

# Annual Report & Financial Statements



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**Charity Registration Number** CHY 5359

**Principal Office**  
Unit 12D  
Joyce Way  
Parkwest  
Dublin 12

**National Council Chairperson** Michael Lynskey

**National Council Members**

Seamus Cunningham	Paul Finn
Sandra McIntyre	Rebeckha Doyle
Geraldine Bonner	Maura Mullin
Sharon Moriarty	Stephen O’Leary
Steven Tobin	James Campbell
Ruth McGarry Quinn	Denis Shiels
Eamonn Mullen	Michael Lynskey
Colin McDonnell	Sinead Daly
Fr James McKiernan	Shane Fallon
Cathy Weston	David Zimmann
David Guilfoyle	Noreen Dunlea
Martina Kearney	Conor Hodgins
Adrienne Walsh	Lauren Lehane
Katie Dunne	Kevin Daly
Paul Maher	

**Honorary Secretary** Paul Finn

**Senior Management Team**

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

**Bankers**

AIB, Naas Road, Dublin 22

Permanent tsb, Liffey Valley, Clondalkin, Dublin 22

**Solicitors**

Arthur Cox, Earlsfort Centre, Earlsfort Terrace,  
Dublin 2

Ronan Daly Jermyn, 2 Park Place, Citygate Park,  
Mahon, Co. Cork

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, Charlemont Street,  
Dublin 2



*“It has been both a challenging and a successful year for Foróige. Challenging in that difficult decisions were made to ensure the ongoing viability of the Organisation and successful in that we continued to engage young people from all walks of life in exciting and relevant youth development programmes, clubs, groups and projects.*

*The Foróige programmes that young people engage in equip them with critical life skills that will enable them to not only be leaders now but also leaders of the future. These programmes are more relevant to young people today than ever before. The outcomes achieved by young people – critical thinking, increased self-confidence, community engagement, resilience, self reliance – will enable young people to not only do well but also do good.*

*In my role as Chairperson I have had the privilege of meeting many of these young people and their enthusiasm, compassion, energy and positive attitude is truly inspirational. I would also like to acknowledge the volunteers that work with these young people. Their commitment and dedication to Foróige and the young people they work with is exemplary. As a volunteer myself, I know the challenges that are involved but I also know the rewards that make it all worthwhile.*

*Many volunteers continued to provide strong direction and leadership to the Organisation. In 2014 the decision was taken to initiate the process of changing the legal entity of Foróige from an unincorporated association to a company limited by guarantee without share capital. This is a significant change project and I want to thank all those who have been involved in 2014 and will continue to be involved in 2015.*

*2014 marked the retirement of Gerry McDonald, Head of Training and Programmes. Gerry worked with Foróige for 34 years and was a passionate advocate of youth development and the philosophy of Foróige. He was instrumental in the development of a number of Foróige programmes and also in training others in how to develop curriculum. Gerry's warmth, humour and passion for Foróige will be missed and we wish him well in his retirement.*

*There were further cuts in funding in 2014 and I want to recognise of the dignity, courage and resolve of all those involved in dealing with these cuts. In particular I want to acknowledge the staff of Foróige who agreed to both a salary cut and increment freeze for 2014. In these difficult times, Foróige staff's passion for the work they do has in no way diminished and for that I am extremely proud of them and the work they do.*

*Again, due to funding reductions, difficult decisions had to be made regarding the organisation and its functions. The Best Practice Unit and Training and Programmes were restructured into one function. Subsequently, we have lost valued, motivated and skilled staff. We will continue to promote Foróige's programmes as they are a proven method for engaging with young people and achieving outcomes.*

*I have been involved in Foróige for many years but since becoming Chairperson I have had the opportunity to see the work of Foróige in all its different forms. The impact that Foróige has on the lives of young people is truly remarkable and there is no greater privilege than being able to have a positive impact - big or small - on a young person's life.*

*Through working together we can ensure that all young people are enabled to involve themselves consciously and actively in their own development and in the development of their communities and through this realise their full potential.”*

**Michael Lynskey**  
**Chairperson of the National Council of Foróige**





## Legal and Administrative Information

Foróige is an unincorporated national voluntary youth organisation which is governed by a constitution. The Organisation has been granted charitable status by the office of the Revenue Commissioners.

## Governance

Foróige is governed by a National Council. The members of the National Council are elected from Foróige Club Leaders for a two-year term and four members of the Organisation's Youth Reference Panel are elected for a 12 month term. The National Council meets at least twice a year. The National Council are not remunerated for their services to the Organisation; however, nominal travel costs are paid for attendance at meetings and special events.

The National Council controls the work of Foróige. It determines its policies and monitors the work carried out by or on account of the Organisation. Each year, the National Council elects, from amongst its own members, a National Executive. The National Council delegates all its functions and powers to the National Executive between meetings of the National Council. The National Executive meets eleven times per year and conducts the business of the Organisation on behalf of the National Council.

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 day to day operations, management and leadership of the Organisation is entrusted to the Chief Executive Officer who oversees a professional staff employed by the National Council to help achieve the Organisation's objectives. The Chief Executive Officer attends meetings of the National Council and National Executive and reports on the affairs of the Organisation.

The major risks to which the Organisation is exposed, as identified by the National Council, have been reviewed and systems and procedures have been established to manage those risks.



Foróige empowers 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. For young people this leads to outcomes of increased self-confidence, self-reliance, resilience and a greater capacity to take charge of their lives.

The purpose of the Organisation is to enable young people to involve themselves consciously and actively in their development and in the development of society.

## The objectives of Foróige are:



**To develop and implement youth education programmes complementary to home, school and work to enable young people to involve themselves consciously and actively in their own development and in the development of society**

**To provide learning experiences designed to enhance the human potential and foster the personal development of young people, volunteer leaders and others through involvement in its programmes, activities and events**

**To foster the development by young people of essential knowledge, attitudes and skills necessary for effective living, especially in areas such as: family life, vocational development, recreational activity and democratic, civic and social activity**

**To involve, as volunteers, young people, parents and other adults in facilitating the development of themselves, others and their communities**

## Activities

Foróige engages with young people aged 10-21 (with a focus on 10-18) each year through volunteer-led clubs and staff-led youth projects and operates in the 26 counties of the Republic of Ireland. Young people from Northern Ireland are engaged in Foróige's Network for Teaching Entrepreneurship (NFTE) and Leadership Programmes.

