

Annual Report 2011



Your global
professional
network



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President's Perspective

Gail McEvoy,
CPA President



Looking back, 2011 has been a year of great change, both on a national and international level. We have witnessed firsthand the growing importance of the global community, both in the EU and countries around the world. Ireland has been reminded that it is only an island in the physical sense, as its connections with countries around the world continue to help it through this difficult time. The historic visits from the US President, Barack Obama and Queen Elizabeth II were hugely symbolic in this regard.

CPA Ireland recognises the importance of growing our international community and forging new partnerships. Irish people are becoming an international workforce, renowned for our education and work ethic. CPA is building bridges internationally and making it easier for our members to work in countries around the world. The Institute now has connections with accountancy bodies in Canada, India, Australia, New Zealand and South Africa, and is engaged in projects to assist in the development of professional bodies in Rwanda and Mozambique; all evidence that our international professional network continues to grow.

There is now a greater sense of hope in Ireland, with positive stories slowly starting to outweigh the negative in the media. The number of job announcements and investments are growing and Ireland has been flagged by the international community as the internet and information technology capital of Europe.

So with 2012 already set to be undoubtedly our best year since the recession began in 2007, let us cast an eye over CPA Ireland's year in 2011 and see some of the foundations of the building blocks to recovery.

■ Acting in the Public Interest

It is worthwhile reminding ourselves what CPA represents. We are an Institute of international standing and we have a network of rank and position that influences in every sector of the economy. We use our position where we can to effect positive change in the profession, in business and in the community.

■ Jobs Initiative

In 2011, the main focus of the national agenda was about restoring Ireland's economic fortunes and getting our people back to work. In 2011, CPA made a comprehensive submission to Minister Bruton on the SME Loan Guarantee Scheme and on the Jobs Initiative. We also continued to highlight key issues facing Irish businesses, including the benefits of proportionate regulation and the cutting of unnecessary red tape. Other issues highlighted by CPA during 2011 included the dangers of the black economy and the culture of late payments and its impact on business cash flow.

■ Philanthropy

CPA recognised the importance of supporting our local communities now more than ever. We were reminded of this again in October 2011, with a visit from philanthropist Dame Stephanie Shirley, who has already given away £50million of her wealth to charity and has established her own charitable foundation that focuses on autism.



*John Bruton, Chairman, IFSC and President, CPA
Gail McEvoy at the CPA Annual Conference.*

President's Perspective

In conjunction with Tina Roche, CEO Community Foundation for Ireland, Dame Shirley addressed CPAs on the Pivotal Role of Professional Advisors in Philanthropy, ensuring our members are abreast of the latest developments in this area.

■ CPA in the Community

Since the Charities Bill was passed into legislation in 2007, CPA has continued to play its part in helping charities around Ireland and encouraging our members to volunteer and help out, where they can. A CPA initiative called *Keeping the Books*, launched in conjunction with the Disability Federation of Ireland (DFI), provides charities and community groups with a set of guidelines, templates and advice on how to correctly manage their finances. A co-branded initiative with the Small Firms Association called *Simple Facts of Accountancy* provides several guidance leaflets per year to small business owners across the country on various aspects of managing their businesses.

■ Volunteerism

Our Institute is built on a strong ethos of volunteerism and we promote community involvement at each event. A large number of our members give up their own free time to advise charities and clubs across the country about best business practices, with many acting in treasurer roles for community groups, sporting clubs and charities. The Institute itself relies on the professional expertise of our members involved in Council, the Regional Society network and various committees.

■ Developments in the Profession

One lesson from the recession is that many businesses focused too much on short term planning and financial gain and not enough on their sustainability and longevity. Long term planning remains a challenge, as the environment in which we operate is more fluid than ever and competitors within it continue to adapt and change to meet their own challenges.

How has the international profession responded? Integrated Reporting is one of the fundamental steps for a company's sustainability, presenting the information in a linked way that shows how different departments impact on one another. It takes the emphasis away from the financial aspects and concentrates more on the non-financial assets of a company, from their staff to their environmental policies. As an Institute, we have supported Integrated Reporting, publishing articles to increase knowledge and understanding of the initiative among our members and the public.

■ Supporting Irish SMEs

CPA Ireland understands the importance of SMEs to the Irish economy and strives to support them and the problems they are facing. In 2011, we took this further by providing SMEs around the country with free seminars to help them run their businesses more efficiently and profitably in these difficult times.

The series, called *Taking Charge of your Business*, was held in Dublin, Limerick, Galway and Cork during the month of November and provided business owners and entrepreneurs with an opportunity to learn about tax deadlines and obligations, human resources, employment law, cash flow and how to deal with banks.



Eamonn Siggins, CEO, CPA, Carol Bolger, Ulster Bank, Richard Bruton, Minister for Jobs, Enterprise and Innovation, Gail McEvoy, President, CPA and Niall Byrne, Vice President, CPA at the CPA President's Dinner.

Thomas J. Donohoe, CEO and President of US Chamber of Commerce
"I really believe your organisation (CPA Ireland) is playing more and more of a significant role in getting Ireland's economy back on its feet. It's a strong and it's a powerful advocate for public policies that will ensure Ireland remains a good place to do business, now and in the future. Indeed, its members and services are needed now more than ever to help restore and promote the soundness of Ireland's financial system and to help the country stay internationally competitive."



President's Perspective

Working with the Banks

During 2011, one of the biggest issues facing Irish businesses continued to be access to credit and working capital. To play our part, CPA collaborated with the major banks throughout the year to discuss ways the situation could be alleviated. Our main aim was to determine how CPA members could help their clients and businesses to improve communications with their banks, which would allow banks to reach more comprehensive decisions on credit applications.

The Institute organised a Chatham House session between the heads of lending of one of the major banks and a panel of CPA practitioners to share perspectives on the challenges facing both banks and clients in the current environment.

We have also worked with our peer accountancy body CCABI, as the flow of credit to business is such a critical issue for business.

International Relations

CPA Ireland further expanded its international community this year, with the signing of a Memorandum of Understanding (MOU) with the South African Institute of Professional Accountants (SAIPA). We were honoured when the Institute was awarded \$1.5 million World Bank contracts to develop the accountancy profession in Africa. This involves assisting the Institute of Certified Public Accountants in Rwanda (ICPAR) with their educational and training programmes and establishing an accountancy body in Mozambique. The work in Mozambique will include developing its legal, institutional and governance structures so that they are in line with international best practice.

