

Focus Ireland Limited and Subsidiaries
Directors' Report and Financial Statements
Year Ended 31 December 2015

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DIRECTORS AND OTHER INFORMATION**Directors**

Sr Stanislaus Kennedy	(Founder and Life President)
Mr Gerry Danaher	(Chairman)
Ms Helen Kilroy	
Mr David Martin	(Resigned 27 May 2015)
Ms Mary O'Shea	(Resigned 27 May 2015)
Mr Sean Carey	(Resigned 12 November 2015)
Mr Declan O'Flaherty	
Mr Ronan Harris	
Dr Nessa Winston	(Resigned 5 June 2015)
Ms. Pauline Burke	
Mr. John Moloney	
Mr Diarmuid Burke	(Appointed 27 May 2015)
Ms Anna Lee	(Appointed 27 May 2015)
Mr. Michael Layde	(Appointed 12 November 2015)
Dr. Suzanne Quin	(Appointed 5 November 2015)
Ms Susan O'Connell	(Appointed 1 March 2016)

Trustees

Sr Sheila Wall
 Dr Helen Burke
 Mr Tim Bouchier Hayes

Chief Executive

Mr Mark Byrne (Acting CEO from 1 March 2014 – 18 March 2015)
 Mr Ashley Balbirnie (Appointed 18 March 2015)

Secretary and Registered Office

Mr Pat Dennigan
 9-12 High Street
 Christchurch
 Dublin 8

Registered No: 106149

Revenue Registered Charity No: CHY 7220

CRA Registered Charity No: 20015107

Auditors

Deloitte
 Chartered Accountants and Statutory Audit Firm
 Deloitte & Touche House
 Earlsfort Terrace
 Dublin 2
 Ireland

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

Bankers

Bank of Ireland
 Allied Irish Bank plc
 Permanent TSB
 Rabobank Ireland plc
 Ulster Bank Ireland Limited

The directors present their report together with the audited financial statements of the Company and of the Group for the year ended 31 December 2015.

About Focus Ireland

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.

Founded in 1985 by Sr. Stanislaus Kennedy, it works with single adults, families and young people, believing that everyone has a right to a place they can call home, which is safe, secure, affordable and appropriate to their needs.

Mission

Focus Ireland aims to advance the rights of people out-of-home to live in a place they call home through delivering quality services, research and advocacy.

Vision

Focus Ireland believes that everyone has the right to a place they can call home.

Objectives

Focus Ireland's objectives are to:

- respond to the needs of people out-of-home and those at risk of becoming homeless, through delivering a range of appropriate high quality services
- provide emergency, transitional and long-term accommodation for people out-of-home
- campaign and lobby for the rights of people out-of-home and the prevention of homelessness

Values

Focus Ireland's models of 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 eight primary values that underpin our models of service delivery, both for our staff and for our customers:

1. respect
2. safety
3. accessibility
4. empowerment
5. stewardship
6. quality
7. partnership
8. integration

PRINCIPAL ACTIVITIES

Focus Ireland is a registered charity that works to prevent people becoming, remaining or returning to homelessness through the provision of quality services, supported housing, research and advocacy. We offer individuals, and families, advice, support, education and housing to help people to have and keep a home. We believe that everyone has a right to a place they can call home and we campaign to address the causes of homelessness.

The organisation was founded in 1985 by Sr. Stanislaus Kennedy, in response to the needs of a group of homeless women. Focus Ireland's vision is that 'everyone has a right to a place they can call home' and the organisation works to make this vision a reality for thousands of people every year.

The Company is a registered charity as a company limited by guarantee without share capital.

The objectives of the Company and of the Group are charitable in nature with established charitable status (Registered Charity No: CHY 7220). All income is applied solely towards the promotion of the charitable objectives of the Group.

ORGANISATIONAL STRUCTURE

The Group includes the Holding Company, its wholly-owned Subsidiary – Focus Housing Association Limited (Registered Charity No: CHY 9040), and its joint venture undertaking – The Caretakers Project Limited (Registered Charity No: CHY 15489). The Holding Company is principally concerned with the provision of support services to homeless people and the conduct of research and advocacy. The Subsidiary Company provides accommodation in Dublin, Waterford, Limerick, Cork, Sligo and Kilkenny and the joint venture undertaking provides overnight accommodation and support to young people in Dublin.

Companies Act, 2014

Focus Ireland is constituted under Irish company law as a company limited by guarantee and is a registered charity. In prior years, companies not trading for gain for the members were not within the scope of company law requirements with regard to format and content of financial statements which applied to for-profit companies, thus permitting the adoption of a format appropriate to a charity.

Accordingly, Focus Ireland adopted and reported its performance in accordance with the format provided for in the *Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2015)*, as published by the Charity Commission for England and Wales. In particular Focus Ireland reports its performance for the financial year in the format of the SORP's Statement of Financial Activities (SOFA).

The Charity Commission for England and Wales, is recognised by the UK Accounting Standards Board (ASB) as the appropriate body to issue SORPs for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by charities in Ireland.

The Companies Act 2014 became effective in law on 1 June 2015 and from that date applies the format and content of financial statements requirements appropriate for a company trading for the profit of its members to a company that is a not-for-profit organisation such as Focus Ireland. Had the Companies Act format and content of financial statements requirements suitable for a company trading for the profit of its members been presented instead, a statement of comprehensive income with related notes showing items such as Turnover and Cost of Sales would have been reported along with a "profit" on ordinary activities before taxation.

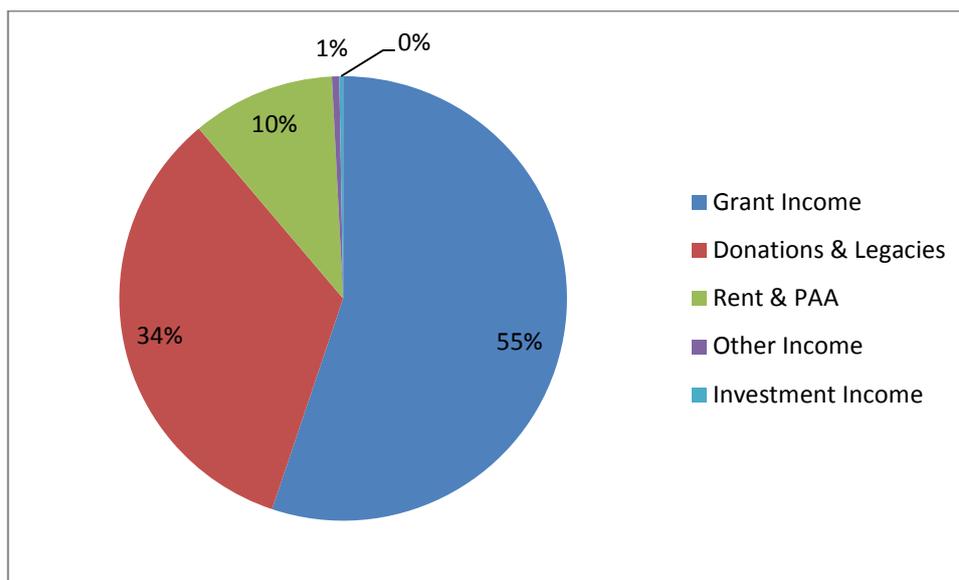
In order to provide information relevant to understanding the stewardship of the directors and the performance and financial position of the Charity, Focus Ireland has prepared its financial statements in accordance with the formats provided for in the SORP consistent with the prior year.

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 the Simon Communities of Ireland, Merchants Quay Ireland and The Peter McVerry Trust. Focus Ireland is also a member of the Irish Council for Social Housing; the Irish Charities Tax Reform Group and FEANTSA (European network of organisations working with homeless people).

RESULTS FOR THE YEAR AND REVIEW OF OPERATIONS

The results for the year as set out on page 24 are considered satisfactory by the Board.



Grant funding represents 55% (2014:58%) of total income, while donations and fundraising income represented 34% of total income (2014:32%).

In 2015 Focus Ireland continued to provide services to our customers. We have continued to develop our services in Dublin, Waterford, Kilkenny, Cork, Limerick, Kildare, Sligo and the North East and continued to deliver our housing programme.

