

Business in the Community Limited
(A company limited by guarantee)

Directors' Report and Financial Statements

Year Ended 31 December 2011

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DIRECTORS AND OTHER INFORMATION

Board of directors

Harry Byrne		Padraig McManus	
Kieran McGowan	(Chair)	Pauric O'Grady	(resigned 20 September 2011)
Maurice Pratt		John Trethowan (GB)	
Brian Geoghegan		Tina Roche	(resigned 3 October 2011)
Bernie Gray		Paul Rellis	(appointed 8 March 2011)
Bryan Mohally		Aengus McLean	(appointed 22 November 2011)
Aileen O'Toole		Deborah Smith	(appointed 22 November 2011)
Jim O'Hara	(resigned 8 March 2011)		
Patricia Callan			

Chief Executive Officer: Tina Roche

Charity registered number: CHY 13968

Company registered number: Ireland 338442

Secretary and registered office

Germaine Noonan
One Spencer Dock
North Wall Quay
Dublin 1

Solicitors

McCann Fitzgerald
Riverside One
Sir John Rogerson's Quay
Dublin 2

Principal office

32 Lower O'Connell Street
Dublin 1

Bank

Bank of Ireland
Lower Baggot Street
Dublin 2

IBRC plc
St Stephen's Green
Dublin 2

Allied Irish Bank plc
St. Stephen's Green
Dublin 2

Auditors

PricewaterhouseCoopers
Chartered Accountants and Registered Auditors
One Spencer Dock
North Wall Quay
Dublin 1

DIRECTORS' REPORT

Structure, Governance and Management Governing document

Business in the Community Limited is a company limited by guarantee, not having share capital, governed by its Memorandum and Articles of Association dated 6th February 2001. The Company is registered as a charity with the Revenue Commissioners. There are currently 13 members (14 in 2010), each of whom has agreed to contribute €1.27 in the event of the charity winding up. Business in the Community intends to be a signatory with the Governance Code for community, voluntary and charitable organisations in Ireland. We confirm that a review of our organisation's compliance with the principles in the Code as outlined below will be carried out in 2012. This review will be based on an assessment of our organisational practice against the recommended actions for each principle. The review sets out actions and completion dates for any issues that the assessment identifies need to be addressed.

The five principles of the Governance Code are:

1. Leading Our Organisation
2. Exercising Control over our Organisation
3. Being Transparent and Accountable
4. Working Effectively
5. Behaving with Integrity

Appointment of Directors

The Foundation for Investing in Communities shall nominate the Directors.

Directors' induction and training

New Directors undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction day they meet key employees and other Directors.

Organisation

The Board of Directors, which must have a minimum of four Directors, administers the charity. The Board meets approximately six times per year and there is a Finance, Audit, Investment and Governance sub-committee which meets in addition. The sub-committee has the absolute discretion and authority to consider any financial and administrative activity and any other activity at the request of the Board. There are no emoluments paid to Directors. A Chief Executive is appointed by the Directors to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Directors, for operational matters such as Fund Development and Programme Management.

Related parties

The company is a wholly owned subsidiary of the Foundation for Investing in Communities, itself a registered charity. The Community Foundation for Ireland Limited is a fellow wholly owned subsidiary of the Foundation for Investing in Communities and is also a registered charity, operating from the same premises.

Risk management

The Directors developed a risk management strategy which comprises:

- an annual review of the risks the charity may face;
- the establishment of systems and procedures to mitigate those risks identified in the review; and
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

DIRECTORS' REPORT - continued

Objectives and activities

The objectives of Business in the Community include; providing or assisting, encouraging or supporting:

1. the expression of corporate social responsibility both locally and nationally;
2. the desire of individuals and the corporate sector to give resources, both time and money;
3. volunteering and mutual support as an expression of community;
4. active citizenship;
5. meet the need of people experiencing social exclusion;
6. give a voice to the weak and marginalised;
7. encourage diversity and pluralism;
8. foster values of caring, compassion, fairness and justice in society and augment social conscience;
9. the commitment of individuals who work in a voluntary or paid capacity for the advancement of their communities, both economically, socially and environmentally; and
10. the welfare of our children.

