

OUR PURPOSE  
YOUR POTENTIAL



# Annual Report & Financial Statements 2016



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## Our Purpose

Foróige's purpose is *to develop and implement a youth education programme complementary to the home, school and work to enable young people to involve themselves consciously and actively in their own development and in the development of society.*

The purpose of Foróige is enshrined in our governing documents – the Memorandum and Articles of Association.

## Our Aims

Foróige is supported in the achievement of its purpose by the following aims:

- (a) to provide learning experiences designed to enhance human potential and foster the personal development of its members, young people, leaders, volunteers and others through involvement in its programmes, activities and events;
- (b) to foster the development by its members, young people, leaders, volunteers and others of essential knowledge, attitudes and skills necessary for effective living, especially in areas such as :
  - (i) family life
  - (ii) vocational development
  - (iii) recreational activity and
  - (iv) democratic, civic and social activity

The purpose and aims of Foróige are the underpinning and guiding principles of the work and activities of the organisation. They encompass the belief that not only are young people able to develop themselves – based on their needs and interests – but that the organisation facilitates young people to be aware of their growth, learning and development as it occurs. This reinforces their development and enables them to engage more effectively with their communities. It also acknowledges the interconnectedness and complexity of young people's lives and those that are engaged with them to facilitate their development

Foróige's purpose is fortified by a rich set of values and beliefs called the Foróige philosophy.

## Our Philosophy

**Each person is unique:** Each person has unique qualities and attributes. No two personalities, faces, voices, fingerprints are the same. There is only one "you" in the world and there will never be another one.

**Each person is creative:** Creativity applies to many aspects of life: solving problems, organising, the arts, communicating, caring for others. Everyone is creative in some way.

**Each person can take responsibility:** Each person can take responsibility for his or her actions. We always have a choice: in what we think, do and become. We can choose our own attitude and response to a situation.

**Each person is interdependent with others:** "No man is an island." We develop through relations with other people. We achieve more by working together. We have a need of and an obligation to each other.

**Each person can make a difference to the world:** We are here to improve the world and to change it for the better. Each person has something important to contribute to making the world a better place.

**Each person can have an influence:** Reality is not fixed. It can be changed by our actions. Each person can influence what is going on. Each can influence what they become in life.

**Each person can learn from every situation:** Learning does not stop at school. It is part of everyday living. It is a lifelong process. We can learn from each situation or difficulty we encounter. We can reflect on it and develop our thinking and behaviour accordingly.

Applying these beliefs to our purpose and aims provides the organisation with clear guidance not only on **what** activities and work we do, but also **how** we work and interact with young people, volunteers and colleagues.



### A MESSAGE FROM OUR CHAIRPERSON –

**Sandra McIntyre**

As Chairperson of the National Council of Foróige I have had the great privilege of seeing an organisation that I passionately believe in from a special perspective. Each day I become more and more inspired by the transformational nature of the work we do, the impact we have on Irish society and the lives that we change for the better.

Foróige's strength has always been, and will forever be, its people – young people, volunteers, staff, communities, partners and supporters - a diverse grouping bound by a singular belief and a drive to make sure that young people have the opportunity to discover the full extent of their greatness.

In particular, I wish to acknowledge the immense contribution of over 6,000 Foróige volunteers. It is largely because of this extraordinary network of committed, compassionate and competent individuals that Foróige has become what I consider to be the greatest youth organisation not only in Ireland, but in the world.

My Foróige story started in 1985 when I joined the organisation as a member. A lot has changed since then but the core principles and ethos of Foróige remain as relevant and compelling to volunteers, young people, local communities and Irish society as ever.

Children's rights activist, Marian Wright Edelman said that "education is for improving the lives of others and for leaving your community and world better than you found it." For over 40 years, young people involved in Foróige have been personifying this very principle through the Youth Citizenship Programme.

Foróige is incredibly fortunate to have the backing of Aldi as sponsors of the Youth Citizenship Programme as well as the Junior Baking Competition and the Community Gardening Initiative. Last year's Youth Citizenship Awards in the City West Event Centre were a wonderful success. A day of true celebration of young people at the heart of their communities.

Foróige's leadership for life programme is truly awe inspiring and it was an honour in 2016 to be able to witness the programme in operation in communities across the country. Through participation in this programme young people have the opportunity to transform into accomplished communicators, confident problem solvers and critical thinkers. Leaders that are more considerate of the world around them and aware of their potential to shape it.

As an organisation Foróige doesn't rest on its laurels when it comes to offering new opportunities to young people and this year the organisation designed a programme to improve empathy in young people in partnership with NUI Galway. This can be delivered as a stand-alone programme or as an add-on to the Leadership for Life programme.

Empathy, like any other skill, can be taught and mastered. To quote Harper Lee from her book 'To Kill a Mockingbird' – 'You never really understand a person until you consider things from his point of view....until you climb inside of his skin and walk around in it....' This programme enables young people to consider other people's views, to walk in other people's skins and to value differing perspectives.

I am honoured and proud to have had the opportunity to work so closely with the exceptional volunteers on the National Council and the Board this year. Thank you for your dedication and diligence. I would also like to place on record my admiration for the staff and management of Foróige for their professionalism and commitment, often above and beyond the call of duty, for the work that they do.

I wish all involved in Foróige every success in the year to come.





### A MESSAGE FROM OUR CEO –

Seán Campbell

In 2016 we celebrated and reflected on the anniversary of 1916 and in particular on the idealism of the words and vision of the proclamation.

These reflections remind us that at the very heart of the Irish State lies the principle of active citizenship and the rights of all citizens to have their voice heard and to be enabled to reach their full potential.

There is no doubt that we as a society have travelled far since 1916 and I am extremely proud of the part that Foróige has played in this journey as a critical and committed agent of change for youth in Ireland over our almost 65 year history.

All young people can benefit from good quality youth work and it is essential that it is available in every community throughout Ireland.

The Foróige approach to youth development, with its unique structure and process of learning, provides the ideal environment for young people to excel. Through their involvement with Foróige young people begin to see themselves differently and discover new dimensions to their potential.

One of the things that I am most proud of in Foróige is our strong commitment to and reputation for quality and achieving positive outcomes within the provision of our youth work services. We are passionate about our work and change the lives of young people and their communities for the better every day.

We believe in transparency and accountability and invest time and resources in ensuring full compliance with industry best practice standards including the Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) in reporting.

This year Foróige became fully compliant with the Code of Practice for Good Governance which is considered to be the gold standard in governance in the sector. I'm proud that we have achieved this milestone.

2017 sees Foróige embark on a new strategic plan which charts the way forward for the organisation over the next three years. It represents the vision, drive and ambition that have traditionally marked the development of Foróige while being cognisant of the challenging financial times that we continue to face as an organisation and as a sector.

Foróige has four critical impact goals that we are aiming to achieve by 2020 and these are;

- To Enhance the quality of engagement with young people and volunteers
- To Ensure sufficient supports are in place to operate a quality organisation
- To secure adequate, sustainable funding to maintain and develop Foróige
- To be the 'go to' youth organisation for young people and those interested in youth development – locally, nationally and internationally.

Foróige's Critical Impact Goals are ambitious and implementing this plan will be challenging. However, we believe that it is possible to achieve and that young people will continue to see the organisation as relevant, a place to learn new things and fun. We will continue to be innovative and will have staff and volunteers feeling highly enabled in what they do. Foróige will continue to be a vibrant force in shaping Irish society and a future that we can all believe in.

## How we achieve our Purpose and Aims

To achieve the purpose and aims of the organisation Foróige has two models of youth work – Volunteer Services and Focussed Services. Through both of these models of engaging with young people Foróige offer a range of evidenced-based youth development programmes across a variety of topics as well as what is termed an emerging curriculum. The emerging curriculum responds to the needs of young people in their particular contexts, and requires the skill and expertise of staff and volunteers to address the particular needs of the young people they are working with.

### Key features of Foróige's educational process are outlined below:

**Ownership by Young People:** Young people direct the agenda and decide the learning activities in partnership with adults

**Learning by Doing:** Young people learn by doing things themselves and reflecting on the experience

**Community based:** The local community is the learning environment. Its people, organisations, assets and challenges are learning resources.

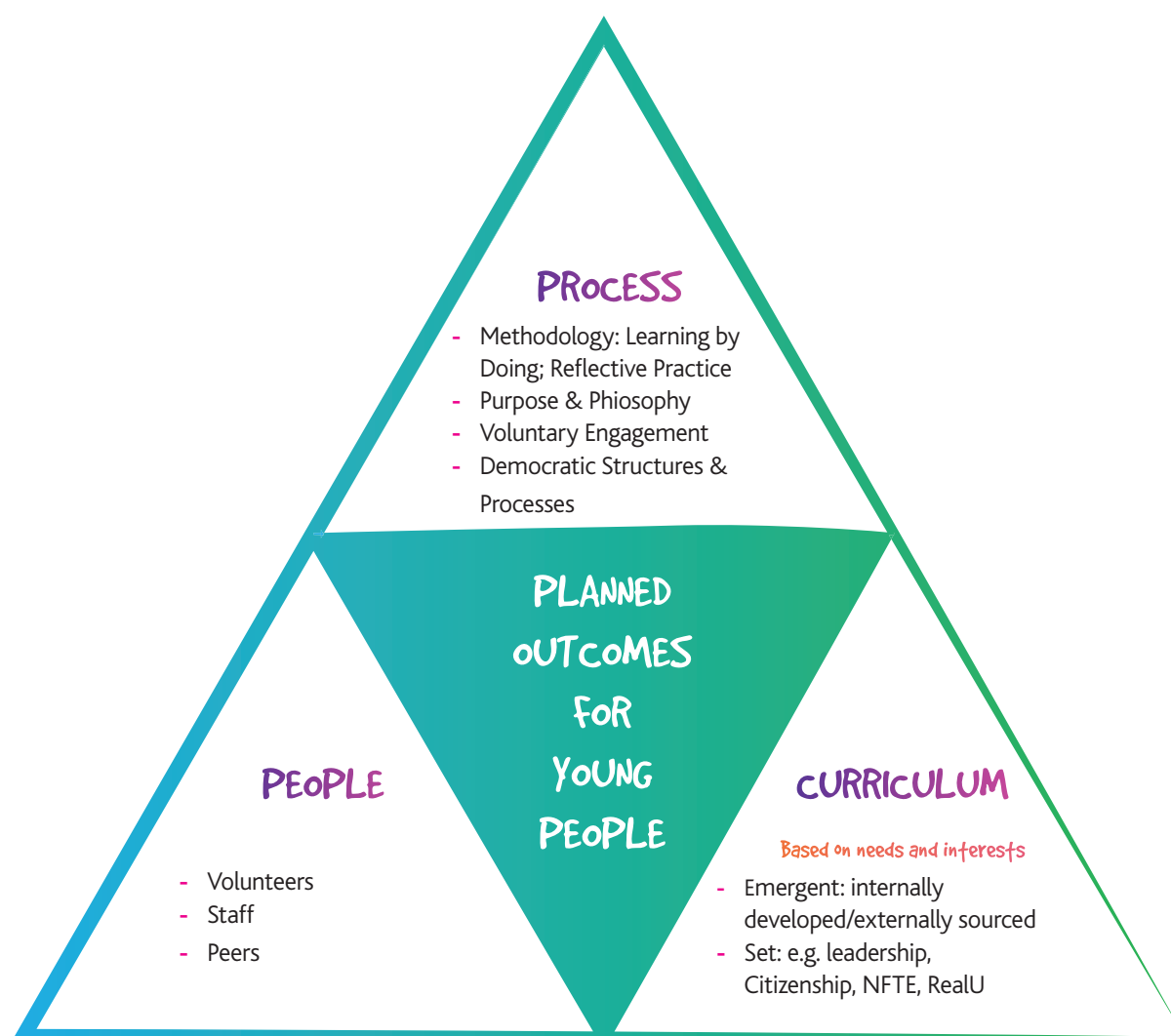
**Active Involvement in Community:** Young people make their own contribution to the development of their local community

**Involvement of Voluntary Adults in the Education System:** Adult Volunteers contribute to the education and development of young people

**Emergent Curriculum:** The curriculum is built upon the particular interests and needs of the young people. Curriculum development is an on-going process that responds to needs and interests as they emerge.

**Interaction with real life situations:** The learning content usually involves real life situations rather than academic subject matter.





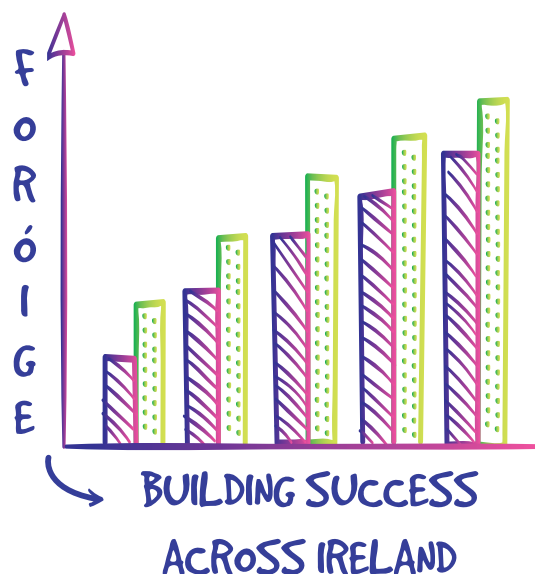
**Figure 1: How We Do What We Do**

For young people experiencing adversity or disadvantage, issues are more complex. These young people are more likely to engage in a variety of risk taking behaviours e.g. early school leaving, drug use, early sexual activity, anti-social behaviour, and as a result are less likely to reach their full potential. Additionally, they are more likely to experience low self-esteem, feel disempowered, have low self-confidence and are less likely to engage with their communities. Such young people benefit from youth work programmes as it provides them with opportunities they cannot access elsewhere. Foróige meets the needs of these young people through a suite of programmes and services, ranging from more universally focused work, through to focussed interventions.

## How we Measure Success

Measuring the success of the organisation can be difficult to quantify as often, the results of involvement in Foróige are dependent on the individual. However, in recent years Foróige has taken on the challenge of measuring its success nationally by using the approach of the Balanced Scorecard. This ensures that all aspects of the organisation are considered when measuring success under the headings of;

- Stakeholders
- Learning & Development
- Resources
- Capacity



This is cascaded throughout the organisation and is encapsulated in Service Level Agreements with funders, key performance indicators and of course, the evaluation and analysis of outcomes for young people.

Measuring the success of the work of Foróige is not only limited to metrics such as numbers involved, volunteer training places etc. but also to the real impact on the development of young people that they themselves identify.

### In 2016 Foróige used four broad 'Critical Impact Goals' to measure success:

- Be the 'go to' youth organisation for young people and those interested in youth development locally, nationally and internationally
- Enhance the quality of engagement with young people and volunteers
- Sufficient supports in place to operate a quality organisation
- Secure adequate, sustainable funding to maintain and develop Foróige

## Our Short, Medium and Long Term Aims

It is recognised that the purpose and aims of Foróige are, by their very nature, long term. In addition, the organisation has adopted the five national outcomes identified in Better Outcomes, Brighter Futures – the first National Strategy for children and young people:

- Active and healthy, physical and mental wellbeing
- Achieving full potential in all areas of learning and development
- Safe and protected from harm
- Economic security and opportunity
- Connected, respected and contributing to their world

These five national outcomes further complement the purpose and aims of Foróige.