A critical feature of Foróige's work is that young people are voluntarily engaged in services based on their needs and interests. Programmes and activities take place in settings and times that are appropriate to young people and volunteers. This includes group work, individual work, family support and outreach. Foróige works in partnership with local communities, statutory agencies and other non-governmental organisations with similar objectives.

Foróige provides a universal service (a baseline level of service available to all young people aged 10 - 18) through our volunteer led services and youth participation initiatives. In addition, Foróige engages vulnerable young people who require additional support through a range of targeted services and projects. Such projects enable young people to navigate issues associated with poverty, marginalisation and social exclusion, under-achievement at school, early school leaving, youth crime, substance abuse and family difficulties in a safe friendly environment. The activities of Foróige may be categorised as follows: Volunteer-led Youth Work, Youth Crime Diversion, Youth and Community, Youth and Family Support, Youth Centres and Services, Drug Education and Prevention, Foróige Programmes, Youth Participation and Peace and Reconciliation.

Young people may be involved in one or more of these. The main methodology of Foróige is experiential learning – ‘learning by doing’. This is facilitated by the flexibility of the learning settings.

Learner motivation and commitment are sustained by the voluntary nature of participation in the activity or programme and control residing in the hands of the learner.

Foróige is community based and its leadership is rooted in volunteerism. Volunteers and staff facilitate learning rather than taking a didactic or dogmatic approach. They do this by using the experiential learning cycle to draw out learning from the youth work activities. All Foróige clubs, projects, services and programmes are designed to achieve outcomes in the following way:



**Build self-esteem and confidence through  
challenging experiences**

**Develop the ability to manage personal and  
social relationships**

**Provide learning opportunities which enable  
young people to gain knowledge and develop  
new skills**

**Build young people’s capacity to consider risks  
and consequences, make informed decisions  
and take responsibility**

Foróige programmes and activities are outcomes focused and staff and volunteers are enabled to plan accordingly. Foróige has developed several manualised, evidence-based programmes for staff and volunteers to implement to achieve the desired outcomes with young people.

In 2014 Foróige engaged with over 50,000 young people and over 5,000 volunteers in a variety of youth work initiatives, interventions and settings.

## Organisation

In 2014, Foróige continued implementation of its three year Strategic Plan. The plan builds on the learning and successes of the previous Strategic Plan and refined the strategy to focus on three critical impact goals:

**1. Increase the quality of engagement with young people and therefore the numbers of young people engaged**

**2. Be the 'go to' organisation for young people and those interested in youth development**

**3. Strengthen our financial and organisational sustainability**

The Strategic Plan has been operationalised through the development of a Strategy Map and a Balanced Scorecard. This is cascaded throughout the Organisation and allows for a two-way flow of communication in relation to strategies, objectives, targets and Organisation performance.

**OUR PURPOSE:**  
to enable young people to involve themselves consciously and actively in their own development and in the development of society

# STRATEGY MAP

**OUR VISION:**  
An Ireland that believes in every young person

WOAH!

empowering youth  
enriching communities



## CRITICAL IMPACT GOALS

\* Strengthen our financial and organisational sustainability

\* Increase the quality of engagement with young people and therefore the numbers involved

\* Be the 'go to' organisation for young people and those interested in youth development

## STAKEHOLDERS

### ENGAGE OUR STAKEHOLDERS

Mobilise our supporters to champion our need for funding

\* Excite and align a wider range of donors and funders about our vision

Inspire young people and volunteers to be part of and influence Foróige



Demonstrate to external stakeholders how we address their needs

## CAPACITIES

### INCREASE OUR IMPACT

Create and share compelling and powerful messages about our work

Provide an excellent supporter journey for all our donors and volunteers

Scale up and deliver locally, nationally and internationally

Management and governance aligned and driving critical impact goals

## LEARNING & DEVELOPMENT

### STEP UP A GEAR

Volunteers enjoying a broader range of opportunities and responsibility

Identify and respond to young people's needs with innovative programmes

Enable staff and volunteers to support young people to influence

Inspire and support staff to implement the strategy

Board, staff, volunteers and young people enabled and supported to deliver our critical impact goals

## RESOURCES

### BUILD SOLID FOUNDATIONS

Web, social media and new technology are fully integrated in Foróige



Realise and implement the new, more resilient funding model

\* [www.foroige.ie](http://www.foroige.ie) \*

Embed business development into Foróige that maximises Intellectual Property \*

BUILD THE BELIEVE IN YOUNG PEOPLE CAMPAIGN

Organisation performance is set against four key areas.

## **Stakeholders** Young people, Volunteers and Funders

## **Capacities** Organisation Competences

## **Learning & Development** Organisation and People

## **Resources** Financial, Technological, Intellectual Property

Three year objectives have been set in each of these areas designed to achieve the critical impact goals. 2014 was the second year of this three year strategy.

The overarching focus in 2014 was to continue to engage young people in high quality, outcomes focused programmes tailored to their needs and interests while minimising the impact of continued decreasing financial resources. The priority, as in 2013, was to maintain a service to as many young people as possible but financial considerations resulted in a reduction in services to young people in some areas and in central supports available to staff and volunteers.

## **Achievements and Performance**

2014 proved to be another challenging year for Foróige. It was the sixth successive year that the organisation received cuts in Government funding. For some grant schemes, this is over a 30% cut in funding from 2008 levels.

The continued reductions in Government funding have been compounded by reductions in philanthropic funding. Further decisions regarding elements of the organisation were made which resulted in the Fundraising function ending in its entirety, a pay cut and increment freeze for all employees and the restructuring of training, learning and development in Foróige. The latter restructure, regrettably, resulted in the ending of the Best Practice Unit at the end of 2014.

While the funding situation has been extremely challenging, paradoxically, 2014 has been a successful year for Foróige and it is a remarkable achievement for Foróige that the level of service and engagement with young people and volunteers has been maintained to the extent that it has.



For the second year in a row there has been an increase in the numbers of young people engaged in volunteer-led youth work and an increase in the number of clubs and groups affiliated to Foróige. The process of Governance change began in Quarter 1 of 2014. It involves changing the legal entity of Foróige from an unincorporated association to a company limited by guarantee without share capital. This has achieved widespread support and met all targets set for 2014. Foróige has also signed up to the Governance Code and is 'on the code-adoption journey'.