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.

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.

CORPORATE GOVERNANCE

Focus Ireland is committed to maintaining the highest standards of Corporate Governance. From its foundation in 1985, 'Stewardship' has been one of the eight key values that underpin the work of the organization.

STAFF AND VOLUNTEERS

Focus Ireland continues to attract the best people into the organisation by establishing high employment standards, ensuring that all employees are qualified, experienced and professional in their delivery of service to our customers. We are committed to the continuing development of all our staff and we allocate resources annually towards a comprehensive training and development programme. In addition, we provide opportunities and support to those wishing to up-skill, through the attainment of further qualifications, and this is managed through the organisation's Education policy.

Focus Ireland recognise that the achievement of the goals and values of the organisation are best served through the active participation of those in the wider community. Therefore, volunteering has become a key part of the Focus Ireland strategy. We believe that involving volunteers is a way of furthering active citizenship and community involvement, and that it will help change the public's perceptions of our customers. The type of volunteer roles vary and have included activities with customers such as befriending, drama and literacy tutors, career guidance and also roles as schools ambassadors, gardeners, archivists and administrators.

Focus Ireland also benefits from voluntary work under corporate social responsibility; whilst we do not recognise the monetary value of this volunteer work (under SORP FRS 102 guidelines) we greatly appreciate the breadth of experience this brings to the organisation

HEALTH AND SAFETY

As with other years, health & safety has remained a core function and value of the work of Focus Ireland. During 2015, we continued to ensure that our workplaces, practices and procedures were in compliance with the requirements of the Safety, Health & Welfare at Work Act, 2005. Our Health and Safety Officer provided support and advice to line management and their teams in relation to best practice and legislative compliance. Our Health & Safety Committee completed safety inspections of all sites as a monitoring mechanism, during the year in line with the Health & Safety policy.

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

There have been no significant events affecting the Group or Company since the year end.

DIRECTORS AND COMPANY SECRETARY

The directors and secretary who currently hold office and who held office during the year are listed on page 2.

FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES

Interest rate risk

Focus Ireland held one loan at the end of 2015 which were issued on a 15 year fixed rate in order to mitigate the risk of adverse interest rate fluctuations.

Financial risk

The company 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 on-going basis.

ACHIEVEMENTS AND PERFORMANCE

Advocacy

The crisis in family homelessness continues to deepen as numbers per month more than double. The number of singles has risen significantly also. The announcement of the Government of an investment of €2.2 billion in social housing has yet to show delivery.

Fundraising

Overall fundraising grew by approximately 16% in 2015 year over year.

Services

Our Services helped over 12,500 people in 2015 (2014: 11,000).

Prevention Services

Approximately 5,000 people accessed Focus Ireland's Advice & Info centres in Dublin, Cork, Limerick, Waterford, Kilkenny and Sligo in 2015, with the majority seeking advice and information from the Coffee Shop and the Extended Day Service (EDS) in Dublin.

Housing & Housing Support Services

Long-term Housing was provided for over 500 households (2014: 460), Tenancy Support & Settlement Services across the country worked with nearly 1,400 households (2014: 721), including over 200 young people in aftercare, in 2015.

Homeless Support Services

The Housing-First Intake team engaged with over 1700 customers in 2015. Approx 6,500 customers accessed the Coffee shop and Extended Day Services (EDS) in 2015. Over 220 young people engaged with the Extension Advice & Info and day services from January to December 2015. 353 newly-presenting families were supported by the new presenters/Family HAT during 2015, as well as 59 children cases.

Focus Ireland provided short-term accommodation to 170 single adults, families and young people in Dublin, Limerick, Cork, Waterford and Dublin in 2015. This includes young people supported in our Aftercare Residential projects in Dublin, Limerick and Waterford, Off-the-streets service in Dublin and our Youth Housing service in Cork.

Nearly 1200 bed nights of supported emergency accommodation were provided to customers in the John's Lane West Night Shelter service from January to December 2015.

HR

Recruitment had a very busy year with 160 roles filled, 17 of these were new positions, 46 were promotions and there were 25 transfers within the organisation. 37 new people joined Focus Ireland and there was a 52% increase in volunteers working with Focus Ireland from 105 to 160 volunteers in varying roles.

Property

CAS approval was secured for 77 units of accommodation to the value of €10.5m with the local authorities and the Department of the Environment. The development of 28 units of 1,2 and 3 bedded accommodation at Harold's Cross was commenced following a comprehensive tender process.

FINANCIAL REVIEW

The directors regard the financial performance for 2015 as satisfactory.

A breakeven budget was set for the year while a surplus of €974K was achieved. Of this surplus €538K relates to income received in advance from grants and fundraising in 2015 which is matched directly to programme expenditure planned and scheduled for 2016.

In the past number of years the organisation has invested significantly in Services provision, Housing and capability building within the organisation to counteract the effects of the economic recession. As a budgetary strategy the board have decided, in the interests of organisational stability and sustainability, to concentrate on replenishing the reserves of the organisation over the coming 3 years.

RISK MANAGEMENT

For many years Focus Ireland Limited has had a risk management strategy in place. This ensures that a strategy is in place to manage risk within and to the organisation. Various lead officers and monitors review the risk register regularly and this is turn reviewed at both executive and board level.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 and 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. You can read the Governance statement in full, adopted by our Board on 30 March 2012 on our website.
- 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
- As part of our ongoing Governance reviews the Board retained Prospectus Limited to carry out an independent evaluation of the Board. The Board also retained solicitors Mason, Hayes and Curran (MHC) to undertake a legal review of our operations and processes during 2013. The recommendations of this review were implemented in 2014 and 2015.

The Group

Focus Ireland Limited is a company limited by guarantee governed by its memorandum and articles of association. It is a registered charity with both the Revenue Commissioners and the Charities Regulatory Authority.

By virtue of voting rights it is regarded as the parent company to Focus Housing Association Limited, which is also a company limited by guarantee governed by its own memorandum and articles of association. Focus Housing Association Ltd is also a registered charity with both the Revenue Commissioners and the Charities Regulatory Authority and is an Approved Housing Body with the Department of the Environment and has attained certified body status with the Housing Finance Agency.

The remaining group company is The Caretakers Project Limited which is also a company limited by guarantee governed by its own memorandum and articles of association. The Caretakers Project Limited is also a registered charity with both the Revenue Commissioners and the Charities Regulatory Authority and is a joint venture with the membership split equally between Focus Ireland Limited and St Vincent de Paul.

The Board

The Board is responsible for providing leadership, setting strategy and ensuring control. It comprises of eleven 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, 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 6 times during 2015 (6 in 2014).

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 Chairman 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.

Our board members are as follows:

Name	Brief Profile	Sub Committee Memberships
Sister Stanislaus Kennedy	<p>Sister Stanislaus Kennedy is an Irish Sister of Charity and one of Ireland's best-known social innovators.</p> <p>Sister Stan founded Focus Ireland in 1985 and is Life President of the organisation.</p>	<p>Research Advisory Committee</p> <p>Remuneration & Nomination Sub Committee</p> <p>Services Sub Committee</p>
Gerry Danaher	<p>Gerry is the current Chairman of Focus Ireland Board of Directors.</p> <p>Gerry joined the Board in January 2007 and became Chairman in 2008.</p> <p>Following on from a career in the public sector in a variety of roles with the National Economic and Social Council and in the corporate world, Gerry brings a range of experience to the Board.</p>	<p>Finance Sub Committee</p> <p>Property Sub Committee</p> <p>Remuneration & Nomination Sub Committee</p>

