

# **Longford Women's Link**

## ***Annual Report 2016***





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*We confirm that LWL complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland.*

*We confirm that LWL complies with ICTR's Fundraising Principles*

*We confirm that our organisation is registered with the Charities Regulator*

*We confirm that our organisation is registered lobbying.ie*

### **CHAIRPERSON'S REVIEW OF 2016:**

Longford Women's Link enjoyed another busy and prosperous year. We continued to effectively and efficiently deliver services to our local community, and work with our groups and partners in the voluntary sector, as we aimed to realise LWL's vision by providing a space where women in Co Longford can fulfil their potential in a safe and equal society.

Early in 2016 we began to have discussions about the opening of a Charity Shop as a means of raising unrestricted income for the organisation. We opened 'Willow Traders - NewToYou' in July 2016. Immediately we received the benefit of bags of clothes and furniture. Some Board members volunteered at the shop, and we also began to establish a team of volunteers from the community but the real support came from David Garland who supplied us with excellent quality second hand furniture and provided us with pro bono work in the set-up of the shop, and Louise Lovett CEO, the real driving force behind the opening and success of the shop. Although the shop has only been opened for six months, we can already see the positive results.

Tess Murphy and Elsie Moxham were honoured to be chosen as Longford Person of the Year 2016. Some Board members travelled and the ICA rented the LWL mini bus (and driver) and supported Tess and Elsie at the prestigious event at the Red Cow Hotel in Dublin.

Tara Farrell and Nóirín Clancy delivered a course in Active Citizenship (QQI Level 7) in conjunction with Carlow IT and An Cosán VCC. They received great support and recognition for their excellent standard and delivery. Some Board members attended the course and received their diploma at a graduation ceremony in October.

Consultant Liz Hayes was invited to LWL to facilitate the creation of our 2016 – 2020 Strategic Plan. This involved all members of the organisation, as well as external stakeholders participating in focus groups over a three-day period and giving feedback about their work and perspective of the organisation. We were all energised and enthusiastic with the positive and passionate feedback from the staff, board and invited attendees. A strategy working group was set up and met with Liz Hayes a number of times. The Strategic Plan will be launched in early 2017.

A port-a-cabin was purchased and set up for the purpose of growing our after-school programme. We received a small grant (12.5%) toward the set up – the remainder coming from our own generated income. The staff created a wonderful play area for the children with great learning tools from everyday items. Catkins Nursery is now at capacity and Catkins Mobile Childcare Solutions continues to provide relief staff for crèches in the region as well as mobile childcare for training and events.

LWL continued its provision of third level education in Longford with the commencement of the QQI Level 8 Honours Degree in Childcare in partnership with IT Carlow. There are 26 students attending classes two nights per week and we hope that our

relationship with IT Carlow can grow to include more courses. We were delighted with the number of women who committed to the Childcare course in 2016, and we witness real progression of the students, their work experience and finding employment in the local community.

We were honoured when Minister for Social Protection Leo Varadkar and Deputy Kevin Boxer Moran visited our premises in October. Louise and Tara were able to give him a brief presentation regarding challenges we face including the issues arising from the new Childcare Regulations regarding qualified staff.

In November LWL was awarded the Ulster Bank Skills and Opportunities prize for Tara's outstanding application. This award will incorporate Willow Traders and training opportunities for volunteers and learners alike.

The Board of LWL spent time discussing the Repeal of the 8th Amendment. The Board agreed to adopt the following position:

*'As a Women's Organisation LWL is mindful not to adopt a stance that may alienate women who need our services. The organisation is always respectful of different views and cannot comment or adopt a position on 'Repeal the Eighth' until we know what is being proposed to replace the current Amendment. It's a very personal choice for women and men and LWL must always be aware of service users'*

As well as wins, LWL continues to deal with the often difficult landscape that is the community and voluntary sector. Issues such as the proposed Single Affordable Childcare Scheme, the Department of Social Protection's decision not to fund the increase in minimum wage as part of the CSP programme (provision of 3 year decreasing hardship fund acknowledged) and the increasing demands on an already stretched Domestic Violence Service were just some of the concerns that occupied us in 2016. In addition, our JRCT funding came to an end in December and our Manifesto Officer Nóirín Clancy departed for pastures new.

### **Fundraising:**

A number of fundraising events took place during the year including our annual Church Gate collection, and we were also very grateful to have received significant donations from the Court Poorbox, highlighting the recognition of the work of the DV Service. We were fortunate to have the support of the Shane Brennan run on December 26th this year which raised €7,000 for the organisation. We continue to support Willow Traders as an income generation arm of LWL.

### **Community Participation:**

Board members and staff members participate in a number of committees across Longford and Ireland, supporting our idea of integration and equality in society. Here is a sample of some of the groups where we have representation:

- LCDC (Tess Murphy, Louise Lovett)

- RWN (Tara Farrell)
- PPN
- Economic SPC (Tess Murphy)
- Citizens Information (Nancy Birmingham)
- Housing SPC (Tess Murphy, Stephanie Igoe)
- Longford County Childcare Committee (Louise Lovett – chair, Stephanie Igoe)
- European Anti-Poverty Network (Board member Tess Murphy)
- Midlands Simon (Board member Tess Murphy)
- Bethany House Longford (Mary Carleton Reynolds)
- National Women's Council of Ireland (Louise Lovett)
- ICA (Mary Carty/May Campbell, Elsie Moxham, Tess Murphy, Stephanie Igoe)
- Infrastructure and Environment SPC (Teresa Kearney)
- AONTAS (Tara Farrell, Honorary Secretary)
- Irish Rural Link (Tara Farrell)
- Community Education Network Steering Group (Tara Farrell)
- National Adult Learner Forum (Kathleen Dowd)

We cannot stress the time and effort it takes Louise and Tara and Board members to attend the many meetings locally and around the country, however we view this as an essential part of the work at LWL.

### **Board**

During 2016 the LWL Board met 9 times with CEO/Deputy CEO. In 2016 Teresa Kearney was welcomed to the Board. The following Board members continued to participate for the whole of 2016: Tess Murphy, Elsie Moxham, Sheila Reilly, Mary Carleton Reynolds, Mary Carthy, Mary Farrell, Stephanie Igoe, Nancy Bermingham, Vicky Crosby and Catherine Lynch

Finally I would like to thank the following people:

- The CEO Louise Lovett, Deputy CEO Tara Farrell and staff for their commitment to the work of the centre
- The Board of Directors for their dedication to Longford Women's Link.
- Our auditors, O'Brien and Co., for their continued support.
- Our Funders without whose financial support we would be unable to provide services.

Stephanie Igoe  
Chairperson of the Board  
March 2017

### CHIEF EXECUTIVE'S ADDRESS:

2016 was quite a positive year for LWL compared to the preceding couple of years. As an organisation we took the time to take stock of what we were about in our 21<sup>st</sup> year and to review our impact and to start planning for the next five years. We commenced a Strategic Planning process in spring 2016, in the context of having come through a prolonged period of austerity, and in anticipation that as an organisation we were commencing a phase where some of the uncertainty regarding funding was improving. A key component of this process was to attempt to address the inadequacy of State funding streams in terms of 'full cost recovery' by looking at additional and alternative independent income generation options for LWL.

Another key focus of the planning process was to take an innovative collaborative approach to exploring options for the future by engaging with all stakeholders, staff, management, board, clients and external agencies in a number of mixed focus groups where the themes were fixed but the conversations encouraged to be fluid. The level of interaction, strategic thinking and left field ideas that emerged from these sessions surpassed our expectations, valuing external input by the use of external facilitation and strategic advice from Corporate Community, an organisational development practice that has previously been used to help organisations see beyond immediate need to longer term creative opportunities and solutions.

Essentially the process was about creating the environment for LWL to further develop as an independently sustainable organisation, reducing dependency on state funding, adding value to the work, continuing service delivery and restoring services and programmes which were paired back during the austerity years. Our enduring ambition remains the pursuit of justice and equality through linking women and broadening opportunities for influence and change. We will continue to foster pioneering approaches and programmes based on engaging directly with women's needs and experiences

LWL is resolute and resilient when it comes to being part of current debates around the changing role of women, the changing rural landscape and the urgent need to champion equality and human rights with passion and determination.

LWL is determined to build on our success by supporting women from all walks of life so that they can fulfil their potential at a pace that they choose when it comes to:

- Personal development well-being and safety
- Financial independence - including advocating for better paid employment opportunities for women and particularly rural Political recognition and engagement in decision-making
- Exposing the social and cultural inequalities and stereotypes that shape women's lives in families and communities
- Advocating on the growing Rural/Urban divide

- Gaining access to education, learning and opportunities that empower women to move beyond limiting mind-sets and traditional expectations

### ***Why we continue to exist***

What really matters to LWL is remaining relevant locally in order to meet the current and emerging needs of the community while at the same time, keeping women's equality on the rural agenda. To achieve this

- LWL must be visible to those who need us. It is important that they know we are here for them but also important that others know we are here for those they may know who would benefit from engaging with our many and varied programmes.
- To remain relevant locally it is vital that local organisations are well represented at and within decision making structures locally regionally and nationally, in order to successfully bring local and rural issues to the national level and vice versa. LWL is represented widely on decision making and influencing bodies from grassroots up, thus making and maintaining the links between the local and the national described above.

What equally matters to LWL is to foster a climate and culture which enables innovation and creativity where our staff, volunteers and clients can do their best work.