We also welcomed the President and CEO of the US Chamber of Commerce, Thomas J. Donohoe, who praised both the Institute and Ireland for our continued resilience in the economic climate and pledged continued support from the US.

As my presidency of the Institute draws to a close, I would like to take this opportunity to wish my successor, Niall Byrne, the best of luck, I have every confidence that he will provide strong leadership as President of the Institute over the coming year. I would like to thank the staff at the Institute and the members of the Council who have been extremely supportive over the year. I wish all of our members continued success and hope that they will continue to spread our ethos of volunteerism by helping their local communities and businesses in whatever way they can.

A handwritten signature in black ink that reads "Gail McEvoy".

Gail McEvoy
President



Jim Robinson, Senior Vice President, US Chamber of Commerce, Gail McEvoy, President, CPA Thomas J. Donohoe, President and CEO of the US Chamber of Commerce, and Eamonn Siggins, CEO, CPA at the CPA/US Chamber of Commerce dinner.

Chief Executive's Review

Mr. Eamonn Siggins
Chief Executive, CPA



2011 has been the first full year of Ireland's austerity programme, as agreed with the now well known "Troika". The impact of austerity has been very pronounced in the Irish economic environment with consumer sentiment and consumer demand both remaining very low.

On the positive side, Ireland has greater political stability and, as a consequence, greater certainty about the pathway towards economic recovery.

Ireland's recovery must be export led and, as a nation, we must continue to play to our strengths and use every advantage that Ireland enjoys to best effect. CPAs are very active in every sector in Ireland and, as such, are critical to our economic recovery. CPAs are part of our greatest strength – a well educated pool of talent. In addition, Ireland is a global player in ICT, medical devices, pharmaceuticals, agribusiness and education. We have to build on these strengths to bring even more foreign direct investment to Ireland. Another strength that we enjoy is the Irish Diaspora, many of whom are CPAs. Throughout 2011, this Diaspora has been actively engaged with to promote Ireland as a gateway to Europe and a great place in which to do business. With this in mind, CPA introduced Thomas J. Donohue, President and CEO of the US Chamber of Commerce to meet with Irish business leaders in May 2011. The US Chamber of Commerce represents three million US businesses and provides a wealth of opportunity for Irish businesses, particularly SMEs.

At a national level, and with support from the CPA Ireland Skillnet, we engaged in direct education of SME owners in 2011 in which we addressed such important issues as managing cash flow and dealing with the banks. CPA has continued to play its part, in the public interest, in helping to promote Ireland as a good place in which to do business and, at the same time, has given practical support, free of charge, to SME owners.

Our service provision to members has continued to evolve to meet the changing environment with a greater proportion of CPE delivered directly to desktops, which is both time and cost effective for members.

Throughout 2011, the Council constantly monitored the implementation of strategy by the executive team. Council also provided adequate resources, human and financial, to enable the executive to operate successfully and fulfil our commitments to stakeholders. In addition, Council regularly reviewed operational plans for risk management within an overall approved risk policy:

The significant operational issues from 2011 are as follows:

- Continuing growth in membership which has increased by 2.4pc from 3,745 at the end of 2010 to 3,835 at the end of 2011.
- The launch of the Certified Tax Adviser qualification, which was significantly over subscribed.
- The further development of international alliances with the signing of a Memorandum of Understanding (MOU) with the South African Institute of Public Accountants (SAIPA).
- Winning two capacity building projects, both of which are funded by the World Bank, to develop the profession in Mozambique and Rwanda.
- Collaboration and resource sharing with CPA Australia which led to the CPA Australia report *The Firm of the Future* being released to CPA practices.
- Continued public policy advocacy on SME lending, promoting jobs and on the dangers of the black economy.

Bernadette McGrory Farrell, CPA and past board member of IFAC
“The world is a smaller place than ever before and CPA Ireland’s global relationships make it easier to travel the world with a designation that immediately garners understanding and respect.”



Chief Executive’s Review

- A consistent support programme for unemployed and underemployed members, with the support of the CPA Ireland Skillnet, to ensure that such members remained at the leading edge in terms of competence.
- The expansion of CPA E-Learning for students.
- The removal of the registration fee for new registrants to improve the price competitiveness of the CPA offering.
- Investment in a growth strategy balanced against expenditure reductions and continuing operational efficiencies, leading to an overall surplus of income over expenditure.

Throughout 2011 we have concentrated our resources on:

- Adding value to CPA membership,
- Educating and Training Future CPAs,
- Business Development – promoting CPA,
- Protecting the Public Interest.

These four areas will deal with in greater detail on subsequent pages.

As an executive team, we greatly appreciate the high level of engagement in Institute affairs from members. Our advocacy efforts are positioned on the views and concerns of members as articulated in frequent member surveys. Member feedback on the quality of the CPA CPE offering was most encouraging and continues to endorse the quality of CPE on offer. In addition, CPA has continued to be very price competitive on its CPE offering and this combination of value and quality has led to ongoing member support.

Our Regional CPA Society networks continue to provide regional physical networks for members and are supported by virtual networks on LinkedIn and Facebook.

Our executive team will continue to support our members and students with high quality service provision. We will continue to innovate and operate more efficiently. Where possible, we will collaborate with others to broaden the range of information support available.

We look forward to continuing support from our global family of CPAs throughout 2012.

Eamonn Siggins.

Eamonn Siggins,
Chief Executive



Shahied Daniels, CEO, South African Institute of Public Accountants and Eamonn Siggins, CEO, CPA following the signing of the Memorandum of Understanding.

Adding value to CPA Membership

The Member Services team at the Institute is committed to providing a quality service to members. This service consists of a variety of strands including facilitating access to relevant CPE, development of advanced learning programmes, provision of technical information via the website, e-bulletin, Accountancy Plus and one-to-one technical queries as well as advising members on various aspects of their membership requirements.

Certified Tax Adviser Qualification

2011 saw the successful launch of the Certified Tax Adviser qualification supported by CPA Ireland Skillnet. Such was the response that the course was oversubscribed and the programme will be run again in 2012/2013.

Continuing Professional Education (CPE)

There was continued strong demand for CPA CPE courses in 2011, with over 100 quality CPE courses, online CPE courses, webinars, the Certified Tax Adviser qualification and the CPA advanced learning suite.

Successful CPE Programmes

We ran a very successful programme of events including:

- Two Tax Conferences,
- The Annual Conference Working Towards a New Economy , featuring keynote speaker John Bruton, Chairman of the IFSC and former Taoiseach,
- The Practitioners' Conference,
- Two 'Members in Industry' Conferences,
- Two new 'Delivering Innovation' Conferences.