Young people represented Foróige at international awards, on the US Embassy youth committee, in the media and directly influenced organisation decisions. Volunteers availed of greater development opportunities, developed and delivered training to young people and their peers and were afforded increased opportunities to engage with the organisation.

Staff continued to demonstrate their dedication and commitment to Foróige and represented the organisation at local, regional, national, European and international levels presenting the work of the organisation and the achievements of young people. Volunteers continued to provide leadership and direction to the Organisation through their involvement in initiatives additional to their role, such as District Council, facilitating the Reference Panel and Albert Schweitzer Leadership for Life Programme, involvement in training teams and their unfailing dedication and commitment to youth development.

More than 300 young people attended the sixth annual Youth Leadership Conference held in NUI Maynooth in 2014.

**Delegates from four countries: USA, Northern Ireland, India and Ireland heard from inspirational leaders including former Irish Rugby International and Goldman Sachs Head of Investment Banking for Ireland, Hugo MacNeill and the Irish candidate for the Mars One Mission, Dr. Joseph Roche.**



## Objectives



We're on track



We're delayed but the objective will be achieved



### Inspire Young People & Volunteers to be part of & influence Foróige



In 2014, over 50,000 young people and 5,000 volunteers were engaged with Foróige. Young people were actively engaged in influencing decision making in Foróige through engagement in Regional Conferences of Foróige Clubs, Youth Participation Seminars for youth participation structures, the Reference Panel and the Youth Participation Advisory Committee. They advised on how to promote positive self-image for young people, engage with young people on social media, provided input on the development of volunteer training and the development of recognition system for skills gained through involvement in Foróige.

Over 1,000 volunteers participated in the largest survey ever of volunteers in Foróige. The survey covered a wide range of topics about volunteering in Foróige and the results are informing new developments and training for volunteers.

### Mobilise our supporters to champion our need for funding



In 2014, Foróige continued the 'Believe in Young People' lobbying campaign. Young people, staff and volunteers engaged in the campaign and connected with politicians and decision makers with the aim of reducing the forecasted cut to youth work in Budget 2015.

The results of the campaign have led to no further cuts to the core funding for Foróige for 2015 and securing funding for Big Brother Big Sister for 2015.

Building on the developments of 2013 significant work has been done to secure 'champions' in the corporate sector who will promote the work of the organisation among their networks.

In 2014 a Business Development Manager was appointed to further develop a network of supporters and to promote Foróige and its work to new audiences.

**The Big Brother Big Sister programme is an internationally recognised youth mentoring programme forming supportive friendships for young people and inspiring them to brighter futures. Funding has been secured to continue this programme in 2015.**



## Excite and align a wider range of donors & funders about our vision ✓

The Tony Ryan Foundation committed significant additional resources to further develop the Leadership Programme. In December, Foróige again partnered with Tesco and held a nationwide bag pack that benefitted clubs and projects across the country.

Relationships have been developed with a wide range of supporters including St, Patricks College Drumcondra and an alliance of organisations to develop the Leadership Programme in Northern Ireland. We have also developed a number of partners in Europe to enable access to Erasmus plus funding over the next six years.

In November Foróige partnered with the US Embassy, Dublin to host a conference titled 'Smart People for a Smart Economy II: Future Leaders, Future Workplace'. Foróige developed the programme content for the conference, delivered training to the peer facilitators and oversaw conference logistics.



## Demonstrate to external stakeholders how we address their needs ✓

Foróige maintained and developed relationships with significant funders throughout the course of 2014 including Túsla the Child and Family Agency, the Department of Children and Youth Affairs, the Irish Youth Justice Service among others.

In March, Foróige hosted its first international conference - What's Working for Young People. This conference focused on a range of programmes that clearly demonstrate evidenced based outcomes for young people.

Over 300 delegates attended the conference representing 14 countries and jurisdictions.

### *Guest speakers included:*

Karyn McCluskey (Director of the Scottish Violence Reduction Unit)

Karen J. Pittman (President and CEO of Forum for Youth Investment in the US)

Dr. Larry Brendtro (psychologist, author and senior editor of Reclaiming Children and Youth)

Dr. John Coleman (Senior Research Fellow in the Department of Education at Oxford University)

Professor Pat Dolan (Director of the UNESCO Child and Family Research Centre at the National University of Ireland, Galway)

Mark Brennan, (Ph.D., UNESCO Chair for Rural Community, Leadership, and Youth Development and Professor of Leadership and Community Development at Penn State University)





## CAPACITIES

### Create and share compelling and powerful messages about our work ✓

Foróige continued to develop its online presence through social media channels. Facebook has proven to be a successful method for Foróige of sharing stories and news items with over 55,000 likes by the end of 2014. The Foróige YouTube channel, launched in 2013 had over 100,000 views by the end of 2014.

Based on feedback from young people, an overview of the year using the YouTube content was generated and presented by young people.



Quarterly staff and volunteer newsletters were disseminated widely throughout the organisation and beyond providing an insight into the wide ranging work of Foróige.

### Provide an excellent supporter journey for all donors & funders ✓

Salesforce (a customer relationship management tool) continues to be utilised for engagement with supporters. Two multimedia newsletters were disseminated during the year. Development of Salesforce began to enable the organisation to utilise it with a wide range of funders and supporters.

### Scale up and deliver locally, nationally and internationally ✓

This objective began to be progressed in 2014 despite financial constraints. In addition, Foróige became clients of Enterprise Ireland to enable exploration of programme implementation in other territories.



## The Foróige Leadership Programme was implemented in Belfast in 2014.

## Management and governance aligned and driving critical impact goals ✓

In 2014 a comprehensive planning and reporting system was utilised to align plans and targets to the critical impact goals. In addition, Foróige established a sub-group of management, staff, volunteers and young people to oversee the first stages of the National Quality Standards Framework which resulted in a very comprehensive review of Foróige and also achieved greater alignment in understanding the role and functions of various aspects of the organisation.

In 2014 the project for governance change was initiated. This involves changing the legal entity of the organisation from an unincorporated association to a company limited by guarantee without share capital. The governance oversaw this project and have been actively engaged in driving it forward. Many documents, procedures, processes and guidelines have been developed during the year to prepare for implementation in 2015.

Significantly, in order to make the change, a postal poll of leaders had to take place to amend the constitution. This was led out by members of the National Council and there was excellent engagement with a 74.5% response rate. The amendments were passed with a 95.5% majority which enabled other elements of the project to be progressed.