Business in the Community Limited (BITC) is a non-profit organisation specialising in advice and guidance on corporate responsibility, to leading companies in Ireland. A business driven network, with major social initiatives, its membership is drawn from Ireland's most progressive companies.

BITC has a very simple mission - to use its store of knowledge, networks and expertise to inspire, engage, support and challenge companies to make a positive impact on the workplace, marketplace, community and the environment.

BITC also works with hundreds of companies nationwide through its innovative social inclusion programmes. These programmes focus on two key themes; Employability of marginalised groups and Business Support for Education.

The strategies employed by **Business in the Community** to achieve the objectives are to:

- offer specialist advice and guidance to companies on corporate responsibility (CR);
- offer specialist advice on realising the most impact from community programmes;
- provide networking opportunities for companies to share and learn best practice;
- publish best practice from all sectors of Irish business;
- set a standard and offer tools to reach that standard;
- encourage and inspire companies to embed best practice across all of their activities;
- bring together on our board some of the leaders on corporate responsibility;
- engage companies in socially innovative programmes;
- encourage and train community groups in examining the best way to engage business in community and social issues;
- keep members and other stakeholders, such as the government, informed on CR issues in the workplace, marketplace, community and the environment.

The Board of Business in the Community Limited are very appreciative for the considerable contribution made by Pauric O'Grady and Jim O'Hara, who retired from the Board in 2011.

DIRECTORS' REPORT - continued

Achievements and performance

During the past year, Business in the Community Limited (BITC) had the following impacts:

- 62 member companies representing over 250,000 staff are now embedding corporate responsibility practices. When BITC started, many companies misunderstood what true corporate responsibility meant, believing it to be solely about community involvement. Now, nearly all companies understand that it is a responsible and sustainable way of doing business and its approach must be embedded right across the business.
- We welcomed 11 new companies as members during the year. This was a record year for membership which is noteworthy in the current climate. Three of those members joined at Lead level which is a good indicator of how companies now understand the benefits to be gained from the higher level of engagement.
- Following the launch of the "Business Working Responsibly" mark in 2010, Ireland's first scheme for responsible and sustainable business practices, the first four companies to be awarded the mark were announced at our annual CEO forum in October 2011. Our focus for 2012 will be to engage more companies in the process. Some will achieve the mark and many others will use the process as framework for developing an action plan to improve their responsible and sustainable business practices.
- We have engaged with government agencies and opposition spokespeople on the recognition of corporate responsibility as a key component of Ireland's economic competitiveness and recovery programme. In 2011, we held a major awareness event with Members of the Dail, by running an information session in June 2011 in Buswell's Hotel. Over 30 TDs attended the event and showed great interest in the various areas of our work.
- Our social inclusion programmes dedicated to education and employment, go from strength to strength and we hope to work further with members on involvement and engagement, where business is demonstrating practical ways in which we can tackle social exclusion.
- **The Linkage Service** and the **Gate Service** – our initiatives funded by the Probation Services and The Irish Prison Service respectively, to assist former offenders to re-enter employment, training and education, continues to be our flagship programme. We have 19 staff dedicated to these programmes alone and their efforts have resulted in over 5,865 people being placed in jobs, training courses or educational institutions over the past 11 years. During 2011 the Linkage Programme and the Gate Service placed 1,000 people into training, education and employment.
- Through the **Ready for Work** initiative, for homeless people, in conjunction with our partners FAS, we placed 25 people into employment, 15 into training and education and 8 into volunteering during 2011.
- During 2011, our **EPIC** programme for legally resident EU and non EU nationals, placed 129 people into employment, 79 into training and education, 11 into volunteer positions and 8 into work placement positions. When progression placements are included, the total number of placements during 2011 was 286.
- The most recent initiative of BITC and the Irish Prisons service is the **Mentoring Service**. To date, 99 prisoners with high support needs are more stabilised and have successfully reintegrated into their local communities.
- The success of the Employment Programmes and the Mentoring Service can be pointed to a number of factors, such as the ongoing evaluation and development of best practice of our work, the continuous professional development of programme staff and also, while we drive many initiatives, they are enabled to reach their ultimate objective with the ongoing collaboration and support of our partners and a wide range of agencies e.g. the Probation Service, the Irish Prison Service and Regimes Directorate, FAS, IBEC, Chambers Ireland, Small Firms Association, Local Employment Services Network's, the Department of Social Protection, the VEC, POBAL, Area Partnerships, Money Advice Bureau's, Homeless Services, Immigration groups, Government officials and the Managers and staff of the local community services. We also acknowledge the support of our member companies BT and CPL for their ongoing work in EPIC.

