

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

Directors' Report and Financial
Statements for the year ended
31 December 2013

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013**

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**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS AND OTHER INFORMATION

BOARD OF DIRECTORS

Kieran McGowan (Chair)
Patricia Callan
Michael Crothers (appointed 21/10/2013)
Brian Geoghegan (resigned 09/07/2013)
Richard George
Bernie Gray
Tony Hanaway (appointed 28/03/2013)
Heidi Lougheed (appointed 05/03/2013)
Aengus McLean
Padraig McManus
Bryan Mohally (resigned 09/07/2013)
Aileen O'Toole
Maurice Pratt
Paul Rellis (resigned 10/09/2013)
John Reynolds (appointed 28/03/2013)
John Trethowan
Deborah Smith

CHIEF EXECUTIVE OFFICER

Tina Roche

SECRETARY AND REGISTERED OFFICE

Moira Horgan
One Spencer Dock
North Wall Quay
Dublin 1

PRINCIPAL OFFICE

32 Lower O'Connell Street
Dublin 1

CHARITY REGISTERED NUMBER

CHY 13968

COMPANY REGISTERED NUMBER

Ireland 338442

AUDITORS

Deloitte & Touche
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House
Earlsfort Terrace
Dublin 2

SOLICITORS

A&L Goodbody
IFSC
North Wall Quay
Dublin 1

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

BANK

Bank of Ireland
Lower Baggot Street
Dublin 2

Allied Irish Banks plc
Bankcentre
Ballsbridge
Dublin 4

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

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 10 company members (8 in 2012), each of whom has agreed to contribute €1.27 in the event of the charity winding up. The board of Business in the Community signed the Governance Code for community, voluntary and charitable organisations in Ireland on completion of a review of our organisation's compliance with the principles in the Code. This review was based on an assessment of our organisational practice against the recommended actions for each principle and any identified issues 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, by virtue of the Foundation for Investing in Communities being the ultimate controlling party of the 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.

**BUSINESS IN THE COMMUNITY LIMITED
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DIRECTORS' REPORT (CONTINUED)

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.

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 Brian Geoghegan, Bryan Mohally and Paul Rellis. Brian Geoghegan has been involved with Business in the Community from inception and made a unique contribution to Business in the Community. The board are pleased to welcome Michael Crothers, Tony Hanaway and John Reynolds to the board in 2013.

ACHIEVEMENTS AND PERFORMANCE

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

- By year end we had retained 95% of members, and ended the year with 66 fee paying companies based on 24 lead and 42 standard members.
- In our annual membership survey, 100% of members stated they would recommend membership of the network and 98% stated they would rate our services as excellent or good.
- We completed nearly 150 projects with individual members, and held over 150 one-to-one advisory meetings with members.
- Under our Business Working Responsibly Mark, four companies renewed their certification and three new companies were approved certification.
- We hosted 26 events including network meetings, specialist workshops & seminars and the Business Impact Symposium.
- During the year we delivered the following strategic projects with members:
 - Stakeholder Engagement Working Group facilitated with report published
 - 19 environmental reviews completed for inclusion in Q1 2014 report
 - Updated Inspiring Excellence with 30 new case studies
 - Delivery of the capacity building programme exceeding the requirements under the funding agreement with the Department of Environment, Community & Local Government
- During 2014, we aim to increase membership to 76 members based on 27 lead and 49 standard members, and retain 95% of existing members.
- Under the Business Working Responsibly Mark, we aim to achieve four renewals and five new certifications during 2014.

Employability Programmes

Factors contributing to successes of our programmes are: ongoing evaluation and improvements to our in-house training and business inputs; continuous professional development of our staff including training in coaching, career guidance and influencing skills; and tailoring of our programme to the needs of individuals. We encourage businesses to use their own areas of expertise to upskill our participants and we support company staff to achieve their own business benefits from engagement.

