parallel with the operations and budgetary planning for 2015, and the board took several invest-to-grow decisions in November with respect to the addition of two new staff roles which will provide added value and services to our members which, in turn, cover their costs and add a small level of funds to the general member-services provided.

It is noted that securing income the way The Wheel does it, i.e. through large volumes of 'small ticket items', is an expensive way to secure funds, although ultimately more reliable than over-dependence on statutory funding or large grants because it tends to be repeatable income. Thus in diversifying our income we have also actually grown the cost base of The Wheel (in terms of salaries) in order to build capacity in this area. To guide developments in

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this area, in November the board approved high-level principles which will underpin our continued generation of funds from our activities and these are:

1. The membership of The Wheel gives the organisation its mandate, as well as unrestricted core funding. This implies that additional focus on substantially growing the membership over the next three years should be a primary focus.
2. Core, sustainable funding for The Wheel's day-to-day operations needs to be generated both from the membership and the day-to-day repeatable services and supports we offer (i.e. the things we do to earn funds).
3. There are core professional services of quality that the membership of The Wheel will require over the next few years. Often these are purchased from the private sector. The Wheel should be developing a competency/offering in selected key areas where it has a competence, so as to be able to offer them to members as a choice should they so wish.
4. The Wheel should ultimately position itself to cease being reliant on funding from 'general fundraising' as essential funding for its core operations and within three years, this income line should not appear in the core annual budget.
5. The Wheel should capitalise on its standing in the sector and view it as a core competence which can be leveraged for the gain of our members, whilst also contributing to our financial sustainability. This should be used as a framework to develop opportunities in the income generation space that might not be within our current sphere.

Deal Effect (Ireland) Limited

During 2014 the social enterprise Deal Effect (Ireland) Limited ceased to trade. This was a significant disappointment to The Wheel's board and the 30+ charities and voluntary organisations which had invested in Deal Effect (Ireland) Limited's success. The Wheel's CEO and former Vice Chair sit on the board of Deal Effect (Ireland) Limited and they, as well as the staff of The Wheel and the board invested significant work and time into making Deal Effect (Ireland) Limited a success, but ultimately it ceased trading in March 2014.

Principal Funding Sources:

In 2014, the principle funding sources for The Wheel's core operations were as described in the tables overleaf. Note that a detailed breakdown of major funding lines is provided in the supplementary information supplied at the end of this document, broken down as per SORP headlines. The table following provides a narrative description and explanation as to the primary / large amounts/sources.

Statutory Income:

| Source | Amount | Remarks |
|--|---------|--|
| Department of Environment, Community and Local | €76,640 | This was from the 'National Organisations Grant Scheme', a stream of funding which |

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| Government | | <p>has suffered a cumulative 33% cut over the last 6 years, and a 6% cut in 2014. Technically, the period to end June was covered by the above mentioned scheme as the final 6 months in what had been a 3-year funding agreement. During the first half of the year the successor scheme was advertised (through Pobal). Called the Scheme to Support National Organisations (SSNO), The Wheel was successful and a two-year funding contract with Pobal was signed in September, with funding provided that covered the period Jul 1st – Dec 31st 2014 in the first instance. Both schemes part-fund the salaries of the CEO, the Membership Officer and the Finance Officer.</p> |
| | €73,476 | <p>This was from the 'Social Partnership' grant scheme, a stream of funding which has suffered a 33% cut over the last 7 years, and a 6% cut in 2013. It part-funds the salary and associated costs for the senior role of the Director of Advocacy, as well as some of the direct member-engagement costs associated with this work.</p> |
| Department of Education and Skills / National Training Fund | €375,000 | <p>This funding represents 80% of the total costs of the 'Sector Skills' programme of training and supports for people working in community and voluntary organisations. The 'Sector Skills' programme has three dimensions:</p> <ul style="list-style-type: none"> • The Training Links network grant programme which part-funded training in 23 networks of 10 or more organisations in 2014. During 2014 a new cycle of funding was announced and an open-call was made. The selections of the successful networks was made in December and initial funding decisions made. • The Leadership Programme which in 2014 was primarily delivered through the two accredited leadership programmes run in partnership with two separate education institutions. • The Learningpoint web-based information services about training in the |

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| | | voluntary sector and which is located at www.wheel/training |
|--|--|---|

Non Statutory Income:

| | | |
|---|----------|---|
| Membership Fees | €168,274 | Income from membership fees membership fees which contribute to the costs of supports for members and the sector. |
| Income from charitable activities | €255,039 | Income from a range of charitable activities: training courses; customised training; information and advice publications; Fundingpoint subscriptions; and member affinity programmes. |
| Donations, sponsorships and grant fundraising (including investment income) | €293,904 | Includes various donations / sponsorships for programmes and events, including the Better Together campaign, annual conference sponsorship and specific training / support events. |

Funds held on behalf of other initiatives or organisations:

The income shown in the table below was received in 2014 for programmes of work that were specific to 2014 and which were fully funded from the respective sources named. This income and associated expenditure is included in the audited accounts income and expenditure of The Wheel.

| Source of funds | Amount | Details |
|--|---------|---|
| Four members of the 'Social Enterprise and Entrepreneurship Taskforce' | €13,075 | Payments of €13,075 to fund the work of the Taskforce. An amount of €11,685 was spent in 2014 by The Wheel, on behalf of the Taskforce, to pay certain contractors for work delivered to the Taskforce. |

In addition, The Wheel holds funds on behalf of Vodafone Ireland to enable the Like Charity mobile-text-donations service to provide a 100% donation function to charities. The Wheel performs this service in order to facilitate our members receiving the maximum possible donations from members of the public who donate via their mobile phones using the Like Charity service. Every payment made to Like Charity from the funds held by The Wheel for this service is pre-approved by Vodafone prior to entering into our expenditure approval process in The Wheel. These transactions are not covered in the income and expenditure account for The Wheel.

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The Wheel holds funds on behalf of The Advocacy Initiative Legacy. Operations were officially wound down in July 2014 but the website is still maintained and there are plans in place to hold one final event. The Wheel have agreed to manage their remaining funds and activity by contracting for maintenance of the website for 3 years and delivering a one off event.

Reserves Policy and Level:

The Board of The Wheel has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Wheel's organisation's core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form.

This takes into account:

- Risks associated with income and expenditure being different from that budgeted
- Planned activity level and potential opportunities
- The organisation's contractual commitments
- The cost associated with potentially having to make staff redundant in an emergency situation

The calculation of the required level of reserves is an integral part of the organisation's annual planning, budget and forecast cycle. The level of reserves is kept under constant review through ongoing financial reporting and production of annual audited accounts.

At the end of 2014, the unrestricted funds were at the level of €303,395 and in the light of this knowledge, the board proceeded to approve an operations budget for 2015 that allowed for an investment of €40,000 of this into the costs associated with new services / value-add for members. The plan being to make the investment in areas of work that will ultimately recover this cost through increased income from member-services.

Investments:

Part of the reserves are lodged with a Deposit line Account with ICS, which is part of the Bank of Ireland Group. The balance at end of 2014 was €103,650.

In May 2013 a donation was received in the guise of an investment in KBI Venture Capital Fund. This was treated as an in kind income and the value at transfer of ownership amounted to €59,129. In November 2014, due to regulatory changes associated with the fund, The Wheel was offered the opportunity to cash in the value of the investment. The board decided to do that and consequently, a cash-payment to the value of €54,962 was received by The Wheel in November/December 2014.

Pension:

The Company has a contributory pension scheme to which all employees are entitled to be members. It is with New Ireland and is a defined contribution plan. The Directors are satisfied that the trusteeship arrangements for the scheme meet all legal requirements and recommendations and have engaged 'General Investment Trust Ltd' to act as Trustees for

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the pension scheme. A review meeting with the independent financial advisor to The Wheel in this regard was conducted by senior management, and also subsequently by the Staff & Employment subgroup. The results of this review were circulated to all board members. There were no additional/new actions required.

Principal Risks and Uncertainties:

In common with all organisations set up on a non-profit / charitable basis, the company has uncertain income streams coupled with the increasing wage/materials costs that face all companies in Ireland. The directors are satisfied that the risks facing the organisation have been identified and managed through the annual 'Risk Assessment Review' described in more detail earlier in this report.


Health and Safety:

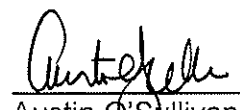
The directors are satisfied that the Health and Safety statement was reviewed during 2014 and that all staff members are aware and understand it and are provided with appropriate training. An updated Health & Safety statement was approved by the board in September 2014.