Name	Brief Profile	Sub Committee Memberships
Helen Kilroy	<p>Helen is a qualified solicitor and accredited mediator who joined the Board in March 2006.</p> <p>She is the current Head of the Litigation and Dispute Resolution Department in McCann FitzGerald Solicitors and lectures in the Incorporated Law Society on discovery and mediation. She is also a member of the Irish Sports Council Disciplinary Committee.</p> <p>In her role as a director of Focus Ireland and Focus Housing Helen brings her legal qualification and experience to the boards' discussions.</p>	<p>Audit Sub Committee</p> <p>Remuneration & Nomination Sub Committee</p>
David Martin	<p>David Martin FCMA joined the Board in July 2006 and retired in March 2015.</p> <p>He was previously Financial Director of IAWS Group PLC.</p> <p>He is currently a non-executive Director of FBD Insurance PLC and a number of private companies.</p>	<p>Finance Sub Committee</p> <p>Remuneration & Nomination Sub Committee</p>
Diarmuid Burke	<p>Diarmuid Burke joined the Focus Ireland Board in 2015.</p> <p>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.</p> <p>In recent years Diarmuid had specific responsibility for the General Management of the global Healthcare business.</p>	<p>Finance Sub Committee</p>
Mary O'Shea	<p>Mary joined the Board in January 2009 and retired in March 2015.</p> <p>She is Executive Director of the Dublin Aids Alliance and previously worked as Assistant Director in Merchants Quay Ireland and with the Probation Services, Welfare Services and the Drug Treatment Centre Board.</p>	<p>Services Sub Committee</p>

Name	Brief Profile	Sub Committee Memberships
Anna Lee	<p>Anna Lee joined the Board of Focus Ireland in 2015.</p> <p>Anna has considerable experience of the local/community development sector with a particular focus on the development of anti-poverty / social inclusion, including economic and employment, strategies. 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.</p> <p>Anna Lee 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.</p> <p>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.</p>	Chair Services Sub Committee
Pauline Burke	<p>Pauline joined the Focus Ireland Board as a Worker Director in June 2014 following an internal staff election process.</p> <p>Pauline has been working in the area of social care since 1995 and is currently working as the team leader on the National Family Case Management Service.</p>	
Sean Carey	<p>Sean joined the Focus Ireland Board as Director in May 2011 and resigned in August 2015.</p> <p>He was educated at St Flannan's Ennis and the Institute of Public Administration. Sean retired from the post of Deputy City Manager from Dublin City Council in 2007.</p>	Property Sub Committee Finance Sub Committee

Name	Brief Profile	Sub Committee Memberships
Michael Layde	<p>Michael joined the Focus Ireland Board as Director in October 2015 having recently retired from being Assistant Secretary, Housing and Planning Division, prior to which he was Assistant Secretary in charge of the Department's Environment Division.</p> <p>He previously served as Principal Officer in a number of the Department's areas of activity, most recently as Principal Officer, Waste Policy, dealing 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.</p>	Property Sub Committee
Declan O'Flaherty	<p>Declan joined the Board in 2013. He is a Dublin Businessman who runs his family business in the Motor Industry.</p> <p>Declan was previously involved with the Chernobyl Children's Project.</p>	Audit Sub Committee Finance Sub Committee
Ronan Harris	<p>Ronan joined the board of Focus Ireland in March 2012. One of Ireland's most senior figures in Google, Ronan Harris is on the board of directors for Google Ireland. Ronan joined Google in 2005 and is now head of Google Ireland. His unique leadership skills and experience has played a significant role in helping to make Google Ireland the success it is today.</p> <p>Ronan began his career by earning a degree in electronic engineering at University College Dublin, from where he was recruited by Mitsubishi Chemical Corporation to work at their Information Storage Products division in Japan. He went on to spend 9 years in Japan working in consulting and technology, and returned to Ireland in 2001 to work in private equity before joining Google.</p>	Funding & Branding Sub Committee
Dr. Nessa Winston	<p>Dr. Nessa Winston is a college lecturer in Social Policy in the School of Applied Social Science UCD who joined the board in September 2013 and resigned in June 2015 for personal reasons.</p> <p>Her main research interests relate to housing and community issues. In 2007 she was awarded a Government of Ireland Fellowship in the Humanities and Social Sciences for research on urban regeneration. She is a co-founder and member of the Irish Social Policy Association and a member of the European Network for Housing Researchers.</p>	Research Advisory Committee

Name	Brief Profile	Sub Committee Memberships
Dr Suzanne Quin	<p>Dr Suzanne Quin joined the Board in 2015 and is an Associate Professor in the School of Applied Social Science and Dean of Social Science.</p> <p>Her areas of teaching and research are health policy, the psychosocial effects of illness and disability in children and adults, group work, and qualitative research methods.</p> <p>She is a member and formerly the first Chair of the Social Work Registration Board. She is also a member of the Accreditation Panel of the National Social Work Qualifications Board and is a former Vice-Chair of the Board.</p> <p>She completed a national study on palliative care services for children in Ireland funded by the Department of Health and Children and the Irish Hospice Foundation.</p> <p>Before coming to UCD in 1986, Dr Quin was Head of the Social Work Department in the National Rehabilitation Hospital. She also worked in the St Vincent's Hospital and the Eastern Health Board. She has taught in Trinity College Dublin and in the Institute of Public Administration.</p>	Research Advisory Committee
John Moloney	<p>John joined the Focus Ireland Board as Director in March 2014.</p> <p>He was educated at Summerhill College Sligo, UCD, NUI Galway and the University of Navarra Barcelona.</p> <p>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)</p>	Funding & Branding Sub Committee

Meeting and sub-committee attendance 2015

Board Member	Board	Research Advisory	Property	Remuneration & Nominations	Finance	Audit	Funding & Branding	Services	Joined Board
Sister Stanislaus Kennedy	6/6	2/2		2/2				4/4	Sept 1985
Gerry Danaher – Chairperson	6/6		4/6	2/2	5/6				Jan 2007
Helen Kilroy – Vice Chairperson	5/6			2/2		2/2			March 2006
David Martin	3/3			1/2	3/3				Jan 2006
Mary O'Shea	2/2								Jan 2009
Pauline Burke	5/6							3/4	June 2014
Sean Carey	2/2		2/2		2/2				May 2011
Declan O'Flaherty	4/6				5/6	2/2			Sept 2011
Ronan Harris	3/6						5/5		March 2012
Dr. Nessa Winston	2/3	1/1							Sept 2013
John Moloney	5/6						3/5		Jan 2014
Anna Lee	4/4							4/4	May 2015
Diarmuid Burke	4/4				4/4				May 2015
Michael Layde	2/2		5/5						Nov 2015
Suzanne Quin	2/2	1/1							Nov 2015
Sub-Committee Volunteer Members									
Sonya Flynn							1/3		
Niall Gibbons							3/5		
Conor Jones							4/5		
Bill Nowlan			5/6						
Patricia Crisp			3/6						
Gloria Kirwan								3/4	
Andrew Gunne			2/4						
Dr. Mary Murphy		1/2							
David Silke		2/2							
Dr. Eoin O'Sullivan		1/2							
Dr. Marie-Claire Van Hout	N/A	1/2							

During 2014 Joyce Loughnan, our then Chief Executive, resigned following an illness. In her absence during her illness and during the transitional period our Property & Housing Director Mark Byrne operated as Chief Executive in an acting capacity. Our new Chief Executive, Ashley Balbirnie, joined Focus Ireland in March 2015

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

Division

Services
Finance & IT
Advocacy Research, Policy, Communication and Education
Human Resources
Fundraising

Fundraising – Acting
Property & Housing

Executive in charge

Catherine Maher
Pat Dennigan
Mike Allen
Madeleine Clarke
Lisa-Nicole Dunne (on maternity leave)
Mary O'Donovan
Mark Byrne

Board committees

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

1. Finance Committee – Monitors and reviews financial performance.

The committee should meet 6 times per year (2015:6, 2014:6) and consists of Non-Executive Directors and Focus Ireland Executives.

Function of the Committee

- To monitor and review financial performance.
- To review internal financial controls and risk management processes.
- To offer advice and assistance to Focus Ireland's Executive team to ensure financial sustainability of the organisation.
- To provide specialist financial expertise and perspective to enable Focus Ireland to carry out its work effectively.
- To report findings and recommendations from its review directly to the Board.
- Devise and monitor finance procedures suited to the Agency's activities.
- To authorise expenditure greater than €100K.
- To act as a point of escalation for Focus Ireland Executive.
- To provide a forum where relevant issues / controls and financial or sustainability concerns can be discussed and appropriate solutions devised.

2. Audit Committee – Reviews internal financial controls and risk management. Liaises with Auditors and reports to the Board.