## Volunteers enjoying broader range of opportunities & responsibilities ✓

In 2014 a significant survey of volunteers in Foróige was undertaken looking into areas such as engagement with the organisation, training received, learning and development needs and other areas of support that Foróige gives. The results of this survey have been compiled into a report and are informing volunteer development.

Volunteers played an active role in facilitating training for young people including the Dermot Early Leadership Programme, the Reference Panel and the Leadership Programme, Be Healthy, Be Happy. Training teams of leaders continued to operate throughout the country providing peer training and support.

Over 80 leaders were engaged in piloting Level 2 training for leaders which has been extensively promoted throughout Foróige.

As a result of the governance changes, volunteers from Big Brother, Big Sister and volunteers engaged through projects were afforded the opportunity to form Volunteer Associations, which, in turn affords them the opportunity to stand and vote in National Council elections.

In December, a volunteer portal was launched which is a source of information for volunteers. It provides information on latest news, policies, procedures and guidelines, upcoming events and includes a facility for discussion forums.



## Identify and respond to young people's needs with innovative programmes

Implementation of programmes continued to be a focus for Foróige throughout 2014. The Leadership Programme continued to go from strength to strength with courses run locally through Foróige Clubs and Projects, the Dermot Earley Leadership Programme and the Albert Schweitzer Leadership for Life Conference. 133 young people graduated from the National University of Ireland, Galway, with a Certificate in Youth Leadership.



The Real U programme secured funding from the Crisis Pregnancy Programme to ensure its continued implementation with professionals working with young people and it is proving to be one of the most popular programmes on offer with those working with young people. In addition, staff and volunteers received training in the Foróige Be Healthy, Be Happy Programme – a health promotion programme for young people.

Young people in Foróige enjoyed success at the X-Hale Youth Awards, run by the Irish Cancer Society. These awards recognise videos with an anti-smoking message and seven Foróige projects received recognition.

The Citizenship Programme operated throughout the year and a gala showcase was held in October in Dublin Castle, hosted by 2FMs Ruth Scott and attended by Minister for Children and Youth Affairs, Dr. James Reilly. Over 12,000 young people were involved in the programme. Ratoath Foróige Club were named Youth Citizenship Award Winners for their project – a path to Health, Community Enhancement and Fitness Project which developed walkways around their village.



TechSpace continued to grow and develop with Foróige's first TechSpace in Co. Kerry launched in March. Young people from The Quad TechSpace in Roscommon enjoyed a visit to Google HQ and three young people attended the Web Summit in Dublin.

Young people engaged in learning about life as a young European and developed a resource pack for young people promoting the benefits of being part of the European Union. This was launched at European Day in April and is titled "A Day in the Life of a Young European".



**2014 was a successful year for young entrepreneurs engaging with the NFTE Programme with the project 'Brace Yourself' winning the national award and going on to win European Young Entrepreneurs of the Year Award at a ceremony in Vienna.**



The Brace Yourself winners also received a lot of media interest. They were featured on RTÉ Morning Edition and on several other national media outlets.



**Enable all staff & volunteers to support young people to influence Foróige** ✓

The Reference Panel of the Organisation met twice during the year. It consists of 52 young people from Foróige Clubs, elected at Regional Conferences. The focus of their work this year was on the topic of 'Positive Self-Image'. The members of the Reference Panel designed plans to communicate their work to volunteers and young people in the region they represent.

The Youth Participation Advisory Committee (YPAC) is made up of young people from projects and Foróige Clubs, volunteers and staff met four times during 2014.

They inputted on a range of issues including the organisation plan for 2014, the governance change project, volunteer training and elements of HR, Communications and Leadership. Members of this committee produced a YouTube Retrospective of Foróige activities in 2014.

**Inspire and support staff to implement the strategy** ✓

The staff portal continued to be a critical source of information for staff with increasing numbers of staff utilising the site. It hosts a range of information including latest news items, policies, procedures and guidelines and training resources.

Over 400 in-service training places were provided directly to staff while a number of staff were facilitated to engage in additional training opportunities relevant to their work and provided by external training agencies.

During 2014 three Research to Practice Seminars were facilitated to explore the impact of implementing evidence based programme for staff and also to afford staff the opportunity to demonstrate areas of good practice within their own work.



**Governance, staff, volunteers and young people enabled and supported to deliver our critical impact goals** ✓

Foróige continued to ensure that all policies and procedures are up to date and relevant to the work of the organisation. The Data Protection Policy and Guidelines became operational in March. Social Media Guidelines have been developed and promoted throughout the organisation. Reviewing organisation policies, procedures and guidelines for the National Quality Standards highlighted the need for more effective dissemination of policies, procedures and guidelines to volunteers and staff.

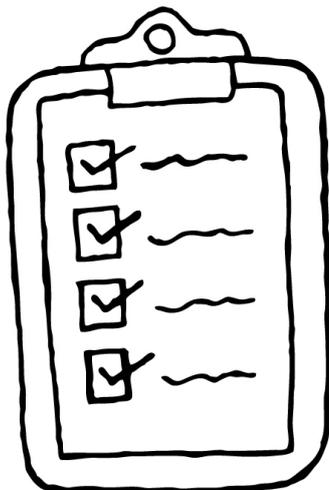


**Web, social media and new technologies are fully integrated into Foróige** ✓

Foróige's presence on Facebook, Twitter, YouTube, Instagram and LinkedIn has strengthened throughout the year with interaction between Foróige, young people and volunteers increasing dramatically. Between January 2014 and the start of 2015, our Facebook likes grew from 30,000 to 55,000.

Foróige has embraced new technologies, including the use of the Cloud and in particular the use of Google Apps in our day to day work which allows for effective communications and collaboration across the Organisation. The use of Agresso for both Finance and HR are being utilised fully.

Extensive training in the use of Correlate has been implemented and there has been a marked improvement in the quality of information coming from Correlate. The Club Management system was revised based on feedback and in 2014 resulted in the greatest number of clubs being affiliated to the organisation by year end.



**Realise and implement the new, more resilient funding model** ✓

Funding continues to be a priority of the Organisation and it is still the intention to move from the dependence on government funding by broadening the range of funders of the Organisation. This includes, but is not limited to, accessing European funding, income generation through provision of services and tendering for specific pieces of work that are in keeping with the objectives of the Organisation.