However, in the medium term Foróige aims to empower young people to develop their own abilities and attributes, to think for themselves, to make things happen and to contribute to their community and society. As a result, they develop greater self-confidence, self-reliance, resilience and greater capacity to take charge of their lives. Foróige's clubs, projects and services and education programmes are designed to achieve this aim. This work happens in a friendly and safe environment in which young people can meet friends and importantly have fun.



**FORÓIGE – BELIEVING IN A BRIGHTER FUTURE!**

Due to the size and nature of Foróige there are a broad range of activities undertaken – all of which contribute to achieving the purpose and aims.

## Our Activities

Area	Activities
Volunteer Services	<ul style="list-style-type: none"> <li>• Club Support</li> <li>• Mentoring Support</li> </ul>
Focussed Services	<ul style="list-style-type: none"> <li>• Youth Crime Diversion</li> <li>• Youth &amp; Community</li> <li>• Youth &amp; Family Support</li> <li>• Drug Education &amp; Prevention</li> <li>• Health &amp; Wellbeing</li> <li>• Peace &amp; Reconciliation</li> </ul>
Central Services	<ul style="list-style-type: none"> <li>• Programmes</li> <li>• Youth Participation</li> <li>• Support Services</li> <li>• Facilities</li> </ul>

Each of the areas in the table above are interlinked and young people are often engaged in more than one area and/or activity. The purpose is to ensure that the identified needs of the young person are being met to ensure that they receive the supports they require to achieve their full potential.

## Our Volunteers

In 2016, over 6,000 individuals volunteered with Foróige. Volunteers are the bedrock of the organisation and enable Foróige programmes and activities to extend to young people in all 26 counties. Volunteers own and govern the organisation. It is thanks to their work across the country that Foróige is the vibrant organisation it is.

There are a variety of ways in which volunteers are engaged in Foróige:

- Volunteer leaders in Foróige Clubs, Foróige Juniors, Special Interest Clubs, Cork Youth Clubs
- Cork Summer Recreation Schemes
- Volunteers in Summer Programmes
- Big Brother Big Sister Mentors
- Volunteer Facilitators/Tutors
- Provision of Support Services – administrative, training teams
- Volunteers in Foróige Projects
- Occasional Volunteers – for example once off volunteers to assist with events
- Involvement in Local Structures e.g. District Councils, Volunteer Associations
- Involvement in Governance – National Council, Foróige Board, Board Committees, Board Sub-Groups
- Provision of specific services/once off engagement



individuals volunteered  
with Foróige in 2016!

Of course, it is recognised that some volunteers have multiple roles within Foróige and that commitment is truly recognised and appreciated.

For more detail on the investment that volunteers make in Foróige see note 4 in the Financial Statements.

## Volunteers in Foróige in 2016

In 2016, there were 3,843 adult volunteers involved in clubs - Foróige Clubs, Foróige Juniors, Special Interest Clubs and Cork Youth Clubs. Such clubs meet weekly and the primary role of the volunteers in these clubs is to be a guide, facilitator and mentor.

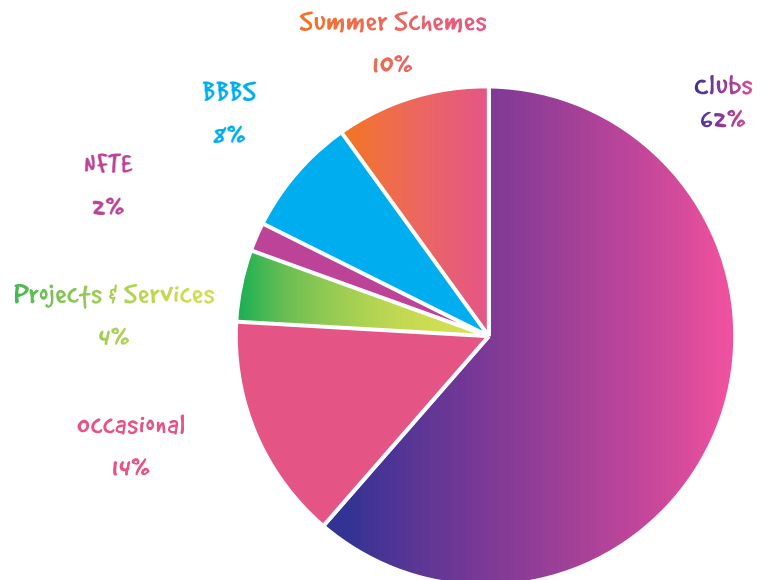
In addition to those that volunteer weekly there were 887 individuals who gave their time less frequently to assist the clubs in their activities.

In Foróige's focussed services there were 226 volunteers working with young people as guides, facilitators and mentors. Usually this involves weekly volunteering in their local Foróige project and working alongside staff in the provision of services to young people.

The Summer Schemes in Cork involve a significant volunteer effort and there were 622 adults who gave their time during the summer months in the provision of activities for young people during the school holidays.

Foróige's mentoring programme – Big Brother Big Sister involves volunteers being a mentor to an individual young person. These 'Bigs' meet with their 'Littles' weekly and engage in a variety of activities but, most importantly, spend quality time with the young person. In 2016 there were 475 'Bigs' involved in the programme

The Network for Teaching Entrepreneurship (NFTE) engages volunteers both as facilitators of the programme and also as business mentors and as judges for the various competitions. There were 122 adults involved in giving their time to the NFTE Programme in 2016.



## Support for Volunteers

The role of the volunteer working with young people in Foróige is that of guide, facilitator and mentor. It is recognised that volunteers taking on this role require support to do so. Therefore, there are a number of staff specifically engaged to provide that support and development to volunteers. In addition, there is a Volunteer Development Manager who, in turn, supports staff to support volunteers.



## Review of Our Strategic Goals

Foróige is committed to enabling young people to bring about changes in their lives or circumstances that will also enable them to be involved in their communities.

The needs of adolescents in Ireland vary depending on their family, socio-economic and geographic status. In general terms however the developmental needs of young people can be defined as following:

- To achieve for themselves
- To take responsibility
- To receive recognition from others
- To have self esteem image
- To be accepted
- To learn new things
- To contribute to community

When the above needs are met, it is more likely that young people will develop the skills, competencies and capacity they need to take charge of their lives and successfully make the transition from adolescence to adulthood.

For a young person adolescence is a period of complex transitions and negotiations overlaid with physical, neurological and developmental factors. Young people are not a homogenous group and there is no longer one clear pathway in the transition from childhood to adulthood. Further, decisions taken during this time may have lifetime impacts on an individual and some young people are more vulnerable during this time than others. Therefore, young people need explicit attention to equip them with the knowledge, skills, values, attitudes and social capital that will enable them to live healthy, happy, connected lives.

Foróige recognises the primacy of non-formal education – that is planned activities designed with learning outcomes in achieving the purpose and aims of the organisation. We believe that non-formal education offers a key pathway for all young people to effectively engage and contribute to society. The formal education sector alone cannot address all of the issues young people in Ireland face. Foróige is ideally placed to make a significant and complimentary contribution to enabling young people to develop themselves and become active in their own communities.

Within this context, in 2013 Foróige set three Strategic Goals with associated objectives and key performance indicators. These were reviewed as part of the Strategic Planning process in 2016 to inform future developments

## Our Strategic Goals

### **Goal: To strengthen our financial and organisational sustainability.**

Significant work was undertaken during the period of the plan to strengthen the financial sustainability of Foróige despite this being a time of government funding cuts. In 2016 there were small increases in government funding but not in all areas of the organisation's work.

To communicate the need for an increase in core funding to the organisation a lobbying campaign was undertaken that involved staff and volunteers meeting with key decision makers. In advance of the General Election Foróige launched our own manifesto called *Youth Focus:2016 - 2021* which highlighted the 7 policy priorities which we think are most important in relation to young people and youth work.

In addition, further work was undertaken regarding corporate sponsorship for particular initiatives and programmes. To date there has been moderate success but there is still a significant piece of work to be done to ensure a sustainable funding model is in place that alleviates the reliance on government funding.

Organisational sustainability has been an area of focus during the period of the Strategic Plan. Foróige has successfully changed its governance model and ensured that there is representation from all areas of the organisation. It is recognised however, that changing the model is the first step on a journey to embed the new governance structures into the organisation.

### **Goal: To increase the quality of engagement with young people and therefore the numbers involved.**

The numbers involved over the period of the Strategic Plan have remained relatively static. This is actually a success as decreased staffing hours and programme budgets impacted on the numbers of young people engaged. There has been a significant focus on the quality of engagement with young people and during 2016 a systematic in-service training programme was established for all staff joining Foróige. Further, there has been significant increases in the numbers of young people engaged in Foróige programmes such as Leadership for Life, Be Healthy Be Happy and Youth Citizenship.

Feedback from young people indicates a positive engagement with Foróige and a demand for more programmes to retain older members and indeed, those beyond the age of 18.

### **Goal: To be the 'go to' organisation for young people and those interested in youth development.**

Foróige services and programmes are in demand. There has been an increase in requests for training in our programmes (e.g. REAL U) and an increase in the number of youth projects. Further, Foróige has been consulted and worked in partnership with agencies such as IYJS, Tusla and DCYA on a number of initiatives that bring Foróige's expertise to other organisations.

# Review of Our Work

## Volunteer Services

In 2016 Foróige supported over 6,000 volunteers to work with young people. The supports for volunteers to enable them to do this work include training, consultancy, administration and programme development & implementation.

The work with volunteers is focused on facilitating volunteer adults to enable young people to involve themselves consciously and actively in their own development and in the development of society.

Our two main areas of focus for our volunteer services are club support and mentoring support.

## Club Support

In 2016 there were 592 Clubs affiliated to Foróige.

The purpose of clubs is to:

- Involve young people in good quality youth groups that facilitate their own development and their participation in the development of their communities
- Involve local communities to the optimum degree possible in influencing the development of their young people

Our main objectives are:

- Recruitment and Induction: Provide a recruitment and induction process of suitable personnel and the enabling of others to undertake these tasks
- Consultancy: Provision of appropriate enabling interventions on all matters relevant to volunteers and young people's ongoing involvement in youth work
- Programme Development: Provision of Foróige generated education programme materials and assistance in their proper use as learning resources and; Assistance in the identification and effective utilisation of other materials as learning resources, including subject matter literature, real life situations, problems, people and things
- Training: The provision of formal learning modules with properly defined objectives which are based on needs arising from participants' youth work roles, and their personal development requirements as appropriate.

**In 2016 our work covered a wide range of activities to meet the needs of 592 clubs.**

## Recruitment and induction process

A significant element of recruitment of suitable personnel – volunteers – is the provision of Garda Vetting.

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 was signed by the President in December 2012 and commenced on Friday 29th April 2016. On the commencement of the Act, the Garda Vetting Unit became known as the National Vetting Bureau of An Garda Síochána.

This Act has brought fundamental changes to Foróige's work and procedures, specifically related to the recruitment of anyone who will work within Foróige either as a volunteer, part time teacher, intern or staff member.

In advance of the enactment of the legislation procedures were reviewed and updated and all staff working with volunteers were briefed on the changes. From September 2016, the process of Garda Vetting went online and Foróige has successfully made the transition from a paper based system to the new online system. It has resulted in a much quicker turnaround in vetting times and also provides more information to the organisation, where relevant.

Eighty nine new clubs were started in 2016 and a total of 1,228 volunteers were provided with Induction Training. In February, a club opened in Mosney Direct Provision Centre, Co. Meath that involved the work of many agencies and volunteers from existing clubs in the area.

A pilot recruitment campaign was commenced using Facebook. It has had moderate success and will be expanded in 2017.



Pictured at the opening of the Foróige Club in Mosney Direct Provision Centre, Co. Meath

## Training

In 2016 there were a total of 3,358 training places taken up by volunteers across a broad range training course types. Volunteers also assisted in or led training courses for other volunteers. Eleven training courses (Level 1) were facilitated by volunteers alone and a further 30 training courses were co-facilitated by staff and volunteers.

More than 220 Foróige volunteers from all over the country attended the 46th Annual Foróige Volunteers' Conference in Hotel Westport, Co. Mayo, themed 'Young People in 2016 – Shaping Ireland's Future'.

In May, volunteers organised HYPE – a youth music festival where over 4000 young people from around the country gathered in Longford as Hometown topped the bill. Over six hours of music was provided by a range of bands and singers including Luwanda from Mosney Foróige Club who was one of the winners of Foróige's Got Talent, another significant event in the Foróige calendar which is organised and run by volunteers.



Young people enjoying  
the Foróige Band on the  
Strand in Mayo which  
was organised and run by  
volunteers



## Programme Development

In addition to the Foróige generated programmes that are in operation across the organisation, clubs themselves have developed education programmes such as Carndonagh Foróige Club which was the first Foróige Club in the country to receive Fairtrade Status.

Laura Duncan, a volunteer Leader with the Cardonagh Foróige Club, said "Our club decided to do a Fairtrade and Sustainable Development project as part of the Foróige Youth Citizenship Challenge and we were lucky enough to win a Silver Star Award at the Foróige Youth Citizenship Awards, in partnership with Aldi.

"The Club began the project in November creating a sustainable development video. In February Fairtrade Fortnight took place and we attended the Fairtrade Big Breakfast in Carndonagh, at the event we met with a Fairtrade Banana grower from The Dominican Republic.

"On March 12th our Club held our own event, a Fairtrade coffee morning and bake sale. The World Fairtrade Coffee Challenge took place 13th-15th May and we encouraged businesses and organisations around town to get involved. Foróige Clubs around the country were also invited to participate and support Fairtrade through a Facebook event page the club set up.

"Our Club is actively involved in the Carndonagh Fairtrade town committee and uses Fairtrade products. This prompted us to apply for Fairtrade status for our Carndonagh Club.

"Following on from this work we applied to Fairtrade Ireland for Fairtrade status and in June it was granted to us. Carndonagh Foróige is the 1st Foróige Club in the country to receive Fairtrade status. The Certificate is valid for 2 years and during this time the club will continue to promote Fairtrade.

"Fairtrade status means recognition of Carndonagh Foróige Club's commitment to social and economic justice. We are delighted with our achievement," Laura finished.

In Cork, a group of industrious teenagers from Ballinascorthy Foróige Club produced a 45 minute film about the Irish origins of car tycoon Henry Ford. The film premiered on October 15<sup>th</sup> in Ballinascorthy Hall. The narrative follows a young man called William Ford from Ballinascorthy who was forced to immigrate to America because of the famine. He has five children, one of whom is Henry Ford.



→ Carndonagh, the first Foróige Club in Ireland to achieve Fair Trade Status



The 45 minute film was made by 20 teenagers aged 13-17 from Ballinascorthy Foróige Club with actors from the award winning Kilmeen drama group and the support of film-maker Tim McCoy who facilitated the teenagers to use the cameras, do lighting, sound and recording.

Betty Hennessy, a Leader with Ballinascorthy Foróige Club and one of the co-ordinators of the project said "working with the young people on this project and watching them grow has been a real privilege. They learned so many skills that aren't often available to teenagers and showed huge enthusiasm for the whole thing."

## Mentoring Support

Foróige's Big Brother Big Sister Programme (BBBS) is Ireland's first youth mentoring programme proven to have positive outcomes for young people.

