

Rotha T/A The Wheel

Directors' Report and Financial Statements

for the year ended 31 December 2017

Rotha CTR

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DIRECTORS AND OTHER INFORMATION

Directors

Vincent Keenan
John Evoy
Brendan O'Brien
Mary Cunningham
Austin O'Sullivan
Paul O'Sullivan
Sheena Horgan
Peter McBride (Appointed 27 June 2017)
Patrick Carey (Appointed 27 June 2017)
Inez Bailey (Appointed 27 June 2017)
Barbara Gilroy (Appointed 27 September 2017,
Resigned 30 January 2018)
Jonathan Buttner (Appointed 24 November 2017)
Leonard Lloyd (Resigned 27 June 2017)
Carol Conway (Resigned 27 June 2017)
Mary Cannon (Resigned 27 June 2017)
Maura Rose McMahon (Resigned 27 September 2017)

Company Secretary

Austin O'Sullivan (Resigned 27 September 2017)
Brendan O'Brien (Appointed 27 September 2017)

Company Number

302282

Registered Business Name

The Wheel

Registered Business Number

442985

Registered Office

The Wheel
48 Fleet Street
Dublin 2
D02 T883

Auditors

BCK Audit, Accounting & Tax Limited
Certified Public Accountants and Statutory Audit Firm
Suite 4 & 5
Bridgewater Business Centre
Conyngham Road
Islandbridge
Dublin 8
D08 T9NH
Ireland

Bankers

Ulster Bank
33 College Green
Dublin 2

Bank of Ireland
Montrose
Stillorgan Road
Donnybrook
Dublin 4

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DIRECTORS AND OTHER INFORMATION

Legal Advisors	Dechert LLP 3 George's Dock International Financial Services Centre Dublin 1
Registered Charity Number	20040963
Charity Tax Number	13288
Chief Executive	Deirdre Garvey

Rotha CHAIRPERSON'S REPORT

for the year ended 31 December 2017

It gives me great pleasure to report on The Wheel's activities in 2017.

The Wheel is the national association for community, voluntary and charitable organisations in Ireland. We are a representative voice and a supportive resource that offers advice, influence and advocacy for the sector.

With over 1,300 members at the end of 2017, The Wheel is by far the largest representative body in the community, voluntary and charity sector. As an inclusive representative body, validated by the size and diversity of our membership, we give voice to our members and the wider sector. I am pleased to note that amongst our membership at 31 December 2017, 85 had an income of over €5m, 174 had an income in the range €1m - €5m, meanwhile 270 had an income of less than €25,000.

2017 marked the first year of our new four-year strategy *Stronger Charities, Stronger Communities*. The new strategy advances our Vision and Mission:

Our Vision is of a thriving community and voluntary sector at the heart of a fair and just society.

Our Mission is to strengthen the community and voluntary sector's capacity and capability to play its part in achieving a fair and just society in Ireland by:

- representing the shared interests of community and voluntary organisations,
- supporting these organisations to do their work, and
- promoting the importance of active citizenship.

We advanced our strategic objectives significantly during 2017. Highlights include:

1. Growing The Wheel's membership to over 1,300 for the first time in the organisation's history. Our work amplifies the voice of the sector, and we can only achieve our strategic objectives through a strong and engaged membership; credible and authoritative representation; and knowledgeable, professional service delivery. Our membership has grown for fourteen years running (an indisputable sign that our members value our work).
2. Collaborating with a wide range of partners to influence policy and deliver programmes and services. Key amongst these were our wide range of national and EU-funded programmes, and our various engagements with the Charities Regulator.
3. A series of productive engagements with the Department of Rural and Community Development as the officials in this new department formulated their approach to the sector. We were delighted to see the creation of a department with a focus on the community and voluntary sector.
4. A collaboration with the Carnegie (UK) Trust to develop three seminal pieces of research into various aspects of civil society. We will publish a series of reports on this research in 2018.

The Wheel's Board of Directors is very mindful of its governance responsibilities and its obligation to ensure the organisation's financial future. I am pleased to report that in 2017 we grew our income by over €100,000 to €1.527m and we reported a surplus of just under €37,000. This represents a solid start to our four-year strategic aim of adding over €100,000 to our unrestricted reserves. The organisation's finances and activities are described in detail elsewhere in this report.

Finally, this is my first and last report as Chair of the Wheel as I will be stepping down as The Wheel's Chairperson and member of the board of directors at the AGM in May 2018. I have thoroughly enjoyed being part of a Board that has seen the Wheel flourish, growing our membership, launching new programmes and embracing new opportunities and I know the organisation will continue to flourish. We've done these things as a team and I am sincerely grateful to my fellow Board members both past and present for their commitment, co-operation and support over the past four years.

I want to particularly mention the staff team in the Wheel, all of whom work tirelessly and with passion to ensure they do the best possible job for the Wheel's members and the wider community, voluntary and charity sector. I must especially mention Deirdre Garvey, as CEO she 'models the way' with drive and insight to ensure the highest possible standards in everything the Wheel does. I want to thank her for her sage advice and incredible support over the past four years. Her abundant commitment to the Wheel, our members and the best interests of the sector is plain for all to see.

Rotha

CHAIRPERSON'S REPORT

for the year ended 31 December 2017

I would like to thank all of our members, funders, supporters, and those we collaborate with, for their support, encouragement and commitment during 2017. We couldn't have done it without you.

My many years of involvement and work as Chairperson for the past four years, has been a wonderful and very rewarding experience. I wish The Wheel well in everything it does, and I am absolutely confident that there are many able and competent people who will lead and shape the organisation's work into the future.

It's been a privilege to be the Chair of the Wheel so thank you for the opportunity to lead and learn over the past four years.

A handwritten signature in black ink, reading 'Mary Cunningham'. The script is fluid and cursive, with the first letters of 'Mary' and 'Cunningham' being capitalized and prominent.

Mary Cunningham
Chairperson

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DIRECTORS' REPORT

for the year ended 31 December 2017

The directors present their report and the audited financial statements for the year ended 31 December 2017.

Since the commencement of the Charities Act (2009) in October 2014 and the implementation of the Statement of Recommended Practice for charity accounts (SORP), the words "directors" and "charity trustees" can be used interchangeably and mean the body of people who are responsible for the governance of the organisation. For the purposes of this report and these accounts, The Wheel has chosen to use the term "directors" to describe its governance structures and those appointed to the Board.

1. Summary of The Wheel's Purpose, Beliefs, Values and Activities

The Wheel's purpose is set out in its constitution and it is to be a representative and support body to strengthen the capacity and capability of community, voluntary and charitable organisations across Ireland to effect positive social change. The organisation represents members on cross cutting 'whole-of-sector' development matters to Government, the public and other key decision-makers. We also provide information, training, advice and other practical organisational supports (or 'business supports') to members and others across the whole sector.

The community and voluntary sector as we understand it includes: charities, community groups, voluntary organisations, clubs, associations, social enterprises, ngos and other public-benefit non-profit-established entities.

Our mission, strategic plan, objectives, programmes and goals describe what it is that we want to do. But our values describe how we want to go about our work. As part of the development of our current strategy – *Stronger Charities, Stronger Communities* (2017 – 2020), the board is very clear about, and committed to leading The Wheel – on behalf of its members - according to the beliefs and values set out below.

Our strategy has adopted six over-arching strategic objectives in four themes as follows:

Theme	Strategic Objectives
Representing	1. Identify, communicate and achieve public opinion and public policy change to build trust and support a thriving community, voluntary and charity sector.
Supporting	2. Foster excellent leadership within the sector 3. Drive the continuous improvement of organisational practice within the sector.
Active Citizenship	4. Demonstrate the important benefits and value of participation in community and civic life and in public decision-making
Membership Organisation	5. Build a strong, diverse, engaged and connected membership 6. Ensure that The Wheel has the right structure, capacity and human, technical and financial resources to deliver on these strategic objectives

Beliefs and Values:

Our core belief is that people, through their active participation in the work of community, voluntary and charitable organisations, play a critical and effective role in improving and enriching life in Ireland:

- We believe that a strong, vibrant, independent and autonomous community and voluntary sector is critically important for sustaining a fair and just society and a healthy democracy;
- We believe that the societal value created by the community and voluntary sector is a unique, precious and transformative contribution that benefits all of society;
- We believe that a healthy democracy results from a vigorous and positive interplay between representative and participative democratic processes and structures.

These core beliefs are consistent with our vision of "a thriving community and voluntary sector at the heart of a fair and just Ireland" and these beliefs have shaped our values which are:

- We value our membership for their work in creating a fair and just Ireland;
- We value transparency, accountability and high standards of practice and governance within our membership and the sector because they increase the impact of our work;
- We value the diversity of the community and voluntary sector and believe it is a strength;
- We value the community and voluntary approach because it puts people and communities first and is driven by the pursuit of the common good;
- We value regulation that enhances public trust and is sensitive to the needs of the community, voluntary and charity sector;
- We value collaborative working as a way of increasing the value and impact of our work and strengthening our sector;
- We value citizens' active participation in society so they can influence the decisions that affect them;
- We value people's freedom to organise, to be heard and to be respected;

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DIRECTORS' REPORT

for the year ended 31 December 2017

- We value the interdependence of people's lives and the sense of solidarity that comes from people acting together;
- We value a society where there is harmony and balance with nature.

In applying these values in our day-to-day work within the team, the staff team within The Wheel has developed the following culture-affirmations which are reviewed and discussed amongst all staff monthly:

1. We thrive on and enjoy working in a high performance environment, actively ensuring a healthy balance in the pace of work;
2. We welcome and encourage the ideas and input of all staff, and we engage in respectful debate and problem-solving;
3. There is freedom for everyone to contribute equally and have their views/voice respected and valued;
4. We are a flexible, family-friendly team. We value fairness and flexibility from all our team members;
5. We consistently communicate with each other in a respectful manner;
6. We are open, transparent and honest;
7. We take pride in providing a consistently high quality service;
8. We are confident in our ability to adapt to a constantly changing external environment.