CPE to Your Desktop

With regard to online CPE, 2011 saw an increase both in the number and range of topics on offer.



John Bruton , Chairman, IFSC, Eamonn Siggins, CEO, CPA and David FitzGerald, Director of Member Services, CPA at the CPA Annual Conference Launch.

The number of courses in CPA's online suite was increased to 37. This suite now consists of a very attractive mix of high quality international and local topics. We continued to add to the Institute authored courses by introducing Anti Money Laundering and Going Concern to the programme. The feedback from the 500 plus members who complete these courses is consistently positive.

CPA ran 13 webinars, including topics such as the Charities Act, Bullying in the Workplace and Forensic Accounting. CPE via webinar is proving very popular, with almost 1,000 participants during 2011. Feedback on this method of CPE delivery is invariably very positive, with both its financial and convenience value being acknowledged by members.

We continued to lower the cost of CPE in 2011, with both webinars and online courses included in the programme of reduced price events during the year. We pride ourselves on the lowering of costs without any compromise on quality.

Bobby Kerr, entrepreneur, CEO Insomnia, Dragon's Den

"The CPA Institute is leading the way in ensuring good business practice in Ireland. CPA accountants are more important to Irish businesses than ever before, seeing them through the difficult times with smart thinking and business know-how."



CPA Ireland Skillnet

CPA Ireland Skillnet is funded by member companies and the Training Networks Programme, an initiative of Skillnets Ltd. funded from the National Training Fund through the Department of Education and Skills. The network supported over 200 CPA Ireland Skillnet members to attend a range of training and networking events throughout the year.

One of the main events of the year was the hugely successful and enjoyable CPA Ireland Skillnet *Women in Business* events. The series presented to over 120 women accountants from a diverse range of businesses based in Dublin, Cork and Limerick. Topics covered included a session on building resilience in the workplace, business networking and bullying in the workplace.

The CPA Ireland Skillnet *Taking Charge of Your Business* seminar series were also a great success and reached over 200 delegates in Dublin, Galway, Limerick and Cork, providing expert advice in the areas of access to credit, dealing with the banks, HR and tax issues.

International

We are dedicated to growing CPA Ireland's international community. 2011 was a great year for closing the gap between our country and those around the world and building CPA's place in the global accountancy world.

World Bank International Contracts in Mozambique and Rwanda

During 2011, the Institute, in partnership with KOSI Corporation was successful in winning two World Bank funded international contracts. The first, in Mozambique, involves setting up an Accounting Institute. The second, in Rwanda, involves working with the local Institute ICPAR, to establish an education and training model to qualification stage.

Zimbabwean CPA conferred in Dublin

Following the inception of the pro-bono scheme, whereby the Institute of Certified Public Accountants in Zimbabwe has free access to CPA Ireland exam papers, Dr. Reynolds Tendai Muza, was conferred with CPA membership at the conferring ceremony in Dublin in December. Reynolds is the second Zimbabwean to qualify under the programme, and the first to be conferred in person.

Enhanced Information Provision through International Partnerships

During 2011, we commenced a programme of leveraging off our International Partnerships by making relevant reports available to members. The first such report was *The Firm of the Future* from CPA Australia.



Dr. Reynolds Muza, President of CPA Zimbabwe who was awarded CPA membership at the conferring ceremony at the Helix in Dublin in December 2011 with Eamonn Siggins, CEO, CPA and Gail McEvoy, President, CPA.

Information Provision

Free CPA Technical Advisory Service

During 2011, the CPA Technical Team responded to almost 1,000 technical queries from members. This service answers any technical questions accountants may have over the phone, within 48 hours of receipt, and as such, is a unique service among peer bodies.

New Events

Recognising the increase in emigration in 2011, we delivered a number of *Working in Australia* events in association with Robert Walters and Morgan McKinley to CPA students and members. These provided them with everything they needed to know about moving and working there and gave them the opportunity to find out more.

Facilitating Member Networking

As part of the programme of supporting the CPA Regional Societies, each region was visited during the year by the President, Chief Executive and Senior Executives. We took these visits as an opportunity to comprehensively brief our members on any developments in the Institute.

At CPA Ireland, we understand the importance of networking which is why we continue to develop networking opportunities for our members. CPA Facebook now has over 400 member friends and the CPA LinkedIn has over 540 members.

In addition to the above, we facilitated the establishment of the Munster CPA Society and British CPA Society Groups on LinkedIn.

We also established an online directory of CPA Member and CPA Firm Directories.



Louise Dineen, Ulster Bank, Áine Collins, CPA and T.D. Cork North West, and Jennifer Brennan, Communications Executive, CPA at the CPA Skillnet Women in Business Event at Maryborough House, Cork.

Pierce Kent, Head of CPA Academic Council,
UCD Michael Smurfit School of Business

"Since I became involved with CPA Ireland's education system in the 1980s, I have seen their syllabus, examinations, continued education and unfaltering student and member support grow to meet the exacting standards set by IFAC's Education Committee."



Member Benefits

The programme of developing a suite of Member Benefits was continued. Included in the new benefits made available were:

- New Motor Insurance Scheme,
- New Income Protection Scheme – JDM and New Ireland Assurance,
- 25pc discount off business and management books with Management Briefs,
- Countdown Card – Savings with Apple, ECCO Shoes, Advance Pitstop,
- Digital Marketing Institute – discounted rates for courses.



The first group of CPA members to take part in the CPA Tax Adviser Programme, pictured here in Dublin, March 2012

Educating and Training future CPAs

Student Support

In 2011, the Education and Training Department of the Institute further developed the breadth and level of support to students and their employers. This included the extension of CPA E-Learning to Professional 1 Stage students, the growth of the Approved Training Partner Scheme to over 130 employers, the provision of additional study resources, hosting events for students in Dublin and Cork, the redesign of the student e-bulletin and the launch of a student benefits scheme.

Professional 1 E-Learning

The option of self study CPA E-Learning for Professional 1, in collaboration with Griffith College, was launched in September 2011. This high quality, flexible, self study option enables students to study for the CPA qualification anytime, anywhere 24/7. This follows the launch of the Formation 2 e-learning option the previous year.