The committee should meet twice yearly (2015:1; 2014:2) and consists of Non-Executive Directors and Focus Ireland Executives.

Function of the Committee

- To monitor the integrity of the financial statements of Focus Ireland and any formal announcements about the organisation's financial performance.
- To review internal financial controls and risk management processes.
- To 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 of concerns.
- To report findings and recommendations from its review directly to the Board.
- To 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.
- To 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.
- To act as a point of escalation for Focus Ireland Executive and to undertake actions agreed at the Audit Sub Committee meetings.
- To provide a forum where relevant issues and audit concerns can be discussed and appropriate solutions devised.
- To 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.
- To provide specialist financial and audit expertise and perspective to enable Focus Ireland to carry out its work effectively.
- To contribute to a "Think Tank" every 3 years on audit and risk management.

- 3. Remuneration & Nomination Committee** – During 2015 the remuneration committee and the nominations committee were combined. The function of this committee is to ensure successional planning and that composition of Board has appropriate skills, knowledge and experience as well as approves and determines remuneration for Executive Management.

The committee should meet twice yearly (2015:2, 2014:2) or when required and consists of Non-Executive Directors and Focus Ireland Executives.

Function of the Committee - Nomination

- The Committee ensures the Board has the appropriate skills, knowledge, diversity and experience to perform its duties at all times.
- 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 3 year term. In general they will be asked to extend for a second 3 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 whilst balancing the continuity of the Board and recognising the knowledge and experience of Focus Ireland 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

Function 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.

4. Research Advisory Committee – Provides advice and guidance and oversees research on Housing and social inclusion.

The committee should meet twice each year (2015:2 2014:2) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Function of the Committee

- To advise Focus Ireland on programmes of research within the context of the Company's strategic plan.
- To contribute to and advise Focus Ireland on the development of its research strategy.
- To consider research proposals
- To monitor research progress and continue to advise the Director of the Research, Development and Communications (RD&C) Unit and/or the Research Officer on the processes for the duration of a particular research project.
- To review, critically analyse and advise on short-listed tender submissions relating to research and evaluation projects prior to awarding of contracts.
- To review, critically analyse and advise on all draft reports relating to research prior to finalisation.
- To contribute to discussions around issues of dissemination of research outputs, and lobbying and campaigning using research outputs.
- To advise on the ethical conduct of all research.
- To be responsible for maintaining Focus Ireland's research ethic guidelines.
- To advise on and contribute to a think-tank every 3-5 years on the research programme of the organisation and any future research / policy issues to consider in the next 5-10 years.
- To advise on external experts to invite to the think-tank event.

5. Services 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 (2015:4; 2014:2) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Function of the Committee

- To advise Focus Ireland on models of services available and good practices associated to service delivery within the context of the Agency's strategic plan.
- To 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.
- To 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.
- To 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.

6. Property Committee – Considers key policy, decisions relating to acquisition, management and use of property by the company.

The committee should meet six times each year (2015:6, 2014:6) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Function of the Committee

- To offer advice and assistance to Focus Ireland on Housing Development and Property Maintenance within the context of Focus Ireland's strategic plan.
- To assist the Board make the most appropriate and efficient use of property resources of Focus Ireland.

Property Committee (continued)

- To contribute to and provide advice on the development of Focus Ireland's Housing Development and Property Maintenance strategy every 3-5 years to ensure the use of property is fully aligned with the strategies of Focus Ireland for service delivery to its staff, clients and other stakeholders.
- To advise the Board on the purchase, sale, construction, maintenance or other application of funds on properties owned or to be acquired by Focus Ireland.
- The day to day operation of the property affairs of Focus Ireland are the responsibility of Management. However, Management will consult with the Property Sub Committee on a regular basis. In particular, any acquisitions, disposals, leasing or construction projects involving combined expenditure over €100K will be first approved by the Property Sub Committee.
- Provides a forum where relevant issues can be discussed and solutions appropriate to Housing Development and Property Management.
- Provide specialist expertise and perspective to enable Focus Ireland to carry out its work effectively.
- To introduce Focus Ireland Executive and Housing Management to key stakeholders, influencers and decision makers.

7. Funding Committee – The function of the 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 formed meets five times per year (2015:5, 2014:3) It consists of Non-Executive Directors and Focus Ireland Executives.

Function of the Committee

- To offer advice and assistance to Focus Ireland on brand development and raising funds within the context of Focus Ireland's strategic plan.
- To 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 and double fundraised income by 2016.
- To consider proposals made, approaches adopted and contribute to discussions on how to overcome challenges, lobbying, campaigning and fundraising.
- Provide a forum where relevant issues can be discussed and solutions appropriate for specific regions can be devised.
- To 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.
- To 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.
- To 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, provide specialist expertise and perspective to help Focus Ireland 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. Quarterly workshops are held to review the risk register and each risk is owned and monitored by an Executive who reports on their areas of risk fortnightly at the executive meeting. Risks are reviewed by the Board 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 2015 was positive stating that the internal controls of the organisation were well documented and sufficiently robust to safeguard the assets of the company.

An Audit Committee reports independently to the Board on all aspects of controls and risks.

- 4) Procedures and control systems are formally documented in a series of Service Level Agreements, within all departments of the group. These were implemented in 2003 and are reviewed regularly.
- 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 these 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.

PLANS FOR FUTURE PERIODS

The organisation is currently conducting a strategic review which will guide its approach for the coming years. Each of the board, the executive and management, as well as the wider sector, are contributing to this review which arises due to the close of the current strategy "Holding on to a place to call home 2011 – 2016".

It is envisaged that Focus Ireland will concentrate its resources in the coming years on the twin aspects of

- Prevention of homelessness and
- Assisting a sustained exit from homelessness.

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 over the next three years.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Directors' report and the financial statements in accordance with the Companies Act and the applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the Company Financial Statements 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 the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record 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 them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

BOOKS OF ACCOUNT

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 employment 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.

AUDITORS

The auditors, Deloitte, Chartered Accountants & Statutory Audit Firm, continue in office in accordance with the provisions of Section 383(2) of the Companies Act 2014.

On behalf of the board:

Gerry Danaher
Director

Helen Kilroy
Director

Date: 1st April 2016

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOCUS IRELAND LIMITED

We have audited the financial statements of Focus Ireland Limited for the year ended 31 December 2015 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, the Company Balance Sheet, Consolidated Statement of Cash Flows and the related notes 1 to 27. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 - The Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework").

This report is made solely to the group's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the group's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the group's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with the Companies Act 2014 and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report and Financial Statements for the financial year ended 31 December 2015 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion, the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the group and company as at 31 December 2015 and of the net income for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
FOCUS IRELAND LIMITED**

Matters on which we are required to report by the Companies Act 2014

- 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 group were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the directors' report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Margarita Martin
For and on behalf of
Deloitte
Chartered Accountants and Statutory Audit Firm
Dublin

Date: 1 April 2016

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
For the year ended 31 December 2015

	<i>Notes</i>	2015 Unrestricted Funds €	2015 Restricted Funds €	2015 Total €	2014 Total €
Income from:					
Donations and legacies	4	6,909,522	447,184	7,356,706	6,365,922
Charitable Activities	5	-	12,000,012	12,000,012	11,382,434
Other	6	2,563,216	-	2,563,216	1,848,063
Total income		<u>9,472,738</u>	<u>12,447,196</u>	<u>21,919,934</u>	<u>19,596,419</u>
Expenditure on:					
Raising funds	4	1,772,985	-	1,772,985	1,883,201
Charitable activities	7	6,025,667	12,101,172	18,126,839	16,477,963
Other	8	1,033,377	-	1,033,377	879,596
Interest on borrowings		13,016	-	13,016	-
Total expenditure		<u>8,845,045</u>	<u>12,101,172</u>	<u>20,946,217</u>	<u>19,240,760</u>
Net income and net movement in funds for the year	10	<u>627,693</u>	<u>346,024</u>	<u>973,717</u>	<u>355,659</u>

