

**START STRONG LIMITED**

**Report and Financial Statements**

**for the year ended**

**31 December 2013**

**(A company limited by guarantee  
not having a share capital)**

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# START STRONG LIMITED

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## REPORT AND FINANCIAL STATEMENTS 2013

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## **START STRONG LIMITED**

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### **DIRECTORS AND OTHER INFORMATION**

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#### **BOARD OF DIRECTORS**

Ms. Karen McDonnell (Treasurer)  
Mr. Tony Crooks (Chair)  
Ms. Orla Tuohy  
Ms. Teresa Heeney  
Ms. Noirín Coghlan  
Ms. Denise McCormilla  
Ms. Noirín Hayes  
Ms. Avril McMonagle  
Mr. Noel Kelly  
Ms. Catherine Joyce  
Ms. Orla O'Connor

#### **SECRETARY AND REGISTERED OFFICE**

Ms. Ciairín De Buis  
Basement  
33 Upper Merrion Street  
Dublin 2

#### **AUDITORS**

Mazars  
Harcourt Centre  
Block 3  
Harcourt Road  
Dublin 2

#### **SOLICITORS**

Barry J. Rafferty Solicitors  
77 Sir John Rogersons Quay  
Dublin 2

#### **BANKERS**

Bank of Ireland  
College Green  
Dublin 2

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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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The directors present their report and the audited financial statements for the year ended 31 December 2013.

### Structure, Governance and Management

Start Strong is a company limited by guarantee and does not have share capital. It is governed by a Memorandum and Articles of Association. It was incorporated originally as the Irish Childcare Policy Network (ICPN) under the Companies Acts 1963 to 2006 on 21st April 2009.

On 17th November 2009 the name was changed to Start Strong Limited, by a Special Resolution of the company and with approval of the Registrar of Companies.

Start Strong Limited is a non-profit campaigning organisation, governed by members of the Board. Board members, who are non-executive, represent a diverse range of relevant expertise including early care and education, family supports, advocacy, academic and governance. The Board meets at least 6 times a year and has responsibility for all the business of the organisation. The Board is supported by a board committee structure. Board committees in place during 2013 were a Human Resources Committee, a Nominations Committee and a Finance Committee. Throughout 2013, Start Strong continued to update and review our Staff Handbook and Guidelines and other internal governance guidelines and procedures.

The Board delegates the day-to-day management of Start Strong to a staff team, which comprises a Director (who also serves the Board as Company Secretary), Research & Policy Officer and Administrator.

### Start Strong Staff Team

Ciairín de Buis (Director, and Company Secretary)

Toby Wolfe (Policy & Research Officer)

Lorraine Whitty (Administrator)

Naomi Feely (Policy & Advocacy Officer, Part-Time, October 2012 – October 2013)

Adele McKenna (Policy & Advocacy Officer, Part-Time, April 2013 – October 2013 and subsequently Research Officer, Part-time, October 2013 – April 2014).

Ciairín de Buis commenced maternity leave in October 2012 and returned to her role in September 2013. Interim arrangements were put in place during this time: Toby Wolfe was appointed Acting Director, Naomi Feely was appointed (part-time) Policy & Advocacy Officer and Adele McKenna was later also appointed (part-time) Policy & Advocacy Officer.

### Funders

Start Strong is funded by The Atlantic Philanthropies, The Katharine Howard Foundation and The Community Foundation for Ireland. All three funding organisations have committed to fund Start Strong from 2012-2015, at current levels. Start Strong is very grateful to these organisations for their generosity and for the level of assurance this commitment provides us about our immediate future as a fixed-term campaign organisation.

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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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During 2013 Start Strong received its final tranche of funding due from the Irish Youth Foundation. Start Strong was very grateful to receive this, as it allowed us to further develop and support our advocacy activities. Start Strong wishes to thank the Director of Development and the Board of the Irish Youth Foundation for their commitment and assistance.

### **Vision and Mission**

Start Strong is committed to advancing high quality care and education as a right for all young children in Ireland. Our advocacy is built on clear evidence of the benefits this brings for children, for the economy and for society.

Our vision is that all children in Ireland are valued and supported through quality care and education.

Our mission is to promote informed policy development and increased investment in early care and education.

