



The Care Trust

*Supporting CRC, Rehab
and Mater University Hospital*



**ANNUAL
REPORT**

2017

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Overview



Chairperson's Statement

for the Year Ended 31 December 2017

The Care Trust was first incorporated in 1974 and is owned in equal part by its two shareholders: the Central Remedial Clinic (CRC) and Rehab. The Care Trust also fundraises for the Mater Misericordiae University Hospital (the Mater) by agreement and has done so since 1988. Our three Beneficiaries are the Mater, CRC and Rehab.

We fundraise by way of monthly draws under an annual periodical lottery licence granted under the provisions of the Gaming and Lotteries Act 1956 (as amended). As a reward to our Contributors, we enter them into three draws each month with a Ford Fiesta Zetec car on offer in each draw. That is 36 Fiesta prize cars in a year. There are also cash consolation prizes. I wish to thank Ford Ireland for its continued support to The Care Trust.

Our Beneficiaries are staffed by wonderfully dedicated people; including doctors, nurses, physiotherapists, carers, and many more professionals, all working in their own specialist ways to allow young, and not so young, to live life to the full. Our Beneficiaries are about empowering all who cross their threshold, to live with dignity and respect, and to afford him or her the treatment, care, education or skills, so that individual can rightfully take his and her place among us, as a unique and valued participant in our community.

During 2017, we were pleased to transfer grants of €250,000 to the Mater as per our fundraising agreement with the hospital. As detailed in note 16 to the Financial Statements, we paid grants of €1,057,500 to the Central Remedial Clinic (CRC) and €1,057,500 to Rehab. These grants are very significant and each of our Beneficiaries can decide the location and services they wish to prioritise for utilising these funds. It should be acknowledged that the Health Service Executive and Dept. of Education and Skills are the main funders for each of our Beneficiaries.

We request of our Beneficiaries that they account for the use made of grants received from us. This allowed us, in turn, to account to our 34,207 Contributors in 2017 in a meaningful way and to thank them for their continued support and

generosity towards our Beneficiaries. This accountability completes the circle of support and transparency and gives our Contributors confidence in what we do and in what our Beneficiaries do with their contributions.

In the context of regularly reviewing our Risk Register, we are actively planning and preparing for the impending General Data Protection Regulation (GDPR), which will come into force on the 25 May 2018. At each Board meeting, we discuss our progress and readiness for GDPR and its impact on how we collect, store and use personal data.

As is expected of us, we completed an annual review of all our governance documents and policies, culminating in the formal signing of our compliance statements, two of which you will find included in this Report on pages 32 and 33. We also completed and reported on the formal performance evaluation of our Board, our Sub-Committees and on the Chief Executive.

In keeping with our size and focus on costs, in 2017 we put the external audit of The Care Trust to tender and we are pleased to have Smith and Williamson as our new auditor for a 4-year period. Smith & Williamson have brought a fresh look to the financial statements in that for the first time, The Care Trust is now acting as Principal and accounting for all income and expenditure in the Statement of Financial Activities (SOFA), with grants to Beneficiaries and prize costs now accounted for directly in the SOFA.

Our Strategic Review has refocused attention on our fundraising strategy and operations and on Contributor participation, after a number of years where governance and accountability has had to take priority. Our Strategic Review has also highlighted the opportunity for us and our Beneficiaries to refresh the existing structures and enhance our fundraising activities.

I thank my fellow Board Directors for their assistance and for giving of their time, expertise and commitment, without fee or expense, as we navigated through the year under the steady

Chairperson's Statement

for the Year Ended 31 December 2017 (continued)

hand of the Chief Executive and his team. I also thank the Chairpersons and members of our Sub-Committees: Governance, Remuneration, Audit and Strategic Review, for taking on the additional responsibilities and time commitment that this entailed.

Finally, I thank our Contributors for their ongoing generosity and loyalty to three very worthy Beneficiaries: CRC, Rehab and the Mater, who in turn are very grateful for your support.



A handwritten signature in black ink that reads "Bernard Walsh". The signature is written in a cursive, slightly slanted style.

Bernard Walsh
Chairperson
March 2018

Chief Executive's Report and Business Review

for the Year Ended 31 December 2017

Grants paid to our Beneficiaries are summarised in Note 6 to the Financial Statements. Grants paid were €2,365,000, down 3.1% on the 2016 grants paid of €2,440,148. Grants paid in 2017 were apportioned €250,000 to the Mater Misericordiae University Hospital (the Mater), €1,057,500 to the Central Remedial Clinic and €1,057,500 to the Rehab Group.

Our total income for 2017 amounted to €4,908,721, down 3.2% on the 2016 income figure of €5,073,517. Part of the reason for this fall in income is the decline in the number of our Contributors who pay cash to a collection agent. Cash Contributor numbers have been declining for the past two decades, as we focus on direct debits and the direct to bank fundraising model.

Our fundraising model is one where we appeal to the public to become committed repeat givers. Some of our Contributors have been with us for decades. We enter all our Contributors into our monthly draws in return for their generosity and loyalty. As required under the Gaming and Lotteries legislation, we allocate 60 cent from every euro raised, to our Beneficiaries and prizes. Prizes account for around 10 cent in every euro received with almost 50 cent going to the Beneficiaries. Table 1, on page 9, The Care Trust Ten-Year Summary, provides a review of our performance in that period. A breakdown of income over the ten years is also provided. It has been a measure of our Contributors' commitment that they give month after month, year after year, in supporting the CRC, Rehab and the Mater, and continue to do so. It is also a measure of the esteem and trust our Contributors put on the work of our Beneficiaries, in improving the health and welfare of the people who cross their thresholds.

Our financial statements have been prepared on the basis that The Care Trust is acting as 'Principal' and that our three benefiting charities, CRC, Rehab and the Mater, are acting as the 'Agents.' This format facilitates the reader with a particularly clear view of total income, and all related costs,

with prize costs and Beneficiary grants payable, appearing in the Statement of Financial Activity (SOFA).

The ten-year look back period, in Graph 1, demonstrates clearly our strategy during that period of focusing on enrolling direct debit mandate Contributors and allowing the cash collections to decline. Cash collection is a high control risk. It also comes with a high commission cost. In the past, this led to challenges (see Tables 1 and 2 on page 9) in achieving the 60% return to Beneficiaries as required under the Gaming and Lotteries Act. In turn, this led to loan facility arrangements from our Shareholders, to ensure compliance with the legislation. Since 2014, this practice has ceased and we have had to achieve the 60% requirement on our own merits. With ticketing from cash collections now at merely 23% of total income, commission costs are much less significant and compliance with the lottery legislation, although difficult, is being achieved without recourse to secondary measures.

Table 1, provides a ten-year summary of our income and expenditure and grants paid to Beneficiaries. The format, with The Care Trust acting as Principal, is adopted in the SOFA. This view enables prize costs and Beneficiary grants to be readily compared over that period.

Graph 1, reveals how our direct debit mandate income was holding its own, during the financial recession but then fell away after 2013 and has struggled to regain momentum since then. Our recently completed Strategic Review seeks to address this decline.

It is also noticeable from Graph 3, in the Ten-Year Review, that unassisted Beneficiary grants paid, (grants not aided by loan arrangements from the Shareholders), as a percentage of income, has risen from 24% in 2008, to circa 50% for the past three years (2015 – 2017). The lottery legislation requires that prize costs and grants payable are not less than 60% of lottery income.

Chief Executive's Report and Business Review

for the Year Ended 31 December 2017 (continued)

Our improved return to Beneficiaries has been achieved by controlling costs at senior management level and through staff reductions in both management and administration. Falling cash collections have also assisted, as high commission costs have similarly reduced. Actively transitioning our fundraising to a direct debit model has also significantly increased the return to our Beneficiaries.

Our prize fund has stayed remarkably consistent in monetary terms over that period, but has increased considerably as a percentage of income. In 2008, it was €659,885, (8% of total income), and in 2017, it was €594,546, (12%). In 2018, it is budgeted to be €625,860, (14%).

Looking to the future, we have the challenge and opportunity to commence the journey outlined in our Strategic Review, as we seek to engage more with our Beneficiaries, refresh our draws and offer new ways for Contributors to support our ongoing fundraising efforts.

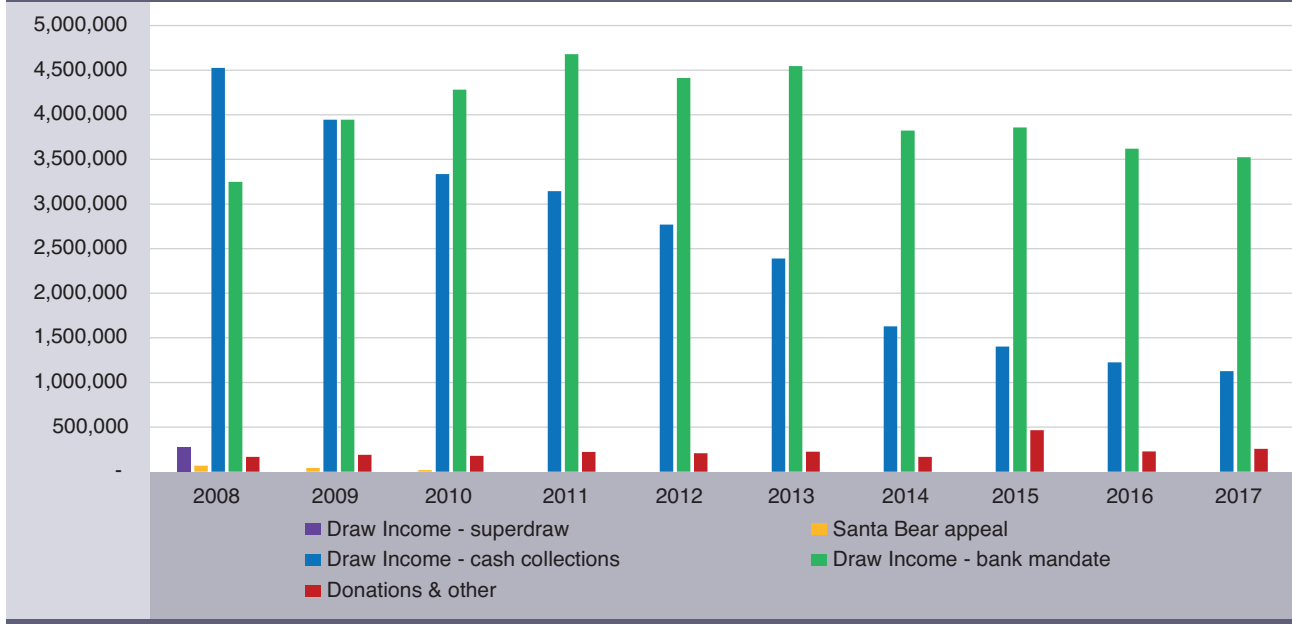


Senan Mullins
Chief Executive
March 2018

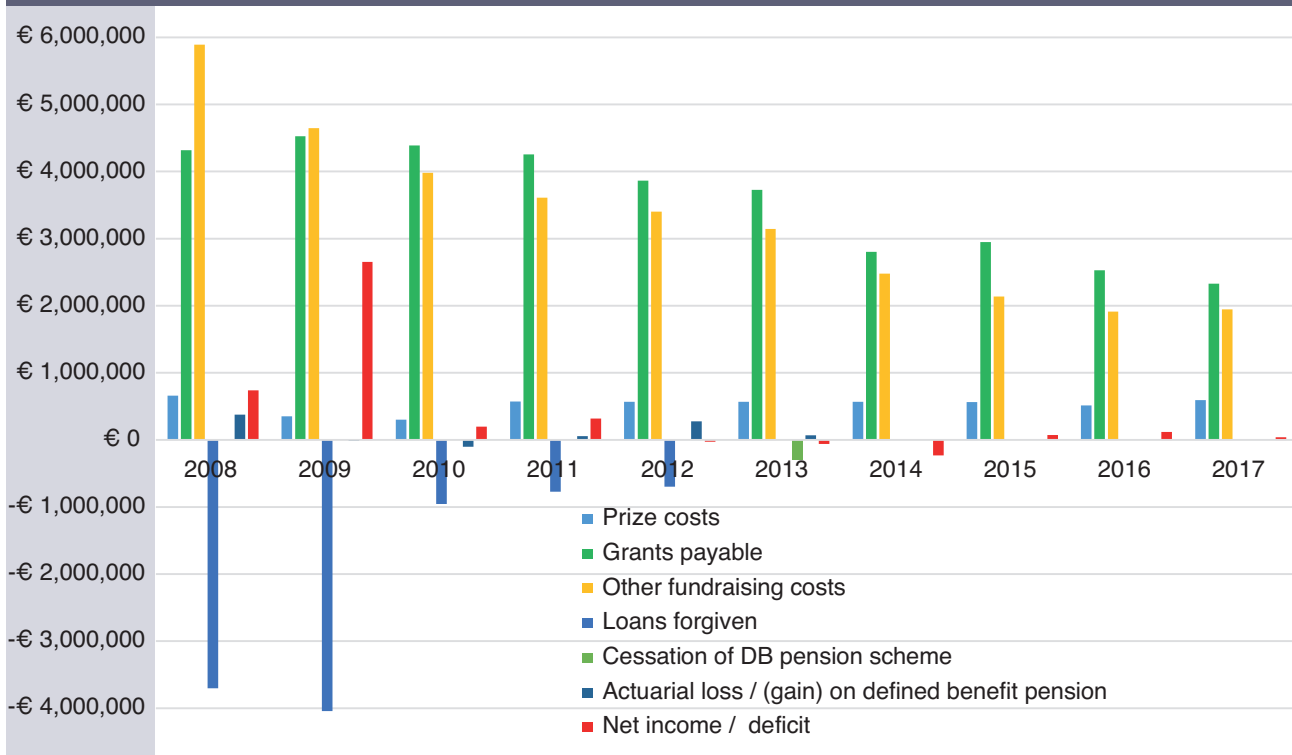


The Care Trust Ten-Year Review

Graph 1: Ten-Year Income Analysis



Graph 2: The Care Trust 10-Year Expenditure Analysis



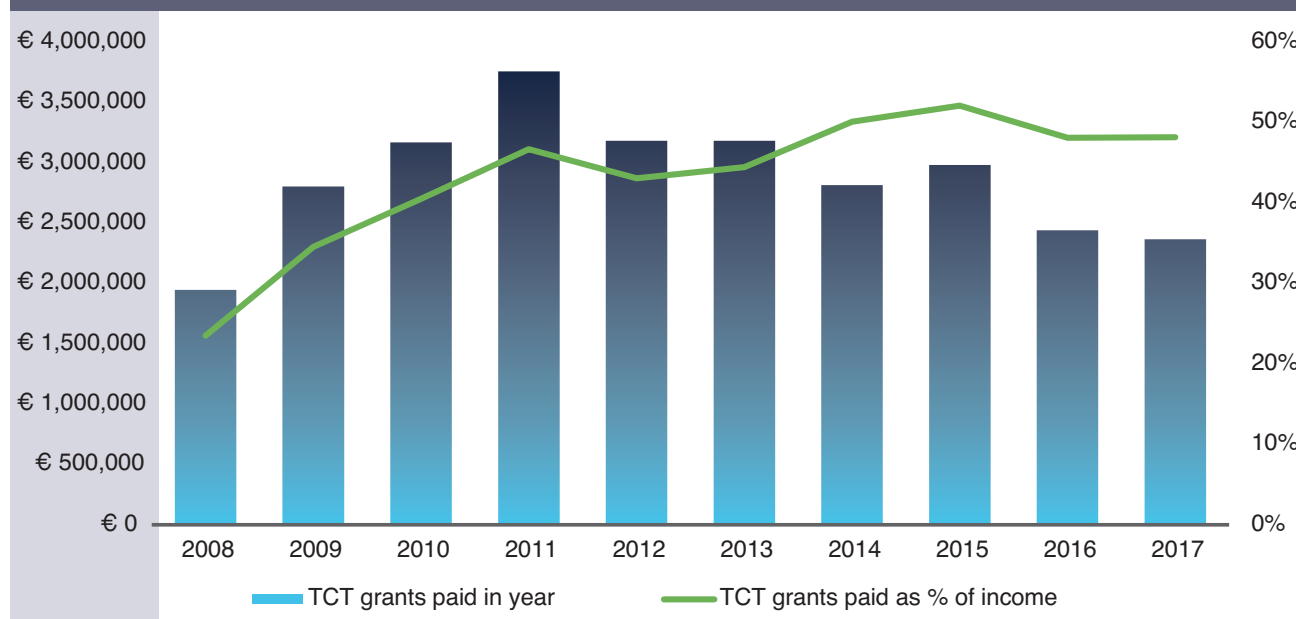
The Care Trust Ten-Year Review (continued)