Plans for Future Periods:

The 'Being The Change' strategy document will shape the plans and direction for The Wheel until 2016 against our eight strategic objectives. A high level summary of the objectives for 2015 can be read in the Supplementary Information. All members of staff have goals which are aligned with these top level goals for the organisation.

By order of the board at its meeting on April 15th 2015.


Mary Cunningham
Director


Austin O'Sullivan
Director

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The directors are responsible for preparing the financial statements in accordance with applicable law and Generally Accepted Accounting Practice in Ireland including the accounting standards issued by the Accounting Standards Board and promulgated by the Institute of Chartered Accountants in Ireland.

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the directors are required to:

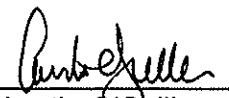
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2013. 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.

By order of the board at its meeting on April 15th 2015.



Mary Cunningham
Director



Austin O'Sullivan
Director

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS' REPORT**

TO THE MEMBERS OF ROTH A TEORANTA (THE WHEEL)

We have audited the financial statements of Rotha Teoranta (The Wheel) for the year ended 31 December 2014 set out on pages 15 to 27. These financial statements have been prepared under the accounting policies set out therein. The financial reporting framework that has been applied in their preparation is Irish Law and accounting standards issued by the Financial Reporting Council (Generally Accepted Accounting Practice In Ireland). The financial statements have been prepared in accordance with the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

Respective responsibilities of the directors and auditors

As described in the Statement of Directors' Responsibilities on page 12 the company's directors are responsible for the preparation of the financial statements giving a true and fair view in accordance with applicable law and the accounting standards issued by the Financial Reporting Council (Generally Accepted Accounting Practice In Ireland).

Our responsibility is to audit and express an opinion on the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors, including "APB Ethical Standard - Provision Available for Small Entities (Revised)", in the circumstances set out in note 25 to the financial statements.

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our 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 auditors' 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 work, for this report, or for the opinions we have formed.

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with the Companies Acts, 1963 to 2013. We also report to you whether in our opinion: proper books of account have been kept by the company; and whether the information given in the directors' report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purposes of our audit, and whether the company's balance sheet and its statement of financial activities are in agreement with the books of account.

We also report to you if, in our opinion, any information specified by law regarding the directors' remuneration and transactions is not disclosed and, where practicable, include such information in our report. We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

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INDEPENDENT AUDITORS' REPORT (CONTINUED)
TO THE MEMBERS OF ROTHA TEORANTA (THE WHEEL)**

Scope of the audit of the financial statements

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Financial Reporting Council. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements. In addition, we read all the financial and non financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at 31 December 2014 and of its surplus for the year then ended ; and
- have been properly prepared in accordance with the requirements of the Companies Acts, 1963 to 2013.

Matters on which we are required to report by the Companies Acts 1963 to 2013

- We have obtained all the information and explanations we consider necessary for the purposes of our audit.
- In our opinion, proper books of account have been kept by the company.
- The financial statements are in agreement with the books of account.
- In our opinion, the information given in the directors' report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Acts 1963 to 2013 which require us to report to you if, in our opinion the disclosures of directors' remuneration and transactions specified by law are not made.

.....
Darren Connolly
for and on behalf of
Byrne Curtin Kelly
Certified Public Accountants &
Statutory Audit Firm
Verschoyle House
28-30 Lower Mount Street
Dublin 2

Date:.....

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES**

FOR THE YEAR ENDED 31 DECEMBER 2014


| | Notes | 2014 € Restricted funds | 2014 € Unrestricted funds | 2014 € Total Funds | 2013 € Total Funds |
|---|-----------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Incoming resources | 2 | | | | |
| Incoming resources from generated funds | | | | | |
| - Voluntary income | 3 | 738,886 | 246,361 | 985,247 | 866,239 |
| - Investment income | 4 | - | 3,811 | 3,811 | 18,750 |
| Incoming resources from charitable activities | 5 | - | 255,039 | 255,039 | 205,731 |
| Total incoming resources | | 738,886 | 505,211 | 1,244,097 | 1,110,720 |
| Resources expended | | | | | |
| Charitable activities | 6 | 660,230 | 266,797 | 927,027 | 886,150 |
| Management, Admin & Governance Costs | 7 | 69,100 | 116,517 | 185,617 | 169,799 |
| Cost of generating funds | 8 | 31,169 | 51,110 | 82,279 | 78,361 |
| Total resources expended | | 760,499 | 434,424 | 1,194,923 | 1,134,310 |
| Surplus/(deficit) for the year | 20 | (21,613) | 70,787 | 49,174 | (23,590) |
| Gross transfers between funds | | | | | |
| Fund balances brought forward at 1 January | | - | 254,221 | 254,221 | 277,811 |
| Transfers | | 21,613 | (21,613) | - | - |
| Fund balances carried forward at 31 December | | - | 303,395 | 303,395 | 254,221 |

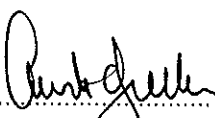
The statement of financial activities has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the statement of financial activities.

A detailed breakdown of the above items is included in the notes to the financial statements.

Approved by the board on


.....
Mary Cunningham
Director



.....
Austin O'Sullivan
Director

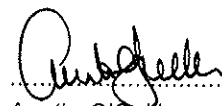
**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2014

| | Notes | 2014 | | 2013 | |
|---|-------|----------------|----------------|----------------|----------------|
| | | € | € | € | € |
| Fixed assets | | | | | |
| Tangible assets | 15 | | 5,623 | | 1,439 |
| Investments | 16 | | - | | 54,962 |
| | | | <u>5,623</u> | | <u>56,401</u> |
| Current assets | | | | | |
| Stocks | 17 | 4,304 | | 5,492 | |
| Debtors | 18 | 60,734 | | 78,718 | |
| Cash at bank and in hand | | 468,311 | | 307,027 | |
| | | <u>533,349</u> | | <u>391,237</u> | |
| Creditors: amounts falling due within one year | 19 | (235,577) | | (193,417) | |
| Net current assets | | | <u>297,772</u> | | <u>197,820</u> |
| Total assets less current liabilities | | | <u>303,395</u> | | <u>254,221</u> |
| Funds of the organisation | | | | | |
| Unrestricted | 20 | | 303,395 | | 254,221 |
| Restricted | | | - | | - |
| Funds of the organisation | 22 | | <u>303,395</u> | | <u>254,221</u> |

Approved by the board and authorised for issue on


.....
Mary Cunningham
Director


.....
Austin O'Sullivan
Director

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
CASH FLOW STATEMENT**

FOR THE YEAR ENDED 31 DECEMBER 2014

| | € | 2014 € | € | 2013 € |
|--|---------|-----------|-------|-----------|
| Net cash inflow from operating activities (Note 1 to the cash flow statement) | | 109,540 | | 46,578 |
| Returns on investments and servicing of finance | | | | |
| Interest received | 14 | | 1,623 | |
| Net cash inflow for returns on investments and servicing of finance | | 14 | | 1,623 |
| Donation of fixed asset investment | | - | | (59,129) |
| Capital expenditure and financial investment | | | | |
| Payments to acquire tangible assets | (7,029) | | - | |
| Receipts from sales of investments | 58,759 | | - | |
| Net cash inflow/(outflow) for capital expenditure | | 51,730 | | - |
| Net cash inflow before management of liquid resources and financing | | 161,284 | | (10,928) |
| Increase/(decrease) in cash in the year | | 161,284 | | (10,928) |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2014**

| | | | | | |
|----------|---|-----------------------|------------------|-------------------------------|-------------------------|
| 1 | Reconciliation of operating surplus/(deficit) to net cash inflow/(outflow) from operating activities | | 2014 | 2013 | |
| | | | € | € | |
| | Operating surplus/(deficit) | | 45,363 | (21,046) | |
| | Depreciation of tangible assets | | 2,845 | 1,440 | |
| | Decrease/(increase) in stocks | | 1,188 | (492) | |
| | (Increase)/decrease in Debtors | | 17,984 | (54,700) | |
| | Increase in creditors within one year | | 42,160 | 121,376 | |
| | Net cash inflow/(outflow) from operating activities | | <u>109,540</u> | <u>46,578</u> | |
| 2 | Analysis of net funds | 1 January 2014 | Cash flow | Other non-cash changes | 31 December 2014 |
| | | € | € | € | € |
| | Net cash: | | | | |
| | Cash at bank and in hand | 307,027 | 161,284 | - | 468,311 |
| | Bank overdrafts | - | (560) | - | (560) |
| | | <u>307,027</u> | <u>160,724</u> | <u>-</u> | <u>467,751</u> |
| | Bank deposits | - | - | - | - |
| | Net funds | <u>307,027</u> | <u>160,724</u> | <u>-</u> | <u>467,751</u> |
| 3 | Reconciliation of net cash flow to movement in net funds | | 2014 | 2013 | |
| | | | € | € | |
| | Increase/(decrease) in cash in the year | | 160,724 | (10,928) | |
| | Movement in net funds in the year | | 160,724 | (10,928) | |
| | Opening net funds | | 307,027 | 317,955 | |
| | Closing net funds | | <u>467,751</u> | <u>307,027</u> | |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 DECEMBER 2014

1 Accounting policies

1.1 Compliance with accounting standards

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments at market value, and are in accordance with applicable accounting standards and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

1.2 Incoming Resources

Income from events is recognised as earned and received.