As always I must acknowledge and thank LWL Staff for their commitment to that work and the organisation. I have to specifically acknowledge our Chairperson Stephanie Igoe for her enduring support and our Deputy CEO Tara Farrell who continues to be of invaluable assistance to me and who is also a significant and innovative driver of service development and restructure in LWL. I must also thank the Board of Directors for their support, encouragement and direction to myself and Tara Farrell during 2016. They continue to give their time and expertise so generously year on year.

Despite significant challenges our passion and belief in what we do encourages us to focus on the good outcomes for women and positive impacts of our work. This then strengthens our resolve to find innovative ways of continuing our work. By staying focused and adapting innovative approaches, we have also had some significant achievements in the past year (as identified in the Chairperson's Address above and as listed in the LWL – KEY ACHIEVEMENTS 2016 directly following this address).

### ***Where we are now:***

LWL remains a place of women supporting women and their families, and a place where women can come to share their stories and realise their ambitions to fulfil their potential. Nevertheless, LWL has grown to be a substantial organisation that advocates effectively on the issues that impact women and their families. LWL has established productive working partnerships with many local agencies, and represents these issues in an ever-increasing number of local, regional, national and transnational fora, while continuing to provide the practical supports and essential services required to meet the needs of the women and families engaging with the organisation.

**Louise Lovett, CEO, Longford Women's Link**

### LWL – KEY ACHIEVEMENTS 2016

The vision of Longford Women's Link is that:

LONGFORD WOMEN CAN FULFIL THEIR POTENTIAL IN A SAFE AND EQUAL SOCIETY

Key achievements in 2016 included:

- **Fundraising.**
  - A number of fundraising events contributed to the final fundraising total. In particular we had:
    - The Shane Brennan run which was held on St. Stephen's Day and raised a total of €7,000
- **LWL was successful in securing a number of grants in 2016 including:**
  - Ulster Bank Skills and Opportunities
- **LWL's Training and Education service** results remained impressive with a 20% increase in accredited modules submitted in 2016.
- A new collaboration with **IT Carlow** saw 26 students enrol on the QQI Level 8 Honours Degree in Childcare at LWL.
- LWL continues to represent **Women's Community Education** on the Executive Committee of AONTAS (LWL's Deputy CEO Tara Farrell was elected as Honorary Secretary in 2016 – she is also a member of the Community Education Network Steering Group).
- **DSP Community Employment Childcare Scheme** progression rates continue to be impressive - 124 participants have participated in the scheme since the beginning of the new childcare programme in 2014, all have participated in training and of the 54 who have finished, 65% progressed into employment/Further Education:
- **The Longford Women's Manifesto Group and the Manifesto project** continued its run of successful events:
  - March – production of **Unsung Heroines**, a drama scripted and performed by LWMG
  - September Seminar – **Citizenship Engagement for Rural Communities** in conjunction with Irish Rural Link.
- **Catkins Mobile Childcare Solutions** continued to increase its customer base into the private sector and doubled the number of bookings for mobile crèche services.
- **Catkins Afterschool Service** has increased its numbers by 52% with 35 children now in attendance and availing of transport. The addition of a new Porta-cabin purchased in the main via income generation has helped provide custom facilities and increased places.

- **LWLDVS** delivered a successful TY Healthy Relationships Programme in 3 secondary schools to 145 students over 5 sessions
- **LWLDVS** supported 317 women with 4460 interactions in 2016 representing a 6% increase in the numbers of women who were able to access our service. Of these women 110 had 210 children between them.
- **LWLDVS** gave presentations to the **Soroptomists and Dr. Mairead Cahill's** staff during and also had a stand at the **Mental Health** awareness raising event during 2016.
- **Mullingar DV** LWLDVS was approached by TUSLA to carry out a needs analysis of the service gaps in the Mullingar area by providing a limited service (1 day per week) and linking in and engaging with the relevant agencies on the ground. The team worked with 28 women during this pilot phase.
- **LWLDVS** continues to be represented on regional and national forums (Safe Ireland, MRJHCF, Longford Westmeath CYPsy & DV Observatory) by the CEO
- The Deputy CEO authored a chapter on **Gender Quality in Rural Ireland** for the Irish Rural Link Publication *Poverty and Social Inclusion* which was launched in October 2016. She also presented at the launch.
- LWL welcomed **new board member**, Teresa Kearney to the board. Teresa is a LWL Women's Studies graduate and a member of LWL's Manifesto Group.
- LWL continued to make submissions at local and national level on issues of critical importance to both the organisation and our service users.
- The Deputy CEO gave a presentation to the **Longford Child and Family Support Network** in June 2016.
- LWL opened its first used furniture, household and furniture boutique **Willow Traders – NewToYou** in July 2016 in order to generate independent income to cover core costs and restore some services no longer funded by state services i.e. SICAP, LWETB
- The CEO presented a motion on the sustainability of the Women's Community Sector at the NWCi AGM. The motion was unanimously passed

### Introduction and Overview

#### About Longford Women's Link

Longford Women's Link is a dynamic social enterprise which was founded in 2005 initially, to provide back to education and training opportunities for women who had left school early or who had to leave work when they got married. Over the past 22 years LWL has diversified and expanded to become a substantial organisation that advocates effectively on the issues that impact women and their families, providing practical supports such as affordable childcare and transport where possible and also providing the essential services of domestic violence support, counselling, women's community training and education and support in employment and self-employment options for women and their families. LWL has always been guided by a fundamental purpose of providing a space for women to 'develop their voice' in order to address the myriad issues that they and their families face. Despite major changes within the organisation and also locally, regionally and nationally over these years, LWL remains committed to this guiding purpose.

#### Vision:

Our vision is a world where every woman can determine her own life journey, where the voice, expertise and experience of women is heard, respected and celebrated in every aspect of our lives and all women can fulfil their potential, in a safe, just and equal society.

#### Values:

##### Welcoming:

Our aim is to provide a warm and friendly welcome for all women whatever their background, experience, needs or the story they wish to share with us

##### Respectful:

Our approach is to form mutually respectful relationships where we take time to listen and establish trust and understanding through our conversations and our actions

##### Diversity & Inclusion:

We are a learning organisation, committed to diversity and inclusion which involves questioning our thinking as always being open to new ways of working and engaging with women.

##### Solidarity:

The solidarity of women is crucial to real change. We believe in solidarity between women in all their diversity, through enabling, collaboration and participation and providing a safe space for women to have their say and be themselves.

## Strategic Priorities

At the heart of our work are LWL's four Strategic Priorities, all of which have community development and service delivery at their core

### ***Strategic Priority One - Crisis and Practical Support***

Inform and support women practically and emotionally in immediate crisis in their personal and family lives. Ensure support and information is provided by professionally trained staff and women are supported to take the action they need to act on the crisis which is actually a social crisis experienced personally

### ***Strategic Priority Two – Economic and Social Choice and Opportunity***

Encourage women to broaden their horizons and explore learning opportunities in previously un-imagined ways. Harness women's ambition by encouraging networking and peer support in achieving social and economic independence

### ***Strategic Priority Three - Leadership, Networking and Influence***

Develop responsive engagement structures that enable rural women to take up their leadership and influencing capacity in any context

### ***Strategic Priority Four - Governance and Sustainability***

The first three strategic priorities are underpinned by good governance and purposeful organisational collaborative and interlinked relationships (ISD, Inter-agency work, Local Regional & National Advocacy) resulting in capacity building for the organisation and all stakeholders.

## ***Integrated Model of Service Delivery - Strategic Priorities***



## Strategic Priority One - Crisis and Practical Support

The purpose of this strategic priority is to inform and support women practically and emotionally in immediate crisis in their personal and family lives. Ensure support and information is provided by professionally trained staff and women are supported to take the action they need to act on the crisis which is actually a social crisis experienced personally.

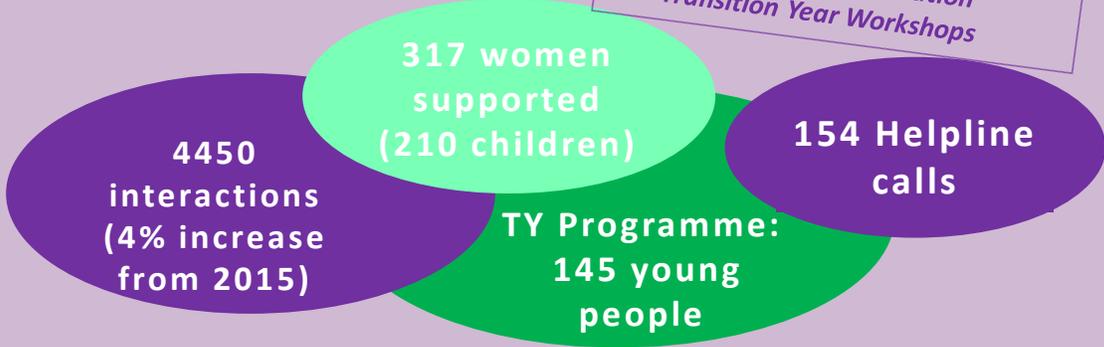
The services delivering on this priority are:

- **LWL Domestic Violence Service (page 15)**
- **LWL Counselling Service (page 17)**
- **Catkins Early Years and Afterschool Service (page 18)**
- **Catkins Mobile Childcare Solutions (page 20)**

# LWL Domestic Violence Service

## 2016

- Supports & Services:
- 1:1 Support
  - Group Support
  - Court Accompaniment
  - Advocacy
  - 16 Days Campaign
  - Interagency Collaboration
  - Transition Year Workshops