Activities

Our key ongoing activities include:

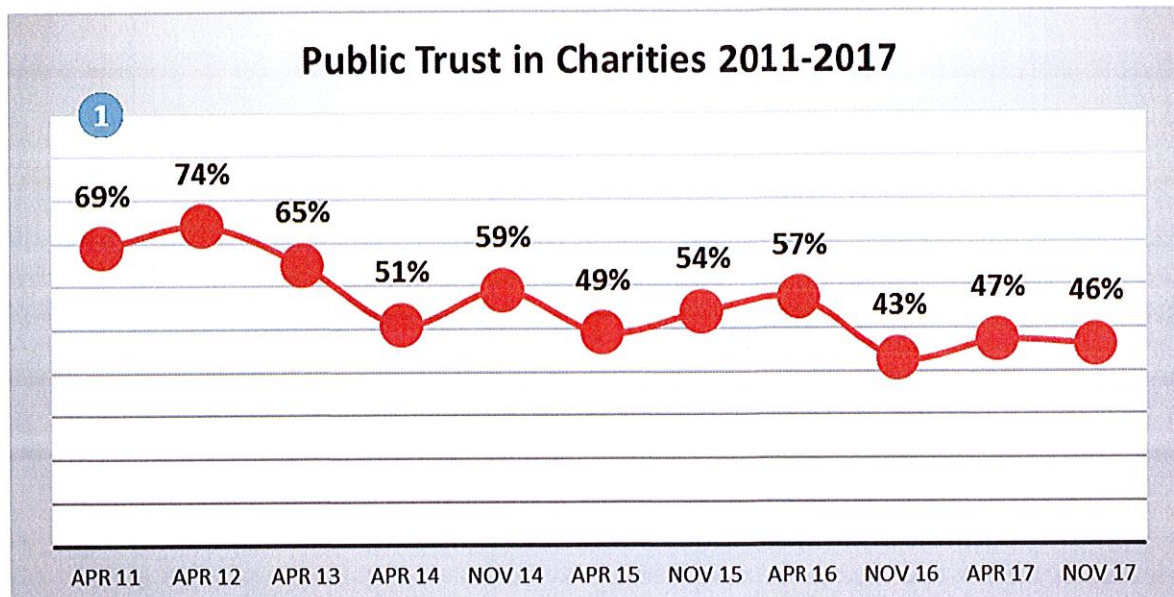
1. **Public Policy and Advocacy Programme:** we represent the sector's interests to build public support and to secure the optimum legislative, policy and regulatory environment for community and voluntary action.
2. **Networking Programme:** we facilitate the building of, and support for networks of people across the sector with common interests, and create opportunities for networking across traditional boundaries.
3. **Training and Development Programme:** we make a wide range of affordable unaccredited and accredited training available to organisations and individuals in the sector and promote the highest standards in the paid and unpaid work that is done within the organisations in the sector.
4. **Information Services Programme:** we provide an enormous range of information and advice tailored to the practical needs of people working in charities, community and voluntary organisations and social enterprises.

2. Achievements and Performance in 2017

From the perspective of the board of directors, 2017 was a positive year for The Wheel's work. It was the first full year of our four-year strategy – *Stronger Charities, Stronger Communities* – and allowed us to focus on a number of key areas for the organisation and the sector within the framework of the first operations plan structured around our six strategic objectives.

The context for our work in 2017 was set by the ongoing challenges faced by the sector including:

1. Public trust and confidence in the sector remains at historically low levels, and there is continued coverage by the media of stories that portray the sector negatively;
2. The funding environment remains very challenging with the intensification of processes to commission services through procurement processes – potentially putting more of the sector's funding 'at risk'; and,
3. Organisations are beginning to feel the increased demands that come from working in a more highly regulated environment. Whereas regulation and compliance are necessary and welcome, the burden on organisations from the multiple duplicate reporting requirements and the absence of any additional funding to cover these additional costs is an increasing source of serious concern in the sector.



To what extent do you trust charities?
Ranked "up to a point" to "a great deal" (Source ICEM 2011-2011)

In these contexts in 2017, The Wheel increased its profile as the leading spokesperson for the sector with a variety of media articles and interviews; secured representation on key advisory committees in the Tusla and HSE Commissioning processes; convened and networked our members in forums with these bodies; and continued to represent the needs of the sector on various consultative panels with the Charities Regulator.

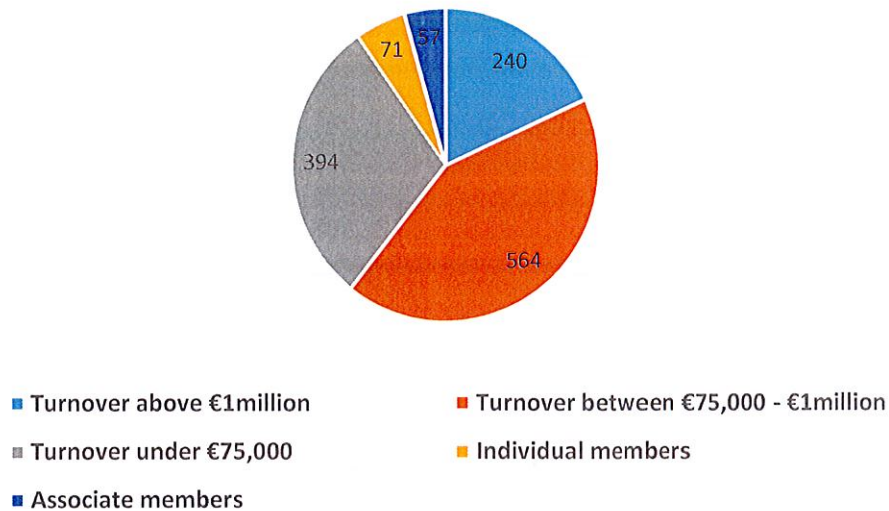
During 2017 we particularly welcome the following significant developments for the benefit of the sector:

1. The creation of the new government department (Department of Rural and Community Development) – this was a request made by The Wheel which was reflected in party manifestos during the 2016 general election and it is significant to note its creation with a focus on the needs of the sector. We welcomed the renaming of the Department almost immediately upon its formation to include the 'community' in its title, having written to the Minister in this regard with our concerns were it to have been dropped;
2. The introduction of the VAT compensation scheme in Budget 2018. Charities incur VAT and could not reclaim it until now. An almost two-decade long campaign to enable a VAT-refund scheme for charities finally got over the line in the budget in October 2017. This was the culmination of a campaign by a number of sector organisations, ably led by the then ICTR. In 2017 The Wheel was required to provide material assistance at the front-line of the engagement with officials in the months and weeks prior to the budget. The Scheme to which a budget of 5m has been allocated in 2019 will be introduced next year to allow for VAT expenses incurred in 2018 and will be of significant benefit for members of The Wheel and the entire sector.

The Wheel widened its reach and expanded the opportunities for members, including by means of our 'special project programmes' which are described in more detail in the next section: the Sector Skills Programme, the Europe for Citizens programme, the National Rural Network programme, the Access Europe programme and our 'Citizenship in the 21st Century' programme. These special programmes, together with our ongoing public policy, support and training offerings, allowed us to engage with an ever-increasing variety of organisations across non-profit and public sectors throughout Ireland.

It was also significant to note that our total number of members increased to just over 1,300 by 31 December 2017 and our membership income, which allows us to provide as wide a range of supports as possible, grew from just under €200,000 in 2016 to just over €220,000 in 2017.

Membership Numbers End 2017 = 1,326



The Board would like to thank all of our members for their ongoing encouragement and support of the work of The Wheel.

Mid-year in 2017 saw the formal ratification of our strategy by our members at our AGM, which also marked the launch of a full rebrand of our messaging and visual identity, including logo, as part of the launch of our strategy. The reception of this has been universally welcomed.

With a stronger internal team in place in 2017 and more focus on project delivery, we saw significant growth in income from training events and a much wider variety of events and stronger attendance at events.

We are conscious that aside from income that we can reasonably expect through membership income and events, as well as from contracts, we enter each year with a need to source new income if we are to deliver our entire strategy.

During 2017 our income of €1.527m fell short of our budgeted income of €1.626m (-€99,000) but we were able to make strategic decisions on project timings and save on direct project costs that ultimately resulted in a surplus for 2017 of just under €37,000, compared to a budgeted surplus of €16,000. We believe that in doing so we managed to deliver the vast majority of projects and programmes and did not compromise on quality or service.

A summary of our first 'Impact Report' which describes the impact of our work (as opposed to the nature and quantity of work) in 2017 is included in the Supplementary Information. It should be understood to be part of The Wheel's accountability to our members, funders and the general public. This is the first time that The Wheel has produced such a report and we put significant time and focus into the design and measuring of the indicators and data-collection which informed the Impact Report's creation. It is our ambition to have a system of impact-KPIs (key-performance-indicators) fully embedded into the organisation's culture and way-of-working by the end of our current strategy and we believe we made very good progress in 2017.

The process of producing our first Impact Report has provided the executive with opportunities to learn and we will share this with our members in our regular training and information on measuring and communicating impact.

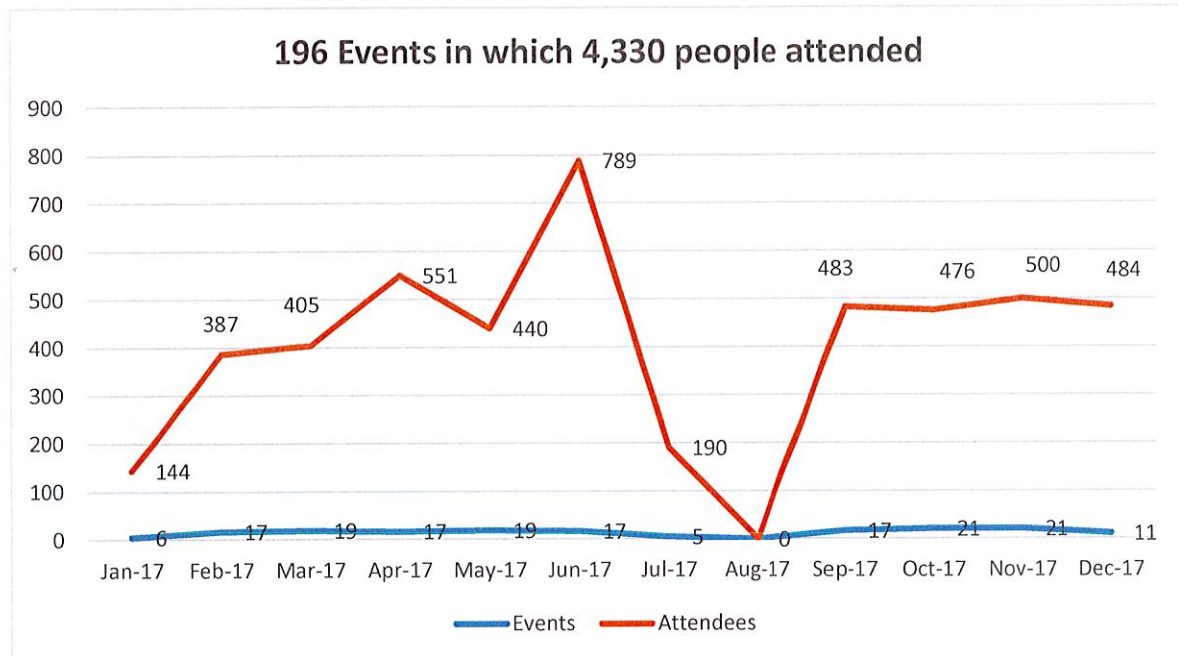
In conclusion, the board of directors is of the view that The Wheel's presence is more highly valued than ever before by both our members and the key stakeholders who appreciate the benefits of engagement with a more united community and voluntary sector.