Voluntary income, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Voluntary Income includes, donations, gifts, bequests, income from donation of assets and membership income.

Voluntary income also includes any grant income received to carry on the charitable purpose of the organisation. This income may be classed as restricted or unrestricted dependant on the conditions included in each agreement.

Grants from governments and institutional donors, are recognised as income when the activities which they are intended to fund have been undertaken, the related expenditure incurred, and there is reasonable certainty of receipt.

Investment income is recognised on a receivable basis. Investment income includes income received on deposits held by the charity and income from any other investments.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided). Income from charitable activities would include income received for events and meetings held during the year.

1.3 Resources Expended

Expenditure is recognised when a liability is incurred. Funding provided through contractual agreements and performance related grants are recognised as goods or services supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being an unavoidable commitment.

Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs include those incurred in the governance by the trustees of the charity's assets and are primarily associated with constitutional and statutory requirements of managing the organisation.

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

| | |
|--------------------|-------------------|
| Computer equipment | 20% straight line |
| Office equipment | 20% straight line |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014**

1 Accounting policies **(continued)**

1.5 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.6 Stock

Stock is valued at the lower of cost and net realisable value. Net realisable value comprises the actual or estimated selling price less all further costs to completion or to be incurred in marketing, selling and distribution.

1.7 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the statement of financial activities in the year they are payable.

1.8 Fund Accounting

Unrestricted funds are general funds that are available for use at the boards discretion in furtherance of any of the objectives of the charity.

Restricted funds are those received for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities.

2 Income

The total income of the company for the year has been derived from its principal activity wholly undertaken in Ireland.

3 Incoming Resources

| Voluntary income | Restricted | Unrestricted | 2014 | 2013 |
|--|-------------------|---------------------|----------------|----------------|
| | € | € | € | € |
| Dept. of Education and Skills / National Training Fund | 375,000 | - | 375,000 | 375,000 |
| Membership fees | - | 168,274 | 168,274 | 146,107 |
| Corporate Partnerships | 45,670 | 60,159 | 105,829 | 55,221 |
| Grants and Fundraising | 168,100 | 16,178 | 184,278 | 83,106 |
| Social Partnership Grant Scheme | 73,476 | - | 73,476 | 73,476 |
| National Organisations Scheme | 76,640 | - | 76,640 | 94,200 |
| Income in kind | - | 1,750 | 1,750 | 59,129 |
| | <u>738,886</u> | <u>246,361</u> | <u>985,247</u> | <u>866,239</u> |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

FOR THE YEAR ENDED 31 DECEMBER 2014

| 4 Incoming Resources | | | | |
|---|------------|--------------|---------|---------|
| Investment Income | Restricted | Unrestricted | 2014 | 2013 |
| | € | € | € | € |
| Dividend | - | - | - | 17,127 |
| Gain on disposal of investment | - | 3,797 | 3,797 | - |
| Bank interest | - | 14 | 14 | 1,623 |
| | - | 3,811 | 3,811 | 18,750 |
| | - | 3,811 | 3,811 | 18,750 |
| 5 Incoming resources from charitable activities | | | | |
| | Restricted | Unrestricted | 2014 | 2013 |
| | € | € | € | € |
| Income from meetings and events | - | 255,039 | 255,039 | 205,731 |
| | - | 255,039 | 255,039 | 205,731 |
| | - | 255,039 | 255,039 | 205,731 |
| 6 Resources Expended | | | | |
| Charitable activities | Restricted | Unrestricted | 2014 | 2013 |
| | € | € | € | € |
| Wages and salaries | 329,775 | 135,268 | 465,043 | 377,959 |
| Rent | 12,921 | 4,788 | 17,709 | 17,488 |
| Training & development | 4,638 | - | 4,638 | - |
| Better Together | 25,881 | - | 25,881 | 20,351 |
| Training Grants | 205,749 | - | 205,749 | 234,732 |
| Annual conference | 30,501 | - | 30,501 | - |
| Stationery & office supplies | - | 5,357 | 5,357 | 4,627 |
| Postage & fulfilment | - | 10,812 | 10,812 | 11,466 |
| Design & printing | - | 20,583 | 20,583 | 10,128 |
| Telephone | - | 5,253 | 5,253 | - |
| IT support & development | 5,000 | - | 5,000 | 3,201 |
| 3rd party suppliers | 26,107 | 16,246 | 42,353 | 72,000 |
| Research | 19,658 | - | 19,658 | 8,419 |
| Meetings & events | - | 40,276 | 40,276 | 38,035 |
| Miscellaneous | - | 1,866 | 1,866 | - |
| Bad debts | - | 546 | 546 | 70,000 |
| Travel | - | 18,193 | 18,193 | 15,674 |
| Marketing & communication | - | 7,609 | 7,609 | 2,070 |
| | 660,230 | 266,797 | 927,027 | 886,150 |
| | 660,230 | 266,797 | 927,027 | 886,150 |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014

| 7 Resources Expended | | | 2014 | 2013 |
|--|------------|--------------|---------|---------|
| Management, Admin & Governance Costs | Restricted | Unrestricted | | |
| | € | € | € | € |
| Wages and salaries | 69,100 | 47,946 | 117,046 | 115,410 |
| Training & development | - | - | - | 120 |
| Rent | - | 17,710 | 17,710 | 18,399 |
| Membership subscriptions | - | 2,233 | 2,233 | - |
| Furniture, Equipment & Maintenance | - | 20,704 | 20,704 | 12,091 |
| Insurance and bank charges | - | 12,737 | 12,737 | 5,905 |
| Professional fees | - | 12,342 | 12,342 | 12,267 |
| Depreciation | - | 2,845 | 2,845 | 1,440 |
| Investment write down | - | - | - | 4,167 |
| | 69,100 | 116,517 | 185,617 | 169,799 |
| | 69,100 | 116,517 | 185,617 | 169,799 |
| 8 Cost of generating funds | | | 2014 | 2013 |
| | Restricted | Unrestricted | € | € |
| | € | € | | |
| Wages and salaries | 31,169 | 51,110 | 82,279 | 78,361 |
| | 31,169 | 51,110 | 82,279 | 78,361 |
| | 31,169 | 51,110 | 82,279 | 78,361 |
| 9 Operating surplus/(deficit) | | | 2014 | 2013 |
| | | | € | € |
| Operating surplus/(deficit) is stated after charging: | | | | |
| Depreciation of tangible assets | | | 2,845 | 1,440 |
| Auditors' remuneration | | | 2,276 | 2,286 |
| | | | 2,276 | 2,286 |
| | | | 2,276 | 2,286 |
| 10 Income from investments, other interest receivable and similar income | | | 2014 | 2013 |
| | | | € | € |
| Dividend | | | - | 17,127 |
| Gain on disposal of investments | | | 3,797 | - |
| Bank interest | | | 14 | 1,623 |
| | | | 3,811 | 18,750 |
| | | | 3,811 | 18,750 |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014**

| | | | |
|-----------|--|-------------------|-------------------|
| 11 | Amounts written off investments | 2014 | 2013 |
| | | € | € |
| | Amounts written off fixed asset investments: | | |
| | - temporary diminution in value | - | 4,167 |
| | | <u> </u> | <u> </u> |

| | | | |
|-----------|---|-------------------|-------------------|
| 12 | Pension and other post-retirement benefit commitments | | |
| | The company made a contribution of up to 6% of gross salaries for its employees. Employees also made a personal contribution. | | |
| | Defined contribution | | |
| | | 2014 | 2013 |
| | | € | € |
| | Contributions payable by the company for the year | 30,870 | 26,525 |
| | | <u> </u> | <u> </u> |

| | | | |
|-----------|--|-------------------|-------------------|
| 13 | Employees | | |
| | Number of employees | | |
| | The average monthly number of employees during the year was: | 2014 | 2013 |
| | | Number | Number |
| | Direct & Administration | 11 | 9 |
| | | <u> </u> | <u> </u> |
| | Employment costs | 2014 | 2013 |
| | | € | € |
| | Wages and salaries | 577,167 | 497,503 |
| | Social welfare costs | 56,330 | 47,701 |
| | Other pension costs | 30,870 | 26,525 |
| | | <u> </u> | <u> </u> |
| | | 664,367 | 571,729 |
| | | <u> </u> | <u> </u> |