This exciting youth mentoring programme matches a young person (10-18) with a volunteer Big Brother or Big Sister. The basic idea is that a friendship will form that will promote the positive development of the young person. BBBS is available in 20 counties nationwide.

The young person and their Big Brother or Sister are matched based on common interests and personality. They meet once a week, for a year, and together they decide on the type of activities that they would like to do.

In 2016 there were 525 community based matches. In May 2016 over 80 young people enjoyed a fantastic adventure weekend with their Big Brothers and Sisters in the majestic setting of Delphi Mountain Resort, Connemara, Galway.

The event was initiated by a former Galway Big Sister, Gill Carroll who said "becoming a Big Sister was the most inspiring thing I have ever done in my life. I was a Big Sister for five years and my little sister inspired me in ways I didn't think possible.

Young people in Ireland need strong supportive role models in their lives, BBBS provided me with the opportunity to do this, and I wanted to thank them for this by organising and fundraising for an event to keep the energy and inspiration flowing in BBBS mentoring relationships nationally". The event was funded through a donation from



BBBS fundraiser and former Big Sister Gill Carroll and pictured with her Little Sister

the proceeds of an adventure race called the 'Heart of Galway Challenge' organised by 'Project Impact'. Pat Divilly, Gill Carroll and a number of individuals from Galway set up the 'Project Impact' foundation with the hope of changing many lives in 2016. Their aim is to support existing charities and those who need a helping hand to get back on their feet.

The main aim of the national gathering was to bring together Bigs and Littles from all over Ireland to assist in strengthening their relationships.



A Foróige Big Brother Big Sister match enjoying the big adventure weekend in Delphi

During the adventure weekend participants took part in an array of activities such as kayaking, surfing, high ropes, zip wire, art and mindfulness workshops and a fun table quiz. The weekend was an opportunity for participants to enjoy fun and games together as-well as discovering more about their Big and Little.

In 2016, funding was secured from the Irish Youth Justice Service to develop BBBS within a youth project setting – specifically, Garda Youth Diversion Projects. Five additional staff were recruited to develop the programme in the identified sites with the objective of strengthening the programme and ensuring that those young people most in need of an adult mentor will have access to one.

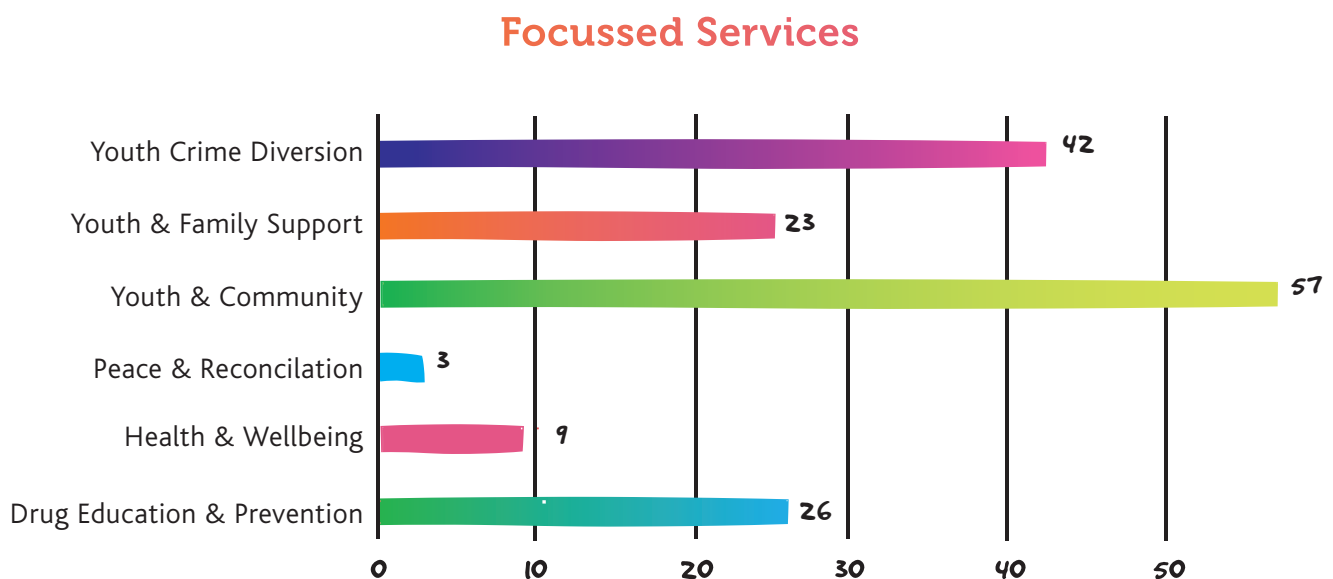
## Focussed Services

The nature of the focussed services is the provision of education, training and development programmes directly by professional youth workers, sometimes in partnership with adult volunteers, to young people experiencing particular disadvantage, risk or marginalisation.

The main objective of the service is to enhance the growth, development and quality of life of the young people concerned and enable them to increase their personal effectiveness to participate productively in mainstream training, education and community activities.

This is done through the identification of suitable young people; the design, organisation, facilitation and evaluation of the education, training and development programmes and liaison with parents, schools, Gardaí, Tusla and other agencies and personnel as appropriate.

In 2016 there were 160 youth projects providing focused services as follows:



For a full list of our projects see Appendix 1.

## Youth Crime Diversion

Garda Youth Diversion Projects (GYDPs) are part supported by the Irish Government and the European Social Fund (ESF) as part of the ESF Programme for Employability, Inclusion and Learning (PEIL) 2014-2020.

Garda Youth Diversion Projects are community based and supported youth development projects which seek to divert young people from becoming involved (or further involved) in anti-social or criminal behaviour. Participation in these projects facilitate personal development and promote civic responsibility.

These projects are a partnership between the Irish Youth Justice Service (IYJS), Garda Community Relations and Foróige. The European Social Fund is a co-funder with the Irish Government of the Garda Youth Diversion Projects, which has resulted in increased capacity to provide more one to one work, more challenging group work and increase the employment readiness of the young people involved.

There were 41 GYDPs, as well as 1 Probation Youth Project, under the banner of Youth Crime Diversion operated by Foróige in 2016 (for a full List See Appendix 1). In addition Foróige received funding from IYJS to operate the *Best Practice Initiative*. This is partnership between Foróige, Crosscare and Youth Work Ireland to provide training and consultancy to all GYDPs in relation to best practice in youth justice work.

There is some commonality across the Foróige operated GYDPs as, in addition to the prime objective of achieving a reduction in crime, the typical outcomes sought are;

- Improved educational attachment and/or attainment
- Reduced substance misuse
- Increased engagement with pro-social peers
- Improved parenting effectiveness
- Increase in pro-social attitudes and behaviours
- Improved use of leisure and recreation time

Activities in 2016 included: Individual and Group Work; Life Skills; Family Support; Drugs Education; Teenage Health Initiatives; Personal Development Programmes; Community Based Programmes; Seasonal Programmes; Video Production; Special Interest Groups; Cookery; Health & Fitness; Outdoor Pursuits

Crucial to the GYDPs in enabling young people to make a positive impact on their community. For example, in October 2016 an art competition was hosted by the Foróige MAY Project and the Mahon Point Shopping Centre in Cork. 17 winners received their prizes and a certificate, surrounded by their families and friends.

The competition was open to young people all over Mahon and entrants came from local schools, youth/community projects and individual entries and were exhibited in the shopping centre.



Evelyn Richardson, Youth Justice Worker with Foróige said "It's been a fantastic opportunity for the young people to show off their talents and creativity to the thousands of shoppers and staff in the centre over a number of weeks.

"The initiative was inspired by the MAY Project as a way of highlighting the positive contributions that young people can make to their community and, in particular, to the local shopping centre. The theme (our community: what it means to you) was hugely positive and gave young people the opportunity to really think about their community and to express their feelings about it.

"This initiative was very successful in that it gave local young people a huge sense of pride in their abilities and talents, as well as an opportunity to expand on their artistic skills. It also gave an opportunity for young people to express how they see their community. The resulting art pieces were highly impactful and meaningful to the thousands of shoppers who saw them during the exhibition".



**MAY Project Art competition in  
Mahon Point Shopping Centre**

In Monaghan the GYDP hosted the Foróige Halloween Firework Festival at Monaghan Shopping Centre to provide a safe socialising space for young people and their families. A host of entertainment was provided for young and old on the Foróige music stage including a performance from Foróige alumnus and last year's winner of RTE's *The Voice* Michael Lawson. There was also a children's fancy dress disco, face painting and youth dance performances. The star of the show however was the fabulous firework display, enjoyed by all.



In Wicklow, the Foróige WAY project took part in the "Gr8 2 b yng" campaign, from Monday 10th to Friday 14th October 2016 for Youth Mental Health Week as one of the members of the Wicklow Youth Mental Health Initiative. The week was launched by Minister for Health Simon Harris, T.D. and included guest speaker Marguerite Kiely from Pieta House. During the week, students from Wicklow town took part in a series of workshops designed to look at healthy and unhealthy relationships, what wrecks your head and finding balance.

The participants were invited to look at their own mental health, to talk openly about what impacts on it and how to look after it and each other. The week ended with a "Positive Steps" 5 kilometre walk where 246 Transition Year students took part and received a goody bag full of information on local services.

## Youth & Family Support

In 2016 Foróige operated 24 Youth & Family Support Projects. These projects are community based youth development and family support services working with young people aged 10 to 18 and their families (for a full list of projects please see Appendix 1). Through working with young people, families and communities, relationships are strengthened, difficulties are overcome and this benefits the young person's development. Young people are encouraged to find solutions to their own problems and engage in positive behaviour to achieve their full potential.

These projects give young people a chance to overcome adversity and reach their full potential in a safe and controlled environment through;

- Direct intervention and on-going support, on a non-residential basis, for young people who are identified as "at risk". This "at risk" category includes young people experiencing personal, family, educational or social problems.
- Preventative care and support to young people with identified needs.
- An integrated approach to family support and youth work by working closely with and involving other agencies.
- A community based response to youth needs with the help of the local community, voluntary and statutory groups.

Activities in 2016 included the provision of intensive support to young people and their families including the delivery of parenting programmes such as Strengthening Families and Parenting Plus; group work with young people and engaging them in programmes such as leadership; drug and alcohol misuse prevention, citizenship and entrepreneurship programmes.

In 2016 Foróige received funding to develop a youth employability initiative focused on young people aged 16 – 21. It was piloted in Blanchardstown and enabled young people to access training, education and work experience to enhance their employability skills.



The young participants  
in the Foróige Youth  
and Employability  
pilot initiative in  
Blanchardstown



The Ballyshannon/Bundoran Neighbourhood Youth Project (NYP) created a community garden based on the poem 'The Fairies' by William Allingham. They involved young people from the project and also many members of the local community in the initiative. The garden was displayed outside the Aldi tent at the National Ploughing Championships before taking up its permanent home in Ballyshannon.



Micheál Martin visiting  
the Community Gardens  
at the National Ploughing  
Championships

## Youth & Community

In 2016 Foróige operated 57 Youth & Community Projects. These projects are typically operated in geographical areas that have been designated as disadvantaged. They aim to ensure that young people living in these areas have access to a wide range of community based programmes and activities that enable them to reach their full potential.

A significant range of activities were undertaken in 2016 including intensive one to one support; involvement in Foróige programmes; involvement in youth exchanges; sports programmes; involvement in community initiatives and special interest groups.

In June a group of young people participated in a Youth Exchange with young people from Bulgaria ranging in age from 16-18 years. Examining the topic of entrepreneurship, some of the Irish and Bulgarian participants presented their business ideas and met with the Irish Ambassador to Bulgaria, Patrick Coleman.

Also in June Blanchardstown Youth Service hosted the 'Blanchardstown World Cup' where young people from all over Ireland took part in soccer tournament.

In September, Foróige Mulhuddart Community Youth Project met with Fingal County Council to discuss an initiative they undertook to assess the needs of the locality. Fifteen young people from the homework club in the Project took part. They carried out a needs analysis of the locality to examine what was missing and what was needed in their community. Four young people presented to the Council on the day and 11 more participated in the Q&A afterward.

In October The Nenagh SPY Project held its first 'BOO BASH' Halloween party over the mid-term break. This consisted of Halloween themed games, face painting, prizes for best costume, pumpkin carving, sweets and treats. The highlight of the event was an outdoor cinema screening of Hocus Pocus. Up to 40 young people attended the Boo Bash and it gained a lot of positive attention from community members and the media.

In November the Gateway Youth Project, Athlone attended the Google offices for the Annual Creative Techfest where they won three awards - Best Educator, Most Stunning Video Visuals and Standout Maker Project.

The Standout Maker Project Award was for the young people's work on a number of programmes based on the themes of Science, Technology, Engineering, Art and Maths (STEAM) Projects. These projects included creating robots and producing a film on STEAM.

The workhouse film won the award for Most Stunning Video Visual, this was a project completed by 11 young people as part of their Component Certificates Level 3 in Media Expression over the summer in the Gateway Youth Project. Foróige youth worker Megan Depinna was presented with the Educator of the Year Award.

Also in November Nenagh SPY Project held a music session for young people involved in the initiative called 'The Saturday Session'. The project opened its doors to the musically minded young people of Nenagh and gave them a space to practice and explore their creativity. Ranging from ages 10 to 18, there was a wide range of musical talent on show with the playing of drums, guitars, tin whistles and violins. The young people thoroughly enjoyed the day and said they would gladly come again.



Young people from the Gateway Youth Project, Athlone who won the 'Standout Maker Award' at the Annual Creative TechFest

## Peace & Reconciliation

These three specialist projects engage young people in specific programmes and activities relative to the theme of Peace & Reconciliation. The projects are located in Donegal, Leitrim and Sligo. They consider topics such as reconciliation, anti-sectarianism and building a peaceful future for the young people of these counties

## Health & Wellbeing

In 2016 Foróige operated nine specific Health & Wellbeing Projects (for a full list see Appendix 1). These projects take a holistic approach to health and often operate in parallel to a Drop-in Youth Café to enable young people to access information without stigma and also to engage with youth workers who may then refer them onto the appropriate services.

Through the auspices of the Youth Café young people are engaged in programmes such as Be Healthy, Be Happy; the REAL U programme and other health promoting initiatives.

## Drug Education and Prevention

In 2016 Foróige operated 26 Drug Education and Prevention Projects. The projects range in intensity from the provision of universal education and prevention programmes to specific intensive work with young people who have moved beyond experimentation but are not in addiction services. These initiatives also provide community and parental drug education and prevention programmes.

In 2016 a review of Foróige's Drugs, Tobacco and Alcohol Guidelines was initiated to ensure that they are up to date, user friendly and accessible. In addition Foróige assessed the provision of education and prevention work within the organisation to determine the future direction of policies and programmes in this area.

Staff were also trained in the provision of Putting the Pieces Together and in Foróige's Intervention Programme. The organisation also lobbied for the passing of the Public Health (Alcohol Bill) 2015.

## Central Services

Foróige provides a number of services that encompass volunteers, staff, young people, clubs and projects. In the main these can be further broken into programmes, youth participation and support services.

### Programmes

This service encompasses the provision of Foróige generated education materials and assistance in their proper use as learning resources, as well as the identification and effective utilisation of other materials as learning resources.

The main objective of this service is to enable volunteers, staff and young people to develop, implement and evaluate educational programmes particular to their own situation and based on the needs and interests of the learners.