DIRECTORS' REPORT

for the year ended 31 December 2017

Special Programmes in 2017:

- **Sector Skills' programme:** co-funded by the National Training Fund under the Department of Education and Skills, its purpose is to build the skills of people working in community and voluntary sector organisations. Under this programme a wide range of subsidised training and professional development opportunities are provided which enable employer organisations in the sector to identify the needs and build the skills of their staff. In 2017 this programme co-funded 196 training events in which 4,330 people participated.



- **National Rural Network programme:** we deliver this as part of a consortium with Irish Rural Link (lead organisation), NUI Galway and Phillip Farrelly & Co under contract from the Department of Agriculture, Food and the Marine. The purpose of the National Rural Network is to connect the beneficiaries of the Rural Development Programme (RDP) in Ireland, leveraging their knowledge and learning under the RDP to add value for all. The Wheel's work in this consortium is to provide communications (website, newsletter, and outreach) and project management support to the project team, led by Irish Rural Link. At the end of 2017 the results of our collective work for this programme were:
 - Membership of the NRN grew from 1,620 to 2,214 in 2017, an increase of 37%.
 - A total of 2,759 people attended 39 seminars and trainings run by the NRN.
 - A total of 29 publications were produced, including 7 monthly e-bulletins, 4 quarterly newsletters, a National Rural Network promotional flyer and a LEADER newsletter
 - We collected and disseminated 120 case studies of good practice
- **Europe for Citizens' programme:** we provide the National Contact Point for this programme, helping Irish civil society organisations to secure funding under the scheme. This is delivered with funding from the Department of Foreign Affairs and Trade and the Education, Audio-visual and Culture Agency (EACEA). In 2017, this contract was re-tendered after an initial 3-year contract, and The Wheel secured it for a second 3-year period (2018 – 2020). In 2017 the following achievements were secured:
 - Three Irish projects were awarded funding as the lead coordinators totalling €232,500 (up 13% in funding on 2016). A further four Irish organisations were awarded funding totalling €213,500 as partners in proposals led by other EU countries.
 - Presentations were made by Wheel staff at 20 events nationwide: 7 more than 2016, reaching 458 people directly.
 - Followers of the @EU4Citizens Twitter handle grew by 53% over 2016.
 - The programme's E-newsletter mailing list grew by 42% to 2,277 subscribers.

DIRECTORS' REPORT

for the year ended 31 December 2017

- **Access Europe** – during 2017, in partnership with the Access Europe network (a number of Atlantic Philanthropies-funded charities north and south of the border), we delivered on the second part of this three-year all-island programme. The purpose of the Access Europe programme (which ends formally in April 2018) is to identify EU-funding sources for the members of the network (50 organisations in total) and to support them to apply for EU funding. We worked in close collaboration with Early Years (Northern Ireland) to do this work. At the end of 2017, the following are the programme's results:
 - Collectively between them the members obtained €17,919,717 worth of EU funding
 - Collectively, they submitted an estimated €6,996,342 worth of applications, which are currently awaiting results.
 - There is an estimated €7,370,000 worth of funding applications under preparation.
- **Citizenship in the 21st Century' programme** – we deliver this in partnership with, and with funding from, the Carnegie (UK) Trust. The purpose of this 22 month programme, which ends in June 2018, is to help grow understanding of the role civic society can play in democratic processes in Ireland. It is part of our 'supporting active citizenship' objective. It is also phase-two of a larger initiative of work with the Carnegie (UK) Trust called the Peoples Conversation and the objectives that are being delivered in this phase two are the recommendations from the final report, 'Citizens Rising', published as part of the Peoples Conversation initiative in October 2016. In 2017, the programme involved the scoping out of, the associated consultations for, and the commissioning of three reports for publication in 2018. These reports are on the following themes:
 - Democratic participation and the role of the community and voluntary sector
 - Economic participation and the role of the community and voluntary sector in supporting economic inclusion
 - The role of the public servant and the public service in mediating participation

Additionally, in 2017 we were awarded the following contracts:

- **EU Schools Ambassador programme:** we were asked by the European Parliament representation in Ireland to assist them in their implementation of the EU Schools Ambassador programme. Somewhere analogous to the concept of a 'Green Flag' school, the EU Schools Ambassador programme sets out targets for, and assesses secondary schools on, the quality of information and learning about the EU and how it works, to their pupils. Our involvement runs from September 2017 through to June 2019 and our work in 2017 saw us training teachers within participating schools about what is expected as well as inspecting and assessing schools who want to be accredited with the 'EU Schools Ambassador' status. We saw this as an important project to deliver because it advanced our aim of helping build understanding of how people can be and become active citizens.
- **Living Better, Using Less: a Sustainable Communities Toolkit:** Funded by the Environmental Protection Agency, and delivered from October 2017 to April 2018, the programme's work in 2017 involved scoping out the project's requirements and ultimate aim; carrying out research, collection case studies and starting to draft the actual toolkit. The online toolkit will benefit members of The Wheel and the wider community and voluntary sector by providing them with the tools to enhance their work towards making their communities more sustainable. The toolkit also supports organisations to link the work they are doing to the sustainable development goals (SDGs). This was a new area for us to work in and we chose to do this because we were driven by our new strategic objective of helping our members to understand how their work is aligned to the Sustainable Development Goals (which are internationally agreed goals for every country in the world to aim for in economic, social and environmental spheres)
- **Consultation – Bridging the Gap:** funded by Carlow Public Participation Network (a locally based network of civil society organisations, with one in every Local Authority area in the country). This project seeks to identify and help bridge the gap between current practice and best practice in community consultation and engagement in Carlow. Delivered from November 2017 to May 2018, the programme delivered the following in 2017: a kick off meeting with Carlow PPN Secretariat and support staff; desk research on current local, national and international good practice on consultation; consultations and focus group meetings with the Carlow PPN wider membership. The benefit of this project will be to provide practical guidance to bodies undertaking consultation on maximising the meaningful engagement of local communities and to provide local communities with the tools to engage effectively in consultation processes. We got involved in this project because of our strategic objective to promote, support and develop new ways for people and the community groups they form to be actively involved in shaping the public-decision-making that affects them.

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DIRECTORS' REPORT

for the year ended 31 December 2017

Sources of Funding

We wish to acknowledge all sources of funding that are essential in order to carry out our work and a detailed note on all funding is set out in Note 4 to these financial statements.

3. Financial Review

Results

In 2017, Rotha (trading as The Wheel) had an income of €1,527,950 and spent €1,491,222 on services for its members and supporting their needs and those of the sector.

The major elements of expenditure in 2017 were on staffing costs related to: member- services, training information provision, research and advocacy; and secondly, on the implementation of the National Training Fund co-funded 'Sector Skills' programme of specific training and supports.

The full results for the year are set out on page 22 in the Statement of Financial Activities.

Income Recognition

Income is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Further information is disclosed in the company's accounting policies in the Notes to the Financial Statements.

Financial performance and income diversification

In 2017 both statutory and income from other public sources (EU) performed strongly as did earned income from membership, training delivery and other projects.

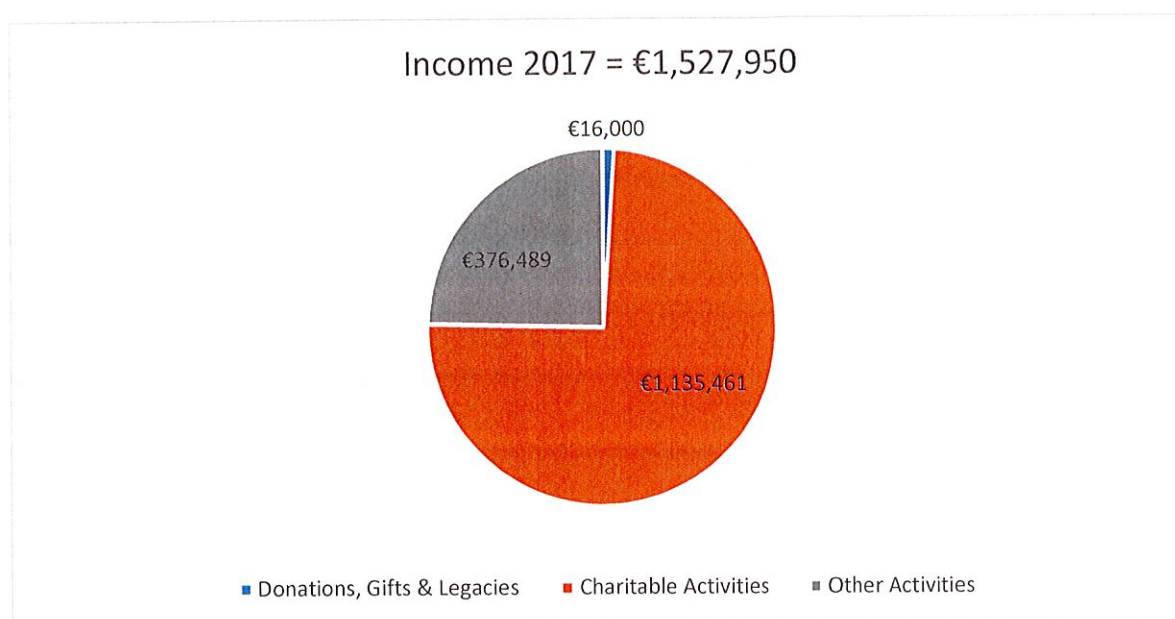
The main difference between income for 2017 of €1.527m and income in 2016 of €1.423m is the Carnegie (UK) Trust funded project which contributed additional income of approximately €40,000 in 2017, increases in membership income of approximately €20,000 and a general increase in earned income from training events.

