



2019: 87c

**of every euro received was spent directly
on our services to combat and
prevent homelessness.**

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Reports and consolidated financial statements

for the financial year ended 31 December 2019

Company number: 106149

Directors and other information

Directors

Focus Ireland Board

Sr Stanislaus Kennedy
(Founder and Life President)
Mr Michael Layde (Chairperson)
Mr John O'Haire (Appointed 29 April 2019)
Ms Susan O'Connell
Mr Conor Jones (Appointed 25 February 2019)
Mr Tony Fahey (Appointed 14 March 2019)
Mr John Moloney

Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)
Ms Fionnuala Meehan (Appointed 8 March 2019)
Mr Mark Dunleavy (Appointed 25 February 2019)
Ms Patricia Crisp (Appointed 15 March 2019)

Members of both Boards

Mr Andrew Gunne (Appointed 22 February 2019)
Mr Declan O'Flaherty
Ms Anna Lee
Mr Fergal O'Dwyer (Appointed 26 July 2019)

Chief Executive Officer

Mr Pat Dennigan

Secretary and registered office

Ms Pamela Keenan (Appointed 26 July 2019)
Mr Kevin Gregory (Resigned 26 July 2019)
9–12 High Street, Dublin 8, D08 EIWO

Registered no.

106149

Independent auditors

PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
1 North Wall Quay, North Wall Docks,
Dublin 1

Solicitors

Arthur Cox
Ferrys Solicitors
McCann FitzGerald
Mason Hayes & Curran
Clohessy Minihane
MM Halley & Sons
Holmes O'Malley Sexton
O'Donnell Breen-Walsh O'Donoghue
Hogan Dowling
Byrne Wallace
Kilcullen and Associates

Bankers

Bank of Ireland
Allied Irish Bank plc
Ulster Bank Ireland Limited
Housing Finance Agency

Company

Focus Ireland
Focus Housing Association
The Caretakers Project
Excellent Common Areas

Revenue registered charity no.

CHY 7220
CHY 9040
CHY 15489
Not registered

CRA registered charity no.

20015107
20022624
20053604
Not registered

Directors' report

The directors present their annual report together with the audited financial statements of the Company and of its subsidiaries together 'the Group', for the financial year ended 31 December 2019.

About Focus Ireland

Founded in 1985 by Sr Stanislaus Kennedy, Focus Ireland is a housing and homeless charity that works to prevent people becoming or remaining homeless, or returning to homelessness, through the provision of quality services, supported housing, research and advocacy.

Mission

We are driven by the fundamental belief that homelessness is wrong.

Wrong because it is a failure of society that creates victims out of ordinary people and robs them of their potential. Wrong because it can be prevented, it can be solved, but is allowed to continue and in doing so undermines society.

We need to challenge our society to think and act differently. We are committed to challenging everything about homelessness; the causes, systemic failures, people's perceptions and how it is tackled.

And we challenge ourselves in how we allocate resources to maximise our ability to prevent people from falling into homelessness and to help people find and keep a home.

Homelessness is wrong and we have to make that felt in everything we do and say.

Principal activities and objectives

Focus Ireland is principally concerned with preventing homelessness and with the provision of support services to people who are homeless, as well as providing homes to secure their exit out of homelessness.

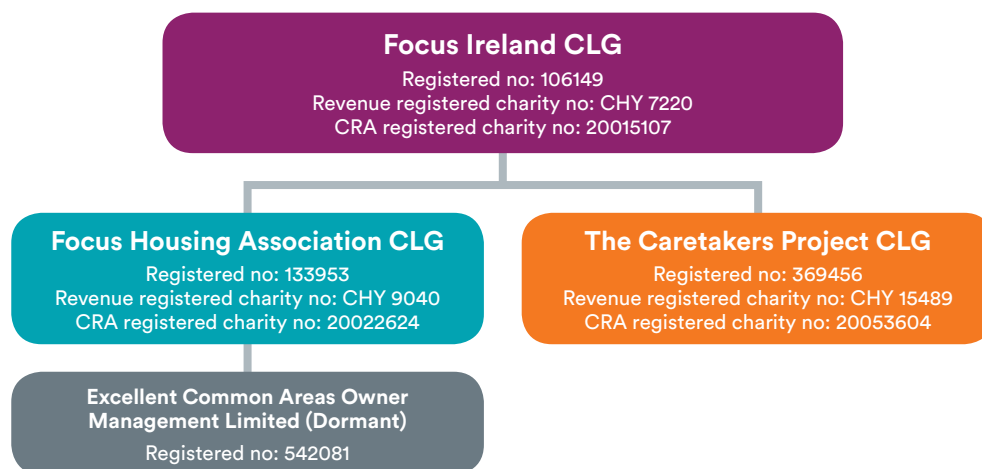
Focus Housing Association CLG ('Focus Housing') is an Approved Housing Body with the Department of Housing, Planning, Community and Local Government and has

attained certified body status with the Housing Finance Agency providing accommodation in Dublin, Waterford, Limerick, Cork, Tipperary, Clare, Sligo and Kilkenny.

The Caretakers Project CLG ('Caretakers Project') is a joint venture, with the membership split equally between Focus Ireland and St Vincent de Paul, and it provides overnight accommodation, support and case management to young people in Dublin.



Organisational structure



Their financial statements consolidate the results of Focus Ireland CLG and its subsidiary, Focus Housing Association, and Joint Venture, The Caretakers Project.

Focus Housing became a Subsidiary of Focus Ireland in 1998. Since then consolidated financial statements have been prepared. During 2019, Focus Housing Association underwent a change to the current governance structure. On the recommendation of the Housing Regulator, a separate Board of Directors for this organisation was set up. This Board is made up of 9 members, 4 of which sit on the Focus

Ireland Board. This ensures that while Focus Housing Association remains independent, there is a sufficient representative from Focus Ireland to ensure the two organisations continue to work for a shared objective.

During 2016, Focus Housing acquired Excellent Common Areas Owner Management Limited, which is a dormant company.

The Caretakers Project is treated as a Joint Venture and the full financial results of the Company are incorporated in the Group financial statements as the Group has control of the management and administration of all the financial activities of the entity.

Governing document

Focus Ireland is a charitable company limited by guarantee, incorporated under the Companies Act.

Each organisation is governed by their constitution, which was last amended at the AGM in June 2019. The changes related to the updated governance structure of the group.

In compliance with Financial Reporting Standard 102, the company as a registered charity and public benefit entity has adopted the Statement of Recommended Practices (SORP): Accounting and Reporting by Charities 2015, as issued by the Charities Commission (for England and Wales).

Relationships with other charities

Focus Ireland actively promotes partnership, working with statutory bodies and other charitable organisations in the provision of services and the pursuit of its advocacy goals. Examples of this work include participation in the Dublin Homeless Network and partnership work with local authorities and health services around the country in the Regional Homeless Forums. In addition, Focus Ireland has furthered its objectives through partnerships with other voluntary organisations, including St Vincent de Paul and The Peter McVerry Trust. As an example, Focus Ireland works closely with Peter McVerry on providing Support for Living Independently (SLI) service in Dublin. Focus Ireland is also a member of the Irish Council for Social Housing, the Charities Institute Ireland and FEANTSA (European network of organisations working with people who are homeless).

Values

Focus Ireland's models for service provision are dictated by the needs of our customers. We believe that the quality of service delivery is as important as the kind of service we provide. There are nine primary values that underpin our models of service delivery, both to our staff and our customers:

- › **Respect** is about treating individuals equally and in a professional manner. Respect embraces the concepts of justice, fairness, equality and dignity. It upholds the human right and the diversity of all stakeholders. Respect demands honesty and clarity in our interactions with each other, with customers and with all stakeholders.
- › **Safety** is about providing a safe environment in which all stakeholders can feel safe and secure and welcomed in Focus Ireland. All employees have a responsibility to ensure their own safety as well as the safety of others. Safety is achieved in attending to the physical environment of all stakeholders and in engaging in a professional manner with people who are feeling vulnerable or who are behaving in ways that are unsafe for themselves and others.
- › **Quality** is about ensuring we provide customer-driven services that are professional, appropriate and addressing customer needs. We aim to provide a high standard of quality services designed using knowledge of best practice, research, policy and customer feedback. Our standards are measurable both internally and externally and they comply with all statutory standards and regulations.
- › **Partnership** is about partnering and cooperating with customers and with other organisations both voluntary and statutory in order to achieve our goal of preventing people becoming, remaining or returning to homelessness. Engaging in partnership processes both internally and externally enhances Focus Ireland's capacity to deliver quality services and we recognise the contribution of different parties in working to a shared agenda with mutual benefits and responsibilities.
- › **Accessibility** is about facilitating access to relevant services for all customers in a practical and transparent manner. We aim for clarity, simplicity and minimal bureaucracy in our systems of engagement and access. The services we provide will be flexible in accommodating the changing needs of customers and tenants. We accept the need for review and change over time and we are committed to engage in consultation so that opinions of all stakeholders are heard.
- › **Integration** is about providing adequate resources and responses to facilitate our customers' integration into society.

› **Advocacy** is about how we advocate on behalf of customers to ensure that appropriate services and housing are provided by networking and partnering with voluntary, statutory and community organisations. Integration is about the ultimate goal of our work – that our customers should be fully integrated into the fabric of society so that they can lead independent and fulfilling lives.

› **Empowerment** is about enabling customers and employees to take initiative and make positive and informed choices. We are committed to assisting customers in managing their own lives so they can establish new relationships, build their self-esteem and confidence, make independent decisions and decrease their dependence

on other people and organisations. We are committed to employees to provide relevant information, supervision and training to support them in making their decisions about their career and practice.

› **Stewardship** is about ensuring that we as employees are accountable and transparent in all our activities. We have quality procedures, policies and governance in place for all aspects of our work to ensure that we act in ways that ensure resources are appropriately used in the service of customers. We accept we are individually and organisationally accountable to all stakeholders and we are committed to behaving honestly and transparently in all our interactions and to seeking to achieve a high standard of work at all times.



Achievements and performance

During the year, the organisation continued with the Strategy 2017–2020 Challenging homelessness. Changing Lives.

Focus remains on the two key pillars of this strategy:

- › Preventing homelessness and
- › Supporting people who are homeless to move on into secure homes.

Making sure that we can prevent homelessness before it happens is one of the most effective ways we can tackle this crisis. We aim to reach young people, adults and families who are facing homelessness early to ensure they have our support to keep the home they have.

Some people and families who become homeless can find their own route out,

but many others require support in finding accommodation and support in holding on to their new home. The longer a person is homeless, the worse their personal problems can get – particularly mental or physical health problems or substance abuse. The sooner we can find a secure home for anyone facing homelessness, the better chance they have to reduce the damage caused by homelessness. We know that the right type of support to stay in your home gives you the best chance of staying out of homelessness for good.

Our achievements in 2019 in relation to each of our strategy goals is outlined below.

Our four-year goals	Progress made in 2019
Greater impact on prevention services	<ul style="list-style-type: none"> › Supported 14,200 (2018: 15,500) people through our services in 2019.* › In 2019 the Advice & Information service continued an intensive case management feature to those customers who required an extended period of engagement to prevent them from becoming homeless. Nearly 470 (2018: 450) customers engaged with this feature during 2019. › 2,600 (2018: 3,200) customers in danger of losing their home accessed the Advice & Information service in that period.
Add 600 homes to our housing stock by the end of 2020 though Focus Housing Association CLG	<ul style="list-style-type: none"> › Provided an additional 99 units (2018: 176) to our housing stock in 2019. 53 through acquisitions and 46 leases or managed properties. These strengthened our commitment to providing homes for customers and helping them with a pathway to exit homelessness. › The loss of the Housing First tender in Dublin and the termination of leases that came to their natural end has meant that a significant number (180) of properties had to be transferred out of our portfolio. › As at 31 December 2019, the organisation has 1,042 housing units.
Rebuild the cash reserves of the organisation to a 13-week level by end 2018 to ensure the sustainability and stability of its activities over the next three years	<ul style="list-style-type: none"> › This objective was achieved earlier than expected, having reached 13 weeks at the end of 2017. In 2019, the budgeted weekly cost of running the organisation increased to approx. €600k per week. This indicated that €7.8m in cash would be needed to achieve this objective. The organisation finished 2019 with €7.9m as our cash reserve balance. This has been integrally important in ensuring the organisation could continue to operate during the peak of the COVID-19 crisis.

* As the housing and homelessness crisis reached a new phase, we responded to the increasing complexity of the situations faced by customers by deepening our engagement in each case. While this resulted in engagement with fewer customers than in 2018, it ensured greater impact in preventing homelessness or supporting sustained exit.

Focus Ireland supported over 14,200 people in 2019 through the provision of services in Dublin, Cork, Limerick, Waterford, Sligo, Wexford, Tipperary, Carlow, Kilkenny, Kildare, Clare and Monaghan.

Services

Focus Ireland supported over 14,200 (2018: 15,500) people in 2019 through the provision of services in Dublin, Cork, Limerick, Waterford, Sligo, Wexford, Tipperary, Carlow, Kilkenny, Kildare, Clare and Monaghan. Our services are delivered in line with our strategy, which works to prevent people from becoming homeless or supports people to sustain an exit out of homelessness.

Prevention services

The long-term objective of the prevention strategy is to identify and help people who are in danger of losing their home. The key services delivered under prevention are:

1. Advice & Information services
2. Tenancy Sustainment Support services
3. Youth services

There are numerous reasons why someone might be at risk of losing their home. Overcrowding, rising rent prices, family breakdown, leaving the care of the state, substance misuse and domestic abuse are just some such examples. Our staff members working in the services listed above try to reach people who are facing these situations early to ensure, where possible, they have our support to keep the home they have or secure other housing to avoid going into homeless services.

The aim of our **Advice & Information** services is two-fold – to prevent people becoming homeless and to support people who are already homeless to sustain an exit out of homelessness. Staff delivering our preventative Advice & Information services provide a variety of services, including support to the customer in accessing information, advice and advocacy, support with mediation and dispute resolution – all to ensure that the customer does not lose their home.

In 2019 the service continued with an intensive case management feature, specifically to support those customers who required an extended period of engagement

to prevent them from becoming homeless. In 2019, 471 (2018: 450) customers engaged with this service specifically while, overall, approximately 2,600 (2018: 3,200) customers in danger of losing their home accessed the Advice & Information service in that period.

Like the Advice and Information service, Focus Ireland's **Tenancy Sustainment Support** services straddle both strands of Focus Ireland's strategy. In 2019, approx. 450 (2018: 500) households in danger of losing their homes were supported. Depending on the reasons that their tenancy was at risk, this support included assistance in practical home management (e.g. basic repairs, arrears management and debt counselling) and addressing anti-social behaviour (e.g. neighbour disputes and family relationships). Staff also supported customers with mental health/healthcare needs in accessing the relevant services that could support them to continue their tenancy, while at the same time building links with community and social networks in the local area to encourage integration and foster a sense of belonging in their community.