In 2016 the primary programmes with specific staff support were;

**The Foróige Leadership for Life Programme**

**The Foróige Youth Citizenship Programme, in partnership with Aldi**

**The Foróige Network for Teaching Entrepreneurship Programme (NFTE)**



## The Foróige Leadership for Life Programme

The Foróige Leadership for Life Programme is a personal leadership development initiative aimed at equipping young people to explore their vision and passion, and to develop key skills such as planning, communications, decision making, critical thinking, goal setting and problem solving that are core to leadership.

The programme is run with a group of 15-18 year olds over three modules. **Module one** and **Module two** each contain 15 one hour workshops and 15 hours self-directed learning and reflection. The modules are interactive and group based therefore it is recommended that the group size be between 10 - 15 young people. **Module three** is a self-directed 20 hour community action project plus a reflection journal and portfolio.

In 2016 the organisation hosted the Foróige Leadership for Life Conference. 250 young people from all over Ireland, and the world, gathered in NUI Maynooth for the conference



Young Leaders from across the globe pictured at the Foróige Leadership for Life Conference in Maynooth in August 2016



Young people from Belfast graduating from the Foróige Leadership for Life Programme in NUI Galway with Foróige CEO Seán Campbell

During the week-long conference the teenagers work together to break down barriers and learn the skills and attitudes to become strong leaders who have the ambition and courage to make a positive difference in the world. The delegates heard from a variety of inspirational guest speakers, including Joan Freeman, founder of Pieta House and Pat Divilly, transformation coach, best-selling author and entrepreneur.

In October, 270 young people, having completed Module three, graduated from NUI Galway with a Foundation Certificate in Youth Leadership and Community Action which merits 15 ECTS (European Credit Transfer System) credits at Level 6 on the Irish National Framework of Qualifications. In 2016, 270 young people graduated with this certificate.

## *The Foróige Youth Citizenship Programme, in partnership with Aldi*

In January 2016 Aldi announced its ongoing support and sponsorship of the Foróige Youth Citizenship Programme. They also continue to support the Junior Baking Competition and the Foróige Community Gardens Initiative – both of which were showcased at the National Ploughing Championships.

The purpose of the Citizenship Programme is to enable young people to be actively involved in their own community. Its broad appeal ensures that all of the different parts of Foróige participate in the programme.

The Citizenship Programme attracted over 250 entries with 160 being showcased at a spectacular event in City West Hotel in July. Two thousand young people, and hundreds of volunteers, attended the event to celebrate the work of young people in the community over the past year.

The Minister for Children and Youth Affairs, Dr. Katherine Zappone T.D. opened the event, 2FM's Eoghan McDermott MC'd the awards, while it also featured talks from disability rights campaigner Joanne O'Riordan and social media expert Darragh Doyle.

The young people also enjoyed a wide variety of activities, including indoor rock climbing and abseiling, a snowboarding simulator, recording studio, miniature golf and a performance from Keywest.

As part of the build up to the event Foróige also took over the @Ireland twitter account for the week with young people, volunteers and staff all having a turn at promoting the work of Foróige.

There were many excellent projects and examples of citizenships from all across the country and from all types of Foróige Clubs, mentoring matches and youth projects. Some of sample projects are:



*All Black Rugby Star Dan Carter  
launching the partnership  
between Foróige and Aldi for 2016*



*Minister Katherine Zappone,  
Group Buying Director Aldi Finbar  
McCarthy, and Foróige CEO Seán  
Campbell meeting young people at  
the Foróige Citizenship Awards*



**Carrick on Suir NYP****A project to respond to the flooding crisis in Carrick On Suir**

After seeing the devastation caused by flash flooding in Carrick On Suir the group immediately decided to help with the massive clean-up operation. Using social media to recruit other volunteers, the young people contacted a local Councillor for guidance on the worst affected areas and what supplies people needed. The group appealed for donations of food, blankets, heaters and cleaning supplies. They then went about delivering them to flood victims. The group borrowed a shopping trolley to store their equipment and went from house to house to help with the cleaning. Given the nickname 'Angels in Wellies', the efforts of the young people attracted a lot of attention online and in the media. The group are still in contact with some of the elderly people they helped out and have attracted new volunteers because of their project.



Carrick on Suir NYP, Tipperary  
receive a certificate for  
their 'Angels in Wellies' Youth  
Citizenship Project

**Attic Drug Education Initiative, Co. Longford**  
**A Drug and Alcohol Misuse Awareness Project**

After a survey of young people involved in the Attic, the group noticed that there were no youth oriented events in Longford to mark Drug and Alcohol Awareness Week. In response to this they organised and hosted an event called 'Leave Your Print' to educate young people on the dangers of drugs and alcohol. They created information posters, organised live music from young local talent and encouraged people to write positive messages on a specially designed mural. The project was a great success and received very positive feedback from young people as well as the wider community.



The Attic Drug Education Initiative  
are presented with their certificate  
of achievement for their Youth  
Citizenship Project

### Big Brother Big Sister Programme Castlebar, Co. Mayo

#### A Fundraising Project to Make the Local Hospital More Family Friendly

Through discussion with family and friends the group identified the need to help sick children who were attending their local hospital. The young people prepared for and organised a meeting with the Ward Manager of the children's ward in order to determine their greatest need. Based on the recommendations of the Ward Manager and other hospital staff, the group decided to raise funds to purchase recliners for parents who were staying overnight in the hospital with their children. They applied to the Gardaí for a bucket collection permit and did bag packs in local supermarkets. The group also organised a sponsored walk in the local community.



Young people from the Foróige Big Brother Big Sister Programme in Castlebar pictured at the Foróige Youth Citizenship Awards

**Killimordaly Kiltullagh Foróige Club, Co. Galway****An Awareness and Fundraising Campaign for Defibrillators in the Local Area**

The overall winners of the Foróige Youth Citizenship Awards in Partnership with Aldi were Killimordaly Kiltullagh Foróige Club, Co. Galway. The group targeted the life-saving capabilities of defibrillators in their local community for their Citizenship Project. They carried out a survey of the four defibrillators already in place in the area to understand if they needed updating or general maintenance.

From the survey they found out they needed to replace batteries, train more people in the community on how to use them, facilitate access outside working hours and create awareness about their existence.

The club enlisted the help of the nearest Community First Responders Group in Athenry who provided them with general information and gave training to the club and leaders on how to use the defibrillators. Batteries and compartments for defibrillators are quite costly so this resourceful group combined their own fundraising with enlisting the support of the local GAA club and local businesses. They raised the funds by hosting two kiddie's discos and made up Christmas hampers.

On reflecting on their project they said "the most striking thing we learned is that local people are very interested and very keen to take part in or to fund projects which are organised by a group in the community, for the community".



Young people from the Foróige Big Brother Big Sister Programme in castlebar pictured at the Foróige Youth Citizenship Awards



### *Junior Baking Competition*

In 2016 Foróige hosted the Junior Baking Competition, in partnership with Aldi and the National Ploughing Association. There were 26 county competitions, 4 regional finals, two semi-finals and one final. The theme for 2016 was Muffins of the Moment. The semi-finals and finals were held in the Aldi tent at the National Ploughing Championships. It was a closely fought competition but there could be only one winner and that was Éabha Campbell from Monaghan.

Éabha baked spiced fruit centenary muffins which the judges described as outstanding. The muffins are based on a traditional gur cake recipe which was sold on the streets of Dublin in 1916. Her 'Muffin of the Moment' was stocked in 128 Aldi Stores nationwide since December. Éabha is Aldi's youngest supplier at just 16 years of age.



Éabha Campbell, from Truagh Foróige Club, Co. Monaghan winner of the Foróige Junior Baking Competition in partnership with Aldi Ireland 2016

### *The Foróige Network for Teaching Entrepreneurship (NFTE) Programme*

NFTE is a cutting edge, world recognised, youth entrepreneurship education and development programme. It is managed and provided by Foróige in Ireland. While participating in the Foróige NFTE programme young people study all aspects of starting and successfully running a business. They receive a seed grant to start their business, visit wholesalers to buy their business supplies, engage with entrepreneurs, social entrepreneurs, business executives, community leaders and visit local & national companies.

In addition they have the opportunity to work with a corporate mentor, sell their products at the NFTE stand at the National Craft Fair and prepare and present their business plan to a panel of judges.

Participants take part in a National Business Plan Competition which culminate in the Annual Foróige Youth Entrepreneurship Awards which took place in the Mansion House in May. The overall winners were Leah Kelly, Anna Drews and Melissa Cox from Mercy College Sligo who won with their business 'Comfy Crutch' which produces padded crutch handle covers to ease hand discomfort caused by crutch use. 'Comfy Crutch' went on to win at the European Youth Start Entrepreneurship Awards in December in Berlin.



*comfy crutch entrepreneurs*  
*Leah Kelly, Anna Drews,*  
*Melissa Cox*

However, in 2016 funding was not secured for the ongoing implementation of the programme, despite its proven outcomes and success. It is uncertain how the programme will be maintained beyond 2017.

## Youth Participation

Foróige recognises the primacy of youth participation – young people having a voice in decisions that affect them – both in Foróige and beyond. Since 2011 significant resources have been expended on ensuring that the model of youth participation operated by Foróige meets the needs of young people and enables them to have their voices heard.

In 2016 Foróige engaged 862 young people in Regional Conferences and Regional Seminars seeking their opinions on Foróige. From these 862 young people, 64 were elected onto the Reference Panel. The Reference Panel this year considered communications within and external to Foróige and amongst other things, recommended the development of a Foróige App and revision of the Public Relations Officer training.

Both of these recommendations have been actioned.



Young people from Foróige in  
Galway participating in their  
Regional Conference

In addition to the internal youth participation work Foróige also hold the contract for the Provision of Children and Young People's Support Services with the Department of Children and Youth Affairs (DCYA). This involves supporting the operation of Comhairle na nÓg, Dáil na nÓg and various other consultative and participative initiatives led out by the DCYA.

Foróige is also contracted to provide local support to five Comhairle na nÓgs.



## Support Services

The main function of Foróige support services is to provide support and back up to volunteers and staff involved in the frontline provision of youth work services.

### *Training, Learning and Development*

In 2016 Training, Learning and Development implemented a systematic in-service training programme for staff with clear guidance on the Staff Portal for new joiners with online help and manuals.

Foróige secured a contract from Tusla to provide a comprehensive system of Continuous Professional Development for staff of the School Completion Programme (SCP). This involved conducting a Learning and Training Needs Analysis and the provision of over 1,200 training places for staff of SCP in 2016.

### *Policy Development*

In 2016 Foróige developed and revised a number of policies for staff including Support & Supervision, Recruitment and Selection, Paternity Leave and a Code of Conduct for Staff.

### *Marketing & Communications*

In 2016 Foróige were extremely active on digital media and also developed a significant SnapChat and Instagram presence, as well as a Foróige App. There was a 17% increase in unique users of Foróige's website, as well as an 8% increase in Facebook Likes.

## Facilities

Foróige received capital funding for the further development of Pine Lodge in Louisburgh, Co. Mayo. It is a facility for youth groups to hold residentials and training. In addition, Foróige received funding for the development of the Espoir Canoe Club Premises in Dublin which will be available for water based activities in 2017.

## Our Future Plans

Our vision for the next three years is contained in Foróige's Strategic Plan. This plan is built on the solid foundations of our purpose and philosophy, past achievements and identified emerging needs.

Within the plan there are four broad Critical Impact Goals:

### 1. Enhance the quality of engagement with young people and therefore the numbers involved.

Providing quality youth development opportunities for young people is at the core of what Foróige does. Utilising an evidence based approach to both our practice and programmes has been an important principle of the organisation over its history and particularly over the past five years.

This focus on quality engagement will continue to be a core focus of Foróige throughout the next three years. We have accumulated extensive expertise and embedded it in our practices across the organisation, with both staff and volunteers. An ongoing commitment to quality engagement will ensure that the young people we engage with will have their needs met through a diverse range of offerings and that they will have a transformative experience in Foróige, marking us out as Ireland's leading youth organisation.

### 2. Sufficient supports in place to operate a quality organisation.

The important work that our staff and volunteers do with young people across the country on a weekly basis is enabled by a range of local and national supports. These supports have been developed over time, but must be continually strengthened to ensure Foróige operates in line with both the standards we expect from ourselves and our statutory obligations as both a voluntary led youth development charity and employer.

### 3. Secure adequate, sustainable funding to maintain and develop Foróige.

The past five years have been trying times financially, both for Foróige and the country more broadly. Core funding has been cut by over 30% and the implications for youth services, staff and the young people we engage have been challenging. This funding crisis occurred at a time of significant philanthropic investment in the organisation, which provided new opportunities for us to strengthen under-funded or previously non-existent support functions. Investment in programme development and evaluation has produced world-class youth programmes that thousands of young people benefit from annually.

4. Be the 'go to' youth organisation for young people and those interested in youth development locally, nationally and internationally.

We must continue to excel in the quality of our programmes and services for young people, as well as how we support and develop staff and volunteers. The quality of the work we do, and the outcomes this achieves for young people will continue to be the focus of what will set us apart as the 'go to' youth organisation. How we communicate about the work we do and the impact we achieve must be innovative and engaging. It is not enough for us to know that what we do works. Likewise, it is not enough for us to understand what we mean when we talk about the work we do. We must showcase the organisation, our young people, staff and volunteers in places that are relevant to our key stakeholders (young people, Government Departments and agencies, corporates and supporters).

We believe that this approach sets out an ambitious but achievable path for Foróige. Implementation of the strategic plan will be monitored on an ongoing basis by the Board.



# Structure, Governance & Management

## Directors & Other Information

<i>Charity Registration Number</i>	CHY 5359
<i>Company Registration Number:</i>	552248
<i>Registered Office</i>	Block 12D, Joyce Way, Park West, Dublin 12.

<i>Board of Directors</i>		Board Meetings Attended	Finance committee member	Audit and Risk committee member	Human Resources committee member	Governance & Nominations committee member
Charlene Butler		7/11				
Sinead Daly		8/11				✓
Barbara Daly	Appointed 21/5/16	5/7	✓	✓		
Mary G Duffy		10/11			✓	
Paul Finn		6/11	✓			
Avril Flannery		9/11		✓		
Michael Kiernan	Resigned 26/9/16	5/8				
Lauren Lehane	Resigned 23/4/16	2/4				
Michael Lyskey	Chairperson (4)	10/11				✓
Sandra McIntyre	Chairperson (7)	11/11	✓			
Aoife Nielsen		9/11	✓			
Iseult O'Doherty		5/11				
Liam O'Driscoll	Resigned 23/4/16	4/4				
Jacqui O'Grady		9/11		✓		
Wayne Travers	Appointed 4/11/16	2/2				
Youth Observers						
Nicole Greenan	Appointed 23/4/16	4/7				
Caoimhe Heeney	Appointed 23/4/16	4/7				✓

*Senior Management Team*

Seán Campbell	Chief Executive Officer
John Cahill	Assistant Chief Executive Officer and Director of Operations
Rachael Murphy	Director of Support Services
Declan O’Leary	Regional Manager (Cork) with SMT responsibilities

*Secretary*

HBK Secretarial Services

*Bankers*

AIB, Naas Road, Dublin 22

*Solicitors*

Arthur Cox, Earlsfort Terrace, Dublin 2

Beauchamps, Riverside Two, Sir John Rogerson's Quay, Dublin 2

*Auditors*

Mazars, Harcourt Centre, Block 3, Harcourt Road, Dublin 2

*Insurance Brokers*

JLT Insurance Brokers Ireland Ltd., Warrington House, Mount Street Crescent, Dublin 2

*Pension Consultants*

Mercer, Charlotte House, Charlemount Street, Dublin 2



## Legal and Administrative Information

The directors present their report together with the audited financial statements for the year ended 31 December 2016. Foróige, the National Youth Development Organisation is a company limited by guarantee, not having a share capital, registered in Dublin, Ireland.

