



**2020:**

**89c**

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

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# Reports and consolidated financial statements

for the financial year ended 31 December 2020

Company number: 106149

## Directors and other information

### Directors

#### Focus Ireland Board

Sr Stanislaus Kennedy  
(Founder and Life President)  
Mr Michael Layde (Chairperson)  
Professor Tony Fahey  
Mr Conor Jones  
Mr Gary Kennedy (Appointed 30 Sept 2020)  
Mr John Moloney (Resigned 25 Sept 2020)  
Ms Susan O'Connell  
Mr John O'Haire

#### Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)  
Ms Patricia Crisp  
Mr Mark Dunleavy  
Ms Anne Fletcher (Appointed 17 Dec 2020)

#### Members of both Boards

Mr Andrew Gunne  
Ms Anna Lee  
Ms Fionnuala Meehan (Appointed 25 Sept 2020)  
Mr Fergal O'Dwyer  
Mr Declan O'Flaherty (Resigned 25 Sept 2020)

### Chief Executive Officer

Mr Pat Dennigan

### Secretary and registered office

Ms Pamela Keenan  
9–12 High Street, Dublin 8, D08 EIWO

### Registered no:

106149

### Independent auditors

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

### Solicitors

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

### Bankers

Bank of Ireland  
Allied Irish Bank plc  
Housing Finance Agency

### Company

Focus Ireland  
Focus Housing Association  
Excellent Common Areas

### Revenue registered charity no.

CHY 7220  
CHY 9040  
Not applicable

### CRA registered charity no.

20015107  
20022624  
Not applicable

# Directors' report

**The directors present their annual report together with the audited financial statements of the company and of its subsidiaries, together 'the Group', for the financial year ended 31 December 2020.**

## About Focus Ireland

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

### Mission

**At Focus Ireland, we are driven by the fundamental belief that homelessness is wrong. Wrong because it is a failure of society that creates victims out of ordinary people and robs them of their potential and wrong because it can be prevented and solved; allowing it to continue undermines society. We need to challenge our society to think and act differently. We are committed to challenging everything about homelessness: the causes, systemic failures, people's perceptions and how it is tackled.**

**It can be different.**

### Principal activities and objectives

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

Focus Housing Association CLG ('Focus Housing') is an Approved Housing Body with the Department of Housing, Planning, Community and Local Government and has attained certified body status with the Housing Finance Agency, providing accommodation in Dublin, Kildare, Carlow, Waterford, Wexford, Kilkenny, Limerick, Cork, Tipperary, Kerry, Clare and Sligo.

The Caretakers Project CLG ('Caretakers Project') was a joint venture (membership

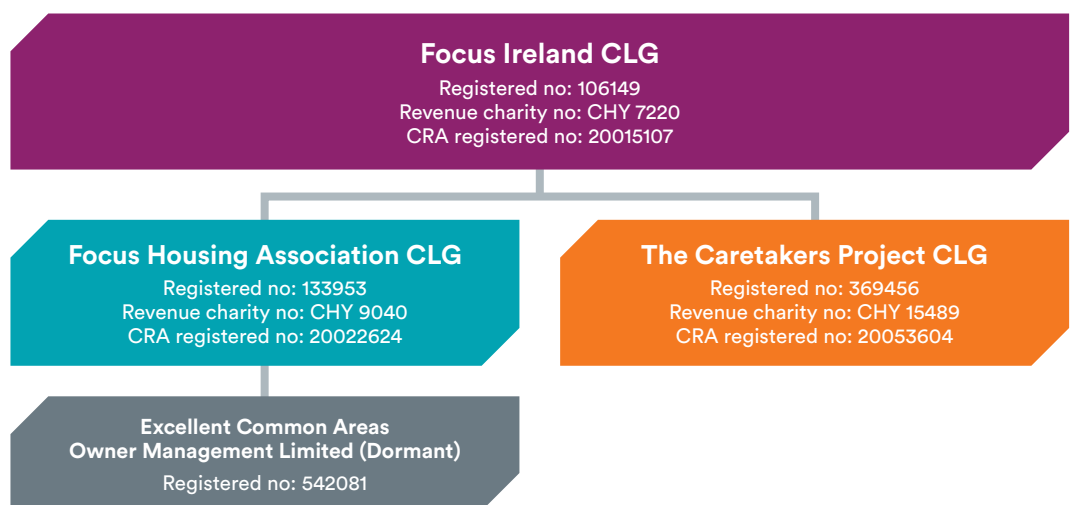
split equally between Focus Ireland and St Vincent de Paul) that provided overnight accommodation, support and case management to young people in Dublin. In November 2020, the activities of The Caretakers Project were transferred into Focus Ireland and the organisation entered a voluntary strike-off process. The decision was taken after a Board review of both the operations and the need for a joint venture given the high level of governance now required for each individual charity. At the 31 December 2020, there were no assets or liabilities on the balance sheet of The Caretakers Project and the voluntary strike-off process was completed on 11/2/2021.





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## Organisational structure



Their financial statements consolidate the results of Focus Ireland CLG and its subsidiary, Focus Housing Association.

Focus Housing became a subsidiary of Focus Ireland in 1998. Since then, consolidated financial statements have been prepared. During 2019, Focus Housing Association underwent a change to its governance structure and a separate Board of Directors for this organisation was set up. This Board is made up of nine members, four of which sit on the Focus Ireland Board. This ensures that while Focus Housing Association remains independent, there is

sufficient representation from Focus Ireland to ensure that the two organisations continue to work for a shared objective. It is worth noting, however, that there is currently one vacancy on the Board of Focus Housing Association, and this was the case for all of 2020.

During 2016, Focus Housing acquired Excellent Common Areas Owner Management Limited, whose principal purpose is to carry out the activities of an owner management company for a development at Washington Street and James Street, Cork. The company is a dormant company that did not trade during the year.

## Governing document

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

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

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

## Values

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

› **Respect** is about treating individuals equally and in a professional manner. Respect embraces the concepts of justice, fairness, equality and dignity. It upholds the human rights and the diversity of all stakeholders. Respect demands honesty and clarity in our interactions with each other, with customers and with all stakeholders.

› **Safety** is about providing a safe environment in which all stakeholders can feel safe and secure and welcomed in Focus Ireland. All employees have a responsibility to ensure their own safety as well as the safety of others. Safety is achieved in attending to the physical environment of all stakeholders and in engaging in a professional manner with people who are feeling vulnerable or who are behaving in ways that are unsafe for themselves and others.

› **Quality** is about ensuring that we provide customer-driven services that are professional and appropriate and that address customer needs. We aim to provide a high standard of quality services designed using knowledge of best practice, research, and policy and customer feedback. Our standards are measurable both internally and externally and they comply with all statutory standards and regulations.

› **Partnership** is about partnering and cooperating with customers and with other organisations, both voluntary and statutory,

in order to achieve our goal of preventing people from becoming, remaining in or returning to homelessness. Engaging in partnership processes both internally and externally enhances Focus Ireland's capacity to deliver quality services and we recognise the contribution of different parties in working to a shared agenda with mutual benefits and responsibilities.

› **Accessibility** is about facilitating access to relevant services for all customers in a practical and transparent manner. We aim for clarity, simplicity and minimal bureaucracy in our systems of engagement and access. The services we provide are flexible in accommodating the changing needs of customers and tenants. We accept the need for review and change over time and we are committed to engaging in consultation so that the opinions of all stakeholders are heard.

› **Integration** is about providing adequate resources and responses to facilitate our customers' integration into society.

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

› **Empowerment** is about enabling customers and employees to take the initiative and make positive and informed choices. We are committed to assisting customers in managing their own lives so they can establish new relationships, build their self-esteem and confidence, make independent decisions and decrease their dependence on other people and organisations. We are committed to providing relevant information, supervision, and training to support employees in making decisions about their career and practice.

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



### 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. Focus Ireland works closely with Dublin Simon and The Peter McVerry Trust in providing the Support for Living Independently (SLI) service in Dublin. Focus Ireland works closely with Cork Simon to deliver Housing First supports in Cork. Focus Ireland is also a member of the Irish Council for Social Housing, the Charities Institute Ireland and FEANTSA (European network of organisations working with people who are homeless).

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# Achievements and performance

## COVID-19

COVID-19 meant that 2020 was an extremely difficult time for everyone, but especially so for those who are experiencing homelessness. It's at especially difficult times like this that we rely on our values and demonstrate our commitment to our customers and the most vulnerable.

Our staff have been on the frontline every day, supporting some of the most vulnerable people in our society through this period, and it speaks volumes to their innovation and professionalism that the impact on our customers and tenants has been minimal.

Our systems and processes have worked very well to support staff and customers during this pandemic.

### Staff

- › Our IT strategy of 'Mobility and Security' ensured that we were well prepared for remote working and this continues to operate smoothly.
- › Our Return to Work Group continues to be a source of support and guidance to staff on how to return to work in a safe manner.
- › The well-being of staff continues to be a key focus of the organisation and significant resources have been allocated to ensure that proper tools are in place to give support to staff where needed.

### Customers

- › Focus Ireland has also focused on continuing to support the increased needs of our customers. We have adapted our services where necessary to ensure that we maintain the highest standards of services.
- › New and innovative ways of carrying out our work have been developed to adapt to the ever-changing environment. Examples of this include:
  - › Our Coffee Shop service, which provides hot meals to customers, had to implement strict social-distancing guidelines and change to providing a take-away service.
  - › Face-to-face meetings with customers were replaced, where possible, by phone support.
  - › A new service was established in April 2020 in conjunction with the HSE and the DRHE, comprising 16 units over two properties in Dublin 8. This service provides vital shielding services for vulnerable adults to protect against the contraction and spread of COVID-19.
  - › Our Caretakers Hostel was converted to a 24/7 residential service.

## Crisis management

At the outset, the executive team instituted daily meetings and links with all relevant authorities, e.g. the Department of Health, Dublin Region Homeless Executive (DRHE), HSE, etc. We commenced issuing a daily email update to staff arising from decisions made at the daily executive meeting.

A working group of the Board, consisting of the chairpersons of Focus Ireland and Focus Housing, Board members from the Finance and Audit Sub-Committees and members of the executive team, came together to work as a crisis management team. The group engaged in weekly calls from the period 8 April–8 May 2020 when they were reduced to bi-weekly and then to monthly calls. These meetings were to advise and guide the executive in an uncertain environment and to have Board oversight on how the organisation was performing.

The crisis has demonstrated the absolute importance of partnership between all parties, including state agencies like the HSE, Tusla, local authorities and the Department of Health, and the importance of the voluntary sector. We have been urging the new Government to build on this partnership approach in the future. By working together, we managed to prevent significant outbreaks of the disease in the homeless community, particularly when compared to other countries throughout Europe, saving lives in the process.

## Performance

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

Focus remains on the two key pillars of this strategy:

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

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

Some people who become homeless can find their own route out, but many others require support in finding accommodation and support in holding on to their new home. The longer a person is homeless, the worse their

**Making sure that we can prevent homelessness before it happens is one of the most effective ways we can tackle this crisis.**

personal problems can get – particularly mental or physical health problems or substance abuse. The sooner we can find a secure home for anyone facing homelessness, the better chance they have to reduce the damage caused by homelessness. We know that the right type of

support gives people the best chance of staying out of homelessness for good.

Our achievements in 2020 and a summary of our performance over the last four years in relation to each of our strategy goals are outlined below.

Our four-year goals	Impact of strategy
<b>Greater impact on prevention services</b>	<ul style="list-style-type: none"> <li>➤ Supported *12,300 (2019: 14,200) people through our services in 2020.</li> <li>➤ In 2020, the Advice &amp; Information service continued an intensive case management feature for those customers who required an extended period of engagement to prevent them from becoming homeless. Nearly 300 (2019: 470) customers engaged with this feature during 2020.</li> <li>➤ In 2020, 1,900 (2019: 2,600) customers in danger of losing their home accessed the Advice &amp; Information service in that period.</li> <li>➤ Over the period of our strategy, through our services across the country, Focus Ireland helps over 14,000 people every year. Sometimes that help comes in the form of a decent meal, sometimes it is advice that will prevent a person losing their home, sometimes it can be an offer of a new home at an affordable rent.</li> </ul>
<b>Add 600 homes to our housing stock by the end of 2020 through Focus Housing Association CLG</b>	<ul style="list-style-type: none"> <li>➤ Added 130 units (2019: 99) to our housing stock in 2020; 90 through acquisitions and 40 leases or managed properties.</li> <li>➤ As at 31 December 2020, the organisation has 1,140 housing units.</li> <li>➤ Over the course of this strategy, Focus Housing Association provided 581 homes for our customers through acquisitions, leases or management properties. This strengthened our commitment to providing homes for customers and helping them to find a pathway out of homelessness.</li> </ul>
<b>Rebuild the cash reserves of the organisation to a 13-week level by the end of 2019 to ensure the sustainability and stability of its activities over the next three years</b>	<ul style="list-style-type: none"> <li>➤ This objective was achieved earlier than expected, having reached 13 weeks at the end of 2018. The organisation finished 2020 with €17.6m as our cash reserve balance, which equates to 27 weeks. This has been integrally important in ensuring that the organisation could continue to operate during the peak of the COVID-19 crisis.</li> </ul>

\* This figure is not directly comparable to previous years. Due to public health restrictions arising from the COVID-19 pandemic, in order to protect the safety of our staff and customers, Focus Ireland was unable to provide the range of supports that were provided in other years in order to protect the safety of our staff and customers. For instance, many support services were delivered online and food services moved from sit-in to take-away. Another reason for the drop in numbers we supported in 2020 was that the temporary ban on evictions meant that fewer people became homeless which reduced the number of people presenting to our services. This allowed our staff to concentrate on supporting people to move out of homelessness during the pandemic and to support a record number of households into a new home in 2020.