The final service grouping that comes under Focus Ireland's prevention services are our **Youth** services, which work with young people who are leaving state care (having turned 18), as well as young people who have been identified as requiring support to transition to, and sustain, a home. A housing-led model is adopted whereby the young person is given access to housing with the commensurate levels of support and no preconditions. Key features of the service include:

1. The development of flexible, individual support plans to support the transition of the young person into long-term housing and full independent living
2. Preparation for leaving care, in collaboration with Tusla
3. Social and community integration
4. Involving the young person in all assessments, planning, reviews and decision-making arrangements concerning their future rehousing and life plan.

In 2019, 425 (2018: 380) young people were supported as part of Focus Ireland's Youth services. Of these young people, 207 (2018: 206) were supported into youth housing or residential aftercare in 2019.

Services that sustain exits out of homelessness

Services falling under our Sustaining Exits category are those services that support people who are already homeless and need a sustained pathway out of homelessness. The services categorised under sustaining exits are:

1. Advice & Information services
2. Tenancy Sustainment Support services
3. Housing services: long-term and short-term
4. Day services

Our **Advice & Information services**, in addition to preventing people becoming homeless, also provide support to people who are already homeless. Staff provide a variety of supports to people, including support in accessing accommodation – emergency and long-term. Staff also provide support in accessing relevant information, advice and advocacy, as well as access to the wide range of services required – housing, social welfare, health, training, etc. Referrals to internal and external services will also be facilitated in an effort to move the customer along the pathway towards exiting homelessness.

In 2019, approximately 3,200 (2018: 3,000) customers were supported as part of this service, including 409 (2018: 357) households who were actively case managed.

Focus Ireland's **Tenancy Sustainment Support** services also provide support in sourcing accommodation for those customers who are already homeless (sustaining exits).

Staff engage with these customers who may be living in emergency and temporary accommodation and require support in identifying, accessing and settling into new, long-term accommodation. Staff will support the customer when physically moving to their new accommodation, providing support in accessing household goods and appliances – and thereafter providing support and guidance in accessing the relevant suite of services that can support them to successfully settle into their new homes and communities. Services can include health, social welfare, budgeting, addiction, educational, training and childcare.

The Dublin Family Homeless Action Team forms part of this service grouping. In 2019 alone, the team supported over 1,100 (2018: 900) families and over 2,400 (2018: 1,600) children who were homeless, successfully moving nearly 425 (2018: 200) of these into a new home. Elsewhere, the other Tenancy Sustainment Support services supported over 700 (2018: 500) households out of homelessness and into a home during the same period.

Our Advice & Information services, in addition to preventing people becoming homeless, also provide support to people who are already homeless. Staff provide a variety of supports to people, including support in accessing accommodation – emergency and long-term.

Long-term supported accommodation services provide quality accommodation and effective supports – on a long-term basis – to people who were homeless and who have specialised health, care and social support needs. At the same time, independent living principles are promoted whereby the tenant is supported to take control of their own lives and identify for themselves the supports that they require. In 2019 nearly 900 (2018: 760) households were supported as part of our long-term housing service.

Short-term accommodation services provide support for persons who are homeless and who have specialised health, care and support needs – or complex needs. All short-term accommodation services operate on a 24/7 basis, 365 days a year, and provide a full suite of programmes and activities to tenants to meet their short-term/temporary accommodation and support needs.

The overarching aim of short-term accommodation services is to minimise the length of time spent homeless and to support the person to access housing with requisite supports as soon as possible after initial presentation to homeless services. Over 235 (2018: 200) households were supported in Focus Ireland's short-term accommodation services across the country in 2019.

Day services

Day services act as a point of contact for people experiencing homelessness to meet their primary needs in a timely and respectful way. Day services include:

1. The Coffee Shop, which provides quality, affordable meals for homeless adults, families and children.
2. Childcare (Dublin and Waterford)
3. Homework and Education groups
4. Employment, Education and Training programmes

In 2019, approx. 7,700 (2018: 9,600) customers accessed these services.



Neil Forsyth, Services Manager Focus Ireland; Stephen James Smith, Spoken Word Artist; and Avril Stanley, Founder of Body & Soul, at the launch of the 'Couches Don't Count' campaign as part of our partnership with Body & Soul music festival 2019.

Advocacy, communications and research

Although the rate of increase in homelessness slowed down in 2019, the total number of people who were homeless continued to rise, particularly in towns and cities across the country. In the face of this, the Advocacy team continued its strategy of promoting evidence-based policies, which will deliver lasting solutions. Our approach ensures these issues are kept firmly on the social and political agenda, as well as helping build public support for our work to end homelessness. Part of this work saw our annual national conference, held in Dublin's RDS in September on the theme of Ending Youth Homelessness. Our conference was well attended and received good media coverage.

Housing and property

As part of our ongoing strategic commitment to increase our housing stock, we sourced a further 99 properties during the year through a mix of purchase and lease.

Our development in John's Lane West, which consists of 31 properties, was the big winner in the 2019 Community Housing

Awards, run by the Irish Council of Social Housing and sponsored by Allianz. Focus Housing won two awards – Best Homeless Housing Award and Overall Winner – in a year that saw the highest ever number of entries. In making the award, the panel said:

'What stood out for the judges was the high-quality design and excellent use of a very challenging site and the delivery of 31 units of permanent housing in an area of huge demand for housing and homeless services.'

The year also saw further use of the SEAI Community Fund, with energy efficiency retrofitting projects in Dublin and Douglas, Cork. This has had a positive impact on our tenants' comfort and utility costs. It has also led to increased pride in the estate, with many tenants placing planters in their gardens.

The Property team also changed their Housing Management System in September 2019 to Affinity. This has led to improvements in performance and in reporting capabilities, which has resulted in better and more focused asset and tenant management.

Employees and volunteers

Human resources – Investing in people

Recruitment

The HR team in Focus Ireland plays a strategic role in ensuring that the organisation attracts and retains qualified and experienced people to deliver a high-quality and professional service to customers. This is due to the rigorous recruitment standards in place, which attract and retain a high calibre of employees to deliver on our commitment to challenge homelessness and change lives.

A total of 153 roles were advertised during 2019. The majority of these roles were filled, some of the advertised roles were closed, and 18 carried over to 2020. There was significant interest in all the opportunities advertised, all of which provide excellent career development for employees. People also took transfer options to gain further knowledge, skills and experience in other projects and services. Focus Ireland

has a very successful Community Service Volunteer (CSV) graduate programme and in 2019, 14 graduates were hired to participate in a comprehensive trainee programme for social care workers to gain work experience and develop their career path.

Employee engagement

Our Engagement Champions have continued to facilitate sessions in all teams to assess people's understanding of the organisational values and to identify initiatives to keep the values prominent. These sessions have been very positive, highlighting where the values are reflected in behaviours and in the work. Alongside this, our Engagement Champions are working towards embedding environmental initiatives across the organisation.

Focus Ireland's Coffee Shop in Temple Bar



Fundraising had an ambitious target in 2019 to generate income of €11.4m. Remarkably, the team managed to surpass this target to reach a high of €12.1m (2018: €11.40m) for the year.

Learning and development

Focus Ireland has a comprehensive learning and development programme for all employees. In 2019, 117 training courses and learning events were organised for staff, and 1,026 participants attended. These learning opportunities provided staff with the required upskilling and refresher training to ensure a quality service is continually delivered to our customers. Some of this training included core modules in Therapeutic Crisis Intervention, Occupational First Aid, Child Protection and an introduction to the Children First E-learning Programme.

A new management development programme was introduced in September 2019, which provided our people managers with the opportunity to enhance their leadership skills. This accredited programme is expected to run until September 2020. In addition, a small number of staff were supported in their pursuits of further education in 2019.

Volunteers

Throughout 2019, volunteers have provided valuable support to the Coffee Shop floor and Advice & Information services across Dublin. There has been consistent volunteer support for the School Visit Ambassador role and the Befriender role. The Beloved shops continued to maintain regular support from volunteers across the country in 2019. At year end, the number of long-term volunteers involved in the organisation was 70. The Volunteer Coordinator received 268 applications for volunteer roles in 2019.

Work experience opportunities were also provided to 20 Transition Year students, which offered them an insight into both the frontline and support sides of the organisation.

Fundraising and marketing

Fundraising had an ambitious target in 2019 to generate income of €11.4m. Remarkably, the team managed to surpass this target to reach a high of €12.1m (2018: €11.40m) for the year.

The 'Moving Day – Shine a Light' campaign was launched on 30 September in partnership with Bord Gáis Energy. This was launched across multiple media platforms including TV, radio, print and billboards, with the intention of raising funds and shining a light on the homelessness issue in Ireland. The Shine a Light Sleepout event happened on 18 October, which saw over 180 business leaders sleep outside for one night in an effort to raise much needed funds for our work. This event was a huge success, which saw coverage from RTÉ's *The Late Late Show* and various news channels. The impact of this campaign had a positive effect on our Christmas campaign and is one of the key reasons for our strong performance in fundraising.

Other significant events included The Radio Nova and Irish Rail Partnerships, the recruitment of an additional 1,801 regular givers, the launch of Ireland's Great Get Together, The Big Rebel Sleepout and the Wexford Sleepout, and an unprecedented response to Christmas Jumper Days.

The team continued to expand in 2019 to meet the growing financial needs of the organisation. Further expertise was added to the team in the area of major gifts, regular giving and digital marketing. Fundraising activity concentrated on building the regular giving base to ensure sustainability into the future. Fundraising and marketing systems were further enhanced with the refining of the CRM system.

Catherine O'Kelly, MD of Bord Gáis Energy; Sr Stan; Norah Casey, business leader and long-time supporter of Focus Ireland; and Pat Dennigan, CEO of Focus Ireland, taking part in 'Shine a Light Night' 2019.



Financial review

The financial results for the year are set out in the Consolidated Statement of Financial Activities on page 81.

The surplus achieved in the year was mainly driven by the Fundraising income, which achieved a record high level.

Fundraising activities included working with corporate partners, supporting those who choose to fundraise for us and organising national events and campaigns.

Each year the generosity of our supporters amazes us. Without them we simply could not do it. An additional 1,801 people (2018: 2,000) signed up to support Focus Ireland with a monthly direct debit donation in 2019.

In 2019 Focus Ireland also operated Beloved retail shops located in Malahide, Dublin and Douglas, Cork. The purpose of these stores was to help raise awareness and funds to support the work carried out by Focus Ireland.

Grant income increased by 6% over 2018 levels and now accounts for 44% (2018: 46%) of total income. The increase in grants was driven by new Housing First services provided in South East, Limerick and Cork.

At Focus Ireland, we continued to deliver our housing programme in 2019: our property portfolio increased by over €13m in the year. During the year, 99 new housing units were acquired through various channels such as CAS, Housing Finance Agency, the private rented market and managed properties.

Reserves

In the past number of years, the organisation has focused on replenishing the cash reserves in order to ensure organisational stability and sustainability. In line with our strategy, we have worked to build up the cash reserves to a best practice level of 13 weeks' reserves. The way the organisation calculates the level of reserves required is based on 13 times the budgeted weekly cost of running the organisation. The budgeted weekly cost for 2019 amounted to approx. €600k. The aim was to finish the year with approx. €7.8m (13 weeks). The cash balance at the 31 December 2019 was €7.9m.

Dividends and retention

The Group is precluded by its Memorandum of Association from paying dividends either as part of normal operations or on a distribution of its assets in the event of a winding-up.

Each year the generosity of our supporters amazes us.

Without them we simply could not do it. An additional 1,801 people signed up to support Focus Ireland with a monthly direct debit donation in 2019.

Pensions

Focus Ireland operates a defined contribution scheme, open to all permanent staff. The Company contributions are 7% of pensionable salary, while employee contributions are 5% of pensionable salary. Focus Ireland made a commitment to phase out deducting the state pension from the staff gross salary when applying the contributions. Given the impact on the organisation's cash reserve, this was done over a three-year period. From 1 January 2020 all pension contributions are calculated on gross salary rather than pensionable salary, unless existing members opt out and choose to remain on pensionable salary calculation. This was an important step to help staff adequately provide for their future.



Focus Ireland's award-winning development at John's Lane West in Dublin

Health and safety

Health and Safety compliance and best practice is key to ensuring that employees and customers work and live in safe environments. The Health & Safety Officer provided support and advice to line management and their teams in relation to best practice and legislative compliance. The Health & Safety Committee completed safety inspections of all sites and also ran a number of events during the year. Events included several programmes during Health & Safety Week to highlight healthy eating/lifestyle, self-care and welfare, which are so important in supporting our employees.

Environment

The Group has a proactive approach to assisting all personnel to conduct our business in a manner that protects the environment of our customers, employees and the community.

Post balance sheet events

Coronavirus disease 2019 (Covid-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (Sars-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing coronavirus pandemic. The earliest known infection occurred on 17 November 2019 in Wuhan, China. The World Health Organization (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. From an accounting perspective, Covid-19 is considered to be a non-adjusting post balance sheet event.

We have considered the risks that coronavirus poses to the organisation and the actions we are taking to mitigate the impact. The disclosure implications of this post balance sheet event have been addressed in the risks and uncertainties note below.

Political contributions

There were no political contributions made by the Group during the financial year (2018: €Nil).

Principal risks and uncertainties

Focus Ireland operates a risk-management process culminating in a corporate risk register that identifies the top risks, their likelihood and impact, and the consequent actions necessary to manage them effectively. Corporate risks and mitigating actions are regularly scrutinised by the Board and executive team. The principal risks identified that could have a serious impact on performance are as follows.

Covid-19 risk

The first case of Covid-19 was reported in Ireland on 29 February 2020. Over the following weeks, actions were put in place to protect the health, safety and wellbeing of all citizens. The first of these measures which impacted the charity sector was on 12 March 2020, the day after the virus was declared a pandemic. The Taoiseach announced that all schools, colleges and childcare facilities were to remain closed until 29 March 2020. These measures have since been extended and further protection measures have been introduced to protect the most vulnerable in our society. The introduction of social distancing and the restrictions on social gatherings had an immediate effect on the sector. The pandemic has presented a unique challenge to the charity industry in 2020.

We have considered the risks that Covid-19 poses to the organisation and the actions we are taking to mitigate the impact. Our priority is the safety and wellbeing of our staff and customers. As a result, the Focus Ireland offices were closed with effect from 27 March 2020 and staff were requested to work from home in line with government instructions. Fortunately, systems for remote working were already in place and it was a smooth transition. Focus Ireland has also been focused on continuing to support the increased needs of our customers. Focus Ireland is working closely with our funders, colleagues and customers to meet this challenge.

We have considered the risks that coronavirus poses to the organisation and the actions we are taking to mitigate the impact. Our priority is the safety and wellbeing of our staff and customers.