CONSOLIDATED BALANCE SHEET
As at 31 December 2015

		2015	2014
		€	€
	<i>Notes</i>		
Fixed assets			
Fixed assets - properties	13	67,573,845	61,475,639
Other tangible assets	14	236,505	343,678
Total fixed assets		<u>67,810,350</u>	<u>61,819,317</u>
Current assets			
Cash at bank and in hand		2,959,376	3,286,645
Debtors	15	1,424,630	1,103,397
Grants receivable		171,876	1,322,440
Total current assets		<u>4,555,882</u>	<u>5,712,482</u>
Liabilities:			
Creditors: amounts falling due within one year	16	<u>(2,510,468)</u>	<u>(2,543,110)</u>
Net current assets		<u>2,045,414</u>	<u>3,169,372</u>
Total assets less current liabilities		69,855,764	64,988,689
Creditors: falling due after more than one year			
Capital Assistance Scheme Loans	17	(56,392,025)	(53,032,692)
Capital Advanced Leasing Facility Loans	18	(370,035)	(168,490)
Bank Loans	19	(302,551)	-
Total creditors falling due after more than one year	20	<u>(57,064,611)</u>	<u>(53,201,182)</u>
Net assets		<u>12,791,153</u>	<u>11,787,507</u>
The funds of the charity			
Restricted income funds	21	2,024,907	1,678,883
Unrestricted funds	22	4,823,574	4,195,881
Capital grants and donations	23	3,352,407	3,322,478
Unrestricted capital reserves	24	2,590,265	2,590,265
Total charity funds		<u>12,791,153</u>	<u>11,787,507</u>

The financial statements were approved and authorised for issue by the Board of Directors on 1st April 2016 and signed on its behalf by:

Gerry Danaher
Director

Helen Kilroy
Director

Date: 1st April 2016

STATEMENT OF CHANGES IN RESERVES
Year Ended 31 December 2015

	Restricted Accumulated Reserves €	Unrestricted Accumulated Reserves €	Capital Grants And Donations €	Unrestrict- ed Capital Reserve €	Total €
At 1 January 2014 as previously stated	1,534,780	3,984,326	3,272,573	2,590,265	11,381,944
Surplus for the financial year	144,103	211,555	-	-	355,658
Capital Grants received	-	-	238,466	-	238,466
Capital Grants reclassified as long term creditors (restated)	-	-	(168,490)	-	(168,490)
Amortisation of Capital Grant	-	-	(20,071)	-	(20,071)
At 31 December 2014 as restated	1,678,883	4,195,881	3,322,478	2,590,265	11,787,507
Surplus for the financial year	346,024	627,693	-	-	973,717
Capital Grants received	-	-	50,000	-	50,000
Amortisation of Capital Grant	-	-	(20,071)	-	(20,071)
At 31 December 2015	<u>2,024,907</u>	<u>4,823,574</u>	<u>3,352,407</u>	<u>2,590,265</u>	<u>12,791,153</u>

COMPANY BALANCE SHEET
As at 31 December 2015

	<i>Notes</i>	2015	2014
Fixed assets			
Other tangible assets	14	230,453	337,624
Total fixed assets		<u>230,453</u>	<u>337,624</u>
Current assets			
Cash at bank and in hand		2,849,369	3,125,757
Debtors	15	1,938,488	543,365
Grants receivable		174,055	1,230,939
Total current assets		<u>4,961,912</u>	<u>4,900,061</u>
Liabilities:			
Creditors: amounts falling due with one year	16	(2,145,031)	(2,280,871)
Net current assets		<u>(2,145,031)</u>	<u>(2,280,871)</u>
Net assets		<u>3,047,334</u>	<u>2,956,814</u>
The funds of the charity			
Restricted income funds	21	1,862,298	1,509,397
Unrestricted funds	22	726,114	977,877
Capital grants and donations	23	458,922	469,539
Total company funds		<u>3,047,334</u>	<u>2,956,814</u>

The financial statements were approved and authorised for issue by the Board of Directors on 1st April 2016 and signed on its behalf by:

Gerry Danaher
Director

Helen Kilroy
Director

Date: 1st April 2016

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2015

	<i>Notes</i>	2015 €	2014 €
Cash flows from operating activities	25	<u>1,889,341</u>	<u>(261,542)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(6,175,620)	(3,971,698)
Net cash provided by (used in) investing activities		<u>(6,175,620)</u>	<u>(3,971,698)</u>
Cash flows from financing activities			
Repayment of borrowings		(170,736)	-
Interest on borrowings		13,016	-
Cash inflows from new borrowings		4,066,730	2,228,593
Cash inflows from capital donations		50,000	238,466
Net cash provided by financing activities		<u>3,959,010</u>	<u>2,467,059</u>
Change in cash and cash equivalents in the reporting period		(327,269)	(1,766,179)
Cash and cash equivalents at the beginning of the reporting period		3,286,645	5,052,824
Total cash and cash equivalents at the end of the reporting period		<u>2,959,376</u>	<u>3,286,645</u>

NOTES TO THE FINANCIAL STATEMENTS

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) Format of the financial statements

Focus Ireland Limited is constituted under Irish company law as a company limited by guarantee and is a registered charity. In prior years, companies not trading for gain for the members were not within the scope of company law requirements with regard to formats and content of financial statements which applied to for-profit companies, thus permitting the adoption of a format appropriate to a charity.

Accordingly, Focus Ireland Limited adopted and reported its performance in accordance with the format provided for in the Statement of Recommended Practice (SORP) (revised 2005) "Accounting and Reporting by Charities" as published by the Charity Commission for England and Wales. In particular Focus Ireland Limited reports its performance for the financial year in the format of the SORP's Statement of Financial Activities (SOFA).

The Charity Commission for England and Wales and the office of the Scottish Charity Regulator are recognised by the UK Accounting Standards Board (ASB) as the appropriate body to issue SORPs for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by charities in Ireland.

The Companies Act 2014 became effective in law on 1 June 2015 and from that date applies the format and content of financial statements requirements appropriate for a company trading for the profit of its members to a company that is a not-for-profit organisation such as Focus Ireland Limited. Had the Companies Act format and content of financial statements requirements suitable for a company trading for the profit of its members been presented instead, a statement of comprehensive income with related notes showing items such as Turnover and Cost of Sales would have been reported along with a "profit" on ordinary activities before taxation. In the view of the directors, this is neither an appropriate presentation nor terminology for a not-for-profit organisation.

In order to provide information relevant to understanding the stewardship of the directors and the performance and financial position of the Charity, Focus Ireland Limited has prepared its financial statements in accordance with the formats provided for in Charities SORP (FRS 102).

b) General information and basis of preparation

Focus Ireland Limited is a company incorporated in Ireland under the Companies Act 2014. The address of the registered office is 9/12 High Street, Dublin 8. The nature of the group's operations and its principal activities are set out in the directors' report on pages 3 to 21. 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 prior year financial statements were restated for material adjustments on adoption to FRS 102 in the current year. For more information see note 27.

c) Going concern

The group's business activities, together with the factors likely to affect its future development, performance and position are set out in the directors' report. The directors' report describes the financial position of the group; its cash flows, liquidity position; the group's objectives, policies and processes for managing its capital; its financial risk management objectives and its exposure to credit risk and liquidity risk. The group meets its day to day working capital requirements through accumulated reserves and intercompany accounts. The directors have a reasonable expectation that the group has adequate

NOTES TO THE FINANCIAL STATEMENTS

resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

d) Group financial statements

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

Focus Housing Association Limited became a Subsidiary by alteration of its Memorandum and Articles of Association on March 5, 1998. These Articles provide that Focus Ireland Limited shall at all times hold voting control of the Subsidiary Company.

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

e) 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 store are recorded as income when sold.

NOTES TO THE FINANCIAL STATEMENTS

f) 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.

g) 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.

h) 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.

i) Leases

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

j) 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 31st 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.

NOTES TO THE FINANCIAL STATEMENTS

j) Fixed assets (continued)

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%
Motor vehicles	20%

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and monies held on deposit but available on demand.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

Financial assets and financial liabilities are recognised when the 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

NOTES TO THE FINANCIAL STATEMENTS

recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

o) 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.