## Services

Focus Ireland supported over 12,300 people in 2020 through the provision of services in Dublin, Cork, Limerick, Waterford, Sligo, Wexford, Tipperary, Carlow, Kilkenny, Kildare, Clare, Kerry and Monaghan. This figure is not directly comparable to previous years as, due to COVID-19 restrictions, certain types of interaction had to change; for instance, some services went online and food services moved from sit-in to take-away, and not all interactions are covered by this figure. 2020 was the final year of Focus Ireland's existing strategy, the long-term objective of which is to identify and help people who are in danger of losing their home – prevention; or supporting people to sustain an exit out of homelessness – sustaining exits. In 2020, COVID-19 meant that we had to look for and find new and innovative ways of engaging with our customers. With regular face-to-face contact severely restricted, staff adopted customer-friendly and customer-agreed methods of communication to support the people that we work with. These included social and digital media platforms, online meetings, telephone calls, texts, and any safe and effective communication models that allowed us to engage and interact with our customers in a meaningful way.

## Prevention services

The key services delivered under our prevention strategy are:

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

Someone might be at risk of losing their home for a number of reasons. These can include overcrowding, rising rent prices, family breakdown, where a young person is leaving the care of the state, substance misuse or domestic abuse. Focus Ireland's prevention services reach out early and engage with people who are facing these situations to ensure they are supported to keep their existing home or, where this is not possible, to secure other housing, thereby avoiding homelessness and having to access homeless services.

Focus Ireland's **Advice & Information services** operate across the country and support people who are already homeless or prevent people from becoming homeless in the first instance. Staff delivering prevention advice and information provided a variety of supports and services, including supporting customers to access information, advice and advocacy, supporting them with mediation and dispute resolution, and signposting them to a range

Launch of The Big Rebel Sleep Out 2020 at Cork City FC training ground, Curraheen Road, Co. Cork



**In 2020, 430  
(2019: 425)  
young people  
were supported  
as part of Focus  
Ireland's Youth  
services.**



of other support services – all to reduce or eliminate the factors placing the tenancy at risk and to ensure that customers were prevented from losing their homes.

In 2020, staff also continued to provide an intensive case management element as part of our prevention Advice & Information services. This element specifically supports those customers who require an extended period of engagement from staff to prevent them from becoming homeless. In 2020, 281 (2019: 471) customers engaged with this service specifically while, overall, approximately 2,000 (2019: 2,600) customers in danger of losing their home accessed the Advice & Information services in that period.

Focus Ireland's **Tenancy Sustainment Support** (TSS) services also operate across the country and provide both prevention and sustaining exits elements. Prevention TSS involves staff delivering visiting support to customers who may be at risk of losing their homes. Tenancies may be at risk for a variety of reasons, so, like the advice and information service, staff will work with and support the customer in identifying, reducing or eliminating this risk. In 2020, approximately 570 (2019: 450) households at risk of losing their homes were supported through the provision of assistance in practical home management (e.g. basic repairs, arrears management and debt counselling) and addressing anti-social behaviour (e.g. neighbour disputes and family relationships). Staff also supported customers with mental health/healthcare needs in accessing the

relevant services that could support them to continue to maintain their tenancy, while at the same time building links with community and social networks in the local area to encourage integration and foster a sense of belonging in their community, thereby further strengthening their likelihood of investing in their communities and successfully maintaining their tenancy.

**Youth services** are the third service grouping falling under Focus Ireland's prevention services and are there to support young people who are leaving state care (having turned 18), and young people who have been identified as requiring support to transition to, and sustain, a home. A housing-led model is adopted in delivering our youth services, with the young person given access to housing, with the commensurate levels of supports and services built around the young person but no preconditions set. Key features of our youth services include:

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

In 2020, 430 (2019: 425) young people were supported as part of Focus Ireland's Youth services.



## Services that sustain exits out of homelessness

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

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

In addition to preventing people becoming homeless, Focus Ireland's **Advice & Information services** also provided support to people who were already homeless. These supports included advice and advocacy, support in accessing accommodation – emergency and long-term – accessing relevant information through signposting to external services, including housing, social welfare, health, training, etc. or, where appropriate, referrals to some of Focus Ireland's own services in an effort to move the customer along the pathway towards exiting homelessness.

In 2020, approximately 5,000 (2019: 3,200) customers were supported as part of this service, including 423 (2019: 409) households who were actively case managed.

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

Customers who may be living in emergency and temporary accommodation and require support in identifying, accessing and settling into new, long-term accommodation are supported by Focus Ireland in all aspects of moving into their new home. This can include support in physically moving to their new accommodation as well as support in accessing household goods and appliances. Once the customer has successfully moved into their new home, staff will provide support and guidance in accessing the relevant suite of services that will allow them to successfully settle into and sustain their new homes and integrate with their communities. Staff will signpost and/or facilitate access to services in relation to health, social welfare, budgeting, addiction, education, training and childcare.

**Focus Ireland's Tenancy Sustainment Support** services also include the Dublin Family Homeless Action Team which, in 2020, supported nearly 1,000 (2019: 1,100) families and over 1,600 (2019: 2,400) children who were homeless; 467 of these families (2019: 425) were successfully moved into a new home during 2020.



Overall, Focus Ireland's Tenancy Sustainment Support services supported approximately 1,900 (2019: 2,000) households out of homelessness and into a home during the same period.

**Long-term supported accommodation** services promote independent living principles for our customers, with the customer facilitated and supported in taking control of their own lives, including identifying any of the supports that they require. At the same time, staff provide long-term supports to people who are homeless and who have specialised health, care and social support needs. In 2020, approximately 720 (2019: 900) households were supported as part of our long-term housing services across the country.

**Short-term accommodation** services operate on a 24/7 basis, 365 days a year, and provide a full suite of programmes and activities to customers to meet their short-term/temporary accommodation and support needs. Many customers of our short-term accommodation services are homeless and present with complex needs, including specialised health, care and support needs.

The overarching aim of short-term accommodation services is to minimise the length of time spent homeless and to support the person to access housing with requisite supports as soon as possible after initial presentation to homeless services. Nearly 220 (2019: 235) households were supported in Focus Ireland's short-term accommodation services across the country during 2020.



## Advocacy, communications and research

Discussion of public policy during 2020 was dominated first by the General Election and negotiation of a new Programme for Government and subsequently by the COVID-19 pandemic and efforts to mitigate its impact. Government measures to protect private rental tenants contributed to a significant fall in family homelessness, though homelessness for single people and couples without children continued to rise significantly in Dublin.

During the General Election and government formation periods, the Advocacy Team kept five headline actions on the political agenda through a varied campaigning mechanism, resulting in four of these issues being explicitly named in the Programme for Government.

During the pandemic the team balanced its work on responding and documenting the impact of the crisis on housing and homelessness and keeping long-term issues from being neglected in the public agenda.

While COVID-19 delayed a number of major research projects, it was possible to redesign these and postpone publication dates while maintaining the quality of the work. COVID-related lockdown opened up new possibilities for international collaboration, including sharing of experiences and good practice in COVID-adapted practice for front-line services. The team published a Submission to Department of Housing, Planning, and Local Government on Access to Emergency Accommodation during the COVID-19 pandemic.

The Advocacy Team published a number of important research reports during 2020 including:

- › 'A Qualitative Study of LGBTQI+ Youth Homelessness in Ireland' by Dr Aileen Quilty and Prof Michelle Norris
- › 'Youth Homelessness in the Dublin Region: A profile of young, single emergency accommodation users in 2016, 2017 and 2018' by Clíodhna Bairéad and Prof Michelle Norris
- › 'Exploring Own-Door Models of Emergency Accommodation for Homeless Families in Ireland' by Neil Haran and Seán Ó Siochrá

The team also launched a new publication series, 'Focus on Homelessness', in collaboration with the School of Social Work and Social Policy, Trinity College Dublin. This publication collates data from over 80 separate government publications to set out a detailed picture of trends in homelessness and homelessness expenditure.

## Housing and property

In a very difficult year, we managed to provide 130 additional homes. Over 100 of these were purchased, with the majority of the remainder leased from local authorities to either prevent families from having to enter hotels or for Housing First customers.

During the year we restructured the Development department to be more effective, appointed a second Development Manager to cover the Mid-West and Borders area and continued to build our network of contacts with landowners and developers. Towards the end of the year we completed the acquisition of a site in Connaught Street, Cabra, and entered into a development agreement to provide 20 homes.

Housing Management and Maintenance continued to operate well during lockdown. As well as refurbishing vacant properties so that new tenants could move into their new homes, maintenance personnel took on extra cleaning duties and made sure that all estates and apartment blocks were in good order. Contractors continued to respond to emergency and urgent repairs. Property Management Officers (PMOs) continued with inspections and meeting with tenants, where necessary, and managing rents and tenancies issues.

As part of our efforts to make things as simple and as safe as possible for our tenants, we introduced a facility for them to pay their rent by telephone. This has had the added benefit of providing an additional support for some tenants, complementing the work of their housing support worker. We also created an induction video for our tenants explaining the Tenancy Agreement. The result of all this work was that targets were met or exceeded in all our key performance indicators (KPIs).

**A Qualitative Study of LGBTQI+ Youth Homelessness in Ireland by Dr Aileen Quilty and Prof Michelle Norris**



# Employees

## Human resources – investing in people

### Talent acquisition

As a result of the COVID-19 pandemic and the sudden move to remote working in March 2020, the team moved all recruitment activities, communications and interviews online with the use of Microsoft Teams. We have continued to adapt our recruitment process in 2020 to ensure we meet business needs.

The Talent Acquisition Team had a very successful year in 2020, with a total of 124 roles being filled throughout the year.

During the year, we had a total of 94 new joiners, of which 14 were Community Service Volunteers (CSVs), 24 internal transfers and 20 promotions. There was significant interest in all of the promotional opportunities advertised and staff also took the opportunity to transfer across the organisation to gain further knowledge and experience in other projects and services.

We have improved the efficiency of our recruitment process, which has helped us build rapport with candidates and improved our overall candidate experience. Hire was introduced as a recruitment tool in early 2020 through the roll-out of our new HR system HR Locker. Hire has allowed us to streamline our recruitment processes by bringing them together into one centralized tool. This has enabled us to recruit and shortlist more effectively, leading to a higher calibre of candidates.

Headcount at the end of 2020 was 450 employees plus 14 CSVs, which included 68 part-time employees.

### Employee engagement

Continuing to promote and advocate our organisation values, the Engagement Champions focused on wellness in 2020 and delivered a very successful wellness month in June. Other events continued to roll out throughout the year, including wellness workshops, online yoga and social team chats and events. Early in the year we replaced the Counselling Service with a more robust Employee Assistance Programme, which included counselling, support for parents, manager assistance and career coaching.

Our organisation-wide employee survey in March 2020 gave us an opportunity to focus our efforts on communication and partnering. The results were rolled out to all managers who cascaded down to teams, resulting in action plans.

In October we ran an online COVID check-in survey across the organisation. This gave us some valuable feedback that the majority of staff were feeling well supported during 2020. It gave us an opportunity to focus back on engaging with our teams and continuing to meet them virtually. Frequent communication from the executive team was very well received and staff felt well informed to make decisions.

### Learning and development

A strategic approach to learning and development has been adopted to ensure, among other things, that our staff have the skills and knowledge to carry out their roles, meet strategic objectives, provide value for money and return on investment. This includes a review of mandatory and core training in collaboration with the organisation, as well as the introduction of a training needs analysis, to define and prioritise organisational, individual, team and service needs.

The supervision model has been designed, developed, and implemented in partnership with the broader organisation, including support functions, to integrate an outcome-focused, reflective process, designed to meet certain organisational, professional and personal objectives, and intended to complement overall performance and talent management.

During 2020, a lot of our training moved online and this continues into 2021, including Induction, Child Protection, Therapeutic Crisis Intervention, Management Development, Supervision, CSV training and Fire Marshall.