In response to this crisis, we have had to make a number of changes to our services:

- › Staff have been issued with and trained in the use of personal protective equipment to ensure their safety.
- › Additional staff were deployed to services who house our more vulnerable customers to increase monitoring and welfare checks on our customers.
- › Our Coffee Shop service, which provides hot meals to customers, had to implement strict social distancing guidelines and change to providing a takeaway service.
- › Face-to-face meetings with customers were replaced, where possible, by phone support.
- › Our education and training programme service was closed and staff were deployed to other areas of the organisation.
- › A new service was established in April 2020 in conjunction with the HSE, comprising 16 units over two properties in Dublin 8. This service provides vital cocooning services to vulnerable adults to protect against the contraction and spread of Covid-19.
- › Our Caretakers Hostel was converted to a 24/7 residential service.

This situation is clearly something which we have not encountered before. As a result, we have no experience of a similar crisis and therefore there is no way of predicting the full effect that Covid-19 will have on our organisation, our donors and our beneficiaries. Thus, we have made every effort to mitigate this uncertainty, including performing a thorough risk assessment and putting in place all arrangements to ensure the ongoing governance of the organisation.

We have considered the financial impact of Covid-19 and performed various scenario analyses. The Covid-19 lockdown and the subsequent social distancing restrictions are expected to have a negative impact on our income generation for the remainder of 2020.

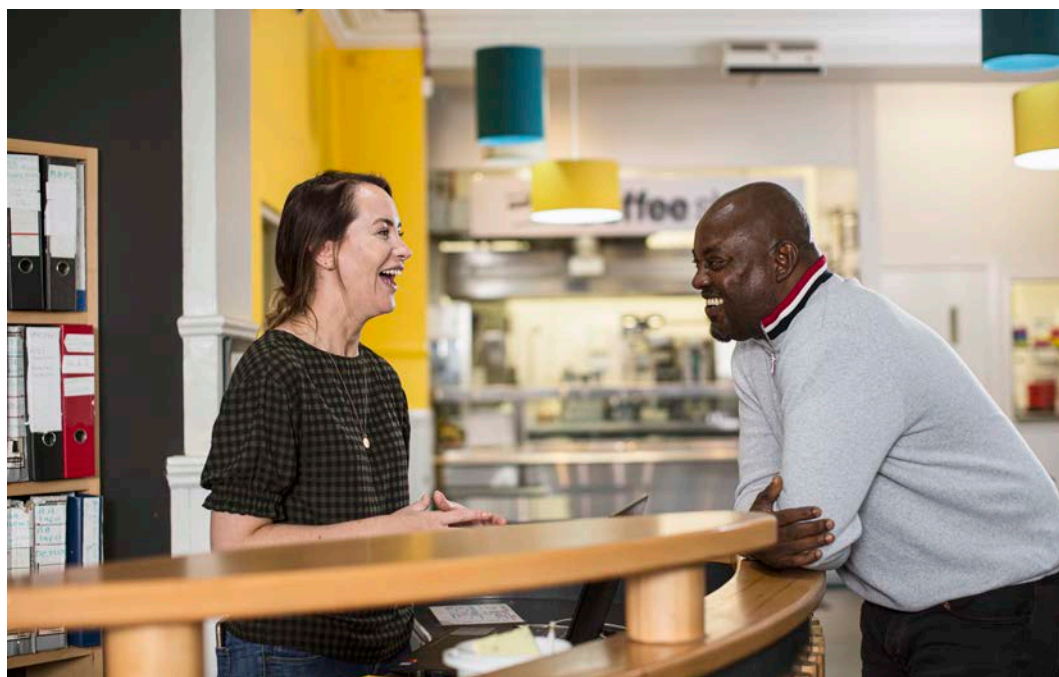
- › **Fundraising:** At the start of this pandemic, we forecasted that our fundraising income would fall by up to 40% against our budget. As the majority of our services are not fully funded by the government, we are hugely reliant on our fundraising income. However, we have seen a significant level of support from both our public and corporate donors, which is helping to shield against some of that impact.

A new service was established in April 2020 in conjunction with the HSE, comprising 16 units over two properties in Dublin 8. This service provides vital cocooning services to vulnerable adults to protect against the contraction and spread of Covid-19.

- › **Retail:** Our retail stores in Malahide, Dublin and Douglas, Cork were drastically impacted by their closure due to government restrictions imposed. As a result, the decision was made in May 2020 to permanently close these stores, as they were no longer financially viable.
- › **Rent:** We also expect our rental income to be negatively affected to reflect the impact of Covid-19 on our tenants.
- › **Grants:** We have been working very closely with our state funders to keep them updated on any changes to the services they fund. We expect our grant income to remain steady during this period and this is reflected in our cash forecast.

We have also considered various measures we could take to control costs and conserve cash within the organisation. Reductions have been made to budgeted overheads in order to minimise effect on reserves. This includes availing of the government temporary wages subsidy scheme, reducing office and travel costs, and deferring major maintenance works to next year, where possible. We also availed of a payment break on our loans with Bank of Ireland in order to conserve cash. Based on our discussions with our various grant funders, we are hopeful that all incremental costs related to Covid-19 and associated with continuing our services during the pandemic will be funded, and our cash forecasts have assumed this to be the case.

Management are satisfied that the forecasts they have prepared have considered a number of sensitivities, including a range of outcomes, and that in all cases there remains sufficient mitigation measures available to management to ensure that Covid-19 changes to cash-flows are managed and that the Organisation can continue to meet its obligations as they fall due for the period of at least 12 months from signing the financial statements.



Interest rates

Focus Ireland held 9 loans at the end of 2019, which were issued on a fixed rate in order to mitigate the risk of adverse interest rate fluctuations.

Financial

The organisation has budgetary and financial reporting procedures, supported by appropriate key performance indicators, to manage credit, liquidity and other financial risk. All key financial indicators are monitored on an ongoing basis.

Insufficient funding

Focus Ireland is reliant on grants from government and donations from the public to have sufficient funding to deliver its work. Focus Ireland monitors the organisation's cash position carefully and, as part of the 2020 strategy, it aims to maintain reserves at a level of 13 weeks.

Tendering

There is a risk of Focus Ireland being forced to tender for services at an unsustainable deficit to funding. The current process of government bodies tendering is heavily weighted on cost over quality of service. This is having a significant impact on our organisation. We continue to work with the relevant bodies in relation to our concerns on the current procurement model being used.

Recruitment

The ability to recruit suitably qualified and experienced staff to fill vacant positions can be challenging. Focus Ireland works hard to attract, develop and keep people working with us. We continually improve our terms and conditions and ensure that we offer competitive salaries within the sector.

Housing supply

The availability of the right type of property in the right location is a significant risk in our ability to deliver on our strategy. This has been a significant challenge in recent years. Our Property and Development team continue to establish working relationships with developers and landlords, and use our procurement system to help generate a pipeline for future supply.

Data protection

In relation to a risk of non-compliance with GDPR and implications on our organisation, we continue to work with our Data Protection Officer to ensure all areas of our organisation are adhering to best practice.

Cyber-attacks

There is a risk of reputational damage and/or fines from the Data Protection Commissioner because of data breaches. The organisation has noticed a significant increase in phishing attempts. We will continue to mitigate against this risk by rolling out a number of specific security measures. These include Multi-Factorial Authentication and a staff training programme.

Going concern

The Company meets its day-to-day working capital requirements through its cash reserves. The current economic conditions continue to create uncertainty over the ability of the Company to maintain the level of donations received. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate for the foreseeable future. We have modelled the likely effects of Covid-19 on our cash forecast for the next 12 months, and we are satisfied that the organisation will be in a position to meet its obligations as they fall due. The Directors are satisfied that the prepared forecasts have considered a number of sensitivities, including a range of outcomes, and that in all cases there remains sufficient mitigation measures available to the Directors to ensure that cash-flows are managed and that the organisation can continue to meet its obligations as they fall due for the period of at least 12 months from signing the financial statements. Therefore, these financial statements have been prepared on a going concern basis. Further details concerning the adoption of the going concern basis can be found in Note 1(b) to the financial statements.

Reserves

Arising from the economic recession and after a sustained period of strategic investment of reserves in both housing and provision of services, the Board are committed to rebuilding cash reserves to ensure the sustainability and stability of activities over the next three years. We will ensure the long-term financial security of Focus Ireland by striving to maintain our reserves to a 13-week level. At 31 December, 2019, the cash reserves stood at €17.9m, which represented over 13 weeks. While this balance decreased somewhat during Covid-19, it is our intention to bring our reserves balance back to that level over the short to medium term.

Focus Ireland has been a long-term advocate for rigorous statutory regulation of governance and fundraising in registered charities and approved housing bodies. In response to government delays in enacting such codes, Focus Ireland has worked with other sector leaders to establish and adhere to voluntary governance codes drawing on best international standards.

Governance and management

The directors and secretary who currently hold office and who held office during the year are listed throughout this annual report (pages 6, 49 and 65). Focus Ireland has been a long-term advocate for rigorous statutory regulation of governance and fundraising in registered charities and approved housing bodies. In response to government delays in enacting such codes, Focus Ireland has worked with other sector leaders to establish and adhere to voluntary governance codes drawing on best international standards.

We have a proud track record of governance. Focus Ireland is signed up to and compliant with the full range of best practice codes in the Irish charity sector, as follows.

- › The voluntary Governance Code for Irish Charities: We are a Type C organisation and are fully compliant with this standard. The Governance statement in full, adopted by our Board on 30 March 2012 is available on our website. This statement was reviewed and affirmed by the Board in September 2019.
- › The voluntary ICTR Guiding Principles of Fundraising, which are reflected in our own Donor's Charter
- › The Department of Environment, Community and Local Government's Voluntary Regulation Code for Approved Housing Bodies
- › Triple Locked – member of Charities Institute Ireland.

The Board

Directors and Company Secretary

The directors and secretary who currently hold office, or who held office during 2019 are:

Directors

Focus Ireland Board

Sr Stanislaus Kennedy
(Founder and Life President)
Mr Michael Layde (Chairperson)
Mr John O'Haire (Appointed 29 April 2019)
Ms Susan O'Connell
Mr Conor Jones (Appointed 25 February 2019)
Mr Tony Fahey (Appointed 14 March 2019)
Mr John Moloney

Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)
Ms Fionnuala Meehan (Appointed 8 March 2019)
Mr Mark Dunleavy (Appointed 25 February 2019)
Ms Patricia Crisp (Appointed 25 February 2019)

Members of both Boards

Mr Andrew Gunne (Appointed 25 February 2019)
Mr Declan O'Flaherty
Ms Anna Lee
Mr Fergal O'Dwyer (Appointed 26 July 2019)

Secretary

Mr Kevin Gregory (Resigned 26 July 2018)
Ms Pamela Keenan (Appointed 26 July 2019)

The Board is responsible for providing leadership, setting strategy and ensuring control. It comprises 11 non-executive directors, including one employee director. The Board's non-executive directors are drawn from diverse backgrounds in business and professions, who bring to Board deliberations their significant business and decision-making skills achieved in their respective fields, together with a broad range of experience and views.

There is clear division of responsibility at the company, with the Board retaining control of major decisions under a formal schedule of matters reserved to the Board for decision, and with the Chief Executive responsible for devising strategy and policy within the authorities delegated to the Chief Executive by the Board.

The Company has a comprehensive process for reporting management information to the Board. The Board is provided with regular information, which includes key performance and risk indicators for all aspects of the organisation. The Board meets regularly as required and met six times during 2019 (six in 2018 also).

On appointment, directors go through an induction process, with briefing sessions and comprehensive briefing documents designed to familiarise them with the company's operations, management and governance structures. All non-executive directors are appointed for an initial three-year term, which may be renewed for two further three-year periods, giving a maximum of nine continuous years for any director.

One-third of directors are required to retire annually by rotation and if eligible may offer themselves for re-election. The roles of Chairperson and Chief Executive are separate, as are the roles of Chief Executive and Company Secretary, and all directors are independent of the management of the company.

The Board of Directors retain overall responsibility for the strategic development of the company in close liaison with the executive officers.

The Board of Directors retain overall responsibility for the strategic development of the company in close liaison with the executive officers.

Our board members are as follows:

Name	Brief profile
Sister Stanislaus Kennedy	<ul style="list-style-type: none"> › Sister Stanislaus Kennedy is an Irish Sister of Charity and one of Ireland's best-known social innovators. › Sister Stan founded Focus Ireland in 1985 and is Life President of the organisation.
Diarmuid Burke	<ul style="list-style-type: none"> › Diarmuid joined the Focus Ireland Board in 2015. › Diarmuid has a wealth of experience within the financial sector and was senior executive with a growing pharmaceutical organisation for almost 30 years, leading the organisation's business at Finance Director and CFO level over that time. › In recent years, Diarmuid had specific responsibility for the general management of that organisation's global healthcare business.
Michael Layde	<ul style="list-style-type: none"> › Michael joined the Focus Ireland Board as Director in April 2016 having recently retired from being Assistant Secretary in the Housing and Planning division of the Department of the Environment, Community and Local Government. Prior to this, Michael was Assistant Secretary in charge of the Department's Environment division. › He previously served as Principal Officer in a number of the Department's areas of activity, most recently as Principal Officer, Waste Policy, where he dealt with the review and regulation of the sector. He has been a member of the Department since 1995, having previously worked in the Department of Health. › Michael was appointed Chairperson of Focus Ireland in November 2018.
Anna Lee	<ul style="list-style-type: none"> › Anna joined the Board of Focus Ireland in 2015. › Anna has considerable experience of the local/community development sector, with a particular focus on the development of anti-poverty and social inclusion strategies (including economic and employment). She has been centrally involved in the design and implementation of integrated actions at local and regional level and was CEO of South Dublin County (formerly Tallaght/Dodder Valley) Partnership from 1991 until July 2014. › Anna has contributed to policy development at national, regional and county level. She chaired the Combat Poverty Agency, the Dublin Employment Pact, the South Dublin County Enterprise Board and Tallaght Drugs Task Force. › She currently chairs Volunteer Ireland and the South Dublin County Local Community Development Committee. She is also a board member of the Community Foundation for Ireland and Tallaght Hospital.
John O'Haire	<ul style="list-style-type: none"> › John has worked for Focus Ireland for over 20 years and joined the Focus Ireland Board as Worker Director in 2019 for his second term, having previously served when he was a Project Worker. He has worked in various capacities in the organisation over the years, garnering a wealth of experience as a Team Leader, Project Worker and currently Services Manager based in Dublin.