The board continues to note that securing income through membership and training which is a large volume of low price-point transactions 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 grown the cost base of The Wheel (in terms of salaries) in order to build capacity – which in turn secures additional income from services provided. To guide developments in this area the board approved high-level principles which underpinned our continued generation of funds from our activities into the future and these are:

1. The membership of The Wheel gives the organisation its mandate, as well as unrestricted core funding and this is a key priority.
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.
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 will develop a competency/offering in selected key areas so as to be able to offer services to members in a 'social enterprise' model.
4. The Wheel should ultimately position itself to cease being reliant on funding from 'general fundraising' as essential funding for its core operations.
5. The Wheel can 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.

Principal Funding Sources

A detailed breakdown of all sources of funding, with comparative figures for 2016 and 2015 are provided on pages 44 and 45 as an additional source of supplementary information to this report and our annual accounts.



Reserves Policy and Level

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

- Reserves are maintained at a level which ensures that The Wheel organisation's core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves are 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. As of the most recent review in 2017, the board of directors determined that based on the above analysis, the total sum of reserves that the organisation should carry on an ongoing basis should be in the range €300,000 - €350,000 and that achieving this from where the reserves level were at the end of 2016, should be a key target for the strategy *Stronger Charities Stronger Communities*.

At 31 December 2017 the reserves were €218,481, which reflect the result of the first year of the planned addition of €100,000 to the reserves. The board has set the target for the end of 2020 to achieve the desired level of reserves and notes that in 2017 we exceeded the initial target for year one of that plan. In that regard, the board also notes that due to the treatment of membership income in the 2015 accounts which resulted in over €100,000 of membership income being deferred, the cash reserves of the organisation are stronger than the balance sheet reserves figure.

Pension

All employees are entitled to join the Company defined contribution pension scheme which is with New Ireland. General Investment Trust Limited are the independent trustees of the Plan and the Directors are satisfied that the trusteeship arrangements for the scheme meet all legal requirements and recommendations. An annual review meeting took place in August 2017 with the independent adviser to the Plan and it was confirmed that all administrative requirements and operations were being satisfactorily discharged.

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DIRECTORS' REPORT

for the year ended 31 December 2017

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 wages/supplies costs that face all companies in Ireland. The directors are satisfied that the risks facing the organisation have been identified and managed through the ongoing maintenance of the Risk Register and the annual 'Risk Assessment Review'.

The critical risks for The Wheel that were most dominant in 2017 included: the ability to achieve a balanced budget through achieving our income targets; the ability to secure new funding sources to match an increased core cost; the challenge of maintaining a positive image for the organisation and the sector in the midst of threats to the reputation of the sector.

All of these risks were identified in advance, had risk mitigation plans that were actively managed by senior management with board knowledge/oversight and where necessary, support.

As 2018 started, the key risks facing The Wheel, as always, revolve around meeting our income targets contained in the budget for 2018. Additionally, operational-level risks associated with business development and meeting income targets has been, is, and will be the focus for the team in 2017 and all risks are monitored by the board quarterly.

On a positive note, in December 2017 we secured an Environmental Protection Agency (EPA) project that will run from January 2018 to July 2019 and will contribute to our strategic goals and income generation targets. This project exceeds €250,000 in total potential income over 18 months and we are very excited about its implementation and potential achievements.

Important events since the year-end

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

Going Concern

The directors wish to note that, as it is one of the considerations that the auditors are required to assess each year that the Directors have no concerns about the ability of The wheel to continue to carry out operations in the foreseeable future.

Auditors

During the year, BCK Certified and Public Accountants changed its legal structure to BCK Audit, Accounting & Tax Limited, (Certified Public Accountants), and are required to notify the Board of this change. The directors are required to fill the casual vacancy and BCK Audit, Accounting and Tax Limited have expressed their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Accounting Records

The directors acknowledge their responsibilities, under section 281 to section 285 of the Companies Act 2014 to keep adequate accounting records for the company and effective compliance with the requirements of the sections through the engagement of personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of the company are kept at the registered office and principle place of business at 48 Fleet Street, Dublin 2.

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DIRECTORS' REPORT

for the year ended 31 December 2017

Plans for Future Periods

2017 was the first year of our new four-year strategy – *Stronger Charities, Stronger Communities* – and we reviewed progress against our strategy in November 2017. We believe that our strategy and the associated planned actions are still valid and relevant and will continue to review performance against strategic objectives as we set our plans and targets for 2018.

The targets for 2018 are set against our six strategic objectives and are based on: 1) the base lines for the relevant impact-indicators that we identified during 2017, and which informed our Impact Report for 2017; and 2) targets that relate to volumes of work and levels of activity.

In 2018 we plan to continue with our core activities of public policy and capacity-building in the community, voluntary and charity sector through the provision of information, training and other resources to our members. We will continue to look for funding opportunities that will deliver on our six strategic objectives. Key deliverables in 2018 will be:

- Proactive representation of the sector to policy makers, the media and internationally.
- Showcase, through the Charity Impact Awards, the impact of the work done in the sector to make the world a better place
- Mobilisation of members around critical 'asks' by the sector in respect of a General Election either at the year's end or early in 2019.
- Complete / further advancement of the 'special projects' as per the timelines indicated for each one above.
- Launch of a completely new website, which will deliver a simpler, more interactive engagement with our members, as well as our new visual identity.

Payment of Creditors

The directors acknowledge their responsibility for ensuring compliance with the provisions of the European Communities (Late Payment in Commercial Transactions) Regulations 2012. It is the company's policy to agree payment terms with all suppliers and to adhere to those payment terms.

Legal Status

Rotha is a company limited by guarantee, not having a share capital, incorporated on 25 February 1999 and governed by the Companies Act 2014. The company is licensed to dispense with the suffix "CTR" further to the passing of a special resolution at AGM 2017 and is not, Roath, trading as The Wheel. At the AGM 2017 also, members resolved to update its Memorandum and Articles of Association, now both contained in a Constitution, which also has approval of the Charities Regulator and Revenue Commissioners.

Statement on Relevant Audit Information

There is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

National Training Fund affirmation

The directors of the Board of Rotha t/a The Wheel affirm that expenditure incurred in 2017 is in compliance with the statutory requirements of the Fund as provided for in section 7 of the National Training Fund Act, 2000.

4. Structure, Governance and Management of The Wheel

The constitution of the company is available for inspection on the company's website at www.wheel.ie and on the Companies Registration Office website (www.cro.ie).

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). We renewed our compliance in 2017 and this is updated on the Governance Code website - www.governancecode.ie where we are listed as a fully compliant organisation.

Rotha

DIRECTORS' REPORT

for the year ended 31 December 2017

Risk review and internal controls:

As noted previously, 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. A full Risk Review was conducted by the Finance and Audit subgroup in September 2017 and approved by the board of directors.

The quarterly CEO report to the board contains a section on risk analysis updating the board regarding the status of the 3-5 most acute risks to The Wheel.

Directors and Secretary

The information on page 3 lists all Directors of The Wheel who served throughout the year.

Their record of attendance at board meetings and board subgroup meetings is found in the Supplementary Information section of this report.

Mary Cunningham held the position of board chairperson for the full year 2017. Following the Company AGM in June 2017, at which the Vice Chairperson, Carol Conway, stepped down from the Board, Paul O'Sullivan was elected as Vice Chairperson of the Board. In September 2017, Austin O'Sullivan stepped down as Company Secretary and was replaced by Brendan O'Brien.

General Governance Information

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

Every year at the AGM one third of the board members elected from the membership retire by rotation and may be eligible for re-election. 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.

Four of the places on the board are appointed by decision of the board. Two of these seats became vacant during 2017 and all co-opted positions are now filled.

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 six standing board subgroups: Finance & Audit; Policy; Staff & Employment; Communications & PR and Governance. In addition, there is 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. During 2017 the Member Services sub-committee was changed to become an Advisory Group process as distinct from a standing sub-committee of the board. The rationale was that its terms of reference were primarily operational in nature and not the work of the board of directors and that its work is essentially covered by the many and significant engagements The Wheel has put in place over the last few years. A new Communications & PR sub-group was added as an area of strategic importance to the organisation.

All board subgroups are advisory in nature and have written terms of reference. Since 2015, a number of people from amongst the company's membership, but who are not board members, serve on the various subgroups of the board. These subgroup structures and processes have proven 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. 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 at which a sub-set of information customised for each new member is reviewed – all of which is included in the Induction Folder. A similar process is conducted for the induction of non-board member members of subgroups.

DIRECTORS' REPORT

for the year ended 31 December 2017

Organisational structure and how decisions are made:

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

The following decisions are reserved for the board to make and approve:

- The Company's strategic plans and annual operating budgets;
- Projects outside the scope of the strategic plan;
- Business acquisitions and disposals;
- Decisions on 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 €60,000;
- Annual Review of Risk and Internal Control;
- Approval of new staff positions; and
- Approval of changes to membership categories or rates.

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 the CEO to the staff team. This includes; implementation of the 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 through behaviour that matches our stated values and is in alignment with our beliefs.

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.

By order of the board at its meeting on 25 April 2018.



Mary Cunningham
Director



Brendan O'Brien
Director

DIRECTORS' RESPONSIBILITIES STATEMENT

for the year ended 31 December 2017

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

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

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

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

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

By order of the board at its meeting on 25 April 2018.