### **Start Strong's Achievements and Activities in 2013**

The achievements and activities of Start Strong for 2013 have been summarised in this overview of our work. The overview highlights our work, within the framework of our strategic plan. This format, as well as showing our strategic approach in our day-to-day work, demonstrates the progress we made during the year and illustrates the challenges we face. Some areas of work span more than one of our strategic aims, where this is the case they have been included in the most relevant section.

### **Strategic Aim 1: National Early Years Strategy**

#### **Early Years Expert Advisory Group**

Start Strong continued to be an active participant in the Early Years Expert Advisory Group contributing significantly to the work of the group and the drafting of *Right from the Start: Report of the Expert Advisory Group on the National Early Years Strategy*. This report was launched by the Minister for Children and Youth Affairs in October 2013.

Start Strong subsequently hosted a seminar *Right from the Start - Building towards a National Early Years Strategy* in November 2013. At this seminar we launched a policy brief *Right from the Start: Key Messages* which summarises the key recommendations of the Expert Advisory Group on the Early Years

Strategy. We also published a summary document *Right from the Start: Recommendations of the Expert Advisory Group*, which summarises the 54 recommendations of *Right from the Start*. Start Strong supports the recommendations of *Right from the Start*, and believes it is a key step in developing a National Early Years Strategy.

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## START STRONG LIMITED

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### REPORT OF THE DIRECTORS

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#### **Shaping the Future, Submission to the National Early Years Strategy**

Start Strong launched a submission, entitled *Shaping the Future*, to the Minister for Children and Youth Affairs on the National Early Years Strategy in April 2013. Our submission drew on earlier work including our Policy Briefs, previous reports and a consultation process we carried out in late 2012. While there was no formal submission process specific to the National Early Years Strategy, it was essential that we make a detailed submission.

#### **National Children's Advisory Council**

Through its membership of the National Children's Advisory Council, Start Strong has continued to contribute to the development of the National Children and Young Person's Policy Framework. We were members of the sub-group which was tasked to look at the potential outcomes, and drafted a paper focused on outcomes and objectives of any future strategy. Start Strong commented on drafts of the National Children and Young Person's Policy Framework, and suggested a significant number of changes.

#### **Prime Time A Breach of Trust**

The issue of quality in early care and education, which Start Strong had highlighted in our previous publications and submissions, came to the fore through the Prime Time investigation, *A Breach of Trust* in May 2013. The programme highlighted examples of bad practice and mistreatment of children in a number of childcare facilities. Start Strong participated in the programme and contributed to the significant media debate, both before and afterwards.

As a result of the Prime Time programme, the Minister for Children and Youth Affairs announced a series of measures – the Pre-School Quality Agenda – to address some of the deficiencies highlighted. The measures are welcome, but they must be just first steps in what must become an ambitious programme of reform. The problems exposed in *A Breach of Trust* are systemic, and consequently the solutions must be systemic.

The forthcoming National Early Years Strategy (NEYS) offers the Government the ideal opportunity to draw up plans for both short and long-term actions. The systemic reforms that are needed will require significant public investment, and Start Strong called for Budget 2014 to be the first in a series of Budgets that prioritise young children and incremental increasing investment in early care and education to a target of 1% of GDP.

#### **EDENN Conference June 2013**

In June 2013, Start Strong, along with the Equality and Diversity Early Childhood National Network (EDeNn), hosted a Policy Roundtable for policy-makers and stakeholders entitled *Building Capacity for Diversity, Equality and Inclusion in Early Childhood*.

#### **Strategic Aim 2: Retain current investment levels**

##### **Budget 2014**

Our pre-budget submission (Budget 2014) focused on the importance and impact of quality and the need for Budget 2014 to be the start of an ambitious programme of investment in early care and education to a target of 1% of GDP.

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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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### **Scandinavian Model of Childcare**

In response to a statement made by the Minister for Social Protection, Start Strong published a joint paper with Barnardos on the Scandinavian model in December 2012. The launch, which coincided with Barnardos pre-Budget 2013 submission, received some coverage and was well attended by members of the Oireachtas. Media interest in the paper continued through to the Budget. In response to the Budget, Start Strong issued a joint statement with the members of the 7 is Too Young campaign (Barnardos, the National Women's Council of Ireland, and OPEN) criticising the scheme as falling well short of the Minister for Social Protection's commitment to a Scandinavian childcare system.