The Chief Executive Officer was the highest earning employee and received a gross salary of €81,532 in 2014.

| | | |
|--------------------------------------|-------------------|-------------------|
| The number of higher paid employees: | 2014 | 2013 |
| €60,000 - €70,000 | 1 | 1 |
| €70,000 - €80,000 | 1 | 1 |
| €80,000 - €90,000 | 1 | 1 |
| | <u> </u> | <u> </u> |
| | 3 | 3 |
| | <u> </u> | <u> </u> |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014**

14 Taxation

The company is exempt from corporation tax due to its charitable status.

15 Tangible fixed assets

| | Computer equipment € | Office equipment € | Total € |
|-----------------------|----------------------------|--------------------------|---------------|
| Cost | | | |
| At 1 January 2014 | 13,102 | 5,553 | 18,655 |
| Additions | 6,414 | 615 | 7,029 |
| At 31 December 2014 | <u>19,516</u> | <u>6,168</u> | <u>25,684</u> |
| Depreciation | | | |
| At 1 January 2014 | 12,423 | 4,793 | 17,216 |
| Charge for the year | 1,962 | 883 | 2,845 |
| At 31 December 2014 | <u>14,385</u> | <u>5,676</u> | <u>20,061</u> |
| Net book value | | | |
| At 31 December 2014 | <u>5,131</u> | <u>492</u> | <u>5,623</u> |
| At 31 December 2013 | <u>679</u> | <u>760</u> | <u>1,439</u> |

16 Fixed asset investments

| | Other investments € |
|-----------------------|---------------------------|
| Cost | |
| At 1 January 2014 | 54,962 |
| Disposals | (54,962) |
| At 31 December 2014 | <u>-</u> |
| Net book value | |
| At 31 December 2014 | <u>-</u> |
| At 31 December 2013 | <u>54,962</u> |

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014**

| 17 Stocks | 2014 | 2013 |
|-------------------------|-------|-------|
| | € | € |
| Publications for resale | 4,304 | 5,492 |

The replacement cost of stock is not expected to be materially different from its balance sheet value.

| 18 Debtors | 2014 | 2013 |
|---|---------------|---------------|
| | € | € |
| Amounts due from related parties (net of provision) | - | 546 |
| Debtors and Accrued Income | 54,334 | 77,522 |
| Prepayments | 6,400 | 650 |
| | <u>60,734</u> | <u>78,718</u> |

| 19 Creditors: amounts falling due within one year | 2014 | 2013 |
|---|----------------|----------------|
| | € | € |
| Bank loans and overdrafts | 560 | - |
| Amounts due to suppliers | 40,258 | 23,291 |
| Other creditors | 57,261 | 2,778 |
| Accruals and deferred income | 137,498 | 167,348 |
| | <u>235,577</u> | <u>193,417</u> |

Included in other creditors are amounts relating to taxation, as follows:
PAYE/PRSI

| | |
|--------|-------|
| 19,793 | 1,083 |
|--------|-------|

Comparative figures are restated where necessary on the same basis as for the current year.

**ROTHA TEORANTA (THE WHEEL)
 COMPANY LIMITED BY GUARANTEE
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
 FOR THE YEAR ENDED 31 DECEMBER 2014**

20 Statement of movements on statement of financial activities

| | Statement of financial activities € |
|-----------------------------|--|
| Balance at 1 January 2014 | 254,221 |
| Surplus for the year | 49,174 |
| | <hr/> |
| Balance at 31 December 2014 | 303,395 |
| | <hr/> <hr/> |

21 Company Status

The company is limited by guarantee not having share capital.

22 Reconciliation of movements in funds of the organisation

| | 2014 € | 2013 € |
|--|-------------------|-------------------|
| Surplus/(Deficit) for the financial year | 49,174 | (23,590) |
| Opening funds of the Charity | 254,221 | 277,811 |
| | <hr/> | <hr/> |
| Closing funds of the Charity | 303,395 | 254,221 |
| | <hr/> <hr/> | <hr/> <hr/> |

23 Contingent liabilities

The Company had no contingent liabilities at the reporting date.

24 Capital commitments

The Company had no capital commitments at the reporting date.

25 Auditors' Ethical Standards

As a small entity under the provisions of the Auditing Practices Board in relation to Ethical Standards, we engage our auditors to provide accounts preparation & secretarial returns.

26 Post balance sheet events

There have been no significant events affecting the company since the year-end.

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2014**

27 Funds expended to 3rd parties

| | Advocacy Initiative € | Like Charity € | SEETF € |
|-----------------|-----------------------------|-------------------|--------------|
| Opening balance | - | 33,449 | 669 |
| Monies received | 10,828 | 20,360 | 13,075 |
| Monies expended | (5,428) | (24,986) | (11,685) |
| Closing balance | <u>5,400</u> | <u>28,823</u> | <u>2,059</u> |

Like Charity:

The Wheel holds funds on behalf of Vodafone Ireland to enable the Like Charity mobile-text-donations service to provide a 100% donation function to charities. The Wheel performs this service in order to facilitate our members receiving the maximum possible donations from members of the public who donate via their mobile phones using the Like Charity service. Every payment made to Like Charity from the funds held by The Wheel for this service is pre-approved by Vodafone prior to entering into our expenditure approval process in The Wheel. These transactions are not included in the income and expenditure account.

SEETF: The Social Enterprise and Entrepreneurship Taskforce:

This is a coalition of organisations working to see the policy environment for social enterprises improved. This fund reflects the income received by The Wheel as well as contributions from SEETF members) and the expenditure incurred by The Wheel (on contractors, print and design of reports and an AGM / launch event) in exercising the objectives of the SEETF coalition. These transactions are not included in the income and expenditure account.

Advocacy Initiative

The Wheel holds funds on behalf of The Advocacy Initiative Legacy. Operations were officially wound down in July 2014 but the website is still maintained and there are plans in place to hold one final event. The Wheel have agreed to manage their remaining funds and activity by contracting for maintenance of the website for 3 years and delivering a one off event.

28 Related party relationships and transactions

Carol Conway is a member of the board of The Wheel. Freelance Catalyst, a business owned by Carol, was engaged to provide consultancy services in delivering leadership development activities for The Wheel. These transactions amount to €720 in 2014 (2013: nil). This was communicated to the board as prescribed under its policy on conflict of interest and was deemed to be appropriate.

The Wheel is involved in a project called Deal Effect (Ireland) Limited. This project ceased to trade and is in the process of being wound down. All material amounts due to The Wheel have been written off.

Deirdre Garvey (CEO of The Wheel) is a director of Deal Effect (Ireland) Limited. Etain Doyle, former director of The Wheel, is also a director of Deal Effect (Ireland) Limited.