*Laura Hendrick, Tara Gallagher, Elizabeth Curran
at the CPA Conferring Ceremony at the Helix, DCU,
December 2011.*

Approved Training Partners

New approved training partners in 2011 include: Dairygold Co-Operative Society Limited, which is Ireland's largest farmer owned dairy business, KPMG in Ireland, a 'big four' provider of audit, tax, legal and advisory services, and in Zimbabwe, Grant Thornton Camelsa, a member firm of Grant Thornton International. This brings to 130 the number of organisations involved in the programme.



Dr. Reynolds Muza, President, CPA Zimbabwe
*"Since I have become a member of CPA Ireland,
I have opened new doors to some great
opportunities and have entered a new stage in
my career as a professional accountant."*



Additional Study Resources

In 2011, articles specifically relevant to how students should approach case study based examinations and problem solving were added to the content-rich student section of the Institute's website. Additionally a recording of a supporting webinar was posted to the website and is also freely available.

Suite of Webinars for CPA Students

CPA continued to add throughout the year to its suite of webinars to support CPA students in their examination preparation, securing a trainee position and providing guidance on the CPA examination and training processes.

Student Recruitment & Networking Events

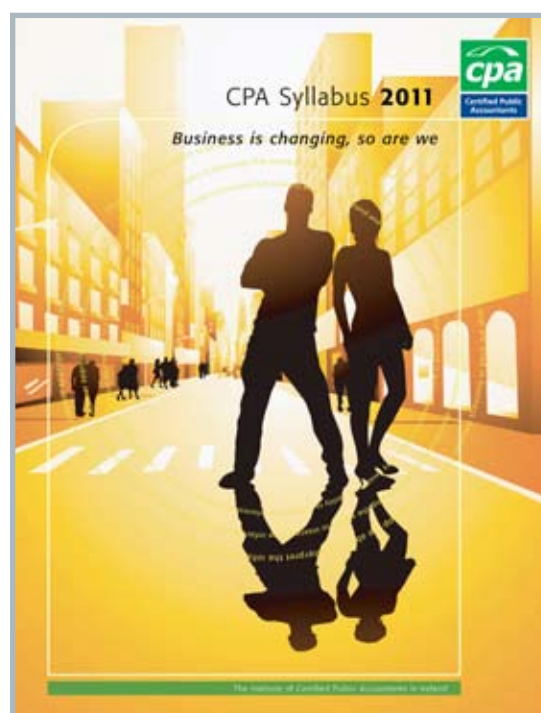
Two well attended Student Recruitment & Networking Events were hosted by the Institute in conjunction with Morgan McKinley in Cork and Dublin in May 2011. These events focussed on cover letter and CV preparation, interview preparation, what employers are looking for in candidates, career progression through networking and a current overview of the jobs market.

CV Clinic

CPA Ireland Skillnet, in conjunction with Optimum Career, hosted a CV Clinic in October 2011 in the CPA Headquarters. The CV Clinic provided students with an interactive session on how to structure a CV and cover letter and identify their unique selling point.

CPA Student Open Evening

The Institute hosted a CPA Student Open Evening for all CPA distance and e-learning students in October 2011 in the CPA Headquarters. This provided students with the opportunity to receive an introduction to the CPA processes (examinations, training, student resources, etc) and discuss any queries they may have about the qualification. Clodhna Kenny, the Institute's Student Development Executive presents this information to other students in her annual visits to CPA classes.



Student eBulletin

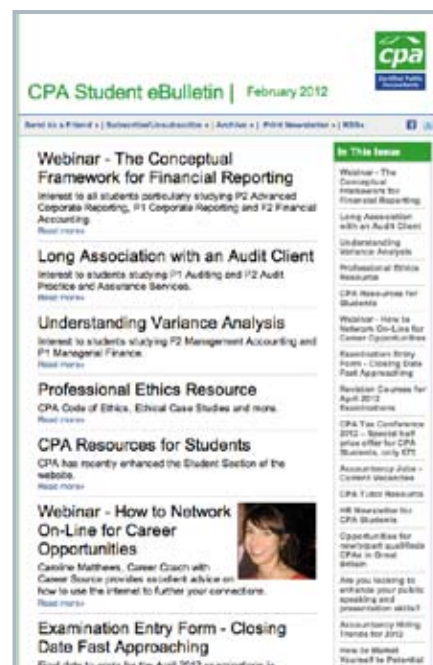
The redesigned student e-bulletin was launched in June 2011. Its new layout and content was informed by feedback received from students following an online survey in February. The reaction from students and their educators to the redesigned e-bulletin has been very positive.

CPA Student Benefit Scheme

The CPA Institute launched its Student Benefit Scheme which is designed specifically for CPA Students. The scheme includes a variety of exclusive discounts and offers with companies throughout Ireland. Included is the very popular Student Travel Card which offers exclusive discounts of up to 40pc in travel and over 200 retail discounts nationwide.

Examinations

In 2011, two diets of the Institute's examinations were held in eight centres, including London (UK) and Harare (Zimbabwe). The pass rates for the CPA examinations from 2007 to 2011 are shown below:



Students who sat examinations	2007	2008	2009	2010	2011
Total	1,822	1,672	1,505	1,349	1,150

Pass Rates for examinations from 2007 to 2011

	2007	2008	2009	2010	2011
Formation 1	61%	51%	40%	38%	45%
Formation 2	53%	58%	59%	61%	56%
Professional 1	53%	51%	60%	63%	63%
Professional 2					
Advanced Corporate Reporting	65%	45%	46%	59%	48%
Audit Practice & Assurance Services	63%	64%	64%	56%	47%
Advanced Taxation	63%	62%	55%	49%	54%
Financial Management*	67%	69%	62%	69%	80%
Strategic Corporate Finance			73%	73%	59%
Strategy & Leadership			69%	62%	65%
Strategic Performance Management			75%	46%	50%

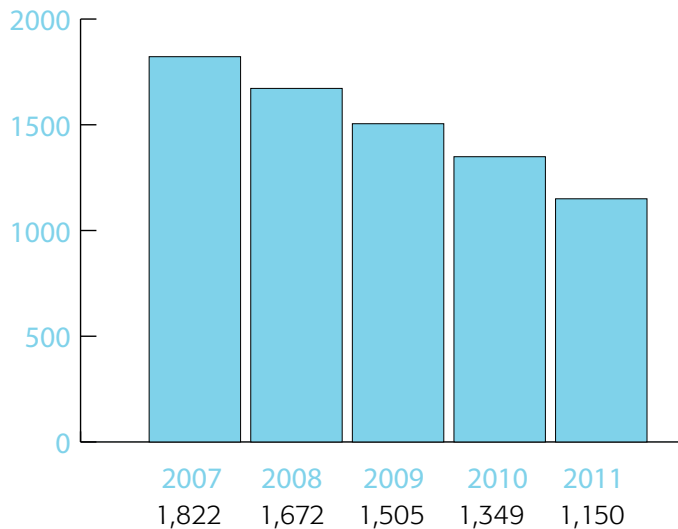
* Transition syllabus subject, discontinued from August 2011

CA G. Ramaswamy, Past President,
Institute of Chartered Accountants India.