Mary Cunningham
Director

Date: 25 April 2018



Brendan O'Brien
Director

Date: 25 April 2018

INDEPENDENT AUDITOR'S REPORT

to the Members of Rotha

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Rotha ('the company') for the year ended 31 December 2017 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and the related notes to the financial statements, including a summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2017 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other Information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

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

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

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

to the Members of Rotha

Respective responsibilities

Responsibilities of directors for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

Further information regarding the scope of our responsibilities as auditor

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

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

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

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

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


Darren Connolly

for and on behalf of

BCK Audit, Accounting & Tax Limited

Certified Public Accountants and Statutory Audit Firm

Suite 4 & 5

Bridgewater Business Centre

Conyngham Road

Islandbridge

Dublin 8

D08 T9NH

Ireland

Date: 25 April 2018

Rotha

STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 December 2017

	Notes	Restricted Funds 2017 €	Unrestricted Funds 2017 €	Total 2017 €	Total 2016 €
Income and Endowments from					
Donations, gifts and legacies		-	16,000	16,000	32,959
Charitable Activities		959,157	176,304	1,135,461	1,050,387
Other activities		-	376,489	376,489	340,485
Total Income	4	959,157	568,793	1,527,950	1,423,831
Expenditure On					
Raising Funds		44,381	210,007	254,388	261,656
Charitable Activities		904,138	332,696	1,236,834	1,184,795
Total	5	948,519	542,703	1,491,222	1,446,751
Net Income/(Expenditure)		10,638	26,090	36,728	(22,920)
Transfers between funds		-	-	-	-
Net movement in funds		10,638	26,090	36,728	(22,920)
Reconciliation of funds					
Total funds brought forward		-	181,753	181,753	204,673
Total funds carried forward		10,638	207,843	218,481	181,753

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

There are no recognised surpluses and deficits 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.

Rotha

STATEMENT OF FINANCIAL POSITION

as at 31 December 2017

	Notes	2017 €	2016 €
Non-Current Assets			
Intangible assets	10	17,723	-
Property, Plant and Equipment	11	4,475	4,191
		<u>22,198</u>	<u>4,191</u>
Current Assets			
Inventories	12	-	2,649
Receivables	13	175,186	90,535
Cash and cash equivalents		518,186	395,116
		<u>693,372</u>	<u>488,300</u>
Payables: Amounts falling due within one year	14	<u>(497,089)</u>	<u>(310,738)</u>
Net Current Assets		<u>196,283</u>	<u>177,562</u>
Total Assets less Current Liabilities		<u>218,481</u>	<u>181,753</u>
Funds of the Organisation			
Unrestricted Funds		207,843	181,753
Restricted Funds		10,638	-
Funds of the Organisation		<u>218,481</u>	<u>181,753</u>

The financial statements were approved by the Board of Directors on 25 April 2018 and authorised for issue on 25 April 2018. They were signed on its behalf by;



Mary Cunningham
Director



Brendan O'Brien
Director

Rotha
STATEMENT OF CASH FLOWS

for the year ended 31 December 2017

	Notes	2017 €	2016 €
Cash flows from operating activities			
Surplus/(Deficit) for the year		36,728	(22,920)
Adjustments for:			
Depreciation		11,120	1,751
		<u>47,848</u>	<u>(21,169)</u>
Movements in working capital:			
Movement in inventories		2,649	1,696
Movement in receivables		(84,651)	12,120
Movement in payables		186,351	(53,621)
		<u>152,197</u>	<u>(60,974)</u>
Cash generated from/(used in) operations			
Cash flows from investing activities			
Payments to acquire intangible assets		(26,584)	-
Payments to acquire property, plant and equipment		(2,543)	(1,725)
		<u>(29,127)</u>	<u>(1,725)</u>
Net cash used in investment activities			
Net increase/(decrease) in cash and cash equivalents		123,070	(62,699)
Cash and cash equivalents at beginning of financial year		395,116	457,815
Cash and cash equivalents at end of financial year	20	<u>518,186</u>	<u>395,116</u>

Rotha

NOTES TO THE FINANCIAL STATEMENTS

continued

for the year ended 31 December 2017

1. GENERAL INFORMATION

Rotha is a company limited by guarantee incorporated in the Republic of Ireland.

2. ACCOUNTING POLICIES

Statement of compliance

The financial statements are prepared in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. The company has applied the recommendations contained in Charities SORP (FRS 102) effective 1 January 2015.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared under the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Incoming Resources

Income is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Income includes donations, gifts, bequests, income from donation of assets and membership income. Membership income is accounted for and deferred on a time basis. 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.

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.

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

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.

Rotha

NOTES TO THE FINANCIAL STATEMENTS

continued

for the year ended 31 December 2017

Property, plant and equipment and depreciation

Property, plant and equipment are recorded at historical cost or deemed cost, less accumulated depreciation and impairment losses. Cost includes prime cost, overheads and interest incurred in financing the construction of property, plant and equipment. Capitalisation of interest ceases when the asset is brought into use.

Depreciation is recognised so as to write off the cost or valuation of property, plant and equipment over their useful lives on the following basis;

Office equipment	- 20% Straight line
Computer equipment	- 20% Straight line

The company's policy is to review the remaining useful economic lives and residual values of property, plant and equipment on an on-going basis and to adjust the depreciation charge to reflect the remaining estimated useful economic life and residual value

Intangible assets

Intangible assets are valued at cost less accumulated amortisation.

Amortisation is calculated to write off the cost in equal annual instalments over their estimated useful life of 3 years.

Inventories

The organisation previously held publications in inventories. The organisation do not recognise a value for publications held at the year-end. Although this might have a resale value in the future, this is considered negligible and the Board consider this prudent not to recognise the value in the financial statements.

Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short- term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

Payables

Payables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Employee benefits

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund.

Taxation

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

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Statement of Financial Activities.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Establishing lives for depreciation purposes of property, plant and equipment

The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The directors regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful lives is included in the accounting policies.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2017

continued

4. INCOMING RESOURCES

Name of Funding	Funded By	Advocacy & Policy €	Training €	Information & Supports €	Membership €	Donations & Sponsorship €	Total €
Community and Vountary Pillar Funding	Department of Rural and Community Development	73,476	-	-	-	-	73,476
Scheme to Support National Organisations	Department of Rural and Community Development	-	-	89,923	-	-	89,923
Dep of Education & Skills	Department of Education and Skills	-	375,000	-	-	-	375,000
National Rural Network	Department of Agriculture, Food and the Marine	-	-	129,250	-	-	129,250
Training & Events	-	-	126,724	-	-	-	126,724
Membership	-	-	-	-	221,402	-	221,402
Corporate Partnerships & Fundraising	see below	-	-	-	-	171,087	171,087
Other Grants	see below	134,616	43,780	162,692	-	-	341,088
Total		208,092	545,504	381,865	221,402	171,087	1,527,950

Included in Donations & Sponsorship are the following:

	Advocacy & Policy €	Training €	Information & Supports €	Membership €	Donations & Sponsorship €	Total €
Annual Conference	-	-	-	-	64,300	64,300
Funding Point	-	-	-	-	37,251	37,251
Corporate Support	-	-	-	-	10,000	10,000
Resource Point	-	-	-	-	22,808	22,808
Medtronic	-	-	-	-	30,728	30,728
Charity Impact Awards sponsors	-	-	-	-	6,000	6,000
Total	-	-	-	-	171,087	171,087

Included in Other Grants are the following:

	Advocacy & Policy €	Training €	Information & Supports €	Membership €	Donations & Sponsorship €	Total €
Europe for Citizens	-	-	50,000	-	-	50,000
European Parliament	26,918	-	-	-	-	26,918
Newman's Own	23,304	-	-	-	-	23,304
Carnegie (UK) Trust	84,394	-	-	-	-	84,394
Leadership training	-	16,935	-	-	-	16,935
Tailored training	-	26,845	-	-	-	26,845
Access Europe	-	-	50,000	-	-	50,000
European Schools Ambassador Programme	-	-	6,892	-	-	6,892
Tusla contract	-	-	35,000	-	-	35,000
EPA	-	-	15,000	-	-	15,000
Governance Code Secretariat	-	-	5,800	-	-	5,800
Total	134,616	43,780	162,692	-	-	341,088

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2017

continued

5. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES & RAISING FUNDS

	Advocacy & Policy €	Training €	Information & Supports €	Membership €	Donations & Sponsorship €	Total €
Activities undertaken Directly	151,848	214,221	275,648	159,615	105,898	907,230
Support Costs (Note 6)	58,841	326,147	103,606	39,839	55,559	583,992
Total Expenditure	<u>210,689</u>	<u>540,368</u>	<u>379,254</u>	<u>199,454</u>	<u>161,457</u>	<u>1,491,222</u>
Total Income	208,092	545,504	381,865	221,402	171,087	1,527,950
Surplus/Deficit	<u>(2,597)</u>	<u>5,136</u>	<u>2,611</u>	<u>21,948</u>	<u>9,630</u>	<u>36,728</u>

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2017

continued

6. ANALYSIS OF SUPPORT COSTS BY ACTIVITY

	Advocacy & Policy	Training	Information & Supports	Membership	Donations & Sponsorship	Basis of Allocation	Total
	€	€	€	€	€	€	€
Establishment	13,801	19,469	25,053	14,507	9,624	Employee Hours	82,454
Training & Events	20,941	248,374	34,965	13,298	-	Employee Hours	317,578
Operating Costs	20,801	53,652	37,598	8,567	43,632	Employee Hours	164,250
ICT	850	1,199	1,544	894	594	Employee Hours	5,081
Finance	2,448	3,453	4,446	2,573	1,709	Employee Hours	14,629
Total	58,841	326,147	103,606	39,839	55,559		583,992

Rotha
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2017

continued

7. OPERATING SURPLUS/(DEFICIT)	2017	2016
	€	€
Operating surplus/(deficit) is stated after charging:		
Amortisation of intangible assets	8,861	-
Depreciation of property, plant and equipment	2,259	1,751
Auditor's remuneration		
- audit of individual company accounts	2,891	2,100
	<u>2,891</u>	<u>2,100</u>

8. EMPLOYEES AND REMUNERATION

Number of employees

The average number of persons employed during the year was as follows:

	2017	2016
	€	€
	Number	Number
Direct & Administration	18	15
	<u>18</u>	<u>15</u>

The number of higher paid employees are as follows:

	2017	2016
€60,000 - €70,000	3	1
€70,001 - €80,000	1	1
€80,001 - €90,000	1	1
	<u>5</u>	<u>3</u>

The staff costs comprise:

	2017	2016
	€	€
Wages and salaries	765,894	719,771
Employers PRSI Costs	82,412	69,197
Pension costs	42,789	29,076
	<u>891,095</u>	<u>818,044</u>

The Chief Executive Officer was the highest earning employee. The CEO's remuneration package comprises of a gross salary, benefit in kind and employer's pension of €93,378 in 2017. (2016 - €93,634)

Each year the remuneration sub-group of the board of directors review salaries and make recommendations to the board of directors for approval. The review meeting for 2017 took place in October.

9. KEY MANAGEMENT COMPENSATION

	2017	2016
	€	€
Salaries and other short term benefits	375,291	309,523
	<u>375,291</u>	<u>309,523</u>

Senior management comprised of the CEO, Director of Public Policy, Director of Programmes, Director of Business Development and Director of Finance.