Name	Brief profile
Declan O'Flaherty	<ul style="list-style-type: none"> › Declan joined the Board in 2011. He is a Dublin businessperson who runs his family business in the motor industry. › Declan was previously involved with the Chernobyl Children's Project.
John Moloney	<ul style="list-style-type: none"> › John joined the Focus Ireland Board as Director in January 2014. › He was previously Group Managing Director at Glanbia. He is a non-executive director of a number of companies and a former council member of the Irish Business and Employers' Confederation (IBEC).
Susan O'Connell	<ul style="list-style-type: none"> › Susan studied at University College Dublin and trained in McCann FitzGerald and qualified as a solicitor in 1996. Susan became a partner in McCann FitzGerald in 2002, leading the Private Client department of the firm for the following ten years, until the establishment of O'Connell Brennan Solicitors in 2012. › Susan specialises in personal estate and tax planning and also advises charities and non-profit organisations and donors in relation to philanthropic giving. › Susan is a former chairperson of the Society of Trust and Estate Practitioners (STEP) Ireland. She is also an Associate of the Irish Taxation Institute, a Chartered Tax Adviser (CTA) and a member of the International Academy of Trust and Estate Law.
Andrew Gunne	<ul style="list-style-type: none"> › Andrew joined Chartered Land as Chief Executive in 2014. His primary role is to oversee the repositioning of the current property portfolio while growing the business by securing new ventures in conjunction with leading real estate capital partners. › Prior to joining Chartered Land, Andrew was Managing Director of Key Capital Real Estate in Dublin, a business he co-founded in 2010. In that role, he led a senior real estate financing team, responsible for delivering more than €1 billion of property transactions in the period 2010 to 2014. Between 1999 and 2010, Andrew played a senior role in various Capital Markets Divisions in CB Richard Ellis, based in London and Dublin. During this time, he oversaw in excess of €1.2 billion of real estate transactions, with direct responsibility for sourcing, structuring, financing and executing investment transactions for a number of European institutional clients.
Fionnuala Meehan	<ul style="list-style-type: none"> › Fionnuala is Vice President of Google Customer Solutions for EMEA, leading a team of 800 people. Joining Google in 2005, Fionnuala was instrumental in the growth of the AdWords Sales & Operations organisation, went on to lead the EMEA Ad Operations team in 2010, and since 2015 has led our EMEA sales business. › As Head of Google in Ireland, Fionnuala is responsible for a site of more than 8,000 Googlers, interns and vendors, ensuring operations continue to flourish. She is also focused on securing future investment for Ireland, ensuring Google Ireland gives back to the business and local community in a meaningful way.

Name	Brief profile
Tony Fahey	<ul style="list-style-type: none"> › Tony is Professor Emeritus of Social Policy in University College Dublin. He is a sociologist by training and before joining UCD in 2007 spent 15 years as a social researcher in the Economic and Social Research Institute, Dublin. He has published on a range of topics connected with social policy and social trends in Ireland, the European Union and the United States. He is board member of a number of NGOs connected with social advocacy and social services in Ireland.
Conor Jones	<ul style="list-style-type: none"> › Conor joined Google in 2015 and currently leads the UKI LCS team in Dublin, having previously held leadership positions in GMS, GCE and gTech. › Conor trained as an electronic engineer and designed microchips for mobile applications for four years with Nasdaq-listed semiconductor intellectual property company ParthusCeva, Inc. Conor's team delivered the world's first commercially licensed Bluetooth IP, selling to clients such as Panasonic, Sharp, Hitachi and Fujitsu. › After obtaining his MBA he transitioned into management consulting, spending 10 years with McKinsey & Company – the last four as Managing Partner of McKinsey's Irish practice. Conor's work with McKinsey focused on telecoms, high tech and media clients across EMEA and he was Global co-Lead of the Customer Experience Practice, writing a number of articles on the subject for the McKinsey Quarterly and HBR.
Mark Dunleavy	<ul style="list-style-type: none"> › Mark is Managing Director of MD Property, which he established in 2004. MD Property is one of Ireland's largest management and leasing firms. They currently manage over €1.8bn worth of assets containing 4,500 units across 75 developments. Mark is a chartered surveyor and is Chairman of the Society of Chartered Surveyors of Ireland residential committee.
Patricia Crisp	<ul style="list-style-type: none"> › Patricia has over 30 years' experience in all aspects of commercial and residential property, including professional services and agency. › A former Executive Director of Corcoran Jennison Europe Ltd, she is experienced in advising companies and institutions on their property holdings in relation to their company or institutional strategy. › Patricia specialises in Corporate Property Services, providing strategic property advice to corporate and institutional clients regarding all aspects of their property portfolio, such as relocation, sales and leaseback, development projects, fit-out, facilities management, project management and landlord and tenant issues.
Fergal O'Dwyer	<ul style="list-style-type: none"> › Fergal joined the board of Focus Ireland and Focus Housing Association in 2019, assuming the role of Chair of the Finance Sub-Committee also. He has worked in DCC in senior management positions for over 25 years. › Fergal joined DCC in 1989 and was appointed Chief Financial Officer in 1994, having worked in that role in the lead up to DCC's flotation in that year. Prior to joining DCC, he previously worked with KPMG and Price Waterhouse in audit and corporate finance.

Meeting and sub-committee attendance 2019									
Board member	FI Board	FHA Board	Research Advisory	Remuneration & Nominations	Finance	Audit	Funding & Branding	Services	Joined Board
Focus Ireland (FI)									
Sister Stanislaus Kennedy	3/7			0/4				3/6	Sept 1985
Michael Layde (Chair FI)	6/7			4/4	4/7				April 2016
Susan O'Connell	5/7			3/4		6/6			May 2016
John Moloney	3/7						4/7		Jan 2014
*Triona O'Conner (Worker Director)	1/1							1/1	Aug 2018
*John O'Haire (Worker Director)	3/5							4/4	April 2019
Conor Jones	5/6						7/7		Feb 2019
Tony Fahey	4/6		3/3						March 2019
Focus Housing Association (FHA)									
Diarmuid Burke (Chair FHA)		7/7		4/4	6/7				May 2015
Patricia Crisp		5/6							Feb 2019
Mark Dunleavy		4/6							Feb 2019
Fionnuala Meehan		4/6							March 2019
FI & FHA									
Anna Lee	7/7	7/7						6/6	May 2015
Declan O'Flaherty	7/7	7/7			5/7	6/6			Sept 2011
Andrew Gunne	5/6	5/6							Feb 2019
Fergal O'Dwyer	3/3	3/3			4/5				July 2019
Sub-committee volunteer members									
Niall Gibbons							0/7		
Adrienne Regan							4/7		
Niall O'Driscoll							5/7		
Dee Forbes							0/7		
Fiona Scott							3/3		
Dr Mary Murphy			1/3						
David Silke			1/2						
Dr Eoin O'Sullivan			2/3						
Dr Helen Johnson			3/3						
Aidan Culhane			2/3						
Dr Ursula McNulty			1/1						
Dr Kathy Kelly			1/1						
Dr Gloria Kirwan								4/6	
Roger Wallace						3/6			

Sub-committee membership and attendance 2019

The Chief Executive Officer manages the operation of the company with delegated divisional responsibility to the following:

Committees of the Board are established for good governance under the code of practice

Division	Executive in charge
Services	Niall Keane/Ciara Carty
Finance, IT and Administration	Kevin Gregory/Pamela Keenan
Advocacy, Research, Policy, Communication and Education	Mike Allen
Human Resources	Madeleine Clarke/Briona Sheils
Fundraising (co-responsibility)	Sinead Price/Rachel Murphy
Property	Jan Mingle

The position of Director of Services was filled in an acting capacity by Niall Keane until 8 October 2019. Ciara Carty was appointed to this position effective from 9 October 2019. Pamela Keenan returned from maternity leave on 15 April 2019 to the roll of Director of Finance, IT and Administration.

Board committees

Committees of the Board are established for good governance under the code of practice as follows.

Finance Committee

This committee monitors and reviews financial performance.

The committee should meet six times per year (2019: 7; 2018: 7) and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the committee

- › Monitor and review financial performance.
- › Review internal financial controls and risk management processes.
- › Offer advice and assistance to Focus Ireland's Executive team to ensure financial sustainability of the organisation.
- › Provide specialist financial expertise and perspective to enable Focus Ireland to carry out its work effectively.
- › Report findings and recommendations from its review directly to the Board.
- › Devise and monitor finance procedures suited to the Agency's activities.
- › Authorise expenditure greater than €100k.

- › Act as a point of escalation for Focus Ireland Executive.
- › Provide a forum where relevant issues/controls and financial or sustainability concerns can be discussed and appropriate solutions devised.

Audit Committee

This committee reviews internal financial controls and risk management. The committee liaises with internal and external Auditors and reports to the Board.

The Committee should meet at least twice yearly (2019: 6; 2018: 7) and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the committee

- › Monitor the integrity of the financial statements of Focus Ireland and any formal announcements about the organisation's financial performance.
- › Promote best practice in terms of financial reporting and governance throughout the organisation.
- › Review internal financial controls and risk management processes.
- › Liaise directly, and independently of Focus Ireland Executive, with internal and external auditors.
- › The Audit Sub-Committee will meet the external auditors at least once a year without any employees of Focus Ireland present to ensure there are no unresolved issues or concerns.

- › Report findings and recommendations from its review directly to the Board.
- › Review and advise on choice of external and internal auditors as appointed every 5 years.
- › The Terms of Reference for auditors to be reviewed/amended as appropriate and ratified by the main Board of Focus Ireland every 5 years.
- › Review annually all insurance claims and cover to ensure an appropriate level of protection is maintained.
- › Review annually the Health & Safety policy of the organisation and monitor compliance with our obligations.
- › Review any investigations required and work with the Executive to complete any actions arising from such investigations.
- › Offer advice and assistance to Focus Ireland's Executive team on the development of robust processes and on the protection of Focus Ireland's reputation.
- › Devise and monitor procurement procedures suited to the Agency's purchasing profile.
- › Act as a point of escalation for Focus Ireland Executive and undertake actions agreed at the Audit Sub-Committee meetings.
- › Provide a forum where relevant issues and audit concerns can be discussed and appropriate solutions devised.
- › Allow Board Members or employees to raise concerns about potential irregularities in confidence regarding financial reporting. The Audit Sub-Committee will investigate matters raised.
- › Any audit items that relate to the Board's areas of responsibilities will be communicated to the Board as soon as they are identified.
- › Provide specialist financial and audit expertise and perspective to enable Focus Ireland to carry out its work effectively.
- › Contribute to a think tank every 3 years on audit and risk management.

Remuneration & Nomination Committee

The function of this committee is to ensure successional planning and that the composition of the Board has appropriate skills, knowledge and experience, as well as approving and determining remuneration for Executive Management.

The committee should meet twice yearly (2019: 3; 2018: 2) or when required and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the committee – nomination

- › The Board Directors need to have the skills, experience, expertise and time to fulfil their role and responsibility on the Board as detailed in the Terms of Reference for the Board.
- › There needs to be certain Board Directors with the necessary experience to chair and/or participate in the Sub-Committees of the Board, e.g. Research, Funding, Audit, Finance, Services, Housing Development and Maintenance, Remuneration, and Regions.
- › Board Directors are appointed initially for a three-year term. In general, they will be asked to extend for a second three-year term by the Chairperson of the Board and the decision will be endorsed by the full Board. The Chairperson will decide whether a Director should stand down from the Board and the decision will be endorsed by the full Board.
- › The Remuneration & Nomination Committee must ensure there is sufficient rotation of Directors on the Board to allow new perspectives to be brought in, while balancing the continuity of the Board and recognising the knowledge and experience of Focus Ireland that is built up over time.
- › The Remuneration & Nomination Committee must ensure the Nominees chosen are integrated into the Board seamlessly and assist in the induction of new Directors.
- › The Remuneration & Nomination Committee will ensure all Directors chosen will:
 - › Be key individuals who act at a senior level in their area of expertise
 - › Act as champions for Focus Ireland and be able to influence key stakeholders in the statutory, business and community sector
 - › Operate in the interest of Focus Ireland and in line with its Mission, Vision and Values.

The Board Directors need to have the skills, experience, expertise and time to fulfil their role and responsibility on the Board as detailed in the Terms of Reference for the Board.

Functions of the committee – remuneration

- › The Remuneration & Nomination Committee has been formed to appoint the CEO and determine and approve the remuneration of the CEO and changes to the remuneration of the Executive team reporting directly to the CEO.
- › The Chairperson of the Board will be Chairperson of the Remuneration & Nomination Committee.
- › The Life President and Vice Chairperson will be members of the Remuneration & Nomination Committee and one other Board Director (e.g. person who brings HR specialist/Finance specialist/Business experience to the Board.)
- › The CEO will be responsible for monitoring and assessing the performance of the Executive team.
- › The CEO will make recommendations to the Remuneration & Nomination Committee for endorsement.
- › The Chairperson of the Board will be responsible for monitoring and accessing the performance of the CEO in accordance with Focus Ireland's performance management policy and procedures.
- › Meetings will aim to reach consensus decision; if necessary, a vote will be taken. The Chairperson will hold the deciding vote.
- › The Chairperson will be responsible for the administration and management of the Committee, including scheduling meetings, agenda and minutes.
- › The Committee will meet at least once a year and more often by exception, if necessary.

Research Sub-Committee

The Research Sub-Committee is a sub-committee of the Focus Ireland Board. Its aim is to provide advice, guidance and recommendations in relation to research on the causes and solutions to homelessness, and to support the organisational aim of ending homelessness in Ireland.

The Sub-Committee will meet at least three times a year (2019: 3; 2018: 3). It comprises non-executive members of the Board, volunteer experts, leading academics and Focus Ireland executives. The Chair of the Sub-Committee is a member of the Focus Ireland Board. The Director of Advocacy, Research and Communications will act as the Executive Officer of the Sub-Committee, with the support of the Research Coordinator.

Functions of the committee

- › Advise Focus Ireland on a programme of research and evaluation in the context of the organisation's strategic plan and objectives.
- › Contribute to and advise Focus Ireland on the development of its research strategy.
- › Monitor the progress of the research programme and advise the Director of Advocacy, Research and Communications (DARC) and/or the Research Coordinator in relation to particular research projects.
- › Review, critically analyse and comment on draft research reports prior to publication.
- › Advise in relation to the dissemination of research reports and the most effective means to influence public policy.
- › Establish a Research Ethics Sub-Committee and be responsible for ensuring that Focus Ireland's Ethical Research Guidelines are adhered to.
- › Participate in the development of the organisation's multi-annual strategic plan, with particular reference to emerging areas of research and evidence of effective practice and policy.
- › Advise on relevant external experts and leading academics to be members of the Research Sub-Committee to ensure expertise on all relevant areas is available.
- › Any other matters of common interest that the Chairs and/or the CEO believe would contribute to the objectives of Focus Ireland.
- › The Research Sub-Committee will hold periodic joint meetings with the Services Sub-Committee, as decided by the Chairs of the two committees, in relation to:
 - › Evaluations and impact assessments of Focus Ireland Services
 - › Assessment of the emerging trends in the scale and nature of homelessness
 - › Discussions of emerging innovations in policy and practice.

The Research Sub-Committee is a sub-committee of the Focus Ireland Board. Its aim is to provide advice, guidance and recommendations in relation to research on the causes and solutions to homelessness, and to support the organisational aim of ending homelessness in Ireland.



Services Committee

This committee provides advice and guidance on models of services available and good practices associated with service delivery.