DIRECTORS' REPORT - continued

Achievements and performance - continued

Our **Schools' Business Partnership** continues to flourish.

- 176 schools matched and a total of 252 school business links established since inception.
- 122 companies currently linked with 138 schools.
- 19,572 students participated to date in the Skills @ Work Programme.
- 1,191 students and 1,020 mentors have participated in the Student Mentoring Programme.
- 574 (75%) of second level principals to date have availed of Management Excellence for Principals Programme.
- 27 schools and companies participated in the Management Excellence for Teachers in 2011/2012.
- **Dr. Eithne Kennedy** of St. Patrick's College, Drumcondra evaluated the Time to Read Programme and the programme plans to roll out nationally in September 2012 to approximately 18 schools.

The Czech Republic have replicated the Schools' Business Partnership and ongoing supports and partnership is provided to the Czech personnel. The EU Commission continues to showcase The Schools' Business Partnership at relevant EU conferences.

Financial review

In 2011, all programme costs were contained within budget and a surplus of €133,291 (2010: €60,131) was added to the unrestricted reserves.

The principal funding sources were business members, The Department of Justice, Equality and Law Reform, The Department of Education and Science, The Department of Community, Rural and Gaeltacht Affairs, Pobal and corporate donors supporting programmes.

Investment powers and policy

The Directors, having regard to the liquidity requirements of operating Business in the Community, the Employability Programmes, the Schools' Business Partnership and to the reserves policy, have operated a strategy of keeping available funds in an interest bearing deposit account and seek to achieve a rate of deposit interest which matches or exceeds inflation, as measured by the retail prices index.

Reserves policy

The Directors have established the level of reserves (that is those funds that are freely available) that the charity ought to provide, as between 9 months and 12 months operational costs, not including programme funding. The Directors estimate the operational costs to be between €1,894,000 and €2,027,000 per annum. The reserves may be needed to bridge the gaps between spending on the above mentioned programmes and income, should current funding flows discontinue. Business in the Community has unrestricted reserves at 31 December 2011 of €1,267,872 (2010: €1,234,580).

Plans for future periods

During 2012 we intend to develop our services and build on our present programmes. The current economic and financial situation continues to put huge pressure on businesses. Companies who are committed to responsible and sustainable business practices realise that driving efficiencies in the short term must be balanced with the need for long-term sustainability. It is not enough to have worthy policies espousing good corporate citizenship; there must be real and demonstrable engagement and action. We continue to support companies to achieve the Business Working Responsibility Mark which was established in 2010 by Business in the Community and is becoming the benchmark for best practice in Ireland.

Directors' responsibilities in relation to the financial statements

Company law requires the Directors to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

DIRECTORS' REPORT - continued

Directors' responsibilities in relation to the financial statements - continued

The Directors are responsible for maintaining proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the charity and enables them to ensure that the financial statements comply with the Companies Acts 1963 to 2012. The Directors are also responsible for safeguarding the assets of the charity and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's Directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Books of account

The measures taken by the Directors to secure compliance with the company's obligations to keep proper books of account: are the use of appropriate systems and procedures and employment of competent persons. The books of account are kept at 32 Lower O'Connell Street, Dublin 1.

Auditors

A resolution will be proposed at the Annual General Meeting that PricewaterhouseCoopers be re-appointed as auditors to the company for the ensuing year.

On behalf of the board



18 September 2012



**Independent auditors' report to the members of Business in the Community Limited
(a company limited by guarantee without share capital)**

We have audited the financial statements of Business in the Community Limited (a company limited by guarantee) for the year ended 31 December 2011, which comprises Statement of Financial Activities, the Balance Sheet and the related notes. These financial statements have been prepared under the accounting policies set out in the statement of accounting policies on pages 12 and 13.