## Key Issues 2016

6% increase in no. of women supported in 2016

Impact of housing crisis on mental health and wellbeing of women and children

Complex cases are high risk, multifaceted, and time-intensive

Group Work

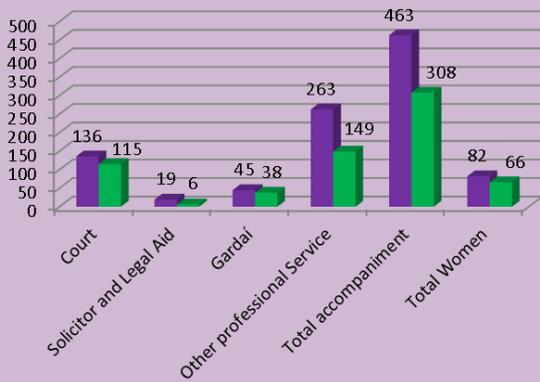
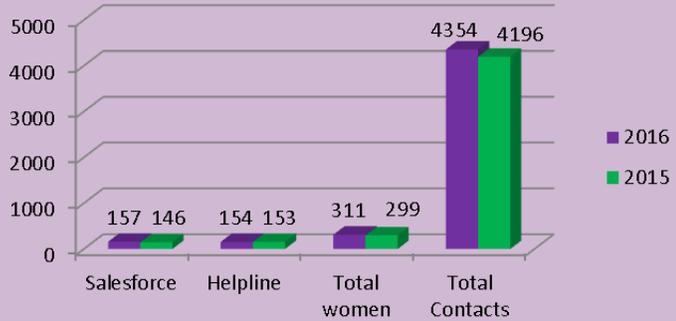
Peer Support (Child Access/Child Protection)

Coming Back Home (10)  
(Survivors group)

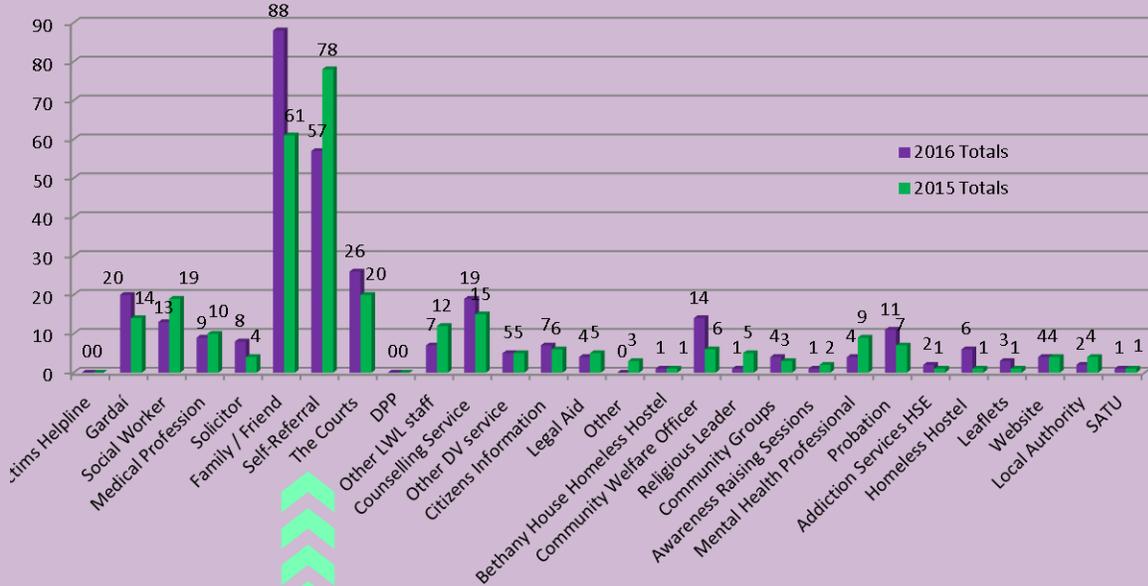
Women in Recovery (8)

# LWL Domestic Violence Service

## LWLDVS annual figures



## Accompaniment to Legal Services



## Referrals



## LWLDVS 16 Days

2016

*Multi-media Campaign  
Longford Leader, Shannonside,  
LWL Social Media, TY Workshop.*

35% of service users were foreign nationals.  
20% of service users are from the migrant communities & require language support.  
36% additional time required to support woman from migrant community  
75% of service users had no access to any form of transport

Who are our service users?

## LWL Counselling Service



Counselling Service at LWL

*Emotional support, Bereavement, Stress,  
Loss, Trauma, Relationship issues*

*Sliding Fee scale available – childcare  
places available by appointment*

*Athlone Rape Crisis (1.5 days per week)*



## Catkins Early Years & Afterschool Service

2016

- Community Childcare service:
- Full Day Care
  - Part-Time
  - Sessional
  - Drop-in
  - Afterschools
- \*Siolta National Quality Framework  
\*Aistear Early Years Curriculum Framework



### Key Issues 2016

*Expansion of services, new staff, portacabin (5% capital funding), updated outdoor play areas (designed and built by staff)*

*Completed Better Start Programme*

*Impact of Single Affordable Scheme and CE Level 5 qualification (ratios)*

#### Initiatives & Programmes

*Health Ireland Smart Start Programme*

*Siolta accreditation underway*

*LINC programme (Inclusion)*



*Catkins Outdoor Area*



# Catkins Mobile Childcare Solutions

2016



Childcare Relief Service:  
• Community & Private Crèches  
Mobile Childcare Service:  
• Training  
• Events/Conferences  
\*All workers Garda Vetted and QQI qualified



## Key Issues 2016



Our Transport (Catkins Mobile and Catkins Afterschool)



## Strategic Priority Two – Economic and Social Choice & Opportunity

The purpose of this strategic priority is to encourage women to broaden their horizons and explore learning opportunities in previously un-imagined ways and to harness women's ambition by encouraging networking and peer support in achieving social and economic independence

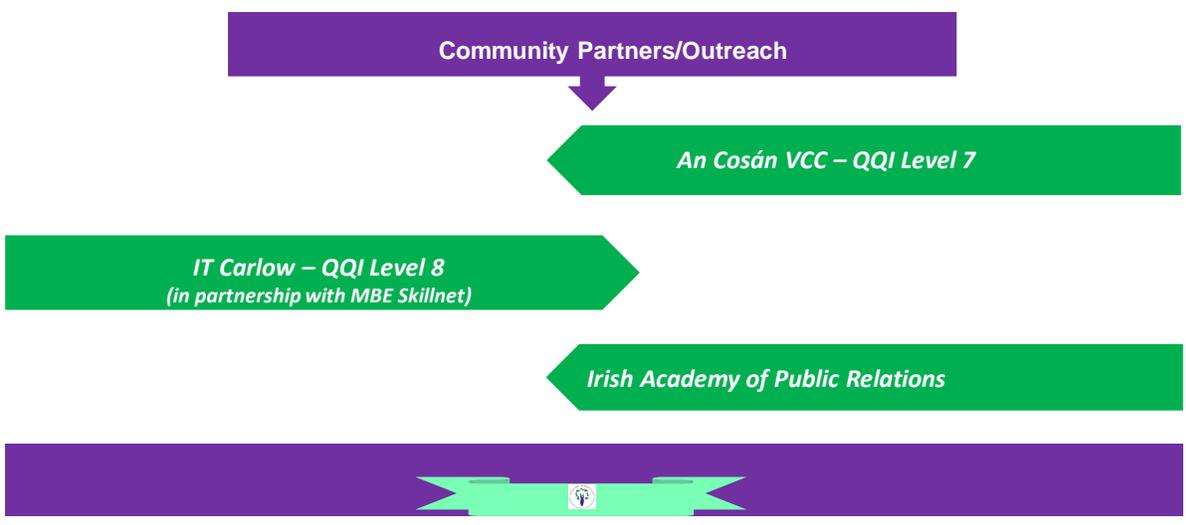
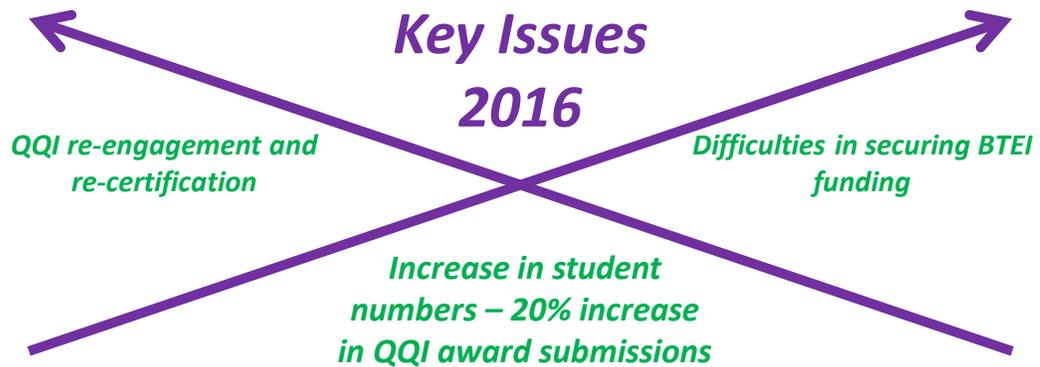
The services delivering on this priority in 2016 are:

- **LWL Education and Training Service (page 22)**
- **LWL DSP Community Employment Childcare Scheme (page 24)**
- **LWL Willow Traders (page 26)**