*"Our relationship with CPA Ireland provides
both our organisations' members with better
opportunities on a global scale, both for their
education and their career."*



Students who sat examinations



Acknowledging Excellence

Gold Star Status awarded to CPA Approved Educator

CPA awarded Independent Colleges Gold Star Approved Educator status for the academic year 2011/2012. CPA Gold Star Approved Educators are those that consistently exceed the Institute's high standards in education delivery, support and facilities. Independent Colleges are only the seventh college in Ireland to receive the prestigious accreditation.

Annual Student Awards

The Annual Student Awards Ceremony took place on Saturday 10th December 2011 at the Helix, DCU in Dublin. The Institute and its sponsors were delighted to acknowledge those students who achieved the highest overall marks by subject in each stage of the Institute's 2011 examinations from Formation 2 to Professional 2. Six CPA Gold Star Approved educators provided tuition to the winners of the fourteen awards, details of which are published on the CPA website www.cpaireland.ie.

International

The Education and Training team of the Institute continues to support the development of the profession abroad, as well as in Ireland. Members of the Education and Training team were in Africa in 2011, as part of the two capacity building projects awarded to the Institute by the World Bank.



*Dave O'Donoghue and Mick Bristow of Independent College's Dublin,
being presented with the CPA Goldstar Educator Status by Suzanne Shaw,
CPA Director of Business Development.*

Business Development-Promoting CPA

Building the CPA Brand

The CPA Business Development Department was involved in a number of activities across the year to promote the CPA qualification. Key activities included developing the CPA brand, building awareness among key stakeholders and involving the Institute at the heart of the debate on issues of importance to professional accountants and the businesses they serve.

2011 highlights include:

CPA in the Media

CPA is a consistent contributor to national, regional and business media, regularly providing economic commentary on important issues, including the Budget 2011, credit access issues, bankruptcy legislation, the Company's Bill, dealing with banks and the black economy.



Gail McEvoy, President, CPA and Tom Murray, Partner Friel Stafford Forensic at the CPA Practitioners' Conference September 2011

Advocacy

CPA represents our members and the public on issues of importance, which in 2011 included our participation in a profession wide lobbying effort to amend the thrust of the Finance Act 2012. The Act sought to apply benefit in kind (BIK) to employer funded professional subscriptions, however successful lobbying resulted in these subscriptions, where paid now by the employer, are not subject to BIK, subject to conditions.

CPA also lobbied against the proposed changes to property relief contained in Budget 2011. These efforts resulted in the proposal being deferred, pending a review.

CPA Member Surveys throughout the year are vital to providing real world data to inform our PR and submission statements and we would like to thank members for their continued support.



Irish Examiner, August 2nd, 2011.



Sunday Business Post, February 20th, 2011.

Ruth Lynch, CPA

"I became a CPA member in December 2009 and since then my career has gone from strength to strength. CPA is a very well respected qualification and being a CPA member definitely benefited me in my move to Australia, particularly when it came to applying for jobs."



2011 has seen a number of high profile speakers at CPA events. In April, Thomas O' Donohue, President and CEO of the US Chamber of Commerce delivered the keynote speech at the CPA Annual Business Lecture. His speech sent a positive message to Irish business; that the US economy believes in Ireland, knows we are open for business and supports the CPA's stance on the maintenance of the Corporate Tax rate.

Richard Bruton, T.D. and Minister of Jobs, Enterprise and Innovation, was guest of honour at the CPA President's Dinner, which provided an opportunity for the Institute to engage directly with the Minister on issues of concern to our members, their employers and their clients.

Business Outreach

CPA's continued collaboration with SFA on CPA Simple Facts of Accountancy bulletins show ongoing commitment and support for the SME community and indigenous start ups.

CPA engaged with 350 existing and potential employers of CPAs in a promotional campaign for the CPA Approved Training Partner Programme (ATP). There are now 130 organisations signed up to the CPA ATP programme.



Irish Daily Mail, May 13th, 2011.

CPA on Radio and TV

In Good Company, CPA's radio advertising campaign played on national radio stations in August and September. The calibre of the companies involved showed the depth of support for the CPA qualification and we would like to acknowledge the support of the following companies in developing the campaign; Glanbia, Insomnia, Microsoft, Morgan McKinley and State Street.

For the first time CPA featured in a TV campaign, running 185 spots on Setanta TV for the duration of the Rugby World Cup 2011 coverage. A first for the CPA, this gave us access to a potential total viewing audience of 750,000.



Martin Phelan, Partner and Head of William Fry Tax Advisors and Deputy President, Irish Tax Institute, Dame Stephanie Shirley, UK's Philanthropy Ambassador, Tina Roche, CEO, The Community Foundation for Ireland and Eamonn Siggins, CEO, CPA at the 'Pivotal Role of Professional Advisors in Philanthropy' event.

Social Media

CPA Ireland's presence on social media sites including Facebook, Twitter and YouTube continued to go from strength to strength in 2011, developing a dynamic platform for interactive engagements with all stakeholders, from prospective students to CPA students to members and business groups.

Our student resource website that we launched in 2010 for potential CPA students, www.study CPA.ie, continued to grow in 2011, with 24,500 visitors.

Recruitment Campaign Highlights

CPA maintained an active presence on campuses across the country, promoting the accountancy profession and the CPA qualification to potential students. CPA staff attended:

- 31 Career Fairs,
- 3 Open Days,
- 20 ATI Presentations,
- 30 College Presentations,
- And, presented 7 CPA Academic Awards.

CPA's recruitment team has also been working on our second level promotion, advertising in the secondary school diary and the Career Guidance Ireland magazine as well as attending a career options fair for secondary schools in Munster.

The recruitment team would also like to acknowledge the support and assistance of our membership in promoting the qualification. One in every four CPA registrations came to us in 2011 as a result of a CPA recommendation. This is an invaluable support to the Institute's recruitment efforts.