Building on this, Start Strong came together with our colleagues in Barnardos, the National Women's Council of Ireland and OPEN to hold a seminar entitled *Scandinavian Childcare: Making it Happen*, on Monday 4th March 2013. Media activities around the seminar included a survey on childcare and after-school care. The seminar attracted significant media coverage.

### **Submission on EU Structural Funds**

Start Strong made a submission to the Department of Public Expenditure and Reform on Ireland's Partnership Agreement with the European Union for the 2014-2020 European Structural and Investment Funds. Our submission argued that early care and education should be a priority for EU funds in Ireland.

### **Strategic Aim 3: Raise public awareness**

#### **Making early care and education matter – advocacy for change**

During 2013, the media profile of Start Strong increased significantly, largely after the Prime Time broadcast. Start Strong was consulted and interviewed for items on RTÉ News, the Sunday Business Post and The Irish Times, and had appearances on Newstalk and various local radio stations.

Throughout 2013 Start Strong met with a range of political representatives and officials (including the Minister for Children and Youth Affairs and her adviser) to continue to raise the issue of quality early care and education and the need for a national strategic approach to the area.

We also continued to build relationships with a range of organisations, seeking to highlight the impact and importance of early care and education. We also, when possible and appropriate, contributed to policy development within other organisations.

#### **Research project**

Start Strong commenced its research project which focuses on how to ensure quality in a mixed model of provision, including using public funding as a lever to improve quality of services to children. An initial pilot showed that a large-scale survey would not provide reliable data, and we instead developed a case-study approach to the first phase of the research.

Start Strong has also been doing background research to establish which other jurisdictions would be most suited to be encompassed in the international element of the research, which will commence in 2014.

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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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### **Political Influence**

During the year, Start Strong met with a range of political representatives about various issues including draft legislation, childminding, family leave, the National Early Years Strategy and ensuring quality. Start Strong's increased influence in the areas has been reflected in the increase in parliamentary questions relevant to the early years, the raising of childminding in Dáil debates about the Children First legislation (an issue raised by Start Strong with individual politicians, our policy brief and our appearances at the Joint Oireachtas Committee meeting) and proposals on topical debates.

### **Strategic Aim 4: Develop a wider coalition**

#### **Parents Panel**

Training was delivered to members of our parents' panel in June 2013. Members of the Parents Panel participated in events including *Scandinavian Childcare: Making it Happen* seminar and the *Shaping the Future* launch, a case study for the Irish Times on Scandinavian Childcare, and interviews for local radio on work-life balance and parental leave.

#### **Supporters**

The number of Supporters continued to grow during the year. At the end of 2013 we had 65 organisational supporters, and 55 individual supporters. During 2013 our supporters were particularly valuable in giving their input at consultation events we held in Dublin in November and December, on our submission to the National Early Years Strategy. Also, during media interviews in relation to childminding and the Prime Time coverage, it was useful to be able to demonstrate the level of support our vision and mission enjoys.

Similarly, our e-newsletter grew to more than 1,000 active subscribers by the end of 2013; a reflection on how Start Strong is regarded as a credible source of information and advocacy in relation to the early years.

#### **E-newsletter**

Throughout 2013 Start Strong continued to highlight other research, analyse reports and publications and refer to policy developments in Ireland and elsewhere. This work was reflected in our e-newsletter which had 8 editions in 2013

#### **Towards a national parenting strategy**

At the beginning of July, Start Strong took part in an all-island symposium held in Dublin on the development of a national parenting strategy. The event was organised by the Special Interest Group: Supporting Parents in their Parenting Role, a network of 28 organisations including Start Strong. The symposium was the network's first public event, and saw the publication of its Position Paper.

#### **Family Leave Bill**

Start Strong, along with the National Women's Council of Ireland and the Irish Congress of Trade Unions issued a press release in March 2013 on the EU Parental Leave Directive. Subsequently, we met with the Department of Justice and Equality regarding the proposed Family Leave Bill.



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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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### **Strategic Aim 5: Position Start Strong**

Throughout 2013 Start Strong worked with a range of organisations and groups. Start Strong, through its membership, contributed to the work of the National Early Years Expert Advisory Group, National Children's Advisory Council, End Child Poverty Coalition, Prevention and Early Intervention Network, the Parenting Special Interest Group, and others. We're also currently co-chair of Eurochild's Early Years Thematic Working Group. Start Strong are regularly consulted by other NGOs as to policy positions relating to children's early years.