Table 1: Ten-Year Income and Expenditure Analysis

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Income										
Draw Income - superdraw	275	-	-	-	-	-	-	-	-	-
Santa Bear appeal	68	41	18	-	-	-	-	-	-	-
Draw Income - cash collections	4,527	3,944	3,337	3,143	2,770	2,390	1,629	1,402	1,226	1,128
Draw Income - bank mandate	3,248	3,945	4,281	4,680	4,411	4,545	3,822	3,858	3,621	3,525
Donations & other	167	189	179	221	206	225	168	465	227	256
	8,285	8,119	7,815	8,044	7,387	7,160	5,619	5,725	5,074	4,909
Expenditure										
Prize fund	660	350	301	571	569	569	570	565	514	595
Other fundraising costs	5,891	4,648	3,982	3,611	3,404	3,145	2,479	2,135	1,911	1,946
Raising Funds	6,551	4,998	4,283	4,182	3,973	3,714	3,049	2,700	2,425	2,541
Grants payable	4,318	4,525	4,390	4,255	3,863	3,726	2,801	2,950	2,530	2,327
Loans forgiven	(3,700)	(4,042)	(956)	(770)	(698)	-	-	-	-	-
Cessation of DB Pension	-	-	-	-	-	(289)	-	-	-	-
Actuarial loss/(gain) DB Pension	377	(14)	(100)	58	276	68	-	-	-	-
Net income / deficit	739	2,652	198	319	(27)	(59)	(231)	75	119	41
	8,285	8,119	7,815	8,044	7,387	7,160	5,619	5,725	5,074	4,909

Table 2: Ten-Year Grants Payable Account

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Grants payable account										
Opening balance due / (surplus)	3,701	2,371	50	316	43	24	28	15	(18)	72
Grants payable	4,318	4,525	4,390	4,255	3,863	3,726	2,801	2,950	2,530	2,327
Grants paid in year	(1,947)	(2,804)	(3,168)	(3,756)	(3,182)	(3,182)	(2,814)	(2,983)	(2,440)	(2,365)
Loan assisted payments	(3,701)	(4,042)	(956)	(771)	(700)	(540)	-	-	-	-
Closing balance due / (surplus)	2,371	50	316	43	24	28	15	(18)	72	34

Graph 3: Grants Paid v Grants Paid as a percentage of Income




Cheque presentation from The Care Trust for 2017 to the Central Remedial Clinic



Bernard Walsh, Chairperson, The Care Trust, and Senan Mullins, Chief Executive, present a cheque for €1,057,500 for the full year 2017, to the Central Remedial Clinic.

From left: Kieran Timmins, Chairperson, CRC, Stephanie Manahan, CEO, CRC, Bernard Walsh, Ziva Newman, Head of Philanthropy, Fundraising and Partnerships, CRC, and Senan Mullins.

Rehab

Cheque presentation from The Care Trust for 2017 to Rehab

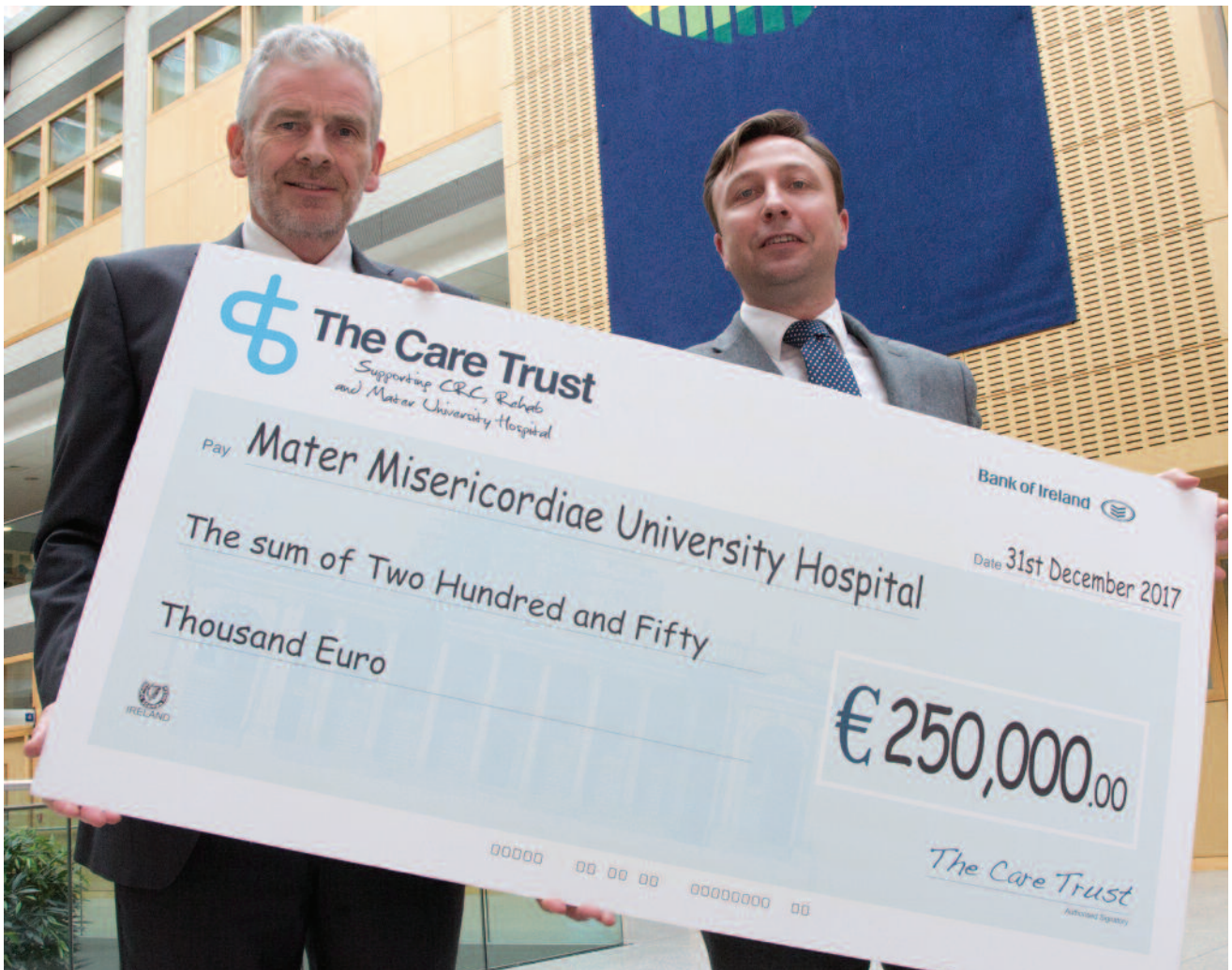


Bernard Walsh, Chairperson, The Care Trust, and Senan Mullins, Chief Executive, present a cheque for €1,057,500 for the full year 2017, to Rehab.

From left: Bernard Walsh, Kathleen O'Meara, Director of Communications, Public Affairs and Fundraising, Rehab, Mo Flynn, CEO, Rehab, and Senan Mullins.



Cheque presentation from The Care Trust for 2017 to the Mater Misericordiae University Hospital



From left: Senan Mullins, Chief Executive, The Care Trust, presents a cheque for €250,000 for the full year, 2017, to Gordon Dunne, Chief Executive, The Mater Misericordiae University Hospital.



Our Beneficiaries



Rehab



Our Beneficiaries – The Central Remedial Clinic

The CRC is committed to providing excellence and delivering services that matter and make a real difference in lives of children and adults with complex and multiple physical disabilities. The CRC is involved in many different ways in the lives of their clients through early medical and clinical assessment, to education and support. Each year the CRC provides specialised services to over 4,000 adults and children, mainly through its centre in Clontarf in Dublin, but also from its centres in Waterford and in Limerick.

Established in 1951 by Lady Valerie Goulding and Kathleen O'Rourke, the CRC delivers services to children and adults with disabilities both nationally and locally through our centres in Dublin, Limerick and Waterford including our Outreach Services. The CRC's vision is that people with disabilities achieve their potential and live full lives as equal and valued citizens.

Sophia's story:

Sophia was born in May 2010. At just 24 weeks into the pregnancy we were told that she had Spina Bifida and at that time all we faced was uncertainty.

The CRC provided us with services such as physiotherapy, occupational therapy and specialist seating, but also gave us myself and my wife the emotional tools to deal with the challenges we would encounter.

The new friends we have made in the CRC have become very important part of our lives. From Maria at the front desk to

Mary the swimming teacher who has taught Sophia to swim independently, something that nobody thought was possible as a full-time wheelchair user.

The CRC means support, therapies, friendship, community and reassurance that help is only a phone call away. The CRC has become a safe and secure part of our life and we will be forever grateful for this.

Bernard and Kathleen Mulvany

Chloe's story:

My name is Chloe Tackaberry. I started in the Transition Program in August 2017. I take part in different activities in this program. One of the programs I take part in is work experience; I do my work experience in the Odeon cinema in Coolock. I get the Dublin Bus from the CRC to Coolock every Wednesday with my key worker. My role here is to check everyone's tickets as they are going into the cinema. I really enjoy this and meeting all my managers and also meeting all the people going into the cinema. I also really like working here because; my manager gives me free t-shirts or hats to help promote different films that are coming out. Overall I really enjoy my work experience because, everyone is so nice and helpful to me and I like the independence it gives me!!!





Our Beneficiaries – (continued) The Central Remedial Clinic

Children's and Clinical Services:	Adult Services:	Specialist Services:
Occupational Therapy Physiotherapy Paediatrics Orthopaedic Surgeons Speech and Language Therapy Nursing Dietetics Social Work Psychology Therapy assistants	Training and Development Transition Programme Life Skills and Lifestyle Programmes Rehabilitative Training Employability Skills	Feeding, Eating, Drinking and Swallowing (FEDS) Clinics National Neuromuscular Multidisciplinary Paediatric Service Assistive Technology and Specialised Seating Gait Laboratory
Two Schools:		
CRC Clontarf School	Scoil Mochua Clondalkin	



Aoife's story

Rewind 28 years and my memories of Aoife as a baby and a toddler are as vivid today as if they were only yesterday. I am sure you remember your child babbling their first words, taking their first steps and starting school. Like me, you must be proud of their independence and their determination to do well.

My memory is not of first words or first steps. Wondering why? With Aoife, there was no rolling over, no attempt to crawl or stand up, and no first words. Only the realisation that there was something not right and wondering why.

We soon found out that Aoife had a developmental delay and was also profoundly deaf. This was the start of a journey for all the family, one we never expected. Life changes dramatically when you have a child with physical and sensory disabilities

and suddenly it is a totally different life to the one you thought your child would have and to the one we expected. Our dreams for Aoife have changed into her dreams and we have been happy to walk with her on her journey every step of the way.

As parents do all over the world, we too watched our daughter grow and develop and are proud of her achievements and with the wonderful support, which she needed so much of and received ten-fold from the fantastic team of therapists, doctors and specialists in the CRC, Aoife, our little girl has grown into a confident young woman.

Proud parents,
Veron and Greg Elliott

Use of Grants from The Care Trust by the Central Remedial Clinic

Projects Funded with The Care Trust Grants in 2017:

2017 was a very busy year for the CRC as the main focus throughout the year was on capital and building projects that improved and enhanced the existing premises in Clontarf and the new development, the Killester Hub. The CRC also made improvements in the infrastructure of the Clontarf premises and continued to develop and invest in its staff.

Upgrade and Refurbishment Works at the CRC Clontarf:

Clontarf Flood Defences:

Due to being flooded twice in the recent past and the damage that was caused to the building and medical equipment, the CRC was advised to invest in protecting the site from future floods by installing two rainwater attenuation tanks in the carpark areas.

Phase I was completed in November 2017. The rainwater attenuation tank, which is the size of a 25-metre swimming pool, was put two metres under ground beneath the existing car park.

Phase II of the project started in December 2017 and it will continue into 2018 with the second rainwater attenuation tank

being placed under the car park outside the CRC School and the swimming pool. The works are expected to finish in the first half of 2018.

Family Room:

The parents of children who attend clinical services in CRC Clontarf expressed a need for a room where families who travel a long way for an appointment or have multiple appointments could wait between appointments to rest, reflect, prepare for the next appointment and have a space where siblings could play or do homework. CRC listened to its clients and work on the family room started in December 2017. The family room is due to become a haven for client families in the next few weeks.

Canteen Refurbishment:

The refurbishment of the canteen has been long overdue and CRC is very happy to have a bright, inviting and contemporary looking dining area for clients and staff alike. CRC has had overwhelmingly positive feedback from the staff, clients, pupils and visitors.

Boardroom:

The CRC Boardroom is the busiest shared meeting room in Clontarf that is used by the CRC Board and all staff for meetings, interviews, trainings and seminars. The refurbished Boardroom is bright, elegant and fit for the various functions with improved integrated technology.



CRC flood defence work, Clontarf.



CRC flood defence work, Clontarf.



CRC Canteen Clontarf, Dublin

Use of Grants from The Care Trust by the Central Remedial Clinic (continued)

New sites developments:

Killester Hub:

The CRC is delighted to have new premises in the local community of Killester for the Adult Services clients, in line with the HSE New Directions policy. The CRC Adult Services clients will use the Killester Hub for their one-on-one programmes located in the heart of the local community and will have much better access to public transport, work placements and job opportunities - doing ordinary things in ordinary places. CRC is delighted that the local community will have an increased presence of people with disabilities and hope that this will help to grow awareness and further develop relationships between CRC clients and the local community.

Swords Hub:

In 2017 CRC started the preparatory and design work for the build of the Swords Hub that will serve both children and adults with disabilities. The building work will commence in 2018.

Staff:

Education and Training:

CRC continually invests in professional development for its staff. CRC sends its staff regularly on trainings, seminars and courses, as keeping up with the best practice and updating knowledge is crucial in providing its clients with the best possible care.

ABA Psychologist:

The CRC employs an Applied Behavioural Analysis Psychologist as a full-time post specifically to assist in its work with clients diagnosed with autism.