The majority of Housing Properties acquired by Focus Ireland Limited have been financed by way of Capital Assistance Scheme (CAS) loans which are repayable in full for twenty years (purchases prior to 2002) or thirty 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.

p) Capital Grants and Donations

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

The Charities SORP recognises such grants as restricted income in the SOFA. If the charities SORP was adopted instead of the current accounting treatment, the financial impact on the accounts would result in the cumulative restricted income increasing by the amount of Capital Grants and Donations received in the year and resulting in increased cumulative restricted reserves with a commensurate reduction in capital grants and donations. The directors believe this is the most appropriate method of accounting for Capital Grants and Donations.

Capital Grants and Donations received in relation to Housing properties are not amortised to the SOFA as depreciation is not charged on the corresponding property.

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.

q) Reserves Policy

Focus Ireland needs reserves to:

- Ensure that the charity can continue to provide a stable and quality service to those who need them. Meet contractual liabilities should the organisation have to close. This includes redundancy pay, amounts due to creditors and commitments under leases.
- Meet unexpected costs like break down of essential office machinery, staff cover re illness, maternity leave, parental leave, and legal costs defending the charities 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.
- Be adequate to cover 3 months 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.

NOTES TO THE FINANCIAL STATEMENTS

q) Reserves Policy (continued)*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.

r) 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.

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

NOTES TO THE FINANCIAL STATEMENTS

2 Critical accounting judgements and key sources of estimation and uncertainty (continued)

All additions to Housing units have been accounted for on the basis of their component parts from 1st January 2014.

The company has availed of the provisions of Section 35.11 of FRS 102 as it is impracticable to restate the opening statement of financial position at the date of transition of 1st January 2014

Depreciation on the components of additional Housing units in Fixed Assets has been provided to the amount of €73,294 in 2015 and €25,933 in 2014.

The majority of Housing Properties acquired by Focus Ireland Limited have been financed by way of Capital Assistance Scheme (CAS) loans which are repayable in full for twenty years (purchases prior to 2002) or thirty 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 (eg: replacement of kitchens, bathrooms, boilers etc.) in existing housing units will be capitalized and written off over the estimated useful life of the expenditure.

	2015	2014
	€	€
Expenditure capitalised previously written off in management accounts	37,889	207,056
Depreciation charge related	<u>(73,294)</u>	<u>(25,933)</u>
Net Impact	<u>(35,405)</u>	<u>181,123</u>

3 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's subsidiary Focus Housing Association Limited and its Joint Venture, The Caretakers Project Limited.

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

	2015	2014
	€	€
Income	18,354,825	16,754,345
Expenditure on charitable activities	<u>(18,264,305)</u>	<u>(17,217,648)</u>
Net income/(expenditure)	90,520	(463,303)
Total accumulated funds brought forward	<u>2,956,814</u>	<u>3,420,117</u>
Total accumulated funds carried forward	<u>3,047,334</u>	<u>2,956,814</u>
Represented by:		
Capital grants and donations	458,922	469,539
Restricted income funds	1,862,299	1,509,397
Unrestricted income funds	<u>726,114</u>	<u>977,877</u>
Total accumulated funds (excluding capital donations)	<u>3,047,334</u>	<u>2,956,814</u>

NOTES TO THE FINANCIAL STATEMENTS

4 Income from donations and legacies and raising funds

Focus Ireland generally adheres to a principle that the costs of generating fundraising income should not exceed 20% of the amount raised. For the duration of the strategic initiatives and while investment is being made to grow our fundraising, the Organisation will deviate from the above principle as appropriate. These costs were 24% in 2015 (2014: 30%) of funds raised.

5 Income from charitable activities

	2015	2014
	€	€
DRHE - Local Authority	5,041,430	4,399,711
- HSE	1,161,217	1,243,633
HSE - Childcare	2,426,526	2,447,358
- Other area	217,269	587,281
- Mid Leinster	482,671	482,671
- South East	114,069	106,633
City of Dublin Youth Service Board (CDYSB)	375,198	375,198
Department of Social Protection	348,660	335,050
Waterford City Council	333,292	373,965
Louth/Cavan/Monaghan County Councils	290,507	280,441
Clare County Council	229,000	-
Genio	190,657	174,562
Mid-Western Health Board	166,393	91,000
Cork County Council	163,186	8,687
Limerick City and County Council	166,585	139,174
Department of the Environment	76,994	57,210
Sligo County Council	71,109	68,390
Dublin City Council	39,737	113,130
Kilkenny County Council	33,269	33,269
Office of Minister for Children	25,347	14,090
Pobal	20,000	20,000
City of Dublin Vocational Educational Committee (CDVEC)	14,896	26,171
Kildare County Council	12,000	-
DLR County Council	-	1,250
Miscellaneous	-	3,560
	<u>12,000,012</u>	<u>11,382,434</u>

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).

	2015	2014
	€	€
Income from trading activities	2,311,080	1,794,498
Deposit interest earned	8,270	24,785
Income from other activities	243,866	28,780
	<u>2,563,216</u>	<u>1,848,063</u>

Included in Income from Other Activities is €50,000 received from the Joseph Rowntree Association for use in the *Claiming our Future* initiative. Related expenditure of €98,216 was also recognised. At 31st December 2015, the group held funds in sum of €18,520 for future use in the initiative.

NOTES TO THE FINANCIAL STATEMENTS

7 Expenditure on Charitable Activities

	2015	2014
	€	€
Homeless services	7,885,758	7,657,259
Housing support	5,112,659	3,852,582
Prevention services	5,128,422	4,968,122
	<u>18,126,839</u>	<u>16,477,963</u>

8 Other expenditure

	2015	2014
	€	€
Advocacy	915,892	770,229
Governance costs	117,485	109,367
	<u>1,033,377</u>	<u>879,596</u>

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Included in the Consolidated Statement of Financial Activities are staff costs in sum of €14,095,387 (2014: €13,592,922), made up as follows:

	2015	2014
	€	€
Included in resources expended are wages and salary costs, including associated social welfare costs, comprising:		
Wages and salaries – Charitable activities	12,935,421	12,411,747
Wages and salaries – Raising funds	804,605	808,229
Wages and salaries – Advocacy	355,361	372,945
Pension costs	230,154	233,053
	<u>14,325,541</u>	<u>13,825,974</u>

Employer PRSI costs incurred during the year, and included in the above, totalled €1,325,158 (2014: €1,248,102).

The average number of persons employed by the Group during the year was 348 (2014: 328). In addition to this we have relief staff which equates to 58 full time equivalents (2014: 26).

The company operates a Defined Contribution scheme. Company contributions are 7% of pensionable salary and employee contributions are 5% of pensionable salary. Amounts outstanding at year end in respect of employer pension contributions were €35,687 (2014: €34,043) and were paid within thirty days of the year end.

No salaries or fees are payable to the directors or trustees of the Company for their services as directors or trustees. 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 which is below the banded salary range disclosed for key management personnel.

The current Chief Executive, Ashley Balbirnie, was appointed on 18 March 2015 on an annual salary of €115,000 plus €5,000 medical insurance (2014: Annual salary of the then Chief Executive was €125,000 plus €9,497 medical insurance and €8,189 employer pension contribution). During 2014, our then Chief Executive, Joyce Loughnan took a leave of absence due to illness and subsequently resigned from her position during that year. Mark Byrne was appointed Acting Chief Executive from 1 March 2014 to 18 March 2015.

NOTES TO THE FINANCIAL STATEMENTS

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (Continued)

The total remuneration packages of the key management personnel for the group for the financial year ended 31 December 2015 was €688,128 (2014: €630,552) and are given in the banded table below:

Salary range paid in the financial year:

	2015	2014
	No of employees	No of employees
€120,001 - €130,000	-	2
€110,001 - €120,000	-	-
€100,001 - €110,000	1	-
€ 90,001 - €100,000	1	-
€ 80,001 - €90,000	5	5
€ 70,000 - €80,000	1	-

The Focus Ireland remuneration policy contains a provision for some of the executive management team to have a performance related element in their remuneration. Irrespective of performance no payments were made under this performance related policy in respect of 2015 (2014: €nil). All executive team remuneration payments are reviewed and approved by the remuneration committee of the Board. All executive remuneration is regularly benchmarked independently.