A buddy system was introduced in 2020 to give new joiners an opportunity to meet someone outside their own team and to learn more about the organisation.



‘Focus on Happiness’ was a magazine created by Focus Ireland’s Limerick and Mid-West teams in June 2020 to support customers during COVID-19

**While the pandemic created challenges for Fundraising in 2020, the team surpassed the original target for the year, raising more than €17.2m against a target of €11.5m, an increase from the €11.5m raised in 2019.**

## Returning to work onsite

In mid-2020 we brought together a group of lead representatives from all functions to provide support and advice across the organisation as we continued to work through the COVID pandemic. There have been no major incidents as a result of the pandemic and we were proactive in our approach to being prepared, updating our ways of working and developing protocols for being onsite. We haven't had the need to close any services and have remained available to our customers. All of the government and HSE guidelines were shared throughout the year with staff and we have communicated from the executive team very clearly on our practices and policies.

## Volunteers

2020 was an unusual year and as a result of the pandemic, volunteering in Focus Ireland was unable to go ahead as usual. During the year, five volunteers provided support in various services such as fundraising, Preparation for Education, Training & Employment (PETE), Stanhope Green and The Coffee Shop. Focus Ireland has eight School Visit Ambassadors. Work experience opportunities were scarce during 2020, although a few went ahead under government guidelines.

## Fundraising and marketing

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

While the pandemic created challenges for Fundraising in 2020, the team surpassed the original target for the year, raising more than €17.2m against a target of €11.5m, an increase from the €11.5m raised in 2019.

With the exception of retail, all areas performed exceptionally well. Focus Ireland regretfully took the decision in May 2020 not to re-open its two Beloved boutiques, which had been closed due to the COVID-19 emergency. For over five years our Beloved stores were at the heart of communities in Douglas, Malahide and for a time in Waterford and Naas.

Another reason for the exceptional performance was down to a one-off donation of €1.6m relating to the Immigrant Investor Programme (IIP) which is ring-fenced for capital works in the George's Hill complex. This money is expected to be spent in 2021.

## Regular giving

The early recruitment of regular givers through door-to-door fundraising in the first two months of the year meant that the area remained ahead of target for the year. A late decision to replace the Easter campaign with an emergency COVID-19 appeal highlighting the critical work of Focus Ireland's front-line staff generated nearly three times as many donations as the previous year's campaign. An additional 2,075 people (2019: 1,801) signed up to support Focus Ireland with a monthly direct debit donation in 2020.

Emphasis was put on streamlining campaigns across the whole fundraising team to ensure as much success as possible from fewer activities. The team ensured that campaigns and events moved online or had a significant online element. Shine a Light Night raised over €1.8m against a target of €1.3m and added a new element where the public were asked to sleep out in their own homes; all participants took part in online activities throughout the evening. Additionally, all main campaigns: The Big Rebel Sleep Out, The Virtual Marathon, The Virtual Camino, Christmas Jumpers Days and Sponsor a Star exceeded targets. Third-party events, including The Warrior Run, Hair We Go, The Irish Rail 'Station Sessions' and the Belvedere Sleepout, also ensured that funds were raised for Focus Ireland and we reached more new audiences.

The Partnership and Philanthropy team stewardship of donors meant that the year was successful and secured large gifts from corporates, individuals, and trusts and foundations. The partnership with Bord Gáis Energy included sponsorship of Shine a Light Night, and €50k matched donations on the Late Late Show. Legacy also had a strong first year as part of the Partnership and Philanthropy area, securing 29 pledges, including four properties.

To support all Christmas fundraising, an installation of a hotel room used as family emergency accommodation was constructed in a vacant shop on South William Street, Dublin 2. The installation launch included a video of a family living within the space and support from influencer Mairead Ronan of Ireland's Fittest Family, which resulted in a high level of media and social interaction.

Each year, the generosity of our supporters amazes us. Without them we simply could not do it. The level of fundraising received over the course of 2020 was unexpected in such a challenging environment, but the impact was huge in allowing us to continue to grow and adapt our services in line with the needs of our customers.



## Financial review

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

The surplus achieved in the year was €9.6m (of which €3.0m is restricted) (2019: €0.3m). Included in this figure is €3.1m which relates to the release of capital asset scheme (CAS) mortgages which expired by the end of 2020. These are shown under Other income in the statement of financial activities. The growth in Fundraising income is also another key contributor to this high level of surplus for the year. Details on the performance in this area are outlined in the Fundraising and Marketing section.

At the start of the pandemic Focus Ireland implemented some cost-savings measures in order to preserve cash, given the uncertain environment. It is important to note that these cost-savings measures related to specific database and IT projects and planned maintenance works which were included in the budget but were paused in 2020. Every effort was made to keep our services open and we continued to remain customer-focused at all times. We also avoided scaling back staff levels or implementing wage cuts by availing of government supports like the Temporary Wage Subsidy scheme.

Grant income increased by 13.4% over 2019 levels and now accounts for 38% (2019: 44%) of total income. The increase in grants was driven by a full year of our Housing First services provided in South East, Limerick, Cork and Kerry. We also worked in partnership with the HSE to set up and deliver a cocooning service in Dublin 8 with 16 units. This service provides vital cocooning services to vulnerable adults to protect against the contraction and spread of COVID-19. Our Caretakers Hostel, supported by Tusla, was converted to a 24/7 residential service. The other reason for the increase is due to additional funding being secured, through negotiations with our state funders, for some services that were running large deficits. This will help to ensure a sustainable funding stream for our services.

## Plans for the future

We developed and rolled out our new organisational strategy in 2021: 'Restating Our Vision 2021–2025'.

In this strategy we will continue to build on our achievements from our previous strategy and remain dedicated to our two key pillars of preventing homelessness and supporting people who are homeless to move into secure homes. We understand that homelessness remains a blight on individuals, families and our society as a whole. But homelessness cannot be ended by working just at the individual level, important as that is. Always, our challenge to homelessness is based on the lived experience of the people we work with and support. Over the period of this strategy, we will continue to draw evidence-based inspiration from all our sources, both domestic and international, and share them with our partners to help change the practices and policies that sustain homelessness.

1



### Families

who are homeless or at risk of homelessness and have complex support needs

2



### Families

who are homeless or at risk of homelessness primarily due to economic circumstances

3



### Young people

who are homeless or at risk of homelessness with complex support needs

4



### Single adults

who are homeless or at risk of homelessness with complex support needs

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



Homelessness happens when people slip through the gaps in our society. Under this strategy, Focus Ireland commits itself to closing those gaps by working in ever closer partnership with a whole range of organisations, departments, authorities, agencies, donors and citizens who share our commitment to tackling homelessness.

Because our work is fundamentally concerned with people – the challenges they face and how we can support them to secure their existing home or move out of homelessness – this strategy is built around the household circumstances in which people live. Over the

2021–2025 period Focus Ireland will concentrate its resources in four key work streams, reflecting the lives of the people we support:

- 1 Families who are homeless or at risk of homelessness and have complex support needs
- 2 Families who are at risk of homelessness due to economic reasons
- 3 Young people who are homeless or at risk of homelessness with complex support needs
- 4 Single adults who are homeless or at risk of homelessness with complex support needs.

We are also committed to providing 1,152 new properties over the lifetime of the strategy which will be acquired through our approved housing body, Focus Housing Association.

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

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

### Reserves

In the past number of years, the organisation has focused on replenishing the cash reserves in order to ensure organisational stability and sustainability. In line with our strategy, we have

worked to build up the cash reserves to a best practice level of 13 weeks' reserves. The way the organisation calculates the level of reserves required is based on 13 times the budgeted weekly cost of running the organisation. The budgeted weekly cost for 2020 amounted to approximately €649k. The aim was to finish the year with approximately €8.4m (13 weeks). The cash balance at 31 December 2020 was €17.6m, which represented 27 weeks (24 weeks excluding a €1.6m IIP donation which was a one-off donation for a specific purpose). The additional cash at the end of the year directly relates to a stronger Christmas fundraising campaign in Q4 2020 than expected. Of the funding received from the Immigrant Investor Programme, €1,040,000 is ring-fenced and will be spent in 2021 on much needed capital works in the George's Hill complex. With the remainder of the excess funds, the organisation is considering the best way these funds can be utilised to have a meaningful impact on the services we provide for our customers as well as strengthening the future viability of our organisation.

Both Focus Ireland and Focus Housing have a treasury management policy in place which outlines the Board's appetite for minimum cash levels thresholds. If cash looks like it could dip below these thresholds then it needs to be reported to the Finance Sub-Committee and the Board and taken onto our risk register where agreed actions will be carried out in line with the Board's advice.

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

## Health and safety

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

## Environment

The Group has a proactive approach to assisting all personnel to conduct our business in a manner that protects the environment of our customers, employees and the community. Focus Ireland Green Committee was launched in March 2021 and tasked with reviewing areas of the organisation that could become more environmentally friendly and building up awareness and interest with our staff on how to become greener. The committee is composed of nine staff members from a variety of areas and departments in the agency with a keen interest in environmental matters and wanting to make a difference.

## Post balance sheet events

There have been no post balance sheet events which would materially affect the financial statements.

## Political contributions

There were no political contributions made by the Group during the financial year (2019: €Nil).

## Principal risks and uncertainties

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

### COVID-19

The pandemic continues to present a unique challenge to our organisation as well as the wider charity sector. We have considered the risks that COVID-19 poses to the organisation and the actions we are taking to mitigate the impact. Our priority is the safety and well-being of our staff and customers.

### Insufficient funding

Focus Ireland is reliant on grants from government and donations from the public to have sufficient funding to deliver its work. Focus Ireland monitors the organisation's cash position carefully and, as part of the 2021 strategy, it aims to maintain reserves at a level of 13 weeks.

### Tendering

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

### Recruitment

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

**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.**





**Focus Ireland works hard to attract, develop and keep people working with us.**

### Safeguarding

We manage the risk of any type of inappropriate behaviour that negatively impacts the people with whom we work through the development and enforcement of strong policies, by good recruitment practice, and by the provision of ongoing training and guidance.

### Housing supply

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

### Data protection

There is a risk of reputational damage and/or fines from the Data Protection Commissioner because of data breaches. The organisation has noticed a significant increase in phishing attempts. We have a number of security measures in place to combat this risk with the likes of Advanced Threat Protection and Multi-Factorial Authentication now in place. We also have a monthly staff training programme which focuses on IT/GDPR related issues.

### Interest rates

Focus Ireland held 27 loans at the end of 2020 which were issued on a fixed rate in order to mitigate the risk of adverse interest rate fluctuations.

### Going concern

The Company meets its day-to-day working capital requirements through its cash reserves. The current economic conditions continue to create uncertainty over the ability of the company to maintain the level of donations received. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the company will be able to operate for the foreseeable future. Therefore, these financial statements have been prepared on a going concern basis. Further details concerning the adoption of the going concern basis can be found in note 1 (b) to the financial statements.

### Governance and management

The directors and secretary who currently hold office and who held office during the year are listed on page 66. Focus Ireland has been a long-term advocate for rigorous statutory regulation of governance and fundraising in registered charities and approved housing bodies.

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

- › The new Charities Governance code
- › The voluntary ICTR Guiding Principles of Fundraising, which are reflected in Focus Ireland's Donor's Charter
- › The Department of Housing, Local Government and Heritage Voluntary Regulation Code for Approved Housing Bodies
- › Triple Locked – member of Charities Institute Ireland.

# The Board

## Directors and Company Secretary

The directors and secretary who currently hold office, or who held office during 2020 are:

### Focus Ireland Board

Sr Stanislaus Kennedy  
(Founder and Life President)  
Mr Michael Layde (Chairperson)  
Professor Tony Fahey  
Mr Conor Jones  
Mr Gary Kennedy (Appointed 30 Sept 2020)  
Mr John Moloney (Resigned 25 Sept 2020)  
Ms Susan O'Connell  
Mr John O'Haire

### Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)  
Ms Patricia Crisp  
Mr Mark Dunleavy  
Ms Anne Fletcher (Appointed 17 Dec 2020)

### Members of both Boards

Mr Andrew Gunne  
Ms Anna Lee  
Ms Fionnuala Meehan (Appointed 25 Sept 2020)  
Mr Fergal O'Dwyer  
Mr Declan O'Flaherty (Resigned 25 Sept 2020)

### Secretary

Ms Pamela Keenan

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

There is clear division of responsibility at the company, with the Board retaining control of major decisions under a formal schedule of matters reserved to the Board for decision, and with the Chief Executive responsible for devising strategy and policy within the authorities delegated to the Chief Executive by the Board. The Chief Executive is not a member of 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 seven times during 2020 (six in 2019).

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

One-third of directors are required to retire annually by rotation and, if eligible, may offer themselves for re-election. The roles of Chairperson and Chief Executive are separate, as are the roles of Chief Executive and Company Secretary, and all directors are independent of the management of the company. The Board of Directors retains overall responsibility for the strategic development of the company in close liaison with the executive officers.