CRC Killester Hub

Company Secretary:

This is a new part-time post and the new appointee helps improve CRC governance by working with the Board of Directors and the CEO.

Internal Fundraising Development:

CRC employed a full-time Head of Fundraising in December 2016 who is working on developing an internal fundraising strategy to complement the work and strategy of The Care Trust.

Infrastructure:

IT:

The CRC has delivered improved IT services to the Clontarf premises by installing new Wi-Fi hotspots throughout the building making it accessible to both clients and staff, installing Windows 365 to staff computers, upgrading CRC firewalls to enhance staff mobility and the upgrade of Clinical Manager, the CRC's main software for client records. The CRC has also installed new computer servers and anti-virus protection software. The Care Trust grants have provided CRC with the means to invest in online security to protect its computer servers against the Wanncry cyber-attack in 2017.

Fire alarms and Lighting:

A major investment was made in 2017 to make the CRC Clontarf building safe for staff and clients. New fire alarms and lighting was installed throughout the building in conjunction with mandatory staff training and regular fire alarm drills.

Legionnaire Disease:

Working with vulnerable children and adults CRC needs to make sure that the use of water on site does not compromise the health and wellbeing of its clients. Extensive work was carried out in 2017 in the CRC Clontarf premises to reduce the risk of Legionnaires disease.

Medical Equipment:

Each year a portion of the funding received from The Care Trust is used by CRC to purchase new medical equipment across all departments of the CRC. It is also used to purchase new furniture in each location around Ireland.



Use of Grants from The Care Trust by the Central Remedial Clinic 2014 – 2017

	2014 €	2015 €	2016 €	2017 €
Grants received from The Care Trust	456,155	1,259,368	1,094,702	1,057,500
Grants used	127,576	698,269	1,198,034	1,057,500
Grants not used carried forward	328,579	561,100	(103,332)	–
Cumulative Surplus	328,579	889,679	786,346	786,346
	Details of grants used			
Staff Training & Education		52,043	102,635	83,044
Purchase of Medical Equipment & Furniture		145,206	103,856	29,929
Purchase of Vehicles			48,917	
Purchase of New Server			137,577	
Special IT Projects				
Other IT Equipment Purchased		30,131	39,912	32,181
Capital Works; Clondalkin Buildings	39,420		63,766	
Capital Works; Killester Hub				225,866
Capital Works; Suntower Gardens Clondalkin			69,694	
Health & Safety Work; Clondalkin		93,994		
New School Playground Clontarf	33,950			
Flood Defence Work; Clontarf			185,480	391,750
Fire Lighting & Alarms; Clontarf			150,643	64,142
Legionnaires Disease Project; Clontarf			12,623	18,239
Other Capital Works Clontarf, including Swimming Pool Renovations		343,769	171,168	
Swords Site Preparation			7,181	13,540
Staff Costs; ABA Psychologist & Company Secretary			69,350	109,088
Funding for the CRC Research Trust	25,000	25,000		
CRC Research				
Fundraising Costs (including Fundraising staff costs)	29,205	8,126	35,233	89,722
Total	€127,576	€698,269	€1,198,034	€1,057,500

Rehab Our beneficiaries - Rehab

Use of Grants from The Care Trust by Rehab

The Care Trusts grants are of significant importance to Rehab and contribute to both individual projects and also to the wider Rehab services. The grants give the flexibility to maximise services and meet needs as and when they arise and so are vital to the work of Rehab.

The Care Trust grant contributed to the impacts below as Rehab continues to help the people it serves, to be more independent; helping them to contribute to and be more included in their communities; empowering them with the skills and confidence to be active in the workforce; and supporting them to be in charge of their health and wellness. Rehab is a charity that champions the value of diversity and inclusion for people with a disability or disadvantage in their communities. Rehab's mission is to help the people it serves to be more independent and to contribute to, and be more included, in their communities. By empowering people with the skills and confidence to be active in the workforce, and supporting them to be in charge of their health and wellness, Rehab helps people to live more independently.

The Care Trust grants of €1,057,497 received in 2017 were utilised summarised below:

	2017 Actual €
Grants received from The Care Trust	1,057,497
Rehab Care Expenditure	
IT Equipment	25,258
Equipment & Fixtures	50,504
Psychologist Fees	192,932
GDPR Costs	12,018
Capital Works	
Eiscar Meadows-Tullamore	176,284
Service Support	
Autism Services	145,000
Staff Costs	
Fundraising Costs	36,000
Social Work/Behavioural	77,947
Therapist Services	
Total Expenditure	715,943
Balance Carried Forward	341,554

197,821 hours

CareLink, RehabCare's home-based services, provided more than 197,821 hours of personal supports across Ireland to people with disabilities and to older people in their own homes, enabling them to live more independently.



420

Children and adults availed of RehabCare's centre-based respite services, which provided over 7,808 nights of respite, as well as after-school and day respite.



1,600

People were supported by RehabCare's community-based resource centre services to live more active lives in their own communities.

1,600 tonnes

Rehab Recycle sent 1,600 tonnes of office paper to the recycling mills in 2016 resulting in the saving of 27,200 trees in total.



2,780

People who used our services were supported to get and maintain jobs.

197

People supported to live in our accommodation services.



Rehab Our beneficiaries - Rehab

Our People's Stories

Learning

Mother-of-one Orla Monaghan's confidence was at an all-time low. Anxiety took control and she left her job. Having discovered the National Learning Network (NLN) in Castlebar, she is now back on her feet and has found a job. This is her story;



"I had been working and going along for years. After finishing a relationship, I met someone else a year later and had my baby girl. I went back to work but wasn't coping well with stress and ended up signed off, and eventually left. My confidence was at an all-time low. I couldn't face leaving the house, and wouldn't have, had it not been for my little girl. I would have anxiety about anxiety at this stage, and cry speaking to anyone.

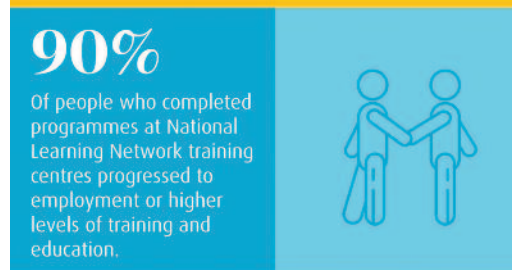
After different mental health appointments I was told about the Freshstart course at the National Learning Network, which I knew nothing about. I started the course and found there was such a fantastic mix of people. We supported each other in different ways and really gelled as a unit. Over the year I started to gain a bit of self-belief, and thought that maybe I could get a better life for us both.

Because I was doing well in the computer part of the course, it was suggested I go on to Computer Studies and Office Skills, which I did. Through the work placements on both courses, I realised I could do more than I thought. I ended up being given a job through this when I completed the second course.

My confidence has grown and while I'm not entirely happy with myself, I'm in a much better place and life is good. I even agreed to model for a hair and beauty salon and go on the radio to talk about NLN, things that a few years ago I wouldn't have considered for a second.

I still keep in touch with loads of people I met on the courses and I am so grateful to NLN and the tutors I had for the help and encouragement."

The National Learning Network is the education and training division of the Rehab Group. Find out more on <http://www.nln.ie>



Rehab Our Beneficiaries - Rehab (continued)

Community Support

Stephen Marshall lives in RehabCare Accommodation in Deansgrange, is part of an outreach programme and attends RehabCare Dun Laoghaire Resource Centre in Dublin. This is his story:

"I started going to Trinity College in 1985 and then I graduated from there in 1989 with a degree in electronic engineering. I was going to do a masters, but I became unwell, and I became depressed.

I was diagnosed with schizoaffective disorder and depression. I moved in to this RehabCare accomodation in May 2003.

I did live in the area for 10 years on Margaret Street in a flat on my own but my doctor said that I should really be living with other people.

I have a TV in my room, and computer, and everything, so it keeps me busy. I go to Rehab Care in Dun Laoghaire during the day.

People come to RehabCare Dun Laoghaire with mental health difficulties, learning disabilities and to do programs during the day. We do programs with all sorts of different subjects and you can even request programs to be done for you. So I asked for and got a computers program which I enjoyed.

I'm able to concentrate more on my hobbies like photography, music, and going back to college, and do something useful with my life".



Employability

James Doyle works for Rehab Enterprises in Tallaght after completing a course in NLN Naas. This is his story:

"I left school around 17 or 18. And I think for two, three, or four years, I was just hanging around doing nothing. Any jobs I applied for I just don't think I had the experience.

My mother told me to try FAS and that's how I got the course in NLN Naas.

The lecturer told me there's a job for me when I finish NLN and that led to my the job here in Rehab Enterprises in Tallaght.



Up to then, I knew about Rehab but I didn't know what they did, I didn't think that I was qualified. I like building computers, and rebuilding them, and putting new screens on them. That's what I get to do here.

I don't think if I didn't do the work I would be sitting here today, that's being brutally honest. I think work does help just to take the mind off things. It does keep your mind focused on what you're doing".



Our Beneficiaries – The Mater Misericordiae University Hospital



The Mater University Hospital (the Mater) builds on the legacy of the Sisters of Mercy who established the hospital in 1861 and whose presence and support has contributed so much to the ethos and values of the hospital. The Mater has almost 60,000 attendances at its Emergency Department each year and some 15,500 admissions, annually.

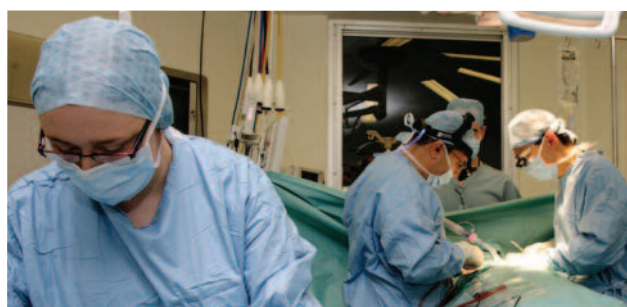
The Mater provides a wide range of services on a regional and national level.

The Mater University Hospital is the national centre for:

- Heart surgery
- Heart and lung transplants
- Spinal injuries
- Extra corporeal life support (ECLS) - a procedure that uses a machine to take over the work of the lungs and sometimes the heart

- Pulmonary hypertension - a rare lung disorder
- Bone anchored hearing aid
- National isolation unit

The Mater is also a teaching hospital for future healthcare professionals in conjunction with its academic partner University College Dublin and aims to be the foremost location to train as a healthcare professional in Ireland.



At a glance

Annually, the Mater University Hospital provides treatment to:

- 21,500 inpatients
- 60,000 day patients
- 234,000 outpatients
- 58,900 emergency department visits

The Mater University Hospital offers:

- Over 600 inpatient beds (including over 150 beds in single en suite rooms)
- 85 day beds
- 12 operating theatres

Our Team

The Care Trust Board meets every two months and Board Directors give of their time without fee or expense.

Our Chief Executive reports to the Board and leads a senior executive team of three staff covering, Administration and Finance, Information Technology and Governance and Compliance.

Our office team consists of two staff, who input data, process payroll, pay suppliers, answer Contributor queries, process direct debits, and generally ensure The Care Trust ship, is sailing smoothly.

In the field, we have a team of three managers covering the 26 counties with responsibility for some 60 independent cash collection agents and some 15 fundraising representatives. The latter may call to your door and ask you to enrol for €15 a month by direct debit in support of the Central Remedial Clinic, Rehab and the Mater University Hospital. You might not win a Ford Fiesta but you will certainly win the thanks and appreciation of our three Beneficiaries.



The Care Trust Team

Our Contributors

Our Contributors are very loyal and generous people, from every county and town in Ireland.

The data below, shows this demographic by province. Our highest concentration of Contributors is in “Rest of Leinster” at 28%, but this translates into only 0.8% of the Leinster population. The average TCT representation for the population is 0.7%.

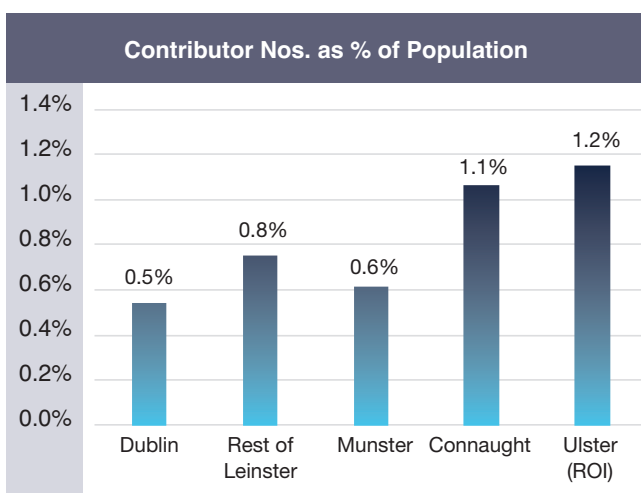
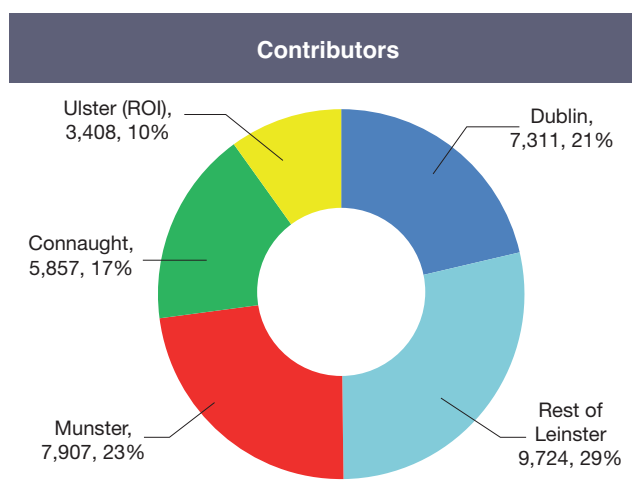
Interestingly, Dublin with 21% of TCT Contributors, accounts for the lowest concentration of TCT Contributors as a percentage of the population, at 0.5%. Despite being easier for our fundraising representatives to get around, more and more communities are in gated accommodation and access is an issue. Dublin was perhaps also hit hardest by the recession and was more influenced by the strong backlash of adverse publicity for charities.

The three Ulster counties, with 10% of Contributors, is not surprisingly the lowest province for TCT membership with only three counties. What is surprising is that it has the highest concentration as a percentage of province population at 1.2%. Connaught is not far behind with 1.1% of the province's population as TCT Contributors. It may be that people are more generous in those parts of the country but it also is a reflection of successful TCT fundraisers in those areas.

If the level of concentration achieved in the Ulster counties were achieved across the country, TCT membership would reach 56,000. This is a realistic target, but our biggest challenge is obtaining sufficient competent fundraising representatives to enrol those new Contributors.

Our Contributors by Province		
	Contributors	%
Dublin	7,311	21%
Rest of Leinster	9,724	28%
Munster	7,907	23%
Connaught	5,857	17%
Ulster	3,408	10%
	<u>34,207</u>	100%

	Population (2016 data) '000	Contributor Nos. as % of Population
Dublin	1,345	0.5%
Rest of Leinster	1,286	0.8%
Munster	1,280	0.6%
Connaught	551	1.1%
Ulster	296	1.2%
	<u>4,758</u>	0.7%



Our Lottery Draws

We hold three draws every month and a Ford Fiesta must be won in each draw. There are 36 cars to be won in the year and in theory, one person could win all 36 cars! Contributors pay €15 a month to be entered in all competitions and our ticketing allocates €5.00 in turn to each draw.