As part of a consortium of other grantees of the Atlantic Philanthropies, Foróige has been developing its expertise in accessing European funding and we have also been working with partners in Northern Ireland to seek to develop a programme focused on peace and reconciliation with young people through the development of their leadership skills.

# Future Plans

## Embed business development into Foróige that maximises intellectual property

The future plans of the Organisation are aimed at achieving the Critical Impact Goals. The focus for the Organisation for 2015 will be to continue to progress against the objectives. We will continue to monitor the Organisation's performance through the use of the Balanced Scorecard. The focus will continue to be on maintaining services for young people through maximising our funding streams. In addition, we will review the strategy and develop a new three year strategy for 2016 - 2018.

Foróige will focus on the Citizenship Programme and seek to engage greater numbers of young people in the programme.

There will be a focus on securing additional funding sources for the organisation through European Funding and corporate sponsorship. A key priority for 2015 will be the smooth transition of the organisation from an unincorporated association to a company limited by guarantee without share capital.

This will involve considerable commitment from the leadership of the organisation to implementing new structures and processes and bedding down these changes to ensure Foróige continues to provide high quality, outcomes focused services to young people.



## Financial Review

The results for the year are presented on pages 29 and 30 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 (2008)”.

The total income for the year ended 31 December 2014 was €19,216,764 which represents a 13% decrease from 2013 due in the main to the reduction in philanthropic funding in 2014 coupled with ongoing cuts to funding from state sources.

Foróige’s resources at the end of the year were in deficit by €7,293,363 (2013 surplus: €99,392) including a deficit in the defined benefit pension fund under the applications of FRS17 of €11,115,000. €1,719,602 is held for restricted purposes as the funds were donated for specific programmes and projects. In addition, €1,143,970 of the available resources are held in unrestricted funds designated for capital and development purposes.

### Reserves Policy

The National Council 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 six month’s core expenditure at 31 December 2014.

### Principal Funders

Department of Children and Youth Affairs  
Education and Training Boards  
Health Service Executive  
Irish Youth Justice Service  
Atlantic Philanthropies  
Túsla

### 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 2011. 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 2010. The annual MFS test as at 31 October 2014 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 2014 and statutory MFS test as at 31 October 2015.

Michael Lynskey )

)

CHAIRPERSON



Ruth McGarry Quinn )

)

TREASURER



28th February 2015

## **Independent Auditor's Report to the National Council of Foróige, the National Youth Development Organisation**

We have audited the financial statements of Foróige the National Youth Development Organisation, for the year ended 31 December 2014 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and the related notes 1 to 19. These financial statements have been prepared under the accounting policies set out in the Statement of Accounting Policies.

This report is made solely to the National Council, as a body. Our audit work has been undertaken so that we might state to the Organisation's National Council those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Organisation's National Council for our audit work, for this report, or for the opinions we have formed.

### **Respective Responsibilities of the National Council and Auditors**

The National Council is responsible for preparing the financial statements as set out in the Statement of the National Council's Responsibilities in accordance with applicable accounting standards. Our responsibilities as independent auditors is to audit the financial statements in accordance with International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view in accordance with Generally Accepted Accounting Practice in Ireland. We also report to you whether in our opinion proper books of account have been kept by the Organisation.

### **Basis of Audit Opinion**

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

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion the financial statements give a true and fair view in accordance with Generally Accepted Accounting Principles, of the state of the Organisation's affairs as at 31 December 2014 and of its result for the year then ended.

We have obtained all the information and explanations we consider necessary for the purpose of our audit. In our opinion, proper books of account have been kept by the Organisation. The financial statements are in agreement with the books of account.



Tommy Doherty  
For and on behalf of

Mazars  
Chartered Accountants and Registered Auditors, Dublin  
28 February 2015

## **Accounting Convention**

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland. The financial statements have been prepared under historical cost convention and in accordance with the revised (2008) Statement of Recommended Practice; “Accounting and Reporting by Charities”.

## **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.

## **Income Recognition**

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 charity 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.

## **Resources Expended**

Resources expended have been classified between charitable activities, other resources expended and governance costs.

## 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

## Investments

Investments are recorded at cost, less provisions for impairments, if any.

## 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.

## Pension 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 Costs (contd.)**

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 from 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.

### **Leases**

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

Foróige the National Youth Development Organisation  
Statement of Financial Activities  
For the Year Ended 31st December 2014



	Notes	Restricted funds	Unrestricted funds-general	Unrestricted funds-designated	2014 Total Funds	2013 Total Funds
		€	€	€	€	€
<b>Incoming Resources</b>						
<b>Incoming resources from generated funds</b>						
Activities for generating funds		655,574	334,895	-	990,469	513,056
Investment income		894	-	58,159	59,053	66,765
<b>Incoming resources from charitable activities</b>						
Department of Children and Youth Affairs Youth Service Grant		2,551,737	-	-	2,551,737	3,011,154
Other funds		15,615,505	-	-	15,615,505	18,440,435
<b>Total incoming resources</b>		<b>18,823,710</b>	<b>334,895</b>	<b>58,159</b>	<b>19,216,764</b>	<b>22,031,410</b>
<b>Resources Expended</b>						
Charitable activities		21,081,635	116,100	-	21,197,735	21,828,773
Governance costs		93,784	-	-	93,784	96,408
Other resources expended		-	147,000	-	147,000	168,000
<b>Total resources expended</b>		<b>21,175,419</b>	<b>263,100</b>	<b>-</b>	<b>21,438,519</b>	<b>22,093,181</b>
<b>Net resources expended before other transfers</b>		<b>(2,351,709)</b>	<b>71,795</b>	<b>58,159</b>	<b>(2,221,755)</b>	<b>(61,771)</b>
Transfers						
Gross transfers between funds						
Income transferred		(917,349)	917,349	-	-	-
Expenditure transferred		1,269,447	(1,209,447)	(60,000)	-	-
<b>Net (resources expended)/incoming resources before other recognised gains and losses</b>	<b>1</b>	<b>(1,999,611)</b>	<b>(220,303)</b>	<b>(1,841)</b>	<b>(2,221,755)</b>	<b>(61,771)</b>



Foróige the National Youth Development Organisation  
Balance Sheet as per 31st December 2014