By creating referral relationships with agencies in the community-voluntary sector we are able to reach those individuals who stand to benefit the most from employment training and work experience. These referral agencies include Intreo, Local Employment Services, the Education and Training Boards, and specialised services for immigration, homelessness, addiction and mental health. We partner with community organizations such as Volunteer Ireland, INOU, Citizens Information and MABS to provide comprehensive information and opportunities to our job seekers.

- Through the **Ready for Work** in conjunction with our partners the Department of Social Protection, people affected by homelessness and other high barriers to employment were supported into jobs and training. In 2013, 47 people took up work experience placements through the programme, 29 people started employment and 22 went into training, education or volunteering.
- During 2013, our **EPIC** programme for EU national and legally resident non EU nationals, supported placements of 108 people into employment, 45 into training and education, 2 into volunteer positions and 33 into work placement or intern positions. When progression placements are included, the total number of placements during 2013 was 220.

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS' REPORT (CONTINUED)

Employability Programmes (Continued)

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. IBEC, Chambers Ireland, Small Firms Association, Local Employment Services Network's, the Department of Justice, the Department of Social Protection, the VEC, Local Area Partnerships, Money Advice Bureaus, homeless services, immigration groups, government officials and the managers and staff of the local community services. We also acknowledge the support of our member company BT and CPL for their ongoing work in EPIC.

Our Schools' Business Partnership continues to flourish.

- 191 schools matched and a total of 291 school business links established since inception.
- 128 companies currently linked with 155 schools.
- 25,000 students participated to date in the Skills @ Work Programme.
- 1,470 students and 1,299 mentors have participated in the Student Mentoring Programme.
- 715 of second level principals to date have availed of Management Excellence for Principals Programme.
- 14 schools and companies participated in the Management Excellence for Teachers in 2013, with many sessions being held over to 2014 due to the ASTI industrial action.
- Time to Read Programme was completed in 15 primary schools during 2012/13 and in 14 schools during academic year 2013/14. 24 weeks of reading support by participant companies who provide 10 volunteers each.

The Schools' Business Partnership was a participant at the **Youth in 2020 The Future of Youth Policies Conference in Budapest**, October 2013. The Programme Manager, Germaine Noonan was also invited to attend the **WISE** (World Innovation Summit for Education) in Doha, Qatar in November 2013 as a fully funded participant. We continue to support the Czech Republic and their work having replicated a number of our programmes. Early in 2013 we commenced support to a group in India who wish to **pilot The Schools' Business Partnership model in India in 2014**.

FINANCIAL REVIEW

The SORP accounts record a deficit of (€45,000) in 2013 (2012: (€335,000)). The board budgeted for an operational deficit in 2013 of (€39,000) and are pleased to note Business in The Community through ongoing cost reductions reduced this to an operational deficit of (€33,000) which was less than budgeted (2012 operational surplus: €42,000).

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 and corporate donors supporting programmes.

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS' REPORT (CONTINUED)

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 €1,458,000 and €1,944,000 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 2013 of €1,166,377 (2012: €1,244,067).

PLANS FOR FUTURE PERIODS

We will continue to develop and grow the *Business Working Responsibly Mark* as the framework and management tool to measure, manage and report on sustainable and responsible business practice. The Mark framework will serve to guide and inform our service delivery to members in the areas of community, workplace, marketplace, environment and reporting/communications, and act as our Best Practice reference point to members. We will work with our members to ensure they receive a valued service with tangible outputs that supports their business growth and development.

In 2014 there are plans for further integration of the two employment programmes to streamline procedures and optimise resources; EPIC will tender for funds from the Department of Justice to develop its programme over the next 3 years; Ready for Work plans to consolidate its link with the Department of Social Protection, including partnering in the Youth Guarantee pilot.

In partnership with the ESB we plan to drive a significant awareness campaign to encourage companies to join Time to Read as a top employee engagement programme. We will achieve the final phase of matching 200 School Completion Programme schools by the end of 2014.

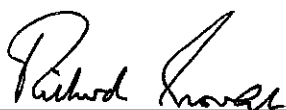
BOOKS OF ACCOUNT

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.