Our 36 Ford Fiesta car winners in 2017 were from 16 counties and from every walk of life.

Some Contributors have been with us for many years and have supported CRC, Rehab and the Mater over that time.

Some have never won a prize and some win on the first month!

Each year we say thank you to our Contributors to acknowledge their generosity and commitment in helping young and not so young to live life to the full.

Our Beneficiaries seek to give people their independence and to grow their confidence, assurance, and well-being, so they are full participants in our society.

We also have Contributors who are non-prize fund and who contribute solely for the desire to support our Beneficiaries.

Our IT system tickets at every cent! Therefore, for each draw a Contributor paying €15 each month, will have 500 tickets in each draw. One could win a car for 1 cent!

Some Contributors pay €21.00 each month. They are allocated €5 to each draw, and then the remaining funds are wrapped around the three draws with up to a further €5 allocated in turn to each draw. So €21 each month would be allocated €10 Draw 1, €6 Draw 2, €5 Draw 3.

The prize car is a Ford Fiesta is a 1.1l 5 door Zetec edition. We do not offer a cash in lieu of the prize and car winners can upgrade at their own expense.



Yvonne van Etten, Co. Galway, Fiesta car winner, May 2017, Draw 2, with TCT Manager Brendan Lynch.



Tom Moore on the right from Co. Laois, Fiesta car winner in July 2017, Draw 3, with TCT Representative, Seamus Moore.



Pat Rossiter, Co. Wexford, Fiesta car winner, October 2017, Draw 3, with TCT Manager Phil Reid.



Julie Walsh, Dublin, Fiesta car winner, Draw 1, August 2017, with TCT Manager Phil Reid.



Andrea O'Brien, Co. Meath, Fiesta car winner, June 2017, Draw 1, with TCT Representative, Gerard Rice.

Our 36 Ford Fiesta Winners in 2017



Car Winners January to December 2017



Rehab

Noel & Mary Ryan Co Mayo,
Olivia Cregg Co Dublin, **William Murphy** Co Wexford,
Ann O'Connor Dublin 9, **Joan Hipwell** Dublin 16, **John Lynch**
 Co Louth, **Theresa Hiney** Co Westmeath, **Tony McGuire** Dublin 14,
Seamus Gallon Co Donegal, **Joe Glynn** Co Galway, **Brendan Donoghue** Dublin
 12, **Mona Flanagan** Co Longford, **Fraser Thom** Co Meath, **Yvonne van Etten**
 Co Galway, **Ann Doyle** Co Wexford, **Andrea O'Brien** Co Meath, **Edel Reynolds** Dublin 9,
Gerard Keegan Dublin 14, **Julija Belove** Co Kerry, **Carmel Yore** Co Meath, **Tom Moore** Co Laois,
Julie Walsh Dublin 9, **Brid Mc Intyre** Co Meath, **Flo Higgins** Co Sligo, **Brendan Bolger** Dublin 9,
Brian McLoughlin Co Sligo, **Bridie O'Meara** Co Offaly, **Rita Monahan** Dublin 9, **John Jones** Co Carlow,
Pat Rossiter Co Wexford, **Jean Kirby** Dublin 15, **Edward Fitzsimons** Co Wexford, **Serge Bruzzi** Co Galway,
Geraldine Doyle Co Kilkenny, **Eric Cullen** Co Meath, **Charlie McCann** Co Monaghan





Governance



The Care Trust Board of Directors and Management



From left, standing: Philip McCabe, TCT Director of Finance & Administration; John McGuire TCT Board Member and Chairperson TCT Strategic Review Sub-Committee; Tom Quinn, TCT Vice-Chairperson and Chairperson TCT Governance Sub-Committee, Tom Fleming TCT Board Member and Chairperson Remuneration Sub-Committee; Senan Mullins, TCT CEO.

From left seated: Kathleen O'Meara TCT Board Member, Bernard Walsh, TCT Chairperson and Ziva Newman, TCT Board Member. (Board Member Noreen O'Kelly was absent when the above photograph was taken).

Board of Directors

for the Year Ended 31 December 2017

Bernard Walsh (Chairperson)



Bernard Walsh has worked for over 20 years in banking and finance. He is currently Head of Pensions and Investments at Bank of Ireland Life. He previously worked for Ulster Bank, Barclays Bank and Trustee Savings Bank. He is a regular commentator on finance and economic matters in the media. He holds a Bachelor of Commerce degree from University College Cork and postgraduate qualifications from University College Dublin and Coventry University. He has previously served as a Director in the Credit Union sector and serves on a Trustee Board.

In January 2017, Bernard was appointed Chairperson of The Care Trust Board.

Tom Quinn (Vice-Chairperson)



Tom Quinn retired in 2009 as RTÉ Group Secretary after 40 years service. His previous positions included Staff Relations Executive, Job Evaluation Manager, News Administration Manager and Director of Corporate Affairs/Secretary. He is a founding Director of TG4 and former Chairman of Radio Tara Limited (Atlantic 252).

Tom is currently a Director of Don Bosco Teenage Care Housing Association and a Trustee of the RTÉ Benevolent Society. As a former representative of the Corporate Governance Association, Tom was a member of the working group that produced the Governance Code for Community, Voluntary and Charitable Organisations that was issued in 2012.

A Barrister-at-Law and Chartered Fellow of the Chartered Institute of Personnel and Development, Tom holds a B.A. and Post Graduate Diplomas in Social Science, European Law and Corporate Governance from UCD.

Tom is a Director of the Central Remedial Clinic (CRC).

Tom Fleming



Tom Fleming joined Volkswagen Group Ireland as Director of Human Resources in 2011. Tom has a Business Degree from NIHE Dublin and a post-graduate qualification in the Psychology of Organisational Development and Change from Herriot-Watt University, Edinburgh. He has been a member of the Chartered Institute of Personnel and Development for over 25 years.

After graduation, Tom spent 14 years in the UK working in various human resources and operational roles with leading multinational organisations including Alstom, PepsiCo, B&Q and Jewson. Tom returned to Ireland in 2001 to join Diageo where he spent eight years in senior HR and commercial roles. He has also worked as an Organisation Development Consultant in both Ireland and the UK.

Tom is a Director of the Central Remedial Clinic (CRC).

Board of Directors

for the Year Ended 31 December 2017 (continued)

John McGuire



John McGuire retired from the Rehab Group in June 2013 after holding the positions of Director of Fundraising and Managing Director of Rehab Lotteries Ltd over a period of 25 years.

He currently works as a business consultant and is a non-executive Director of Herbert Street Technologies Limited.

Earlier in his career, he was the Head of Marketing Consultancy with Price Waterhouse in Dublin and worked in a number of positions for Enterprise Ireland including Director-Germany based in Dusseldorf. He has held other senior marketing positions with BOC Ltd in London and Irish Industrial Gases Ltd in Dublin.

He was elected Chairman of the Marketing Institute of Ireland in 1989 and was conferred with Fellowship of the Institute in 1997. He was appointed by the Irish Government to serve as Chairman of the Crafts Council of Ireland from 1991 to 1993.

He is a graduate of University College Dublin from which he received BSc and PhD degrees in Chemistry.

Ziva Newman



Ziva Newman is an experienced professional with a strong background in the commercial and the not for profit sectors. After spending nine years as a business development strategist in the corporate world Ziva, decided to reinvent her career and join the not for profit sector.

Ziva joined Central Remedial Clinic as the Head of Philanthropy and Partnerships in December 2016. Prior to joining the CRC Ziva has worked in the philanthropic capacity for the Dublin City University Educational Trust and the international UK based charity Interserve.

Ziva holds a BA in International Relations from the American College Dublin, MA in Politics from UCD and is a PhD candidate in Political Economy with UCD. Ziva has been also awarded a Diploma in Fundraising and Management from the Charities Institute Ireland.

Ziva's specialty and areas of most interest are higher education, children and adults with physical and intellectual disabilities, good governance, leadership and corporate fundraising.

Board of Directors

for the Year Ended 31 December 2017 (continued)

Noreen O'Kelly



Having qualified as a chartered accountant in KPMG, Noreen spent over eleven years in Independent News & Media plc, where she held a number of senior roles including group treasurer and company secretary. She then spent nine years in C&C Group plc as company secretary. She is now a consultant on corporate governance, and is a non-executive director of a number of companies and not-for-profit organisations.

Noreen is a Director of the Rehab Group.

Kathleen O'Meara



Kathleen O'Meara was appointed in 2016 as Director of Communications, Public Affairs & Fundraising at the Rehab Group. She is responsible for raising awareness of Rehab's work through advocacy and communications strategies and also for building on key relationships with relevant partners and government bodies. She oversees and co-ordinates fundraising activities focused both on corporate and major donors as well as local initiatives in the communities in which Rehab works.

Previously she was head of Advocacy & Communications, with the Irish Cancer Society (from 2008) and was a former member of Seanad Éireann, and a former ministerial advisor. She also worked as a journalist, both freelance and with RTÉ.

Principles of Good Governance



Public Statement of Compliance with the Governance Code for Community, Voluntary and Charity Organisations in Ireland

THE CARE TRUST DAC

College House, 71 - 73 Rock Road, Blackrock, Co Dublin, A94 F9X9.

wish to state that we have completed the process as set out for a Type C organization and now comply with the principles and practices of the Governance Code for 2018.

We do this by:

Principle 1. Leading our organisation

Agreeing our vision, purpose, mission, values and objectives making sure that they remain relevant; Developing, resourcing, monitoring and evaluating a plan so that our organisation achieves its stated purpose and objectives; Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation.

Principle 2. Exercising control over our organisation

We do this by: Identifying and complying with all relevant legal and regulatory requirements; Making sure there are appropriate internal financial and management controls; Identifying major risks for our organisation and deciding ways of managing the risks.

Principle 3. Being transparent and accountable

Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure there is regular and effective communication with them about our organisation; Responding to stakeholders' questions or views about the work of our organisation and how we run it; Encouraging and enabling the engagement of those who benefit from our organisation in the planning and decision-making of the organisation.

Principle 4. Working effectively

Making sure that our governing body, individual board members, committees, staff and volunteers understand their: role, legal duties, and delegated responsibility for decision-making; Making sure that as a board we exercise our collective responsibility through board meetings that are efficient and effective; Making sure that there is suitable board recruitment, development and retirement processes.

Principle 5. Behaving with integrity

We do this by: Being honest, fair and independent; Understanding, declaring and managing conflicts of interest and conflicts of loyalties; Protecting and promoting our organisation's reputation.

The Care Trust DAC is a registered charity (CHY 13691) that operates nationwide.

Email: TheCareTrust@Give.ie LoCall: 1890 253 408

Signature:

**Bernard Walsh
CHAIRPERSON, THE CARE TRUST BOARD**

Date of signature: 21st November 2017

Signature:

**Tom Quinn
CHAIRPERSON, THE CARE TRUST GOVERNANCE
SUB-COMMITTEE**

Date of signature: 21st November 2017

Signed at the Governance Sub-Committee meeting on 21 November 2017.

The Care Trust Director Resolution on Fundraising from the Public



Address & Registered Office
College House
71-73 Rock Road
Blackrock
Co. Dublin
A94 F9X9

Telephone
LoCall
Email
Web

01 200 0060
1890 253 408
thecaretrust@give.ie
www.thecaretrust.ie

Director Resolution regarding the Guidelines for Charitable Organisations on Fundraising from the Public

The Board resolves to adopt the *Guidelines for Charitable Organisations on Fundraising from the Public* and confirms that **The Care Trust DAC** is committed to complying with the Guidelines and will endeavour to:

1. Adhere to the core principles of respect, honesty and integrity, transparency and accountability by:

- 1.1 Respecting the rights, dignity and privacy of supporters, clients and beneficiaries.
- 1.2 Answering reasonable questions about fundraising activity and fundraising costs honestly.
- 1.3 Making information about our purpose, activities and governance available to the public.

2. Demonstrate its commitment to donors by:

- 2.1 Agreeing and making known a Contributors' Charter consistent with the *Guidelines for Charitable Organisations on Fundraising from the Public* containing commitments regarding the causes for which the charity is fundraising, the use of contributions, and disclosures regarding the status and authority of those soliciting contributions.
- 2.2 Operating a complaints and feedback procedure.

3. Ensure high standards of fundraising practice by:

- 3.1 Ensuring fund raisers are committed to the highest standards of good practice by providing information and training on the *Guidelines for Charitable Organisations on Fundraising from the Public*.
- 3.2 Ensuring that fundraising activities are respectful, honest, open and legal and in accordance with the *Guidelines for Charitable Organisations on Fundraising from the Public*; and that images and messages are chosen and used in keeping with best practice.
- 3.3 Having a policy in place regarding the management of volunteer fundraisers - if utilised

4. Be financially accountable by:

- 4.1 Publishing an annual report and statement of annual accounts, which includes a statement on compliance with the *Guidelines for Charitable Organisations on Fundraising from the Public*.
- 4.2 Making sure that there are appropriate internal financial and management controls in place.
- 4.3 Making sure that all contributions are recorded and that both financial records and personal data records comply with data protection legislation.

5. Ensure that the Board and senior management take responsibility for implementing and adhering to the Guidelines for Charitable Organisations on Fundraising from the Public by:

- 5.1 Identifying any risks that may arise and ensuring appropriate mechanisms are in place given the size and complexity of the organisation to manage and deal with those risks.



Chairperson, The Care Trust Board

21 November 2017

Chairperson, Governance Sub-Committee

21 November 2017

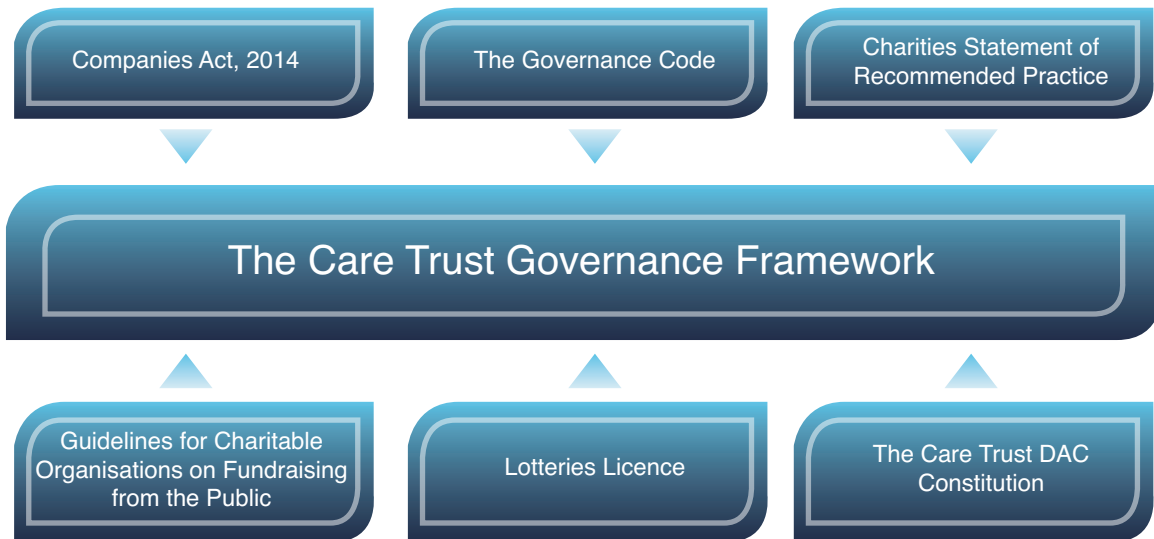
Board of Directors
Bernard Walsh (Chairperson)
Tom Fleming
John McGuire
Michael Wickham Moriarty

Ziva Newman
Kathleen O'Meara
Tom Quinn

Chief Executive
Registered in Ireland
Registered in Ireland No.
Registered Charity No.
Charities Regulatory Authority No.
Company Secretary

Senan Mullins
The Care Trust DAC
45561
CHY 13691
20043285
Porema Ltd

The Care Trust Governance Framework





Reports of the Chairpersons of the Sub-Committees for the Year Ended 31 December 2017



Governance Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017

Committee Terms of Reference

The Governance Sub-Committee is tasked with ensuring The Care Trust DAC (TCT) meets the standards of best practice in corporate governance. It is also responsible for performing an annual review, to include a review of the Board, a review of the Sub-Committees, the performance of the Chairperson and the performance of the Chief Executive.