Respective responsibilities of Directors and auditors

The Directors' responsibilities for preparing the Annual Report and the financial statements in accordance with applicable Irish law and accounting standards issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland) are set out on pages 6 and 7 in the statement of Directors' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including the opinion, has been prepared for and only for the company's members as a body in accordance with Section 193 of the Companies Act 1990 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Irish statute comprising the Companies Acts, 1963 to 2012. We state whether we have obtained all the information and explanations we consider necessary for the purposes of our audit and whether the financial statements are in agreement with the books of account. We also report to you our opinion as to:

- whether the company has kept proper books of account;
- whether the Directors' report is consistent with the financial statements; and

We also report to you if, in our opinion, information specified by law regarding Directors' remuneration and transactions is not disclosed, and, where practicable, include such information in our report.

We read the other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. This other information comprises only the Directors Report and the Operating Quarterly and Financial Review. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information. The other information comprises only the operational review and the Directors' report.



**Independent auditors' report to the members of Business in the Community Limited
(a company limited by guarantee without share capital) - continued**

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 Directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

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

Opinion

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs at 31 December 2011 and of its financial activities for the year then ended; and
- have been properly prepared in accordance with the Companies Acts, 1963 to 2012.

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

In our opinion the information given in the Directors' report on pages 3 to 7 is consistent with the financial statements.

Teresa Harrington

**Teresa Harrington
for and on behalf of PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
Dublin**

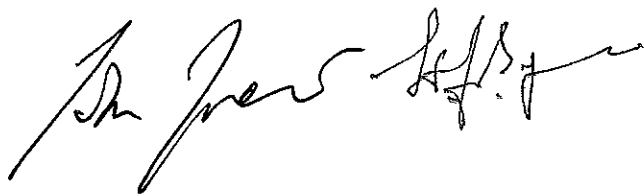
16 October 2012

STATEMENT OF FINANCIAL ACTIVITIES
Year Ended 31 December 2011

	Notes	Unrestricted funds €	Restricted funds €	Total 2011 €	Total 2010 €
Incoming resources					
Voluntary income		836,800	3,031,969	3,868,769	3,897,889
Other income		5,600	-	5,600	-
Interest receivable	3	44,475	-	44,475	33,225
Total incoming resources	12	<u>886,875</u>	<u>3,031,969</u>	<u>3,918,844</u>	<u>3,931,114</u>
Resources expended					
Programme costs	12	<u>857,955</u>	<u>2,902,995</u>	<u>3,760,950</u>	<u>3,702,809</u>
Total resources expended		<u>857,955</u>	<u>2,902,995</u>	<u>3,760,950</u>	<u>3,702,809</u>
Net incoming resources for the year		28,290	128,974	157,894	228,305
Net movement between funds		<u>104,371</u>	<u>(104,371)</u>	<u>-</u>	<u>-</u>
Balance after movements		133,291	24,603	157,894	228,305
Opening balance	12	<u>1,234,580</u>	<u>863,795</u>	<u>2,098,375</u>	<u>1,870,070</u>
Total funds carried forward		<u>1,367,871</u>	<u>888,398</u>	<u>2,256,269</u>	<u>2,098,375</u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

On behalf of the board



BALANCE SHEET
31 December 2011

	Notes	2011 €	2010 €
Fixed assets			
Tangible fixed assets	8	<u>42,139</u>	<u>37,107</u>
Current assets			
Debtors and prepayments	9	42,773	3,647
Due from related parties	10	264,012	279,841
Cash at bank		<u>2,056,877</u>	<u>1,878,937</u>
		<u>2,363,662</u>	<u>2,162,425</u>
Creditors and accruals - amounts falling due within one year	11	<u>(149,532)</u>	<u>(101,157)</u>
Net current assets		<u>2,214,130</u>	<u>2,061,268</u>
Net assets		<u>2,256,269</u>	<u>2,098,375</u>
Represented by:			
Unrestricted funds	12a	1,267,871	1,234,580
Designated funds	12b	100,000	-
Restricted funds	12c	<u>888,398</u>	<u>863,795</u>
Total funds		<u>2,256,269</u>	<u>2,098,375</u>

The Notes numbered 1 to 18 on pages 12 to 18 form part of these accounts.