The committee should meet four times each year (2019: 6; 2018: 7) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Functions of the committee

- › Advise Focus Ireland on models of services available and good practices associated with service delivery within the context of the Agency's strategic plan.
- › Contribute to and advise Focus Ireland on the development of its services strategy.
- › Participate in a think tank every 3–5 years on the services considering future demand and policy over the next 5–10 years.
- › Provide a forum where relevant issues/challenges can be discussed relating to services in meeting the demands and needs presenting and provide recommendations.
- › Advise on external experts to invite to join the Services Sub-Committee.
- › Introduce Focus Ireland Executive and Management to key influencers and decision makers in statutory, business and community sectors to improve policies, services and strategy to eliminate long-term homelessness in Ireland.

Funding and Branding Committee

The function of this committee is to advise on brand, digital and marketing development, fundraising and retail development in the context of the Focus Ireland strategic plan.

This committee meets up to six times per year (2019: 6; 2018: 6). It consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the committee

- › Offer advice and assistance to Focus Ireland on brand development and raising funds within the context of Focus Ireland's strategic plan.
- › Contribute to, and provide advice on, the development of Focus Ireland's sustainable growth and investment strategy, including development of partnerships, channels and strategies that will help raise awareness.
- › Consider proposals made, approaches adopted and contribute to discussions on lobbying, campaigning, fundraising and how to overcome challenges.
- › Provide a forum where relevant issues can be discussed and solutions can be devised, appropriate for specific regions.
- › Introduce Focus Ireland Executive, fundraising staff and regional managers to key high-worth individuals, philanthropists, corporate stakeholders, media and branding specialists, influencers and decision makers.
- › Actively engage stakeholders in the statutory, business and community sectors to improve policy and services to eliminate homelessness in the region.
- › Provide specialist expertise and perspective to enable Focus Ireland to raise funds to carry out its work effectively.
- › Contribute to and provide advice on the development of Focus Ireland's funding strategy every 3–5 years.
- › Provide a strong voice for Focus Ireland within own community/region, and provide specialist expertise and perspective to help us carry out our work and fundraising effectively.

Internal controls

The Directors acknowledge their overall responsibility for the Group's systems of internal control and for reviewing its effectiveness. They have delegated responsibility for the implementation of this system to the Executive Management. This system includes financial controls, which enable the Board to meet its responsibilities for the integrity and accuracy of the Group's accounting records.

The Board has also established a process of compliance which addresses the Board's wider responsibility to maintain, review and report on all internal controls, including financial, operation and compliance risk management.

The key elements of internal control systems

1. The Group has strict policies and procedures in place for the receipt, recording and control of donations received from private individuals and the corporate sector. These procedures are regularly reviewed and independently audited.
2. The Group has an established Risk Management programme. A detailed risk register is in place and risk is owned and monitored by an Executive. Risk is discussed and reviewed in the executive meeting regularly. Risks are reviewed by the Audit Sub-Committee twice annually.
3. An independent internal audit is conducted periodically to evaluate the internal financial controls and assessment of

business risk. The most recent audit report from 2019 was positive, stating that the internal controls of the organisation were well documented and sufficiently robust to safeguard the assets of the company.

4. The Audit Committee reports independently to the Board on all aspects of controls and risks.
5. There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority.
6. Detailed budgets are prepared annually, in line with the strategic plan. Budgets are reviewed by the Finance Sub-Committee and further reviewed and approved by the Board. Actual results and service outcomes are compared regularly against these Budgets to ensure alignment with plan, tight budgetary control and value for money.
7. As part of the reserve policy, we will endeavour to maintain reserve levels to mitigate risks and to ensure sustainability of our services.

Conflicts of interest

Agendas for each Board meeting are circulated in advance for review. The Chairperson on each Board asks at the start of each Board meeting if anyone has a conflict of interest that needs to be declared. Any conflicts are recorded in our conflicts of interest register and this is reviewed annually by our Audit Sub-Committee.

Detailed budgets are prepared annually, in line with the strategic plan. Budgets are reviewed by the Finance Sub-Committee and further reviewed and approved by the Board.

Plans for the future

For the year 2020, the organisation plans to continue with its Strategy 2017–2020: Challenging homelessness. Changing Lives.

Work has already commenced on our Strategy 2021–2025, which will continue to build on our achievements from our existing strategy. We understand that homelessness has grown and remains a blight on individuals, families and our society as a whole. In the next five years, we must increase our ambition to match the increased scale of need. But we cannot do everything and must make choices on where to focus and how we can have the biggest impact.

During 2019, we invested in technology and a product called 'Orion' to allow us to track our services more closely and have access to 'live' data. This will help to gain evidence for what is working, to challenge what is not working, and to use this information to make decisions and bring in new thinking to keep pace with change. This investment in digital transformation will continue into 2020 and beyond.

Service developments in 2019 build on Focus Ireland's established expertise in working with families and young people to prevent, and achieve sustainable exits from, homelessness.

Supporting families: Homelessness is a traumatic experience for families. Being out of home undermines the sense of security that should be integral to family life. Managing the experience of homelessness puts even further strain on families, e.g. frequent changes in accommodation, travelling long distances to children's schools and cramped accommodation for extended periods.

In 2019, Focus Ireland developed a Family Resource Centre in 53 Mountjoy Street, Dublin 7, where family homelessness is concentrated. The centre was officially opened in January 2020 and will support families using a dual approach of respite and case management, to mitigate the impact of trauma on children, and support families to exit homelessness into a sustainable home.

Supporting vulnerable young people:

Young people, particularly those leaving state care, are particularly vulnerable to homelessness. Young people are disadvantaged in securing accommodation, and an early experience of homelessness can too easily lead to a lifetime of recurrent homelessness.

Focus Ireland will provide two key services for vulnerable young people in 2020, demonstrating the value and impact of an early intervention and prevention approach. Our Family Mediation services help vulnerable young people maintain relationships with their families (including foster families), preventing homelessness. Our Aftercare Support and Settlement services are tailored to the needs of young people leaving state care, working with them to build their own capacity to establish an independent life for themselves.

Finally, we will continue with our high standards in transparency and strong governance to maintain a financially stable organisation, which is vital to deliver this strategy.

We believe the new strategy is staying true to our values and ethos of treating our customers with fairness, dignity and respect.

Accounting records

The measures taken by the Directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the engagement of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The Group's accounting records are maintained at the Group's registered office at 9–12 High Street, Dublin 8.

In 2019, Focus Ireland finalised plans to develop a Family Resource Centre in 53 Mountjoy Street, Dublin 7.



Statement of disclosure of information to auditors

Each of the persons who is a Director at the date of approval of these financial statements confirms that:

1. So far as the Director is aware, there is no relevant audit information of which the Group's Auditors are unaware, and
2. The Director has taken all the steps that he/she ought to have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the Group's Auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 350 of the Companies Act 2014.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Directors' report and the financial statements in accordance with Irish law.

Irish law requires the Directors to prepare financial statements for each financial year, giving a true and fair view of the company's assets, liabilities and financial position at the end of the financial year and the profit or loss of the company for the financial year. Under that law, the Directors have prepared the financial statements in accordance with Irish Generally Accepted Accounting Practice (accounting standards issued by the UK Financial Reporting Council, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish law).

Under Irish law, the Directors shall not approve the financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and the profit or loss of the company for the financial year.

In preparing these 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

- › State whether the financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements
- › Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to:

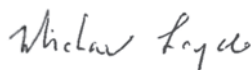
- › Correctly record and explain the transactions of the company
- › Enable, at any time, the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy
- › Enable the Directors to ensure that the financial statements comply with the Companies Act 2014 and enable those financial statements to be audited.

The Directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent auditors

The statutory auditors, PricewaterhouseCoopers have been appointed in 2019 and have indicated their willingness to remain in office, and a resolution that they be reappointed will be proposed at the Annual General Meeting.

On behalf of the board:



Michael Layde
Director



Declan O'Flaherty
Director

Date: 27 August 2020

Independent auditors' report to the members of Focus Ireland Company Limited by Guarantee

Report on the audit of the financial statements

Opinion

In our opinion, Focus Ireland Company Limited by Guarantee's group financial statements and company financial statements (the 'financial statements'):

- › give a true and fair view of the group's and the company's assets, liabilities and financial position as at 31 December 2019 and of the group's profit and the group's and the company's cash flows for the year then ended
- › have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Irish law)
- › have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Reports and Consolidated Financial Statements (the 'Annual Report'), which comprise the:

- › Consolidated Balance Sheet as at 31 December 2019
- › Company Balance Sheet as at 31 December 2019
- › Consolidated Statement of Financial Activities for the year then ended
- › Consolidated Statement of Cash Flows for the year then ended
- › Company Statement of Cash Flows for the year then ended
- › Consolidated Statement of Changes in Reserves for the year then ended
- › Company Statement of Changes in Reserves for the year then ended
- › Notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) ('ISAs (Ireland)') and applicable law. Our responsibilities under ISAs (Ireland) are further described in the 'Auditors' responsibilities for the audit of the financial statements' section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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

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

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's or the company's ability to continue as a going concern.

Reporting on other information

The other information comprises all the information in the Reports and Consolidated Financial Statements other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Directors' Report, we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- › In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 December 2019 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.

Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the 'Directors' responsibilities' statement set out on page 76, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf

This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2014 opinions on other matters

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

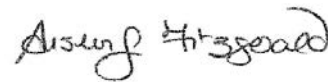
In our opinion the accounting records of the company were sufficient to permit the company financial statements to be readily and properly audited.

The Company Balance Sheet is in agreement with the accounting records.

Other exception reporting

Directors' remuneration and transactions

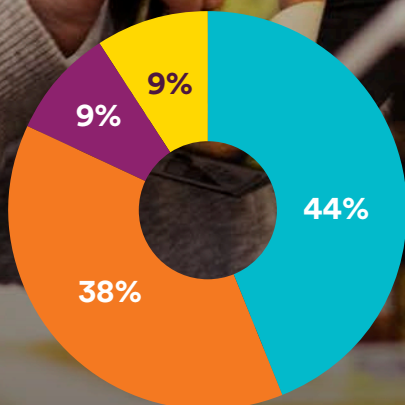
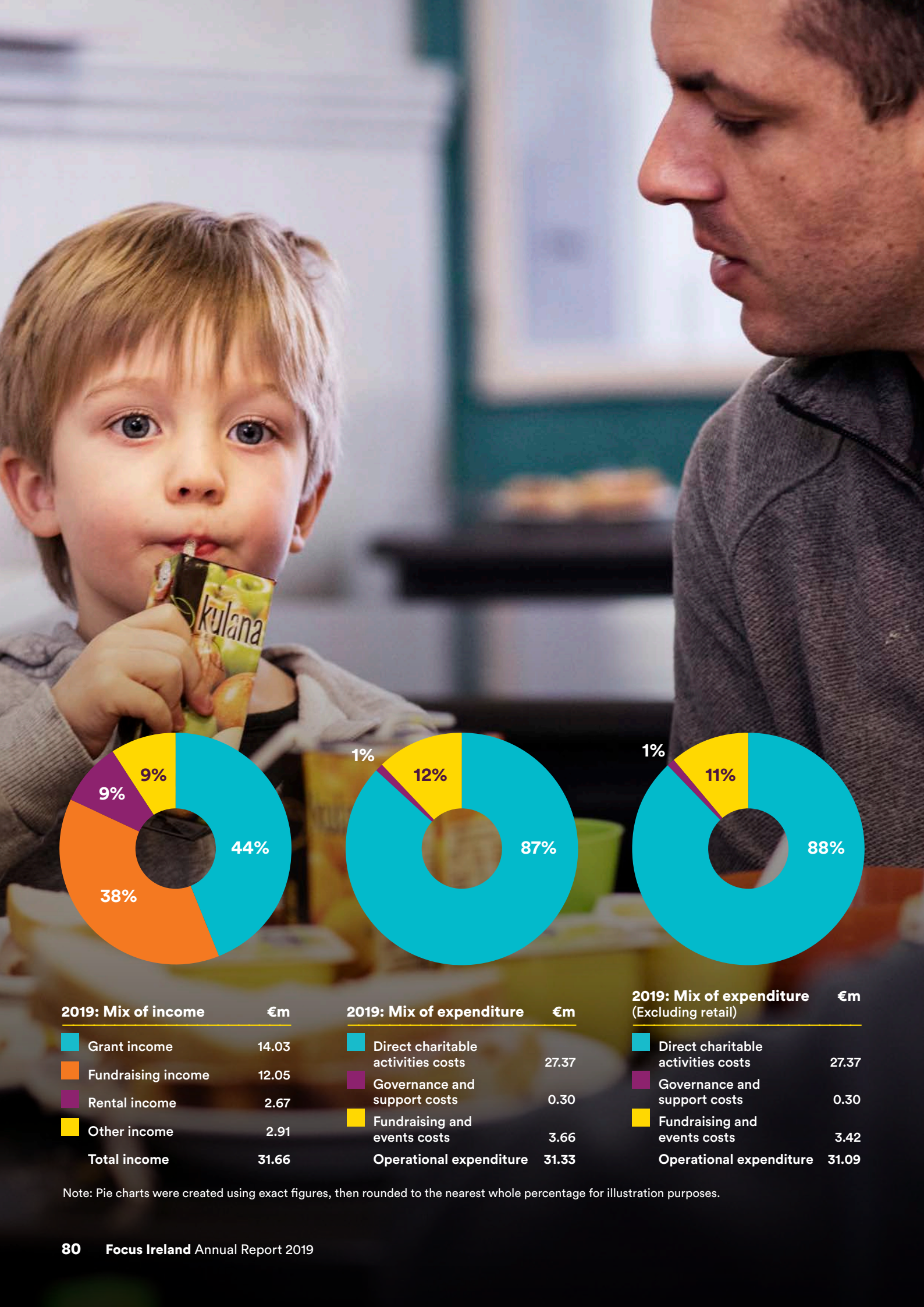
Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.







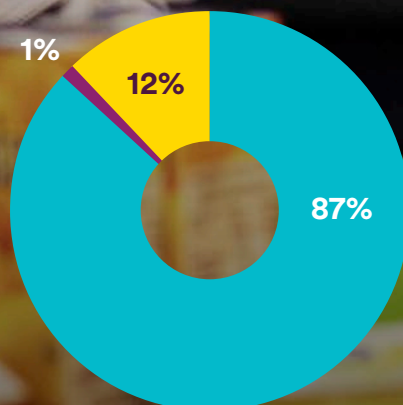
Aisling Fitzgerald




for and on behalf of PricewaterhouseCoopers
Chartered Accountants and
Statutory Audit Firm
Dublin

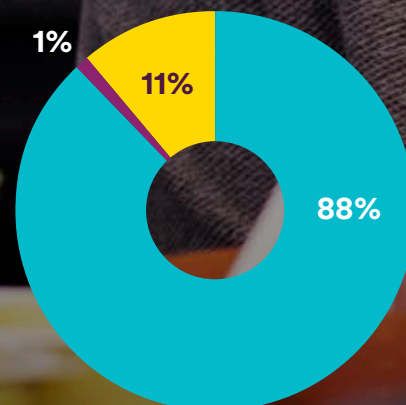
27 August 2020






2019: Mix of income		€m
	Grant income	14.03
	Fundraising income	12.05
	Rental income	2.67
	Other income	2.91
Total income		31.66



2019: Mix of expenditure		€m
	Direct charitable activities costs	27.37
	Governance and support costs	0.30
	Fundraising and events costs	3.66
Operational expenditure		31.33



2019: Mix of expenditure (Excluding retail)		€m
	Direct charitable activities costs	27.37
	Governance and support costs	0.30
	Fundraising and events costs	3.42
Operational expenditure		31.09

Note: Pie charts were created using exact figures, then rounded to the nearest whole percentage for illustration purposes.