Start Strong has strong links with spokespersons/backbenchers across all the main parties and with a number of key independents in the Oireachtas. Through this work we have contributed to debates in the Dáil and Seanad and have been involved in the development of Parliamentary Questions, as well as appearing before the Joint Oireachtas Committee on Health and Children.

### **Strategic Aim 6: Good governance**

Regular board meetings were held during the year at which finance reports and reports from the director are regular agenda items.

The finance committee met in January 2013. External support is provided through Robert Cosgrove to ensure accurate and timely financial reports and controls.

The HR Committee met February 2013 and May 2013. Athrú Solutions was appointed to review our staff handbook and health and safety policies.

### **Sustainability and Funding:**

We have funding from the Atlantic Philanthropies for the years 2012-2015. The Katharine Howard Foundation have also agreed to fund us concurrently, as have the Community Foundation for Ireland. We are very grateful to these organisations for their generosity, and also for the level of security this funding arrangement provides us with for the foreseeable future. Formal progress reports were submitted to funders in May and November 2013, and progress meetings were held in June and December 2013. Informal updates/meetings are held regularly with funders.

### **Administrative Developments:**

New photographs were taken, for the website for use in our E-Newsletter, and other Start Strong publications. The website was also updated and re-designed, and is also now compatible with viewing on mobile platforms. The Finance Committee decided to update all our IT hardware and software, to ensure productivity for the rest of our term, and Hibernia-Evros was chosen to supply these and provide IT support. All new Board members received induction during 2013.

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# START STRONG LIMITED

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## REPORT OF THE DIRECTORS

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### List of publications in 2013:

#### Policy Briefs

Right from the Start- Key Messages

Right from the Start: Recommendations of the Expert Advisory Group

#### Submissions

Start Strong Pre-Budget Submission 2014

Shaping the Future

Start Strong submission to the Department of Public Expenditure and Reform on Ireland's Partnership Agreement with the EU for the 2014-2020 European Structural Funds

### Key Priorities for 2014, Challenges and Uncertainties

Our key priorities are listed below, and will form the basis of our 2014 work plan.

#### Objective 1: National Early Years Strategy (NEYS)

Start Strong will continue to work to influence the National Early Years Strategy. The National Early Years Strategy should lay a blueprint to ensure all young children can access high-quality early care and education.

- Participation in National Children's Advisory Committee
- Participation in Expert Advisory Group on the NEYS
- Influencing the development and content of the NEYS
- Analysis of the NEYS on its publication, and review of Start Strong's position
- Monitoring of implementation of the NEYS after publication
- Research project

#### Objective 2: Retain current investment levels

We will also focus on maintaining and sustaining the progress that has been made in recent years. Through our pre-budget submission and other publications we will continue to highlight that early care and education can both save the government money and boost our national economic prospects.

- On-going submissions in response to opportunities that arise
- Pre-Budget Submission

#### Objective 3: Raise public awareness

Throughout all aspects of our work we will continue to seek to raise the profile and deepen the understanding of children's early care and education.

- Advocacy opportunities around the publication of the NEYS
- Continued work on the regulation of childminding
- Involvement in the Minister's review of childcare support schemes
- Work on forthcoming Family Leave Bill (on leave and work-life balance)
- Proactive engagement with media
- Further development of Parents' Panel
- E-newsletter
- Website and social media
- New photos for use in publicity materials including website / e-newsletter

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## START STRONG LIMITED

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### REPORT OF THE DIRECTORS

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#### **Objective 4: Develop a wider coalition**

Throughout the year we will work in partnership with networks such as the End Child Poverty Coalition and the Prevention and Early Intervention Network to further the understanding and advocacy of early care and education in Ireland, and internationally with groups such as Eurochild.

- Increase in number of Supporters
- Continued collaboration with other organisations in developing agreed policy positions
- Continued participation in networks and groups such as End Child Poverty Coalition, Prevention and Early Intervention Network, Parenting Special Interest Group, Eurochild early years working group

#### **Objective 5: Position Start Strong**

Start Strong will continue to develop an active, vocal and wider coalition of organisations and individuals actively campaigning for the development of early care and education, in particular parents

- On-going meetings with politicians and policy advisors
- Circulation of publications to members of the Oireachtas

#### **Objective 6: Good governance**

We will continue to develop and strengthen the governance of the organisation through further developing the strengths of the board and other structures within the organisation.