TCT has been compliant with the *Governance Code for Community, Voluntary and Charitable Organisations* since 2015. However, the Governance Sub-Committee continues to monitor and review compliance and to ensure TCT stays abreast of recent developments and maintains the standards of best practice demonstrated in the industry.

Members

Noreen O'Kelly
Joanne Kelleher
Fiona Mahon
John McGuire
Tom Quinn

(Appointed Chairperson 21 November 2017)
(Resigned 28 March 2017)
(Resigned 31 August 2017)

The Governance Sub-Committee met on 10 November 2017

Handbook for The Care Trust

The Handbook was originally developed as a best practice tool for all appointees to the Board of The Care Trust. It is a comprehensive guide to TCT's operational and governance framework and key policies. It contains the Staff Handbook as well as the Strategic Business Plan, Business Continuity Plan and Risk Register. The updated Handbook was approved by the Committee on 10 November, 2017 and ratified by the Board on 21 November, 2017. It now serves as a useful tool for all Directors, staff and Agents who work with TCT, as a comprehensive resource on all Company matters.

In 2017, the Handbook was updated to reflect adherence to the updated version of the following guidelines, which are referenced throughout:

- *The Corporate Governance Code for Community, Voluntary and Charity Organisations in Ireland*;
- *The Guidelines for Charitable Organisations on Fundraising from the Public* issued by the Charities Regulatory Authority;
- *Internal Financial Controls Guidelines for Charities* issued by the Charities Regulatory Authority;
- *Guidance for Charity Trustees* issued by the Charities Regulatory Authority; and

- Charities Institute Ireland *Fundraising Codes of Good Practice (Cii Codes)*.

This included necessary updates to the Expenses Policy; Staff Handbook; Whistleblowing Policy and Data Protection Policy.

In addition to the Handbook updates, a *Public Compliance Statement* was posted to TCT's website in reference to adherence with the *Guidelines for Charitable Organisations on Fundraising from the Public*.

Once reviewed by the Committee, the Handbook was approved by the Board on 23 January 2018.

Register of Directors' interests, where a conflict may arise

It is standard practice that each year the Register of Directors' Interests is circulated to all Board Directors and Senior Management Team for individual completion. The composite Register is then noted by the Sub-Committee and forwarded to the Board. In 2017, the Register was updated fully and noted without any issues arising.

Governance Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

Board and Chief Executive Evaluation

On an annual basis, the Sub-Committee produce a web-based Board evaluation questionnaire and, following approval by the Board, this was completed on an individual basis by Board Directors. The questionnaire, revised for 2017, included sections on Diligence in Exercise of Duties; Board Organisation; Administration of Meetings; Constructive Communication; Ongoing Education / Sector Knowledge; and Board Effectiveness.

The 2017 evaluation was conducted in an efficient and effective manner, with a high degree of engagement by Directors. An evaluation report of the results was collated and presented to The Care Trust Board on 23 January 2018. Overall, Board performance was assessed as strong.

The Board is committed to continuously appraising its own performance. The evaluation findings provided specific feedback as to how TCT's Board can continue to improve its performance and effectiveness in the future. The Board and the Chief Executive will work to address action points arising from this process in the coming year.

The Governance Sub-Committee is also tasked with performing an evaluation of the Chief Executive and the executive stewardship demonstrated during the year. This assessment considers areas such as supporting the Chairperson and Board Directors; implementing accountability and corporate governance standards; and setting down specific key result areas. This assessment took place in November 2017 and a formal evaluation report was then approved by the Board.

Preparation for the EU General Data Protection Regulation 2018

The EU General Data Protection Regulation (GDPR) replaces the Data Protection Directive 95/46/EC and is designed to harmonize data privacy laws across Europe, to protect and empower all EU citizens and to reshape the way organizations across the region approach data privacy. It has an enforcement date of 25 May 2018.

In 2017, TCT took a number of steps to prepare and ensure prompt adoption of the regulation in 2018. A gap analysis was performed to assess key areas of exposure and risk and an action plan was drawn up, with a clear timeline for the completion of tasks.

TCT's Policy on Data Protection has been extensively reviewed and updated to align with EU GDPR, 2018, including the development of a Data Breach Plan. A Privacy Policy was also posted on our website, in adherence with the regulations. In 2018, TCT will continue to work towards full compliance with the regulations by the enforcement date. The Company recognizes the vital importance of data privacy for all Contributors and is committed to protecting their rights on an ongoing basis.

Key Tasks

Review and updates to The Care Trust Handbook for 2018	✓
Continued compliance with the Governance Code, CRA Guidelines and Cii Fundraising Codes of Good Practice	✓
Evaluation of the Board and Chief Executive	✓
Register of Directors' Interests, Where a Conflict May Arise	✓
Preparation for EU General Data Protection Regulations May 2018	✓

Governance Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

In Conclusion

I would like to thank my fellow Sub-Committee members for their overall input and co-operation, as we continue to maintain best practice in all areas of governance.

Particular thanks are due to those who served as Chairperson during the year: Joanne Kelleher (until March 2017); Fiona Mahon (until August 2017).



A handwritten signature in blue ink, appearing to read 'Tom Quinn', written in a cursive style.

Tom Quinn,
Chairperson, Governance Sub-Committee
March 2018

Audit Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017

Committee Terms of Reference

The Audit Sub-Committee is tasked with the oversight and review of all audits of The Care Trust (TCT), internal and external. The members of the Committee review the Annual

Report and financial statements in advance of the Board's approval and discuss and recommend any necessary improvements in the area of financial controls or audit matters.

Approval of 2016 Financial Statements and Annual Report

The draft audited financial statements and Annual Report for 2016 were presented at the Audit Sub-Committee meeting on 1st March 2017, for review and discussion. Present at that meeting, the auditors, Ernst Young (EY), confirmed that the 2016 financial statements were prepared in accordance with Financial Reporting Standard (FRS) 102 and with reference to the Statement of Recommended Practice: Accounting and Reporting for Charities (SORP 2015).

EY also confirmed that while its core audit work was confined to the financial statements, it had reviewed the general reporting and supplementary information and found these sections of the Annual Report to be consistent with their findings. There was full acknowledgement of the significant

work done to provide an increased level of reporting to all stakeholders, both internal and external.

The Committee ensured that signed Letters of Support were provided by each of the shareholders, prior to the signing of the 2016 Annual Report.

The Committee took additional time to meet with the auditors, without Management present, and were happy to record that no matters of concern had arisen. The Committee recommended at The Care Trust Board Meeting on 28 March 2017 that the 2016 Annual Report be approved by the Board.

Members

Michael Wickham Moriarty (Chairperson, resigned 23 January 2018)

Noreen O'Kelly (Chairperson, appointed 23 Jan 2018)

Tom Fleming

Tom Quinn

Bernard Walsh

The Committee met on 01 March, 21 July and 29 November 2017

Audit Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

Internal Audit Process and Report

At the July meeting, the Committee reviewed the 2017 Internal Audit Report prepared by Rehab Group's Internal Auditor.

The Internal Audit fieldwork was carried out in May, with a close-out meeting with the Chief Executive held in June. The scope of the internal audit included an assessment of:

- The on-going implementation of recommendations from prior audits;
- The integrity of internal financial controls;
- Compliance with the Guidelines for Charitable Organisations on Fundraising from the Public; and
- The appropriate maintenance of Fraud and Complaint Registers.

The objective of the audit was to provide independent reassurance to TCT's Audit Sub-Committee and Board over internal controls, compliance measures and best practice standards.

Two recommendations were delivered through the Report, as follows:

- Consider (where operationally practicable) separating the invoice approval process from the bank payment process (Medium Priority Recommendation); and
- Ensure that written requests from Contributors to change direct debit standing data, is signed off by a second staff-member and provide for an end-of-day exception report for review and sign-off by the Dir Finance (Low Priority Recommendation).

The Senior Management Team undertook to progress the implementation of both recommendations in line with agreed timelines and the Audit Sub-Committee and Board are kept apprised on an on-going basis. The Committee noted that the Report was very favourable overall, with no 'red flag' recommendations arising.

Key Tasks

Approval of the financial statements for 2016	✓
Oversight of internal audit process and review of report prepared by Rehab Group Internal Auditor	✓

In Conclusion

I wish to thank my fellow Sub-Committee members for their valued input and oversight. Particular thanks are due to Bernard Walsh, for acting as Chairperson until 24 January 2017 and to Tom Quinn for serving as Acting Chairperson until my appointment on 23 January 2018.

In a busy year of transition to a new external auditor and a comprehensive internal audit, the Senior Management Team are to be commended for their diligence and effectiveness in ensuring there were no adverse audit findings and also that the financial statements and 2017 Annual Report were finalised in the first quarter of 2018.



Noreen O'Kelly
Chairperson Audit Sub-Committee
March 2018

Remuneration Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017

Committee Terms of Reference

The Remuneration Sub-Committee is tasked with ensuring that the remuneration of the Chief Executive (CEO) and Senior Management Team (SMT) is set by a Committee of the Board

whose Directors have no personal interest in the outcome of the decisions of the Committee and who will have due regard to the interests of The Care Trust.

Committee Meetings

Prior to meeting on 7 February, the CEO provided the Committee with the current salary, benefits and pension remuneration details for the SMT. For complete transparency, the CEO also provided pay and reward details and a summary of non-pensionable and expense payments relating to all staff. The Committee noted that, when taken together, all staff costs relating to the full year 2016, at €866K were €111K (11.4%) lower than those for 2015.

The Committee reviewed all of the information in detail and were satisfied with the disclosures for the 2016 Annual Report, noting that these are in accordance with the Charities Statement of Recommended Practice (SORP) 2015 disclosure requirements.

The Committee agreed to recommend to The Care Trust Board that current rates of pay and benefits remain in place for the SMT in respect of 2017. This recommendation was subsequently approved by the Board on 28th March 2017.

The Committee recorded that the Chief Executive has signed a revised and updated contract of employment. The content of the contract was agreed by The Care Trust Board, at its

meeting on 22 of November 2016 and is countersigned by the current Chairperson of the Board, Bernard Walsh. With the consent of the Chief Executive, the contract foregoes any provision for performance-related pay in the Chief Executive's remuneration.

The Committee also reviewed a revised contract of employment for the Director of Finance & Administration. This contract also foregoes any provision for performance-related pay.

In the context of succession planning, the Sub-Committee noted that TCT had fully documented procedures and had a complete Business Continuity Plan to facilitate staff in delegating / covering duties as and when required.

The Audit Sub-Committee noted at its March 2017 meeting that a nil return was made in respect of each TCT Director Remuneration. A copy of the 'Certificate of Director's Remuneration and Interests in Shares, etc. for the Year Ended 31/12/2016' in respect of each individual TCT Director was prepared following the work of the Remuneration Sub-Committee.

Members

Tom Fleming (Chairperson)
Joanne Kelliher (Resigned 28 March 2017)
Bernard Walsh (Appointed 28 March 2017)

The Committee met on 7 February 2017.

Remuneration Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

Key Tasks	
Review of salary and remuneration details for 2017	✓
From 2018, Committee will approve SMT pay and benefits structure; to be noted by the Board	✓
Approval of Charities SORP 2015 disclosures in the 2016 Financial Statements	✓
Renewal of employment contracts for key staff members	✓
Directors' Remuneration and Expenses for 2017 – Nil Returns	✓

In Conclusion

The Remuneration Committee continues to work with The Care Trust Board and the Senior Management Team to focus on resourcing the Company effectively, with due regard to the nature and risks of the business, and to ensuring continuity of expertise and experience.

I thank my fellow Sub-Committee members, Joanne Kelleher and Bernard Walsh, for their input and contribution this year.



A handwritten signature in black ink, appearing to be 'TFleming', written in a cursive style.

Tom Fleming
Chairperson, Remuneration Sub-Committee
March 2018

Strategic Review Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017

Terms of Reference of the Strategic Review Sub-Committee

At a meeting of the representatives of the Shareholders in September 2016, it was agreed that the Board of The Care Trust would commission an independent Strategic Review to determine the strategic direction of the Company. Both Shareholders confirmed their support for this review, and

agreed to support the process fully. On this basis, the Board appointed a Strategic Review Sub-Committee with the specific remit of advancing and monitoring this process, while reporting regularly to the Board on progress.

The Strategic Review

The overall objective of the Strategic Review, as approved by the Board was: *To clarify and define the future direction of TCT with the objective of enhancing its long-term effectiveness and impact, for the benefit of its shareholders and Beneficiaries.*

Within the Terms of Reference, the Board outlined four strategic questions and a range of more detailed operational questions. The strategic questions were:

- (a) Given the current fundraising landscape and the existing operating model, are the funds currently being raised by TCT at their maximum?
- (b) If not, what changes can be made to the TCT operating model to generate increased funds within existing structures and resources?
- (c) Bearing in mind TCT'S expertise, skills set and experience, what new products/services, channels of

distribution, methods of promotion and marketing could TCT employ to generate new and/or secure existing revenues?

- (d) What are the appropriate relationships and supports that stakeholders could provide to assist TCT to maximise outputs from whatever operating model is employed going forward?

The deliverables requested included a review of TCT's current operating model and an opinion as to whether it was fit for purpose and maximising outputs; an optimum corporate ownership structure and stakeholders' interface for TCT; a fundraising strategy for 2018 to 2021 and a detailed implementation plan setting out the sequence, timing and approach to be adopted.

Members

John McGuire (Chairperson)
Tom Fleming

The Committee met on 13 and 23 March; 14 July; 18 July and 18 August 2017

Strategic Review Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

Committee Meetings

After a full tender process with presentations from a number of firms, the Strategic Review Sub-Committee recommended, and TCT's Board approved, the appointment of THINK Consulting Solutions Ltd ('THINK'), a UK-based company with specific lottery and charity expertise, to carry out the review. THINK were appointed in April 2017, and began the review of TCT's operations and business model in May with a range of meetings and interviews held with TCT management, field staff, Shareholders and Beneficiaries. THINK also sought input from Contributors and the public through a number of specifically designed surveys.

The Strategic Review was a phased process, with deliverables presented to the Committee at various points throughout the year for feedback. The following reports were presented during the year:

- A Situational Analysis for The Care Trust
- An External Environment Analysis
- A Survey of UK Charity Raffle and Lottery Offerings
- The Care Trust Omnibus Survey Report
- The Care Trust Contributors' Research Report
- Business-to-Business Insights for The Care Trust
- A report detailing a number of Case Studies appropriate for The Care Trust

The culmination of these reports, and the final outcome of the Strategic Review, was the presentation of a comprehensive five-year Fundraising Strategy and detailed implementation plan.