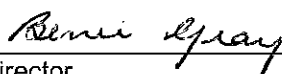
AUDITORS

The auditors, Deloitte & Touche, Chartered Accountants and Statutory Audit Firm, who were appointed during the year, continue in office in accordance with Section 160(2) of the Companies Act, 1963.

Signed on behalf of the Board;



Director



Director

Date: 8th September 2014

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

- Select suitable accounting policies for the company financial statements and then apply them consistently;
- Make 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 company will continue in business.

The directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements are prepared in accordance with accounting standards generally accepted in Ireland and comply with Irish statute comprising the Companies Acts, 1963 to 2013. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S 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 2013 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes 1 to 16. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

Respective responsibilities of Directors and auditors

As explained more fully in the Statement Directors' Responsibilities, the directors are responsible for the preparation of the financial statements giving a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report and Financial Statements for the year ended 31 December 2013 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

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

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE WITHOUT SHARE CAPITAL)**

Matters on which we are required to report by exception

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



Thomas Cassin
For and on behalf of Deloitte & Touche
Chartered Accountants and Statutory Audit Firm
Dublin

8 September 2014

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

STATEMENT OF ACCOUNTING POLICIES

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 2013. The principal accounting policies adopted in the preparation of the financial statements are set out below.

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.

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.

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.

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.

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.

**BUSINESS IN THE COMMUNITY LIMITED
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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

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

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.

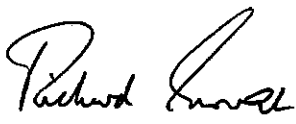
**BUSINESS IN THE COMMUNITY LIMITED
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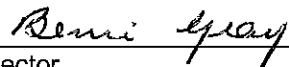
**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2013**

	Notes	Unrestricted Funds	Designated Funds €	Restricted Funds €	Total 2013 €	Total 2012 €
Incoming resources						
Voluntary income		844,500	-	1,192,262	2,036,762	2,214,583
Other income		-	-	-	-	1,790
Interest receivable	2	19,085	-	-	19,085	50,715
Total incoming resources	11	863,585	-	1,192,262	2,055,847	2,267,088
Resources expended						
Fundraising costs		(113,949)	-	(45,107)	(159,056)	(192,794)
Charitable activities		(703,669)	-	(1,141,415)	(1,845,084)	(2,298,550)
Governance		(63,777)	-	(32,870)	(96,647)	(110,989)
Total resources expended	11	(881,395)	-	(1,219,392)	(2,100,787)	(2,602,333)
Net outgoing resources for the year		(17,810)	-	(27,130)	(44,940)	(335,245)
Net movement between funds		(59,880)	38,099	21,781	-	-
Balance after movements		(77,690)	38,099	(5,349)	(44,940)	(335,245)
Opening balance	11	1,244,067	50,000	626,957	1,921,024	2,256,269
Total funds carried forward		1,166,377	88,099	621,608	1,876,084	1,921,024

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

The financial statements were approved by the Board of Directors on 8th September 2014 and signed on its behalf by:


Director



Director

**BUSINESS IN THE COMMUNITY LIMITED
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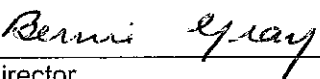
**BALANCE SHEET
AS AT 31 DECEMBER 2013**

	<i>Notes</i>	2013 €	2012 €
FIXED ASSETS			
Tangible fixed assets	7	10,273	22,286
CURRENT ASSETS			
Debtors and prepayments	8	64,381	79,752
Due from related parties	9	14,790	25,145
Cash at bank		1,864,060	1,920,364
		<u>1,943,231</u>	<u>2,025,261</u>
CREDITORS AND ACCRUALS: (amounts falling due within one year)			
	10	(77,420)	(126,523)
NET CURRENT ASSETS		<u>1,865,811</u>	<u>1,898,738</u>
NET ASSETS		<u>1,876,084</u>	<u>1,921,024</u>
Represented by:			
Unrestricted funds	11a	1,166,377	1,244,067
Designated funds	11b	88,099	50,000
Restricted funds	11c	621,608	626,957
TOTAL FUNDS		<u>1,876,084</u>	<u>1,921,024</u>

The financial statements were approved by the Board of Directors on 8th September 2014
and signed on its behalf by:



Director



Director

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013**

1. 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.