- Board meets as appropriate
- Sub-committee meet as required
- All reporting requirements fulfilled
- Continue good relationships with funders
- Commence the Formative Evaluation of Start Strong

#### **Challenges and Uncertainties**

The scale of the economic crisis facing Ireland is unprecedented. In 2013 the government made unenviable choices for fiscal reasons. Almost inevitably, some of these choices impacted negatively on young children. While Start Strong will continue to advocate for advancement of children's early care and education, maintaining progress already made will be, in itself, an achievement. It is in that context that Start Strong will be seeking to build alliances and political support for early care and education, highlighting the need to protect progress already made (for example, maintaining the free pre-school year) as well as seeking, in the long term, the type of changes outlined in our *Children 2020* report.

At the same time, Start Strong is also faced with unenviable choices. We are funded to the end of 2015 – during 2014 we will undertake a formative evaluation to ensure our advocacy has the most impact during this time. In that context, Start Strong will also have to make hard decisions about our own organisational development and future.

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## **START STRONG LIMITED**

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### **REPORT OF THE DIRECTORS**

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#### **Directors**

The current directors are as set out on page 2.

In accordance with the Articles of Association, the directors retire by rotation and, being eligible, may offer themselves for re-election.

#### **Future developments**

The company plans to continue its present activities and current trading levels. Employees are kept as fully informed as practicable about developments within the organisation.

#### **Books and records**

The directors are responsible for ensuring that proper books and accounting records, as outlined in Section 202 of the Companies Act 1990, are kept by the company. The directors have appointed appropriate accounting personnel in order to ensure compliance with those requirements. The books and accounting records of the company are maintained at the company's registered office.

#### **Auditors**

Mazars, Chartered Accountants and Registered Auditors, have expressed their willingness to be re-appointed in accordance with the provisions of Section 160(2) of the Companies Act, 1963.

#### **On behalf of the Board**

**Karen McDonnell**

**Tony Crooks**

**Date**

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## **START STRONG LIMITED**

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### **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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The directors are responsible for preparing the annual report and the financial statements in accordance with applicable Irish law and Generally Accepted Accounting Practice in Ireland, including the accounting standards issued by the Financial Reporting Council and published by the Institute of Chartered Accountants in Ireland.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and 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 confirm that they have complied with the above requirements in preparing the financial statements. The directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 1983 and 1990 to 2013 as applicable to companies limited by guarantee and not having a share capital. 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**On behalf of the Board**

**Karen McDonnell**

**Tony Crooks**

**Date**

## **INDEPENDENT AUDITORS' REPORT**

### **TO THE MEMBERS OF**

### **START STRONG LIMITED**

We have audited the financial statements of Start Strong Limited for the year ended 31 December 2013 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

#### **Respective responsibilities of directors and auditors**

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

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. 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 auditor's 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.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the director's report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view in accordance with Generally Accepted Accounting Practice in Ireland of the state of the company's affairs as at 31 December 2013 and of its results and cashflow for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Acts 1963 to 1983 and 1990 to 2013 as applicable to companies limited by guarantee and not having a share capital.

## **INDEPENDENT AUDITORS' REPORT**

### **TO THE MEMBERS OF**

### **START STRONG LIMITED**

#### **Matters on which we are required to report by the Companies Act 1963 to 2013**

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

In our opinion proper books of account have been kept by the company.

The financial statements are in agreement with the books of account.

In our opinion the information given in the directors' report is consistent with the financial statements.

#### **Matters on which we are required to report by exception**

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

**Mairéad Divilly**  
**For and on behalf of Mazars**  
**Chartered Accountants & Registered Auditors**  
**Harcourt Centre**  
**Block 3**  
**Harcourt Road**  
**Dublin 2**

..... 2014

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## START STRONG LIMITED

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### ACCOUNTING POLICIES

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The significant accounting policies adopted by the company are as follows:

**a) *Basis of Financial Statements***

The financial statements are prepared under the historical cost convention and in accordance with the financial reporting standards of the Financial Reporting Council, as promulgated in Ireland by the Institute of Chartered Accountants in Ireland. The financial statements have also been prepared in accordance with the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities” issued in March 2005 insofar as it complies with the Companies Acts 1963 to 1983 and 1990 to 2013 as applicable to companies limited by guarantee and not having a share capital.