The governing document is in the form of a Memorandum and Articles of Association as filed in the Companies Registration Office.

Under the Companies Act 2014, there is a requirement to have the words Company Limited by Guarantee added to the end of the company name unless exemption is granted under Section 1180 of the Act. This exemption is in place for the company.

## Governance & Management

The Board of Foróige is committed to maintaining high standards of corporate governance and has taken action to ensure that the organisation is fully compliant with the Governance Code. By December 2016 all principles, structures, systems, policies and procedures had been reviewed and amended where necessary to ensure compliance with The Governance Code. The organisation is now publicly compliant.

National Council Members, all of whom are non-executive bring a broad range of experience and skills to the membership. As provided for by the Memorandum and Articles of Association Council Members are elected as follows:

Members of the National Council (the Company) are elected every two years from three electoral colleges:

- Volunteer Associations
- Designated Leaders in Clubs affiliated with Foróige
- Reference Panel members (elected for a one year term)

The Board of Directors is elected from among the members of the National Council – again in electoral colleges:

- Maximum of 6 representatives from Designated Leaders in Clubs affiliated with Foróige
- Maximum of 3 representatives from Volunteer Associations
- Two representatives from the Reference Panel members (note: should one or both be over the age of 18 they shall automatically be Directors of the company, otherwise they are on the Board as observers)

## Legal and Administrative Information (continued)

In addition, the Board is empowered to co-opt new members should a vacancy arise within 12 months of the next AGM.

Neither the National Council nor Board of Foróige are remunerated for their services to the organisation; however, nominal travel costs are paid for attendance at meetings and special events. Details of director's expenses and related party transactions are disclosed in note 17 & 18 to the accounts.

The Board controls the work of Foróige. It determines its policies and monitors the work carried out by, or on account of, the organisation. The Board meet a minimum of ten times per year. On election, the members of the National Council are briefed on their role and responsibilities as National Council members. Training includes comprehensive documents designed to familiarise them with the organisation's structures and controls.

The Board complete a training needs analysis and specific training tailored to their needs is provided for them. In addition, both the National Council and Board receive a detailed Governance Manual outlining roles, responsibilities and duties.

In 2016, the Board undertook a comprehensive review of the Memorandum and Articles of Association and the By Laws of the organisation. Council members will be asked to consider amendments to the Governing documents at the next Annual General Meeting (AGM).

There are clear distinctions between the role of the Board and the CEO, to whom day to day management is delegated. Matters such as policy, strategic planning and budgets are drafted by the Senior Management Team for consideration and approval by the Board who then monitor the implementation of these plans.

The Board met a total of 11 times in 2016.

There are four Board Committees: Finance which monitors the organisation's financial results and policies; Audit & Risk which monitors the control and risk management systems; HR and Remuneration which monitors employment, pay and reward policies and Governance & Nominations which oversees and monitors elections, implementation of by-laws and other governance matters.

In addition there are two Board Sub-Committees: Volunteers which provides a consultative forum for all programmes and activities specific to volunteers and a Youth Sub-Group which progresses the work of the Reference Panel and ensures that young people are equipped to fully participate in the governance of the organisation. Each Board Committee is chaired by a director and supported by a member of staff

## Legal and Administrative Information (continued)

### Finance Committee

The main purpose of the Finance Committee is to advise and support the Treasurer (Chairperson of the Finance Committee) in ensuring that the use of Foróige's resources are effectively and efficiently planned and controlled and that Board members have the financial information they need to make good decisions.

Membership of the committee consists of a minimum of three members appointed by the Board. The Chairperson of the Finance Committee is the Treasurer and a Director. Other members of the Finance Committee are drawn from Board Members and the membership of the company.

Members of the Finance Committee in 2016 were: Chairperson: Aoife Nielsen, Sandra McIntyre, Barbara Daly; Paul Finn; Ruth McGarry Quinn, John Dunican and Denis O'Sullivan. The committee met four times during 2016.

The specific responsibilities of the Finance Committee are:

- Financial Planning
- Financial Control
- Financial Reporting
- Financial Risk & Internal Audit
- External Audit

### Human Resources and Remuneration

The main purpose of the Human Resources and Remuneration Committee is to ensure that Foróige is a good employer of staff and volunteers and complies with all legal requirements and best practice in relation to Human Resources.

The Human Resources and Remuneration Committee has a minimum of three members appointed by the Board. The Chairperson of the Human Resources and Remuneration Committee is a Director.

## Legal and Administrative Information (continued)

Members of the Human Resources and Remuneration Committee in 2016 were: Chairperson: Mary G. Duffy, Paul Maher, Rebeckha Doyle, Andrea Gallagher, Nathan Boles, Michael Kiernan & Jody Taylor

The specific responsibilities of the Human Resources and Remuneration Committee are:

- Ensure effective implementation of an annual Human Resources Plan and Volunteer Development Plan
- Oversight of Human Resources and volunteering policy and procedure development, implementation and review
- Oversight of recruitment and selection
- Partake in Disciplinary and Grievance procedures as appropriate

## Governance & Nominations

The main purpose of the Governance and Nominations Committee is to support the Board in the effective Governance of Foróige and oversee the nominations process for External Appointees to the Board

The Governance and Nominations Committee has a minimum of three members appointed by the Board. The Chairperson of the Governance and Nominations Committee is a Director.

Members of the Governance & Nominations Committee during 2016 were: Chairperson: Sinead Daly; Eamonn Mullen, Michael Lynskey, Lauren Lehane, Caoimhe Heeney, Marie Murphy & Daniel Wooley. The committee met eight times during 2016.

The specific duties of the Governance & Nominations Committee are:

- Compliant with and review with Memorandum and Articles of Association
- Oversight and review of Foróige By-Laws, Code of Conduct and Code of Governance
- Development of electoral regulations and oversight of the process
- Oversight of the process for recruiting, selecting and recommending individuals with specific expertise required by the Board for election to the Board
- Review of roles, performance, training and skills, and induction of board members and committee

## Legal and Administrative Information (continued)

### Audit & Risk

The main purpose of the Audit and Risk Committee is to serve as a focal point for communication between other directors, the external auditors, the internal auditors (if any) and management as their duties relate to financial and other reporting, internal controls, risk management and the external and internal (if any) audits.

The Audit & Risk Committee has a minimum of three members appointed by the Board. The Chairperson of the Audit and Risk Committee is a Director.

The specific duties of the Audit & Risk committee are:

- To verse the establishment of a risk policy for the organisation
- To oversee the establishment of a risk management framework for the organisation
- Ongoing review of the risk management framework, the risk register and process
- To report and make recommendations to the Board on risk policy and procedures

Members of the Audit & Risk Committee during 2016 were: Chairperson: Jacqui O'Grady, Tom Madden, Barbara Dooley, Avril Flannery, Lydia Walsh & Farouq Raheem. The committee met five times during 2016

### Risks and Uncertainties

The major risks to which the Organisation is exposed, as identified by the Board, have been reviewed and systems and procedures have been established to manage these risks. Foróige recognises the need to continuously update and strengthen our processes for risk management and have established the Audit and Risk sub-committee of the Board to oversee this process.

External risks are monitored and reviewed on a regular basis. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and by timely reporting at Board level. All procedures are periodically reviewed to ensure that they are relevant to the Organisation's needs.

The Audit and Risk subcommittee risk register has identified the following principal areas of risk and uncertainties to the Organisation. During the 2016 the Audit and risk sub-committee reviewed the Audit risk register and the significant specific risks identified.

## Strategic

The risks identified as strategic relate to management systems and processes. The Organisation's new governance and subcommittee structures following incorporation have addressed these risks along with a formalised conflict of interest policy.

## Operational

Child protection is of primary importance to Foróige and policies are created to ensure that the welfare of young people is of paramount importance. In all aspects of our engagement with young people we aim to:

- exercise positive and developmental leadership and support
- create appropriate structures and a safe setting
- provide safe and appropriate programmes and activities

In this way the dignity of young people is both respected and promoted and they can grow into more confident, caring and creative human beings. A robust child protection policy is in place to ensure that both staff and young people are safe and protected.

## Financial

Foróige has been impacted by cuts in Government funding and the cessation of philanthropic funding in recent years and has had to adjust its expenditure to reflect lower levels of income both to central services and within projects. A comprehensive financial control and reporting system is in place to ensure that all expenditure is in line with confirmed income sources.



## Risks and Uncertainties (continued)

### Compliance

Foróige is committed to compliance with all regulatory and statutory requirements along with recognised code and regulations within the sector. Foróige is presenting these financial statements in accordance with the Statement of Recommended Practice (SORP) for Charities. Foróige has welcomed the establishment of the Charities Regulatory Authority in Ireland.

### Reputational

Foróige recognises the importance of protecting and maintaining its positive reputation. The board is satisfied that the effective management of the risk areas identified above, along with a commitment to applying best practice in all areas of the organisation's work, minimise the potential exposure to negative reputational risk.

### Remuneration for Key Management Personnel

The directors consider that the board of directors and the senior management team are the key management personnel of the company in charge of directing and controlling, running and operating the organisation on a day-to-day basis.

All directors give of their time freely and no director received remuneration in the year. Details of director's expenses and related party transactions are disclosed in notes 17 & 18 to the accounts.

Foróige is committed to attracting and retaining high quality staff at all levels to provide the services of the organisation.

Senior Management salaries were originally set according to Department of Education Grades – CEO Category 2, Principal Officer GS5 and Principal Officer GS2. However, these salaries have been reduced over the past five years in line with reductions across all grades. Details of remuneration to key management personnel is provided in Note 3 to the accounts.

# Financial Statements

## Financial Review

The results for the year are presented on pages 56 and 57 in the form of a Statement of Financial Activities in order to comply with the revised Statement of Recommended Practice "Accounting and Reporting by Charities (2015)".

The total income for the year ended 31 December 2016 was €22,064,873 (2015 €20,483,084). There were no significant events during the year, which impacted on the core financial activities.

Foróige's resources at the end of the year were in deficit by €10,065,396 (2015 - €1,901,314) including a deficit in the defined benefit pension fund under the applications of FRS102 of €14,360,000 (2015 - €5,534,000) and unrestricted general funds of €365,488 (2015 - €646,913). €2,500,290 is held for restricted purposes (2015 - €1,901,935) as the funds were donated for specific programmes and projects.

Funds at December 31 2016	2016	2015
Volunteer Services		
Club Support	221,420	185,175
Mentoring Support	36,857	52,714
Focussed Services		
Youth Crime Diversion	465,360	308,535
Youth and Family Support	581,322	286,913
Youth and Community	834,644	701,771
Peace and Reconciliation	41,589	41,605
Health and Wellbeing	104,375	93,969
Drug Education and Prevention	220,369	151,010
Central Services	359,842	727,156
Defined Benefit Pension Fund	(14,360,000)	(5,534,000)
Unrestricted Designated Funds	1,428,826	1,083,838
	(10,065,396)	(1,901,314)

## Reserves Policy

The Board of Directors has set a reserves policy, which requires that:

- Reserves are maintained at a level, which ensures that the organisation's core activity could continue during a period of unforeseen difficulty. These unrestricted reserves should be approximately equivalent to three months core expenditure.
- A proportion of reserves are maintained in a realisable form.

The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle.

Unrestricted reserves including designated reserves and excluding pension liability equate to 4 month's core expenditure at 31 December 2016.

## Principal Funders

Department of Children and Youth Affairs  
Education and Training Boards  
Health Service Executive  
Irish Youth Justice Service  
TUSLA

## Transfers in the Statements of Financial Activity

Transfers are made from restricted funds for the management and administration of projects. Transfers from unrestricted funds are made to restricted funds to meet the shortfall on restricted projects.

## Defined Benefit Pension Plan

The last formal actuarial funding valuation of the organisation's defined benefit pension plan was carried out as at 1 November 2014. As part of this valuation it was noted that the plan met the statutory Minimum Funding Standard (MFS) as at this date and a positive Actuarial Funding Certificate was signed with an effective date of 31 October 2014. The annual MFS test as at 31 October 2016 showed that the plan met the statutory MFS as at that date.

The next formal actuarial funding valuation of the plan is due as at 1 November 2017.

## Directors and their Interests

The company is limited by guarantee and does not have a share capital. Therefore, the directors who served during the period did not have a beneficial interest in the company.

The names of the individuals who are directors at any time during the year ended 31 December 2016 and up to the date of approval of the financial statements are set out below. The directors served as follows  
All directors serve in a voluntary capacity.

	Date of Appointment	Date of Resignation
Charlene Butler		
Sinead Daly		
Barbara Daly	May 21 <sup>st</sup> 2016	
Mary G Duffy		
Paul Finn		
Avril Flannery		
Michael Kiernan		September 26 <sup>th</sup> 2016
Lauren Lehane		April 23 <sup>rd</sup> 2016
Michael Lynskey		
Sandra McIntrye		
Aoife Nielsen		
Iseult O'Doherty		
Liam O'Driscoll		April 23 <sup>rd</sup> 2016
Jacqui O'Grady		
Wayne Travers	November 4 <sup>th</sup> 2016	

The company secretary is HBK Secretarial Services.

## Events subsequent to the year end

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

## Accounting records

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's registered office at Unit 12D, Joyce Way, Parkwest, Dublin 12

## Statement on relevant audit information

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

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

## Auditors

The auditors, Mazars, Chartered Accountants, have expressed their willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

The financial statements were approved on behalf of the Board on 31st March 2017 on its behalf by:

Sandra McIntyre            )       DIRECTOR

Aoife Nielsen                )       DIRECTOR



## Directors' Responsibilities Statement

The directors are responsible for preparing the Annual 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 and promulgated by the Institute of Chartered Accountants in Ireland and the Statement of Recommended Practice (Charities SORP (FRS102)), issued by the Charity Commissioners for England and Wales and the Office of the Scottish Charities Regulator (relevant financial reporting framework). 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 profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and 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 profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements 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 in the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Sandra McIntyre ) DIRECTOR

Aoife Nielsen ) DIRECTOR

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORÓIGE

### THE NATIONAL YOUTH DEVELOPMENT ORGANISATION LIMITED

We have audited the financial statements of Foróige The National Youth Development Organisation for the year ended 31 December 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flow and the related notes. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS102 The financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland) and the Charities SORP.

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

#### Respective responsibilities of directors and auditors

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 otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with the Companies Act 2014 and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

#### Opinion on financial statements

In our opinion the financial statements:

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORÓIGE

### THE NATIONAL YOUTH DEVELOPMENT ORGANISATION LIMITED

- Give a true and fair view of the assets, liabilities, and financial position of the company as at 31 December 2016 and of its results for the period then ended; and
- Have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland and in particular with the requirements of the Companies Act 2014.

#### Matters on which we are required to report by 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.
- In our opinion the information given in the directors' report is consistent with the financial statements.

#### Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Acts 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by Sections 305 to 312 of the Companies Act 2014 are not made.