**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.**

## Board members – Focus Ireland (only)

Name	Brief profile	Board term
<b>Sister Stanislaus Kennedy</b>	Sister Stanislaus Kennedy is an Irish Sister of Charity and one of Ireland's best-known social innovators. Sister Stan founded Focus Ireland in 1985 and is Life President of the organisation.	Life member
<b>Michael Layde</b>	Michael joined the Focus Ireland Board as Director in April 2016, having retired from his position as Assistant Secretary in the Housing and Planning Division of the Department of the Environment, Community and Local Government. Prior to this, Michael was Assistant Secretary in charge of the Department's Environment division. He previously served as Principal Officer in a number of the Department's areas of activity, most recently as Principal Officer, Waste Policy, where he dealt with the review and regulation of the sector. He has been a member of the Department since 1995, having previously worked in the Department of Health. Michael was appointed Chairperson of Focus Ireland in November 2018.	2/3
<b>Tony Fahey</b>	Tony is Professor Emeritus of Social Policy in University College Dublin. He is a sociologist by training and before joining UCD in 2007 spent 15 years as a social researcher in the Economic and Social Research Institute, Dublin. He has published on a range of topics connected with social policy and social trends in Ireland, the European Union and the United States.	1/3
<b>Conor Jones</b>	Conor joined Google in 2015 and currently leads the UKI LCS team in Dublin, having previously held leadership positions in GMS, GCE and gTech. Conor trained as an electronic engineer and designed microchips for mobile applications for four years with Nasdaq-listed semiconductor intellectual property company ParthusCeva, Inc. Conor's team delivered the world's first commercially licensed Bluetooth IP, selling to clients such as Panasonic, Sharp, Hitachi and Fujitsu. After obtaining his MBA he transitioned into management consulting, spending ten years with McKinsey & Company, the last four as Managing Partner of McKinsey's Irish practice.	1/3
<b>Gary Kennedy</b>	Gary's executive career commenced in Deloitte in 1978. He spent 13 years with Nortel Networks in a variety of roles and geographies, concluding as Vice President for Enterprise Networks EMEA and finished his executive career as Group Finance Director for Allied Irish Bank plc. Gary is a co-chair of 'Balance for Better Business', the Irish Government sponsored gender balance initiative; a founding Chair of the 30% Club in Ireland and a member of the council of the IOD in Ireland. He is also Chair of Greencore Group plc.	1/3
<b>Susan O'Connell</b>	Susan studied at University College Dublin, trained in McCann FitzGerald and qualified as a solicitor in 1996. Susan became a partner in McCann FitzGerald in 2002, leading the Private Client department of the firm for the following ten years, until the establishment of O'Connell Brennan Solicitors in 2012. Susan specialises in personal estate and tax planning and also advises charities and non-profit organisations and donors in relation to philanthropic giving. Susan is a former Chairperson of the Society of Trust and Estate Practitioners (STEP) Ireland. She is also an Associate of the Irish Taxation Institute, a Chartered Tax Adviser (CTA) and a member of the International Academy of Trust and Estate Law.	2/3
<b>John O'Haire</b>	John has worked for Focus Ireland for over 20 years and was elected to the Focus Ireland Board as Worker Director in 2019 for his second term, having previously served when he was a Project Worker. He has worked in various capacities in the organisation over the years, garnering a wealth of experience as a Team Leader, Project Worker and currently Services Manager based in Dublin.	2/2

## Board members – Focus Housing Board (only)

Name	Brief profile	Board term
<b>Diarmuid Burke</b>	Diarmuid joined the Focus Housing Association Board in 2015 and was appointed Chairperson in November 2018. Diarmuid has a wealth of experience within the financial sector and was senior executive with a growing pharmaceutical organisation for almost 30 years, leading the organisation's business at Finance Director and CFO level over that time. In recent years, Diarmuid had specific responsibility for the general management of that organisation's global healthcare business.	2/3
<b>Patricia Crisp</b>	Patricia Crisp has over 30 years' experience in all aspects of commercial and residential property, including professional services and agency. A former Executive Director of Corcoran Jennison Europe Ltd, she is experienced in advising companies and institutions on their property holdings in relation to their company or institutional strategy. Patricia specialises in Corporate Property Services, providing strategic property advice to corporate and institutional clients regarding all aspects of their property portfolio, such as relocation, sales and leaseback, development projects, fit-out, facilities management, project management and landlord and tenant issues.	1/3
<b>Mark Dunleavy</b>	Mark Dunleavy is Managing Director of MD Property, which he established in 2004. MD Property is one of Ireland's largest management and leasing firms. They currently manage over €1.8bn worth of assets containing 4,500 units across 75 developments. Mark is a chartered surveyor and is Chairman of the Society of Chartered Surveyors of Ireland residential committee.	1/3
<b>Anne Fletcher</b>	A founding director and former managing director of COADY Architects with over 40 years' experience as a practicing architect, Anne's expertise includes master planning and building projects in the residential, education, commercial fit-out and conservation sectors. Anne served as President of Perspective Architectural Group 2012–2017, a network of European practices providing access to architectural services internationally. She was elected to the governing council of the Royal Institute of the Architects of Ireland (RIAI) for 2013, and was a member of the RIAI Professional Practice Examination Board 2003–2011.	1/3



## Members of Boards of both Focus Ireland and Focus Housing Association

Name	Brief profile	Board term
<b>Andrew Gunne</b>	Andrew joined Chartered Land as Chief Executive in 2014. His primary role is to oversee the repositioning of the current property portfolio while growing the business by securing new ventures in conjunction with leading real estate capital partners. Prior to joining Chartered Land, Andrew was Managing Director of Key Capital Real Estate in Dublin, a business he co-founded in 2010. In that role, he led a senior real estate financing team, responsible for delivering more than €1 billion of property transactions in the period 2010 to 2014. Between 1999 and 2010, Andrew played a senior role in various Capital Markets Divisions in CB Richard Ellis, based in London and Dublin. During this time, he oversaw in excess of €1.2 billion of real estate transactions, with direct responsibility for sourcing, structuring, financing and executing investment transactions for a number of European institutional clients.	FI 1/3 FHA 1/3
<b>Anna Lee</b>	Anna joined the Board of Focus Ireland in 2015. She has considerable experience of the local/ community development sector, with a particular focus on the development of anti-poverty and social inclusion strategies (including economic and employment). She has been centrally involved in the design and implementation of integrated actions at local and regional level and was CEO of South Dublin County (formerly Tallaght/Dodder Valley) Partnership from 1991 until July 2014. Anna has contributed to policy development at national, regional and county level. She chaired the Combat Poverty Agency, the Dublin Employment Pact, the South Dublin County Enterprise Board and the Tallaght Drugs Task Force.	FI 2/3 FHA 2/3
<b>Fionnuala Meehan</b>	Fionnuala has a 25-year career working with multinationals in the tourism and technology sectors, spending her formative years at Best Western International before working for AOL Europe/UK and most recently for Google. Joining Google in 2005, Fionnuala was instrumental in the growth of the Advertising Sales and Operations organisation, holding a number of roles, including Vice President of Google Customer Solutions EMEA, leading a team of 1,000 people working with SMBs across the region. For her last three years at Google, Fionnuala was also the Head of Google in Ireland, responsible for all aspects of the site of more than 8,000 Googlers, interns and vendors, ensuring that operations continued to flourish and securing future investment for the Irish site, the 5th largest for Google worldwide. Her personal focus during this time was spearheading how Google Ireland gave back to the business and local community in a meaningful way, including hiring the first community liaison role and securing millions of Euro for philanthropic efforts like the Google impact challenge.	FI 1/3 FHA 1/3
<b>Fergal O'Dwyer</b>	Fergal O'Dwyer joined the Board of Focus Ireland and Focus Housing Association in 2019, also assuming the role of Chair of the Finance Sub-Committee. Fergal is a Chartered Accountant with significant experience in financial management, treasury, strategy, capital deployment and development. Fergal retired in 2020 from DCC plc, the Irish-headquartered international sales, marketing and business support services group, which is a FTSE100 constituent company, where he began as an Associate Director, later progressing to Chief Financial Officer in 1992, and Executive Director in 2000.	FI 1/3 FHA 1/3

Meeting and sub-committee attendance 2020	FI Board	FHA Board	Research Advisory	Public Affairs	Remuneration and Nominations	Finance	Audit	Funding and Branding	Services	Joined Board
Board member										
<b>Focus Ireland (FI)</b>										
Sister Stanislaus Kennedy	7/7				2/3				6/6	Sept 1985
Michael Layde (Chair FI)	7/7			2/2	2/3	6/6				April 2016
Susan O'Connell	7/7				2/3		6/6			May 2016
Gary Kennedy	1/1							1/1		Sept 2020
John O'Haire	7/7								4/6	April 2019
Conor Jones	7/7							6/6		Jan 2019
Tony Fahey	3/7		2/3							March 2019
<b>Focus Housing Association (FHA)</b>										
Diarmuid Burke (Chair FHA)		7/7			3/3	6/6				May 2015
Patricia Crisp		7/7								Feb 2019
Mark Dunleavy		6/7								Feb 2019
Anne Fletcher		1/1								Dec 2020
<b>FI and FHA</b>										
Anna Lee	7/7	7/7							6/6	May 2015
Fionnuala Meehan	5/7	2/2								Sept 2020
Andrew Gunne	7/7	7/7								Feb 2019
Fergal O'Dwyer	6/7	6/7				6/6				July 2019
<b>Sub-committee volunteer members</b>										
Niall Gibbons								0/4		
Adrienne Regan								6/6		
Niall O'Driscoll								4/6		
Dee Forbes								0/2		
Fiona Scott								5/6		
Dr Mary Murphy			3/3							
Dr Eoin O'Sullivan			3/3							
Dr Helen Johnson			3/3							
Aidan Culhane			1/3							
Dr Ursula McNulty			2/3							
Dr Kathy Kelly			1/3							
Dr Gloria Kirwan									5/6	
Mr Larry Tuomey									3/3	
Francis Chance									3/4	
Roger Wallace							4/6			
David Kelly							5/6			
Emily Logan				2/2						
John Gallagher				2/2						
Fiona Scott				2/2						

## CEO

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

Division	Executive in charge
Services	Ciara Carty
Finance, IT and Administration	Pamela Keenan
Advocacy, Research, Policy, Communication and Education	Mike Allen
Human Resources	Briona Sheils
Fundraising	Amy Carr
Property	Jan Mingle

## Board Committees

Committees of the Board are established for good governance under the code of practice as follows. The committees have members of both Focus Ireland and Focus Housing Association Board and they cover activities of both Boards.

### Finance Committee

This committee monitors and reviews financial performance. The committee should meet six times per year (2020:6, 2019:7) and consists of non-executive directors and Focus Ireland executives.

#### Functions of the Committee

- › To monitor and review the financial performance of Focus Ireland and Focus Housing Association.
- › To review the internal financial controls and risk management processes of both organisations.
- › To offer advice and assistance to the executive team to ensure financial sustainability of the organisation.

- › To provide specialist financial expertise and perspective to enable both Focus Ireland and Focus Housing Association to carry out its work effectively.
- › To report findings and recommendations from its review directly to the relevant Board.
- › To monitor finance procedures to ensure that they are appropriate to the relevant organisation's activities.
- › To authorise expenditure greater than €100K.
- › To act as a point of escalation for the executive team.
- › To provide a forum where relevant issues/controls and financial or sustainability concerns can be discussed, and appropriate solutions devised.
- › To monitor and review annually the Treasury Management policy for both organisations to ensure it is still appropriate for the relevant Board.
- › To be a reference point for the executive team when dealing with crisis management situations, e.g. COVID-19.

### Audit and Risk Committee

This committee reviews internal financial controls and risk management. The committee liaises with internal and external auditors and reports to the Board. The Committee should meet at least six times yearly (2020:6; 2019:6) and consists of non-executive directors and Focus Ireland executives.

#### Functions of the Committee

- › To monitor the integrity of the financial statements of Focus Ireland and Focus Housing Association and any formal announcements about the organisation's financial performance.
- › To promote best practice in terms of financial reporting and governance throughout both organisations.
- › To review internal financial controls and risk management processes for both organisations.
- › To liaise directly, and independently of the executive team, with internal and external auditors.