**b) *Income***

Income comprises grants provided for core funding which is recognised on an accruals basis.

**c) *Tangible Fixed Assets***

Tangible fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated in order to write off the cost less residual value of tangible fixed assets over their estimated useful lives which is currently regarded as one year. Hence, all assets are written off in the year of acquisition

**d) *Foreign Currencies***

Foreign currencies which arise principally in connection with current assets and current liabilities are translated at the rate of exchange ruling at the balance sheet date.

Profits and losses from foreign currency transactions are dealt with in the profit and loss account.

**e) *Pensions***

Pension costs arising under the defined contribution scheme are charged to the profit and loss account as incurred.



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## START STRONG LIMITED

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### STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Year ended 31 December 2013 €	Year ended 31 December 2012 €
<b>INCOMING RESOURCES</b>	1	282,087	273,178
<b>RESOURCES EXPENDED</b>			
Overhead expenses		<282,087>	<273,178>
<b>NET INCOMING RESOURCES</b>	7	=====	=====

All incoming resources are in respect of continuing operations and relate to unrestricted funds.

A statement of total recognised gains and losses has not been prepared as there were no other gains or losses for the year or the preceding year other than as stated above.

On behalf of the Board

Karen McDonnell

Tony Crooks

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## START STRONG LIMITED

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### BALANCE SHEET

	Notes	31 December 2013 €	31 December 2012 €
<b>FIXED ASSETS</b>			
Tangible assets	4	<u>-</u>	<u>10,677</u>
<b>CURRENT ASSETS</b>			
Debtors	5	-	10,294
Bank		<u>140,417</u>	<u>96,324</u>
		140,417	106,618
<b>CREDITORS</b>			
Amounts falling due within one year	6	< <u>81,600</u> >	< <u>58,478</u> >
<b>NET CURRENT ASSETS</b>		<u>58,817</u>	<u>48,140</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>58,817</u>	<u>58,817</u>
<b>FUNDS</b>			
Unrestricted funds	7	<u>58,817</u>	<u>58,817</u>

On behalf of the Board

Karen McDonnell

Tony Crooks

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## START STRONG LIMITED

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### CASHFLOW STATEMENT

	Notes	Year ended 31 December 2013 €	Year ended 31 December 2012 €
<b>Net cash inflow from operating activities</b>			
Net incoming resources		-	-
Depreciation	4	6,299	2,265
Impairment	4	10,677	-
Movement in debtors		10,294	<294>
Movement in creditors		<u>23,122</u>	<u>32,029</u>
<b>Net cash inflow from operating activities</b>		50,392	34,000
<b>Capital Expenditure</b>	4	<u>&lt;6,299&gt;</u>	-
<b>Increase in cash during the year</b>	8	44,093	34,000
<b>Net funds at beginning of year</b>		<u>96,324</u>	<u>62,324</u>
<b>Net funds at end of year</b>	8	<u>140,417</u>	<u>96,324</u>

On behalf of the Board

Karen McDonnell

Tony Crooks

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## START STRONG LIMITED

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### NOTES TO THE FINANCIAL STATEMENTS

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1.	INCOMING RESOURCES	2013 €	2012 €
	Atlantic Philanthropies	261,987	253,178
	Katherine Howard Foundation	10,000	10,000
	Community Foundation for Ireland	10,000	10,000
	Miscellaneous income	<u>100</u>	<u>-</u>
		<u>282,087</u>	<u>273,178</u>

2.	STAFF COSTS	2013 €	2012 €
	Wages and salaries	155,691	152,611
	Social welfare costs	16,380	15,841
	Pension costs	<u>10,732</u>	<u>7,112</u>
		<u>182,803</u>	<u>175,564</u>

The average number of employees during the year was 4 (2012: 3).

Our staff members receive a basic salary plus a maximum (matched) 5% payment towards their defined contribution pension. There are no perks or bonuses paid.