CPA Student Development Award

CPA introduced the CPA Student Development Award, offering our winner, Maria Kearney from Co. Carlow, a €5000 contribution towards the cost of CPA study and training. The runner-up, Grainne Boland from Co. Donegal, received €1,000. The competition provided the Institute with some great PR opportunities, boosted our Facebook profile and linked in with some of CPA's Approved Training Partners. Approved training partners State Street and The Big Red Book served as judges and sponsors in the final panel session. The competition was promoted successfully through our social media, adverts in the Metro newspaper and a poster campaign in third level colleges around the country.



Irish Independent, December 13th, 2011

Dame Stephanie Shirley, Philanthropist

"I know from firsthand experience that a sense of community is the backbone to any organisation. CPA Ireland is a great example of an international body that works as hard on global and national issues as it does on its local ones."



Protecting the Public Interest

Confidence and trust in the accounting and auditing profession is fundamental to the operation of business, whether small or large and to the overall health of our economy.

To establish and enhance confidence and trust, the Institute operates a regulatory process designed to serve the public interest by ensuring our members are operating to the highest standards at all times. We operate a system of delegated self-regulation, which allows the Institute to directly regulate its members. The Institute in turn is supervised in all its regulatory activities by the Irish Auditing and Accounting Supervisory Authority (IAASA). We also enjoy delegated authority from the Central Bank to authorise our member firms to engage in investment business services and in turn, are supervised by the Central Bank in this area of operation.

In accordance with international best practice, the Institute's disciplinary processes, which now have statutory backing, are operated in an open and transparent manner. Our disciplinary committee, investigation committee and appeal panel are all comprised of majority lay members. During 2011, three cases were heard in public by disciplinary tribunals and two by an appeal tribunal. The Institute received twenty two new complaints against members during 2011, from a combination of members of the public, other regulators and internal sources. The Institute's investigation committee met on eleven occasions during 2011 and one case was referred for independent review.

The Institute operates a quality assurance system which monitors the activities of regulated firms operating in public practice. This process involves licensing members to engage in public practice and issuing authorisations for specialist areas, such as auditing and investment business. Regulated firms receive standard on-site monitoring visits with appropriate follow-up. The Institute undertook sixty two on-site visits during 2011 and conducted a further fifty nine desk-based reviews.

The Institute's comprehensive continuing professional education programme is designed to support members in their daily operations by providing regular updating in the areas of auditing, financial reporting and ethical standards, along with taxation and company law updates.



CPA Headquarters, Harcourt Street, Dublin

Council and other Information

Members of Council

Norman Adams
Joseph Aherne
Niall Byrne
Nano Brennan
Cormac Fitzgerald
Evelyn Fitzpatrick
Janice Lau-Burke
Gail McEvoy
Ciarán Martin
Geoffrey Meagher
Gearóid O'Driscoll
Michael O'Regan
Brian Purcell
Denis Ryan
Daragh Solan
John White
John Cusack

Vice-President
Vice-President

President

External Council Member



Gail McEvoy, President CPA and Geoff Meagher, Past President CPA, May 2011.

Chief Executive:
Secretary:
Registered Office:
Registered Number:

Eamonn Siggins
Cáit Carmody
17 Harcourt Street, Dublin 2.
010475

Auditors:

Hayes & Co., Certified Public Accountants,
Statutory Auditors,
7 Fields Terrace,
The Triangle,
Ranelagh, Dublin 6.

Bankers:

AIB Bank,
1 /3 Lr. Baggot Street,
Dublin 2.

Ulster Bank,
South Dublin – Wicklow,
Business Centre, Frascati Hall,
Sweetmans Avenue,
Blackrock, Co. Dublin.

Solicitors:

Arthur Cox,
Arthur Cox Building,
Earlsfort Terrace,
Dublin 2.

Report of the Directors

The Directors are pleased to submit the 69th Annual Report of the Council and the Financial Statements for the year ended 31 December 2011.

The surplus for the financial year amount to €90,779, (2010: €292,082).

Risks and Uncertainties

The Directors confirm that there is an ongoing process for identifying, evaluating and managing the significant risks faced by the Institute, and that it has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements.

Principal Activity

The Institute of Certified Public Accountants in Ireland (CPA) is an Irish Accountancy body with in excess of 5,000 members and students. The Institute fulfils its statutory role as a recognised Accountancy body by overseeing the professional activities of its members in practice, and ensuring that education and training standards are maintained.

President and Vice-Presidents

At a meeting of Council on 18 February 2011, Gail McEvoy was elected President. At a meeting of Council on 28 April 2011, Niall Byrne was re-elected as Vice-President and Joe Aherne was elected as Vice-President.

Council

Council is the governing body of the Institute, and is comprised of a maximum of 16 elected members and up to three non-members. Council met on seven occasions in 2011.

Directors

The Directors who held office during the year in review were:

Norman Adams	Cormac Fitzgerald	Michael O'Regan
Joseph Aherne	Janice Lau-Burke	Brian Purcell
Nano Brennan	Gail McEvoy	Denis Ryan
Niall Byrne	Ciarán Martin	Daragh Solan
John Cusack (External Council Member)	Geoffrey Meagher	John White
Gearóid O'Driscoll	Evelyn Fitzpatrick	Kevin O'Meara

Resignations from Council:

Kevin O'Meara	- 15 March 2011
Denis Ryan	- 24 February 2012
Janice Lau-Burke	- 24 February 2012

Appointments to Council:

Nano Brennan	- 28 April 2011
Deirdre Kiely	- 24 February 2012 (co-opted)
Paul O'Leary	- 24 February 2012 (co-opted)

The following Directors retire by rotation and offer themselves for re-election:

Evelyn Fitzpatrick
Geoffrey Meagher

The following Director retires and is not seeking re-election:

Daragh Solan

Deirdre Kiely and Paul O'Leary, who were co-opted to Council on 24 February 2012 offer themselves for re-election.

A valid nomination has been received for election to Council from John Devaney.

There are five nominations for five vacancies. In accordance with Article 22 (b) such candidates will, without the need for a postal vote, be duly elected to Council.

Compliance with Section 90 of the Company Law Enforcement Act, 2001.

To ensure that proper books and accounting records are kept in accordance with Section 202, Companies Act 1990, appropriately qualified accounting personnel are employed and the Institute has maintained appropriate computerised accounting systems. The books of accounts are located at the Institute's registered office at 17 Harcourt Street, Dublin 2.

Post Balance Sheet Events

No events have occurred subsequently to the Balance Sheet date which require disclosure in the Financial Statements.