Consolidated statement of financial activities

for the financial year ended 31 December 2019

		2019 Unrestricted funds	2019 Restricted Funds	2019 Total	2018 Unrestricted funds	2018 Restricted funds	2018 Total
	Notes	€	€	€	€	€	€
Income from:							
Donations and legacies	4	10,479,849	1,565,203	12,045,052	10,023,802	1,383,815	11,407,617
Charitable activities	5	–	14,031,566	14,031,566	–	13,197,619	13,197,619
Other	6	5,586,693	400	5,587,093	4,443,891	3,468	4,447,359
Total income		16,066,542	15,597,169	31,663,711	14,467,693	14,584,902	29,052,595
Expenditure on:							
Raising funds	4	3,656,743	–	3,656,743	3,152,300	–	3,152,300
Charitable activities	7	12,343,310	14,811,316	27,154,626	11,516,463	13,535,362	25,051,825
Interest on borrowings	8	518,185	–	518,185	386,199	–	386,199
Total expenditure		16,518,238	14,811,316	31,329,554	15,054,962	13,535,362	28,590,324
Net (expenditure)/ income before taxation		(451,696)	785,853	334,157	(587,269)	1,049,540	462,271
Taxation	13	–	–	–	–	–	–
Net movement in funds for the year		(451,696)	785,853	334,157	(587,269)	1,049,540	462,271

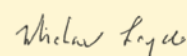
There are no other recognised gains or losses other than those listed above and the net movement for the financial year. All income and expenditure derives from continuing activities.

Consolidated balance sheet

as at 31 December 2019

	Notes	2019 €	2018 €
Fixed assets			
Fixed assets – properties	15	115,494,808	102,259,785
Other tangible assets	16	791,054	148,217
Total fixed assets		116,285,862	102,408,002
Current assets			
Cash at bank and in hand		7,862,643	10,562,882
Debtors	17	2,440,364	1,826,037
Total current assets		10,303,007	12,388,919
Creditors:			
amounts falling due within one financial year	18	(4,717,775)	(5,854,552)
Net current assets		5,585,232	6,534,367
Total assets less current liabilities		121,871,094	108,942,369
Creditors:			
amounts falling due after more than one financial year			
Capital Assistance Scheme Loans	19	(83,822,663)	(73,362,458)
Capital Advanced Leasing Facility Loans	20	(3,464,705)	(3,267,168)
Bank Loans	21	(15,784,847)	(13,848,021)
Total creditors falling due after more than one year	22	(103,072,215)	(90,477,647)
Net assets		18,798,879	18,464,722
The funds of the charity			
Restricted income funds	23	4,257,309	3,471,456
Unrestricted funds	24	8,669,724	7,501,351
Capital grants and donations	25	3,281,581	3,301,650
Unrestricted capital reserves	26	2,590,265	2,590,265
Designated funds	27	–	1,600,000
		18,798,879	18,464,722

The financial statements were approved and authorised for issue by the Board of Directors on 27 August 2020 and signed on its behalf by:



Michael Layde
Director



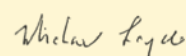
Declan O'Flaherty
Director

Company balance sheet

as at 31 December 2019

	Notes	2019 €	2018 €
Fixed assets			
Other tangible assets	16	791,054	148,217
Current assets			
Cash at bank and in hand		5,235,810	7,677,172
Debtors	17	3,650,460	2,222,884
Total current assets		8,886,270	9,900,056
Liabilities			
Creditors: amounts falling due within one financial year	18	(3,305,876)	(3,442,756)
Net current assets		5,580,394	6,457,300
Net assets		6,371,448	6,605,517
The funds of the charity			
Restricted income funds	23	2,026,103	2,026,103
Unrestricted funds	24	3,928,891	2,552,343
Capital grants and donations	25	416,454	427,071
Designated funds	27	–	1,600,000
		6,371,448	6,605,517

The financial statements were approved and authorised for issue by the Board of Directors on 27 August 2020 and signed on its behalf by:



Michael Layde
Director



Declan O'Flaherty
Director

Consolidated statement of changes in reserves

for the financial year ended 31 December 2019

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
Group at 1 January 2019		3,471,456	7,501,351	1,600,000	3,301,650	2,590,265	18,464,722
Surplus/(deficit) for the financial year		785,853	(451,696)	–	–	–	334,157
Transfer of reserves		–	1,600,000	(1,600,000)	–	–	–
Amortisation of Capital Grant	25	–	20,069	–	(20,069)	–	–
At 31 December 2019		4,257,309	8,669,724	–	3,281,581	2,590,265	18,798,879

In respect of the prior year

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
Group at 1 January 2018		2,421,916	8,078,003	1,600,000	3,312,267	2,590,265	18,002,451
Surplus/(deficit) for the financial year		1,049,540	(587,269)	–	–	–	462,271
Transfer of reserves		–	–	–	–	–	–
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
At 31 December 2018		3,471,456	7,501,351	1,600,000	3,301,650	2,590,265	18,464,722

Company statement of changes in reserves

for the financial year ended 31 December 2019

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
At 1 January 2019		2,026,103	2,552,343	1,600,000	427,071	–	6,605,517
Deficit for the financial year		–	(234,069)	–	–	–	(234,069)
Transfer of reserves		–	1,600,000	(1,600,000)	–	–	–
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
At 31 December 2019		2,026,103	3,928,891	–	416,454	–	6,371,448

In respect of the prior year

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
At 1 January 2018		2,026,103	2,755,231	1,600,000	437,688	–	6,819,022
Surplus for the financial year		–	(213,505)	–	–	–	(213,505)
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
At 31 December 2018		2,026,103	2,552,343	1,600,000	427,071	–	6,605,517

Consolidated statement of cash flows

for the financial year ended 31 December 2019

	Notes	2019 €	2018 €
Cash flows (used in) generated from charitable activities	28	(462,139)	1,958,005
Cash flows used in investing activities			
Purchase of tangible fixed assets	15/16	(14,414,835)	(16,768,319)
Disposals of tangible fixed assets		–	276,432
Net cash used in investing activities		(14,414,835)	(16,480,887)
Cash flows from financing activities			
Interest paid		(388,409)	(380,799)
Increase in bank loans		1,907,403	5,952,944
Increase in CAS Housing loans		10,460,205	9,764,161
Increase in CALF loans		197,536	1,660,080
Net cash generated from financing activities		12,176,735	16,996,386
Change in cash and cash equivalents in the financial year		2,700,239	2,473,504
Cash and cash equivalents at the beginning of the financial year		10,562,882	8,089,378
Total cash and cash equivalents at the end of the financial year		7,862,643	10,562,882

Company statement of cash flows

for the financial year ended 31 December 2019

	Notes	2019 €	2018 €
Cash flows generated from charitable activities	28	(1,722,175)	1,012,881
Cash flows used in investing activities			
Purchase of tangible fixed assets		(719,187)	(39,217)
Net cash used in investing activities		(719,187)	(39,217)
Cash flows from financing activities			
Cash inflows from new borrowings			—
Cash inflows from capital donations			—
Net cash generated from financing activities			—
Change in cash and cash equivalents in the financial year		(2,441,362)	973,664
Cash and cash equivalents at the beginning of the financial year		7,677,172	6,703,508
Total cash and cash equivalents at the end of the financial year		5,235,810	7,677,172

Notes to the financial statements

for the financial year ended 31 December 2019

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) General information and basis of preparation

The nature of the group's operations and its principal activities are set out in the directors' report on pages 50–80. The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) and Irish statute comprising the Companies Acts 2014 as applied in accordance with the Statement of Recommended Practice (SORP) (FRS102) 'Accounting and Reporting by Charities' as jointly published by the Charity Commission for England and Wales and the office of the Scottish Charity Regulator, who are recognised by the UK Accounting Standards Board (ASB) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with the SORP is considered best practice for charities in Ireland. As noted above, the directors consider the adoption of the SORP requirements is the most appropriate accounting practice and presentation to properly reflect and disclose the activities of the organisation.

The functional currency of Focus Ireland Company Limited by Guarantee is considered to be the Euro because that is the currency of the primary economic environment in which the company operates.

b) Going concern

The Company meets its day-to-day working capital requirements through its cash reserves. The current economic conditions continue to create uncertainty over the ability of the Company to maintain the level of donations received. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate for the foreseeable future. We have modelled the likely effects of Covid-19 on our cash forecast for the next 12 months, and we are comfortable that the organisation will be in a position to meet its obligations as they fall due. The Directors are comfortable that the forecasts prepared have considered a number of sensitivities, including a range of outcomes, and that in all cases there remains sufficient mitigation measures available to the Directors to ensure that cash-flows are managed and that the organisation can continue to meet its obligations as they fall due for the period of at least 12 months from signing the financial statements. Therefore, these financial statements have been prepared on a going concern basis.

c) Group financial statements

The financial statements consolidate the results of the charity and its subsidiaries, Focus Housing Association and Excellent Common Areas Owner Management Limited, and its Joint Venture, The Caretakers Project.

Focus Housing Association CLG became a Subsidiary by alteration of its Memorandum and Articles of Association on 5 March 1998. These Articles provide that Focus Ireland CLG shall at all times hold voting control of the Subsidiary Company. During the year, Focus Housing Association CLG acquired Excellent Common Areas Owner Management Limited. This is a dormant company.

The Caretakers Project CLG is treated as a Joint Venture and the full financial results of the Company are incorporated in the Group financial statements as the Group has control of the management and administration of all the financial activities of the entity.

d) Income

Income is recognised when the charity has entitlement to the funds, and performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and legacies income represents the gross money raised including all gross income from events held. In accordance with best practice, donations and legacies income is shown gross without deduction of any overhead costs involved in raising such funds.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Other trading activities income includes rental income, Payment and Availability (PAA) income and restaurant income. Rental income and PAA income is recorded on a receivable basis. Restaurant income is recorded on a cash receipts basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Other income includes parents' contributions towards childcare centres, restaurant sales, capital management income for properties, payment and availability income PAA and other miscellaneous income.

Income received in respect of future specified service provision is deferred until the criteria for income recognition are met.

Gifts in kind for use by the Group are included as incoming resources when received. Gifts are valued at open market value or at a reasonable estimate of the gross value to the Group. Donated goods received for resale in our retail stores are recorded as income when sold.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds relate to donations or a grant which the donor or funder has specified are to be solely used for particular areas of the charity's work. Designated funds relate to funds which have been allocated for specific spend.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- › Costs of raising funds include staff, direct, indirect overheads and event costs.
Costs are recorded on a receipts basis.
- › Expenditure on charitable activities includes staff, direct, indirect overheads and support costs incurred in furthering the purposes of the charity.
- › Expenditure on Advocacy includes staff and campaign costs.
- › Governance costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include headquarter costs, finance, personnel, payroll and other costs which support the charity's programme and activities. These costs have been allocated between costs of raising funds and expenditure on charitable activities based on staff headcount.

Governance cost policy

The resources expended on charitable activities have been classified to comply with SORP 2015. Such costs include the direct costs of the charitable activities together with those Support costs (Finance and Administration cost) incurred that enable these activities to be undertaken. These Support costs have been allocated across the activities based on headcount and floor space occupied.

Fundraising costs cover all costs incurred in raising funds including staff and event costs.

h) Leases

All operating lease rentals are charged to the Consolidated Statement of Financial Activities on a straight line basis.

i) Fixed assets

From 1 January 2014, Fixed Assets (properties) are capitalised at cost and are depreciated according to the estimated useful economic lives of their relevant components and on a straight line basis in order to bring the assets to their residual value. All Fixed Assets as at 31 December 2013 are included in Land and Buildings (main fabric).

In addition, under the terms of our loan agreements with respective local authorities, the Group is required to keep the mortgaged properties in good structural order, repair and condition and not to permit the mortgaged properties to depreciate by neglect or mismanagement. Detailed reviews for impairment are therefore only carried out if the Directors are satisfied that there are definite indications that impairment has occurred. The Directors are satisfied that an annual charge for depreciation would be inappropriate.

In relation to the main fabric of Land and Buildings, in order to ensure the property is fit for purpose, all initial expenditure is capitalised at cost. Depreciation is not provided on the main fabric of Land and Buildings on the grounds that the estimated useful lives of these properties exceed 50 years.

The components of each fixed asset (property) are depreciated as follows:

Component	Annual rate
Land and buildings (main fabric)	0%
Roof structure and coverings	1.43%
Windows and external doors	3.33%
Gas boilers/fires	6.66%
Kitchen	5%
Bathroom/WCs	3.33%
Mechanical systems	3.33%
Electrics	2.5%
Lift	5%

Other tangible assets are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Asset category	Annual rate
Office furniture and equipment	25%
Housing furniture and equipment	25%
Motor vehicles	20%

j) Financial instruments

Financial assets and financial liabilities are recognised when the charitable company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires. Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

k) Capital Assistance Scheme (CAS) loans and Capital Advanced Leasing Facility (CALF) loans

Capital Assistance Scheme (CAS) loans and Capital Advanced Leasing Facility (CALF) loans are recognised as creditors falling due for repayment after more than one year. CAS and CALF loans received for the acquisition of property are released to the Unrestricted Income Funds when the term of the relevant CAS or CALF mortgage is completed.

CAS loans received for the acquisition of property are released to the Unrestricted Income Funds when the terms of the relevant CAS mortgages are completed; CALF loans received for the acquisition of property are repayable when the terms of the relevant CALF mortgages are completed.

On completion of the loan period, provided certain conditions are met, the loans and interest, if applicable, are relieved in full and will be released to unrestricted capital reserves and not amortised.

l) Capital Grants and Donations

Capital Grants and Donations, received in relation to Housing properties, were historically taken directly to Restricted Income Funds and were not recognised as income in the Consolidated Statement of Financial Activities.

The Charities SORP recognises such grants as restricted income in the SOFA.