	Notes	2014	2013
		€	€
<b>Fixed Assets</b>			
Tangible fixed assets	6	696,430	889,021
Investments	5	<u>254</u>	<u>254</u>
		<b>696,684</b>	<b>889,275</b>
<b>Current Assets</b>			
Debtors	7	382,898	402,792
Cash at bank and in hand		<u>3,615,743</u>	<u>5,304,530</u>
		<b>3,998,641</b>	<b>5,707,322</b>
<b>Current Liabilities</b>			
Creditors: (Amounts falling due within one year)	8	<u>(873,688)</u>	<u>(1,293,205)</u>
<b>Net Assets Excluding Pension Liability</b>		<b>3,821,637</b>	<b>5,303,392</b>
Pension Liability	14	<u>(11,115,000)</u>	<u>(5,204,000)</u>
<b>Net Assets Including Pension Liability</b>		<b><u>(7,293,363)</u></b>	<b><u>99,392</u></b>
<b>The Funds of the Organisation:</b>			
Restricted funds		1,719,602	3,719,213
Unrestricted funds – general		(10,156,935)	(4,765,632)
Unrestricted funds – designated		<u>1,143,970</u>	<u>1,145,811</u>
	10	<b><u>(7,293,363)</u></b>	<b><u>99,392</u></b>

The financial statements were approved on behalf of the National Council on 28th February 2015 on its behalf by:

Michael Lynskey )

CHAIRPERSON

Ruth McGarry Quinn )

TREASURER

	Notes	2014	2013
		€	€
<b>Cash Inflow/(Outflow) from Operating Activities</b>	11	<u>(1,710,332)</u>	<u>766,854</u>
<b>Returns on Investments and Servicing of Finance</b>			
Interest received		<u>59,503</u>	<u>66,765</u>
<b>Net Cash Inflow from Returns on Investments and Servicing of Finance</b>		<u>59,503</u>	<u>66,765</u>
<b>Capital Expenditure and Financial Investment</b>			
Expenditure on tangible fixed assets		<u>(37,508)</u>	<u>(270,791)</u>
<b>Net Cash Inflow/(Outflow) from Capital Expenditure and Financial Investment</b>		<u>(37,508)</u>	<u>(270,791)</u>
<b>Cash (Outflow)/Inflow for the Year</b>	12/13	<u>(1,688,787)</u>	<u>562,828</u>

<b>1. NET INCOMING RESOURCES</b>	<b>2014</b>	<b>2013</b>
The net incoming resources are stated after charging :		
Depreciation	219,174	239,141
Operating lease payments	651,000	765,000
Auditors' remuneration	74,361	75,778
	<hr/>	<hr/>

<b>2. WAGES AND SALARIES</b>	<b>2014</b>	<b>2013</b>
	No.	No.

The average number of persons employed (excluding casual employees):

Administration and operations (Fulltime equivalent 2014- 311, 2013 - 325)	<hr/>	<hr/>
	346	353

The aggregate payroll costs of these employees were as follows:

	€	€
Wages and salaries	13,739,175	14,305,143
Social Welfare costs	1,467,811	1,530,205
Pension costs	1,492,596	1,262,492
	<hr/>	<hr/>
	16,699,582	17,097,840

In 2014 the composition of the Senior Management Team of the Organisation was made up of 4 staff members. The salary of the CEO for the year was €115,158 (2013 € 119,859). The total of salaries for the other three members of the Senior Management Team was €278,282 (2013 - € 331,261). A total of 7 other Foróige employees earned salaries in the range of €70,001 - €80,000 per annum (2013 - 9). Salary excludes employer pension scheme contributions and employers social insurance.

There were 11 employees whose salary was greater than €70,000 (2013 - 13) and to whom retirement benefits were accruing under the Foróige defined benefit scheme. Contributions totalling €94,316 (2013 - €109,499) were made by the Organisation to the defined benefit pension scheme for these 11 staff. Details of the scheme are set out in Note 14.

### 3. GOING CONCERN

The net asset position of Foróige at 31 December 2014 was €3,821,637 before inclusion of a pension deficit of €11,115,000. The National Executive 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. As detailed in note 16, the legal structure of Foróige The National Youth development Organisation has changed subsequent to the year end and the Board of this entity will continue to focus on the long-term sustainability of Foróige and the activities which it carries out

### 4. TAXATION

The Organisation is entitled to exemption from taxation under Sections 207 and 208 Taxes Consolidation Act 1997. The charity registration number is CHY 5359.

### 5. INVESTMENTS

	<b>2014</b>	<b>2013</b>
	<b>€</b>	<b>€</b>
Prize Bonds	254	254

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

## 6. TANGIBLE FIXED ASSETS

	Computer Equipment & Software	Furniture & Fittings	Office Equipment	Motor Vehicles	Education Equipment	Buildings	Total
	€	€	€	€	€	€	€
<b>Cost:</b>							
At 31 December 2013	615,719	759,924	423,677	276,493	185,378	599,014	2,860,205
Additions	7,242	26,885	2,091	-	1,290	-	37,508
Disposals	-	-	-	-	-	-	-
At 31 December 2014	<u>622,961</u>	<u>786,809</u>	<u>425,768</u>	<u>276,493</u>	<u>186,668</u>	<u>599,014</u>	<u>2,897,713</u>
<b>Accumulated Depreciation:</b>							
At 31 December 2013	(567,620)	(484,815)	(369,833)	(247,054)	(156,317)	(145,545)	(1,971,184)
Charge for period	(48,795)	(71,223)	(31,053)	(14,793)	(10,516)	(53,719)	(230,099)
Disposals	-	-	-	-	-	-	-
At 31 December 2014	<u>(616,415)</u>	<u>(556,038)</u>	<u>(400,886)</u>	<u>(261,847)</u>	<u>(166,833)</u>	<u>(199,264)</u>	<u>(2,201,283)</u>
<b>Net Book Value:</b>							
At 31 December 2014	<u>6,546</u>	<u>230,771</u>	<u>24,882</u>	<u>14,646</u>	<u>19,835</u>	<u>399,750</u>	<u>696,430</u>
At 31 December 2013	<u>48,099</u>	<u>275,109</u>	<u>53,844</u>	<u>29,439</u>	<u>29,061</u>	<u>453,469</u>	<u>889,021</u>

A fixed asset purchased during 2013 is held under trust by The Foróige Youth Trust Limited. Foróige, the National Youth Development Organisation is the beneficiary of the asset and therefore the asset is recognised in these financial statements.