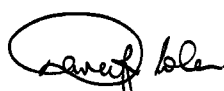
Auditors

The Auditors, Hayes & Co, have indicated their willingness to continue in office in accordance with the provision of Section 160(2) of the Companies Act, 1963.

On behalf of the Directors



Gail McEvoy CPA
Director and Council Member



Daragh Solan CPA
Director and Council Member

Dated: 30 March 2012

Statement of Director's Responsibilities

The Institute of Certified Public Accountants in Ireland

(A company limited by guarantee)

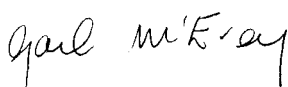
Statement of Directors' Responsibilities

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 Institute and of the surplus or deficit of the Institute for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them on a consistent basis;
- 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 Institute will continue in business.

The directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Institute and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2009. They are also responsible for safeguarding the assets of the Institute and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Directors on 30 March 2012 and signed on its behalf by:



Gail McEvoy CPA
Director and Council Member



Daragh Solan CPA
Director and Council Member

Independent Auditor's Report to the Members of The Institute of Certified Public Accountants in Ireland

We have audited the financial statements of The Institute of Certified Public Accountants in Ireland for the year ended 31 December 2011 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the Institute's members as a body in accordance with the requirements of the Companies Acts 1963 to 2009. Our audit work has been undertaken so that we might state to the Institute's members those matters that we are required to state to them in our audit 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 Institute or the Institute's members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As described in the Statement of Directors' Responsibilities the Institute's directors are responsible for the preparation of the annual report and the financial statements in accordance with applicable law and the Accounting Standards issued by the Accounting Standards Board.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with the Companies Acts, 1963 to 2009. We also report to you whether in our opinion proper books of account have been kept by the Institute; and whether the information given in the Directors' Report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purpose of our audit and whether the Institute's Balance Sheet and Income and Expenditure Account are in agreement with the books of account.

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

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

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Institute's circumstances, consistently applied and adequately disclosed.

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

Opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the Institute's affairs as at 31 December 2011 and of its surplus for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Acts 1963 to 2009.

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

In our opinion the information given in the Report of the Directors is consistent with the financial statements.



Kieron P Hayes FCPA

For and on behalf of

Hayes & Co.
Certified Public Accountants,
Statutory Audit Firm,
7 Fields Terrace,
Ranelagh, Dublin 6.

Date 30 March 2012

Income and Expenditure Account for the year ended 31 December 2011


	Notes	2011 €	2010 €
Income	1	3,684,848	3,792,281
Administration expenses		(2,761,558)	(2,639,325)
Other operating expenses		(573,424)	(642,020)
Other operating income		-	8,322
		<u>(3,334,982)</u>	<u>(3,273,023)</u>
Operating Surplus	2	349,866	519,258
Interest receivable		40,615	22,720
Interest payable and similar charges	3	(289,548)	(242,136)
		<u>100,933</u>	<u>299,842</u>
Surplus before taxation		100,933	299,842
Taxation	4	(10,154)	(7,760)
Surplus for the year	10	<u>90,779</u>	<u>292,082</u>

**All income and expenditure and the surplus for the year arise from continuing activities.
There are no recognised gains or losses other than those included in the above two financial years.**

Approved by the Board of Directors on 30 March 2012 and signed on its behalf by:



Gail McEvoy CPA
Director and Council Member

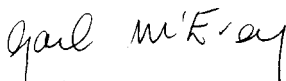


Daragh Solan CPA
Director and Council Member

Balance Sheet
at 31 December 2011

	Notes	2011 €	2010 €
Fixed Assets			
Tangible assets	5	10,783,585	10,930,776
Current Assets			
Debtors	6	134,353	57,151
Prize bonds		190	190
Cash at bank		1,136,281	1,168,512
		<u>1,270,824</u>	<u>1,225,853</u>
Creditors: amounts falling due within one year	7	<u>(590,651)</u>	<u>(724,139)</u>
Net Current Assets		680,173	501,714
Total Assets Less Current Liabilities		<u>11,463,758</u>	<u>11,432,490</u>
Creditors: amounts falling due after more than one year	8	<u>(6,178,789)</u>	<u>(6,238,300)</u>
Net Assets		<u>5,284,969</u>	<u>5,194,190</u>
Reserves			
Accumulated surplus	10	<u>5,284,969</u>	<u>5,194,190</u>

Approved by the Board of Directors on 30 March 2012 and signed on its behalf by:

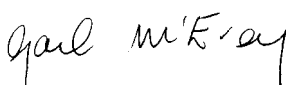

Gail McEvoy CPA
Director and Council Member


Daragh Solan CPA
Director and Council Member

Cash flow statement
for the year ended 31 December 2011

	Notes	2011 €	2010 €
Reconciliation of operating surplus to net cash inflow from operating activities			
Operating surplus		349,866	519,258
Depreciation		221,924	208,926
(Increase) / Decrease in debtors		(75,202)	37,736
Increase / (Decrease) in creditors		12,936	(123,389)
(Decrease) in deferred revenue		(32,294)	(8,469)
Net cash inflow from operating activities		<u>477,230</u>	<u>634,062</u>
Cash flow statement			
Net cash inflow from operating activities		477,230	634,062
Returns on investments and servicing of finance	12	(248,933)	(219,416)
Taxation	12	(14,234)	(14,259)
Capital expenditure	12	(74,733)	(21,289)
		<u>139,330</u>	<u>379,098</u>
Financing	12	(61,511)	(83,205)
Increase in cash in the year		<u>77,819</u>	<u>295,893</u>
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		77,819	295,893
Cash outflow from decrease in debt and lease financing		61,511	83,205
Movement in net funds in the year	13	<u>139,330</u>	<u>379,098</u>
Net debt at 1 January 2011	13	(5,264,648)	(5,643,746)
Net debt at 31 December 2011	13	<u>(5,125,318)</u>	<u>(5,264,648)</u>

Approved by the Board of Directors on 30 March 2012 and signed on its behalf by:


Gail McEvoy CPA
Director and Council Member


Daragh Solan CPA
Director and Council Member

Accounting Policies

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

Historical Cost Convention

The financial statements are prepared under the historical cost convention.

Income

The following bases have been used in determining the principal sources of income:

Admission Fees	- cash basis
Subscriptions, fees and other income	- earnings basis, time apportioned

Tangible assets

Tangible assets are shown at cost less accumulated depreciation.