Rotha
NOTES TO THE FINANCIAL STATEMENTS

continued

for the year ended 31 December 2017

10. INTANGIBLE FIXED ASSETS

	Website Costs €	Total €
Cost		
At 1 January 2017	-	-
Additions	26,584	26,584
At 31 December 2017	26,584	26,584
Provision for diminution in value		
Charge for the year	8,861	8,861
At 31 December 2017	8,861	8,861
Carrying Amount		
At 31 December 2017	17,723	17,723

11. PROPERTY, PLANT AND EQUIPMENT

	Office equipment €	Computer equipment €	Total €
Cost or Valuation			
At 1 January 2017	615	21,241	21,856
Additions	1,657	886	2,543
At 31 December 2017	2,272	22,127	24,399
Depreciation			
At 1 January 2017	369	17,296	17,665
Charge for the year	454	1,805	2,259
At 31 December 2017	823	19,101	19,924
Carrying amount			
At 31 December 2017	1,449	3,026	4,475
At 31 December 2016	246	3,945	4,191

Rotha
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2017

continued

12. INVENTORIES	2017	2016
	€	€
Publications for resale	-	2,649

The organisation do not recognise a value for publications held at the year-end. Although these might have a resale value in the future, this is considered negligible and the Board consider this prudent not to recognise the value in the financial statements.

13. RECEIVABLES	2017	2016
	€	€
Accrued Income (Note 13.1)	161,018	79,396
Prepayments	14,168	11,139
	<u>175,186</u>	<u>90,535</u>

13.1 Accrued Income	2017	2016
	€	€
National Rural Network	63,205	32,160
European programmes	26,892	5,000
Carnegie (UK) Trust	27,700	-
With-holding tax	7,000	-
Resource Point suppliers	14,448	21,871
Events, training and sponsorship	21,773	20,365
	<u>161,018</u>	<u>79,396</u>

14. PAYABLES	2017	2016
Amounts falling due within one year	€	€
Trade payables	42,617	40,645
Taxation (Note 15)	20,863	20,123
Other payables	8,123	10,473
Amounts held on behalf of 3 rd parties	42,737	42,077
Accruals	95,603	49,474
Deferred Income (Note 14.1)	287,146	147,946
	<u>497,089</u>	<u>310,738</u>

14.1 Deferred Income	2017	2016
	€	€
Newman's Own	20,574	23,304
Leadership Training	17,750	9,950
Membership income	133,581	114,692
Environmental Protection Agency	91,966	-
Training income	23,275	-
	<u>287,146</u>	<u>147,946</u>

for the year ended 31 December 2017

15. TAXATION	2017	2016
	€	€

Payables:
PAYE

20,863

20,123

16. STATUS

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members or within one year thereafter for the payment of the debts and liabilities of the company contracted before they ceased to be members and the costs, charges and expenses of winding up and for the adjustment of the rights of the contributors among themselves such amount as may be required, not exceeding € 2.

17. CONTINGENT LIABILITIES

The Company had no contingent liabilities at the reporting date.

18. RELATED PARTY TRANSACTIONS

Carol Conway was a member of the board of The Wheel until June 2017. Freelance Catalyst, a business owned by Carol, was engaged to provide consultancy services in delivering leadership development activities for The Wheel. These transactions amounted to €2,095 in 2017 (2016: €720). It is also noted that of this amount, €810 was after Carol stepped down from the board. This was communicated to the board as prescribed under its policy on conflict of interest and was deemed appropriate.

Deirdre Garvey is the CEO of The Wheel. Deirdre was also a director and company secretary of Deal Effect (Ireland) Company Limited by Guarantee which was dissolved voluntarily on 15 November 2017. There were no transactions with Deal Effect (Ireland) Company Limited by Guarantee during 2017 (2016: €810).

19. EVENTS AFTER END OF REPORTING PERIOD

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

20. CASH AND CASH EQUIVALENTS**2017****2016****€****€**

Cash and bank balances

518,186

395,116

518,186

395,116

21. FUNDS EXPENDED TO 3RD PARTIES	2017 €	2016 €
Advocacy Initiative	5,400	5,400
Like Charity	20,167	20,167
SEETF	6,959	3,545
Governance Code Working Group	2,560	5,314
Societal Value Fund	7,651	7,651
	<u>42,737</u>	<u>42,077</u>

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.

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 Statement of Financial Activities.

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 Statement of Financial Activities.

Governance Code Working Group:

The Governance Code Working Group is an initiative of voluntary organisations to promote good governance (www.governancecode.ie) in the sector and The Wheel manages funds contributed by the participating organisations to expend on GCWG costs. From 1 July 2016 the GCWG entered an arrangement with The Wheel whereby The Wheel invoices GCWG at €400 per month towards staff time and these costs are invoiced against the above fund.

Societal Value Fund:

The Societal Values initiative is collaboration between The Wheel, Clann Credo and Community Foundation Ireland to collaborate on the promotion of issues that are of joint concern and interest and The Wheel manages the fund to which all three organisations contribute equally.

22. CAPITAL COMMITMENTS	2017 €	2016 €
Details of capital commitments at the accounting date are as follows;		
Contracted for but not provided in the financial statements	<u>26,584</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2017

23. GRANTS FROM POBAL

During the year we received grants from Pobal. The funding has been received from the "Scheme to Support National Organisations" (SSNO) programme sponsored by the Department of Housing, Planning, Community and Local Government. The previous tranche of funding ended during 2016. The current tranche of funding is for the three year period from 2016 – 2019. The funding has been used to support salary costs of the organisation. The total agreed funding for the three year period amounts to €269,768. The relevant amounts for 2017 are set out below.

<u>Pobal SSNO</u>	2017 €	2016 €
Income Received – Previous Tranche (2014 – 2016)	-	46,922
Income Received – Current Tranche (2016 – 2019)	89,923	44,961
	<u>89,923</u>	<u>91,883</u>
<u>Expenditure Incurred</u>		
Salary costs	89,923	91,883
Surplus/Deficit	<u>Nil</u>	<u>Nil</u>

Pobal Community Fund

These funds were used to fund the activities of The Working Group that developed and supports the Governance Code for Community, Voluntary and Charitable Organisations. (www.governancecode.ie). The funds were used to support the costs of a dedicated Information Officer for 2016 for the Governance Code; to develop and roll out a programme of 12 full-day training events and over 20 evening information sessions; and to maintain the information on the Governance Code's website about who is adopting the Code. There was no Pobal Community Fund for 2017.

	2017 €	2016 €
Income Received	-	5,000
Expenditure Incurred	-	5,000
	<u>-</u>	<u>Nil</u>

The Board confirms that the organisation held an active tax clearance certificate.

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

24. PROFESSIONAL SERVICES

During 2017, Dechert LLP made their services available to The Wheel on a pro-bono basis.

25. DIRECTOR EXPENSES

The directors gave their services free of charge and are not compensated for their work. The Wheel operates a policy of reimbursing directors and sub-group members for out of pocket expenses and is grateful to a number of member organisations who actually cover directors and sub-group members out of pocket expenses.

Reimbursement of out-of-pocket expenses not covered otherwise was as follows;

	2017 €	2016 €
John Evoy	318	695

26. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 25 April 2018.

Rotha

SUPPLEMENTARY INFORMATION NOT FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

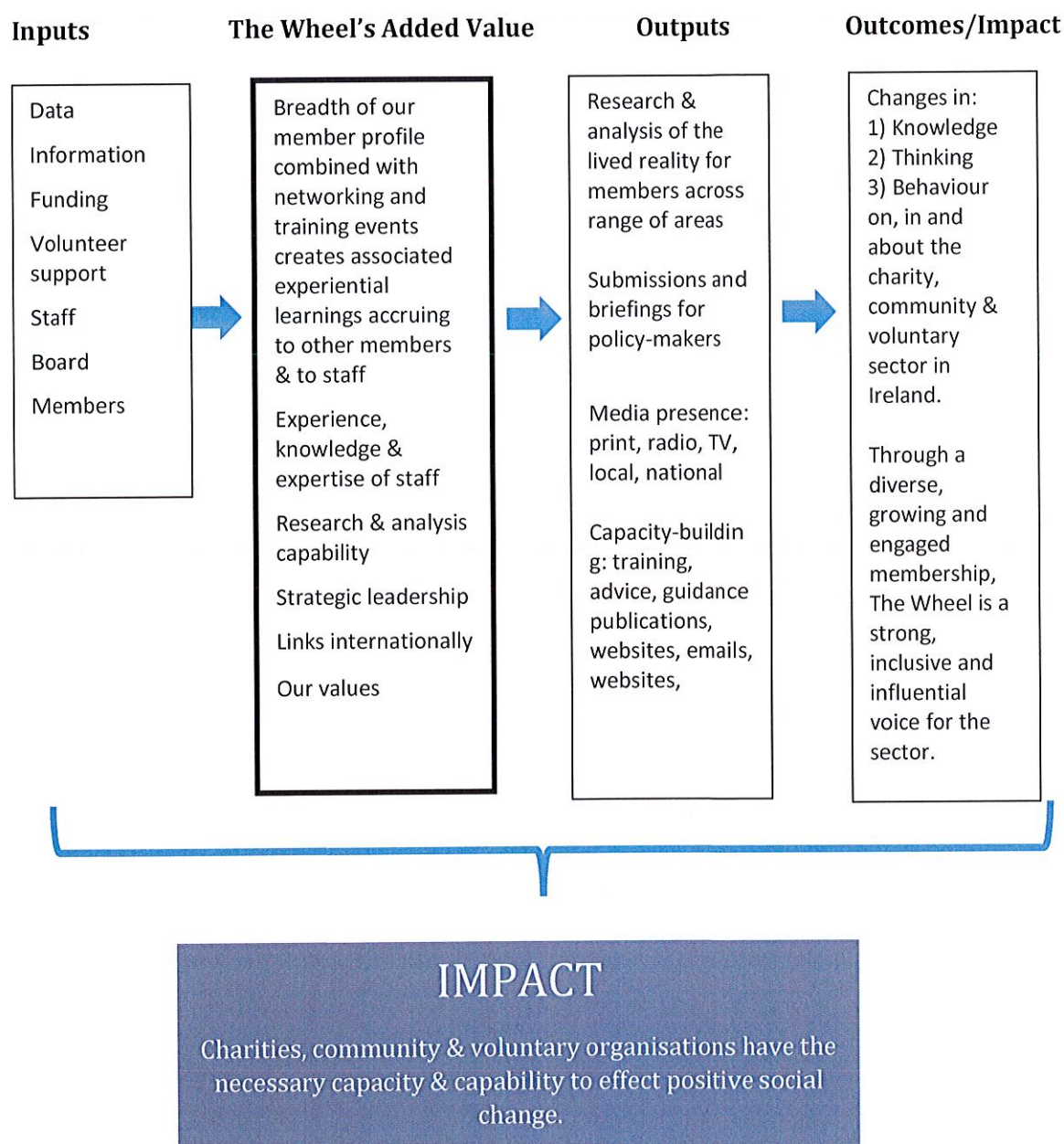
Rotha
SUPPLEMENTARY INFORMATION
for the year ended 31 December 2017

Understanding The Wheel's impact in 2017

The Wheel has for the first time produced a detailed Impact Report based on a new result-framework, which we adopted as part of our new strategy (Stronger Charities. Stronger Communities, 2017-2020). In this document, we summarise our reflections on how our members, beneficiaries, external stakeholders, partners and staff experience The Wheel.