At the July Board meeting, the Strategic Review Sub-Committee reported to the Board that THINK convened a meeting with the Committee and TCT Senior Management to consider a range of strategic options, based on the content and findings of all the reports produced. The Committee outlined the strategic considerations employed to assess the options presented and reported that a preferred strategic

direction was selected at the workshop for further development and presentation to the Board at a plenary meeting in August 2017.

At this plenary meeting in August, THINK presented to the Board a draft Fundraising Strategy for the period 2018 – 2021. THINK outlined how this was to be delivered in three phases of activity:

- Phase 1: Refresh the current product
- Phase 2: Invest and grow the current lottery product
- Phase 3: Invest and grow new gaming products

The meeting provided an opportunity for the Board to discuss in detail the strategies proposed and raise any questions or issues with THINK.

The Fundraising Strategy also set out essential pre-conditions for success that were identified as a result of the review process. These pre-conditions were discussed and clarified at the plenary meeting, with final agreement that TCT's Board would lead on the implementation of these.

Prior to the November Board meeting, the final Fundraising Strategy was circulated to Board Members for individual consideration. At the meeting on 21 November, the Chairperson complimented the Strategic Review Sub-Committee for their work in overseeing and bringing the review to such a satisfactory conclusion.

The Board unanimously agreed that the report was an accurate report of discussions and inputs from all and provided an excellent strategy to secure the future profitability and sustainability of TCT. The Fundraising Strategy was unanimously accepted by the Board for adoption, and it was agreed that following a presentation to the Shareholders in early 2018, the implementation of the strategy would begin immediately.

Strategic Review Sub-Committee Chairperson's Report

for the Year Ended 31 December 2017 (continued)

In Conclusion

The Strategic Review Sub-Committee are confident that the thorough and comprehensive review process carried out by THINK in 2017 has provided TCT with an excellent blueprint for the strategic direction of the Company until 2021.

I thank my fellow Directors, management, staff and Beneficiary representatives for their full co-operation and input.



A handwritten signature in black ink, appearing to read 'John McGuire', written in a cursive style.

John McGuire
Chairperson, Strategic Review Sub-Committee
March 2018





Financial Statements for the Year Ended 31 December 2017

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Company Information

REGISTERED NUMBER IN IRELAND

45561

REGISTERED CHARITY NUMBERS

CRA 20043285

CHY 13691

REGISTERED ADDRESS & BUSINESS ADDRESS

College House,
71 - 73 Rock Road,
Blackrock,
Co. Dublin.
A94 F9X9

CHIEF EXECUTIVE

Senan Mullins

COMPANY SECRETARY

Porema Limited,
22 Northumberland Road,
Ballsbridge.
Dublin 4.
D04 ED73

BANKERS

Bank of Ireland,
6 Lower O'Connell Street,
Dublin 1,
D01 X324.

Allied Irish Bank,
Main Street,
Blackrock,
Co. Dublin.
A94 TK22

SOLICITORS

McCann Fitzgerald,
Riverside One,
Sir John Rogerson's Quay,
Dublin 2.
D02 X576

AUDITORS

Smith & Williamson,
Registered Auditors,
Paramount Court,
Corrig Road, Sandyford Business Park,
Dublin 18.
D18 R9C7

PENSION ADVISORS

Invesco Pension and Investment,
Consultants,
2 Sandyford Business Centre,
Burtonhall Road,
Sandyford,
Dublin 18.
D18 XK37

Membership of The Care Trust Board and Sub-Committees

Directors	Nominee	2017 Appointed	2017 Reappointed	2017 Resigned	
Bernard Walsh ¹ Chairperson	Rehab				
Tom Quinn ² Vice-Chairperson	CRC				
Tom Fleming	CRC				
Joanne Kelleher	CRC			28-Mar	
Fiona Mahon ³	CRC			31-Aug	
Michael Wickham Moriarty	CRC	26-Sep		23-Jan (2018)	
John McGuire	Rehab				
Ziva Newman	CRC	23-Jan			
Noreen O'Kelly	Rehab	21-Nov			
Kathleen O'Meara	Rehab				

¹ Bernard Walsh was appointed Chairperson on 24 January 2017.

² Tom Quinn was appointed Vice Chairperson 21 November 2017.

³ Fiona Mahon served as Acting Chairperson until 24 January 2017 and was Vice Chairperson until 31 August 2017.

2017 Meetings	Board	AGM	Governance	Audit	Remuneration	Strategic Review
Number of meetings	6	1	1	3	1	5
Date of meetings	24-Jan	23-May	10-Nov	01-Mar	07-Feb	13-Mar
	28-Mar			21-Jul		23-Mar
	23-May			29-Nov		14-Jul
	25-Jul					18-Jul
	26-Sep					18-Aug
	21-Nov					

Governance Sub-Committee	2017 Appointed	2017 Reappointed	2017 Resigned	
Tom Quinn ⁴ Chairperson	21-Nov			
Joanne Kelleher ⁵			28-Mar	
Fiona Mahon ⁶			31-Aug	
John McGuire				
Tom Quinn				

⁴ Tom Quinn acted as Chairperson from 21 November in the absence of an official chair and was appointed Chairperson on 23 January 2018.

⁵ Joanne Kelleher was Chairperson of the Governance Sub-Committee until her resignation from the Board on 28 March 2017.

⁶ Fiona Mahon was Chairperson of the Governance Sub-Committee from 28 March 2017 until her resignation on 31 August 2017.

Membership of The Care Trust Board and Sub-Committees (continued)

Audit Sub-Committee	2017 Appointed	2017 Reappointed	2017 Resigned
Noreen O'Kelly ⁷ Chairperson	23-Jan-18		
Tom Fleming ⁸	23-May		
Tom Quinn ⁹	24-Jan		21-Nov
Bernard Walsh ¹⁰			

⁷ Noreen O'Kelly was appointed Chairperson of the Audit Sub-Committee on 23 January 2018.

⁸ Tom Fleming was appointed to the Audit Sub-Committee on 23 May 2017.

⁹ Tom Quinn was Chairperson of the Audit Sub-Committee from 24 January 2017 to 21 November 2017.

¹⁰ Bernard Walsh was Chairperson of the Audit Sub-Committee until 24 January 2017, when he resigned on his appointment as Chairperson of the Board. He remains a member of the Sub-Committee.

Remuneration Sub-Committee	2017 Appointed	2017 Reappointed	2017 Resigned
Tom Fleming Chairperson			
Joanne Kelleher			28-Mar
Bernard Walsh	28-Mar		

Strategic Review Sub-Committee	2017 Appointed	2017 Reappointed	2017 Resigned
John McGuire Chairperson			
Tom Fleming			

Attendance at Company Meetings

Attendance Record - 2017 Board Meetings		24-Jan	28-Mar	23-May	25-Jul	26-Sep	21-Nov	Total
Directors								
Bernard Walsh	Chairperson	√	√	√	X	√	√	5/6
Tom Quinn	Vice-Chairperson	√	√	√	√	√	√	6/6
Tom Fleming		√	√	X	√	√	X	4/6
Joanne Kelleher		√	√	N/A	N/A	N/A	N/A	2/2
Fiona Mahon		X	√	X	√	N/A	N/A	2/4
Michael Wickham Moriarty		N/A	N/A	N/A	N/A	N/A	√	1/1
John McGuire		X	√	√	√	√	√	5/6
Ziva Newman		√	√	√	√	√	√	6/6
Noreen O'Kelly		N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kathleen O'Meara		√	X	X	√	X	√	3/6
Executive								
Senan Mullins	Chief Executive	√	√	√	√	√	√	6/6
Philip McCabe	Director Finance & Administration	√	√	√	√	√	√	6/6

Attendance Record - 2017 Governance Sub-Committee Meetings		10-Nov	-	-	-	-	-	Total
Directors								
Noreen O'Kelly	Chairperson	N/A						N/A
Joanne Kelleher		N/A						N/A
Fiona Mahon		N/A						N/A
John McGuire		√						1/1
Tom Quinn		√						1/1
Executive								
Senan Mullins	Chief Executive	√						1/1
Ciara O'Dowd	Director of Projects	√						1/1

Attendance at Company Meetings (continued)

Attendance Record - 2017 Audit Sub-Committee Meetings							
		01-Mar	21-Jul	29-Nov			Total
Directors							
Michael Wickham Moriarty	Chairperson	N/A	N/A	√			1/1
Tom Fleming		N/A	√	X			1/2
Tom Quinn		√	√	√			3/3
Bernard Walsh		√	X	√			2/3
Executive							
Senan Mullins	Chief Executive	√	√	√			3/3
Philip McCabe	Director Finance & Administration	√	√	X			2/3
Ciara O'Dowd	Director of Projects			√			1/1
Auditors, EY							
Chandini Gamage		√					1/1
Breffni Maguire		√					1/1
Other Invitees							
Michael Wickham Moriarty	Head of Finance CRC		√				1/1
Grant Thornton			√				1/1
Moore Stephens			√				1/1
Smith & Williamson			√	√			2/2
Attendance Record - 2017 Remuneration Sub-Committee Meetings							
		07-Feb					Total
Directors							
Tom Fleming	Chairperson	√					1/1
Joanne Kelleher		√					1/1
Bernard Walsh		N/A					N/A

Attendance at Company Meetings (continued)

Attendance Record - 2017 Strategic Review Sub-Committee Meetings							
		13-Mar	23-Mar	14-Jul	18-Jul	18-Aug	
Directors							
John McGuire	Chairperson	√	√	√	√	√	5/5
Tom Fleming		√	√	√	√	√	5/5
Executive							
Senan Mullins	Chief Executive	√	√	√	√	√	5/5
Philip McCabe	Director Finance & Administration	√	√	√	√	√	5/5
Mark Dillon	Head of IT	√	√	√	√	√	5/5
Ciara O'Dowd	Director of Projects	√	√	√	√	√	5/5
Other Invitees							
Crowe Horwath		N/A	√	N/A	N/A	N/A	1/1
THINK Consulting		N/A	√	√	√	√	4/4

Summary Attendance at Company Meetings

Summary Attendance at Company Meetings		Board	AGM	Governance	Audit	Remuneration	Strategic Review	Totals
Directors								
Bernard Walsh	Chairperson	5/6	1/1	-	2/3	-	-	8/10
Fiona Mahon	Vice-Chairperson	2/4	0/1	-	-	-	-	2/5
Tom Fleming		4/6	0/1	-	1/2	1/1	5/5	11/15
Joanne Kelleher		2/2	-	-	-	1/1	-	3/3
John McGuire		5/6	1/1	1/1	-	-	5/5	12/13
Ziva Newman		6/6	1/1	-	-	-	-	7/7
Noreen O'Kelly		-	-	-	-	-	-	-
Kathleen O'Meara		3/6	0/1	-	-	-	-	3/7
Tom Quinn		6/6	1/1	1/1	3/3	-	-	11/11
Executive								
Senan Mullins	Chief Executive	6/6	1/1	1/1	3/3	-	5/5	16/16
Philip McCabe	Director Finance & Administration	6/6	1/1	-	2/3	-	5/5	14/15
Ciara O'Dowd	Director of Projects			1/1				1/1





Directors' Report for the Year Ended 31 December 2017



Directors' Report

for the Year Ended 31 December 2017

The Directors are pleased to present their annual report and audited financial statements for the Year Ended 31 December 2017.

Structure, Governance and Management

Constitution

The Care Trust (TCT) is a designated activity company with share capital divided equally between two shareholders. The Constitution states that the 'A' shares and 'B' shares rank *pari passu* and Rehab Group (Rehab) and the Central Remedial Clinic (CRC) are referred to as the 'A Shareholder' and 'B Shareholder', respectively. The Company is a registered charity in the Republic of Ireland (charity number 13691) and has been granted charitable status under sections 207 and 208 of the Taxes Consolidation Act, 1997. The governing document is the Company's Constitution.

The Constitution sets out the objects and powers of The Care Trust DAC, which is governed by a Board of Directors with a Chairperson. The Board met 6 times in 2017 (2016:6). The Directors have responsibility for the strategic direction of TCT. They have appointed a Chief Executive and he has delegated authority, within terms approved by the Board, for day-to-day operational matters including finance and employment.

Method of appointment of Directors

In line with TCT's Constitution, Rehab, as Shareholder 'A', and the CRC, as Shareholder 'B', nominate Directors for the Board, and such appointments or removals of Directors are in writing and are signed by or on behalf of shareholders. A quorum of two Directors, one 'A' Director and one 'B' Director, must be present for each Board meeting and the Chairperson is not entitled to a casting vote should disagreements arise.

The A and B Directors may agree to the appointment of an independent Director or Directors, subject to the governing documents of TCT. Directors are appointed for a term of three years. On the expiration of the three-year term, Directors may be reappointed for a further term but may not be appointed for more than 3 terms of three years. Directors are non-executive and details of remuneration and expenses are disclosed in Note 7 of the financial statements.

Directors' induction and training

The Board of The Care Trust is committed to providing a comprehensive induction process, ensuring that each Board appointee acquires the necessary information on how TCT and its Board work, in order to allow him or her to play a full part in discussion and decision making. Such an induction programme includes an overview of the role of the Board and individual Board members, as well as the Governance Code.

The induction programme is tailored to individual appointees, taking time commitments and required skills development into account. Induction includes a variety of activities, spread over a period:

- Orientation/welcome meeting with TCT Chairperson and CEO;
- Meeting with Senior Management Team,
- Sign-off of Letter of Appointment and Code of Conduct,
- Presentation of Induction Pack.

The Induction Pack includes the following items: TCT's Constitution; TCT's Handbook; Organisational Chart; Strategic Plan; Annual Report and Financial Statements; List of Sub-Committees with Terms of Reference and all relevant contact details; Schedule of Board Meetings for the year.

In 2017, the Company revised and updated the Handbook for the Board of Directors of The Care Trust and has issued this to all its Directors. This document provides a best practice guide for appointees to the Board and covers the areas of the role of the Chief Executive, the operation of the Board, terms of reference for Sub-Committees, and policies and key documents of the Company.

Related party relationships

The Care Trust is an associate Company of both Rehab and the CRC. The Beneficiaries of the Company are the CRC, Rehab and the Mater Misericordiae University Hospital (the Mater).

Directors' Report

for the Year Ended 31 December 2017 (continued)

Future developments

The Board conducted a Strategic Review of The Care Trust during 2017 to identify and evaluate the strengths and weaknesses, opportunities and threats, structures and processes, in the business, and to chart a fresh course to harness the generosity and support of existing and new Contributors. A meeting of TCT Board and TCT Shareholders took place early in 2018 to align all parties with the strategy.

The Care Trust works consistently to ensure Contributor funds are spent in supporting services provided by the three

Beneficiaries and requests Beneficiaries to provide full accountability to TCT for those funds. There is a focus on securing direct debit enrolments, to ensure secure and sustainable giving. Digital platforms, such as the 'My Care Trust' account, allows for full transparency to Contributors. Social media is used to disseminate information and build confidence.

The Company does not anticipate any changes in the nature of the company's activities for the foreseeable future.

Principal Activities and Objectives

Objective

The purpose of The Care Trust is to raise funds for the Central Remedial Clinic (CRC) and for Rehab. By agreement, the Company also fundraises for the Mater Misericordiae University Hospital (the Mater).