On behalf of the board



NOTES TO THE FINANCIAL STATEMENTS

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared under the historic cost convention. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) issued in March 2005, and the Companies Acts 1963 to 2012. The principal accounting policies adopted in the preparation of the financial statements are set out below.

(b) Incoming resources - voluntary income

Voluntary income including donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

(c) Incoming resources - charitable activities

Income from charitable activities including income received under contract or where entitlement to grant funding is subject to specific performance conditions, is recognised as earned (as the related services are provided). Grant income included in this category provides funding to support programme activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured reliably.

(d) Volunteers and donated services and facilities

The value of services provided by volunteers is not incorporated into these Financial Statements and does not constitute a substantial part of the charitable activities. The statutory audit is carried out by PricewaterhouseCoopers on a "pro bono" basis. This activity has not been recorded as a donation or cost in the Financial Statements but would have financial value to the company of €8,000. No other services were provided to the charity as a donation that would normally be purchased from our suppliers.

(e) Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements are recognised as goods or services are supplied.

Support and overhead costs include those costs incurred directly in the delivery of programme services, in the governance of the charity and its assets, and include costs associated with constitutional and statutory requirements, as well as support costs including central functions and have been allocated to activity cost centres on a basis consistent with the use of resources, e.g. allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

(f) Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. As VAT is irrecoverable, it is charged against the category of resources expended for which it was incurred.

(g) Tangible fixed assets

Individual tangible fixed assets are capitalised at cost and are stated in the balance sheet at cost less accumulated depreciation. Assets are written off in equal annual instalments over their estimated useful lives and in full in the year of disposal.

Asset category	Estimated useful life
General office equipment	5 years
Computers and IT equipment	3 years
Linkage office equipment	3 years

NOTES TO THE FINANCIAL STATEMENTS - continued

1 Accounting policies - continued

(h) Pensions

The company has in place a PRSA scheme as prescribed by legislation. Membership of the scheme is voluntary and employees may join immediately upon recruitment. After six months in employment, the employer makes an additional contribution to the scheme equal to 5% of gross salary for each employee who joins the scheme and makes personal contributions of at least 5% of gross salary. The employer collects the employee contributions and remits the total (Employee + Employer) contribution to the scheme provider within the specified period, on behalf of the employee. The scheme provider is New Ireland Assurance.

2 Legal status of the Company

The company is a company limited by guarantee and not having a share capital. The liability of each member in the event of winding up is limited to €1.27.

3 Investment income

The company does not generate investment income at this time other than deposit interest earned on programme funding received in advance. Deposit interest for the year amounted to €44,475 (2010: €33,225).

4 Allocation of programme costs

The company allocates its support costs between the charitable activities undertaken on a basis consistent with the use of resources. Costs are analysed in the schedule attached at page 18.

5 Staff numbers and costs

(a) The average number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

Programme	2011	2010
BITC membership services	9.2	7.8
Linkage programme	21.5	21.6
Schools' business partnership	6.0	5.9
Ready for work	2.0	2.0
Capacity building	1.0	1.0
EPIC programme	8.6	6.5
The Gate service	4.2	3.7
Mentoring	4.4	4.1
Shared services (Finance, HR, Marketing & Communications etc.)	7.4	7.3
Total full time equivalent	64.3	59.9

NOTES TO THE FINANCIAL STATEMENTS - continued

5 Staff numbers and costs - continued

(b) Analysis of staff costs	2011 €	2010 €
Salaries and wages	2,715,693	2,660,233
Employer's PRSI contribution	272,119	269,770
Employer's pension costs	41,877	43,051
	<u>3,029,689</u>	<u>2,973,054</u>

(c) No staff member has an emolument over €85,000.

(d) No staff member receives retirement benefit.

6 Director remuneration and related party transactions

No Director received remuneration or expenses during the year (2010: Nil). No Director had any personal interest in any contract or transaction entered into during the year (2010: Nil).

7 Taxation

The Foundation is a registered charity and no provision is considered necessary for taxation.