29 Approval of financial statements

The directors approved the financial statements on the

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
MANAGEMENT INFORMATION NOT FORMING PART OF THE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014**

**ROTHA TEORANTA (THE WHEEL)
COMPANY LIMITED BY GUARANTEE
SUPPLEMENTARY INFORMATION**

FOR THE YEAR ENDED 31 DECEMBER 2014

Attendance Record of Board Members

The following directors have held office since 1 January 2014 and this table records their attendance at board meetings over 2014:

Grey cells indicate a 'not applicable' status, either because the person was not on the board at the time, or else they were not a member of that particular subgroup.

| Board Member | Board Meeting Attendance in 2014 |
|---|---|
| Mary Cannon <i>(elected at AGM in May)</i> | 3 out of 3 |
| Carol Conway [Vice Chair fm June] [Chair of Staff & Employment subgroup] | 5 out of 5 |
| Sean Coughlan [Chair until April] <i>(rotated off at AGM in May)</i> | 2 out of 2 |
| Mary Cunningham [Chair from April] | 5 out of 5 |
| Etain Doyle [Vice Chair until May] <i>(rotated off at AGM in May)</i> | 1 out of 2 |
| John Evoy <i>(Elected at AGM in May)</i> | 2 out of 3 |
| Catherine Hickey <i>(rotated off at AGM in May)</i> | 2 out of 2 |
| Sheena Horgan [Chair of Membership Services Subgroup] | 4 out of 5 |
| Vincent Keenan <i>(Elected at AGM in May)</i> | 3 out of 3 |
| Sharon Kennedy | 4 out of 5 |
| Joyce Loughnan <i>(Resigned in March)</i> <i>(Appointed 4 July 2012)</i> | 0 out of 1 |
| Len Lloyd <i>(Appointed in October)</i> | 1 out of 1 |
| Doug Munro <i>(Appointed in February)</i> | 5 out of 5 |
| Dermot McCarthy | 4 out of 5 |

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| | |
|---|------------|
| Austin O'Sullivan [Chair of Finance & Audit subgroup] (Appointed 4 July 2012) | 3 out of 5 |
| Paul O'Sullivan [Chair of Policy subgroup] | 5 out of 5 |

Board Sub Group Meeting Attendance

The membership and attendance is categorised for each subgroup. Note that over the course of the summer, 16 new non-board members were appointed to the subgroups. As a result, some subgroups did not meet as frequently as they currently do in the first half of the year.

Finance & Audit

| Name | Attendance at subgroup mtgs |
|-------------------------------------|------------------------------------|
| Etain Doyle [Chair to end April] * | 1 out of 1 |
| Sinead Grennan | 1 out of 1 |
| Austin O'Sullivan [Chair from May]* | 3 out of 3 |
| Doug Munro * | 2 out of 2 |
| Turlough Mullen | 2 out of 2 |
| Martin Craul | 2 out of 2 |
| Bernadette Bryan | 2 out of 2 |

Policy subgroup

| Name | Attendance at subgroup mtgs |
|---------------------------------------|------------------------------------|
| Sean Coughlan * | 1 out of 2 |
| Etain Doyle * | 2 out of 2 |
| Joyce Loughnan * | 1 out of 1 |
| Paul O'Sullivan [Chair from May] * | 4 out of 4 |
| Mary Cunningham [Chair until April] * | 3 out of 4 |
| Dermot McCarthy * | 3 out of 4 |
| Sharon Kennedy * | 4 out of 4 |
| Vincent Keenan * | 2 out of 2 |
| Phil Boughton | 2 out of 2 |
| Niamh Randall | 1 out of 2 |
| Nat O'Connor | 1 out of 2 |
| June Tinsley | 1 out of 2 |

Staff & Employment Subgroup

| Name | Attendance at subgroup mtgs |
|------------------------|------------------------------------|
| Carol Conway [Chair] * | 2 out of 2 |
| Enda Doherty | 2 out of 2 |
| Peadar Ward | 2 out of 2 |

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| | |
|------------|------------|
| Jimmy Ryan | 2 out of 2 |
|------------|------------|

Membership Subgroup

| Name | Attendance at subgroup mtgs |
|-------------------------|-----------------------------|
| Sharon Horgan [Chair] * | 1 out of 1 |
| John Evoy * | 0 out of 1 |
| Siobhán O'Dwyer | 1 out of 1 |
| Taja Naidoo | 1 out of 1 |
| Hedda Kaphengst | 1 out of 1 |
| Caroline Wilson | 1 out of 1 |
| Catherine Hickey | 1 out of 1 |

Governance Subgroup

| Name | Attendance at subgroup mtgs |
|----------------------------------|-----------------------------|
| Sean Coughlan [Chair to April] * | 2 out of 2 |
| Etain Doyle * | 2 out of 2 |
| Catherine Hickey * | 0 out of 2 |
| Carol Conway [Chair from May] * | 3 out of 3 |
| Mary Cunningham * | 2 out of 3 |
| Paul O'Sullivan * | 1 out of 1 |
| Sheena Horgan * | 0 out of 1 |
| Austin O'Sullivan * | 1 out of 1 |
| Mary Cannon * | 0 out of 1 |
| Maureen Kavanagh | 1 out of 1 |

Remuneration Subgroup

| Name | Attendance at subgroup mtgs |
|-------------------------|-----------------------------|
| Mary Cunningham [Chair] | 1 out of 1 |
| Carol Conway | 1 out of 1 |
| Austin O'Sullivan | 1 out of 1 |

*Denotes board member.

Election Process for new board members

Every year at the AGM (usually in May) approximately one third of the board members which are elected from the membership rotate off and are replaced by new Directors, nominated and elected from the company's membership.

The process for nominations and voting is laid out in the 'Election Rules' document which is posted on The Wheel's website and made available to all members and a summary is provided below:

In summary, the process involves all of the company's membership being eligible to nominate onto or be proposed for the Board of Directors and notices to this effect are sent out two months before the AGM. The Governance Subgroup of the board performs the role

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of a Nominations Committee and assesses all the nominations received by the closing date against the published eligibility criteria. If there are more eligible nominations than places available on the board that need filling that year, then there will be an election by postal ballot to choose the winners and these people will be appointed officially at the AGM. If the number of eligible nominations is the same or fewer than the number of places available on the board to be filled, then all of the eligible nominees will be deemed elected at the AGM. The term of office for Directors is three years and people may put themselves forward for nomination and election after their term is up. A full election process was conducted in 2014 and three of the eight places that are filled through the membership were replaced by new board members.

Strategic Objectives

In the 'Being the Change' strategy which directs The Wheel's work for the period 2012 – 2016, eight strategic objectives are highlighted across four thematic areas:

| Theme | Strategic Objective |
|---|--|
| Building a truly fair and just society. | <ol style="list-style-type: none"> 1. <i>Build an understanding of the importance of participating in community life and in public decision-making.</i> 2. <i>Maximise public participation in the development of shared ideas of what a fair and just society is in Ireland.</i> |
| Recognising and valuing the community and voluntary sector. | <ol style="list-style-type: none"> 3. <i>Maximise the effectiveness of the community and voluntary sector's voice so that the sector's importance is recognised by the state, the political system and other sectors.</i> |
| Developing the community and voluntary sector. | <ol style="list-style-type: none"> 4. <i>Foster excellent leadership within the sector.</i> 5. <i>Promote quality and excellence in the community and voluntary sector to deliver better outcomes for people.</i> 6. <i>Maximise collaborative working in the sector.</i> |
| Enhancing the effectiveness of The Wheel. | <ol style="list-style-type: none"> 7. <i>Ensure that The Wheel has the systems, structures, processes, procedures and resources to deliver on our strategic objectives.</i> 8. <i>Ensure The Wheel involves, adds value, and is responsive to our members.</i> |

Achievements and Performance in 2014

2014 represented a very important year for The Wheel bringing us over the half-way mark in our current strategy. The achievements and performance against each of the eight strategic objectives is provided below.

1. Build an understanding of the importance of participating in community life and in public decision-making.

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- The Peoples Conversation project (funded by the Carnegie UK fund) got up and running at the start of the year, and developed well over the course of 2014, attracting the interest of the President as part of his 'ethics initiative'. It was formally launched in October by European Ombudsman, Emily O'Reilly. Over the course of the year a total of 13 conversation groups are in place, leading to 20 different meetings. A Reference Board comprised of 24 people from a wide range of sectors was assembled and met twice over the course of the year.
- We completed the EU Parliament funded project focused on promoting **EU citizenship** and the role of the EU parliament. A series of 'roadshow' events and EU Parliament election hustings were held over the first 6 months of the year and all of the findings and recommendations were published in a report in September, "Shaping Europe's Future".

2. Maximise public participation in the development of shared ideas of what a fair and just society is in Ireland.

- We implemented the Better Together 2014 campaign, which was once again an inspiring example of our members, and the wider sector, coming together to raise public awareness about the great work that they do. In addition to the ever popular Video Competition (with 103 video entries this year) and Charity Hero Award (in association with the Volunteer Ireland Awards). We also introduced a new Motto Campaign element to Better Together 2014. The idea behind this was to invite members of the public to submit short mottos, expressing the many things that unite as a society. We received an inspiring and often inspired 220 mottos and the 50 most popular of these (based on public voting) were included in a final report which will be submitted to the Oireachtas for consideration. Overall, the Bettersogether.ie website has more than 400,000 visitors, along with tens of thousands of votes from the public, showing the ever increasing popularity of the Better Together campaign with an increasing amount of the populace.
- We **supported the work** of the following initiatives through participating actively in a leadership way in the core groups of:
 - a. The Advocacy Initiative, becoming a legacy partner
 - b. Claiming our Future
 - c. The Open Government Programme

This meant preparation for, and attending the leadership group meetings for all of the above at ca three to five each per year. Each initiative was progressed significantly over 2014.