2. 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 €19,085 (2012: €50,715).

3. ALLOCATION OF PROGRAMME COSTS

The company allocates its support costs between the charitable activities undertaken on a basis consistent with the use of resources.

4. 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:

	2013 €	2012 €
Programme		
BITC membership services	9.7	9.9
Linkage programme	-	9.5
Schools' Business Partnership	7.6	7.6
Ready for Work	2	2.0
Capacity Building	1	1.0
EPIC programme	7.1	8.8
The Gate Service	-	2.1
Mentoring	-	1.6
Shared services (Finance, HR, Marketing & Communications etc.)	8.5	9.2
Total full time equivalent	<u>35.9</u>	<u>51.7</u>

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013**

4. STAFF NUMBERS AND COSTS (CONTINUED)

	2013 €	2012 €
(b) Analysis of staff costs		
Salaries and wages	1,455,979	1,809,684
Employer's PRSI contribution	140,627	177,683
Employer's pension costs	23,736	28,090
	<u>1,620,342</u>	<u>2,015,457</u>

The CEO works in The Foundation for Investing in the Communities whose salary is allocated to Business in the Community Ireland and sister company The Community Foundation for Ireland. The CEO's total salary and pension entitlement is €115,000 of which €69,000 is allocated to Business in the Community.

The salary bands for staff paid over €40,000 are noted below, including pension entitlement, in the Foundation for Investing in Communities, the holding company for Business in the Community.

Salary Band	2013	2012
110,000 – 120,000	1	1
70,000 – 80,000	1	1
60,000 – 70,000	1	1
50,000 – 60,000	2	2
40,000 – 50,000	1	1

Some members of the Senior Management Team work in two of the group companies (Business in the Community Ireland and The Community Foundation for Ireland). The total cumulative amount paid to key management including pension entitlements is €431,000 (2012: €429,000) of which €272,000 (2012: €272,000) is attributable to Business in the Community and 159,000 (2012: €158,000) is attributable to The Community Foundation for Ireland.

The salary bands for salaries of staff, allocated to, Business in the Community, including pension entitlement are noted below.

Salary Band	2013	2012
70,000 – 80,000	-	-
60,000 – 70,000	2	2
50,000 – 60,000	1	1
40,000 – 50,000	9	10

Benefits for all staff, including senior management, comprise entitlements to pension contributions, death in service, discretionary income protection and Employee Assistance Programme.

(c) No staff member receives retirement benefit.

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013**

5. DIRECTOR REMUNERATION AND RELATED PARTY TRANSACTIONS

No director received remuneration or expenses during the year (2012: €Nil). No director had any personal interest in any contract or transaction entered into during the year (2012: €Nil).

6. TAXATION

Business in the Community is a registered charity and no provision is considered necessary for taxation.

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013**

7. 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 2013	24,148	94,080	112,030	17,192	3,837	1,269	1,660	25,240	27,750	3,858	311,064
Additions	-	1,683	-	-	-	-	-	4,569	3,385	-	9,637
Disposals	-	-	(112,030)	-	(3,837)	-	-	-	-	(3,858)	(119,725)
At 31 December 2013	24,148	95,763	-	17,192	-	1,269	1,660	29,809	31,135	-	200,976
Depreciation											
At 1 January 2013	(24,148)	(88,164)	(112,030)	(15,710)	(3,837)	(1,269)	(1,332)	(20,054)	(18,376)	(3,858)	(288,778)
Charge	-	(5,994)	-	(772)	-	-	(328)	(6,112)	(8,444)	-	(21,650)
Disposals	-	-	112,030	-	3,837	-	-	-	-	3,858	119,725
At 31 December 2013	(24,148)	(94,158)	-	(16,482)	-	(1,269)	(1,660)	(26,166)	(26,820)	-	(190,703)
Net book value											
At 31 December 2013	-	1,605	-	710	-	-	-	3,643	4,315	-	10,273
At 31 December 2012	-	5,916	-	1,482	-	-	328	5,186	9,374	-	22,286

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013**

8. DEBTORS

	2013 €	2012 €
Donations due	692	76,210
Prepayments	1,547	-
Other debtors	62,142	3,542
Total	64,381	79,752

9. 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.