Grants received to fund other capital expenditure are taken to Capital Grants and Donations and amortised to income over the estimated useful lives of the related fixed assets.

m) Reserves policy

Focus Ireland needs reserves to:

- › Ensure that the charity can continue to provide a stable and quality service to those who need it.
- › Meet contractual liabilities should the organisation have to close. This includes redundancy pay, amounts due to creditors and commitments under leases.
- › Meet unexpected costs, e.g. breakdown of essential office machinery, staff cover re: illness, maternity leave, parental leave, and legal costs defending the charity's interest.
- › Provide working capital when funding is paid in arrears and place the charity in a position where it could bid for funding which can be paid in arrears.
- › Meet the costs of winding up the organisation in the event that this was necessary.
- › Act as a buttress when our advocacy voice puts us into conflict with our funders.
- › Be adequate to cover 13 weeks of current expenditure for Focus Ireland.

Restricted income funds

Restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority or created through legal process, but still within the wider objectives of the charity. Restricted funds may be restricted income funds, which are expendable at the discretion of the trustees in furtherance of some particular aspect(s) of the objectives of the charity, or they may be capital funds, where the assets are required to be invested, or retained for actual use, rather than expended.

Unrestricted income funds

Unrestricted funds are expendable at the discretion of the Board in furtherance of the charity's objectives. The Directors can designate part or all of the unrestricted funds for specific purposes. These designations have an administrative purpose only, and do not legally restrict the Board's discretion to apply the fund.

Designated income funds

Designated funds are those that are allocated from unrestricted reserves to spend on a specific purpose/area.

n) Comparative figures

Comparative figures have been classified on the same basis as the current financial year.

2. Critical accounting judgements and key sources of estimation and uncertainty

In the application of the Company's accounting policies, which are described in Note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Company's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the directors have made in the process of applying the company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

Properties

All initial expenditure, to ensure the property is fit for purpose, is capitalised at cost. Under the terms of our loan agreements with respective local authorities, the Company is required to keep the mortgaged properties in good structural order, repair and condition and not to permit the mortgaged properties to depreciate by neglect or mismanagement. To ensure this is the case, the company engages in a comprehensive management and maintenance programme involving annual condition surveys which are externally assessed by rotation.

Depreciation is not provided on the cost of Land and Main Fabric of Housing Properties on the grounds that the estimated residual value after 50 years is at least equal to the capitalised cost.

Depreciation is provided on the cost of other component parts of Housing Properties to bring them to their residual value at the end of their estimated useful life, as follows:

Asset category	Estimated useful life – years
Windows and external doors	30
Gas boilers/fires	15
Kitchen	20
Bathroom/WCs	30
Mechanical systems	30
Electrics	40
Lift	25

All additions to Housing units have been accounted for on the basis of their component parts.

The majority of Housing Properties acquired by Focus Ireland CLG have been financed by way of Capital Assistance Scheme (CAS) loans which are repayable in full for 20 years (purchases prior to 2002) or 30 years (purchases post 2002). Loans under CAS have not been amortised on the basis that the loans remain repayable in full, for term noted above, if certain conditions are not met during the loan term.

On completion of the loan period, provided certain conditions are met, the loans and interest, if applicable, are relieved in full and will be released to unrestricted capital reserves and not amortised.

Major works maintenance (e.g. replacement of kitchens, bathrooms, boilers) in existing housing units will be capitalised and written off over the estimated useful life of the expenditure.

Recoverability of debtors

In assessing the recoverability of debtors, amounts falling due within one year, the directors have made the assumption that any impairment resulting from the non-recoverability of the debtors owed to the group and company will not be in excess of the bad debt provision that has been put in place. The directors believe that no further provisioning is required.

3. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's subsidiaries Focus Housing Association CLG and Excellent Common Areas Owner Management Limited and its Joint Venture, The Caretakers Project CLG.

The summary financial performance of Focus Ireland CLG alone is as follows:

	2019 €	2018 €
Income	24,307,252	22,851,596
Expenditure	(24,541,321)	(23,065,101)
Net expenditure	(234,069)	(213,505)
Total accumulated funds brought forward	6,605,517	6,819,022
Total accumulated funds carried forward	6,371,448	6,605,517
The funds of the charity:		
Restricted income funds	2,026,103	2,026,103
Unrestricted income funds	3,928,891	2,552,343
Capital grants and donations	416,454	427,071
Designated funds	–	1,600,000
Total accumulated funds	6,371,448	6,605,517

Details of the Caretakers project CLG and Excellent Common Areas Owner Management Limited are outlined in Note 15.

4. Income from donations and legacies and raising funds

	2019 Total €	2018 Total €
Public funding	7,704,515	6,824,179
Partnership and philanthropy	1,149,680	1,507,952
Corporate and campaigns	2,263,141	1,968,063
Capital donations	680,000	771,087
Retail – Beloved shops	247,716	331,336
Gift in kind	–	5,000
	12,045,052	11,407,617

The following is a selection of donors included in fundraising income:

	2019 €	2018 €
Bord Gáis Energy	391,909	467,533
Applegreen	265,153	78,610
Little Company of Mary	240,000	40,000
The Community Foundation of Ireland	235,530	224,782
Social Innovation Fund	153,900	153,900
Fidelity Investments	89,990	–
Musgraves	80,000	60,000
Setanta Premier Group	60,000	140,000
ESB	35,000	5,000
Vistra Investments	30,000	73,000

Costs associated with raising funds were €3,656,743, which was 30% of funds raised in 2019 (2018: €3,152,300, 28% of funds raised).

	2019 €	2018 €
Staff costs (including training and pension costs)	1,349,508	1,292,752
Administration	1,867,864	1,551,488
Programme activities	191,695	134,560
Premises costs	247,676	173,500
Total	3,656,743	3,152,300

5. Income from charitable activities

	Note	2019 €	2018 €
DRHE – Local Authority		5,418,156	5,037,918
– HSE		1,210,639	1,349,895
Tusla		3,581,116	3,448,790
HSE – Other areas		305,870	222,256
– South-East		172,347	163,552
– Mid-West		120,267	145,008
City of Dublin Youth Service Board (CDYSB)	9	408,607	403,807
Department of Social Protection		390,876	282,451
Waterford City Council		615,696	554,878
Louth/Cavan/Monaghan County Councils		50,030	45,000
Clare County Council		273,722	90,000
Genio		–	(8,333)
Cork County Council		99,544	80,000
Limerick City and County Council		940,400	769,206
Department of Housing, Planning and Local Government		109,319	–
Sligo County Council		171,822	155,414
Dublin City Council		30,408	141,582
Kilkenny County Council		74,320	74,320
Dept. of Housing, Planning and Local Government as administered by Pobal		65,007	58,130
CDET/SOLAS/DES		14,007	14,007
Carlow County Council		118,548	124,320
Tipperary County Council		49,551	45,417
Miscellaneous adjustment		(188,686)	–
		14,031,566	13,197,618

All income from charitable activities is restricted.

6. Other income

Other income includes trading income (rental income, payment and availability income (PAA) and restaurant sales), deposit interest earned and income from other activities (parents' contributions towards childcare centres and other miscellaneous income).

	2019 €	2018 €
Income from trading activities	5,404,197	4,348,254
Income from other activities	182,896	99,105
	5,587,093	4,447,359

7. Charitable activities

	Sustained exits €	Prevention services €	Total 2019 €	Total 2018 €
Direct costs				
Staff costs	10,642,096	5,087,934	15,730,030	14,794,143
Administration	1,288,863	228,638	1,517,501	979,069
Programme activities	598,456	360,823	959,279	958,422
Premises costs	4,291,921	1,025,863	5,317,784	4,751,626
Total direct costs	16,821,336	6,703,258	23,524,594	21,483,260
Support costs (a)	1,691,551	924,924	2,616,475	2,680,099
Advocacy costs	636,498	347,271	983,769	859,466
Governance costs	19,273	10,515	29,788	29,000
Total expenditure	19,168,658	7,985,968	27,154,626	25,051,825

(a) Support costs

Where support costs are attributable to a particular activity, the costs are allocated directly to that activity. Where support costs are incurred to further more than one activity, they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs. The allocation of the main types of support costs is detailed below:

	Sustained exits €	Prevention services €	Total 2019 €	Total 2018 €
Function				
Finance	426,240	233,064	659,304	1,058,767
HQ	190,261	104,033	294,294	277,499
Human resources	538,195	294,280	832,475	697,663
IT	244,351	133,609	377,960	259,907
Other support costs	292,504	159,938	452,442	386,263
Total expenditure	1,691,551	924,924	2,616,475	2,680,099

Other support costs relate to development, property management, head office and service resource costs.

8. Interest on borrowings

	2019	2018
	€	€
Loan interest	518,185	386,199

9. Income and expenditure on Dept. of Children & Youth Affairs/ City of Dublin Youth Service Board

	2019	2018
	€	€
Income		
DCYA/CDYSB – SPY	408,607	403,807
Expenditure		
Staff costs	(370,811)	(375,053)
Programme and admin costs	(37,796)	(28,754)
Surplus	–	–

10. Employees and key management remuneration

Included in the consolidated statement of financial activities are staff costs in the sum of €18,846,715 (2018: €17,927,096), made up as follows:

	2019 €	2018 €
Included in resources expended are wages and salary costs, including associated social welfare costs, comprising:		
Wages and salaries – Raising funds	1,318,317	1,232,734
Wages and salaries – Charitable activities	16,500,493	15,936,606
Wages and salaries – Advocacy	452,100	385,859
Redundancy costs	108,985	31,696
Pension costs	466,820	340,201
	18,846,715	17,927,096

Employer PRSI costs incurred during the year, and included in the above, totalled €1,704,665 (2018: €1,587,127).

The company operates a defined contribution scheme which is an independent scheme of the company. Company contributions were 7% of pensionable salary and employee contributions were 5% of pensionable salary. Amounts outstanding at year end in respect of employer pension contributions were €112,839 (2018: €49,298) and were paid within 30 days of the year end.

The average number of persons employed by the Group during the year was 415 (2018: 396). In addition to this, we have relief staff which equates to 19 full-time equivalents (2018: 62).

The number of higher paid employees (including key management personnel) was:

Salary range paid in the financial year:

	2019 No. of employees	2018 No. of employees
€130,001 – €140,000	–	–
€120,001 – €130,000	1	–
€110,001 – €120,000	–	1
€100,001 – €110,000	–	–
€ 90,001 – €100,000	–	1
€ 80,001 – €90,000	2	2
€ 70,001 – €80,000	3	1
€ 60,000 – €70,000	8	10

During 2019, the Chief Executive in place, Pat Dennigan, earned a salary of €120,448 plus €5,000 medical insurance. The total remuneration packages of the key management personnel (including employer PRSI and pension) for the group for the financial year ended 31 December 2019 was €828,183 (2018: €673,307).

11. Directors' remuneration

No salaries or fees are payable to the directors of the Company for their services as directors. For many years, the company has operated a policy of allowing staff to elect a Worker Director to the board on a three-year term. No allowance, increased salary or other remuneration is payable to the staff member holding this position. This person is paid a salary for their normal work within Focus Ireland.

12. Net income and net movement in funds for the year

	2019	2018
	€	€
The net income for the year is stated after charging:		
Directors' remuneration (see Note 11)	–	–
Fees paid to auditors (exclusive of VAT)		
Audit fees	40,242	26,959
Other assurance services	–	2,040
Other items		
Operating lease payments	1,279,311	827,584
Depreciation	613,327	329,507
Deposit interest	–	–

13. Taxation

Focus Ireland CLG, its subsidiaries and associated Joint Venture have been granted charitable tax exemption by the Revenue Commissioners and as a result no charge to Corporation Tax arises.

14. Financial assets

The Caretakers Project CLG was established as a joint venture to manage a project under which Focus Ireland CLG would provide all the administrative and financial input into the Company and the Society of St Vincent de Paul would make available the property from which the Company would operate.

The effect of the results of this joint venture (which is treated as a subsidiary) on the Group are summarised as follows:

	2019 €'000	2018 €'000
Statement of financial activities		
Donations and legacies	–	–
Grants received (HSE)	767	767
	767	767
Less:		
Support and advocacy services	(767)	(778)
Net (deficit)/surplus	–	(11)
Balance sheet		
Cash at bank and in hand	540	128
Creditors, accruals and deferred income	(533)	(121)
Net assets	7	7
The funds of the charity		
Reserves brought forward	7	18
Deficit for the year	–	(11)
Total accumulated funds	7	7

Excellent Common Areas Owner Management Limited results for 2019 are summarised as follows:

	2019 €'000	2018 €'000
Balance sheet		
Debtors	7	7
Net assets	7	7
The funds of the charity		
Reserves brought forward	7	7
Surplus for the year	–	–
Total accumulated funds	7	7

15. Fixed assets – properties

	Land and buildings (main fabric)	Roof structure and coverings	Windows and external doors	Gas boilers/ fires	Kitchen	Bathroom/ WCs	Mechanical systems	Electrics	Lifts	Total
	€	€	€	€	€	€	€	€	€	€

Cost

At beginning of year	91,450,101	2,657,243	1,352,035	1,068,702	2,079,270	1,346,787	1,259,746	1,152,917	678,603	103,045,404
Additions	9,512,266	1,094,066	492,275	338,043	750,940	466,450	442,685	422,327	252,946	13,771,998
Disposals	–	–	–	–	–	–	–	–	–	–
At end of year	100,962,367	3,751,309	1,844,310	1,406,745	2,830,210	1,813,237	1,702,431	1,575,244	931,549	116,817,402

Depreciation

At beginning of year	–	76,038	90,242	148,585	202,298	87,445	82,927	55,911	42,174	785,619
Charge for year	–	53,326	61,160	79,728	140,669	60,000	56,311	39,176	46,605	536,975
At end of year	–	129,364	151,402	228,313	342,967	147,445	139,238	95,087	88,778	1,322,594

Carrying value

At 31/12/19	100,962,367	3,621,945	1,692,908	1,178,432	2,487,243	1,665,792	1,563,193	1,480,157	842,771	115,494,808
At 31/12/18	91,450,101	2,581,205	1,261,793	920,117	1,876,972	1,259,342	1,176,819	1,097,006	636,430	102,259,785

16. Other tangible assets

Group

	Land and buildings (main fabric)	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
	€	€	€	€	€
Cost					
At beginning of financial year	31,763	769,838	573,556	114,780	1,489,937
Additions	–	682,432	36,755	–	719,187
At end of financial year	31,763	1,452,270	610,311	114,780	2,209,124
Depreciation					
At beginning of financial year	–	695,622	531,651	114,447	1,341,720
Charge for financial year	–	54,882	21,135	333	76,350
At end of financial year	–	750,504	552,786	114,780	1,418,070
Carrying amount					
At 31/12/19	31,763	701,766	57,525	–	791,054
At 31/12/18	31,763	74,216	41,905	333	148,217

Company

All the other fixed assets above, with the exception of housing furniture and equipment, are held within the holding company, Focus Ireland CLG. The housing furniture and equipment is held in the subsidiary company, Focus Housing Association CLG. The net book value of other assets in the holding company at 31 December 2019 and 2018 was €791,054 and €148,217 respectively.