- We worked in an **Economic, Social and Cultural Rights** grouping with Amnesty, Irish Council for Civil Liberties, the National Women's Council of Ireland, TASC and Impact trade union to put the issues of such rights on the agenda of the Constitutional Convention. The successful outcome of that work was that the Constitutional Convention devoted a weekend in early 2014 to consider this topic. Voting results from the weekend showed that there was overwhelming support (85%) for the idea of further protection in principle, 59% voted for the strongest option of inserting a provision that the State shall progressively realise ESC rights, subject to

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maximum available resources and that this duty is recognisable by the Courts, and further high levels of support for explicit protection of a wide range of rights.

3. Maximise the effectiveness of the community and voluntary sector's voice so that the sector's importance is recognised by the state, the political system and other sectors.

Our 3 policy priority areas for 2014 were:

1. Increasing the credibility of CV sector and maintaining public trust and confidence:

Over 2014 The Wheel proactively engaged with the media throughout the year, providing a much needed and well-balanced representation of our sector to the wider public. Our media presences incorporated print media, radio and even television reports. It also included efforts to secure interviews with noted journalists, as opposed to merely responding to the situation after it arose. Over the course of the year more than 110 separate media stories quoting or featuring The Wheel were secured. In the process, many in the media began to see The Wheel as a 'go to' representative for the sector that they would seek out to provide a quote whenever a major story effecting charities would occur – which, at the start of 2014, was a regular occurrence.

February heralded the announcement of the long-awaited Charities Regulatory Authority, April saw the publicly advertised recruitment and appointment of the board of the new Authority, and after several months preparation and planning, Establishment Day for the new Authority took place in October. This landmark development for the community, voluntary and charity sector is very welcome, and was a significant milestone for The Wheel, having advocated for the Authority's establishment for over twelve years. With the launching of the new Authorities website and register, The Wheel's engagement focused both on informing and supporting our members to adjust to the new reality, and also engaging proactively with the new Regulatory Authority to provide feedback from our members on how the whole process can be simplified. This work continues into 2015.

Our Annual Conference, *Restoring Trust, Rebuilding Reputations, Reflecting Values*, was held in May in the Croke Park Conference Centre, was successful on a number of fronts: it engaged with a wide range of speakers both nationally and internationally that both provided stimulating cause for debate, and also built bridges into different parts of the sector. It also met its income target in sponsorship, with 267 people from across the sector in attendance.

October saw the official launch of the www.GoodCharity.ie website, with 250 people in attendance. A collaborative initiative between Dóchas, Fundraising Ireland, Total Fundraising, Whitebarn Consulting and The Wheel, GoodCharity.ie was developed to help the public to understand the factors they should be looking for when considering

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supporting a particular charity, the website also serves as a useful transparency checklist for charities too.

2. Ensuring the community and voluntary sector's role is valued and adequately funded:

Our Annual Conference featured much discussion on the increasingly important topic of procurement and competitive tendering. Throughout the remainder of the year, we continued to focus on this topic. We developed and submitted a paper to the Department of Public Expenditure and Reform on how to ensure that any moves to deepen use of competitive tendering does not damage our sector or community-led activity at large. We also commenced work on scoping out a research project that aims to make the general case for the importance of continuing to fund and support voluntary led community activity in Ireland with a view to tackling the perceived threat presented to community activity by shifts in government policy in relation to how community and voluntary organisations are funded.

We engaged with Pobal after the announcement of the results of the Scheme to Support National Organisations (SSNO) in relation to the requirements and obligations being placed upon those charities in receipt of funds under the scheme. This will continued into 2015.

Pre budget briefings and submissions were prepared for Budget 2015 and meetings were held with Ministers (Burton, Howlin & Noonan) and media respectively. We organised our third joint pre-budget press conference with other umbrella groups and continued with our post-budget analysis briefing event after the fact. We prepared and published a paper outlining the impact of the budget on the community and voluntary sector. This work will continue annually.

We worked with Section-39 funded members of The Wheel, to facilitate their response to demands made by the HSE regarding compliance with terms of the Haddington Road Agreement. The Wheel held a number of meetings with our members, along with HSE representatives during the year.

3. Progressing the active citizenship agenda, including a focus on inclusive local government / local development reform and alignment:

In 2014 we engaged with the Social Enterprise and Entrepreneurship Task Force in relation to ensuring that the new local government architecture supports social enterprise / voluntary organisations at the level of the Local Employment offices etc. Early in the year, we also attended a meeting with Minister Sherlock and Cross-Departmental Working group, to implement the recommendations contained in the Forfas Report.

The Wheel also engaged with the Department of Environment, Community and Local

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Government to offer support in the rollout of the new People's Participation Networks, which is still a developing scenario.

The year 2014 saw The Wheel's advocacy work focus on active engagement and representation on key committees and groups working to influence policy relating to the Community and Voluntary Sector in key areas as follows:

- Department of Justice: Charity Regulation Section – which subsequently became the new Charities Regulatory Authority.
- Department of Environment: Community Division.
- Department of Social Protection: Employment Services Advisory Group.
- Department of Enterprise: via our work in the Social Enterprise and Entrepreneurship Task Force (SEETF)
- Departments of Finance and Public Expenditure and Reform.

4. Foster excellent leadership within the sector.

Interest in The Wheel's accredited leadership development programmes continued to grow throughout the year. Five *Leaders for Change* programme in total were organised by the end of 2014, while *Leadership for Equality* had being run twice during the year. This means that we graduated, or had registered, no less than 120 leaders between the two programmes by the end of 2014. Furthermore, the feedback received so far from graduates of *Leadership for Equality* and *Leaders for Change* is a testament to the depth and quality of both programmes.

Our leadership development efforts continued during the year also to cater to those seeking a more concentrated learning and networking experience, with the provision of 15 different leadership-themed or focused events in the second half of 2014, attended by 268 leaders from across our sector. These opportunities included one-off workshops and seminars / webinars, along with our ongoing series of CEO2CEO Forums and Members' Leadership Network events.

We introduced a new Leadership Academy section on our website, sponsored by Ulster Bank, to draw together all of the various leadership-themed training and supports offered by The Wheel in one place. This section points visitors towards accredited training, as well as once-off / one day training events and workshops orientated towards Irish non-profit leaders. www.wheel.ie/leadership

5. Promote quality and excellence in the community and voluntary sector to deliver better outcomes for people.

Developed primarily to help prepare Irish charities deal with the challenges presented by the introduction of full charity regulation, The Wheel's *Ready for Regulation* offering was developed and rolled out in the autumn of 2014. The premise of this comprehensive package of supports was simple, but of immense relevance to our sector at this current juncture: to enable Irish non-profits to meet their charity regulation obligations, as well as to adhere to best practice in terms of governance, fundraising and transparency.

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Ready for Regulation has a number of strands to it:

2-day regional workshops: developed to equip Irish non-profits with the practical governance, financial and transparency skills and awareness needed to prepare for full charity regulation and to maintain the trust and support of the public.

Regulation Helpdesk Support: The Wheel established its own helpdesk, to assist our members in grappling with the inevitable challenges that the introduction of full charity regulation presented. By the end of the year, we had fielded several dozen member queries. Though we do encourage all members to consult the Charities Regulatory Authority as their first port of call, The Wheel stands ready to serve its members who have any specific support needs.

Governance Code Support Pack: developed to assist member organisations working toward compliance with the Governance Code for Community, Voluntary & Charitable Organisations, this invaluable pack contains a comprehensive range of over 30 sample and template documents, including:

- Guide to Governing Documents for Charities
- Samples of The Wheel's own policy documents (e.g.: Health & Safety Policy, Complaints Policy, Risk Management Policy etc.)
- Introductory guidelines for creating your organisation's Strategy Board structures, Code of Conduct, reports, divisions of responsibility and more
- Planning documents templates (e.g.: Operations/Communications Plans).

We also ran full training calendars through and the spring and autumn of 2014, offering a wide selection of well-attended workshops, seminars and free events across the country, covering everything from fundraising and communications to human resources and financial governance. In total, we delivered or facilitated over 140 individual events in 2014, attended by more than 3,050 people from across the Irish community and voluntary sector.

Our training topics continued to cover everything from 'basics' like getting started in social media, and how to fundraise with confidence and, finance for non-financial managers, to more complex topics, including, how to shape local and national policies, succeeding in procurement and tendering, and workshops covering public finances and spending.