	2013 €	2012 €
The Foundation for Investing in Communities Limited	(21,191)	20,018
The Community Foundation for Ireland Limited	35,981	5,127
	14,790	25,145

10. CREDITORS: (amounts falling due within one year)

	2013 €	2012 €
Trade creditors	14,381	30,235
Accruals	63,039	96,288
	77,420	126,523

11. ANALYSIS OF FUNDS

(a) Analysis of unrestricted fund movements

Opening balance 1 January 2013 €	Incoming resources €	Resources expended €	Transfers between funds €	Closing balance 31 December 2013 €
1,244,067	863,585	(881,395)	(59,880)	1,166,377

BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013

11. ANALYSIS OF FUNDS (CONTINUED)

(b) Analysis of designated fund movements

	Opening balance 1 January 2013 €	Incoming resources €	Resources expended €	Transfers to/from unrestricted funds €	Closing balance 31 December 2013 €
Business Working					
Responsibly Mark	-	-	-	29,099	29,099
Benchmarking	-	-	-	9,000	9,000
Marketing/Social Media	25,000	-	-	-	25,000
Document Management	25,000	-	-	-	25,000
	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>38,099</u>	<u>88,099</u>

(c) Analysis of restricted fund movements

	Opening balance 1 January 2013 €	Incoming resources €	Resources expended €	Transfers to/from unrestricted funds €	Closing balance 31 December 2013 €
EPIC programme	87,301	457,371	(465,007)	-	79,665
Linkage programme	1,474	-	-	(1,474)	-
Corporate Leader's Group	17,377	-	(16,080)	-	1,297
School Business					
Partnership	283,149	503,574	(516,234)	-	270,489
Ready for Work	30,535	105,890	(118,040)	-	18,385
Business Impact Map	15	-	(15)	-	-
Technology Project	45,362	-	(4,037)	-	41,325
Social Networking	6,617	2,340	(4,801)	2,500	6,656
Capacity Building					
Programme	--	47,100	(61,855)	14,755	-
Time to Read	39,942	18,000	(23,060)	-	34,882
Grant Making Fund	640	-	-	-	640
Bridge to Employment	2,222	-	-	-	2,222
Epic Support Fund	-	31,454	(620)	-	30,834
Deferred BITC					
Offenders Fund	112,323	-	-	-	112,323
Genio Trust	-	26,533	(4,115)	-	22,418
Deferred Income					
C.E.O event	-	-	(5,528)	6,000	472
Total	<u>626,957</u>	<u>1,192,262</u>	<u>(1,219,392)</u>	<u>21,781</u>	<u>621,608</u>

**BUSINESS IN THE COMMUNITY LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2013**

12. FINANCIAL COMMITMENTS

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

	2013 €	2012 €
In one year or less	43,050	43,050
In more than one year, but not more than five years	129,150	172,200
Total	<u>172,200</u>	<u>215,250</u>

13. CURRENT FUNDING

The Department of Education provided current funding in the amount of €251,536 in 2013. Funding is granted for a 12 month period and paid in accordance with the terms and conditions of the funding agreement.

The Department of Justice and Law Reform provided current funding in the amount of €457,372 in 2013. Funding is granted for a 12 month period and paid in accordance with the terms and conditions of the funding agreement.

The Department of Social Protection provided current funding in the amount of €23,748 in 2013. Funding is granted for a 12 month period and paid in accordance with the terms and conditions of the funding agreement.

14. 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.

15. AUDITOR'S REMUNERATION

The statutory audit is carried out by Deloitte. This activity will be recorded as a cost in the 2014 financial statements, with a financial cost to the company of €6,000.

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.