Cost includes purchase cost plus those costs, including financing costs, that are directly attributable to bringing the asset into the final condition for its intended use.

Depreciation is calculated with reference to the above value to write off the assets over their expected useful lives on a straight line basis at the following annual rates:-

Computer equipment	20%
Computer software	33.3%
Fixtures / Fittings & Equipment	10%
Buildings	2%
Land	Nil

Taxation

Corporation tax payable is provided on deposit interest and rental income earned in the year.

Leases

The cost of fixed assets acquired under finance leases are included in fixed assets and written off on the same basis as assets purchased outright. The capital portion of outstanding lease obligations is included in creditors, while the interest portion is written off to the Income and Expenditure Account over the term of the primary lease period.

Rentals in respect of operating leases are charged to the Income and Expenditure Account as incurred.

Regional Societies

The expenditure included in the accounts only relates to the grant aid provided by the Institute to the various societies.

Pension Benefits

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in independently administered funds. Pension costs are charged to the income and expenditure account as they fall due.

Grants

The Institute receive grants from Skillnet towards the cost of specified training courses. The grants are taken to income in the year in which the specified training course is held.

Notes to the Financial Statements for the year ended 31 December 2011

1. Income

	2011 €	2010 €
Deferred subscriptions at 1 January	286,154	294,623
Income receivable in year	3,652,554	3,783,812
	<u>3,938,708</u>	<u>4,078,435</u>
Deferred subscriptions at 31 December	(253,860)	(286,154)
Income for year	<u>3,684,848</u>	<u>3,792,281</u>

2. Surplus before taxation

	2011 €	2010 €
The surplus before taxation is stated after charging:		
Directors' emoluments	-	-
Depreciation of tangible assets	221,924	208,926
Auditors' remuneration	12,730	12,523
	<u>234,654</u>	<u>221,449</u>

3. Interest payable and similar charges

	2011 €	2010 €
On bank loans and overdrafts	289,548	242,136
	<u>289,548</u>	<u>242,136</u>

4. Taxation

	2011 €	2010 €
Current year taxation		
Corporation tax @ 25% on interest earned and rental income	10,154	7,760
	<u>10,154</u>	<u>7,760</u>

Notes to the Financial Statements for the year ended 31 December 2011

5. Tangible assets

	Premises	Fittings & Equipment	Total
	€	€	€
Cost			
At 1 January 2011	11,128,864	655,340	11,784,204
Additions	-	74,733	74,733
At 31 December 2011	11,128,864	730,073	11,858,937
Depreciation			
At 1 January 2011	392,555	460,873	853,428
Charge for the year	142,577	79,347	221,924
At 31 December 2011	535,132	540,220	1,075,352
Net book values			
At 31 December 2011	10,593,732	189,853	10,783,585
At 31 December 2010	10,736,309	194,467	10,930,776

6. Debtors

	2011	2010
	€	€
Debtors - (due within one year)	132,353	57,151
Corporation tax refundable	2,000	-
	134,353	57,151

7. Creditors: amounts falling due within one year

	2011	2010
	€	€
Bank overdraft	-	110,050
Bank loan (See Note 9)	83,000	85,000
Subscriptions in advance (See Note 1)	253,860	286,154
PAYE / PRSI	19,680	29,530
Corporation tax	-	2,080
Creditors and accruals	234,111	211,325
	590,651	724,139

Notes to the Financial Statements for the year ended 31 December 2011

8. Creditors: amounts falling due after more than one year	2011 €	2010 €
Bank loan (See Note 9)	6,178,789	6,238,300

9. Details of Borrowings

Repayable	Within 1 Year €	Between 1 & 2 years €	Between 2 & 5 years €	After 5 Years €	Total €
By instalments					
Bank loans	83,000	130,000	390,000	5,658,789	6,261,789

Bank borrowings are secured by a first legal charge over the Institute's property at 17 Harcourt Street, Dublin 2.

10. Reserves

	Accumulated Surplus €
At 1 January 2011	5,194,190
Surplus for year	90,779
At 31 December 2011	5,284,969

Notes to the Financial Statements for the year ended 31 December 2011

11. Employee information

The average number of persons employed by the Institute during the year was:

	2011 Number	2010 Number
Administration	23	23

Staff costs

	2011 €	2010 €
Wages and salaries	1,202,801	1,211,252
Social welfare costs	126,255	126,562
Pension costs	107,476	92,253
	<u>1,436,532</u>	<u>1,430,067</u>

The pension charge represents contributions payable by the Institute to independently administered defined contribution pension schemes.

12. Gross Cash Flows

	2011 €	2010 €
Returns on investments and servicing of finance		
Interest received	40,615	22,720
Interest paid	(289,548)	(242,136)
	<u>(248,933)</u>	<u>(219,416)</u>
Taxation		
Corporation tax paid	(14,234)	(14,259)
	<u></u>	<u></u>
Capital expenditure		
Payments to acquire tangible assets	(74,733)	(21,289)
	<u></u>	<u></u>
Financing		
Repayment of short term bank loan	(61,511)	(83,205)
	<u></u>	<u></u>

Notes to the Financial Statements for the year ended 31 December 2011

13. Analysis of changes in net debt

	At 1 Jan 2011	Cash flows	Other changes	At 31 Dec 2011
	€	€	€	€
Cash at bank	1,168,512	(32,231)		1,136,281
Overdrafts	(110,050)	110,050		-
	<u>1,058,462</u>	<u>77,819</u>		<u>1,136,281</u>
Current asset investments	190	-		190
Debt due within one year	(85,000)	61,511	(59,511)	(83,000)
Debt due after one year	(6,238,300)	-	59,511	(6,178,789)
	<u>(6,323,300)</u>	<u>61,511</u>	<u>-</u>	<u>(6,261,789)</u>
Total	<u>(5,264,648)</u>	<u>139,330</u>	<u>-</u>	<u>(5,125,318)</u>

14. Company status

The Institute is a Company limited by guarantee and not having a share capital. In accordance with The Memorandum of Association, in the event of the Company being wound up, each member's liability is limited to €190.46. The members of the Institute, as defined in The Articles of Association, consist of all qualified persons who have been admitted to membership.

15. Approval of financial statements

The financial statements were approved by the Board of Directors on 30 March 2012.



Dublin Office

**The Institute of Certified
Public Accountants in Ireland**

17 Harcourt Street, Dublin 2, Ireland

Phone 01 425 1000

Fax 01 425 1001

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Web www.cpaireland.ie

Belfast Office

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