## LWL Training & Education

2016

- Courses:
- QQI Childcare Levels 5, 6 & 8
  - QQI Special Needs Assisting Levels 5 & 6
  - ECDL Test Centre
  - Manual Handling/Fire Safety
  - Occupational First Aid
  - QQI Level 7 Community Leadership
  - Female Entrepreneurship





Learners who graduated in Autumn 2016 with a Level 7 Special Purpose Award in Citizenship and Social Action. This programme was delivered by LWL tutors for An Cosán VCC



New Futures Graduation 2016 (QQI Level 4 supported by IPB)

# DSP Community Employment Childcare Scheme

## 2016

- Support for training & employment:
- QQI qualification
  - On-The-Job training
  - 1:1 Support
  - Career Planning
- \*Supported by the DSP



### Key Issues 2016

- Increase from 44% (Jan) to 63% (Dec) in qualified (QQI L5) childcare staff*
- Friendly & Sociable Group (10): Involvement in 1916 Drama and 'Lights in the Darkness' project*
- Impact of CE Level 5 qualification (ratios) & changes to DSP system – eligible candidates no longer being referred directly*

### Progression at LWL

- 124 participated on the scheme since 2014 – ALL have engaged in training
- Of the 54 who have finished, 65% progressed into employment/ further education
- 27 secured employment, 13 of these positions were in childcare

### No. of training awards completed by CE participants 2016

114	QQI Level 5 component awards
97	QQI Level 6 component awards
3	QQI Level 5 Special Needs Assistant
4	QQI Level 6 Special Needs Assistant
1	QQI Level 5 Care of the Elderly
22	QQI Level 5 First Aid
17	QQI Refresher First Aid
22	Fire Safety
33	Manual Handling
9	HACCP Food Safety
1	Basic Computers
1	CPC ( Bus Driver Module)
1	QQI Level 5 Horticulture Tool Maintenance
<b>325</b>	<b>TOTAL AWARDS</b>



Participants of the 'Lights in the Darkness' programme as part of the Longford Library 1916 Commemorations



Participants in the 1916 Commemoration Drama 'Unsung Heroines', scripted and performed by LWL

# Willow Traders

2016

- LWL's new Charity Social Enterprise
- Quality furniture
  - Clothing
  - Household Items
  - Books
- \*New Volunteer Opportunities for Longford

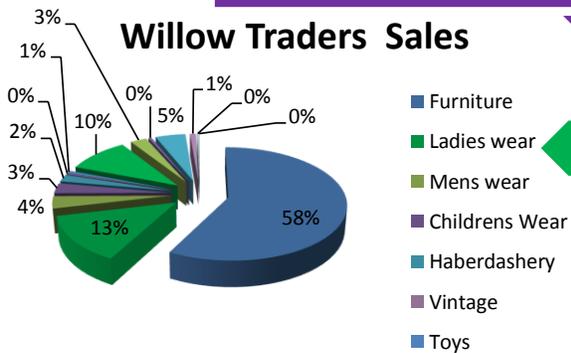


## Key Issues 2016

Significant work by staff and board to ensure summer 2016 opening

Secured Ulster Bank Skills and Opportunities Programme to deliver retail skills in conjunction with Willow Traders

### Sales July-Dec 2016



Furniture accounts for 58% of sales



**WILLOW TRADERS**  
NewToYou  
LWL Furniture & Clothing Charity Enterprise

## Strategic Priority Three - Leadership, Networking and Influence

The purpose of this strategic priority is to develop responsive engagement structures that enable rural women to take up their leadership and influencing capacity in any context.

The services delivering on this priority in 2016 are:

- **Longford Women's Manifesto Group (page 28)**
- **LWL International Women's Day 2016 (page 29)**
- **LWL Policy and Submissions (page 30)**
- **LWL Advocacy and Representation (page 31)**

## Longford Women's Manifesto Group

2016

Supporting women to engage in the local democratic process:

- Monthly meetings
- Seminars
- Training for candidates
- Networking via Women's Manifesto members

*\*Supported by the JRCT (until Dec. 2016)*

Networking & Support

Scripted and performed 1916 drama 'Unsung Heroines'

Seminar on Rural Citizenship Engagement in conjunction with Irish Rural Link

Advocacy and promotion of Gender Equality in Irish Political Systems

Key Issues 2016

JRCT Funding finished December 2016

Networking seminar with Women's Manifesto Members (Leitrim, Donegal, Dublin, Westmeath, Roscommon, Cavan, Monaghan)

Commenced research into Gender Balance on Local Government Structures

LWL/LWVG/IRL seminar on Rural Engagement



*International Women's Day 2016:  
LWL Commemorates the Women of 1916*



Cast of 'Unsung Heroines' - scripted and performed by members of LWL, Longford Women's Manifesto Group and students from Templemichael College.



Manifesto of 2016 discussing the women of 1916

## *LWL Policy and Submissions*

### **Policy Submissions**

Submissions were made in relation to the following policy documents:

- Draft Framework Policy on Local and Community Development
- Longford Local Economic and Community Plan
- Submission to the Department of Education and Skills Statement of Strategy 2016-2018
- Submission to QQI Core Policy and Criteria for the Validation of Education and Training Programmes by QQI.
- Submission to the Irish Human Rights and Equality Commission on CEDAW

LWL also authored the chapter on *Gender Equality in Rural Ireland* as part of the Irish Rural Link *Policy and Social Inclusion* publication launched in October 2016.

### **Ministerial Visit**

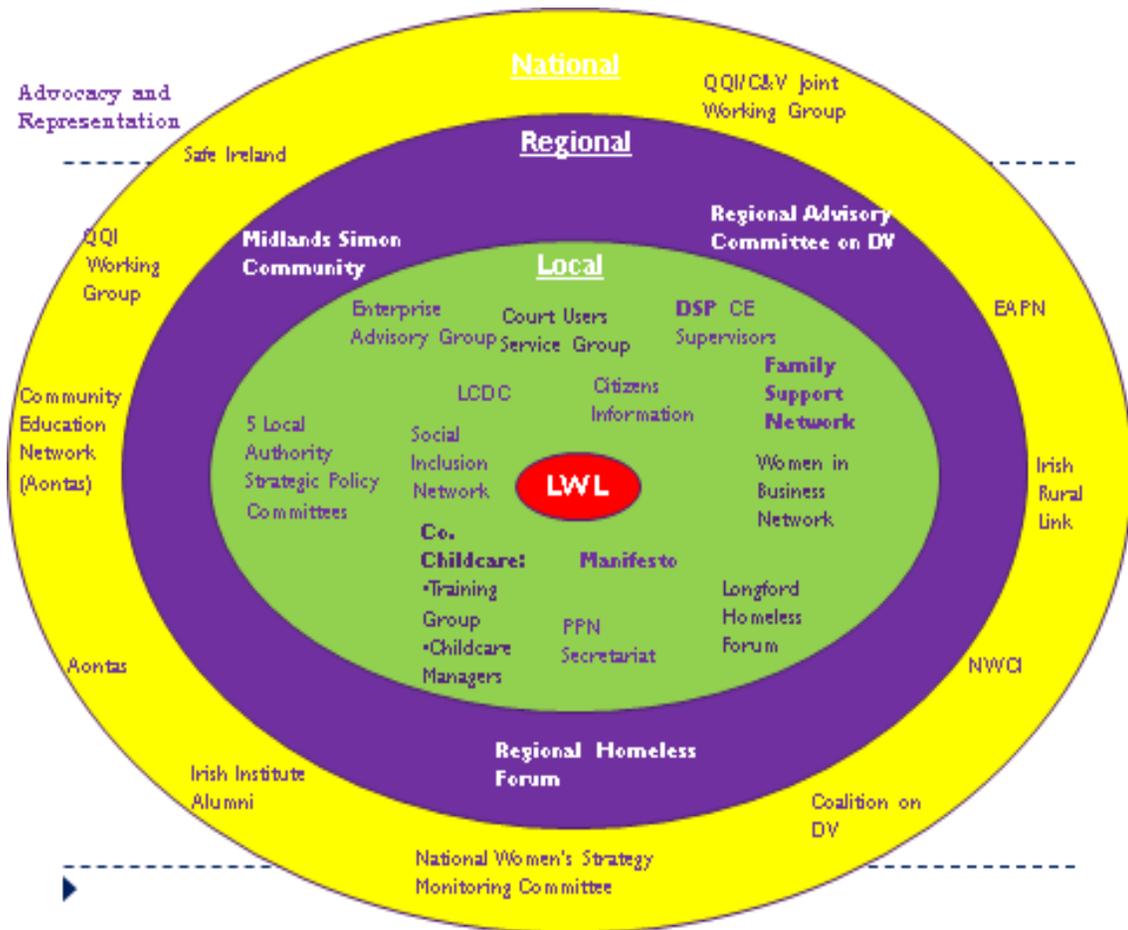
In addition, the Chairperson, CEO and Deputy CEO met with Minister for Social Protection Leo Varadkar, Deputy Kevin 'Boxer' Moran and Senator Gabrielle McFadden at LWL in November 2016 to discuss the impact of the new Childcare Regulations on the Community Employment Childcare Programme.



### **Media Work**

LWL continues to engage with local media, both print and broadcast and has a wide following on social media with over 2000 Facebook followers.

# LWL Advocacy and Representation



## Strategic Priority Four - Governance and Sustainability

The first three strategic priorities are underpinned by good governance and purposeful organisational collaborative and interlinked relationships (ISD, Inter-agency work, Local Regional & National Advocacy) resulting in capacity building for the organisation and all stakeholders.