Tommy Doherty

For and on behalf of Mazars

Chartered Accountants & Statutory Audit Firm

Harcourt Centre

Block 3

Harcourt Road

Dublin 2

March 31st, 2017

	Notes	Restricted funds	Unrestricted funds-general	Unrestricted funds-designated	Unrestricted funds-pension	2016 Total funds	2015 Total Funds
		€	€	€	€	€	€
<b>Income</b>							
<b>Income from charitable activities</b>							
Department of Children and Youth Affairs Youth Service Grant		2,615,530	-	-	-	2,615,530	2,551,737
<b>Other income</b>		18,587,922	658,920	110,000	-	19,356,842	17,811,617
		<b>21,203,452</b>	<b>658,920</b>	<b>110,000</b>	<b>-</b>	<b>21,972,372</b>	<b>20,363,354</b>
<b>Income from other trading activities</b>							
Other trading activities		50,591	41,039	-	-	91,630	119,471
Income from investments		-	-	871	-	871	259
		<b>50,591</b>	<b>41,039</b>	<b>871</b>	<b>-</b>	<b>92,501</b>	<b>119,730</b>
<b>Total income</b>		<b>21,254,043</b>	<b>699,959</b>	<b>110,871</b>	<b>-</b>	<b>22,064,873</b>	<b>20,483,084</b>
<b>Expenditure</b>							
Charitable activities		21,396,571	-	-	1,115,000	22,511,571	22,354,077
Other expenditure		6,384	-	-	-	6,384	9,376
<b>Total expenditure</b>		<b>21,402,955</b>	<b>-</b>	<b>-</b>	<b>1,115,000</b>	<b>22,517,955</b>	<b>22,363,453</b>
<b>Net income/ (expenditure)</b>		<b>(148,912)</b>	<b>699,959</b>	<b>110,871</b>	<b>(1,115,000)</b>	<b>(453,082)</b>	<b>(1,880,369)</b>
<b>Transfers</b>							
<b>Transfers between funds</b>							
Income transferred		(1,070,940)	836,823	234,117	-	-	-
Expenditure transferred		1,818,207	(1,818,207)	-	-	-	-
<b>Net income/ (expenditure) before other gains and losses</b>	<b>2</b>	<b>598,355</b>	<b>(281,425)</b>	<b>344,988</b>	<b>(1,115,000)</b>	<b>(453,082)</b>	<b>(1,880,369)</b>

	Note	Restricted funds	Unrestricted funds-general	Unrestricted funds-designated	Unrestricted funds-pension	2016 Total Funds	2015 Total funds
		€	€	€	€	€	€
Carried forward		598,355	(281,425)	344,988	(1,115,000)	(453,082)	(1,880,369)
<b>Other gains and losses</b>							
Actuarial (loss)/gain on defined benefit scheme	14	-	-	-	(7,711,000)	(7,711,000)	7,375,000
<b>Net movement in funds</b>		<b>598,355</b>	<b>(281,425)</b>	<b>344,988</b>	<b>(8,826,000)</b>	<b>(8,164,082)</b>	<b>5,494,631</b>
<b>Reconciliation of funds</b>							
Total Reserves transferred from Foróige the National Youth Development Organisation (unincorporated entity)	16	-	-	-	-	-	(7,395,945)
Total funds (deficit) at the start of the year/period		<b>1,901,935</b>	<b>646,913</b>	<b>1,083,838</b>	<b>(5,534,000)</b>	<b>(1,901,314)</b>	<b>0</b>
<b>Total funds (deficit) at end of year/period</b>		<b>2,500,290</b>	<b>365,488</b>	<b>1,428,826</b>	<b>(14,360,000)</b>	<b>(10,065,396)</b>	<b>(1,901,314)</b>

All results derive from continuing operations.

	Notes	2016 €	2015 €
<b>Fixed Assets</b>			
Tangible fixed assets	6	725,902	708,328
Investments	7	254	254
		<u>726,156</u>	<u>708,582</u>
<b>Current Assets</b>			
Debtors	8	350,601	396,971
Cash at bank and in hand		<u>4,569,310</u>	<u>4,048,367</u>
		<b>4,919,911</b>	<b>4,445,338</b>
<b>Current Liabilities</b>			
Creditors: (Amounts falling due within one year)	9	<u>1,351,463</u>	<u>1,521,234</u>
<b>Net Assets Excluding Pension Liability</b>		<b>4,294,604</b>	<b>3,632,686</b>
<b>Pension Liability</b>	14	<u>(14,360,000)</u>	<u>(5,534,000)</u>
<b>Net Assets Including Pension Liability</b>		<b>(10,065,396)</b>	<b>(1,901,314)</b>
<b>The Fund of the Organisation:</b>			
Restricted funds		2,500,290	1,901,935
Unrestricted funds – general		365,488	646,913
Unrestricted funds – designated		1,428,826	1,083,838
Unrestricted funds – pension		<u>(14,360,000)</u>	<u>(5,534,000)</u>
	11	<u><b>(10,065,396)</b></u>	<u><b>(1,901,314)</b></u>

The financial statements were approved on behalf of the Board on 31<sup>st</sup> March 2017 on its behalf by:

Sandra McIntyre ) CHAIRPERSON

Aoife Nielsen ) TREASURER



	Notes	2016 €	2015 €
Cash generated from Operating Activities	12	709,699	504,020
<b>Cash flows from Investing Activities</b>			
Interest received		871	259
Expenditure on tangible fixed assets		(189,627)	(71,655)
<b>Net cash from Investing Activities</b>		(188,756)	(71,396)
<b>Net Cash flows from Capital Expenditure and Financing Activities</b>		-	-
Cash introduced by Foróige (unincorporated entity)		-	3,615,743
<b>Net increase in cash and cash equivalents</b>	13	520,943	4,048,367
Cash and cash equivalent at beginning of period		4,048,367	0
<b>Total cash and cash equivalent at end of period</b>		4,469,310	4,048,367

## 1. GENERAL INFORMATION AND ACCOUNTING POLICIES

Foróige is constituted under Irish Company law as a company limited by guarantee and is a registered charity. These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102). The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) (FRS 102) "Accounting and Reporting by Charities".

Prior to 1 June 2015, company law scoped out companies not trading for gain for the members from the requirements with regard to formats and content of financial statements which applied to for profit companies thus permitting the adoption of a format appropriate to a charity. Accordingly, Foróige has adopted and reported its performance for the financial year in the format of the Charity SORP's Statement of Financial Activities (SOFA).

The Companies Act 2014 became effective in law on 1 June 2015 and from that date applies the format and content of financial statements requirements appropriate for a company trading for the profit of its members to a company that is a not for profit organisation such as Foróige.

In order to provide information relevant to understanding the stewardship of the Directors and the performance and financial position of the charity, Foróige has prepared its financial statements in accordance with the formats provided for in the Charities SORP.

Had the company format and content of financial statements requirements suitable for a company trading for the profit of its members been presented instead, a profit and loss account with related notes showing items such as turnover and cost of sales would have been reported along with a profit on ordinary activities before taxation.

### Basis of Accounts Preparation

The financial statements include all income, expenditure, assets and liabilities of Foróige, The National Youth Development Organisation and of all projects directly managed and controlled by it. The financial statements cover the year ended 31 December 2016.

Foróige meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

As noted on the balance sheet on page 58, the organisation has a pension liability of €14.360m which is accounted for in accordance with FRS 102 and is representative of the total future liability under the Scheme arrangement determined primarily by the discount rate and conditions that exists at the balance sheet. Under normal accounting rules, these conditions and discount rates are revalued at each balance sheet date and can fluctuate year on year. Notwithstanding the liability at the balance sheet date, the Directors have prepared the financial statements on a going concern basis on the basis that the pension scheme adequately meets the minimum funding standard as determined independently by the Schemes Actuary and no additional funding is required by the organisation other than normal contributions to meet that liability as it may fall due in the future.

## Income

Income, primarily revenue-based grants, other than affiliation fees, are recognised in the financial year to which they relate. Income due, but not received, at the year-end is included in debtors on the balance sheet. Funds already received in respect of a specific performance by the Organisation, are recognised when the Organisation becomes entitled to the grant, this is classified as deferred income and is included in creditors in the balance sheet.

Income from affiliation fees is recognised in the financial year during which it is received.

## Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

## Allocation of Support Costs

Support costs are those functions that assist the work of the Organisation but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Organisation's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 19.

## Donated Services and Facilities

Donated professional services and donated facilities are recognised as income when the organisation has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the organisation of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to note 4 for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

## Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the organisation; this is normally upon notification of the interest paid or payable by the Bank.

## Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated in order to write off the cost of fixed assets, on a straight line basis, over the period of their expected useful lives. The expected useful lives of fixed assets, by reference to which depreciation is calculated, are as follows:

Education equipment	5 years
Office equipment	5 years
Motor vehicles	5 years
Furniture & fittings	10 years
Buildings	10 years
Computer equipment & software	3 years

## Financial instruments

The Organisation only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

## Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## Funds

Restricted income arises when the funder has specified that the income may only be used for a particular

purpose. The balance of the restricted fund at the end of the year represents income held and not yet expended for the purpose specified by the funder.

Unrestricted income is available to the Organisation to use for any of the Organisation's purposes. The balance at the end of the year represents assets held for general use.

Unrestricted funds that are designated are held for Capital and Development purposes.

The organisation has also recognised the cost of the pension scheme as unrestricted funds to separately show its effect on the total funds of the Organisation.

## Creditors and Provisions

Creditors and provisions are recognised where the Organisation has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

## Leases

Operating lease costs are charged to the income and expenditure account as incurred.

## Termination Benefits

Termination benefits for voluntary redundancies are recognised as an expenditure as they become payable.

## Retirement Benefit Costs

The Organisation operates two contributory pension schemes, one of the defined benefit type, and one of the defined contribution type, for employees.

## Defined Benefit Scheme

The scheme is administered by trustees. The funds of the scheme are separate from those of the Organisation. Contributions are paid to the scheme in accordance with the recommendations of independent actuaries to enable the trustees to meet from the scheme the benefits accruing in respect of current and future services.

Pension scheme assets are measured using bid value. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The increase/ (decrease) in the present value of liabilities of the Organisation's

defined benefit pension scheme expected to arise from employee service in the period is charged to resources expended. The expected return on the scheme's assets and the increase/ (decrease) during the period in the present value of the scheme's liabilities arising from the passage of time are included in other incoming resources. Actuarial gains and losses are recognised in the Statement of Financial Activities.

The pension scheme's surplus or deficit is recognised in full and presented on the face of the balance sheet.

## Defined Contribution Scheme

Pension contributions in respect of the scheme for employees are charged to resources expended as they become payable in accordance with the rules of the scheme. The assets are held separately for those of the Organisation in an independently administered fund. Differences between the amounts charged to resources expended and payments made to pension funds are treated as assets or liabilities.

## Judgements and Key Sources of Estimation Uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

- *Retirement benefits*

The Organisation operates two pension schemes for its employees one of which is a defined benefit scheme. The accounting policy in relation to the scheme is set out below. During the period the directors approved the underlying assumptions used in the calculation of the estimate of the liability for the scheme following input from their independent actuaries.

- *Donated services*

The company received donated services in the form of volunteer time and occupies properties at below market lease rates. Accounting standards require that donated services should be recognised in the company statement of financial activities at fair value. In accordance with the Charities SORP 102 the fair value volunteer time is not included however, management have estimated that the fair value of donated lease costs to be €235,000.



- *Going concern*

The net asset position of Foróige at 31 December 2016 was €4,294,601 before inclusion of a pension deficit of €14,360,000. The Directors have reviewed the current reserve levels, forecast income and expenditure, including the ongoing funding of the pension scheme and note that Foróige continues as a going concern. The Board of this entity will continue to focus on the long-term sustainability of Foróige and the activities which it carries out.

## 2. NET INCOME

	2016	2015
The net income is stated after charging	€	€
Depreciation	172,054	174,757
Operating Lease payments	600,800	667,000
Auditors remuneration – statutory audit	73,370	73,370
Directors remuneration	-	-

## 3 WAGES AND SALARIES

	2016	2015
The average number of persons employed (excluding casual employees) (full time equivalent 335, 2015 – 312)	€	€
Administration and Operations	375	345
Wages and salaries	13,933,522	13,236,112
Social welfare costs	1,503,616	1,422,882
Other retirement benefit costs	857,954	887,565
Redundancy costs	10,620	-
Retirement Benefit current service cost	968,000	1,538,000
	<u>17,273,712</u>	<u>17,084,559</u>

The remuneration paid to the senior management team in respect of qualifying services amounted To €435,733 (2015 - €435,735). Sean Campbell, Foróige CEO is paid €115,158 (2015 - €115,158) per year before the costs of employers PRSI. He receives a 9.5% (2015 – 9.5%) contribution to the defined benefit pension scheme.

The Senior Management team who are also considered key management personnel is made up of

Sean Campbell	Chief Executive Officer
John Cahill	Assistant Chief Executive Office
Rachael Murphy	Director of Support Services
Declan O'Leary	Regional manager (Cork) with SMT responsibilities

The number of employees whose remuneration for the year fall within the following bands are  
Remuneration include salaries and employers PRSI costs.

	2016	2015
€60,000 - €70,000	24	31
€70,000 - €80,000	7	4
€80,000 - €90,000	5	5
€90,000 - €100,000	1	1
€100,000 - €110,000	-	-
€110,000 - €120,000	-	-
€120,000 - €130,000	2	2

## 4. DONATED SERVICES

### Volunteer time

Adults volunteer in Foróige in many different roles and settings some of which are ongoing and some short term.

Over 6,000 adults contributed time and skills as volunteers in Foróige in 2016. They operate in a wide range of Roles including

### Governance Volunteers

These volunteers in addition to volunteering in clubs, projects and programmes contribute additional hours to attend meetings of District Councils, National Council, Sub-committee and Board Meetings

We estimate that Governance volunteers contributed 11,000 hours during 2016

### *Club Volunteers*

Clubs open for approximately 2 hours each week for 9 months of the year. Based on a survey in 2014 volunteer attendance varies from infrequently to every week. We estimate that club volunteers contributed 236,000 hours of their time during 2016

### *Projects and Programmes Volunteers*

These volunteers contribute in a number of settings including in local projects, as Big Brothers and Big Sisters in the big Brother big sister programme, as mentors and judges in the Network for Teaching Entrepreneurship programme and as Summer Scheme volunteers. We estimate that volunteers within our projects and programmes contributed 110,000 hours in 2016

### *Training and Events*

Volunteers within Foróige attend facilitate at a number of events throughout the year including local recognition events and achievement days, Citizenship awards, facilitation of local leadership, Trainer training, the Annual National Leaders conference, the Annual Leadership conference, Reference Panel meetings, Regional Conferences, Officer training and volunteer training. We estimate that volunteers contributed 30,000 hours during 2016 to training and events.

In summary we estimate volunteers contributed 387,000 hours during 2016. At the minimum wage this would be valued at approximately €3,600,000 (2015 - €3,500,000)

However due to the nature of the estimates and in accordance with the Charity SORP this donated volunteer time has not been reflected in the financial statements.

### **Below Market Value Rent**

A number of Foróige projects occupied premises at below market rent within the communities in which they operate.

The valuation of the rent donated by these community resources is estimated at €197,000 and is reflected in both Income and expenditure in 2016 (€235,000 in 2015).