The salaries associated with posts are outlined as follows:

<i>Role</i>	<i>Band</i>
Administrator & Officers	€31,000 - €56,000*
Director	< €72,000

\*Pro-rata where the post is part-time

3.	NET INCOMING RESOURCES	2013 €	2012 €
	Net incoming resources are stated after charging:		
	Depreciation of tangible assets	6,299	2,265
	Impairment of tangible assets	10,677	-
	Auditors' remuneration (inclusive of VAT)	<u>3,075</u>	<u>3,075</u>

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## START STRONG LIMITED

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### NOTES TO THE FINANCIAL STATEMENTS

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<b>4.</b>	<b>TANGIBLE ASSETS</b>	<b>Fixtures, fittings &amp; equipment</b>	<b>Computer equipment</b>	<b>Total</b>
		€	€	€
	<b>Cost</b>			
	At 31 December 2012 and 2013	13,396	4,722	18,118
	Additions for the year	—	<u>6,299</u>	<u>6,299</u>
	At 31 December 2013	<u>13,396</u>	<u>11,021</u>	<u>24,417</u>
	<b>Accumulated Depreciation</b>			
	At 31 December 2012	5,318	2,123	7,441
	Charge for the year	—	6,299	6,299
	Impairment during year	<u>8,078</u>	<u>2,599</u>	<u>10,677</u>
	At 31 December 2013	<u>13,396</u>	<u>11,021</u>	<u>24,417</u>
	<b>Net Book Amount</b>			
	At 31 December 2012	<u>8,078</u>	<u>2,599</u>	<u>10,677</u>
	At 31 December 2013	—	—	—
<b>5.</b>	<b>DEBTORS</b>		<b>2013</b>	<b>2012</b>
			€	€
	Accrued income and prepayments		—	<u>10,294</u>
<b>6.</b>	<b>CREDITORS</b>		<b>2013</b>	<b>2012</b>
	<b>Amounts falling due within one year</b>		€	€
	Creditors and accruals		11,486	17,942
	Paye and social welfare costs		5,279	3,714
	Deferred income		<u>64,835</u>	<u>36,822</u>
			<u>81,600</u>	<u>58,478</u>
<b>7.</b>	<b>UNRESTRICTED FUNDS</b>		<b>2013</b>	<b>2012</b>
			€	€
	At the beginning of the year		58,817	58,817
	Net incoming resources		—	—
	At the end of the year		<u>58,817</u>	<u>58,817</u>

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## START STRONG LIMITED

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### NOTES TO THE FINANCIAL STATEMENTS

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<b>8. ANALYSIS OF CHANGES IN NET FUNDS</b>	<b>Opening balance €</b>	<b>Cash flow €</b>	<b>Closing balance €</b>
Cash at bank	<u>96,324</u>	<u>44,093</u>	<u>140,417</u>

#### 9. COMMITMENTS

The company has an annual commitment of €12,000 in respect of a lease on its premises at The Basement, 33 Upper Merrion Street, Dublin 2.

#### 10. RELATED PARTY TRANSACTIONS

There were no contracts or arrangements in relation to the company's business, in which the directors or secretary of the company had any interest, as defined in the Companies Act, 1990, at any time during the year ended 31 December 2013.

#### 11. STATUS OF THE COMPANY

Start Strong Limited is a company limited by guarantee not having a share capital. The liability of the members is limited. In the event of the company being wound up, the liability of each member is limited to €1.

#### 12. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the board on .....

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## START STRONG LIMITED

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### RESOURCES EXPENDED

	Year ended 31 December 2013 €	Year ended 31 December 2012 €
<b>Overhead Expenses</b>		
Wages and salaries	182,803	175,564
Training & development	5,144	3,294
Rent, rates & service charges	15,030	18,821
Electricity	2,157	2,998
Cleaning	1,267	819
Stationery	2,480	2,844
Postage	969	437
Phones	2,640	2,829
Website	1,404	1,350
IT Support	4,806	3,292
Insurance	1,622	1,595
Reports and publications	14,330	9,062
Travelling & subsistence	1,597	2,098
Communications support	13,375	10,918
Seminar costs	8,320	7,262
External consultants/research	6,208	212
Audit/professional fees	3,690	5,568
Resources (reports, articles, journals)	122	256
Meeting expenses	1,777	1,324
Conference fees	625	<596>
Sundries	1,338	3,148
Moving costs	-	5,899
Membership fees	1,038	801
Bad debt provision	<10,000>	10,000
Facilities	2,369	1,118
Impairment of fixed assets	10,677	-
Depreciation	<u>6,299</u>	<u>2,265</u>
	<u>282,087</u>	<u>273,178</u>