### Organisational Development

#### Human Resources

During 2016, as projects came to an end, designated terms on schemes or programs finished or staff wished to pursue other interests or areas of work, the following staff left the organisation:

Nóirín Clancy finished her contract as Manifesto Development Officer and Mary Kelly took up a childcare management position, progressing from Catkins Mobile Childcare Solutions.

The following staff joined the organisation during 2016:

Ewa Sienko (Play Leader) and former LWL CE Participant, Marie Grehan (Play Leader) and former LWL CSP staff. Willow Traders welcomed Marek Popczyk and Sabrina Lucas while former CE participant and part-time Facilities officer Dace Krauce took over as Manager. Dominika Bronikowska participated on the Tús Scheme and Ursula Conroy joined the DV team to cover long-term sick leave

#### Directors

During 2016 the LWL Board met 9 times with CEO/Deputy CEO. In 2016 Teresa Kearney was welcomed to the Board. The following Board members continued to participate for the whole of 2016: Tess Murphy, Elsie Moxham, Sheila Reilly, Mary Carleton Reynolds, Mary Carthy, Mary Farrell, Stephanie Igoe, Nancy Bermingham, Vicky Crosby and Catherine Lynch.

### **Compliance**

During 2016 LWL continued to be compliant in relation to all requirements and submitted annual returns to both the Charities Regulator and Lobbying.ie

### **Financial Overview**

Key issues that emerged during 2015/2016 and which will impact the organisation and must be addressed during 2017 are:

- Removal of unqualified or partially qualified CE Childcare participants from Adult: Child Ratios in a pre-school setting
- The introduction of the 2<sup>nd</sup> ECCE year
- The introduction of the Single Affordable Childcare scheme
- Restoration of pay awards and increments for public sector employees with no increase in funding to provide similar to NGO employees
- Increase in the legal minimum wage (a very welcome move towards a living wage) but again no increase in funding to cover this additional cost in the CSP Programme
- Continued lack of engagement with women's groups in local SICAP Programme
- Continued reduction in support for adult learners from LWETB. LWL has not had any success in restoring funding from LWETB for their 3<sup>rd</sup> Level Outreach. BTEI funding has been reduced year on year and it is very likely that this funding stream will discontinue completely for 2017.
- The need to separate out some services by forming independent companies in order to maximise the potential earning capacity of these services e.g. Training & Education and Willow Traders

In addition there is the longstanding issue of State funders not providing full cost recovery for the services they procure via NGO's.

### **Cost Containment & Full Cost Recovery**

Almost all of LWL's annual income is 'designated' programme funding, i.e. it cannot be used for anything other than the specific project or activity for which it has been granted. The funding for each project/activity (e.g. community childcare, community services, back to education initiative, frontline support services for victims of domestic violence, DSP community employment etc.) primarily covers the designated activity only. Some funders will provide a limited contribution to core overheads but many do not recognise that indirect core costs are a legitimate expense towards which they should provide a contribution.

As a social enterprise, LWL strives to combat the issue of State 'under funding' and 'withdrawal' of funding through fundraising and income generation and new partnerships

The expansion of the afterschool programme has helped to boost the Childcare Service income where surpluses are used to cover core costs as well as creating additional jobs. Training income from the DSP CE programme as well as their contribution towards core costs have also helped with greater organisational sustainability.

Core overheads and salaries are dispersed across all projects in line with the specific spending criteria of each funder. The dispersal is calculated on a head count basis which is then further restricted by the capitation placed on this expenditure category by some funders. Core overheads refer to costs such as heat, light, telephone etc. See **Figures 3 and 4** below for percent dispersal.

As with 2015 a number of state funders did not implement further cuts in their annual allocation to LWL for 2016. The organisation also worked hard to increase income generation, maintain childcare places at capacity and increase the training and education offering. This has all had the positive outcome of LWL showing a modest operational surplus for the period, as opposed to the very small surplus in 2015 and the operating losses reported in the two preceding years. This move in the right direction although relatively small, will provide for some enhancement to previously pared-back services and some reversal of previous reductions in terms and conditions of employment. The significant increase in Court Donations during 2016 has enabled LWL to employ an additional part-time Domestic Violence Specialist for 2017

**Figure 1** below provides a breakdown in income received during 2016 as well as income projections for 2017. **Figure 2** provides the same information for summarised expenditure. Please note that Figures 1 and 2 reflect Audited Accounts figures for 2016 and therefore take into account pre-payments and accruals from 2016 and for 2017 in addition to depreciation and the release back to income of capital outlay.

**Figure 5** provides a snapshot of Income & Expenditure for past eight years. However the total income picture for 2015 and 2016 is skewed heavily by the expansion of the DSP CE Childcare Scheme where LWL consolidated its role as the lead sponsor for County Longford with allocated participant numbers currently at 83 in addition to 3 supervisors and an assistant supervisor. **Figure 6** therefore focuses on core services i.e. excludes small grants, once-off amounts and shows individual increases/decreases in Grant Funding & Income Generation for past eight years which presents a more realistic picture of the financial challenges faced and overcome by the organisation.

## Longford Women's Link Annual Report 2016

As agreed in 2015 it was imperative that LWL develop and implement new sources of income generation and sustainability during 2016 to give the organisation a realistic set of financial and staff retention goals for the five years 2016 to 2020. As a result, LWL embarked on a new income generation venture in July 2016, the used furniture and clothing shop Willow Traders – NewToYou. Projections are on track but due to initial outlay, this venture will not generate a profit until the end of year 2 of trading at which time initial outlay will be reimbursed to organisational reserves.

Expenditure for the period was managed well with individual budgets implemented and monitored for each service area and progress on actual spend against budget reviewed regularly. The main difficulty experienced with the budgeting process is the uncertainty of some funding allocations until well in to the fiscal year e.g. TUSLA, BTEI and Family Support Agency. Summarised expenditure for the period is shown in **Figure 7**.

**Figure 1: Income Received 2016 & Projected 2017**

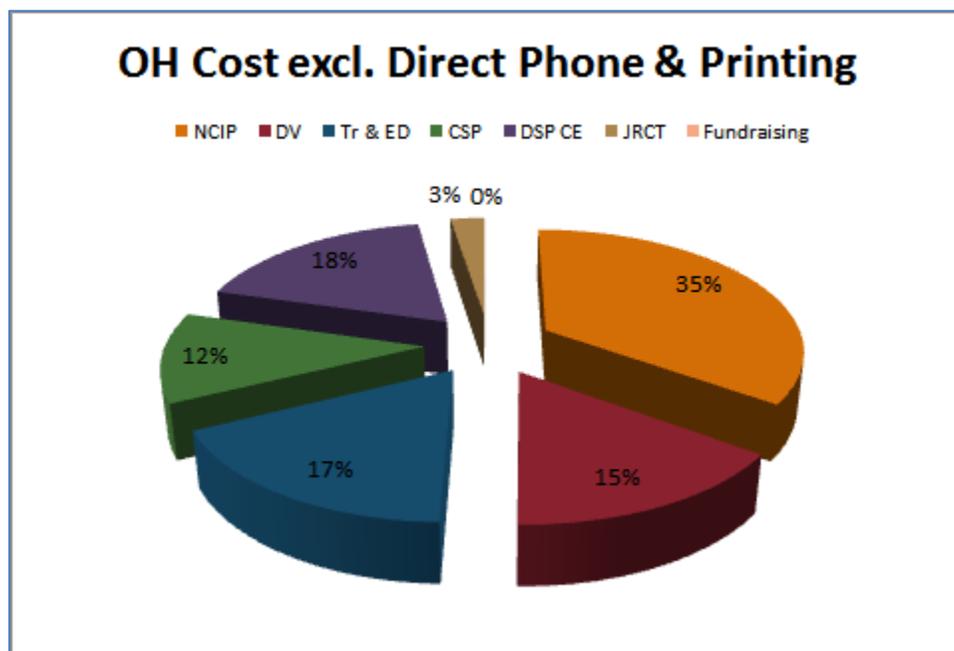
Overall Income - Longford Women's Link	Actual 2016	Projected 2017	Funder Explanation
<b>Grant Income</b>			
One Foundation	51,754	0	Philanthropic support to towards core salaries to only to end of 2016 to support organisational sustainability - (Restricted Funding with Dependencies) - now finished
OMCYA Grants - (Subvention, CETS & ECCE)	279,881	309,673	State support for the provision of Community Childcare - allowance based on parents welfare status, childrens age pre-school & parental training participation - (Restricted Funding with Dependencies)
Pobal CSP Grant - Mobile Childcare Solutions	111,432	110,383	Subvention towards development and running of mobile childcare service - 3 year contract to be renegotiated in 2013 - (Restricted Funding with Dependencies)
Tusla Child & Family Agency DV Support Services Grant	127,696	131,275	Salaries and associated costs for running Domestic Violence Services - (Restricted Funding with Dependencies)
Family Support Agency	14,850	15,000	Subvention towards counsellors fees - must be applied for annually - (Restricted Funding with Dependencies)
Commission for the support of Victims of Crime	20,000	21,000	Support for court accompaniment - must be applied for annually - (Restricted Funding with Dependencies)
DSP Community Employment Scheme	1,161,499	1,303,957	Return to work placement & training for 83 participants and 3 project supervisors - (Restricted Funding with Dependencies)
Westmeath Education & Treaining Board Back to Education Initiative	21,255	2,745	Education for early school leavers - must be applied for annually - (Restricted Funding with Dependencies) - now finished
Joseph Rowntree Charitable Trust	27,082	4,305	Philanthropic funding to support the development of a 'Model of Effective Engagement' with local/national decision makers - (Restricted Funding with Dependencies) - now finished (small accrual to 2017)
Community Foundation UB - Tr & ED	340	0	Once off for Female Entrepreneurship Programme
Community Foundation OLC DV Grant	495	1,660	Once off for Support Group
LCCO 2016 Commeration Grant	1,100	0	Once off for 1916 Commerative Play
Ireland Funds Healthy Relationship Grant/ 2017 Business Mgmt grant	5,745	25,000	Once off for TY Healthy Relationship Sessions
Ireland Funds Sensory Toys Grant	0	5,000	Once off for Sensory Play Equipment
Ireland Funds Mini Bus Operating Grant	4,276	1,931	Accrued for Mini-Bus operations - almost used up
IPB Grant	13,628	0	Once off for Lone Parents - Work Readiness support
Ulster Bank Skills & Opportunities Grant	0	39,400	Once off for Retail Skills Mentoring
Related Party Discount Received - Willow Traders	3,600	7,680	Philanthropic Discount on Haulage of Donations
	<b>1,844,633</b>	<b>1,979,010</b>	
<b>Generated Income</b>			
Room Rental Main	13,498	13,000	Used for Overheads, Heat, Light, Maintenance, Insurance etc.. Some projects provide a contribution towards these costs but this is minimal an nowhere near the true economic cost. Also used to address barriers to participation i.e. Transport, childcare etc..
Other Income Main (interest, awards, court donations etc.)	10,750	18,312	
NET Fundraising	5,190	15,000	Creche running costs
Child Care Fees - Main Childcare	83,307	85,977	Mobile Childcare Running Costs and contingency for VAN
Mobile CC Income - CSP	69,898	65,000	Retained to make up cost of providing counselling service
Counselling Fees	5,051	8,000	Used to cover running costs and training Co-ordinator Salary
<b>Training income</b> (NB: this is figure - must be looked at in conjunction trainig costs i.e. Coordinator Salary, Training Course Expenditure below and also Training Grants above)	53,313	50,000	
Willow Traders Sales	24,947	80,000	Used to cover running costs and Manager Salary - Deficit this year and until 2019
Rate Rebate Willow Traders	0	3,660	Business Incentive scheme Rates Rebate
RDP New Building Fund 2010,2011 Released	4,344	4,344	Accounting dispersal of RDP capital grant
EOCP Extension Fund 2003/2004 Released	3,164	3,156	Accounting dispersal of old capital grant
Ireland Fund Mini-Bus Capital Grant Released	1,250	1,250	Accounting dispersal of capital grant
DCYA Childcare Capital Grant 2015 Released	2,914	2,914	Accounting dispersal of 2015 Childcare capital grant
EYCP2016 New Prefab & Creche Toys Released	5,080	5,080	Accounting dispersal of capital grant
<b>Generated Income Sub-Total:</b>	<b>282,706</b>	<b>355,693</b>	
<b>Total Income:</b>	<b>2,127,339</b>	<b>2,334,702</b>	