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



- › 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 concern.
- › To report findings and recommendations from its review directly to the relevant Board.
- › To review and advise on choice of external and internal auditors as appointed every five years.
- › The terms of reference for auditors to be reviewed/amended as appropriate and ratified by the main Board of Focus Ireland and the Board of Focus Housing Association every five years.
- › To review annually all insurance claims and cover to ensure that an appropriate level of protection is maintained.
- › To review the IT systems and roadmap annually to ensure that they are appropriate for both organisations.
- › To review annually the Health and Safety policy of the organisations and monitor compliance with our obligations.
- › To review any investigations required and work with the executive to complete any actions arising from such investigations.
- › To offer advice and assistance to the executive team on the development of robust processes and on the protection of Focus Ireland's and Focus Housing Association's reputation.
- › To monitor procurement procedures suited to each organisation's purchasing profile.
- › To act as a point of escalation for the executive team 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 review bi-monthly the risk register of both organisations and carry out an annual review of both organisations' risk management framework to ensure that it is still appropriate.
- › 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.
- › To communicate to the Board as soon as they are identified any audit items that relate to the Board's areas of responsibility.
- › To provide specialist financial and audit expertise and perspective to enable Focus Ireland and Focus Housing Association to carry out their work effectively.
- › To contribute every three years to a think tank on audit and risk management.

## Human Resources and Nomination Committee

In addition to ensuring succession planning and that the Boards have appropriate skills, knowledge and experience, this committee approves and determines remuneration for executive management. The committee should meet twice yearly (2020:3, 2019:3) or when required and consists of non-executive directors and Focus Ireland executives.

### Functions of the Committee – Nomination

- › The Board members need to have the skills, experience, expertise and time to fulfil their role and responsibility on the Boards as detailed in the Terms of Reference for the Boards.
- › The sub-committee will develop a Succession Policy for approval by the Boards to provide guidance on Board succession.
- › The skill needs for the Boards should be reviewed at a minimum every three years. Recommendations for changes should be made to the Boards.
- › Board members will be appointed in accordance with the constitution of both entities.
- › The sub-committee must ensure that there is sufficient rotation of directors on the Boards to allow new perspectives to be brought in whilst balancing the continuity of the Boards and recognising the knowledge and experience of Focus Ireland and Focus Housing built up over time.
- › Where a vacancy occurs, the sub-committee must ensure that the nominees are selected through an open and transparent process, in accordance with the succession policy and should oversee this process. Recommendations are then made to the Board.
- › The sub-committee will ensure that all chosen directors will:
  - › be key individuals who act at a senior level in their area of expertise
  - › act as champions for Focus Ireland and Focus Housing and be able to influence key stakeholders in the statutory, business and community sector
  - › operate in the interest of Focus Ireland and Focus Housing Association and in line with their mission, vision and values.
- › A comprehensive induction programme should be put in place and the HR&N Committee should ensure that those chosen are integrated into the Board seamlessly.

### Functions of the Committee – Human Resources

- › The sub-committee will nominate the appointment of the CEO to the respective Boards for decision. It will also determine and approve the remuneration of the CEO and changes to the remuneration of the executive team reporting directly to the CEO.
- › The sub-committee also recommends the pay and pensions policy for the organisation and approves organisation-wide pay increases to the Board.
- › The sub-committee reviews the organisation's people strategy for recommendation to the Board.
- › Reviews annually the organisational structure and the management succession plan.
- › The CEO will be responsible for monitoring and assessing the performance of the executive team.
- › The CEO will make recommendations to the Remuneration and Nomination Committee for endorsement.
- › The Chairperson of the Board will be responsible for monitoring and assessing the performance of the CEO in accordance with Focus Ireland's performance management policy and procedures.

### Research Committee

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

The committee will meet at least three times a year (2020:3, 2019:3). It comprises non-executive members of the Board, volunteer experts, leading academics and Focus Ireland

executives. The Chair of the sub-committee is a member of the Focus Ireland Board. The Director of Advocacy, Research and Communications will act as the executive officer of the sub-committee, with the support of the Research Co-ordinator.

### Functions of the Committee

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

### Services Committee

This committee provides advice and guidance on available models of service and good practice associated with service delivery. The committee should meet four times each year (2020:6, 2019:6) and consists of non-executive directors, volunteer experts and Focus Ireland executives.



### Functions of the Committee

- › To advise Focus Ireland on available models of service and good practice associated with service delivery within the context of the organisation's strategic plan
- › To contribute to and advise Focus Ireland on the development of its services strategy.
- › To participate every 3–5 years in a think tank on services, considering future demand and policy over the next 5–10 years.
- › To provide a forum where relevant issues/ challenges relating to services can be discussed with a view to meeting current demands and needs and providing recommendations.
- › To advise on external experts who might be invited 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.

### Funding and Branding Committee

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

This committee meets up to six times per year (2020:6, 2019:6). It consists of non-executive directors and Focus Ireland executives.

### Functions 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.
- › To consider proposals made and approaches adopted, and to contribute to discussions on lobbying, campaigning, fundraising and overcoming challenges.
- › To provide a forum where relevant issues can be discussed and solutions devised, appropriate for specific regions.
- › To introduce Focus Ireland executives, 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.
- › To 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.
- › To provide a strong voice for Focus Ireland within our community/region and provide specialist expertise and perspective to help us carry out our work and fundraising effectively.

### Public Affairs Committee

This new committee was set up in 2020. Its function is to provide advice, guidance and recommendations in relation to good practice in all aspects of Focus Ireland's work related to public affairs to support the organisational aim of ending homelessness in Ireland.

This committee commenced in September 2020 and will meet four times per year (2020:2). It consists of non-executive directors, volunteer experts and Focus Ireland executives.

### Functions of the Committee

- › To advise Focus Ireland on good practices in relation to all aspects of the organisation's public affairs work, including policy development, public policy advocacy and related communications, within the context of the organisation's strategic plan and objectives.
- › To contribute to and advise Focus Ireland on the development of its public affairs and policy advocacy strategy.
- › To provide a forum where relevant issues/ challenges can be discussed relating to public policy advocacy and communications issues, and to provide recommendations in relation to these.
- › To support the relationships of Focus Ireland executives and managers with key influencers in all sections of the public realm and media.
- › To attend and represent Focus Ireland at relevant events.
- › To play an active role in promoting our key messages.
- › To participate in the development of the organisation's multi-annual strategic plan, with particular reference to public policy formation, key audiences, public perception and emerging media trends.
- › To advise on relevant external experts to be members of the sub-committee to ensure expertise in all relevant areas.



**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.**

## Internal controls

The directors acknowledge their overall responsibility for the Group's systems of internal control and for reviewing their effectiveness. They have delegated responsibility for the implementation of these systems to the executive management. The systems include financial controls, which enable the Board to meet its responsibilities for the integrity and accuracy of the Group's accounting records.

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

### The key elements of internal control systems

- 1 The Group has strict policies and procedures in place for the receipt, recording and control of donations received from private individuals and the corporate sector. These procedures are regularly reviewed and independently audited.
- 2 The Group has an established Risk Management programme. A detailed risk register is in place and risk is owned and monitored by an executive. Risk is discussed and reviewed in the executive meeting regularly. Risks are reviewed by the Audit and Risk Sub-Committee on a regular basis.
- 3 An independent internal audit is conducted periodically to evaluate the internal financial controls and assessment of business risk. In 2020, an external consultant conducted a full governance and legal review of the organisation which included an evaluation of the Board and a Board survey to obtain feedback on any areas that needed to be improved. The recommendations and feedback identified were implemented where appropriate.
- 4 The Audit and Risk Committee reports independently to the Board on all aspects of controls and risks.
- 5 There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority.
- 6 Detailed budgets are prepared annually, in line with the strategic plan. Budgets are reviewed by the Finance Sub-Committee and further reviewed and approved by the Board. Actual results and service outcomes are regularly compared 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 the sustainability of our services.

## Conflicts of interest

In line with the requirements of the Charities Governance code, the organisation has a conflict of interest policy in place which is circulated to each Board member. There is also a declaration of interest statement which is completed by each Board member on an annual basis where they declare and note any conflicts they may have.

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

## Accounting records

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

## Statement of disclosure of information to auditors

Each person who is a director at the date of approval of these financial statements confirms that:

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

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

## Statement of directors' responsibilities

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

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

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

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

- › Select suitable accounting policies and then apply them consistently
- › Make judgements and estimates that are reasonable and prudent
- › State whether the financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements
- › Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business.

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

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

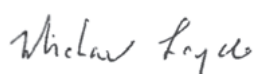
The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## Independent auditors

The statutory auditors PricewaterhouseCoopers have been appointed in 2020 and have indicated their willingness to remain in office, and a resolution that they be reappointed will be proposed at the Annual General Meeting.

### On behalf of the Board:



**Michael Layde**  
Director



**Susan O'Connell**  
Director

Date: 24 June 2021

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

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

## Report on the audit of the financial statements

### Opinion

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

- › give a true and fair view of the group's and the company's assets, liabilities and financial position as at 31 December 2020 and of the group's and the company's surplus and the group's cash flows for the year then ended;
- › have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Irish law); and
- › have been properly prepared in accordance with the requirements of the Companies Act 2014.

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

- › the consolidated statement of financial activities for the year then ended;
- › the consolidated and company balance sheet as at 31 December 2020;
- › the consolidated and company statement of changes in reserves for the year then ended;
- › the consolidated and company statement of cash flows for the year then ended; and
- › the notes to the financial statements, which include a description of the significant accounting policies.

### Basis for opinion

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

### Independence

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

### Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the company's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



## Reporting on other information

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

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

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

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

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 December 2020 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.
- Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report.

## Responsibilities for the financial statements and the audit

### Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

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

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

### Auditors' responsibilities for the audit of the financial statements

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

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics.

In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

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

[https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf)

This description forms part of our auditors' report.

#### **Use of this report**

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

## **Other required reporting**

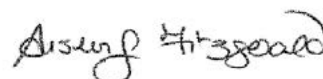
### **Companies Act 2014 opinions on other matters**

- › We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- › In our opinion, the accounting records of the company were sufficient to permit the company financial statements to be readily and properly audited.
- › The balance sheet is in agreement with the accounting records.

## **Other exception reporting**

### **Directors' remuneration and transactions**

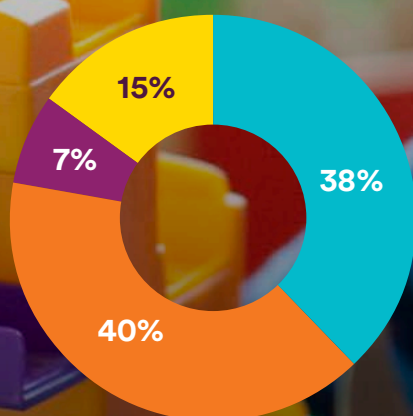
Under the Companies Act 2014 we are required to report if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.



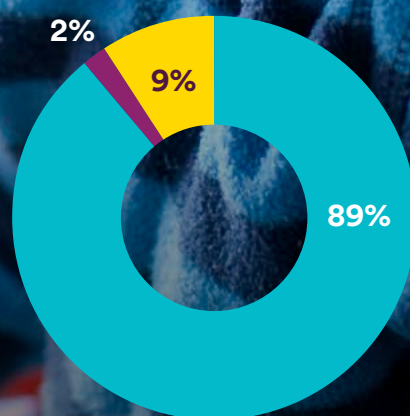
**Aisling Fitzgerald**

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

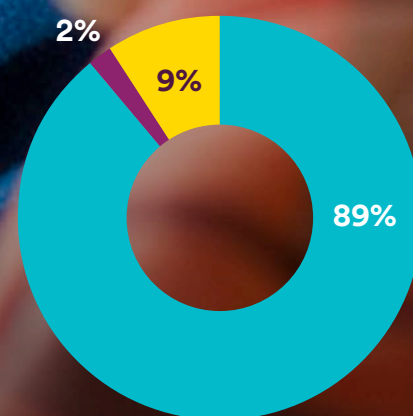
May 2021



2020: Mix of income		€m
Grant income		15.91
Fundraising income		17.01
Rental income		3.05
Other income		6.45
<b>Total income</b>		<b>42.42</b>



2020: Mix of expenditure		€m
Direct charitable activities costs		29.22
Governance and support costs		0.50
Fundraising and events costs		3.12
<b>Operational expenditure</b>		<b>32.83</b>



2020: Mix of expenditure (Excluding retail)		€m
Direct charitable activities costs		29.07
Governance and support costs		0.50
Fundraising and events costs		3.03
<b>Operational expenditure</b>		<b>32.59</b>