- 5.** The Organisation is entitled to exemption from taxation under Sections 207 and 208 Taxes Consolidation Act 1997.

The charity registration number is CHY 5359.

## 6. TANGIBLE FIXED ASSETS

	Computer Equipment & Software	Furniture & Fittings	Office Equipment	Motor Vehicles	Education Equipment	Buildings	Total
	€	€	€	€	€	€	€
<b>Cost:</b>							
At 1 January 2016	627,002	798,117	436,213	285,997	193,928	562,187	2,903,444
Additions	12,395	18,995	20,456	116,650	21,132	-	189,628
Disposals	-	-	-	-	-	-	-
At 31 December 2016	639,397	817,112	456,669	402,647	215,060	562,187	3,093,072
<b>Accumulated Depreciation:</b>							
At 1 January 2016	(624,363)	(615,839)	(422,874)	(253,764)	(177,120)	(101,156)	(2,195,116)
Charge for period	(4,071)	(59,052)	(9,371)	(32,404)	(10,937)	(56,219)	(172,054)
Disposals							
At 31 December 2016	(628,434)	(674,891)	(432,245)	(286,168)	(188,057)	(157,375)	(2,367,170)
<b>Net Book Value:</b>							
At 31 December 2016	10,963	142,221	24,424	116,479	27,003	404,812	725,902

**6(a) TANGIBLE FIXED ASSETS YEAR ENDED DECEMBER 31 2015**

	Computer Equipment & Software	Furniture & Fittings	Office Equipment	Motor Vehicles	Education Equipment	Buildings	Total
	€	€	€	€	€	€	€
<b>Cost:</b>							
On Incorporation	622,960	786,811	425,767	247,397	186,668	562,187	2,831,790
Additions	4,042	11,306	10,446	38,600	7,260	0	71,654
Disposals	-	-	-	-	-	-	-
At 31 December 2015	627,002	798,117	436,213	285,997	193,928	562,187	2,903,444
<b>Accumulated Depreciation:</b>							
In incorporation	(616,414)	(556,038)	(400,886)	(232,751)	(166,833)	(47,437)	(2,020,359)
Charge for period	(7,949)	(59,801)	(21,988)	(21,013)	(10,287)	(53,719)	(174,757)
Disposals							
At 31 December 2015	(624,363)	(615,839)	(422,874)	(253,764)	(177,120)	(101,156)	(2,195,116)
At 31 December 2015	2,639	182,278	13,339	32,233	16,808	461,031	708,328

**7. INVESTMENTS****2016****2015**

€

Prize Bonds

254

254

The realisable value of the investments is not less than the above stated cost.

**8. DEBTORS****2016****2015**

€

€

Debtors and accrued income

242,331

224,831

Related party loan receivable (note 17)

30,000

60,000

Prepayments

78,270

112,140

350,601

396,971

**9. CREDITORS:**

(Amounts falling due within one year)

**2016****2015**

€

€

Deferred income 9(a)

255,000

488,445

Trade creditors and accruals

1,096,463

1,032,789

1,351,463

1,521,234



### Trade creditors

The carrying amounts of trade and other payables approximate to their fair values largely due to the short-term maturities and nature of these instruments. The repayment terms of trade creditors vary between on demand and 90 days. No interest is payable on trade creditors.

### Taxes and Social Security Costs

Taxes and social security costs are subject to the terms of the relevant legislation. Interest accrues on late payment. No interest was due at the financial year end date.

## 9(a) Deferred income

	2016 €	2015 €
Opening balance	488,445	-
Transferred on incorporation	-	115,000
Recognised during the year	(488,445)	(115,000)
Deferred income during year	255,000	488,445
Closing balance	255,000	488,445

## 10. COMMITMENTS

### Operating leases

The Organisation holds a number of leases for its properties around the country. There are 6 leases in operation, the duration of which ranges from 1 to 5 years. The total minimum lease payments under non-cancellable operating leases are as follows

	2016 €	2015 €
Within one year	29,058	114,615
Between two and five years	260,084	217,683
	<u>289,142</u>	<u>332,298</u>

## 11. FUNDS OF THE ORGANISATION

	2016 €	2015
Balance at beginning of period	(1,901,314)	-
Balance transferred from Foróige (unincorporated entity)	-	(7,395,945)
Net expended resources	(453,082)	(1,880,369)
Actuarial (loss)/gain	(7,711,000)	7,375,000
	<u>(10,065,396)</u>	<u>(1,901,314)</u>

## 11(a) MOVEMENT ON FUNDS 2015

	Restricted funds	Unrestricted funds-general	Unrestricted funds-designated	Unrestricted funds-pension	2015 Total Funds
	€	€	€	€	€
<b>Income</b>					
<b>Income from charitable activities</b>					
Department of Children and Youth Affairs					
Youth Service Grant	2,551,737	-	-	-	2,551,737
<b>Other income</b>	17,208,102	573,515	30,000	-	17,811,617
	<b>19,759,839</b>	<b>573,515</b>	<b>30,000</b>	-	<b>20,363,354</b>
<b>Income from other trading activities</b>					
Other trading activities	58,975	60,496	-	-	119,471
Income from investments	-	-	259	-	259
	<b>58,975</b>	<b>60,496</b>	<b>259</b>	-	<b>119,730</b>
<b>Total income</b>	<b>19,818,814</b>	<b>634,011</b>	<b>30,259</b>	-	<b>20,283,084</b>
<b>Expenditure</b>					
Charitable activities	20,560,077	-	-	1,794,000	22,354,077
Other expenditure	9,375	-	-	-	9,376
<b>Total expenditure</b>	<b>20,569,453</b>	-	-	<b>1,794,000</b>	<b>22,363,453</b>
<b>Net income/(expenditure)</b>	<b>(750,639)</b>	<b>634,011</b>	<b>30,259</b>	<b>(1,794,000)</b>	<b>(1,880,369)</b>
<b>Transfers</b>					
<b>Transfers between funds</b>					
Income transferred	(991,240)	976,182	15,058	-	-
Expenditure transferred	2,141,794	(2,096,345)	(45,449)	-	-
<b>Net income/(expenditure) before other gains and loss</b>	<b>399,915</b>	<b>(486,152)</b>	<b>(132)</b>	<b>(1,794,000)</b>	<b>(1,880,369)</b>
<b>Actuarial Gain on defined pension benefit scheme</b>	-	-	-	7,375,000	7,375,000
<b>Total reserves transferred from Foróige (unincorporated entity)</b>	<b>1,502,020</b>	<b>1,133,065</b>	<b>1,083,970</b>	<b>(11,115,000)</b>	<b>7,395,945</b>
<b>Total funds/(deficits) as at December 31 2015</b>	<b>1,901,935</b>	<b>646,913</b>	<b>1,083,838</b>	<b>(5,534,000)</b>	<b>(1,901,934)</b>

## 12. CASHFLOWS FROM OPERATING ACTIVITIES

	2016	2015
	€	€
Net resources expended	(453,082)	(1,880,369)
Adjusted for:		
Depreciation	172,054	174,758
Investment income	(871)	(259)
Movements in trade and other receivables	46,370	(14,073)
Movements in trade and other payables	(169,772)	429,963
Pension contributions - current service cost	968,000	2,133,000
Net return on retirement benefits	147,000	(339,000)
<b>Net Cash used in operating activities</b>	<b>709,699</b>	<b>504,020</b>

## 13. ANALYSIS OF NET CASH

	2016	2015
	€	€
Cash at bank and in hand	4,569,310	4,048,367

## 14. RETIREMENT BENEFIT COSTS

The Organisation operates two contributory pension schemes for employees. One scheme is of the defined benefit type and one scheme is of the defined contribution type.

### Defined Contribution Pension Scheme

The defined contribution pension costs charges in the financial statements represent the contribution payable by the Organisation during the year.

The regular cost of providing retirement pensions and related benefits is charged to then statement of financial activities over the employee's service lives on the basis of a constant percentage of earnings. The Organisation's contributions to the scheme amounted to €23,153 (2015 - €26,113)

### Defined Benefit Pension Scheme

The defined benefit pension scheme is administered by trustees. The funds of the scheme are separate from those of the Organisation. Contributions are paid to the scheme in accordance with the recommendations of independent actuaries to enable the trustees to meet from the scheme the benefits accruing in respect of current and future services.

Payments made to the fund are charged annually in the financial statements. The fund is valued every three years by a professionally qualified independent actuary. The rates of contribution are reviewed by the actuary for the continued appropriateness in the intervening year.

The table below outlines where the Organisation's total cost relating to the defined benefit plan and are included in the financial statements as follows -

	2016	2015
	€'000	€'000
Recognised in the Statement of Financial Activities	1,846	2,539
Remeasurements recognised in other comprehensive income and included in the cost of the asset	<u>7,711</u>	<u>(7,375)</u>
Total cost related to defined benefit pension plans	<u><u>9,557</u></u>	<u><u>(4,836)</u></u>

## 14 RETIREMENT BENEFIT COSTS (continued)

### Financial Assumptions

The principal assumptions used, which are based on the advice of an independent actuary are set out below:

	2016	2015
Discount Rate	2.10%	2.90%
Expected rate of return on assets at year end	2.10%	2.90%
Salary increases	2.60%	2.50%
State Pension increases	2.60%	2.50%
Pension increases	1.60%	1.50%
Discretionary Pension Increases *	0.75%	0.75%
Inflation (CPI)	1.60%	1.50%

For benefits earned after 1/11/2015 at the discretion of the Trustees.

At 31 December 2016, the scheme held assets in funds managed by Irish Life Investments Managers (ILIM), Northern Trust and Phoenix Ireland. The fair value of the invested assets held at 31 December 2016 was €23,820,000 (2015 - €21,382,000). The breakdown of assets between the main asset sectors is given in the table below. The expected return on the plan assets is €1,827,000 (2015 - €1,561,000).

The asset allocations at the period-end were as follows:

Plan assets	% of the Scheme assets 2016	Market Value 2016 €	% of the Scheme assets 2015	Market Value 2015 €
Equity instruments	49%	11,773	49%	10,403
Debt securities	7%	1,605	7%	1,419
Property	9%	2,118	9%	1,889
Other	35%	8,324	35%	7,671
<b>Total</b>	<b>100%</b>	<b>23,820</b>	<b>100%</b>	<b>21,382</b>

The movement in the defined benefit liability over the year is as follows:



	Present value of obligation	Fair value of plan assets	Total
	€'000	€'000	€'000
<b>At 1 January 2016</b>	26,916	(21,382)	5,534
Current service cost	1,566	-	1,566
Interest expense/(income)	776	(629)	147
	29,258	(22,011)	7,247
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(1,198)	(1,198)
- (Gains)/loss from change in financial assumptions	9,188	-	9,188
- Experience (gains)/losses	(279)	-	(279)
	8,909	(1,198)	7,711
Exchange differences			
Contributions:			
- Employers	-	(731)	(731)
- Plan participants	403	(403)	-
Payment from plans:			
- Benefit payments	(322)	322	-
- Insurance premiums and Administration	(68)	201	133
<b>At 31 December 2016</b>	38,180	(23,820)	14,360

	Present value of obligation	Fair value of plan assets	Total
	€'000	€'000	€'000
<b>At 1 January 2015 (date of transfer)</b>	30,376	(19,261)	11,115
Current service cost	2,133	-	2,133
Interest expense/(income)	725	(469)	256
	33,234	(19,730)	13,504
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(1,092)	(1,092)
- (Gains)/loss from change in financial assumptions	(5,367)	-	(5,367)
- Experience (gains)/losses	(916)	-	(916)
	(6,283)	(1,092)	(7,375)
Exchange differences			
Contributions:			
- Employers	-	(745)	(745)
- Plan participants	393	(393)	-
Payment from plans:			
- Benefit payments	(347)	347	-
- Insurance premiums and Administration	(81)	231	150
<b>At 31 December 2015</b>	26,916	(21,382)	5,534

There were no reimbursement rights.

The last formal actuarial funding valuation of the Defines Benefit pension plan was carried out as at 1 November 2014. This valuation set the ongoing contribution rate for the plan and noted that the plan met the Minimum Funding Standard as at that date. The MFS test as at 31 October 2016 showed that the plan continued to meet the statutory MFS as at that date. The next formal actuarial funding valuation of the plans is due to be carried out as at 1 November 2017.

The FRS102 pension liability exceeds the balance of unrestricted funds. Restricted funds are not available to fund this liability. The Organisation has not contributed to the scheme beyond the recommended employer's contribution rate and will continue to maintain this position.

## 15 INCOME FROM THE DEPARTMENT OF CHILDREN AND YOUTH AFFAIRS

The following income was received directly from the Department of Children and Youth Affairs

	2016	2015
Youth Service Grant	2,615,530	2,551,737
Additional Youth Service support	230,000	0
Network for Teaching Entrepreneurship (NFTE) Support	0	40,000
Dail na nOg support	319,691	321,159
Capital Grants	16,889	30,000
	<u>3,182,110</u>	<u>2,942,896</u>

## 16 LIABILITIES TRANSFERRED FROM FORÓIGE

On the 25th of July 2014 the Members of Foróige the unincorporated Organisation voted to amend the constitution of the Organisation to give the National Council the power to transfer the assets, liabilities and activities of Foróige the National Youth Development Organisation to a company incorporated under the Companies Act 1963, without share capital, the liability which is limited by guarantee of its members.

The new company was incorporated on the 6th of November 2014 and at the 1<sup>st</sup> of January 2015 the assets, liabilities and activities were transferred with no gain or loss being realised on the transfer.

Foróige the National Youth Development Organisation (limited by guarantee) has continued the activities of Foróige with no interruption in service.

## Net Assets/(Liabilities) transferred from Foróige at January 1<sup>st</sup> 2015

	€
Fixed assets	811,430
Investments	254
Debtors	382,898
Cash at Bank and in hand	3,615,748
Creditors	(1,091,270)
Pension liability	(11,115,000)
	<hr/>
Total Net Liabilities	(7,395,945)
	<hr/> <hr/>

Analysed in the Statement of Financial Activities:

Restricted Funds	1,502,020
Unrestricted Funds General	1,133,065
Unrestricted Funds Designated	1,083,970
Unrestricted Funds Pension	(11,115,000)
	<hr/>
	(7,395,945)
	<hr/> <hr/>

Included in fixed assets above, is a property, which was revalued to fair value at the date of transfer.

## 17. RELATED PARTY TRANSACTION

In 2013, Foróige the unincorporated entity provided €120,000 to the Attic Café Limited to purchase a building in Longford Town. This loan was taken over by the new legal entity at date of transfer. The Attic Youth Café Limited has renovated the building into a youth café and centre. Repayment of €30,000 was made during 2016 (2015 – Nil) and the balance outstanding at the year-end is €30,000 (2015 – €60,000). The Attic Youth Café Limited has a director who is a member of the National Council of Foróige. The Attic Youth Café Limited together with Foróige intend to increase the scope of the youth work conducted in the Longford region. Foróige hold a lien over the building until the loan has been repaid.

Details of remuneration to key management is set out in note 3.

## 18. DIRECTORS EXPENSES

During 2016 Directors were reimbursed for expenses incurred in the performance of their responsibilities as directors for a total of €9,513 (2015 – €10,515).