**Figure 2: Summarised Expenditure Incurred 2016 & Projected 2017**

Overall Budget - Longford Women's Link	Actual 2016	Projected 2017
<b>Operating Expenses</b>		
Salaries	1,723,093	1,939,457
Main Overheads*	108,995	113,167
Project Overheads	88,827	80,010
Training & Ed - Tutors and Materials	113,067	151,400
Depreciation (Property, Equipment etc.,)	40,730	40,730
<b>Total Operating Costs:</b>	<b>2,074,712</b>	<b>2,324,764</b>
Period Surplus/Deficit (Reserves & Salary Accrual going forward)	52,627	9,938

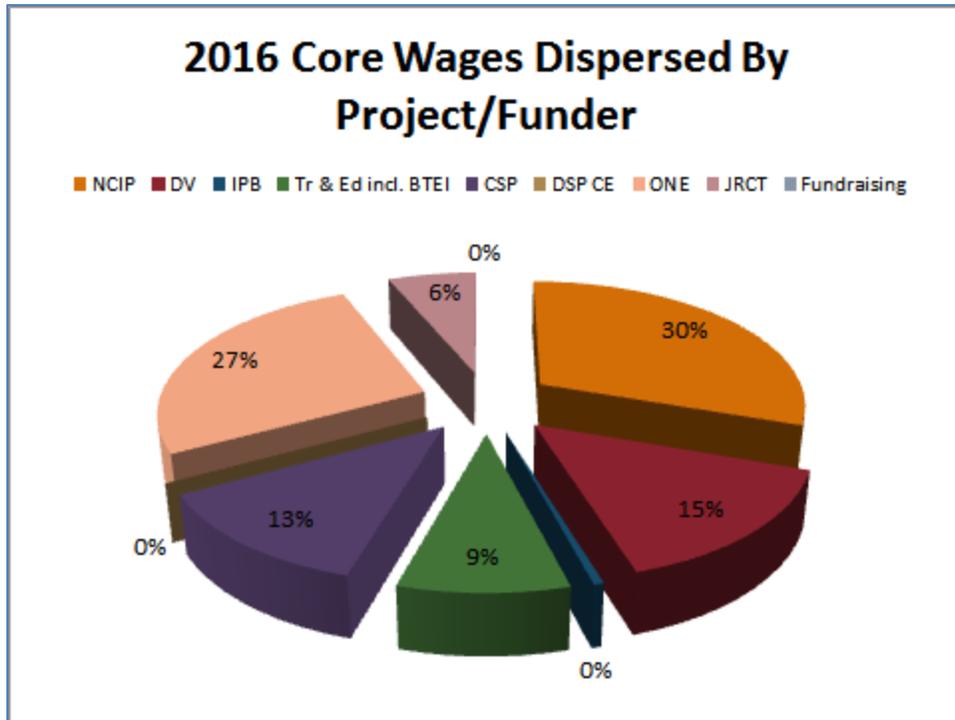
Core Overheads are dispersed across all projects in line with the specific spending criteria of each funder. The dispersal is calculated on a head count basis which is then further restricted by the capitation placed on this expenditure category by some funders. Core overheads refer to costs such as heat, light, telephone etc.

**Figure 3: 2016 Indirect Overhead Dispersal**



Core salaries refers to salaries of staff like CEO, Deputy CEO and other non-direct funded staff e.g. finance, reception, cleaning, caretaking etc. **Figure 4** presents an overview of core salaries dispersal by project/funder.

Figure 4: 2016 Core Wages Dispersal by Project/Funder



## Longford Women's Link Annual Report 2016

**Figure 5: Snapshot of Income & Expenditure for past eight years**

	Actual Income								%	Projected	%
	2009	2010	2011	2012	2013	2014	2015	2016		2017	
<b>Income</b>											
Government	895,782	889,108	959,219	873,442	812,215	1,164,144	1,652,161	1,736,613	82%	1,894,033	81%
Philanthropic	200,000	200,000	171,072	40,302	126,836	140,395	59,524	104,420	5%	77,296	3%
Earned	171,706	146,131	167,029	162,773	194,033	189,450	220,273	256,926	12%	316,629	14%
Fund Raising	6,600	30,287	31,603	30,168	20,076	17,167	16,555	12,628	1%	30,000	1%
Other (incl. Capital write backs to reflect Audited Accounts)	11,304	23,520	11,665	11,517	10,611	14,124	16,752	16,752	1%	16,744	1%
<b>Total Income</b>	<b>1,285,392</b>	<b>1,289,046</b>	<b>1,340,588</b>	<b>1,118,202</b>	<b>1,163,771</b>	<b>1,525,280</b>	<b>1,965,265</b>	<b>2,127,339</b>	<b>100%</b>	<b>2,334,702</b>	<b>100%</b>
<b>Income Assumptions</b>											
	<ol style="list-style-type: none"> <li>1 Program Costs Covered - Income in/out</li> <li>2 Earned income will continue to grow</li> <li>3 Fundraising will increase in 2017 with third party events</li> <li>4 Extent of State cuts will reduce or programs will be restructured to take account of level of cut</li> <li>5 Philanthropic will account for between 1 and 2 %</li> </ol>										
	Actual Expenditure								%	Projected	%
	2009	2010	2011	2012	2013	2014	2015	2016		2017	
<b>Expenditure</b>											
Salaries	1,059,819	1,058,795	1,119,067	959,692	914,270	1,299,314	1,639,282	1,723,093	83%	1,939,457	83%
Direct Overheads	89,524	74,863	80,961	82,097	92,119	73,105	88,829	98,476	5%	99,438	4%
Direct Programme Costs	166,768	151,503	147,495	165,504	157,302	140,994	177,413	212,413	10%	245,139	11%
Other (incl. Depreciation to reflect Audited Accounts)	25,552	23,764	33,178	30,871	31,035	31,539	32,250	40,730	2%	40,730	2%
<b>Total Expenditure</b>	<b>1,341,663</b>	<b>1,308,925</b>	<b>1,380,701</b>	<b>1,238,164</b>	<b>1,194,726</b>	<b>1,544,952</b>	<b>1,937,774</b>	<b>2,074,712</b>	<b>100%</b>	<b>2,324,764</b>	<b>100%</b>
<b>Retained Profit/Loss</b>	<b>-56,271</b>	<b>-19,879</b>	<b>-40,113</b>	<b>-119,962</b>	<b>-30,955</b>	<b>-19,672</b>	<b>27,491</b>	<b>52,627</b>		<b>9,938</b>	
<b>Expenditure Assumptions</b>											
	<ol style="list-style-type: none"> <li>1 Programme expenditure reflects programme income</li> <li>2 Continued and increased demand for support services</li> <li>3 Increased demand for Income Generating Services i.e. Tr. &amp; Ed. Mobile Childcare (due to qualification regulations) room rental etc.,</li> <li>4 Willow Traders will continue to develop and generate independent Income</li> </ol>										
<b>Cash Reserves</b>											
	1 Organisational Reserves Policy remains intact										