In 2014, a total of 412 good practice guides on running nonprofit organisations (the 'Solid Foundations' series, of which there are six guides) were sold and a further 1,123 were distributed free to members.

6. Maximise collaborative working in the sector.

We collaborated with Fundraising Ireland, Dóchas and ICTR in the delivery of an important event focusing on the community and voluntary's response to the negative media crisis that

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dominated the first four months of the year. This event helped to formulate our own thinking about the most effective methods for responding to the crisis and engaging with the media. We worked closely with these three other 'infrastructure umbrella bodies' to ensure shared messaging and coherent responses over those months.

With the formal establishment of the Charities Regulatory Authority (CRA) in the autumn, we held a special session in which we invited our members to test the CRA online registration system, and then to provide their feedback on the process. The Wheel then fed this valuable input back to the CRA for their consideration. We will of course be striving to build further upon this positive relationship in the future.

In September The Wheel joined forces with our partners from The Care Alliance Ireland, Disability Federation of Ireland, Irish Rural Link, Carmichael Centre for Voluntary Groups and the National Youth Council of Ireland to hold a joint press-conference in which all present called on government to produce and publish a plan for sustainable public services. Media coverage for the press conference was strong, pointing further to the positive impact that such collaborations can have.

September also saw the launch of our Training Links Programme, which provides grants to groups of organisations that chose to come together and work collaboratively to address their shared training needs as a Training Network. The overall aim of the programme is to enhance the skills and employability of people working in the community and voluntary sector in Ireland. Once all applications had been received and fully reviewed, grants of between €5,000 (minimum) and €25,000 (maximum) were awarded to 17 different networks. A new website for the joint initiative Employerresources.ie was launched in September. This is a collaborative venture between the Carmichael Centre for Voluntary Groups, Adare Human Resource Management and The Wheel. Employerresources.ie was set up to provide non-profit managers with the most relevant and comprehensive employment legislation and human resources news and best practice guidance. Efforts to update the vast employment legislation library of articles are ongoing.

7. Ensure that The Wheel has the systems, structures, processes, procedures and resources to deliver on our strategic objectives.

Financial

Other parts of this Directors Report deal in detail with the financial activity on the income-generation side of things as well as on the expenditure numbers. Of particular note is the fact that we had ended our 'income diversification plan' at the end of 2013. The board and senior team conducted a review of the plan's results early in the year and concluded that it had succeeded in growing The Wheel's ability to generate non-stateury income from €250k per annum in 2010 to almost €500k per annum in 2013. During 2014 the decision was taken to undertake the planning that would culminate in a new multi-year income diversification programme. A 'task-force' of board members and staff was brought together to oversee the development of principles that would inform the income generation plans and these were approved by the board in November. Aggressive targets were set for the 2015 in selected income lines (e.g. ResourcePoint), and the board also made the necessary corresponding decision to invest in the organisation's ability to reach these targets through sanctioning two new roles: 'Business Development Officer' and half-time 'Administration Officer'. Detailed

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target-setting for all the income lines to cover the period through to 2017 will be approved in 2015.

We were delighted that The Wheel's *ResourcePoint* group procurement service was awarded the 'Supply Team of the Year' Award at the National Procurement Awards in Dublin on 4 December. This was a huge endorsement of a service that has already been responsible for saving tens of thousands of euros for our members. By the end of the year we had just under a dozen service suppliers on board with *ResourcePoint*, each one of them providing our members with some of the most cost effective and high quality purchase options available to the sector. Three issues of *The ResourcePoint Handbook*, a dedicated magazine providing not only a directory of discounts and service providers, but also useful articles on how to cut costs etc, were sent out across the year to every member also.

We were pleased to secure the support and backing of Ulster Bank for a further 12 month period in 2014, providing The Wheel with various supports, including the use of Ulster Bank's premises for the delivery of The Wheel's Leadership Breakfast events, as well as for The Wheel's Members' Leadership Network.

IT/Systems

We tendered for, and recruited a new IT support systems supplier, to update and upgrade The Wheel's computing systems where necessary (including replacement of old PC's and a long overdue server upgrade). Towards the end of the year, we finally gave the 'green light' to a long-needed significant upgrade in our systems for: email, filerver and database (CRM). To ensure its success, we tendered for, and recruited an external consultant to undertake a comprehensive root and branch review of our internal systems and work processes, to inform how both we can become more efficient through the upgrades of the technology and tools. All members of staff were engaged in this process and a final report with recommendations was delivered to us by December. The budget has been ring-fenced in 2015 to implement the recommendations and therefore this project will continue.

People

The course of the year saw us welcome two new members to the team for the purposes of time-limited projects – and both contracts will end in 2015. The team also benefited from the board's decision to convert an intern-role to a 12-month fixed-term contract to both support the team's work in the membership programme and to provide opportunities to the individual concerned and this contract ends at end March 2015. The board approved two new roles at the end of the year for which recruitment carried over to 2015: a new part-time 'Business Development Officer' and a new half-time 'Administration Officer'. The full team engaged in a team-building day mid year and also a full-team operations-planning day towards the end of the year. The second annual staff-survey was conducted in November – this time anonymously – and the results provided hard evidence that the team in The Wheel office is very dedicated, loyal, supportive, professional and enthusiastic. It also showed that the team was under huge pressure with increased work-load due to the growth in membership and activities – and this finding was a key factor in the board's decision to approve the new posts.

Governance

As the last action to ensure full compliance with the Governance Code, a thorough review of the Memorandum and Articles of Association was completed – and thanks are due to Dechert law firm for the provision of pro-bono assistance. New Articles were approved by The

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Wheel's membership at the AGM in May. The board accepted the legal advice to delay the amendments to the Memorandum of Association until after commencement of the Charities Act 2009.

As part of the governance review conducted during the Governance Code implementation, it had been agreed to invite non-board members onto the five subgroups of the board. We were very impressed by the quality and calibre of the volunteers from our membership who put their names forward. In total 16 people out of 34 expressions of interest were appointed by the Chairperson and they took up their new roles – after a compulsory induction – over the course of the summer.

As per our rules, three people rotated off the board of directors upon expiration of their term of office. Nominations were invited from the membership, and an election subsequently took place to fill all three seats. Additionally one co-opted place on the board became vacant and a role analysis was conducted to identify the skills/experience that would be needed. The vacancy was advertised and again, significantly experienced people volunteered and the place was filled in September through a board decision.

The annual governance review took place in November with an external facilitator. Feeding into this were the results of the online board performance questionnaire and the year-round / ongoing board meeting review surveys.

8. Ensure The Wheel involves, adds value, and is responsive to our members.

Last year saw significant development of the membership programme – and we ended the year with 1,013 members, up from 934 at the end of 2013. This represents a net growth of 8% in member numbers over the year, and is a reflection of our deliberate focus on growing membership as a means of achieving our objectives in full, particularly the promotion of best practice and good governance across the sector. Member numbers have grown further since then - all a testament to the growing awareness that we are all more effective when we speak with one voice about the major issues and challenges facing our sector.

As part of the deepening of the supports to our members, and the added value that we are constantly striving to bring to the member offering, we finalised the 7th in the Solid Foundation series of good practice guides - *Financing Your Future* – which was finalised and sent to print at the end of 2014. It provides an indispensable guide to the most effective income-generation approaches available to Irish charities, one copy of *Financing Your Future* was sent to every member organisation shortly after publication.

We hosted fourteen member-only information or consultation events throughout the year – all around the country. The topics included: Workplace Mediation, Implications of the Haddington Road Agreement for HSE Organisations, Charities Act Briefing events, and SEPA Information Seminar.

We conducted a comprehensive member survey in May, and a second one in October to help us analyse how The Wheel can best respond to the evolving needs of those we represent and support. The information was reviewed by the team in the office and the board

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and both informs our services to members as well as acts as a way of connecting with what our members think about various topics.