17. Debtors

Amounts falling due within one year:

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Other debtors	884,185	1,407,333	360,807	419,854
Grants receivable	1,363,551	285,634	1,395,239	285,634
Prepayments	192,628	133,070	99,201	101,349
Amount due from subsidiaries	–	–	1,795,213	1,416,147
	2,440,364	1,826,037	3,650,460	2,222,884

18. Creditors

Amounts falling due within
one financial year

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Trade creditors	981,739	1,371,617	766,992	657,697
Accruals	1,859,232	2,451,105	1,641,817	1,948,004
Other creditors	234,696	206,821	177,099	185,036
Deferred income	–	45,094	–	45,094
PAYE/PRSI/USC	417,632	375,529	417,633	375,529
VAT	115,520	187,371	63,604	129
Grants received in advance	238,731	231,267	238,731	231,267
Bank loans (Note 22)	756,325	785,748	–	–
Provisions (Note 18a)	113,900	200,000	–	–
	4,717,775	5,854,552	3,305,876	3,442,756

Deferred income relates to funds received in 2019 that were unspent at year end.

18a. Movement in provision

At 1 January 2019	200,000
Movement in provision	(86,100)
At 31 December 2019	113,900

The provision relates to remedial works required to properties owned in the South East Region.

19. Capital Assistance Scheme loans

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
George's Hill	3,421,023	3,421,023	–	–
Buckingham Street	93,987	93,987	–	–
Ballybough	172,488	172,488	–	–
Finglas	4,895,398	4,895,398	–	–
Basin Lane	1,077,956	1,077,956	–	–
Parnell Street, Limerick	740,257	740,256	–	–
Grange Cohan, Waterford	5,453,940	5,453,940	–	–
Corbrac House, Limerick	1,129,429	1,129,429	–	–
Waterford units	16,663,914	14,522,424	–	–
Belmont, Waterford	8,516,913	8,516,913	–	–
Dublin units	17,512,973	12,171,332	–	–
Limerick units	6,000,932	5,404,549	–	–
Cork units	4,849,061	4,279,061	–	–
Kilkenny units	2,810,024	2,422,028	–	–
Sligo units	2,134,123	1,950,623	–	–
Aftercare, North Circular Rd, Dublin 7	2,403,121	2,403,121	–	–
Tipperary units	470,068	451,000	–	–
Clare units	1,920,285	1,890,930	–	–
Wexford units	1,862,500	1,378,500	–	–
Carlow units	1,063,255	430,500	–	–
Kildare units	631,016	557,000	–	–
Total	83,822,663	73,362,458	–	–

Loans advanced by municipal (housing) authorities have a 20-year repayment period for those advances prior to 2002, and a 30-year repayment period for those advanced post 2002. However, the Subsidiary company is relieved in full of repayments of capital and interest so long as the housing authority is satisfied that the accommodation continues to be properly maintained and to be let to eligible categories of persons at reasonable rent levels.

In the event of the accommodation not continuing to be let in accordance with the terms of the scheme, the Subsidiary company will become liable for repaying the outstanding balance of the loan together with any accrued interest. In the event of default of repayments, the housing authorities may take appropriate steps to secure redemption of the loan. The Subsidiary company may not, if there is any balance outstanding on the loans, dispose of the accommodation without the consent of the housing authorities.

20. Capital Advanced Leasing Facility (CALF) loans

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Stanhope Green	312,695	307,075	–	–
Bremore Pastures	110,106	108,104	–	–
Harold's Cross	707,674	694,525	–	–
John's Lane West	1,796,833	1,676,536	–	–
Abigail	400,385	346,550	–	–
Barney	137,012	134,378	–	–
At end of year	3,464,705	3,267,168	–	–

Loans advanced by municipal (housing) authorities have repayment period of between 20 and 30 years, specific to the loan. However, the Subsidiary company is relieved in full of repayments of capital and interest so long as the housing authority is satisfied that the accommodation continues to be properly maintained and to be let to eligible categories of persons at reasonable rent levels.

21. Bank loans

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Falling due within one financial year	756,325	785,748	–	–
Falling due between 1 and 2 financial years	779,827	785,748	–	–
Falling due between 2 and 5 financial years	2,469,285	2,357,244	–	–
Falling due over 5 financial years	12,535,735	10,705,029	–	–
Total falling due after more than one financial year	15,784,847	13,848,021	–	–
Total bank loans	16,541,172	14,633,769	–	–

In 2019 Focus Housing Association Company Limited by Guarantee loans comprised the following:

- › €2,776,701 on a 15-year term from Bank of Ireland in order to finance the development of the residential units at Stanhope Green, Dublin; and Bremore Pastures, Balbriggan, Co. Dublin
- › €3,845,637 on a 23-year term from the Housing Finance Agency (HFA) to finance the development of residential units at Harold's Cross, Dublin
- › €6,445,388 on a 23-year term loan from HFA was taken out to finance 31 units at John's Lane West.
- › Further 20-year term loans were received from the HFA in 2018 to finance the acquisition of properties in Dublin under project Abigail, and in Cork under project Barney; a 10-year term loan for energy upgrades for 68 properties in Grange Cohan, Waterford; and a 25-year term loan for the acquisition of three properties in Lucan, Co Dublin.
- › Repayments made during the year totalled €1,157,974 (2018: €872,362).
- › Interest charged on the outstanding amount up to 31 December 2019 was €388,409 (2018: €323,337).

There are no loans in any of the other group companies.

Further details on borrowings are outlined in the below table:

	Loan 1	Loan 2	Loan 3	Loan 4	Loan 5	Loan 6	Loan 7	Loan 8
	€	€	€	€	€	€	€	€
Purpose	Bremore Pastures properties	Stanhope Green development	Harold's Cross development	Abigail project	John's Lane West	Barney project	Grange Cohan energy upgrade	3 Lucan properties
Property address	Balbriggan, Co. Dublin	Stanhope Street, Dublin 7	Greenmount Close, Harold's Cross, Dublin 6W	Various properties across Dublin	John's Lane West, Dublin	Various properties across Cork	St John's Park, Co. Waterford	Lucan, Co. Dublin
Loan provider	Bank of Ireland	Bank of Ireland	Housing Finance Agency	Housing Finance Agency	Housing Finance Agency	Housing Finance Agency	Housing Finance Agency	Housing Finance Agency
Security	Charge over: <ul style="list-style-type: none"> › PAA income › PAA bank account › Bremore properties › Letter of Guarantee from Focus Ireland (€505,862) 	Charge over: <ul style="list-style-type: none"> › PAA income › receivables from the Capital Grants agreement › Stanhope Green development property 	Housing loans provided by the HFA are secured by fixed charges on specific housing properties	Housing loans provided by the HFA are secured by fixed charges on specific housing properties	Housing loans provided by the HFA are secured by fixed charges on specific housing properties	Housing loans provided by the HFA are secured by fixed charges on specific housing properties	Charge over: <ul style="list-style-type: none"> › HFA bank account 	Housing loans provided by the HFA are secured by fixed charges on specific housing properties

22. Total creditors falling due after more than one financial year

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Falling due between 1 and 2 financial years	779,827	785,748	–	–
Falling due between 2 and 5 financial years	2,469,285	2,357,244	–	–
Falling due after 5 financial years	100,579,428	87,334,655	–	–
	103,828,540	90,477,647	–	–

23. Restricted income funds

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Opening balance accumulated funds	3,471,456	2,421,916	2,026,103	2,026,103
Net income	785,853	1,049,540	–	–
	4,257,309	3,471,456	2,026,103	2,026,103

24. Unrestricted funds

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Opening balance accumulated funds	7,501,351	8,078,003	2,552,343	2,755,231
Net (expenditure)/income	(451,696)	(587,269)	(234,069)	(213,505)
Transfer of reserves	1,600,000	–	1,600,000	–
Amortisation of capital grants	20,069	10,617	10,617	10,617
	8,669,724	7,501,351	3,928,891	2,552,343

Strategy review

The group holds bank funds of €7,862,643 as at 31 December 2019 (2018: €10,562,883). Arising from the economic recession and after a sustained period of strategic investment of reserves in both housing and provision of services, the board are committed to rebuilding its cash reserves to ensure the sustainability and stability of its activities.

25. Capital grants and donations

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Capital grants and donations				
Balance at beginning of financial year	3,737,882	3,737,882	607,402	607,402
Amounts received during the financial year	–	–	–	–
Balance at end of financial year	3,737,882	3,737,882	607,402	607,402
Amortisation				
Balance at beginning of financial year	(436,232)	(425,615)	(180,331)	(169,714)
Released during financial year	(20,069)	(10,617)	(10,617)	(10,617)
Balance at end of financial year	(456,301)	(436,232)	(190,948)	(180,331)
Net capital grants and donations	3,281,581	3,301,650	416,454	427,071

26. Unrestricted capital reserves

	Focus Ireland Group		Focus Ireland Company	
	2019	2018	2019	2018
	€	€	€	€
Balance at beginning and end of year	2,590,265	2,590,265	–	–

In 2010 the CAS loan for Stanhope Green was transferred from CAS loans to Unrestricted Capital Reserves as the term of the loan was completed.

27. Designated funds

The Designated reserves in 2018 related to a one-off donation of €1.6m from the Immigrant Investor Program. This reserve has been utilised in full.

28. Reconciliation of net income/(expenditure) before taxation to net cash flows (used in)/generated from charitable activities

	2019	2018
	€	€
Focus Ireland Group		
Net income before taxation	334,157	462,271
Depreciation	536,987	329,507
Interest paid	388,409	380,799
Loss on disposal	–	25,809
(Increase)/Decrease in debtors	(614,327)	926,113
(Decrease) in creditors (excluding bank loan)	(1,107,365)	(166,494)
Net cash flows (used in)/generated from charitable activities	(462,139)	1,958,005
Focus Ireland Company		
Net expenditure before taxation	(234,069)	(213,505)
Depreciation charges	76,350	28,698
(Increase)/Decrease in debtors	(1,427,576)	1,583,092
Decrease in creditors	(136,880)	(385,404)
Net cash flows (used in)/generated from operating activities	(1,722,175)	1,012,881

29. Capital and leasing commitments and contingent assets and liabilities

a) Capital commitments

The Board have approved a strategy of housing expansion to be carried on as part of the strategic plan for 2017–2020 to meet the growing needs of people who are homeless. Company capital commitments approved by the Board at 31 December 2019 in respect of the John's Lane West development amounted to €0.2m (2018: €8.4m).

b) Leasing commitments

At the balance sheet date, the company had total future minimum lease commitments under non-recoverable operating leases in respect of offices, housing land and buildings as set out below:

	2019 €	2018 €
Less than 1 year	1,279,311	1,717,132
Between 2 and 5 years	3,254,705	3,507,250
Over 5 years	4,797,286	6,320,445
	9,331,302	11,544,827

c) Contingent liabilities

There were no contingent liabilities at 31 December 2019 (2018: €Nil).

d) Contingent asset

There were no contingent assets at 31 December 2019 (2018: €Nil)

30. Related party transactions

During 2019, Focus Ireland CLG had related party transactions with Focus Housing Association CLG and The Caretakers Project CLG. At 31 December 2019, Focus Housing Association CLG owed Focus Ireland CLG €1,265,875 (2018: €1,298,007). Focus Housing Association CLG is a wholly owned subsidiary of Focus Ireland. The transactions between the companies during the year related to working capital movements. At 31 December 2019, The Caretakers Project CLG owed Focus Ireland CLG €529,337 (2018: €118,140). Caretakers Project CLG is a joint venture set up between Focus Ireland CLG and St Vincent de Paul. All transactions during the year related to working capital movement on the project. All related party transactions were eliminated on consolidation.

31. Financial instruments – Group

	2019 €	2018 €
Financial assets		
Measured at undiscounted amount receivable		
› Other debtors (Note 17)	884,185	1,407,333
› Grants receivable (Note 17)	1,363,551	285,634
Financial liabilities		
Measured at undiscounted amount payable		
› Trade creditors (Note 18)	981,739	1,371,617
› Other creditors (Note 18)	234,696	206,821
› Provisions (Note 18)	113,900	200,000
Measured at amortised cost		
› Bank loans (Note 21)	15,784,847	13,848,021
› CAS loans (Note 19)	83,822,663	73,362,458
› CALF loans (Note 20)	3,464,705	3,267,168

32. Post balance sheet events

Coronavirus disease 2019 (Covid-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (Sars-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing coronavirus pandemic. The earliest known infection occurred on 17 November 2019 in Wuhan, China. The World Health Organization (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. From an accounting perspective, Covid-19 is considered to be a non-adjusting post balance sheet event.

We have considered the risks that coronavirus poses to the organisation and the actions we are taking to mitigate the impact. The disclosure implications of this post balance sheet event have been addressed in the risks and uncertainties note within the directors' report.

33. Approval of financial statements

The financial statements were approved by the Board of Directors on 27 August 2020.

Appendix to the financial statements

Analysis of Income and Expenditure for Department of Children & Youth Affairs/City of Dublin Youth Services Board for the year ended 31 December 2019

	2019	2018
	€	€
Income		
Grant	408,607	403,807
Expenditure		
Salaries and pension	334,215	338,648
ER PRSI	36,596	36,405
Programme and activity	9,195	25,874
Mobile and telephone	11,242	2,386
Light, heat and other costs	10,004	–
Postage, stationery and TV costs	3,420	494
Repairs and maintenance	3,935	–
	408,607	403,807
Result	–	–

Appendix to the financial statements

Analysis of income and expenditure for CDET/ Solas/Department of Education and Skills for the year ended 31 December 2019

	2019	2018
	€	€
Income		
Grant	14,007	14,007
Expenditure		
Salaries	12,636	12,647
ER PRSI	1,371	1,360
	14,007	14,007
Result	–	–

Appendix to the financial statements

Supplementary income and expenditure analysis

	2019 €	2018 €
Income		
Fundraising	12,045,052	11,407,617
Grants	14,031,566	13,197,619
Other	5,587,093	4,447,359
Total income	31,663,711	29,052,595
Expenditure		
Administration		
Equipment hire	225,151	42,103
Depreciation	593,258	336,265
Insurance	245,682	214,958
Interest and charges	597,151	443,651
Phones	281,074	261,706
Printing and stationery	143,764	182,072
Professional fees	796,303	1,039,930
Subscriptions	64,213	35,550
Premises		
Fuel and power	315,491	346,340
PAA, rent and rates	2,137,268	1,661,377
Property maintenance	1,782,131	1,395,291
Security and cleaning	1,451,973	1,461,507
Programme/activities		
Activity costs	845,557	859,996
Programme costs	187,375	224,166
Promotion and research	627,243	398,440
Staff costs (including pension)	19,262,223	18,252,944
Fundraising costs (excluding salaries)	1,773,697	1,434,028
Total expenses	31,329,554	28,590,324
Net income before taxation	334,157	462,271

Our funders in 2019

State agencies



Local authorities



Government departments