## Longford Women's Link Annual Report 2016

**Figure 6: Increase/Decrease in Grant Funding & Income Generation for past eight years**

Increase/Decrease in Grant Funding & Income Generation for past eight years				
Funding/Income Source	2009	2016	Total Increase / Decrease	% Increase / Decrease to 2015
HSE/Tusla Domestic Violence Services	`134,673	`127,696	-6,977	-5.18%
Commission for Support of Victims of Crime - Domestic Violence Court Accompaniment	`25,000	`20,000	-5,000	-20.00%
Family Support Agency - Counselling Services	`25,300	`14,850	-10,450	-41.30%
Pobal via LCRL - Women Parenting Alone and Social Isolation support groups	`57,000	`0	-57,000	-100.00%
Community Childcare Service <i>(Grants and Parental Fee Income)</i>	`333,140	`349,061	`15,921	4.78%
Mobile Childcare Service	`124,593	`111,432	-13,161	-10.56%
Training & Education Third Level Outreach - UCD Women's Studies	`16,500	`0	-16,500	-100.00%
Training & Education - Back to Education Initiative	`35,617	`21,255	-14,362	-40.32%
Philanthropic	`200,000	`104,420	-95,580	-47.79%
<b>Totals:</b>	<b>`951,823</b>	<b>`748,714</b>	<b>-203,109</b>	<b>-21.34%</b>
Funding/Income Source	2009	2016	Total Increase / Decrease	% Increase / Decrease to 2015
Earned Income - Course Fees, Room Rental, Counselling Fees etc.,	`65,169	`256,926	`191,757	294.25%
Fundraising	`600	`12,628	`12,028	2004.67%
<b>Totals:</b>	<b>`65,769</b>	<b>`269,554</b>	<b>`203,785</b>	<b>309.85%</b>

### Reserves Policy

The Organisations Reserves policy was reviewed and updated by the Directors in September 2014 and remains intact. It states:

- Reserves to be maintained at a level which ensures that Longford Women's Link's core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves to be maintained in a readily realisable form.

At any given time readily available cash reserves should be sufficient to cover 6 months core salaries and total organisational operational costs

Cash reserves have been depleted during the period in order to fund the setup of Willow Traders NewToYou. The venture currently owes the main account €25,649 which will not be reimbursed until the end of 2018.

See **Appendix 1** for copy of LWL's Reserves Policy

## Longford Women's Link Annual Report 2016

(A company limited by guarantee not having a share capital)  
Detailed Income & Expenditure Account for the year ended 31st Dec 2015

Figure 7: LWL Audited Accounts 2016

(A company limited by guarantee not having a share capital)			
Detailed Income & Expenditure Account for the year ended 31st Dec 2016			
Profit & Loss Account	Dec 16	Dec 15	
Income	Current €	Previous €	Variance €
DSP Community Employment Scheme	1,161,499	1,152,828	8,671
One Foundation Grant	51,754	10,400	41,354
Counselling fees	5,051	5,251	(200)
Childcare Fees - Catkins Nursery	83,307	69,180	14,127
CSP Mobile Childcare Solutions Income	69,898	91,889	(21,991)
CSP Mobile Childcare Solutions Pobal Grant	111,432	108,132	3,300
OMCYA Grants - (CCS, CETS, & ECCE)	279,881	220,026	59,855
EOCP extension fund released	3,164	3,164	0
RDP New building fund released	4,344	4,344	0
Ireland Funds Mini Bus Capital Grant released	1,250	1,250	0
DCYA Childcare Capital Grant released	2,914	2,914	0
EYCP New Prefab & Creche Toys Released	5,080	0	5,080
Family Support Agency	14,850	14,850	0
Back To Education Initiative	21,255	25,650	(4,395)
TUSLA Child & Family Agency	127,696	111,275	16,421
Rental income	13,498	13,489	9
CSVC Grant	20,000	18,400	1,600
JRCT Grant	27,082	23,920	3,162
Community Foundation/Ulster Bank Grant	340	10,000	(9,660)
Community Foundation/OLC Fund grant	495	3,785	(3,290)
Course fees	53,313	40,464	12,849
Court donations	7,438	630	6,808
Willow Traders Sales	24,947	0	24,947
Rates Rebate Willow Traders	0	0	0
Related Party discount received - Willow Traders	3,600	0	3,600
Net Fundraising Income	5,190	15,925	(10,735)
IPB Grant	13,628	6,372	7,256
LCCO Environmental Grant	0	1,000	(1,000)
Ireland Funds Business Mgmt Grant	5,745	255	5,490
Ireland Funds Mini Bus Operation Grant	4,276	3,792	484
Ireland Funds Sensory Toys Small Grant			
LCCO 2016 Commemoration Grant	1,100	1,000	100
Ulster Bank Skills & Opportunities Grant	0		0
	<b>2,124,027</b>	<b>1,960,185</b>	<b>163,842</b>
<b>Total Administration Expenses</b>	<b>2,124,027</b>	<b>1,960,185</b>	<b>163,842</b>
<b>Bank interest received</b>	<b>3,312</b>	<b>6,757</b>	<b>(3,445)</b>
<b>Total Overheads</b>	<b>2,071,400</b>	<b>1,950,862</b>	<b>120,538</b>
			0
<b>Retained profit</b>	<b>52,627</b>	<b>9,323</b>	<b>43,304</b>

## Longford Women's Link Annual Report 2016

	Dec 16	Dec 15	
	Current €	Previous €	Variance €
<b>Administration Expenses</b>			
Wages and Salaries	617,714	565,165	52,549
DSP CE Scheme Wages & Salaries	995,353	1,000,829	(5,476)
Employer's PRSI contributions	61,718	57,198	4,520
Employer's PRSI contributions			
Redundancy payments	18,393	16,090	2,303
DSP CE Fuel Allowance & Christmas Bonus	29,915	19,845	10,070
Staff training (incl. DSP CE)	45,192	35,602	9,590
Course participant childcare costs	1,945	2,231	(286)
Course Participant Transport costs	1,984	4,176	(2,192)
Room rental	7,712	8,653	(941)
Rent of Premises & Rates Willow Traders	3,690	0	3,690
Course Expenditure & General Training costs	63,946	56,448	7,498
Haulage & delivery of donated furniture	6,000	0	6,000
Insurance	15,505	6,803	8,702
Light and heat	11,758	13,756	(1,998)
Cleaning and maintenance	18,660	16,652	2,008
Service charge payable	7,121	3,882	3,239
Printing, postage and stationery	10,310	10,481	(171)
Recruitment and public relations	3,378	6,641	(3,263)
Telephone	8,105	7,527	578
Computer costs	5,884	10,195	(4,311)
Motor expenses	6,661	9,037	(2,376)
National travel and subsistence	16,659	10,455	6,204
Legal and professional	0	1,767	(1,767)
Accountancy	6,328	5,668	660
Audit	2,110	2,110	0
Counselling expenses	18,669	17,420	1,249
Bank charges	3,495	2,845	650
Creche running expenses	23,461	12,252	11,209
Mobile Childcare Unit	0	261	(261)
Catkins Nursery - Relief Staff Cover	126	228	(102)
Doubtful debts - Provision	829	4,972	(4,143)
Canteen and catering	5,315	4,326	989
Staff Welfare including health & safety	14,312	9,502	4,810
Subscriptions	1,734	2,352	(618)
Depreciation on freehold property	19,979	19,692	287
Depreciation on long leasehold	1,057	0	1,057
Depreciation on FF & Equipment	10,537	10,533	4
Depreciation on motor vehicles	2,313	2,313	0
Profits/losses on disp of tangibles	6,844	(288)	7,132
<b>Total Administration Expenses</b>	<b>2,074,712</b>	<b>1,957,619</b>	<b>117,093</b>
<b>Bank interest received</b>	<b>3,312</b>	<b>6,757</b>	<b>(3,445)</b>
<b>Total Overheads</b>	<b>2,071,400</b>	<b>1,950,862</b>	<b>120,538</b>
<b>Retained profit</b>	<b>52,627</b>	<b>9,323</b>	<b>43,304</b>

## Appendix I: LWL Reserves Policy



### Longford Women's Link Reserves Policy

The Organisations Reserves policy was reviewed and updated by the Directors at the LWL Board Meeting dated April 15<sup>th</sup> 2013. It states:

The directors have set a reserves policy which requires:

- Reserves to be maintained at a level which ensures that Longford Women's Link's core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves to be maintained in a readily realisable form.

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

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted
- Planned activity level
- Organisation's commitments
- Fluctuations in income
- Unplanned expenditure

A substantial proportion of the reserves shown in the balance sheet are represented by assets other than cash such as the buildings necessary to provide the service

At any given time readily available cash reserves should be sufficient to cover 6 months core salaries and total organisational operational costs. It does not include funded salaries or direct programme costs e.g. CSP, CE, Childcare etc.