<b>7. DEBTORS</b>	<b>2014</b>	<b>2013</b>
	€	€
Debtors and accrued income	349,020	370,331
Prepayments	33,878	32,461
	<u>382,898</u>	<u>402,792</u>

<b>8. CREDITORS: (Amounts falling due within one year)</b>	<b>2014</b>	<b>2013</b>
	€	€
Deferred income 8(a)	115,000	443,368
Expense creditors and accruals	758,688	849,837
	<u>873,688</u>	<u>1,293,205</u>

<b>8(a) Deferred Income</b>		
Opening balance	443,368	96,507
Recognised during the year	(443,368)	(96,507)
	<u>-</u>	<u>-</u>
Deferred income during year	115,000	443,368
	<u>115,000</u>	<u>443,368</u>
Closing balance	115,000	443,368

**9. COMMITMENTS**  
**Operating leases**

Annual commitments in respect of leases expiring as follows:

	<b>2014</b>	<b>2013</b>
	€	€
Within one year	54,058	30,457
Between two and five years	42,675	173,866
	<u>96,733</u>	<u>204,323</u>

<b>10. FUNDS OF THE ORGANISATION</b>	<b>2014</b>	<b>2013</b>
	€	€
Balance at beginning of year	99,392	759,163
Net expended resources	(2,221,755)	(61,771)
Actuarial (loss)	<u>(5,171,000)</u>	<u>(598,000)</u>
Balance at end of year	<u>(7,293,363)</u>	<u>99,392</u>
<b>11. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH (OUT-FLOW)/INFLOW FROM OPERATING ACTIVITIES</b>	<b>2014</b>	<b>2013</b>
	€	€
Net resources expended	(2,221,755)	(61,771)
Investment income	(59,053)	(66,765)
Depreciation	230,099	239,141
Pension contributions	(779,000)	(763,000)
Asset disposal	-	-
Current service cost	1,372,000	1,133,000
Net return on pension assets	147,000	169,000
Decrease in accrued income and prepayments	19,894	119,136
(Decrease) in accruals and deferred income	<u>(419,517)</u>	<u>(1,887)</u>
Net cash (Outflow)/Inflow from operating activities	<u>(1,710,332)</u>	<u>766,854</u>

**12. ANALYSIS OF NET CASH**

	<b>At 1 January 2014</b>	<b>Cash flow</b>	<b>At 31 December 2014</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Cash at bank and in hand	5,304,530	(1,688,787)	3,615,743
	<hr/>	<hr/>	<hr/>
Total	5,304,530	(1,688,787)	3,615,743
	<hr/>	<hr/>	<hr/>

**13. RECONCILIATION OF CASH FLOW TO MOVEMENT IN NET CASH**

	<b>2014</b>	<b>2013</b>
	<b>€</b>	<b>€</b>
(Decrease)/Increase in cash	(1,688,787)	562,828
Net cash as at 1 January	5,304,530	4,741,702
	<hr/>	<hr/>
Net cash as at 31 December	3,615,743	5,304,530
	<hr/>	<hr/>

## 14. PENSION COMMITMENTS

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. The defined contribution scheme was taken over from Ógra Chorcaí Limited on 1st July 2012 following the merger of the two Organisations and is closed to new members.

### 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 the 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 € 26,113 in 2014 (2013: €23,009).

### 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.

### Financial Assumptions

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

	<b>2014</b>	<b>2013</b>
Inflation	1.90%	2%
Rate of Increase in Salaries	2.50%	3%
Rate of Increase in Pension payments	1.50%	1.90%
Discount Rate	2.40%	4.10%

The market value of the pension scheme assets, the expected rate of return, and the present value of pension scheme liabilities were:

	<b>2014</b>	<b>2013</b>
	<b>€'000</b>	<b>€'000</b>
<b>Change in benefit obligation</b>		
<b>Benefit obligation at beginning of year</b>	20,790	17,033
Service cost	1,372	1,133
Interest cost	914	820
Plan members' contribution	416	398
Actuarial loss	7,304	1,888
Benefits paid	(266)	(302)
Expenses paid	(90)	(107)
Premiums paid	(64)	(73)
<b>Benefit obligation at end of year</b>	<b>30,376</b>	<b>20,790</b>

<b>14 PENSION COMMITMENTS (CONTINUED)</b>	<b>2014</b>	<b>2013</b>
	<b>€'000</b>	<b>€'000</b>
<b>Change in plan assets</b>		
Fair value of plan assets at beginning of year	15,586	12,966
Expected return on plan assets	767	652
Actuarial loss	2,133	1,289
Employer contributions	779	763
Member contributions	416	398
Benefits paid from plan	(266)	(302)
Expenses paid	(90)	(107)
Premiums paid	(64)	(73)
<b>Fair value of plan assets at year end</b>	<b>19,261</b>	<b>15,586</b>
	<b>2014</b>	<b>2013</b>
	<b>€'000</b>	<b>€'000</b>
<b>Amounts recognised in the balance sheet</b>		
Present value of funded obligations	30,376	20,790
Fair value of plan assets	19,261	15,586
Deficit for funded plans	11,115	5,204
<b>Net liability</b>	<b>11,115</b>	<b>5,204</b>
Amounts in the balance sheet		
Liabilities	11,115	5,204
Assets	-	-
<b>Net liability</b>	<b>11,115</b>	<b>5,204</b>
<b>Components of pension expense</b>		
Current service cost	1,372	1,133
Interest cost	914	820
Expected return of plan asset	(767)	(653)
<b>Total pension expense recognised in the profit and loss account</b>	<b>1,519</b>	<b>1,302</b>
<b>Statement of recognised gains and losses</b>		
Actuarial (gain)/losses immediately recognised	5,171	598
<b>Total pension (gain)/losses recognised in the STRGL</b>	<b>5,171</b>	<b>598</b>
<b>Cumulative amount of actuarial loss</b>	<b>6,499</b>	<b>1,328</b>

#### 14 PENSION COMMITMENTS (CONTINUED)

Plan assets	Expected Return	2014	Market Value	Expected Return	2013	Market Value
		% of the Scheme assets			% of the Scheme assets	
The asset allocations at the year-end were as follows:			€			€
Equity securities	6.60%	61.40%	11,826,254	6.60%	61.90%	9,648,000
Debt securities	1.44%	12.30%	2,369,103	2.92%	11.00%	1,714,000
Property	5.60%	1.70%	327,437	5.60%	1.80%	281,000
Other	2.14%	24.60%	4,738,206	3.66%	25.30%	3,943,000
<b>Total</b>		<b>100.00%</b>	<b>19,261,000</b>		<b>100.00%</b>	<b>15,586,000</b>

To develop the expected long-term rate of return on assets assumption, the company considered the current level of expected returns on risk free investments (primarily government bonds), the historical level of the risk premium associated with the other asset class. The expected return for each asset class was then weighted based on the year-end asset allocation to develop the expected long-term rate of return on assets assumption for the portfolio.