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

# Consolidated statement of financial activities

for the financial year ended 31 December 2020

	Notes	2020 Unrestricted funds €	2020 Restricted funds €	2020 Total €	2019 Unrestricted funds €	2019 Restricted funds €	2019 Total €
<b>Income from:</b>							
Donations and legacies	4	13,056,714	3,959,320	17,016,034	10,479,849	1,565,203	12,045,052
Charitable activities	5	–	15,913,321	15,913,321	–	14,031,566	14,031,566
Other	6	9,474,697	16,902	9,491,599	5,586,693	400	5,587,093
<b>Total income</b>		<b>22,531,411</b>	<b>19,889,543</b>	<b>42,420,954</b>	<b>16,066,542</b>	<b>15,597,169</b>	<b>31,663,711</b>
<b>Expenditure on:</b>							
Raising funds	4	3,128,755	–	3,128,755	3,656,743	–	3,656,743
Charitable activities	7	12,201,817	16,841,238	29,043,055	12,343,310	14,811,316	27,154,626
Interest on borrowings	8	657,163	–	657,163	518,185	–	518,185
<b>Total expenditure</b>		<b>15,987,735</b>	<b>16,841,238</b>	<b>32,828,973</b>	<b>16,518,238</b>	<b>14,811,316</b>	<b>31,329,554</b>
<b>Net income/(expenditure) before taxation</b>		<b>6,543,676</b>	<b>3,048,305</b>	<b>9,591,981</b>	<b>(451,696)</b>	<b>785,853</b>	<b>334,157</b>
<b>Taxation</b>	13	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net movement in funds for the year</b>		<b>6,543,676</b>	<b>3,048,305</b>	<b>9,591,981</b>	<b>(451,696)</b>	<b>785,853</b>	<b>334,157</b>

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



# Consolidated balance sheet

as at 31 December 2020

	Notes	2020 €	2019 €
<b>Fixed assets</b>			
Fixed assets – properties	15	136,737,287	115,494,808
Other tangible assets	16	740,670	791,054
<b>Total fixed assets</b>		<b>137,477,957</b>	<b>116,285,862</b>
<b>Current assets</b>			
Cash at bank and in hand		17,605,175	7,862,643
Debtors	17	2,507,245	2,440,364
<b>Total current assets</b>		<b>20,112,420</b>	<b>10,303,007</b>
<b>Creditors:</b>			
amounts falling due within one financial year	18	(7,302,660)	(4,717,775)
<b>Net current assets</b>		<b>12,809,760</b>	<b>5,585,232</b>
<b>Total assets less current liabilities</b>		<b>150,287,717</b>	<b>121,871,094</b>
<b>Creditors:</b>			
amounts falling due after more than one financial year			
Capital Assistance Scheme Loans	19	(88,548,791)	(83,822,663)
Capital Advanced Leasing Facility Loans	20	(7,731,333)	(3,464,705)
Bank Loans	21	(25,616,733)	(15,784,847)
<b>Total creditors falling due after more than one financial year</b>	22	<b>(121,896,857)</b>	<b>(103,072,215)</b>
<b>Net assets</b>		<b>28,390,860</b>	<b>18,798,879</b>
<b>The funds of the charity</b>			
Restricted income funds	23	6,265,614	4,257,309
Unrestricted funds	24	15,233,469	8,669,724
Capital grants and donations	25	3,261,512	3,281,581
Unrestricted capital reserves	26	2,590,265	2,590,265
Designated funds	27	1,040,000	–
		<b>28,390,860</b>	<b>18,798,879</b>

The financial statements were approved and authorised for issue by the Board of Directors on 24 June 2021 and signed on its behalf by:



**Michael Layde**  
Director



**Susan O'Connell**  
Director

# Company balance sheet

as at 31 December 2020

	Notes	2020 €	2019 €
<b>Fixed assets</b>			
Other tangible assets	16	740,670	791,054
<b>Current assets</b>			
Cash at bank and in hand		13,854,578	5,235,810
Debtors	17	2,100,160	3,650,460
<b>Total current assets</b>		<b>15,954,738</b>	<b>8,886,270</b>
<b>Liabilities</b>			
<b>Creditors:</b> amounts falling due within one financial year	18	(5,249,498)	(3,305,876)
<b>Net current assets</b>		<b>10,705,240</b>	<b>5,580,394</b>
<b>Net assets</b>		<b>11,445,910</b>	<b>6,371,448</b>
<b>The funds of the charity</b>			
Restricted income funds	23	2,026,103	2,026,103
Unrestricted funds	24	9,013,970	3,928,891
Capital grants and donations	25	405,837	416,454
Designated funds	27	—	—
		<b>11,445,910</b>	<b>6,371,448</b>

The financial statements were approved and authorised for issue by the Board of Directors on 24 June 2021 and signed on its behalf by:



**Michael Layde**  
Director



**Susan O'Connell**  
Director

# Consolidated statement of changes in reserves

for the financial year ended 31 December 2020

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
<b>Group</b>							
<b>At 1 January 2020</b>		4,257,309	8,669,724	–	3,281,581	2,590,265	18,798,879
Surplus/(deficit) for the financial year		3,048,305	6,543,676	–	–	–	9,591,981
Transfer of reserves		(1,040,000)	–	1,040,000	–	–	–
Amortisation of Capital Grant	25	–	20,069	–	(20,069)	–	–
<b>At 31 December 2020</b>		<b>6,265,614</b>	<b>15,233,469</b>	<b>1,040,000</b>	<b>3,261,512</b>	<b>2,590,265</b>	<b>28,390,860</b>

## In respect of the prior year

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

# Company statement of changes in reserves

for the financial year ended 31 December 2020

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
<b>At 1 January 2020</b>		2,026,103	3,928,891	–	416,454	–	6,371,448
Surplus for the financial year		–	5,074,462	–	–	–	5,074,462
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
<b>At 31 December 2020</b>		<b>2,026,103</b>	<b>9,013,970</b>	<b>–</b>	<b>405,837</b>		<b>11,445,910</b>

## In respect of the prior year

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



# Consolidated statement of cash flows

for the financial year ended 31 December 2020

	Notes	2020 €	2019 €
Cash flows generated from/(used in) charitable activities	28	9,776,995	(462,139)
<b>Cash flows used in investing activities</b>			
Purchase of tangible fixed assets	15/16	(22,019,235)	(14,414,835)
Disposals of tangible fixed assets		214,000	–
<b>Net cash used in investing activities</b>		<b>(21,805,235)</b>	<b>(14,414,835)</b>
<b>Cash flows from financing activities</b>			
Interest paid		(510,200)	(388,409)
Increase in bank loans		10,173,745	1,907,403
Increase in CAS Housing loans		7,840,599	10,460,205
Increase in CALF loans		4,266,628	197,536
<b>Net cash generated from financing activities</b>		<b>21,770,772</b>	<b>12,176,735</b>
Change in cash and cash equivalents in the financial year		9,742,532	2,700,239
Cash and cash equivalents at the beginning of the financial year		7,862,643	10,562,882
<b>Total cash and cash equivalents at the end of the financial year</b>		<b>17,605,175</b>	<b>7,862,643</b>

# Company statement of cash flows

for the financial year ended 31 December 2020

	Notes	2020 €	2019 €
Cash flows generated from/(used in) charitable activities	28	8,429,768	(1,722,175)
<b>Cash flows used in investing activities</b>			
Purchase of tangible fixed assets	16	(25,000)	(719,187)
Disposals of tangible fixed assets		214,000	–
<b>Net cash generated from/(used in) investing activities</b>		<b>189,000</b>	<b>(719,187)</b>
<b>Cash flows from financing activities</b>			
Cash inflows from new borrowings		–	–
Cash inflows from capital donations		–	–
<b>Net cash generated from financing activities</b>		<b>–</b>	<b>–</b>
Change in cash and cash equivalents in the financial year		8,618,768	(2,441,362)
Cash and cash equivalents at the beginning of the financial year		5,235,810	7,677,172
<b>Total cash and cash equivalents at the end of the financial year</b>		<b>13,854,578</b>	<b>5,235,810</b>

# Notes to the financial statements

for the financial year ended 31 December 2020

## 1 Accounting policies

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

### (a) General information and basis of preparation

The nature of the group's operations and its principal activities are set out in the directors' report on page 50. 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 as the most appropriate accounting practice and presentation to properly reflect and disclose the activities of the organisation.

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

### (b) Going concern

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

### (c) Group financial statements

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

### (d) Income

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

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

For legacies, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or when a distribution is received

from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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

Other trading activities income includes rental income, Payment and Availability (PAA) income and restaurant income. Rental income and PAA income are 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, PAA income and other miscellaneous income.

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

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

## **(e) Fund accounting**

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

## **(f) Expenditure and irrecoverable VAT**

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

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

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

## **(g) Allocation of support costs**

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

### **Governance cost policy**

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

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



## (h) Leases

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

## (i) Fixed assets

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

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

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

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

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

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

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

## (j) Financial instruments

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

### Financial assets and liabilities

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

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

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

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

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

CAS loans received for the acquisition of property are released to the unrestricted income funds when the terms of the relevant CAS mortgages are completed. CALF loans received for the acquisition of property are repayable when the terms of the relevant CALF mortgages are completed.

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

### **(l) Capital grants and donations**

Capital grants and donations received in relation to housing properties were historically taken directly to restricted income funds and were not recognised as income in the Consolidated Statement of Financial Activities.

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

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

### **(m) Reserves Policy**

Focus Ireland needs reserves to:

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

### **Restricted income funds**

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

### Unrestricted income funds

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

### Designated income funds

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

### (n) Comparative figures

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

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

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

### Critical judgements in applying the company's accounting policies

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

### Properties

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

Depreciation is not provided on the cost of land and main fabric of housing properties on the grounds that the estimated residual value after 50 years is at least equal to the capitalised cost.

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

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

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

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

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

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

### Recoverability of debtors

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

## 3 Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the charity's subsidiaries Focus Housing Association CLG and Excellent Common Areas Owner Management Limited. The summary financial performance of Focus Ireland CLG alone is as follows:

	2020 €	2019 €
Income	31,101,524	24,307,252
Expenditure	(26,027,062)	(24,541,321)
<b>Net expenditure</b>	<b>5,074,462</b>	<b>(234,069)</b>
Total accumulated funds brought forward	6,371,448	6,605,517
<b>Total accumulated funds carried forward</b>	<b>11,445,910</b>	<b>6,371,448</b>
<b>The funds of the charity:</b>		
Restricted income funds	2,026,103	2,026,103
Unrestricted income funds	9,013,970	3,928,891
Capital grants and donations	405,837	416,454
Designated funds	–	–
<b>Total accumulated funds</b>	<b>11,445,910</b>	<b>6,371,448</b>

Details of Excellent Common Areas Owner Management Limited are outlined in Note 14.



## 4 Income from donations and legacies and raising funds

	2020 €	2019 €
Public Funding	9,006,097	7,704,515
Partnership and Philanthropy	3,208,864	1,149,680
Corporate and Campaigns	2,799,047	2,263,141
Capital donations	1,960,354	680,000
Retail – Beloved shops	41,672	247,716
	<b>17,016,034</b>	<b>12,045,052</b>

The following is a selection of donors who generously donated to Focus Ireland over the year:

	2020 €	2019 €
Bord Gáis Energy	398,021	391,909
The Community Foundation of Ireland	250,000	235,530
Little Company of Mary	240,000	240,000
JP Morgan Chase Foundation	150,000	–
Barclays Bank Ireland	137,912	–
Musgraves	80,000	80,000
Applegreen	79,000	265,153
Rethink Ireland (formerly Social Innovation Ireland)	76,950	153,900
JP McManus Foundation	65,000	–
LinkedIn	50,000	2,117

Costs associated with raising funds were €3,128,755 which was 18% of funds raised in 2020 (2019: €3,656,743, 30% of funds raised).

	2020 €	2019 €
Staff costs (including training and pension costs)	1,197,268	1,349,508
Administration	1,585,751	1,867,864
Programme activities	137,832	191,695
Premises costs	207,904	247,676
<b>Total</b>	<b>3,128,755</b>	<b>3,656,743</b>

## 5 Income from charitable activities

	Notes	2020 €	2019 €
DRHE – Local Authority		4,225,672	5,418,156
HSE		1,366,753	1,210,639
TUSLA		3,912,136	3,581,116
HSE – Other areas		1,600,060	305,870
South East		167,950	172,347
Mid-West		219,548	120,267
Limerick City and County Council		1,475,502	940,400
Department of Employment Affairs and Social Protection		176,711	390,876
Waterford City and County Council		571,251	477,356
Monaghan County Council		47,515	50,030
Clare County Council		132,553	273,722
Cork County Council		113,000	99,544
Department of Housing, Planning and Local Government		60,000	109,319
Sligo County Council		160,901	171,822
Irish Prison Service		197,434	197,434
Irish Probation Service		197,434	197,434
Dublin City Council		–	30,408
Wexford County Council		97,909	138,340
Kilkenny County Council		74,320	74,320
Kerry County Council		43,333	–
Dept of Housing, Planning and Local Government as administered by Pobal		273,404	65,007
CDETb/SOLAS/Department of Education and Skills		14,000	14,007
DFHERIS/SOLAS/CDETb/MAED Fund		3,300	–
DCEDIY/CDETb/CDYSB – TYFS		205,135	410,270
DCEDIY/CDETb/CDYSB – UBU		205,135	–
Tipperary County Council		74,322	49,551
Miscellaneous other		185,592	(583,554)
		<b>15,913,321</b>	<b>14,031,566</b>

All income from charitable activities is restricted.

## 6 Other income

Other income includes trading income (rental income, PAA income and restaurant sales), deposit interest earned and other miscellaneous income).