## 19. ALLOCATION OF SUPPORT COSTS

The central operation of the Organisation charges an Operation Support Cost to each Youth Service, Project or Programme operated by the Organisation as a contribution towards the cost of essential professional services provided to them. Through the provision of these in-house shared services, Foróige provides a cost effective means by which staff have access to resources, knowledge, procedures, supports, controls and facilities that would otherwise be out of their financial reach. The basis on which the charge is applied to each project is detailed below, however, on average it equates to 5% of project expenditure. The professional suite of support services provided to all Foróige operated Youth Services, Projects and Programmes through the Foróige Operation Support Charge are as follows.

Management Support :– Each Youth Service, Project or Programme provided by Foróige is assigned to a Foróige Area Manager. These Managers offer staff a number of key supports which ensure that the objectives of each initiative are achieved effectively, efficiently and within budget.

The range of direct management supports include:

- Recruitment
- Child protection policy and procedure implementation
- Project planning, evaluation and reporting
- Staff consultancy and problem solving
- Programme development
- Induction and In-service training
- Staff support and supervision
- Facilitates strategic and operational planning.

**Finance:-** A professional finance department which:

- Implements the financial control policies and procedures of the organisation, ensuring value for money and adherence to best practice
- Ensures compliance with legislation, FRS102 and the Charities SORP along with the submission of statutory returns including compliance with the relevant circulars from the Department of Expenditure and Reform
- Delivers on internal and external reporting requirements
- Manages the payroll, accounts payable and receivable functions

**Marketing and Communications:-** A full service suite of marketing and communications services which include:

- Media relations and publicity support, including local and national media
- A full communications and marketing consultancy service
- A media monitoring and evaluation service
- Event management support
- Online communications support
- The provision of promotional literature and other promotional items

**Human Resources:-** A comprehensive range of HR services which include:

- Management of employee resources and consultancy
- Recruitment and selection
- Policies and procedure development and implementation
- Employee relations
- Legislative compliance
- HR administrative support



**Information Technology:-**An in-house IT Department, which provides:

- Centralised IT purchasing processes ensuring value for money on IT purchases for all parts of the organisation
- Policies and solutions to ensure the organisation complies with data protection and security policies and guidelines
- Basic IT support and advice for staff on IT issues
- Support of Financial, HR, Project Management Systems, Online Communications and resources and other systems throughout the organisation, ensuring accurate and timely reporting to funders and other stakeholders.

**Correlate:-** A bespoke data management and outcomes monitoring database that provides specific, tailored reports as per funder requirements relating to census data and other operational matters as required.

**Training, Learning and Development:-** Foróige's Training, Learning and Development unit enables staff and volunteers to develop the competencies to carry out their job to the highest standard in order to best facilitate youth development and ensure that the objectives of each Youth Service, Project or Programme are being achieved. The operation support charge covers the cost of training programme development, the trainer and programme materials.

Courses include:

- Induction
- Child Protection
- Organisational Procedures and Policies (such as Health and Safety)
- Drugs Awareness
- Personal Effectiveness and Facilitation Skills

**Volunteer Development** - Foróige provides support services to staff to enable them to proactively engage volunteers in roles relevant to the work of the particular project or service.

Services include:

- Staff and volunteer training
- Recruitment policy and procedures
- Garda vetting service
- Volunteer recognition and progression
- Development and dissemination of best practice guidelines on all aspects of volunteer involvement in the organisation
- Support in developing volunteer role descriptions.

### Charge amount

The Operation Support charge is calculated based on the number of staff employed in each project. The rationale for this method is that the number of staff indicates the level of activity in the project. The rate in 2016 was € 402 (2015 - €402) per employee per project per month where there is no Foróige manager on site and €240 (2015 - €240) per employee per month where there is a Foróige Manager on site. 50% of the appropriate rate may be charged where an employee does not work full time hours. In keeping with Foróige policy, this charge is applied across the whole Foróige organisation.

The total charged for 2016 was €1,070,940 (2015 - €991,241) and this is reflected as a transfer from restricted to unrestricted reserves in the Statement of Financial Activities.

## 20 FINANCIAL INSTRUMENTS

The analysis of the carrying amounts of the financial instruments of the Organisation required under Section 11 of FRS 102 is as follows

	2016	2015
Financial Assets that are debt instruments measured at amortised cost		
Trade debtors and accrued income	242,331	224,831
Related party loan receivable	30,000	60,000
Prepayments	78,270	112,140
Prize Bond investment	254	254
Cash at bank and in hand	4,569,310	4,048,367
	<u>4,920,165</u>	<u>4,445,592</u>
Financial liabilities at amortised cost		
Deferred Income	255,000	488,445
Trade Creditors and accruals	1,096,463	1,032,796
	<u>1,351,463</u>	<u>1,521,241</u>

## 21 MOVEMENT IN RESERVES

By activity	Opening Reserves	Income	Expenditure & net transfers	Closing Reserves
	€	€	€	€
<b>Volunteer Services</b>				
Club support	185,175	3,177,051	(3,140,806)	221,420
Mentoring support	52,714	1,267,098	(1,282,955)	36,857
<b>Focused Services</b>				
Youth Crime Diversion	308,535	4,991,572	(4,834,747)	465,360
Youth and family Support	286,913	3,082,808	(2,788,399)	581,322
Youth and community	701,771	5,129,633	(4,996,760)	834,644
Peace and reconciliation	41,605	-	(16)	41,589
Health and wellbeing	93,969	571,321	(560,915)	104,375
Drug education and prevention	151,010	1,567,280	(1,497,921)	220,369
Central services	727,156	1,933,123	(2,300,437)	359,842
Unrestricted Designated funds	1,083,838	344,988	-	1,428,826
Defined Benefit Pension	(5,534,000)	-	(8,826,000)	(14,360,000)
<b>Total</b>	<b>(1,901,314)</b>	<b>22,064,874</b>	<b>(30,228,956)</b>	<b>(10,065,396)</b>

## 21(a) MOVEMENT IN RESERVES

By funder	Opening Reserves	Income	Expenditure & net transfers	Closing Reserves
	€	€	€	€
Department of Children and Youth Affairs	-	3,182,110	(3,182,110)	-
Educational and Training Boards	456,511	5,798,368	(5,815,676)	439,203
Irish Youth Justice Service	224,049	5,402,565	(5,324,847)	301,767
Tusla	227,069	3,607,943	(3,310,494)	524,518
The Health Service Executive	114,058	815,140	(742,948)	186,250
Pobal	21,910	772,230	(818,024)	(23,884)
City of Dublin Youth Services Board	-	127,500	(127,500)	-
Other income	2,589,089	2,359,018	(2,081,356)	2,866,751
Pension fund	(5,534,000)	-	(8,826,000)	(14,360,000)
<b>Total</b>	<b>(1,901,314)</b>	<b>22,064,874</b>	<b>(30,228,955)</b>	<b>(10,065,395)</b>

## 22 CONTINGENCIES

Foróige, in the normal course of its activities is subject to claims and legal matters. Due to the status and likely outcome of these matters, no provision has been recognised in the financial statements.

## SUPPLEMENTARY INFORMATION

THE FOLLOWING PAGES ARE NOT PART OF THE AUDITED FINANCIAL STATEMENTS AND ARE ONLY PROVIDED FOR INFORMATION PURPOSES



## RESTRICTED FUNDS

## CHARITABLE ACTIVITIES

## Schedule

2016

2015

€

Salaries and Direct Costs

1

20,283,234

19,416,565

Administrative Support costs

2

1,113,337

1,143,512

---

21,396,571

---

20,560,077

## SCHEDULES

## 1. SALARIES AND DIRECT COSTS

2016

2015

€

Salaries and Pensions	16,305,712	15,546,559
Travel and Subsistence	750,651	613,708
Training and Programme Costs	1,784,527	1,791,551
Project Premises and operating costs	1,442,344	1,464,747
	<u>20,283,234</u>	<u>19,416,565</u>

## 2. ADMINISTRATIVE SUPPORT COSTS

2016

2015

€

Support offices premises costs	245,913	269,445
Insurance	71,904	63,211
Support offices operational costs	208,668	200,118
Public relations and advertising costs	65,117	106,885
Professional fees	23,781	29,255
Bank interest and charges	10,856	11,965
Human resources and recruitment	33,439	13,123
Audit and Accountancy Fees	74,851	74,370
Voluntary committee expenses	23,272	21,180
Information Technology	215,888	200,216
Depreciation	139,648	153,744
	<u>1,113,337</u>	<u>1,143,512</u>

## Appendix 1 – Focussed Services

### Youth Crime Diversion

#### CAVAN

Cavan 365 Garda Youth Diversion Project

#### CORK

ABLE Garda Youth Diversion Project

Bandon Garda Youth Diversion Project

BAP Garda Youth Diversion Project

Carrigaline Garda Youth Diversion Project

Douglas Garda Youth Diversion Project

FAYRE Garda Youth Diversion Project

GAP Garda Youth Diversion Project

Knocknaheeny Garda Youth Diversion Project

MAY Garda Youth Diversion Project

Probation/West View Youth Project

Togher Garda Youth Diversion Project

Youghal Garda Youth Diversion Project

#### DONEGAL

Falcarragh Garda Youth Diversion Project

LEAF Garda Youth Diversion Project

#### DUBLIN

APT Garda Youth Diversion Project

Balbriggan GYDP

BOOST Garda Youth Diversion Project

DAN Garda Youth Diversion Project

DIME Garda Youth Diversion Project

HAY Garda Youth Diversion Project

JAY Garda Youth Diversion Project

KEY Garda Youth Diversion Project

Kilmainham Garda Youth Diversion Project

ORB Garda Youth Diversion Project

WEB Garda Youth Diversion Project

WEB II Garda Youth Diversion Project

YEW Garda Youth Diversion Project

#### GALWAY

BAN Garda Youth Diversion Project

MEAS Garda Youth Diversion Project

#### LAOIS

BLOCK Garda Youth Diversion Project

PORT Garda Youth Diversion Project

#### LIMERICK

Rathkeale GYDP

West Limerick Garda Youth Diversion Project

#### LONGFORD

LEAP Garda Youth Diversion Project

#### LOUTH

CABLE Garda Youth Diversion Project

**MEATH**

Navan Garda Youth Diversion Project

NYPD Extension Project

**MONAGHAN**

Monaghan Garda Youth Diversion Project

**OFFALY**

SUB Garda Youth Diversion Project

**TIPPERARY**

Nenagh GYDP

**WICKLOW**

WAY Garda Youth Diversion Project

**Youth & Family Support****CORK**

Carrigaline Youth Initiative

Glen Youth Reach Project

Traveller Youth Linkage

**DONEGAL**

Ballyshannon/Bundoran Neighbourhood Youth Project

Donegal Integrated Youth Project

Rosses Neighbourhood Youth Project

Teen Parenting Support Programme

Tusla Donegal Additional Requests

**DUBLIN**

Family Support Blanchardstown

Gateway Tusla

**OASIS**

STAY Youth Project

The Early School Leavers Programme  
Blanchardstown

Youth Employability Initiative

**GALWAY**

Athenry Adolescent Support Programme

**LEITRIM**

Leitrim Family Support

South Leitrim Neighbourhood Youth Project

**LIMERICK**

West Limerick Youth Initiative

**MAYO**

Foróige Youth and Family Support Service Mayo

**ROSCOMMON**

Roscommon Neighbourhood Youth Projects

**SLIGO**

South Sligo Personal Youth Development

**TIPPERARY**

Carrick-On-Suir Neighbourhood Youth Project

**WATERFORD**

Mid-Way Rural Youth Project

Tramore Youth Development & Family Project

**Youth & Community****CAVAN**

Cavan Town IFI

PAN

**CORK**

Ballyphehane Young People Facilities and Services Fund Project

Ballyphehane/Greenmount Youth Project

Beara Peninsula Youth Development Project

Bishopstown Youth Project

Blarney St Young People Facilities and Services Fund Project

Curraheen Young People Facilities and Services Fund Project

Farranree Youth Project

Glen Youth Development Project

Glen Youth Project

Knocknaheeny Youth Project

Link Point

Mahon Youth Cafe

Mahon Youth Development Project

Outreach North West Area Project

Riverstown Youth Project

SKY Youth Project

St Joseph's Youth Project

Strawberry Hill Youth Project

The Cork Bike Project

Togher Young People Facilities and Services Project

Togher Youth Project

**DONEGAL**

Donegal Deck Youth Development Project

Killybegs Youth Project & Drop-In Centre

**DUBLIN**

Balbriggan Link Integration Project

Balbriggan Youth Service

Blakestown Youth Project

Blanchardstown Clubhouse

Blanchardstown Youth Service

Brookfield Community Youth Project

Corduff Community Youth Project

Cúis Youth Project

Fettercairn & Springfield Community Youth Project

Huntstown Community Youth Project

MCYP2

Mulhuddart Community Youth Project

Phibblestown

Tallaght Youth Service

Tyrellstown Youth Project

Whitechurch Community Youth Project

Whitechurch Youth Project

**GALWAY**

Ballinfoyle Youth Development Project

Eastside Youth Service

Eastside Youth Service 2

Galway Youth Cafe

Galway Youth Cafe 2

Knocknacarra Area Youth Project

**KILKENNY**

Drum Youth Cafe

**LIMERICK**

Croom Youth Project

Loobagh Area Youth Project

**LONGFORD**

Attic Youth Project

**LOUTH**

Turning Point

**ROSCOMMON**

The Quad Youth Project

**TIPPERARY**

Nenagh Youth Development Project

**WATERFORD**

Ferrybank Special Youth Project

**WESTMEATH**

Gateway Youth Project

**Peace & Reconciliation****DONEGAL**

Peace Initiative Donegal

**LEITRIM**

Leitrim Peace Project

**SLIGO**

Sligo Peace Project

**Health & Wellbeing****CORK**

Youth Health Services

**DONEGAL**

Letterkenny Youth Project & Health Cafe

**DUBLIN**

Exit Youth Health Cafe

Tallaght Teenage Health Initiative

Young Mens Teenage Health Initiative Programme

Zone Café

**GALWAY**

Teenage Health Initiative Galway

**LIMERICK**

Healthy Living

**SLIGO**

CRIB Youth Project & Health Cafe



## Drug Education & Prevention

### CORK

Ballyphehane Local Drugs Task Force Project  
Bandon Southern Region Drugs Task Force Project  
DAYS Local Drugs Task Force  
Dublin Hill Local Drugs Task Force Project  
Glanmire Local Drugs Task Force  
Greenmount Drug Education & Prevention Project  
Knocknaheeny Drugs Task Force  
Lotamore Local Drugs Task Force  
Mahon Drugs Task Force  
Mayfield Drugs Task Force  
Mitchelstown Drugs Project  
Togher Drugs Task Force Project  
Youghal Drugs Project

### DONEGAL

Donegal Drugs Education & Prevention Programme

### DUBLIN

Blanchardstown Drug Prevention & Education Project  
Drug Misuse Prevention Project  
Peer Education Programme Blanchardstown  
Peer Education Project Tallaght  
Tallaght Drugs Education Initiative  
The Big Picture Youth Café

### KILDARE

South West Drugs Prevention & Education Initiative

### LEITRIM

Co Leitrim Drug Education & Prevention Project

### LIMERICK

Newcastle West Community Drug Initiative  
South East Limerick Youth Drugs Prevention Project

### SLIGO

Sligo Drugs Education & Prevention Programme

### WATERFORD

Ferrybank Drug Prevention Project



# *Foróige - Annual Report & Financial Statements 2016*

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