10 Net income and net movement in funds for the year

	2015	2014
	€	€
The net income for the year is stated after charging/(crediting):		
Directors remuneration (see Note 9)	-	-
Fees paid to auditors (Exclusive of VAT)		
Audit fees	18,150	20,500
Other Assurance Services	-	-
Non – Audit Services	1,462	-
Taxation	-	-
Other items		
Compensation for loss of office	26,704	84,834
Depreciation	184,587	137,635
Amortisation of capital grant	(20,071)	(20,071)
Deposit Interest	(8,270)	(24,785)

11 Taxation

Focus Ireland Limited, its subsidiaries and associated Joint Venture have been granted charitable tax exemption by the Revenue Commissioners.

NOTES TO THE FINANCIAL STATEMENTS

12 Financial assets

The Caretakers Project Limited was established as a joint venture to manage a project under which Focus Ireland Limited 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:

	2015	2014
	€'000	€'000
Statement of financial activities		
Grants received (HSE)	767	767
	<u>767</u>	<u>767</u>
Less:		
Support and advocacy services	774	765
Surplus	<u>(7)</u>	<u>2</u>
Balance sheet		
Cash at bank and in hand	14	94
Debtors	-	-
Creditors, accruals and deferred income	(5)	(78)
Net assets	<u>9</u>	<u>16</u>
Capital and Reserves		
Reserves brought forward	16	13
Surplus for the year	(7)	1
Accumulated reserves	<u>9</u>	<u>16</u>

NOTES TO THE FINANCIAL STATEMENTS

13 Fixed assets – properties

In respect of the current year:

Group	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	60,744,796	190,247	80,155	69,949	142,992	92,523	90,821	75,006	15,083	61,501,572
Additions	4,781,538	357,604	135,630	134,066	268,317	178,706	178,378	134,713	2,547	6,171,499
At end of year	65,526,334	547,851	215,785	204,015	411,309	271,229	269,199	209,719	17,630	67,673,071
Depreciation										
At beginning of year	-	2,721	2,669	4,659	7,150	3,081	3,024	1,875	754	25,933
Charge for year	-	7,834	7,186	13,587	20,565	9,032	8,964	5,243	882	73,293
At end of year	-	10,555	9,855	18,246	27,715	12,113	11,988	7,118	1,636	99,226
Net book value										
At 31/12/15	65,526,334	537,296	205,930	185,769	383,594	259,116	257,211	202,601	15,994	67,573,845
At 31/12/14	60,744,796	187,526	77,486	65,290	135,842	89,442	87,797	73,131	14,329	61,475,639

NOTES TO THE FINANCIAL STATEMENTS

13 Fixed assets – properties (continued)

In respect of the prior year:

Group	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	57,563,728	-	-	-	-	-	-	-	-	57,563,728
Additions	3,181,068	190,247	80,155	69,949	142,992	92,523	90,821	75,006	15,083	3,937,844
At end of year	60,744,796	190,247	80,155	69,949	142,992	92,523	90,821	75,006	15,083	61,501,572
Depreciation										
At beginning of year	-	-	-	-	-	-	-	-	-	-
Charge for year	-	2,721	2,669	4,659	7,150	3,081	3,024	1,875	754	25,933
At end of year	-	2,721	2,669	4,659	7,150	3,081	3,024	1,875	754	25,933
Net book value										
At 31/12/14	60,744,796	187,526	77,486	65,290	135,842	89,442	87,797	73,131	14,329	61,475,639
At 31/12/13	57,563,728	-	-	-	-	-	-	-	-	57,563,728

NOTES TO THE FINANCIAL STATEMENTS

13 Fixed assets – properties (continued)

Ownership, finding agreement and conditions

The title deeds of the properties at Stanhope Green, George's Hill, Ballybough, Finglas and Basin Lane are held by Arthur Cox. The title deeds of the properties at Parnell Street, Limerick and Grange Cohen, Waterford, are held by Limerick City Council and Waterford City Council respectively. The title deeds of the properties at Cork are held by Cork City Council. The title deeds of the properties at Kilkenny are held by Kilkenny County Council. The title deeds of the properties at Sligo are held by Sligo Borough Council. In regard to certain properties legal charges are registered against the properties by the local authorities. All properties are now held by the Subsidiary company, Focus Housing Association Limited.

14 Other tangible assets

In respect of the current year:

Group	Freehold buildings	Leasehold improvements	Office furniture and equipment	Housing furniture and equipment	Motor vehicles	Total
	€	€	€	€	€	€
Cost						
At beginning of year	31,763	765,717	527,328	616,345	114,780	2,055,933
Additions	-	4,121	-	-	-	4,121
At end of year	<u>31,763</u>	<u>769,838</u>	<u>527,328</u>	<u>616,345</u>	<u>114,780</u>	<u>2,060,054</u>
Depreciation						
At beginning of year	-	602,145	416,672	610,291	83,147	1,712,255
Charge for year	-	24,879	76,715	-	9,700	111,294
At end of year	<u>-</u>	<u>627,024</u>	<u>493,387</u>	<u>610,291</u>	<u>92,847</u>	<u>1,823,549</u>
Net book value						
At 31/12/15	<u>31,763</u>	<u>142,814</u>	<u>33,941</u>	<u>6,054</u>	<u>21,933</u>	<u>236,505</u>
At 31/12/14	<u>31,763</u>	<u>163,572</u>	<u>110,656</u>	<u>6,054</u>	<u>31,633</u>	<u>343,678</u>

NOTES TO THE FINANCIAL STATEMENTS

14 Other tangible assets (continued)

In respect of the prior year:

Group	Freehold buildings	Leasehold improvements	Office furniture and equipment	Housing furniture and equipment	Motor vehicles	Total
	€	€	€	€	€	€
Cost						
At beginning of year	31,763	765,717	527,328	610,291	86,980	2,022,079
Additions	-	-	-	6,054	27,800	33,854
At end of year	31,763	765,717	527,328	616,345	114,780	2,055,933
Depreciation						
At beginning of year	-	577,267	339,215	610,291	73,780	1,600,553
Charge for year	-	24,878	77,457	-	9,367	111,702
At end of year	-	602,145	416,672	610,291	83,147	1,712,255
Net book value						
At 31/12/14	31,763	163,572	110,656	6,054	31,633	343,678
At 31/12/13	31,763	188,450	188,113	-	13,200	421,526

Company

All of the other fixed assets above, with the exception of housing furniture and equipment, are held within the holding company, Focus Ireland Limited. The housing furniture and equipment is held in the subsidiary company, Focus Housing Association Limited. The net book value of other assets in the holding company at 31 December 2015 and 2014 was €230,453 and €337,624 respectively.

NOTES TO THE FINANCIAL STATEMENTS

15 Debtors	Group		Holding Company	
	2015	2014	2015	2014
	€	€	€	€
Amounts falling due within one year:				
Other debtors	1,256,357	717,223	209,005	60,911
Prepayments and accrued income	168,273	386,174	138,337	340,155
Amount due from subsidiaries	-	-	1,591,146	142,299
	<u>1,424,630</u>	<u>1,103,397</u>	<u>1,938,488</u>	<u>543,365</u>

16 Creditors: amounts falling due with one year	Group		Holding Company	
	2015	2014	2015	2014
	€	€	€	€
Amounts falling due within one year:				
Trade creditors	302,884	375,534	246,129	317,370
Accruals and other creditors	1,524,828	1,369,685	1,289,968	1,236,600
Deferred income	216,712	216,712	216,712	216,712
PAYE/PRSI/USC	345,352	321,260	317,119	288,993
VAT	75,103	128,181	75,103	128,181
Grants received in advance	-	131,738	-	93,015
Bank loans (Note 19)	45,589	-	-	-
	<u>2,510,468</u>	<u>2,543,110</u>	<u>2,145,031</u>	<u>2,280,871</u>

17 Capital Assistance Scheme (CAS) Loans	Group		Holding Company	
	2015	2014	2015	2014
	€	€	€	€
Stanhope Green	-	-	-	-
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	740,256	740,257	-	-
Grange Cohen, Waterford	5,453,940	5,453,940	-	-
Corbrac House, Limerick	1,129,429	1,129,429	-	-
Waterford units	12,322,033	12,322,033	-	-
Belmont, Waterford	8,047,876	8,047,876	-	-
Dublin units	6,195,079	3,271,371	-	-
Limerick units	4,381,171	4,029,585	-	-
Cork units	3,467,383	3,467,383	-	-
Kilkenny units	1,082,437	1,082,437	-	-
Sligo units	1,508,448	1,424,408	-	-
Aftercare, North Circular Rd, Dublin 7	2,403,121	2,403,121	-	-
Total	<u>56,392,025</u>	<u>53,032,692</u>	<u>-</u>	<u>-</u>

Loans advanced by municipal (housing) authorities have a twenty year repayment period for those advances prior to 2002, and a thirty 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.