	2014 €'000	2013 €'000
Actual return on plan assets	1,941	1,245

#### Weighted average assumptions used to determine benefit obligations

Discount rate	2.40%	4.10%
Rate of compensation increase	3.00%	3.00%

#### Weighted average assumptions used to determine pension expense for the year ended:

Discount rate	4.10%	4.50%
Expected long-term return on plan assets	4.80%	4.90%

#### 14. PENSION COMMITMENTS (CONTINUED)

##### History of defined benefit obligations, assets and experience gains and losses '000s

	2014	2013	2012	2011	2010	2009
Defined benefit obligation (€)	30,376	20,790	17,033	14,822	12,066	9,602
Fair value of plan assets (€)	19,261	15,586	12,966	10,989	9,815	7,854
Deficit (€)	11,115	5,204	4,067	3,833	2,251	1,748

##### Difference between expected and actual return on plan assets (gain)/loss:

Amount (€)	(2,133)	(1,289)	(643)	189	(525)	(662)
Percentage of plan assets	(11%)	(8%)	(5%)	2%	(5%)	(8%)

##### Experience (gains)/ losses on plan liabilities:

Amount (€)	(2,600)	355	(1,116)	(428)	(561)	53
Percentage of plan liabilities	(9%)	2%	(7%)	(3%)	(5%)	1%

The last formal actuarial funding valuation of the Organisation's Defined Benefit pension plan was carried out as at 1 November 2011. This valuation set the ongoing contribution rate for the plan and noted that the plan met the statutory Minimum Funding Standard (MFS) as at this date. The annual MFS test as at 31 October 2014 showed that the plan continued to meet the statutory MFS as at that date.

The next formal actuarial funding valuation of the plan is being carried out due as at 1 November 2014.

The estimated pension expense for the fiscal year ending 31 December 2015 is €1,600,000. The FRS17 pension liability exceeds the balance of unrestricted funds. Restricted funds are not available to fund this liability.

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

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

	<b>2014</b>	<b>2013</b>
	€	€
Youth Service Grant scheme (Pobal)	2,551,736	2,651,154
Big Brother Big Sister Programme support	-	360,000
Regional Participation Officers funding	311,595	309,138
Special Projects for youth Scheme	80,653	83,796
National Lottery Funding	27,350	17,000
Teen parent support – Schools completion fund		18,139
Young Peoples Facilities and Services Fund 2	<u>43,737</u>	<u>45,441</u>
	<b><u>3,015,071</u></b>	<b><u>3,484,668</u></b>

## 16. POST BALANCE SHEET EVENT

On the 25th of July 2014 the Members 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 subsequent to the year end 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) will continue the activities of Foróige with no interruption in service.

## 17. RELATED PARTY TRANSACTION

In 2013 Foróige provided €120,000 to the Attic Café Limited to purchase a building in Longford Town. The Attic Youth Café Limited intends to renovate the building into a youth café and centre. Repayments to Foróige during the year amounted to €40,000 and the balance outstanding at the year-end is €60,000. The Attic Youth Café Limited has a director who is a member of the National Executive 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

## 18. 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.

## 19. INCOME AND EXPENDITURE PER CHARITABLE ACTIVITY

	Incoming resources from Charitable Activities	Activity expended on Charitable Activities	Surplus / (Deficit)
	€	€	€
Volunteer Led Youth Work & Central Services	2,778,574	4,852,368	(2,073,795)
Youth Crime Diversion	4,350,132	4,402,191	(52,058)
Youth and Community	2,603,871	2,725,859	(121,988)
Youth and Family Support	2,457,936	2,517,094	(59,158)
Youth Centres & Services	2,075,293	2,166,907	(91,614)
Drug Education and Prevention	1,641,600	1,662,107	(19,507)
Foróige Programmes	679,771	805,471	(125,700)
Volunteer Led Youth Work - Targeted	275,538	792,506	(516,968)
Health and Wellbeing	913,387	896,840	16,547
Youth Participation	356,406	363,581	(7,175)
Peace and Reconciliation	33,735	12,812	20,922
	<b>18,167,242</b>	<b>21,197,735</b>	<b>(3,030,493)</b>

SUPPLEMENTARY INFORMATION

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

<b>CHARITABLE ACTIVITIES</b>			
	<b>Schedule</b>	<b>2014</b>	<b>2013</b>
		<b>€</b>	<b>€</b>
Salaries and Direct Costs	1	20,391,438	21,107,922
Administrative Support costs	2	<u>806,297</u>	<u>720,851</u>
		<u>21,197,735</u>	<u>21,828,773</u>
<b>GOVERNANCE COSTS</b>			
		<b>2014</b>	<b>2013</b>
		<b>€</b>	<b>€</b>
Audit and accountancy fees		74,361	75,778
Legal and professional fees		1,352	4,898
Voluntary Committee Expenses		<u>18,070</u>	<u>15,732</u>
		<u>93,784</u>	<u>96,408</u>

<b>SCHEDULES</b>		
<b>1. SALARIES AND DIRECT COSTS</b>	<b>2014</b>	<b>2013</b>
	€	€
Salaries and Pensions	16,699,582	17,097,840
Travel and Subsistence	597,538	600,164
Training and Programme Costs	1,723,916	1,777,621
Project Premises and operating costs	<u>1,370,402</u>	<u>1,632,297</u>
	<u>20,391,438</u>	<u>21,107,922</u>
<b>2. ADMINISTRATIVE SUPPORT COSTS</b>	<b>2014</b>	<b>2013</b>
	€	€
Support offices premises costs	259,883	259,778
Insurance	77,692	77,661
Support offices operational costs	133,873	128,826
Public relations and advertising costs	51,601	60,760
Professional fees	30,517	59,371
Bank interest and charges	13,556	11,884
Human resources and recruitment	8,847	18,536
Business Development	2,290	13,053
Information Technology	31,144	41,042
Fundraising costs	116,490	(13,753)
Depreciation	<u>80,404</u>	<u>63,693</u>
	<u>806,297</u>	<u>720,851</u>