Plans for Future Periods:

The table below reflects a high-lighted summary of the top level priorities of The Wheel in 2015 against each of our eight strategic objectives. All members of staff have goals which are aligned with these top level goals.

| |
|---|
| <p>1. Build an understanding of the importance of participating in community life and in public decision-making.</p> |
| <ul style="list-style-type: none"> • Publish the People's Conversation Vision for Citizenship; develop and implement advocacy plan for the recommendations - to include engagement with politicians, policymakers, media and other relevant stakeholders. • Publish The Wheel's paper on what effective Public Participation Networks (PPNs) and effective Local Community Development Committees (LCDCs) etc. would look like. Engage with members around the roll out and monitor the quality of the participation. Collaborate with partners (Environmental Pillar, Social Justice Ireland and others) in maximising the effectiveness for communities of the roll-out of PPNs and LCDCs. • Publish and launch The Wheel and NYCI "Health of Active Citizenship Index"; include the theme of participation and citizenship in Annual Conference 2015. • Support cross-societal initiatives which further the 'active citizenship' agenda'. |
| <p>2. Maximise public participation in the development of shared ideas of what a fair and just society is in Ireland.</p> |
| <ul style="list-style-type: none"> • Convene special People's Conversation for Wheel members to form the basis of The Wheel's view of a fair and just society and publish. • Comprehensively review the Better Together concept and integrate the main messages about citizenship/participation/fairness and justice (from People's Conversation) into a new Better Together campaign for 2015. Implement same. • Maintain involvement in, and support where appropriate: Claiming our Future; Advocacy Initiative Legacy & Partners; ESC Rights Campaign with Amnesty; People Talk; Open Government Partnership; European Year of Development (Dóchas); Community and Voluntary Pillar. Partner with Civicus, Dóchas, IDEA, the Community Platform and Social Justice Ireland in European Year of Development initiative and Millennium Development Goals review process. • Monitor public attitudes towards active citizenship, fairness and justice and charities etc through Irish Charities Engagement Monitor work. |
| <p>3. Maximise the effectiveness of the community and voluntary sector's voice so that the sector's importance is recognised by the state, the political system and other sectors.</p> |

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- Implement an advocacy campaign for each of the three policy priority areas for The Wheel in 2015:
 1. Increasing the credibility of CV sector and maintaining public trust and confidence.
 2. Ensuring the community and voluntary sector's role is valued and adequately funded.
 3. Progressing the active citizenship agenda, including a focus on inclusive local government / local development reform and alignment
- Develop our 'networks of interest' to further promote a sense of common purpose and member-driven evidence-based policy work.
- Publish revised Manifesto Document (for The Wheel) vis a vis the next general election; circulate and conduct advocacy around it, engaging with political groupings/parties.
- Develop and roll out an engagement strategy with media in relation to the public image of charities and how they are portrayed in the media.
- Engage proactively with Charities Regulator, ensuring maximum possible support for members during this transition phase.
- Provide practical supports to collaborative 'voice' networks and coalitions (eg Social Enterprise and Entrepreneurship Task Force)
- Publish the sector magazine, Be The Change, in conjunction with partners IFP and also the Editorial Board.
- Continue to work with, and support, coalition(s) of infrastructure groups to coordinate the leadership needed for the sector to strengthen its voice; review goodcharity.ie and create plan (with partners) for further development.

4. Foster excellent leadership within the sector.

- Develop and roll out a programme of work within the concept of a 'Leadership Academy' that will focus on developing leadership in the three 'tiers': 1) voluntary board leadership; 2) senior management levels; 3) community activist leadership.
 - 1) voluntary board leadership:
 - Provide supports (training, information, guides) to encourage and help groups to reach the standards embodied in the Governance Code – roll out the Ready for Regulation and Future Builders programmes
 - Maintain active engagement on Governance Code Working Group, working with Governance Code Working Group's advocacy strategy to encourage wide scale adoption
 - 2) senior management levels:
 - Roll out and monitor the accredited leadership development programmes.
 - Further enhance and develop the CEO Roundtables' and 'Leadership Networks' to enhance leadership in the sector
 - Develop new offerings for the 'Leadership Academy', incl in-organisation customised leadership programmes
 - 3) community activist leadership.

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| <ul style="list-style-type: none"> ○ Provide information, supports and training to enhance the natural ability of people providing leadership in their communities, through 'business and technical' supports around running organisations and groups effectively, and principles of participation. ○ Set up and implement support and monitoring plans for the current cycle of the 'Training Links' network-led training programme. ● Support initiatives where good leadership is celebrated and recognised. ● Develop an Advisory Council for the 'Leadership Academy' to advise on strategy re this objective. |
| <p>5. Promote quality and excellence in the community and voluntary sector to deliver better outcomes for people.</p> |
| <ul style="list-style-type: none"> ● Develop calendar of training, supports and information to encourage organisations to adopt outcomes-focused planning and measurement in their work (and seek feedback from their service users, with regard to quality and relevance of those services). ● Ensure widespread awareness and usage of our best-practice guides. ● Signpost where outcomes-based training and supports exist and encourage our members to use them. ● Promote adoption of the Statement of Recommended Practice (SORP) for financial account reporting; the Governance Code, the Principles of Good Practice in Fundraising and other quality assurance standards across the sector. ● Develop concept for and write a seventh 'Solid Foundations good practice guide'. Review and enhance the 'signposting' of wheel.ie in order to ensure better access to, and information about, training opportunities from all providers. |
| <p>6. Maximise collaborative working in the sector.</p> |
| <ul style="list-style-type: none"> ● Review and keep 'live' (i.e. populated with relevant information), the collaborative-working space on wheel.ie in order to be a home for the information and signposting work in this area. ● Demonstrate The Wheel's own commitment to collaborative working through publishing and updating our 'collaboration index' ● Develop the group procurement project, ResourcePoint to show that working collaboratively with organisations can secure savings on expenditure. ● Act as 'host organisation' for the Governance Code Working Group and the Information Officer recruited for 2015. ● Roll out the Future Builders collaborative project to support groups in the transition towards an era of charity regulation. ● Deliver the Eircodes Community Outreach programme through a collaborative network of 'Eircode Assistants' |
| <p>7. Ensure that The Wheel has the systems, structures, processes, procedures and resources to deliver on our strategic objectives.</p> |
| <p><u>People</u></p> |

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- Recruit and successfully induct the new employees in 2015.
- Ensure the team has the capabilities and skills to deliver on the strategic objectives.
- Complete review and updating of Staff Handbook.

Processes and Systems

- Implement the ICT change programme affecting: fileservers, email system, new CRM as well as a complete review of how these are integrated with the workflows of relevant staff. Ensure necessary project management, support and training throughout.
- Further 'bed in' processes and procedures for interaction and management of work between the business units.
- Ensure best practice followed re Data Protection.

Governance

- Complete process to fill vacancies that will arise on the board due to normal rotation.
- Continue to operate in full compliance with the Governance Code. Comply with The Good Practice Principles in Fundraising, putting all relevant documents on our website.
- Review the effectiveness of the expanded subgroup structure.
- Complete annual risk management review for 2015.

Communications

- Implement the Communications Plan, building the public face of The Wheel; and maximising engagement with members.
- Update weekly the media-section of wheel.ie ensuring all activity that is media-related finds a home online.
- Review contract for 'Be The Change' magazine.

Business Development / Sales

- Income Diversification: develop new 3-year targets across all income lines and create implementation plan for each.
- Tightly manage activity and results in order to drive the organisation towards reaching its stretch income targets.
- Ensure ResourcePoint is successful at reducing costs for members and raising income for The Wheel.

Finances and Funding:

- Complete 2014 audit as per full SORP
- Manage 2015 budgets and cash balances tightly.
- Focus on cost cutting for the organisation.
- Implement compliance with Fundraising Principles.

Administration:

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- Conduct facilities management with proactive early-addressing issues with landlord.
- Complete the fit out for the new office space.
- Hold quarterly Health & Safety meetings of internal sub-committee and monitor and report on policy implementation.

Information Technology:

- Purchase necessary software and tools to implement ICT change programme and ensure adequate training in place.
- Work with the IT provider to ensure proactive management of IT network and tools.
- Introduce/increase IT security including IT Passwords system.

8. Ensure The Wheel involves, adds value, and is responsive to our members.

- Provide members with a range of services compliant with, and based on, the strategy and which are informed by periodic and annual feedback via a number of different mediums e.g. face to face, email, online groups, surveys etc.
- Continue to support the implementation of the 'member engagement and accountability policy' and the 'policy development framework' to achieve: (1) better informed members (2) greater involvement from, and deeper engagement with, members (3) better founded policy/advocacy positions and plans and (4) stronger governance
- Strongly encourage our members to adopt the Governance Code and other sector standards.
- Develop and roll out member surveys to ensure ongoing development of programmes that meets expressed need, and to track progress against strategic and operations goals.
- Develop method(s) to enable The Wheel to capture and communicate the social impact of the work of our members
- Devise and implement a regional development plan for Wheel membership programme, along with other membership drives, setting three-year targets for membership numbers.