	2020 €	2019 €
Income from trading activities	6,050,5841	5,404,197
CAS Mortgages released in the period	3,114,47	–
Income from other activities	326,544	182,896
	<b>9,491,599</b>	<b>5,587,093</b>

## 7 Charitable activities

	Sustained exits €	Prevention services €	Total 2020 €	Total 2019 €
<b>Direct costs</b>				
Staff costs	10,177,723	6,487,851	16,665,574	15,730,030
Administration	1,464,752	201,932	1,666,684	1,517,501
Programme activities	424,591	276,005	700,596	959,279
Premises costs	4,732,361	936,445	5,668,806	5,317,784
<b>Total direct costs</b>	<b>16,799,427</b>	<b>7,902,233</b>	<b>24,701,660</b>	<b>23,524,594</b>
<b>Support costs (a)</b>	2,059,463	1,228,838	3,288,301	2,616,475
<b>Advocacy costs</b>	612,526	365,481	978,007	983,769
<b>Governance costs</b>	47,027	28,060	75,087	29,788
<b>Total Expenditure</b>	<b>19,518,443</b>	<b>9,524,612</b>	<b>29,043,055</b>	<b>27,154,626</b>

### (a) Support costs

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

	Sustained exits €	Prevention services €	Total 2020 €	Total 2019 €
<b>Function</b>				
Finance	770,615	459,810	1,230,425	659,304
HQ	207,692	123,925	331,617	294,294
Human resources	395,805	236,168	631,973	832,475
IT	379,604	226,502	606,106	377,960
Other support costs	305,747	182,433	488,180	452,442
<b>Total expenditure</b>	<b>2,059,463</b>	<b>1,228,838</b>	<b>3,288,301</b>	<b>2,616,475</b>

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

## 8 Interest on borrowings

	2020	2019
	€	€
Loan interest	657,163	518,185

## 9 Income and expenditure on Department of Children, Equality, Disability, Integration and Youth/City of Dublin Youth Service Board

	2020	2019
	€	€
<b>January to June</b>		
<b>Income</b>		
DCEDIY/CDETB/CDYSB – TYFS	205,135	408,607
<b>Expenditure</b>		
Staff costs	(178,800)	(370,811)
Programme and admin costs	(26,335)	(37,796)
<b>Surplus</b>	–	–
<b>July to December</b>		
<b>Income</b>		
DCEDIY/CDETB/CDYSB – UBU	205,135	–
<b>Expenditure</b>		
Staff costs	(183,309)	–
Programme and admin costs	(21,826)	–
<b>Surplus</b>	–	–

## 10 Employees and key management remuneration

Included in the Consolidated Statement of Financial Activities are staff costs in the sum of €20,552,004 (2019: €18,846,715), made up as follows:

	2020	2019
	€	€
Included in resources expended are wages and salary costs, including associated social welfare costs, comprising:		
Wages and salaries – Raising funds	1,164,594	1,318,317
Wages and salaries – Charitable activities	18,328,787	16,500,493
Wages and salaries – Advocacy	483,088	452,100
Redundancy costs	–	108,985
Pension costs	575,535	466,820
	<b>20,552,004</b>	<b>18,846,715</b>

Employer PRSI costs incurred during the year, and included in the above, totalled €1,829,249 (2019: €1,704,665).

The company operates a defined contribution scheme which is an independent scheme of the company. Company contributions were 7% of pensionable salary and employee contributions were 5% of pensionable salary. Amounts outstanding at year end in respect of employer pension contributions were €84,265 (2019: €112,839) and were paid within 30 days of the year end.

The average number of persons employed by the Group during the year was 446 (2019: 415). In addition to this, we have relief staff which equates to 16 full-time equivalents (2019: 19).

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

### Salary range paid in the financial year:

	2020	2019
	No. of employees	No. of employees
€130,001–€140,000	1	–
€120,001–€130,000	–	1
€110,001–€120,000	–	–
€100,001–€110,000	–	–
€90,001–€100,000	3	–
€80,001–€90,000	3	2
€70,000–€80,000	5	3
€60,000–€70,000	7	8

During 2020, the Chief Executive in place, Pat Dennigan, earned a salary of €129,875 plus €5,000 medical insurance. The total remuneration packages of the key management personnel (including employer PRSI and pension) for the group for the financial year ended 31 December 2020 was €782,416 (2019: €828,183).



## 11 Directors' remuneration

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

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

	Notes	2020 €	2019 €
The net income for the year is stated after charging:	11		
<b>Directors' remuneration</b>		–	–
<b>Fees paid to auditors (Exclusive of VAT)</b>			
Audit fees		27,810	34,242
Other Assurance services		6,180	6,000
<b>Other items</b>			
Operating lease payments		1,465,588	1,279,311
Depreciation		827,141	613,327
Deposit interest		–	–

## 13 Taxation

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

## 14 Financial assets

The Caretakers Project CLG was established as a joint venture to manage a project under which Focus Ireland CLG would provide all the administrative and financial input into the company and the Society of St Vincent de Paul would make available the property from which the company would operate. In November 2020, the activities of The Caretakers Project were transferred into Focus Ireland and the organisation entered a voluntary strike-off process.

The effect of the results of this joint venture (which was treated as a subsidiary) on the Group in 2020 was summarised as follows:

	2020 €	2019 €
<b>Statement of financial activities</b>		
Donations		–
Grants received (HSE)	–	767
		767
Less:		
Support and advocacy services	–	(767)
Net surplus	–	–
<b>Balance sheet</b>		
Cash at bank and in hand	–	540
Creditors, accruals and deferred income	–	(533)
Net assets	–	7
<b>The funds of the charity</b>		
Reserves brought forward	–	7
Result for the year	–	–
<b>Total accumulated funds</b>	–	7

Excellent Common Areas Owner Management Limited results for 2020 are summarised as follows:

	2020 €	2019 €
<b>Balance sheet</b>		
Debtors	7	7
Net assets	7	7
<b>The funds of the charity</b>		
Reserves brought forward	7	7
Surplus for the year	–	–
<b>Total accumulated funds</b>	7	7

## 15 Fixed assets – properties

	Land and buildings (main fabric)	Roof structure and coverings	Windows and external doors	Gas boilers/ fires	Kitchen	Bathroom/ WCs	Mechanical systems	Electrics	Lifts	Total
	€	€	€	€	€	€	€	€	€	€
<b>Cost</b>										
At beginning of year	100,962,367	3,751,309	1,844,310	1,406,745	2,830,210	1,813,237	1,702,431	1,575,244	931,549	116,817,403
Additions	16,243,538	1,333,428	650,169	491,823	1,023,292	665,356	625,828	570,996	389,805	21,994,235
Disposals	–	–	–	–	–	–	–	–	–	–
<b>At end of year</b>	<b>117,205,905</b>	<b>5,084,737</b>	<b>2,494,479</b>	<b>1,898,568</b>	<b>3,853,502</b>	<b>2,478,593</b>	<b>2,328,259</b>	<b>2,146,240</b>	<b>1,321,354</b>	<b>138,811,638</b>
<b>Depreciation</b>										
At beginning of year	–	129,364	151,402	228,313	342,967	147,445	139,238	95,087	88,777	1,322,595
Charge for year	–	72,394	82,811	125,864	191,833	82,156	77,152	53,452	66,095	751,757
<b>At end of year</b>	<b>–</b>	<b>201,758</b>	<b>234,213</b>	<b>354,177</b>	<b>534,800</b>	<b>229,601</b>	<b>216,390</b>	<b>148,539</b>	<b>154,872</b>	<b>2,074,351</b>
<b>Carrying value</b>										
<b>At 31/12/20</b>	<b>117,205,905</b>	<b>4,882,979</b>	<b>2,260,266</b>	<b>1,544,391</b>	<b>3,318,702</b>	<b>2,248,992</b>	<b>2,111,869</b>	<b>1,997,701</b>	<b>1,166,482</b>	<b>136,737,287</b>
<b>At 31/12/19</b>	<b>100,962,367</b>	<b>3,621,945</b>	<b>1,692,908</b>	<b>1,178,432</b>	<b>2,487,243</b>	<b>1,665,792</b>	<b>1,563,192</b>	<b>1,480,157</b>	<b>842,772</b>	<b>115,494,808</b>

## 16 Other tangible assets

### Company

	Land and buildings (main fabric)	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
	€	€	€	€	€

### Cost

At beginning of financial year	31,763	1,452,270	610,311	114,780	2,209,124
Additions	175,000	–	–	25,000	200,000
Disposals	(175,000)	–	–	–	(175,000)
<b>At end of financial year</b>	<b>31,763</b>	<b>1,452,270</b>	<b>610,311</b>	<b>139,780</b>	<b>2,234,124</b>

### Depreciation

At beginning of financial year	–	750,504	552,786	114,780	1,418,070
Charge for financial year	–	49,249	21,135	5,000	75,384
<b>At end of financial year</b>	<b>–</b>	<b>799,753</b>	<b>573,921</b>	<b>119,780</b>	<b>1,493,454</b>

### Carrying amount

<b>At 31/12/20</b>	<b>31,763</b>	<b>652,517</b>	<b>36,390</b>	<b>20,000</b>	<b>740,670</b>
<b>At 31/12/19</b>	<b>31,763</b>	<b>701,766</b>	<b>57,525</b>	<b>–</b>	<b>791,054</b>

### Company

All the other fixed assets above, with the exception of housing furniture and equipment, are held within the holding company, Focus Ireland CLG. The housing furniture and equipment are held in the subsidiary company, Focus Housing Association CLG. The net book value of other assets in the holding company at 31 December 2020 and 2019 was €740,670 and €791,054, respectively.

## 17 Debtors

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Other debtors	2,091,780	884,185	455,984	360,807
Grants receivable	242,602	1,363,551	242,602	1,395,239
Prepayments	172,863	192,628	86,837	99,201
Amount due from subsidiaries	–	–	1,314,737	1,795,213
	<b>2,507,245</b>	<b>2,440,364</b>	<b>2,100,160</b>	<b>3,650,460</b>

## 18 Creditors: Amounts falling due within one financial year

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Trade creditors	897,166	981,739	619,776	766,992
Accruals	2,762,872	1,859,232	2,274,169	1,641,817
Other creditors	718,451	234,696	666,232	177,099
Deferred income	300,679	238,731	300,679	238,731
PAYE, PRSI and USC	1,369,832	417,632	1,369,832	417,633
VAT	103,593	115,520	18,810	63,604
Bank loans (Note 21)	1,098,184	756,325	–	–
Provisions (Note 18 (a))	51,883	113,900	–	–
	<b>7,302,660</b>	<b>4,717,775</b>	<b>5,249,498</b>	<b>3,305,876</b>

Deferred income relates to funds received in 2020 that were unspent at year end.

### 18 (a) Movement in provision

	€
At 1 January 2020	113,900
Movement in provision	(62,017)
<b>At 31 December 2020</b>	<b>51,883</b>

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



## 19 Capital Assistance Scheme loans

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
George's Hill	3,421,023	3,421,023	–	–
Buckingham Street	93,987	93,987	–	–
Ballybough	–	172,488	–	–
Finglas	4,895,398	4,895,398	–	–
Basin Lane	1,077,956	1,077,956	–	–
Parnell Street, Limerick	–	740,257	–	–
Grange Cohen, Waterford	5,453,940	5,453,940	–	–
Corbrac House, Limerick	1,129,429	1,129,429	–	–
Waterford units	15,706,179	16,663,914	–	–
Belmont, Waterford	8,516,913	8,516,913	–	–
Dublin units	20,842,708	17,512,973	–	–
Limerick units	6,392,672	6,000,932	–	–
Cork units	4,885,461	4,849,061	–	–
Kilkenny units	3,697,145	2,810,024	–	–
Sligo units	2,277,813	2,134,123	–	–
Aftercare, North Circular Rd, Dublin 7	2,403,121	2,403,121	–	–
Tipperary units	882,302	470,068	–	–
Clare units	2,061,285	1,920,285	–	–
Wexford units	2,473,231	1,862,500	–	–
Carlow units	1,707,755	1,063,255	–	–
Kildare units	630,473	631,016	–	–
<b>Total</b>	<b>88,548,791</b>	<b>83,822,663</b>	<b>–</b>	<b>–</b>

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

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

## 20 Capital Advanced Leasing Facility loans

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Stanhope Green	318,315	312,695	–	–
Bremore Pastures	112,107	110,106	–	–
Harold's Cross	720,822	707,674	–	–
John's Lane West	1,831,203	1,796,833	–	–
Abigail	407,180	400,385	–	–
Barney	139,648	137,012	–	–
Dublin Units	2,413,174	–	–	–
Cork Units	1,115,760	–	–	–
Tipperary Units	560,998	–	–	–
Sligo Units	112,126	–	–	–
<b>At end of year</b>	<b>7,731,333</b>	<b>3,464,705</b>	<b>–</b>	<b>–</b>

Loans advanced by the Department of Housing, Planning and Local Government have repayment periods of between 20 and 30 years, specific to the loan. Interest charged on the outstanding amount up to 31 December 2020 was €146,943 (2019: €64,570). The first loan was taken out in 2014 and therefore the entire balance is payable after more than five years.