Our Value Proposition

In adopting our new strategy, we summarised our purpose and the benefit/added value we bring as a 'theory of change' which underpins why we exist as an organisation, and what change or difference we seek to make in the world. The diagram below summarises how we have analysed the core of what it is that we do, and why. (A more detailed 'logic model' diagram can be downloaded from our website.)



Rotha

SUPPLEMENTARY INFORMATION

for the year ended 31 December 2017

Our impact in 2017

We have identified five questions that our stakeholders might typically ask, and we have provided answers, which are - to a certain extent - subjective statements. However, the answers are based on the evidence we have collected, a brief summary of which is provided in the space under the box encircling each question and response. (The detailed evidence is available in the appendices to our Impact Report 2017). Direct quotations from our online surveys and some graphs are also included to illustrate the various points.

Question 1: Are our members satisfied with us and our work?

Our top level assessment:

Our members are very satisfied with what we do and how we do it.

How can we improve what we are doing?

Over the next year, we would like to deepen our engagement with all our members. We are rolling out plans to engage with them and to mobilise them in the coming months and years.

From our annual member surveys carried out at the end of each year, we can report the following:

- In the last three member surveys from 2015 – 2017 inclusive, 94% of our members reported that membership of The Wheel is value for money. Over the same period, member satisfaction with our work fluctuated between 94% (2015) to 90% (2016) to 91% (2017).
- 2017 was the first year of the Charity Impact Awards, which developed out of the Better Together Awards. The awards website attracted 37,894 unique visitors and 91,545 page views. Attendees at the Charity Impact Awards rated their value and benefit as 7 out of 10, and 80% of them said they would most probably enter the 2018 awards.

2017 was the first year of the Charity Impact Awards, which developed out of the Better Together Awards. The awards website attracted 37,894 unique visitors and 91,545 page views. Attendees at the Charity Impact Awards rated their value and benefit as 7 out of 10, and 80% of them said they would most probably enter the 2018 awards.

"We enjoyed being part of the first Charity Impact Awards. It was a very enjoyable event, well run and in a very atmospheric venue. Well done to all the winners ... Thanks to all in The Wheel for putting a much needed positive spin on the contribution of the voluntary sector to all sorts of things in Ireland."
- Shortlisted organisation

- Membership of The Wheel is growing, showing that more organisations believe it is worth their while to be part of a representative and support network for the sector. Member numbers at the end of 2017 were 1,310, which was up from 1,284 at the end of 2016. In terms of retention, an average of 85% of existing members renewed during the year. The renewal rate increases to 100% for organisations with turnovers above €1m.

"We really appreciate the support we get from The Wheel, joining up was one of the best things we did in recent times."
- Member

Question 2: How effective are we at being a voice for the sector?

Our assessment:

The Wheel is an influential and effective voice and champion for the community, voluntary and charitable sector in relation to both public opinion forming and in public policy influencing.

How can we improve what we are doing?

Over the next year we would like to strengthen our ability to communicate our work and to move in measurable milestones towards significantly advancing our five high level ambitions for the sector.

Rotha

SUPPLEMENTARY INFORMATION

for the year ended 31 December 2017

In our work to represent the sector's shared interests and ensure an environment where charities, community & voluntary organisations can thrive we have the following five high level goals which are to ensure that:

1. the state has a strategy to support the sector,
2. commissioning takes place in line with societal value,
3. regulation is proportionate and supportive of the sector,
4. the sector is adequately funded,
5. the sector is understood, recognised and respected.

We assessed our effectiveness using evidence of what can be measured and counted as well as asking people what their opinions are of: 1) the status of each of these five goals in terms of whether they are realised in Ireland currently or not; and 2) their analysis of The Wheel's work in pursuing these five goals for the sector. We reviewed our member survey and also commissioned an independent report containing the views of external stakeholders about our public policy and public communications work.

Appendix two in the Impact Report 2017 provides a detailed analysis of our work as a sector-representative body. Here we note a summary of that as follows:

- Some 64% of our members rated our work representing the sector in the media as 'excellent' or 'good' (24% rated it as 'average' and 5% or 15 respondents rated it as 'poor').
- The vast majority of our members (75%) provided feedback in the member survey that The Wheel is an effective voice for the community, voluntary and charitable sector. Only nine people (3%) did not think this and a further 58 people (21%) said they didn't have enough information to judge.

"The Wheel does a superb job, supporting over 1,300 voluntary, community and charitable groups. During the most recent media 'scandals' about charitable expenditure, The Wheel was a strong voice, defending the entire sector ... Our membership aligns us with this movement to strengthen Ireland's 'third sector' ..."
-Member

When the questions focused on assessment of the five goals for the sector some very interesting results emerge as reflected in the table below which shows the results of the member-survey analysis and the stakeholder interviews with respect to each goal:

Public Policy Goal	Effectiveness of The Wheel's work	
	From member survey (Rank effectiveness on a scale of 1 – 5)	From eleven external stakeholder phone interviews (Award marks out of 10)
1. the state has a strategy to support the sector	74% rated as 'good' or 'excellent'. 25% rated as 'average' 1% rated 'poor' or 'very poor'	Assessment of The Wheel's effectiveness: 5 out of 10
2. commissioning takes place in line with societal value	55% rated as 'good' or 'excellent'. 41% rated as 'average' 5% rated 'poor' or 'very poor'	Assessment of The Wheel's effectiveness: 5 out of 10
3. regulation is proportionate and supportive of the sector	67% rated as 'good' or 'excellent'. 27% rated as 'average' 6% rated 'poor' or 'very poor'	Assessment of The Wheel's effectiveness: 6 out of 10
4. the sector is adequately funded	51% rated as 'good' or 'excellent'. 38% rated as 'average' 10% rated 'poor' or 'very poor'	Assessment of The Wheel's effectiveness: 5 out of 10
5. the sector is understood recognised and respected	69% rated as 'good' or 'excellent'. 25% rated as 'average' 7% rated 'poor' or 'very poor'	Assessment of The Wheel's effectiveness: 5 out of 10

"I wish you all well in keeping the issues that are important to us on the national agenda."
- Member

Rotha SUPPLEMENTARY INFORMATION

for the year ended 31 December 2017

A significant amount of qualitative information was additionally gleaned from the stakeholder interviews and comment-fields in our member survey, and some key points from this are:

- The Wheel should showcase areas where it has made real progress over the years, and look constantly to the next concrete win it can achieve. We should present ourselves as the sector's leader. (Our members assess The Wheel's effectiveness as being better than the external stakeholders, which point to the opportunity for us to communicate our work better with external stakeholders.)
- The Wheel's commitment to advocating for the sector was widely acknowledged and achievements like securing mentions in the Programme for Partnership Government; establishment of the Charity Regulator; the excellence of the 'Commissioning for Communities' report were noted. However, it was also felt that there are many obstacles in the way and one consultee described agitating for these types of goal as "wading through treacle". Despite good work done by The Wheel, there remains a perception that the sector is ill-defined, incoherent and fragmented.

Question 3: How do we know if all our activity in the areas of training, advice and providing a helpdesk service serves a useful purpose?

Our assessment:

Our training programmes, advice and information services and help-desk responses add value, make a difference to people and are of high quality.

How can we improve what we are doing?

Over the next year, we would like to develop a quality/service charter and measure how we perform against it.

We provided 575 hours of capacity-building training, information and supports, by hosting 185 events for a combined 4,731 people from 3,238 organisations. Of these 3,325 (or 70%) were members and 1,406 were non-members. We distributed 109 issues of our weekly/monthly newsletters across our entire range of programme areas and projects. In 2017, our information-rich, websites (Wheel.ie/EU projects/Employers Resources/Charity Impact Awards) were accessed by 235,601 unique users who viewed 867,482 pages. Over the year, we sent 1,099,683 separate emails!

But was this of any benefit and did it make a difference?

Appendix three of the Impact Report 2017 delves deeper into specific programme areas, but the following evidence supports our assessment:

- Of those who attended our events and training in 2017, a total of 85% rated them as 'good' or 'excellent', 14% rated them as 'average' and 2% (three respondents) rated them as 'poor' or 'very poor'.

"The webinars have been excellent and we printed off the slides from the session on Directors Roles and Responsibilities for our Board to peruse."
- Member

- The twelve distinct advice, training, information dissemination services we offer to the sector and public were rated in our member survey. Members reported finding our Governance Code supporting templates, our emails about forthcoming training and events, and our fact sheets/guidance notes as the three most useful services that we provide.
- We asked leaders of our member organisations to rate their own competence for their leadership role. An overwhelming majority of paid staff leaders (91%) gave themselves a rating of 4 or 5 out of 5. Somewhat fewer volunteer board members (71%) did so.

"As I am responsible for leading the company and supporting the Board, I firmly believe we would not be where we are without The Wheel's HR, governance and training supports."
- Member

- People see us as a useful source of information and there remains a strong demand for the types of information and signposting services we offer. In 2017, we dealt with 904 queries, 687 of which came from members (76%). This also shows that non-members continue to benefit from The Wheel's services in significant numbers.
- The Wheel is Ireland's official contact point for Europe for Citizens Programme. As result of the information and promotional activities, three Irish organisations (who were leading the respective applications) drew down €232,500 in 2017. In addition, four organisations were approved to participate as partners in other funding successes led both organisations outside Ireland.