The Care Trust operates a lottery under licence, granted by the District Court for the benefit of the Beneficiaries.

Activities for achieving objectives

The CRC, Rehab and the Mater, collectively acting as the Beneficiaries, have engaged the Company to operate a lottery for their benefit. The Company holds the licence in respect of the lottery and the purpose of the lottery is to raise funds for these three charities.

The Company runs three car draws each month, for its Contributors, who participate by direct debit of €15 per month or through an agent collecting cash at the door. Contributors can enter into three draws each month, with a Ford Fiesta Zetec 1.1l 5 door car to be won in each draw in addition to a number of cash consolation prizes. New Contributors are enrolled by fundraisers calling door to door, and contribute by €15 monthly bank mandate.

The Gaming & Lotteries Act 1956, (as amended), requires that "not more than 40% of the gross proceeds shall be utilised for

the expenses of promotion". The attached Financial Statements show The Care Trust DAC as principal for income raised through the operation of a lottery licence. Lottery receipts are recognised as income when draws are completed.

Grants payable are detailed in Note 6 to the Financial Statements: charitable activities. This shows grants payable / recoverable at January 1, grants payable for the year, grants paid in the year and grants payable at the year-end as presented in the Statement of Financial Position.

Principal activity and business review

Total amount raised through The Care Trust activities was €4,908,721 (2016: €5,073,517). Grants payable after accounting for 60%, of income under the Gaming and Lotteries Act, and after deducting prize fund costs of €594,546 (2016: €514,097) were €2,327,071 (2016: €2,530,013). Notional income of €39,360 in 2017 is not factored into this calculation. Grants paid in the year were €2,365,000 (2016: €2,440,148).

After operating costs, The Care Trust's net income and net movement in funds for the year was €41,420 (2016: €118,810).

Directors' Report

for the Year Ended 31 December 2017 (continued)

Financial Review

General review

Income was €4,908,721 (2016: €5,073,517). The Care Trust's cash Contributor base has been in decline for many years as the focus is maintained on recruiting new Contributors via bank mandate. In 2017 there was a decline of €98,224 (8.0%) in cash Contributor income but there was also a €105,185 (2.8%) fall in mandate Contributor income.

Reserves

The Care Trust's available reserves at the year-end increased to €454,318 (2016: €412,898) due to the net income in the year of €41,420.

Funding

The Care Trust's sole function is to fundraise on behalf of its Beneficiaries: the CRC, Rehab and the Mater. The Care Trust does not receive, nor has it ever received, any government funding or lottery compensation funds. The Government lottery compensation funds have now ceased.

Achievements and Performance

Review of activities

The results for the year are set out in the Statement of Financial Activities in the Annual Report. The two charts below show the income and expenditure comparisons for 2017 v 2016. The returns by the Company to the Beneficiaries are shown in Note 6, (page 69) to the financial statements.

Investment policy and performance

The Care Trust investment policy is to maintain sufficient liquidity while maximising security and returns on deposits.

Factors relevant to achieve objectives

The recruitment of sufficient and capable fundraising representatives and the persistency of existing Contributors are pivotal to the success of the business.

Key performance indicators

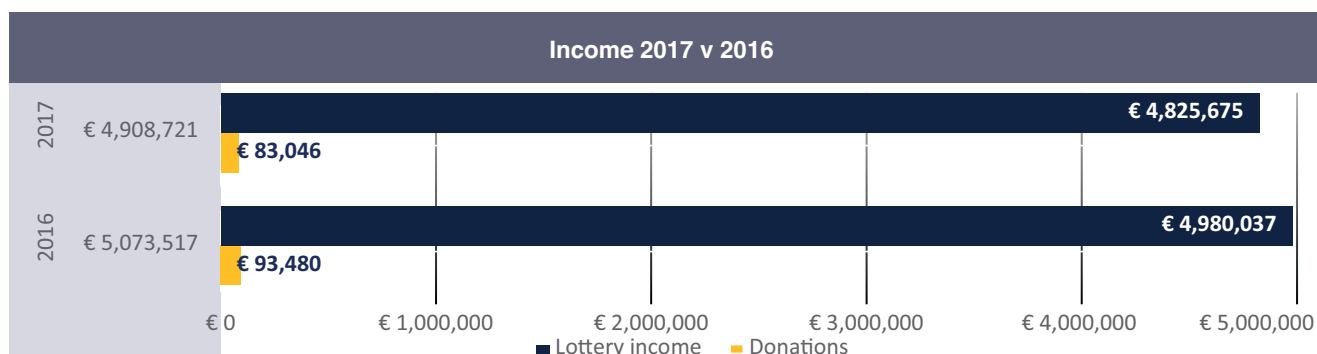
The key performance indicators of the business are:

- i) achieving a surplus having honoured amounts due to Beneficiaries under the lottery legislation of 60% of gross proceeds
- ii) achieving 3,000 new mandate Contributors annually to grow the membership numbers
- iii) achieving a 75% persistency through recruiting loyal Contributors
- iii) distributing over €2 million to the main Beneficiaries and €250,000 to the Mater
- iv) maintaining compliance with:
 - the Governance Code for Community, Voluntary and Charity Organisations in Ireland
 - the Guidelines for Fundraising from the Public, and
 - the Statement of Recommended Practice: Accounting for Charities (SORP 2015)

Principal risks and uncertainties

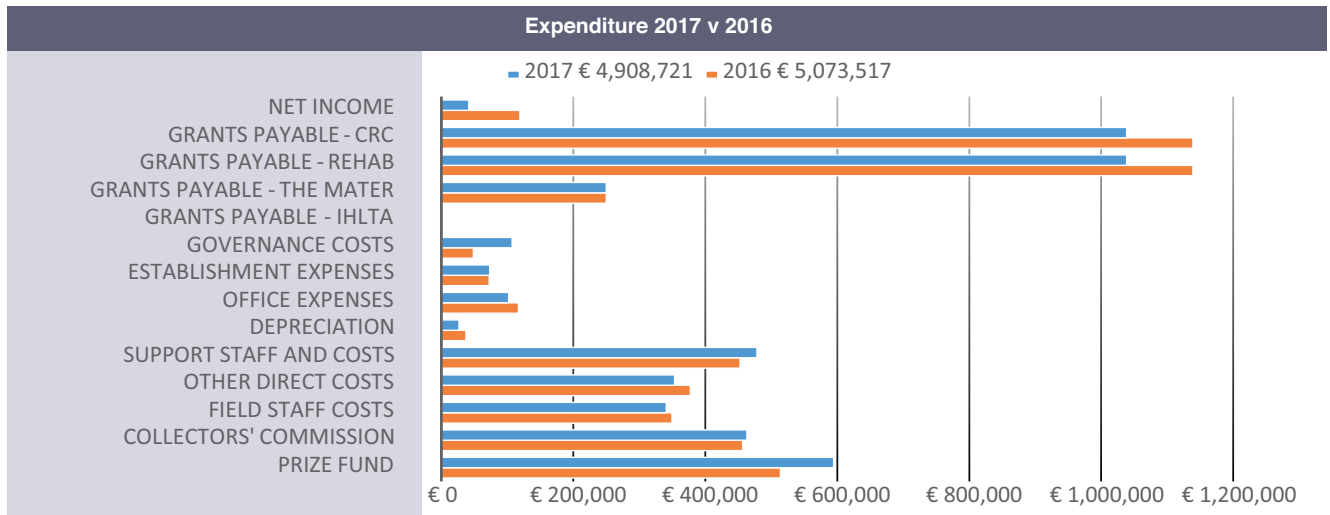
The principal risks and uncertainties in the business are:

- i) rebuilding Contributor confidence in supporting The Care Trust to secure new enrolments
- ii) managing the cash risk associated with the agent collections
- iii) ensuring queries from Contributors and the public are dealt with promptly and professionally
- iv) recruiting and retaining sufficient and capable fundraising representatives



Directors' Report

for the Year Ended 31 December 2017 (continued)



The Care Trust has business policies and structures to limit these risks and the Board of Directors regularly review and re-assess them to proactively limit the associated risks. The Care Trust has a Risk Management Policy, approved by the Board, and the Senior Management Team prepared a Risk Register in line with the principles of ISO 31000: 2009: Risk management – Principles and Guidelines. This is presented at every Board meeting and is regularly reviewed by the Audit Sub-Committee.

The Care Trust maintains complaints and fraud registers and ensures that all issues are investigated, documented and appropriately resolved. The Board is updated at each Board Meeting.

The Company also maintains, and annually updates, disaster recovery documentation. Accounting, payroll and database systems are hosted on a cloud infrastructure for enhanced continuity, and are backed up every day.

Internal controls

As well as the risk-management strategies detailed above, The Care Trust undergoes an Internal Audit, by Rehab Group's Internal Auditor, every two years. This audit assesses the strength of the The Care Trust's internal controls and reports to the Board on its findings, how previous recommendations have been acted upon, and where necessary, makes recommendations on how controls can be improved. The external auditor, Smith & Williamson, comment on any weakness in internal controls that it encounters as part of the statutory annual audit and report on such to the Board and those charged with governance.

Directors' responsibilities statement

The Directors are responsible for preparing the Directors' Report and the Financial Statements in accordance with Irish law and regulations. Irish Company law requires the Directors to prepare Financial Statements giving a true and fair view of the state of affairs of the Company and the profit or loss of the Company for each financial year. Under that law the Directors have elected to prepare the Financial Statements in accordance with Irish Generally Accepted Accounting Practice (accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland and Irish law).

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

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- 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 that disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act, 2014. 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.

Directors' Report

for the Year Ended 31 December 2017 (continued)

Auditors

Nexia Smith & Williamson were appointed auditors by the Directors to fill the casual vacancy and they expressed their willingness to continue in office in accordance with section 383(1) of the Companies Act, 2014.

Dividends

The Company did not propose, declare or pay any dividends during the year ended 31 December 2017 (2016: €nil).

Directors and secretary and their interests

The Directors and Secretary are detailed in the Annual Report under Governance and Company Information respectively and, unless otherwise stated, have served throughout the year. None of the Directors nor the Secretary held any beneficial interests in the shares of the Company at either of the respective balance sheet dates, or subsequent dates of appointment.

Employee matters

The well-being of the Company's employees is safeguarded through the strict adherence to health and safety standards. The Company has taken the necessary action to ensure compliance with the health and safety standards, including the adoption of a safety statement.

The Company communicates regularly with all employees on matters relating to its performance. Employees are encouraged to contribute to the decision-making process through regular meetings.

It is the policy of the Company to give full and fair consideration to application for employment made by disabled persons, to continue where possible the employment of those who become disabled and to provide equal opportunities for training and career development of all employees.

Environmental matters

The Company seeks to minimise adverse impacts on the environment from its activities, whilst continuing to address health, safety and economic issues. The Company has complied with all applicable legislation and regulations.

Books of account

The Directors are responsible for ensuring that adequate accounting records are kept as outlined in section 282 of the Companies Act, 2014. The Directors, with appropriate procedures and systems and the employment of competent persons, have ensured that measures are in place to secure compliance with these requirements.

These books and accounting records are maintained at the Company's registered office at College House, 71 - 73 Rock Road, Blackrock, Co. Dublin.

Statement on relevant audit information

Each of the persons who are Directors at the time this Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

On Behalf of the Directors

Directors



Bernard Walsh
Chairperson

Date:

28 March 2018



Tom Quinn
Vice-Chairperson

Date:

28 March 2018

Independent Auditors' Report to the Shareholders of The Care Trust Designated Activity Company

Opinion

We have audited the financial statements of The Care Trust Designated Activity Company (the "Company") for the year ended 31 December 2017, which comprise the Statement of Financial Activities including Income and Expenditure Account, the Statement of Financial Position, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an 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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2017 and of its net income for the period then ended;
- have been properly prepared in accordance with Financial reporting Standard 102, "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accountancy Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with those requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2014

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

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Shareholders of The Care Trust Designated Activity Company (continued)

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

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

Matters on which we are required to report by exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of Directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement on page 59, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA-700-\(Ireland\)](https://www.iaasa.ie/Publications/ISA-700-(Ireland)). This description forms part of our Auditors' Report.

Áine Reidy



For and on behalf of
Nexia Smith & Williamson

Chartered Accountants and Statutory Audit Firm

Paramount Court
Corrig Road
Sandyford Business Park
Dublin 18

Date: 16/4/18



Statement of Financial Activities

(including income and expenditure account)
for the Year Ended 31 December 2017



Statement of Financial Activities

(including income and expenditure account)

for the Year Ended 31 December 2017

	Note	2017 €	2016 €
Incoming from			
Donations	4	83,046	93,480
Lottery and related income	5	4,825,675	4,980,037
		<u>4,908,721</u>	<u>5,073,517</u>
Expenditure on:			
Raising funds			
Prize costs	594,546	514,097	
Collectors' commission	463,156	456,552	
Field staff costs	341,014	349,368	
Other direct costs	353,493	377,413	
	<u>1,752,209</u>	<u>1,697,430</u>	
Support costs allocated to raising funds:			
Support staff and associated costs	478,462	452,446	
Depreciation	26,842	37,172	
Office expenses	101,826	116,779	
Establishment expenses	73,478	72,472	
Governance costs	107,413	48,395	
	<u>788,021</u>	<u>727,264</u>	
		2,540,230	2,424,694
Charitable activities			
Grants payable to Beneficiaries:			
Irish Heart and Lung Transplant Association	-	1,647	
The Mater Misericordiae University Hospital	250,000	250,000	
Central Remedial Clinic	1,038,536	1,139,183	
Rehab Group	1,038,535	1,139,183	
		<u>2,327,071</u>	<u>2,530,013</u>
		<u>4,867,301</u>	<u>4,954,707</u>
Net income and net movement in funds		41,420	118,810
Funds brought forward 1 January		<u>412,898</u>	<u>294,088</u>
Funds carried forward 31 December		<u>454,318</u>	<u>412,898</u>

Statement of Financial Position

as at 31 December 2017

	Note	2017 €	2016 €
Fixed assets			
Property plant and equipment	10	29,607	53,504
Current assets			
Debtors and prepayments	11	44,752	21,160
Cash at bank and in hand		819,067	806,598
		863,819	827,758
Creditors: amounts falling due within one year			
Grants payable	6	(33,861)	(71,790)
Other creditors	12	(405,247)	(396,574)
		(439,108)	(468,364)
Net current assets		424,711	359,394
Net assets		454,318	412,898
Funds employed			
Unrestricted funds			
Called up share capital		130	130
Unrestricted funds	14	454,188	412,768
		454,318	412,898

The financial statements were approved and authorised for issue by the Board on 28 March 2018.



Date: 28 March 2018



Date: 28 March 2018

Statement of Cash Flows

for the Year Ended 31 December 2017

	2017 €	2016 €
Net income	41,420	118,810
Depreciation	26,842	37,172
(Decrease) / Increase in grants payable	(37,929)	89,865
(Increase) / Decrease in debtors	(23,592)	46,070
Increase / (Decrease) in creditors	8,673	(74,818)
Net cash inflow from operating activities	15,414	217,099
Investing activities		
Payments to acquire tangible fixed assets	(2,945)	(5,801)
Net cash outflow from investing activities	(2,945)	(5,801)
Financing activities	-	-
Increase in cash and cash equivalents	12,469	211,298
Reconciliation of net cash flow to movement in cash		
Increase in cash and cash equivalents	12,469	211,298
Cash and cash equivalents at 1 January	806,598	595,300
Cash and cash equivalents at 31 December	819,067	806,598

Notes to the Financial Statements

for the Year Ended 31 December 2017

1 Status

The Care Trust ("TCT") is a designated activity company and a registered charity. TCT was formed to run lotteries to raise funds for its shareholders, the Central Remedial Clinic and the Rehab Group. The lotteries are run in accordance with an agency agreement with the two shareholders. TCT is registered in the Republic of Ireland.