Core Salaries- (does not include direct funded salaries e.g. FAS, CSP)	125,000
Indirect Overheads	40,000
Contingency	25,000
Redundancy	50,000
	<b>240,000</b>

Signed \_\_\_\_\_

Chairperson

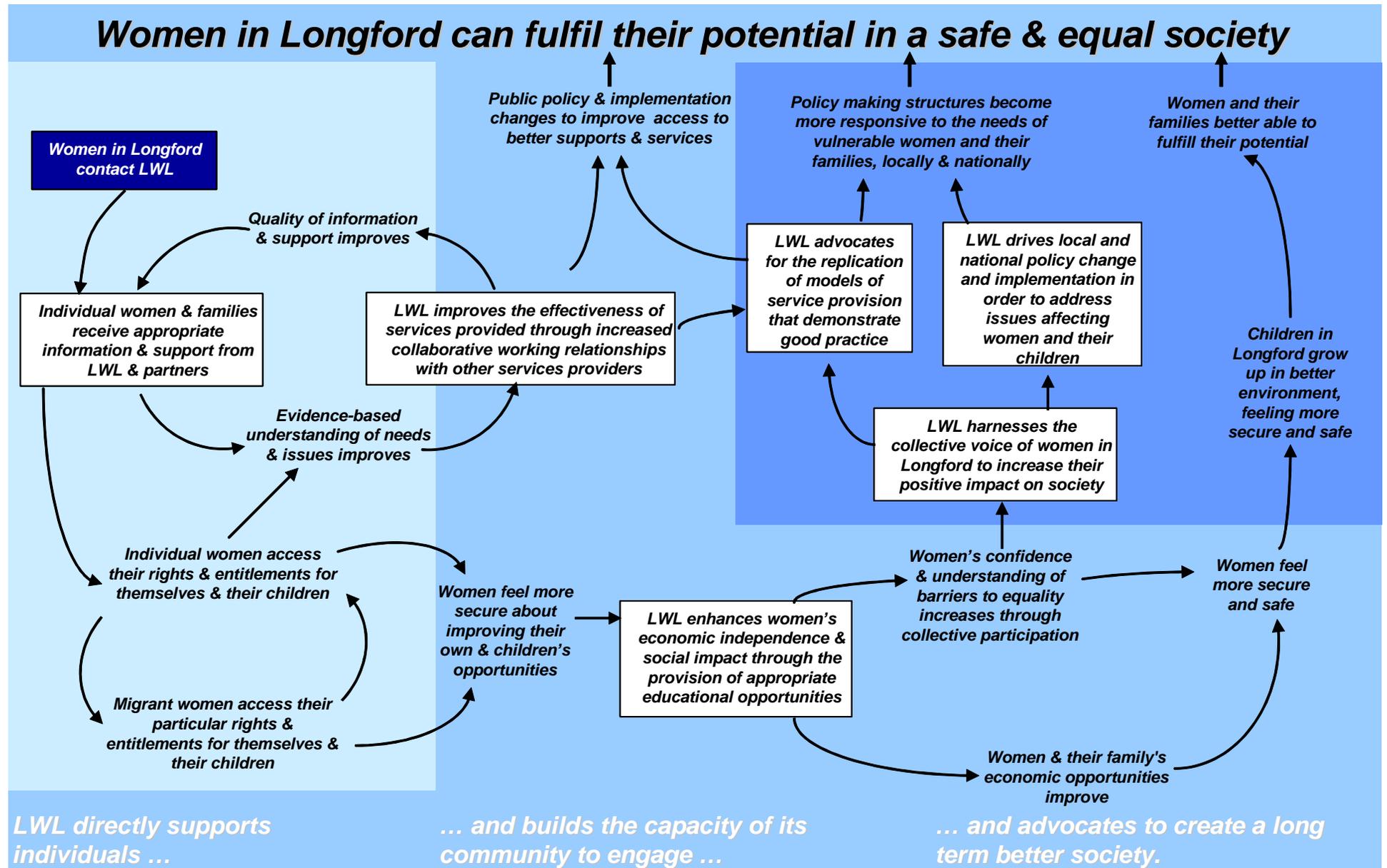
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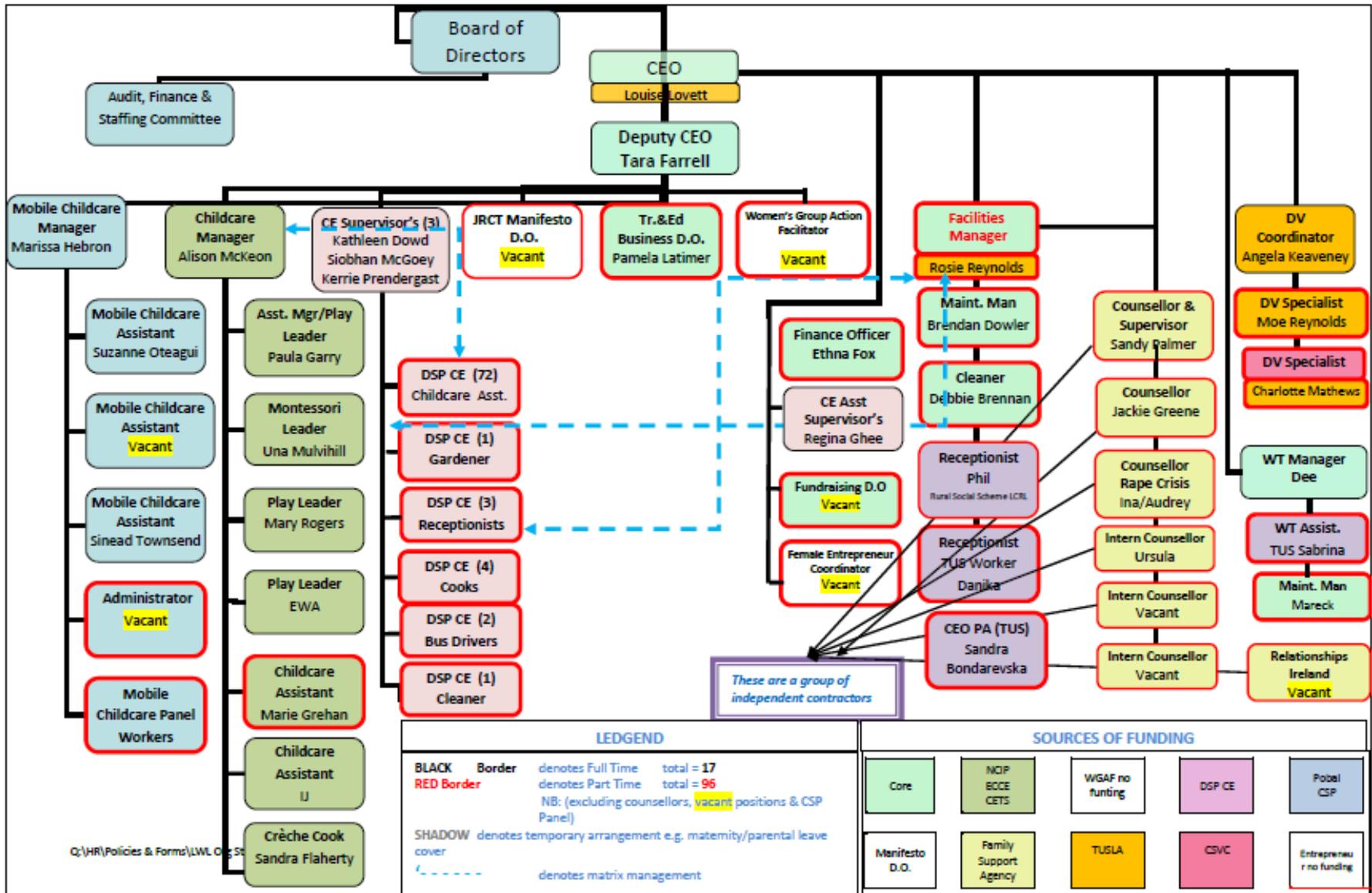
Treasurer

Date \_\_\_\_\_

Appendix II: Theory of Change Framework



Appendix III: LWL Organisational Structure – December 2016



# Longford Women's Link Annual Report 2016

## Appendix IV: Our Funders



EUROPEAN SOCIAL FUND:  
helping develop employment by  
promoting employability, the business  
spirit and equal opportunities and  
investing in human resources



An Roinn Coimírce Sóisialaí  
Department of Social Protection  
Helping you build a better life



The National Office for the Prevention of Domestic, Sexual and Gender-based Violence  
An Oifig Náisiúnta um Fhoréigean Bailie, Gnéasach agus Inscrébhunaithe a Chosc

# The One Foundation



Family Support Agency



DEPARTMENT OF JUSTICE, EQUALITY AND LAW REFORM  
AN ROINN DLÍ AGUS CIRT. COMHIONANNAIS AGUS ATHCHÓIRITHE DLÍ



etb

Bord Oideachais agus Oiliúna  
an Longfoirt agus na hIarmhí  
Longford and Westmeath  
Education and Training Board



Company Registration Number 241515 Registered Office: Willow House, Ardnacassa Avenue, Longford.

Chairperson: Stephanie Igoe. Directors: Elsie Moxham, Tess Murphy, Sheila Reilly, Nancy Bermingham, Teresa Kearney, Catherine Lynch, Mary Carleton Reynolds, Mary Farrell, Vicky Crosby, Mary Carthy