NOTES TO THE FINANCIAL STATEMENTS

17 Capital Assistance Scheme (CAS) Loans (continued)

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.

18 Capital Advanced Leasing Facility (CALF) Loans	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Stanhope Green	269,939	168,490	-	-
Bremore Pastures	100,096	-	-	-
At end of year	370,035	168,490	-	-

19 Bank Loans	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Falling due within one year	45,589	-	-	-
Falling between one and five years	182,357	-	-	-
Falling due after five years	120,194	-	-	-
Total falling due after more than one year	302,551	-	-	-
Total bank loans	348,140	-	-	-

During 2015, Focus Housing Association Limited borrowed €505,862 on a 15 year term from Bank of Ireland in order to finance the acquisition of residential units at Bremore Pastures, Dublin. Repayments made during the year totalled €170,736. Interest charged on the outstanding amount up to 31st December 2015 was €13,016. The following securities are held in respect of this loan: Assignment over the PAA income agreed with Fingal County Council on Bremore Pastures, a charge on the bank account receiving this income, a charge on each of the four residential units purchased at Bremore Pastures and a letter of guarantee from Focus Ireland Limited for an amount of €505,862.

20 Creditors: amounts falling due after more than one year	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Falling due in less than five years	182,357	-	-	-
Falling due after five years	56,882,254	53,201,182	-	-
	57,064,611	53,201,182		

NOTES TO THE FINANCIAL STATEMENTS

21 Restricted income funds	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Opening balance accumulated funds	1,678,883	1,534,780	1,509,397	1,367,321
Net income/(expenditure)	346,024	144,103	352,901	142,076
	<u>2,024,907</u>	<u>1,678,883</u>	<u>1,862,298</u>	<u>1,509,397</u>

22 Unrestricted income funds	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Opening balance accumulated funds	4,195,881	3,984,326	977,877	1,583,256
Net income/(expenditure)	627,693	211,555	(251,763)	(605,379)
	<u>4,823,574</u>	<u>4,195,881</u>	<u>726,114</u>	<u>977,877</u>

Strategy Review

The group holds bank funds of €2,959,376 as at 31 December 2015 (2014: €3,286,645). The cash position of the company has depleted slightly over the last 12 months due to expenditure on housing development. During 2012 the board approved and work commenced on the major re-development of one of the organisation's properties in Stanhope Green. Expected costs of this project are €3.4m which will be incurred over a three year period. Expenditure in sum of €1,735,297 was incurred during 2015 (2014: €1,457,827).

23 Capital Grants and Donations	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Capital Grants and Donations				
Balance at beginning of year	3,687,882	3,617,906	607,402	607,402
Amounts received during the year	50,000	238,466	-	-
Amounts transferred to long term creditors	-	(168,490)	-	-
Balance at end of year	<u>3,737,882</u>	<u>3,687,882</u>	<u>607,402</u>	<u>607,402</u>
Amortisation				
Balance at beginning of year	365,404	345,333	137,863	123,558
Released during year	20,071	20,071	10,617	14,305
Balance at end of year	<u>385,475</u>	<u>365,404</u>	<u>148,480</u>	<u>137,863</u>
Net Capital Grants and Donations	<u>3,352,407</u>	<u>3,322,478</u>	<u>458,922</u>	<u>469,539</u>

24 Unrestricted Capital Reserves	Group		Holding Company	
	2015 €	2014 €	2015 €	2014 €
Balance at beginning and end of year	<u>2,590,265</u>	<u>2,590,265</u>	<u>-</u>	<u>-</u>

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.

NOTES TO THE FINANCIAL STATEMENTS

25 Reconciliation of net income to net cash flow from operating activities	2015	2014
	€	€
Net income	973,717	355,659
Depreciation charges (net of amortisation)	164,516	117,564
Decrease/(increase) in debtors	829,341	(881,313)
(Decrease)/increase in creditors (excluding bank loan)	(78,233)	146,548
Net cash flows from operating activities	1,889,341	(261,542)

26 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 from 2005 - 2016 to meet the growing needs of homeless people. Company capital commitments approved by the Board at 31 December 2015 in respect of a proposed development of houses amounted to €1.7m in relation to Stanhope Green and €4m in relation to Harold's Cross developments (2014: €5.7m).

b) Leasing commitments

The company's lease commitments are broken down as follows:

	2015	2014
	€	€
Less than 1 year	691,279	672,389
Between 2 and 5 year	1,645,188	1,673,314
Over 5 year	2,871,179	2,498,935
	5,207,646	4,844,638

c) Contingent liabilities

There were no contingent liabilities at 31 December 2015 (2014: Nil).

d) Contingent asset

During 2009 Focus Ireland was granted deed of transfer of a site in Harold's Cross for a nominal fee of €100. There are a number of restrictions placed on the development and use of this site. If these restrictions are not adhered to, or if Focus Ireland does not develop this site within a six year timeframe, the site is to be sold back to the donor at the nominal price. As such the asset has been recognised in the financial statements as a deferred asset. The process of appointing a contractor was undertaken during 2014. Included in other debtors is an amount of €362,519 (2014:€305,840) related to deferred capital expenditure.

27 EXPLANATION OF TRANSITION TO FRS 102

This is the first financial year the company has presented its financial statements under Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council. The last financial statements under previous Irish GAAP were for the financial year ended 31 December 2014 and the date of transition to FRS 102 was therefore 1 January 2014. As a consequence of adopting FRS 102, the Board carried out a review of accounting policies to comply with that standard. The Board have considered the depreciation of housing, land and buildings and have changed the depreciation policy in respect of component parts of housing, land and buildings. Component parts have been subdivided as disclosed in the statement of accounting policies and depreciated over the deemed useful life of each component. These changes have resulted in an adjustment to reserves reported under previous Irish GAAP, as follows:

NOTES TO THE FINANCIAL STATEMENTS

27 EXPLANATION OF TRANSITION TO FRS 102 (continued)

Reconciliation of reserves

	At 1 January 2014 €	At 31 December 2014 €
Reserves reported under previous Irish GAAP	11,381,945	11,903,010
Adjustment to reserves arising from review of accounting policies for the transition to FRS:		
Maintenance costs capitalised as fixed assets – properties	-	207,056
Component depreciation on certain tangible fixed assets	-	(25,933)
Cost of unpaid holiday hours accrued	-	(128,135)
Reserves reported under FRS 102	11,381,945	11,955,998

27 EXPLANATION OF TRANSITION TO FRS 102 (continued)

Maintenance costs capitalised as fixed assets – properties

In order to ensure that all additions to Housing units have been accounted for on the basis of their component parts from 1st January 2014, in line with accounting policy under FRS102, management conducted a review of maintenance costs originally recognised as expenditure in 2014 and identified costs totalling €207,056 to be reclassified as additions to fixed assets.

Component depreciation on certain tangible fixed assets

Following the identification of costs to be reclassified as additions to fixed assets, a revised depreciation cost was calculated in line with the accounting policy.

Cost of unpaid holiday hours accrued

The cost of unpaid holiday hours accrued had not been recognised in the original Financial Statements for 2014.

Reserves as at 1st January 2014

No adjustments have been made to reserves previously reported as at 1st January 2014.

Reconciliation of total comprehensive income for 2014

	€
Total Comprehensive Income reported under previous Irish GAAP	302,670
Maintenance costs capitalised as fixed assets – properties	207,056
Component depreciation on certain tangible fixed assets	(25,933)
Cost of unpaid holiday hours accrued	(128,134)
Total Comprehensive Income reported under FRS 102	355,659