"[The Wheel provided] support and practical help throughout the long process of applying for an EU grant. We are delighted to have been selected for a Twinning grant. Many thanks to The Wheel!"
- Non-member

Question 4: Is the organisation well-run?

Our assessment:

The Wheel is a well-run organisation with engaged members, strong strategic leadership at board and management level, growing financial diversity and high morale amongst its staff.

How can we improve what we are doing?

Over the next year we would like to: exceed our income targets; create the best website user-experience possible; and improve how we recognise the commitment and dedication of our staff.

The way The Wheel is run as an organisation and how we 'practice what we preach' in terms of organisational excellence and transparency, is highly valued. Among our members, 76% believe that The Wheel models good practices in the way that the organisation is run. Less than 1% (2 respondents) disagreed, and 23% expressed themselves not familiar enough to judge one way or the other.

We delivered our organisational Operations Plan for 2017, and also added €38k to our reserves, thus achieving more than 33% of the 4-year goal of re-building our minimum level of reserves by €100k. This financial performance comes after two years where we have recorded deficits, confirming a positive trend:

- End of 2015: deficit of €98,722
- End of 2016: deficit of €22,920
- End of 2017: Surplus of €38k

The Wheel is fully compliant with the law and all regulatory requirements from the Charities Regulator, Companies Registration Office, Data Protection Commissioner, Revenue and Standards in Public Office Commission. We are also in full compliance with the voluntary Governance Code. The Wheel was previously compliant with the Statement of Recommended Practice for Fundraising, but in September 2017 the Charities Regulator replaced this standard with its own Fundraising Guidelines. We have committed to reviewing and amending our compliance in 2018. We do annual reviews of each of these standards to ensure we remain compliant.

In terms of transparency, we practice what we preach. This is evident from fact that we produce SORP accounts and have all relevant information on our website in simple language so that people never have to ask about how we are run and funded and where the money goes.

We are engaged in a very wide range of collaborative working relationships with organisations across different sectors. Here are just a few examples:

- The Employer Resources website managed by us, Adare HR and Carmichael Centre for Voluntary Groups
- The Governance Code Working Group comprising us and seven other partners
- The Good Charity website which is a collaboration between us, Change Fundraising, Charities Institute Ireland, Dóchas and Whitebarn Consulting
- We are members of Coalition 2030, an alliance of 20 civil society groups launched in 2017 to work for the achievement of the Sustainable Development Goals
- We have twice-yearly meetings with our sister sector-representative bodies in England, Northern Ireland, Scotland and Wales
- We run accredited leadership development programmes in partnership with the National College of Ireland, Maynooth University, Quality Matters, Community Action Network and the Law Society.
- We also work with a range of corporate partners.

Our partners rated us 8 out of 10 for the success of the various collaborations and all said they would work with us again the future.

"The Wheel is the leading analyst of the broad concerns, needs and potential of the community, voluntary and charity sector. It is satisfying to work with a range of capable and motivated staff on a wide range of subjects and to see and hear them across many platforms as they articulate the positions on matters of current interest."
- Collaborator

- In our annual staff satisfaction survey, 93% of our employees rate their satisfaction ratings across 12 questions as being a four or five out of five (where five is the highest level of satisfaction). Eighteen staff members attended a total of 88 training sessions (16 discrete training programmes).

Question 5: Is it all good news then, are there no 'buts'?

Our assessment:

We are proud to stand over our assessment that The Wheel is a vibrant, well-run and impactful champion for the community, voluntary and charity sector. We believe that this report provides the substance to support that statement. However, we understand that we can always improve.

How can we improve what we are doing?

The publication of our first Impact Report and the lessons we learned from it, was an excellent exercise in organisational self-reflection. We will draw on these

We have specific suggestions for improvement drawn from our member survey, the independently commissioned external stakeholder interviews and from our own internal analysis in the staff team. For the benefit of the sector and our members, The Wheel is required to respond to an ever changing and evolving external environment. We have a very comprehensive 'risk register' which is actively monitored and we share with our members the ongoing challenges of sustainable funding, demonstrating impact and the increasingly significant amount of internal resources needed to meet the naturally high expectations of the public, our funders and regulators.

We are confident that we have the right mission and objectives; that we act true to our stated values; that we 'practice what we preach' in terms of high standards of practice and that we have a wonderfully diverse membership, which provides us with the mandate to be an effective voice for the whole sector. Additionally, we know that our extraordinarily committed staff and the excellent strategic leadership of our volunteer board members are the real enablers that create the magic of transforming the ambitious and inspiring words in our Stronger Charities Stronger Communities into reality. Having learned so much from the process of compiling our first impact report, we are committed to improving constantly how we measure and report our impact.

Rotha
SUPPLEMENTARY INFORMATION
for the year ended 31 December 2017

Rotha t/a The Wheel
Detailed income and expenditure account
For the years ending 31 December 2015, 2016 and 2017

	2015	2016	2017
Community and Voluntary Pillar	73,476	73,476	73,476
Scheme to Support National Organisations	93,844	91,883	89,923
National Training Fund	375,000	375,000	375,000
Europe for Citizens	25,000	50,000	50,000
National Rural Network	-	129,250	129,250
Access Europe	-	-	50,000
Other EU funding	17,926	45,145	33,810
Pobal - Governance Code Funding	50,000	-	-
Annual conference	56,523	66,850	64,300
Training events and contracts	174,648	135,451	176,304
Tusla contract	-	34,970	35,000
Environmental Protection Agency contract	30,000	-	15,000
Commissioned income	27,976	-	-
FundingPoint	42,664	38,499	37,251
Membership income	89,612	198,001	221,402
Sponsorship and other income	83,508	36,956	10,000
Newman's Own Funding	-	22,319	23,304
Carnegie (UK) Trust	50,000	59,141	84,394
ResourcePoint	26,469	34,383	22,808
Charity Impact Awards/Better Together	28,097	32,507	36,728
Eircodes	435,436	-	-
Total income	1,680,179	1,423,831	1,527,950
Less total expenditure	1,778,901	1,446,751	1,491,222
Surplus/(Deficit)	(98,722)	(22,920)	36,728

Rotha
SUPPLEMENTARY INFORMATION
for the year ended 31 December 2017

Rotha t/a The Wheel
Detailed expenditure
For the year ending 31 December 2015, 2016 and 2017

	2015	2016	2017
Salaries including ER pension and ER PRSI	787,752	824,197	907,230
Rent and facilities	52,346	54,435	56,860
Staff training and development	9,184	4,859	4,592
Membership and subscriptions	3,000	3,134	3,317
Charity Impact Awards	31,536	36,199	28,961
Training costs	425,212	162,720	92,607
Annual conference	29,745	38,545	41,881
Maintenance, equipment and IT	22,245	24,594	18,723
Stationery	7,915	9,566	8,377
Postage, fulfilment and couriers	11,450	7,896	8,993
Design and printing	35,538	37,770	22,278
Telephone	6,518	7,033	6,871
ICT costs	34,768	6,839	5,081
Insurance and bank charges	10,516	8,828	5,975
Third party suppliers	171,535	110,468	116,551
Research	22,775	8,725	41,985
Meetings and events	49,673	43,665	53,241
Miscellaneous	18,939	1,647	0
Travel and expenses	24,622	23,840	24,313
Marketing and communications	8,648	11,934	23,612
Professional fees	14,984	18,106	8,654
Depreciation		1,751	11,120
Total expenditure	1,778,901	1,446,751	1,491,222

SUPPLEMENTARY INFORMATION

for the year ended 31 December 2017

BOARD AND SUB GROUP ATTENDANCE 2017

Name	Board Member	Board Meeting Attendance	Finance & Audit Subgroup	Policy Subgroup	Staff & Employment Subgroup	Membership Subgroup	Governance Subgroup	Remuneration & Joint Chair Subgroup	Communication & PR Subgroup	Notes
Inez Bailey	Yes	3/3	2/2							•Joined Board in June
Mary Cannon	Yes	0/1					0/1			•Left Finance and Audit Subgroup in July
Pat Carey	Yes	3/3								•Left Board in March
Carol Conway	Yes	1/2								•Joined Board in June
Mary Cunningham	Yes	5/5	3/3		2/2*		3/3*	1/1*		•Left Board in June
John Evoy	Yes	4/5				0/2	2/3			
Barbara Gilroy	Yes	1/1								
Sheena Horgan	Yes	4/5				2/2*	1/2		2/3*	•Joined Board in October
Vincent Keenan	Yes	4/5		3/3			1/1	1/1		•Joined Governance Subgroup September
Len Lloyd	Yes	0/1								•Joined Remuneration Subgroup September
Peter McBride	Yes	3/3								•Left Board in February
Maura McMahon	Yes	3/3			2/2					•Joined Board in June
Brendan O'Brien	Yes	5/5	3/3*				1/1	1/1		•Left Board in September
										•Became Finance and Audit Chairperson in September
										•Joined Governance Subgroup September
										•Joined Remuneration Subgroup September
										•Stepped down as Finance and Audit Chairperson in September
Austin O'Sullivan	Yes	4/5	1/1*	0/1			1/2			•Joined Policy Subgroup September
Paul O'Sullivan	Yes	4/5	2/3	3/3*			1/3	1/1	2/3	•Left Governance Subgroup September
Bernie Bryan	No		2/3							
Turlough Mullen	No		2/3							
Martin Crawl	No		3/3							
Dermot McCarthy	No			2/3						
Sharon Kennedy	No			2/3						
Niamh Randall	No			1/2						•Stepped down from Policy Subgroup September
Nat O'Connor	No			3/3						
June Tinsley	No			0/2						•Stepped down from Policy Subgroup September
JM Synge	No			1/1						•Joined Policy Subgroup September
Nina Arwitz	No			1/1						•Joined Policy Subgroup September
Enda Doherty	No			1/2						
Peadar Ward	No			2/2						
Siobhan O'Dwyer	No				2/2					
Hedda Kaphengst	No				2/2					
Caroline Wilson	No				2/2					
Catherine Hickey	No				2/2					
Maureen Kavanagh	No					2/3				
Barry Andrews	No								3/3	
Mark Brennock	No								3/3	
Geraldine O'Neill	No								2/2	•Joined Communications and PR Subgroup June
Pauline McKiernan	No								2/3	
John Rooney	No								2/3	

*asterisk indicates chairperson