## 21 Bank loans

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
<b>Falling due within one financial year</b>	<b>1,098,184</b>	<b>756,325</b>	<b>–</b>	<b>–</b>
Falling due between 1 and 2 financial years	1,129,334	779,827	–	–
Falling due between 2 and 5 financial years	3,548,317	2,469,285	–	–
Falling due after 5 financial years	20,939,082	12,535,735	–	–
<b>Total falling due after more than one financial year</b>	<b>25,616,733</b>	<b>15,784,847</b>	<b>–</b>	<b>–</b>
<b>Total bank loans</b>	<b>26,714,917</b>	<b>16,541,172</b>	<b>–</b>	<b>–</b>

In 2020, Focus Housing Association Company Limited by Guarantee loans comprised the following:

Purpose	Loan provider	Year of drawdown	Term	Interest rate	Balance at 31/12/20 €'000
Bremore Pastures properties	Bank of Ireland	2015	15 years	4.24%	171
Stanhope Green Development	Bank of Ireland	2016	15 years	3.99%	2,552
Harold's Cross Development	HFA	2016	23 years	2.75%	3,701
Abigail Development	HFA	2017	20 years	3.00%	1,497
59 Briars Court	HFA	2018	20 years	3.00%	158
86 Bandon Road	HFA	2018	20 years	3.00%	118
Laurel Cottage	HFA	2018	20 years	3.00%	190
John's Lane West	HFA	2018	23 years	2.75%	6,215
Grange Cohan Energy Upgrade	HFA	2018	10 years	2.00%	430
3 Lucan properties	HFA	2019	25 years	2.25%	917
Barryscourt Road	HFA	2020	25 years	2.25%	307
Aspen Gardens HFA interest	HFA	2020	25 years	2.25%	215
53 Ceol na hAbhann	HFA	2020	25 years	2.25%	216
12 Premier Square, Dublin 11	HFA	2020	25 years	2.25%	207
Apts 1–6, Sunville, Church Road	HFA	2020	25 years	2.25%	999
2 Rochelle, Old Blackrock Road, Cork	HFA	2020	25 years	2.25%	284
59–71 Drummin Village, Nenagh	HFA	2020	25 years	2.25%	1,425
9 Libertas Villas, Blackrock	HFA	2020	25 years	2.25%	244
Foxfield, The Forts, Limerick and Palmbury Cork	HFA	2020	25 years	2.25%	585
Garrison Mews, The Ramparts, Dublin 18	HFA	2020	25 years	2.25%	761
9 Commons Road, Blackpool, Cork	HFA	2020	25 years	2.25%	248
8 Sandbrook, Wilton, Cork	HFA	2020	25 years	2.25%	157
Annacarr and 90 St Bridget's, 2 Sligo properties	HFA	2020	25 years	2.25%	399
Block A, Fernwood, Glanmire, Cork	HFA	2020	25 years	2.25%	2,707
43–44 High Street, Cork	HFA	2020	25 years	2.25%	435
Connaught Street project	HFA	2020	25 years	2.25%	1,001
542–544 North Circular Road Project	HFA	2020	25 years	2.25%	576
					<b>26,715</b>

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

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

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Falling due between 1 and 5 financial years	9,253,366	3,249,112	–	–
Falling due after 5 financial years	112,643,491	99,823,103	–	–
	<b>121,896,857</b>	<b>103,072,215</b>	<b>–</b>	<b>–</b>

## 23 Restricted income funds

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Opening balance accumulated funds	4,257,309	3,471,456	2,026,103	2,026,103
Net income	3,048,305	785,853	–	–
Transfer to designated funds	(1,040,000)	–	–	–
	<b>6,265,614</b>	<b>4,257,309</b>	<b>2,026,103</b>	<b>2,026,103</b>

## 24 Unrestricted funds

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
Opening balance accumulated funds	8,669,724	7,501,351	3,928,891	2,552,343
Net income /(expenditure)	6,543,676	(451,696)	5,074,462	(234,069)
Transfer of reserves	–	1,600,000	–	1,600,000
Amortisation of capital grants	20,069	20,069	10,617	10,617
	<b>15,233,469</b>	<b>8,669,724</b>	<b>9,013,970</b>	<b>3,928,891</b>

### Strategy review

The group held bank funds of €17,605,175 as at 31 December 2020 (2019: €7,862,643). The fantastic but unexpected performance of fundraising helped to generate a significant cash reserve at the end of 2020, which was greater than the target of 13 weeks needed to ensure the sustainability and stability of activities. Of the funding received from the Immigrant Investor Programme, €1,040,000 is ring-fenced and will be spent in 2021 on much needed capital works in the George's Hill complex. With the remainder of the excess funds, the organisation is considering the best way these funds can be utilised to have a meaningful impact on the services it provides for customers as well as strengthening the future viability of the organisation.

## 25 Capital grants and donations

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
<b>Capital grants and donations</b>				
Balance at beginning of financial year	3,737,882	3,737,882	607,402	607,402
Amounts received during the financial year	–	–	–	–
Balance at end of financial year	3,737,882	3,737,882	607,402	607,402
<b>Amortisation</b>				
Balance at beginning of financial year	(456,301)	(436,232)	(190,948)	(180,331)
Released during financial year	(20,069)	(20,069)	(10,617)	(10,617)
Balance at end of financial year	(476,370)	(456,301)	(201,565)	(190,948)
<b>Net capital grants and donations</b>	<b>3,261,512</b>	<b>3,281,581</b>	<b>405,837</b>	<b>416,454</b>

## 26 Unrestricted capital reserves

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
<b>Balance at beginning and end of year</b>	<b>2,590,265</b>	<b>2,590,265</b>	<b>–</b>	<b>–</b>

In 2010, the CAS loan for Stanhope Green was transferred from CAS loans to unrestricted capital reserves as the term of the loan was completed.



## 27 Designated funds

	Focus Ireland Group		Focus Ireland Company	
	2020	2019	2020	2019
	€	€	€	€
<b>Designated reserves</b>	<b>1,040,000</b>	<b>–</b>	<b>–</b>	<b>–</b>

The designated reserves relates to a one-off donation of €1m from the Immigrant Investor Programme. This money is ring-fenced against much needed capital works in the George's Hill Complex. The works involve upgrading heating systems and the replacement of windows for 63 customer units to improve their energy efficiency. This will have a positive impact on our customers' living conditions as well as on the environment.

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

	2020	2019
	€	€
<b>Focus Ireland Group</b>		
Net income before taxation	9,591,981	334,157
Depreciation	827,140	536,987
CAS mortgages released during the year	(3,114,471)	–
Property donated	(175,000)	–
Interest paid	510,200	388,409
Profit on disposal	(39,000)	–
Increase in debtors	(66,881)	(614,327)
Increase/(Decrease) in creditors (excluding bank loan)	2,243,026	(1,107,365)
<b>Net cash flows generated from/(used in) charitable activities</b>	<b>9,776,995</b>	<b>(462,139)</b>
<b>Focus Ireland Company</b>		
Net income/(expenditure) before taxation	5,074,462	(234,069)
Depreciation	75,384	76,350
Property donated	(175,000)	–
(Profit) on disposal	(39,000)	–
Decrease/(Increase) in debtors	1,550,300	(1,427,576)
Increase/(Decrease) in creditors	1,943,622	(136,880)
<b>Net cash flows generated from/(used in) operating activities</b>	<b>8,429,768</b>	<b>(1,722,175)</b>

## 29 Capital and leasing commitments and contingent assets and liabilities

### (a) Capital commitments

During 2020, the organisation received funding of €1m from the Immigrant Investor Programme. This money is ring-fenced and will be spent on much needed capital works in the George's Hill complex. The works involve upgrading heating systems and the replacement of windows for 63 customer units to improve their energy efficiency. This will have a positive impact on our customers' living conditions as well as on the environment.

### (b) Leasing commitments

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

	2020 €	2019 €
Less than 1 year	1,242,766	1,279,311
Between 2 and 5 years	4,320,236	3,254,705
Over 5 years	9,891,558	4,797,286
	<b>15,454,560</b>	<b>9,331,302</b>

### (c) Contingent liabilities

There were no contingent liabilities at 31 December 2020 (2019: €Nil).

### (d) Contingent asset

There were no contingent assets at 31 December 2020 (2019: €Nil)

## 30 Related party transactions

During 2020, Focus Ireland CLG had related party transactions with Focus Housing Association CLG. At 31 December 2019, Focus Housing Association CLG owed Focus Ireland CLG €1,314,738 (2019: €1,265,875). Focus Housing Association CLG is a wholly owned subsidiary of Focus Ireland. The transactions between the companies during the year related to working capital movements. Related party transactions were eliminated on consolidation.

## 31 Financial instruments

Focus Ireland Group		2020	2019
	Notes	€	€
<b>Financial assets</b>			
<b>Measured at undiscounted amount receivable</b>			
› Other debtors	17	2,091,780	884,185
› Rental debtors	17	242,602	1,363,551
<b>Financial liabilities</b>			
<b>Measured at undiscounted amount payable</b>			
› Trade creditors	18	897,166	981,739
› Other creditors	18	718,451	234,696
› Provisions	18	51,883	113,900
<b>Measured at amortised cost</b>			
› Bank loans	21	26,714,917	15,784,847
› CAS Loans	19	88,548,791	83,822,663
› CALF loans	20	7,731,334	3,464,705
<b>Focus Ireland Company</b>		<b>2020</b>	<b>2019</b>
	Notes	€	€
<b>Financial assets</b>			
<b>Measured at undiscounted amount receivable</b>			
› Other debtors	17	455,984	360,807
<b>Financial liabilities</b>			
<b>Measured at undiscounted amount payable</b>			
› Trade creditors	18	619,776	766,992
› Other creditors	18	666,232	177,099

## 32 Post balance sheet events

There have been no post balance sheet events since the year end 31 December 2020 which would impact the financial statements.

## 33 Approval of financial statements

The financial statements were approved by the Board of Directors on 24 June 2021.

## Appendix to financial statements

### Analysis of income and expenditure for CDETB for the year ended 31 December 2020

	2020 €	2019 €
<b>Income</b>		
Grant	410,270	408,607
<b>Expenditure</b>		
Salaries and pension	326,075	334,215
ER PRSI	36,032	36,596
Programme and activity	15,997	9,195
Mobile and telephone	10,613	11,242
Light, heat and other costs	18,362	10,004
Postage, stationery and TV costs	3,167	3,420
Repairs and maintenance	24	3,935
	<b>410,270</b>	<b>408,607</b>
<b>Result</b>	<b>–</b>	<b>–</b>

### Analysis of income and expenditure for CDETB/SOLAS/Department of Education and Skills for the year ended 31 December 2020

	2020 €	2019 €
<b>Income</b>		
Grant	14,000	14,007
<b>Expenditure</b>		
Salaries	12,684	12,636
ER PRSI	1,316	1,371
<b>Surplus</b>	<b>–</b>	<b>–</b>

### Analysis of income and expenditure for DFHERIS/SOLAS/CDETB/ MAED fund for the year ended 31 December 2020

	2020 €	2019 €
<b>Income</b>		
Grant	3,300	–
<b>Expenditure</b>		
Programme activities	3,125	–
<b>Surplus</b>	<b>175</b>	<b>–</b>

# Appendix to financial statements

## Supplementary income and expenditure analysis

	2020 €	2019 €
<b>Income</b>		
Fundraising	17,016,034	12,045,052
Grants	15,913,321	14,031,566
Other	9,491,599	5,587,093
<b>Total income</b>	<b>42,420,954</b>	<b>31,663,711</b>
<b>Expenditure</b>		
Administration		
Equipment hire	178,615	225,151
Depreciation	827,137	593,258
Insurance	287,643	245,682
Interest and charges	715,075	597,151
Phones	264,663	281,074
Printing and stationery	109,340	143,764
Professional fees	1,329,294	796,303
Subscriptions	62,288	64,213
<b>Premises</b>		
Fuel and power	390,712	315,491
PAA, rent and rates	2,098,132	2,137,268
Property maintenance	1,608,113	1,782,131
Security and cleaning	1,442,978	1,451,973
<b>Programme/Activities</b>		
Activity costs	450,717	845,557
Programme costs	303,664	187,375
Promotion and research	602,561	627,243
Staff costs (including pension)	20,699,489	19,262,223
Fundraising costs (excluding salaries)	1,458,553	1,773,697
<b>Total expenses</b>	<b>32,828,974</b>	<b>31,329,554</b>
<b>Surplus before taxation</b>	<b>9,591,980</b>	<b>334,157</b>