The Care Trust Beneficiaries are the Central Remedial Clinic (CRC), Rehab and the Mater Misericordiae University Hospital (the Mater). In 2016 the Board granted a sum to the Irish Heart and Lung Transplant Association (IHLTA).

TCT is a public benefit entity as defined by FRS 102.

2 Accounting policies

The principal accounting policies are summarised below.

Basis of preparation

These financial statements are prepared in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") and Accounting and Reporting by Charities: the statement of recommended practice applicable to charities preparing their accounts in accordance with FRS 102. The financial statements are also prepared in accordance with the Companies Act, 2014.

In the prior year financial statements, income from lotteries was deemed to be income of the two shareholders and TCT's income was simply the agency commission retained by TCT. For the current year, the income is shown gross and the payments to the shareholders shown as an expense. This change has been made as it more properly reflects the activities of the charity.

The financial statements have been prepared under the historical cost convention.

Going concern

The financial statements are prepared on the going concern basis as both shareholders, the Central Remedial Clinic Limited and Rehab, will provide adequate finance by agreement to enable the Company to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements.

Revenue recognition

Revenue comprises income from the sale of lottery tickets, gifts in kind and donations.

Income is recognised as follows:

- Lottery tickets – when the draw takes place
- Gifts in kind – when TCT has received control of the gift
- Donations – when TCT has entitlement, the donation or grant can be measured reliably and receipt is probable.

Draw receipts received prior to draw ticketing is shown under Creditors as deferred income.

Donated assets and services which would otherwise have been purchased are included at the estimated expenditure which has been avoided as a result of the gift. No value is attributed to volunteer time donated to TCT.

Employee benefits

TCT provides a range of benefits to employees, including paid holiday arrangements and defined contribution pension plans.

Short-term benefits, including compensation for loss of employment, holiday pay and other non-monetary benefits, are recognised as an expense in the period in which the service is received.

TCT operates a defined contribution plan, whereby TCT pays fixed contributions into a separate entity. Once the contributions have been paid TCT has no further payment obligations. The contributions are recognised as an expense in the period to which they relate. Amounts not paid are shown in accruals in the Statement of Financial Position. The assets of the plan are held separately from TCT in independently administered funds.

Expenditure

Expenditure is accounted for in the period in which it is incurred. Expenditure includes any VAT which cannot be fully recovered which is reported as part of the expenditure to which it relates.

Expenditure relating directly to a particular activity is allocated to that activity. Expenditure on raising funds comprises the cost of generating lottery income and includes the prize fund, collectors' commissions and staff and associated costs incurred by TCT. Indirect costs are classified as support costs and these are allocated to activities on a basis consistent with use of the resources.

Resources expended include the estimated value of donations in kind.

Operating leases

Operating leases are leases that do not transfer all the risks and rewards of ownership. Payments made by TCT under operating leases are charged to the Statement of Financial Activities on a

Notes to the Financial Statements

for the Year Ended 31 December 2017 (continued)

straight-line basis over the period of the lease, including payments which are not required to be made on a straight line basis. Lease incentives given or received are similarly spread on a straight-line basis over the relevant lease term.

Tangible assets

Tangible assets are stated at cost, less accumulated depreciation and accumulated impairment losses. Cost comprises the original purchase price, subsequent expenditure capitalised and expenditure directly attributable in bringing the asset to its working condition for its intended use. Assets are depreciated on a straight line basis so as to write off their cost over their expected useful lives, using the straight line method. The component categories and annual rates used are as follows:

Office equipment 10%
Fixtures and fittings 10%
Motor vehicles 20%
Computer equipment 33.33%

At each period end date, non-financial assets (comprising property, plant and equipment and heritage assets) are assessed to determine if there are indicators that the assets may be impaired in value and if so an impairment review is undertaken. If an asset is assessed as impaired, it is written down to its impaired value.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, cash at bank and bank deposits.

Financial instruments

TCT has chosen to adopt the recognition and measurement requirements for financial instruments set out in Sections 11 and 12 of FRS 102.

Financial assets and financial liabilities are recognised when TCT becomes party to the contractual provisions of the financial instrument. Financial assets comprise cash and cash equivalents, other debtors and amounts recoverable under the lottery agency agreement. Financial liabilities comprise other creditors, accruals and amounts payable under the lottery agency agreement.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs) and subsequently at amortised cost using the effective interest method. Financial assets are derecognised when the

contractual rights to the cash flows from the financial asset expire or are settled; financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Grants payable to Beneficiaries

Amounts payable to Beneficiaries from the proceeds of the lotteries are classified as grants. Grants are recognised on an accruals basis and the amount payable being based on the total amount received from the proceeds of the lotteries, less the prize funds and less the amounts permitted to be retained by TCT.

3 Key judgments and sources of estimation uncertainty

The preparation of financial statements, in conformity with generally accepted accounting practice, requires management to make judgements and estimates that affect the reported amounts of assets and liabilities as well as the disclosure of contingent assets and liabilities at the Statement of Financial Position date and the reported amounts of revenues and expenses during the reporting period.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates.

Critical judgements

In preparing the financial statements, the following judgements which have, or could have, a material impact on the financial statements were made:

Agency / principal relationship

TCT runs the lotteries under an agency agreement with its two shareholders. However, TCT's income is shown gross to show clearly prize costs and grants payable to Beneficiaries in the Statement of Financial Activities.

As detailed above, these financial statements show the income gross, with amounts payable to the shareholders and other charities shown as grants.

TCT consider that this allows for a more easily interpreted set of accounts and more accurately reflects the commercial reality.

Critical estimates

There are no critical estimates.

Notes to the Financial Statements

for the Year Ended 31 December 2017 (continued)

4. Donations	2017 €	2016 €
Non lottery contributions	83,046	93,480

5. Lottery and related income	2017 €	2016 €
Draw tickets	4,716,815	4,928,909
Corporate support	108,860	51,128
	<u>4,825,675</u>	<u>4,980,037</u>

Corporate support includes notional support of €39,360 (2016: €41,128) relating to sponsored media advertising. In 2016, Corporate support of €59,500 was applied to prize costs of €573,597 resulting in net prize costs of €514,097.

6. Charitable activities	2017 €	2016 €
Grants payable / (recoverable) as at 1 January	71,790	(18,075)
Grants payable for the year	2,327,071	2,530,013
Grants paid in the year	(2,365,000)	(2,440,148)
Grants payable as at 31 December	<u>33,861</u>	<u>71,790</u>

Notes to the Financial Statements

for the Year Ended 31 December 2017 (continued)

7. Staff costs	2017 €	2016 €
Wages and salaries	698,363	682,746
Employers PRSI	73,657	76,404
Pension scheme - defined contribution scheme	37,756	34,431
Permanent health insurance	9,700	8,233
	819,476	801,814
Average number of persons employed	2017 Number	2016 Number
Raising funds (field staff)	10	10
Support	6	5
	16	15
Employee numbers by annual remuneration band (excluding pension contributions and redundancy payments) were:		
	2017 Number	2016 Number
€130,001 - €140,000	1	1
€90,001 - €100,000	1	1
€80,001 - €90,000	1	1
€70,001 - €80,000	-	-
€60,001 - €70,000	-	-
€50,001 - €60,000	3	3
€40,001 - €50,000	1	2
€30,001 - €40,000	3	2
€20,001 - €30,000	2	1
€10,001 - €20,000	2	2
€0 - €10,000	2	2
	16	15
Key management remuneration was as follows:		
	2017 €	2016 €
Basic salary	320,995	299,220
Taxable benefits	19,545	19,545
Pension contributions	25,434	25,434
	365,974	344,199

The Chief Executive is paid a salary of €119,500 per annum.

The members of the Board do not receive any remuneration but are entitled to be reimbursed for out of pocket expenses incurred in the course of carrying out their duties. These amounted to €nil (2016: €nil).

The Remuneration Sub-Committee approves the senior management pay structure to ensure it is appropriate for the Company and the competency delivered.

Notes to the Financial Statements

for the Year Ended 31 December 2017 (continued)

8. Net income / expenditure	2017 €	2016 €
Net income / expenditure is stated after charging / (crediting):		
Depreciation of tangible assets	26,842	37,172
Auditor's remuneration for audit services	24,600	36,543
Operating lease charges	50,519	50,519

9. Taxation
The Company has charitable status and is exempt from corporation tax to the extent that any surpluses are applied for charitable purposes.

10. Tangible fixed assets	Motor vehicles €	Fixtures and fittings €	Office equipment €	Computer equipment €	Total €
Costs					
1 January 2017	41,819	44,341	26,494	39,323	151,977
Additions	-	-	854	2,091	2,945
Disposals	-	-	(699)	-	(699)
31 December 2017	41,819	44,341	26,649	41,414	154,223
Depreciation					
1 January 2017	32,064	26,870	20,350	19,189	98,473
Charge for year	8,364	4,032	1,860	12,586	26,842
Disposals	-	-	(699)	-	(699)
31 December 2017	40,428	30,902	21,511	31,775	124,616
Net book amount					
31 December 2017	1,391	13,439	5,138	9,639	29,607
31 December 2016	9,755	17,471	6,144	20,134	53,504

11. Debtors	2017 €	2016 €
Debtors	32,666	7,997
Prepayments	12,086	13,163
	44,752	21,160

12. Creditors: amounts falling due within one year	2017 €	2016 €
Creditors and accruals	334,606	307,394
Deferred income	70,641	89,180
	405,247	396,574

Deferred income relates to funds received in advance of lottery draws to be held in the future. All funds brought forward were used in the year (2016 – same).

Notes to the Financial Statements

for the Year Ended 31 December 2017 (continued)

13. Called up share capital	2017 €	2016 €
Allotted called up and fully paid:		
50 'A' ordinary shares of €1.30 each (2016: 50, €1.30 each)	65	65
50 'B' ordinary shares of €1.30 each (2016: 50, €1.30 each)	65	65
	<u>130</u>	<u>130</u>

14. Unrestricted funds - capital contribution	2017 €	2016 €
Balance at the beginning and end of the year	<u>400,000</u>	<u>400,000</u>

In December 2014, the Company received a capital contribution of €400,000 for long term working capital purposes, with both Shareholders contributing €200,000 each.

15. Operating lease commitments	2017 €	2016 €
At 31 December 2017 TCT was committed to making the following annual payments under non-cancellable operating leases in the coming years		
Due next year	50,519	21,050
Due in the next 2 to 5 years	<u>58,078</u>	<u>-</u>
	<u>108,597</u>	<u>21,050</u>

16. Related and controlling parties

Central Remedial Clinic is a company and registered charity (the company registration number is 14880 and the charity number, CHY No: 4998). The purpose is to support those with disabilities and their families. The charity provides a wide range of direct services, including education, occupational health, physiotherapy and speech and language therapy.

Rehab Group is a company and a registered charity (the company registration number is 14800 and the charity number, CHY4940). The purpose of the charity is to assist with the rehabilitation of individuals, whether the need arises from physical disabilities, autism, mental health difficulties, or other disadvantages. The charity assists by providing health and social care services, training, education and employment placements, and by direct employment.

Together these charities control TCT through their shareholdings.

The transactions with the related parties are as follows:

Balance due to / (from) related party	Rehab Group		Central Remedial Clinic	
	2017 €	2016 €	2017 €	2016 €
As at 1 January	35,895	(9,038)	35,895	(9,037)
Grants payable in the year	1,038,535	1,139,183	1,038,536	1,139,183
Grants paid in the year	<u>(1,057,500)</u>	<u>(1,094,250)</u>	<u>(1,057,500)</u>	<u>(1,094,251)</u>
As at 31 December	<u>16,930</u>	<u>35,895</u>	<u>16,931</u>	<u>35,895</u>



Supplementary Information

for the Year Ended 31 December 2017



Supplementary Information

for the Year Ended 31 December 2017

Detailed income and expenditure account	€	2017 €	2016 €
INCOMING FROM			
The Care Trust Lottery operations		4,716,815	4,928,909
Corporate Support re promotions		108,860	51,128
		<u>4,825,675</u>	<u>4,980,037</u>
Donations		83,046	93,480
		4,908,721	5,073,517
EXPENDITURE			
Expenditure on raising funds			
Prize costs	594,546		573,597
Less: Corporate support applied to prize costs	-		59,500
		594,546	514,097
Collectors' commission		463,156	456,552
Field staff costs			
Fundraising staff	148,002		159,243
Regional sales managers	193,012		190,125
		341,014	349,368
Other direct costs			
Meetings and travel			
Canteen	2,474		2,451
Fundraising staff expenses	33,019		33,157
Regional sales managers expenses	61,053		60,867
Car maintenance tax & insurance	3,695		4,065
Salaries - administration expenses	2,130		3,496
Meeting expenses	3,603		3,300
Sundry expenses	3,203		2,807
Staff training	1,079		630
	<u>110,256</u>		<u>110,773</u>
Agency fees			
Independent fundraisers	138,319		134,496
Agent incentives	2,736		4,045
	<u>141,055</u>		<u>138,541</u>
Marketing, advertising & recruitment	60,923		77,788
Finance charges - bank charges	41,259		50,311
		353,493	377,413

Unaudited information.

Supplementary Information

for the Year Ended 31 December 2017 (continued)

Detailed income and expenditure account (continued)		2017 €	2016 €
Expenditure on raising funds (continued)			
Support costs allocated to raising funds			
Support staff and associated costs			
Salaries - administration	431,006		409,782
Employer pension contributions	37,756		34,431
Permanent health insurance	9,700		8,233
	<u>478,462</u>		<u>452,446</u>
Office expenses			
Printing & stationery	28,138		34,681
Postage, rail & courier	28,946		37,505
Software & technology fees	32,752		30,417
Telephone	10,767		12,670
Subscriptions	1,223		1,506
	<u>101,826</u>		<u>116,779</u>
Establishment expenses			
Rent & rates	51,662		51,648
General insurance	5,741		5,811
Light & heat	3,927		6,205
Maintenance, repairs & cleaning	12,148		8,808
	<u>73,478</u>		<u>72,472</u>
Depreciation			
Depreciation on fixed assets	26,842		37,172
Governance costs			
Professional & legal fees	77,216		11,852
Audit fees	30,197		36,543
	<u>107,413</u>		<u>48,395</u>
		788,021	727,264
Expenditure on raising funds		<u>2,540,230</u>	<u>2,424,694</u>
Expenditure on charitable activities			
Grants payable to Beneficiaries			
Irish Heart and Lung Transplant Association	-		1,647
The Mater University Hospital	250,000		250,000
Central Remedial Clinic	1,038,536		1,139,183
Rehab Group	1,038,535		1,139,183
	<u>2,327,071</u>		<u>2,530,013</u>
Total expenditure		<u>4,867,301</u>	<u>4,954,707</u>
Net income and net movement in funds		41,420	118,810

Unaudited information.



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