NOTES TO THE FINANCIAL STATEMENTS - continued

8 Tangible fixed assets	New office capital	Office equipment	Linkage equipment	EPIC equipment	IPS dormant	Bridge to employment	Ready for work	School business partnership	Membership service team	Mentoring	Total
	€	€	€	€	€	€	€	€	€	€	€
Cost											
At 1 January 2011	24,148	188,044	97,255	10,077	2,369	1,269	674	11,474	5,804	2,004	343,118
Additions	-	6,783	14,775	1,604	1,468	-	986	11,974	15,771	1,854	55,215
Disposals	-	(102,284)	-	-	-	-	-	-	-	-	(102,284)
At 31 December 2011	<u>24,148</u>	<u>92,543</u>	<u>112,030</u>	<u>11,681</u>	<u>3,837</u>	<u>1,269</u>	<u>1,660</u>	<u>23,448</u>	<u>21,575</u>	<u>3,858</u>	<u>296,049</u>
Depreciation											
At 1 January 2011	(24,148)	(158,225)	(95,685)	(9,057)	(2,369)	(1,269)	(539)	(9,196)	(4,188)	(1,336)	(306,011)
Charge	-	(16,565)	(16,345)	(1,194)	(1,468)	-	(464)	(5,131)	(6,493)	(2,522)	(50,182)
Disposals	-	102,284	-	-	-	-	-	-	-	-	102,284
At 31 December 2011	<u>(24,148)</u>	<u>(72,506)</u>	<u>(112,030)</u>	<u>(10,251)</u>	<u>(3,837)</u>	<u>(1,269)</u>	<u>(1,003)</u>	<u>(14,327)</u>	<u>(10,681)</u>	<u>(3,858)</u>	<u>(253,910)</u>
Net book value											
At 31 December 2010	-	29,819	1,570	1,020	-	-	135	2,279	1,616	668	37,107
At 31 December 2011	-	20,037	-	1,430	-	-	657	9,122	10,894	-	42,139

NOTES TO THE FINANCIAL STATEMENTS - continued

9 Debtors	2011	2010
	€	€
Donations due	38,000	-
Prepayments	1,100	1,100
Other debtors	<u>3,673</u>	<u>2,547</u>
Total	<u>42,773</u>	<u>3,647</u>

10 Due from related parties

This represents interest free unsecured and with no fixed date of repayment, receivables from the fellow subsidiary company and the holding company.

	2011	2010
	€	€
The Foundation for Investing in Communities Limited	179,004	267,854
The Community Foundation for Ireland Limited	<u>85,008</u>	<u>11,987</u>
	<u>264,012</u>	<u>279,841</u>

11 Creditors - amounts falling due within one year

	2011	2010
	€	€
Trade creditors	32,900	15,168
Accruals	<u>116,632</u>	<u>85,989</u>
Total	<u>149,532</u>	<u>101,157</u>

12 Analysis of funds

(a) Analysis of unrestricted fund movements

Opening balance 1 January 2011 €	Incoming resources €	Resources expended €	Transfers between funds €	Closing balance 31 December 2011 €
<u>1,234,580</u>	<u>886,875</u>	<u>(857,955)</u>	<u>4,371</u>	<u>1,267,871</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

12 Analysis of funds - continued

(b) Analysis of designated fund movements

	Opening balance 1 January 2011 €	Incoming resources €	Resources expended €	Transfers to/from unrestricted funds €	Closing balance 31 December 2011 €
Business working responsibly	-	-	-	50,000	50,000
Marketing/social media	-	-	-	25,000	25,000
Document management	-	-	-	25,000	25,000
Total	-	-	-	100,000	100,000

(c) Analysis of restricted fund movements

	Opening balance 1 January 2011 €	Incoming resources €	Resources expended €	Transfers to/from unrestricted funds €	Closing balance 31 December 2011 €
EPIC programme	111,468	462,388	(367,606)	(111,120)	95,130
Linkage programme	86,932	1,310,000	(1,355,190)	-	41,742
Corporate leader's Group	23,104	11,500	(8,478)	-	26,126
School business partnership	258,066	513,331	(463,556)	(133)	307,708
Ready for work	27,060	144,150	(118,029)	-	53,182
Capacity building programme	-	52,132	(58,881)	6,749	-
Aviva conference	-	8,549	8,549	-	-
Time to read	29,376	-	(29,509)	133	-
Grant making fund	640	-	-	-	640
Bridge to employment	2,222	-	-	-	2,222
The Gate Service	97,531	282,711	(241,417)	(12,889)	125,936
Deferred BITC offenders fund	80,101	-	-	25,778	105,879
Mentoring	128,245	247,208	(251,566)	(12,889)	110,998
Social Enterprise Investment	19,050	-	(215)	-	18,835
Total	863,795	3,031,969	(2,902,995)	(104,371)	888,398

NOTES TO THE FINANCIAL STATEMENTS - continued

13 Financial commitments

At 31 December the company had annual commitments under a non-cancellable operating lease expiring as follows:

	2011	2010
	€	€
In one year or less	78,776	78,776
In more than one year, but not more than five years	-	-
In more than five years	<u>42,350</u>	<u>42,350</u>
Total	<u>121,126</u>	<u>121,126</u>

14 Current funding

The department of Justice and Law Reform through the Probation Service provided current funding in the amount of €1,310,000 in 2011. Funding is granted for a 12 month period and paid in accordance with the terms and conditions of the funding agreement.

The Department of Education provided current funding in the amount of €278,000 in 2011. Funding is granted for a 12 month period and paid in accordance with the terms and conditions of the funding agreement.

15 Cash flow

The group consolidated cash flow statement is presented on the financial statements of the parent company, The Foundation for Investing in Communities Limited.

16 Ultimate controlling party

The charity's ultimate parent controlling party is The Foundation for Investing in Communities Limited which is an Irish registered charity CHY 13966, incorporated in Ireland, Company Number: 296139.

17 Approval of financial statements

The Directors approved the financial statements on 18 September 2012.

Business in the Community Limited (A company limited by guarantee)

APPENDIX - I

UNAUDITED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2011

	Business in the Community (Excluding Capacity Building)	Capacity Building Programme	The Linkage Programme	Irish Prisons Project – The Gate Service	Irish Prisons/ Pobal Project – Mentoring	Ready for Work	School Business Partnership	School Business Partnership – Time to Read	EPIC Programme	Total Business in the Community
	€	€	€	€	€	€	€	€	€	€
Income	997,995	52,134	1,355,190	254,270	264,455	118,028	489,721	29,509	478,726	4,040,028
Expenditure										
Salary, pension, PRSI	470,594	46,611	1,069,872	201,539	170,309	80,245	285,798	11,675	339,917	2,676,560
Other staff costs	149,108	4,861	114,082	13,581	25,022	19,818	78,258	-	9,040	413,770
Programme costs	-	-	-	12,889	12,889	-	6,970	-	111,120	143,868
Communications	69,240	1,605	29,430	3,971	5,449	2,312	17,503	-	5,761	135,271
Establishment costs	42,973	2,920	32,655	10,591	13,095	8,826	32,655	-	-	143,715
IT/equipment costs	9,516	612	8,179	4,284	6,285	1,910	6,900	-	38	37,724
Travel	15,612	1,554	59,124	2,729	11,737	1,252	31,257	871	8,264	132,400
Research/assessment	16,487	3	534	154	11,008	-	-	16,452	283	44,921
Reports	4,367	-	-	-	-	-	1,933	511	-	6,811
Training	-	-	-	-	-	-	-	-	-	-
Depreciation	19,499	141	17,891	1,402	3,435	817	6,439	-	1,194	50,818
Overhead	8,792	472	6,407	1,298	1,373	987	7,527	-	-	26,856
Professional fees	27,097	-	3,518	330	330	-	1,018	-	-	32,293
Event	18,634	276	9,101	-	252	-	7,848	-	2,510	38,621
Other	5,238	626	4,397	1,502	3,271	1,861	5,615	-	599	23,109
Total	857,157	59,681	1,355,190	254,270	264,455	118,028	489,721	29,509	478,726	3,906,737
Surplus/(deficit)	140,838	(7,547)	-	-	-	-	-	-	-	133,291