

**Positive Futures: Achieving Dreams.
Transforming Lives.**

**Annual report and consolidated financial statements for
the year ended 31 March 2020**

Registered No: NI 029849

Positive Futures: Achieving Dreams. Transforming Lives.

Annual report for the year ended 31 March 2020

Annual report

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Positive Futures: Achieving Dreams. Transforming Lives.

Annual report for the year ended 31 March 2020

Trustees and advisers

Trustees

Miriam Somerville
Peter Shaw
Carol Workman
Laurence Taggart
John Alexander

Geraldine Cunningham
Mary Bryce
Anne Leitch (appointed 18 October 2019)
Austin Treacy (Appointed 18 October 2019)
Patrick Cross (Appointed 18 October 2019, deceased
18 June 2020)
Mairead Mitchell (Appointed 26 June 2020)
David Scoffield (Appointed 26 June 2020)
Jim Gamble (Appointed 26 June 2020)

Senior Leadership Team

Chief Executive
Executive Director
Finance Director
HR Director

Operations Director
Corporate Services Director

Agnes Lunny
Paul Roberts
Liam Dorrian
Gail Reavy (left 17
September 2020)
Joanne Corcoran
Leigh Brown

Secretary

Dawn Morrow

Auditors

ASM (B) Ltd
Chartered Accountants and Statutory Auditors
Glendinning House
6 Murray Street
Belfast
BT1 6DN

Solicitors

Worthington Solicitors
2 Court Street
Newtownards
BT23 7NX

J Blair Employment Law Solicitors
106 Malone Avenue
Belfast
BT9 6ES

Bankers

Danske Bank
77 Main Street
Bangor
BT20 5AP

Registered Office and Head Office

2b Park Drive
Bangor
BT20 4JZ

Registered name of Charity

Positive Futures: Achieving Dreams. Transforming Lives

Registered with the Charity Commission for Northern Ireland: Charity Number: 101385

Company Number: NI 029849

Trustees' Report

The Trustees present their report and the audited accounts for the year ended 31 March 2020.

OBJECTIVES AND ACTIVITIES

Our charity's purposes, as set out in the objects contained in the Company's Memorandum and Articles of Association, are to:

- enable children and adults with a learning disability, acquired brain injury or autistic spectrum condition and their families and carers to take control of their lives;
- provide support to individuals enabling them to live full and valued lives within their local communities;
- promote the rights and equality of beneficiaries and in so doing advocate for changes that people need and want;
- pilot and provide a range of innovative care and support services which meets the identified needs of beneficiaries;
- educate and raise awareness among the public of issues pertaining to people with a learning disability, acquired brain injury or autistic spectrum condition; and
- such other exclusively charitable purposes according to the law of Northern Ireland, for the beneficiaries as the Trustees may from time to time decide.

The aims of our charity are to support children and adults with a learning disability, acquired brain injury or autistic spectrum condition to lead full and valued lives in their own communities.

Public benefit statement

The Trustees have had regard to the Charity Commission's statutory guidance on public benefit.

The direct benefits which flow from our purposes include:

- the promotion and improvement of individual health and well-being and family-life by providing person-centred support services which alleviate stress and suffering for families and individuals;
- the promotion and improvement of individual well-being and an independent active lifestyle within the community, improving feelings of individuality and self-worth;
- raising awareness of the issues affecting our beneficiaries to promote knowledge, understanding and to challenge disadvantage and discrimination thereby creating a more welcoming inclusive society;
- the provision of more person-centred support services which will improve individual well-being, family life and feelings of community inclusion; and
- raising awareness of the issues affecting our beneficiaries to promote knowledge, understanding and to challenge disadvantage and discrimination thereby creating a more welcoming inclusive society.

Who used and benefitted from our services?

At the end of March 2020, Positive Futures NI provided direct support to 410 people (2019: 385). In addition, the families and carers of these individuals also significantly benefitted from the support provided. We provided the following services:

- **Adult services** – Supported Living and Peripatetic Housing Support, Residential Short Breaks, Shared Lives (Adult Placement) Services, Better Together project, day opportunities.
- **Children and young people's services** – Autism Outreach Service, Brighter Futures, and Children and Family Support Services.

Trustees' Report (continued)

Volunteers – Our volunteers in Northern Ireland are involved in a range of activities, from administrative tasks, through to supporting the people we support to have the life they want. The contribution made by our volunteers in Family Support and Shared Lives Services is critical to the successful delivery of services.

Throughout the year we continued to benefit from the support of volunteers, although the number of volunteer hours was reduced overall. We will prioritise a renewed focus on the recruitment of volunteers over the life of our new Strategic Plan 2020-23.

At the end of March 2020, Positive Futures Republic of Ireland supported 51 people (2019: 42) including adults and children through a range of services as follows:

- **Adult services** – supported living, community support, day opportunities, residential and HomeShare services.
- **Children and young people's services** – community support services and HomeShare services.

The families and carers of these individuals also significantly benefitted from the support provided.

During 2018/19 Reconnect was unsuccessful in its bid to tender for the services it provided, therefore no services have been provided over the last financial year. The company is inactive.

Our Strategic Aims

Our Strategic Aims for 2017-20 in Northern Ireland were as follows:

1. By 2020, we will have transformed key business processes, culture and structures to make us efficient, effective and responsive in fulfilling our mission.
 - This will involve an engaged team of managers and staff working in, or in support of, services which achieve an annual surplus of not less than 2%.
2. We will expand and develop new service offers leading to £1m increase in annual turnover.
 - Our management team will continually drive growth and innovation.
 - We will deliver an individualised service to all of our customers by 2020.
3. We will be the market leader in Northern Ireland for Self-Directed Support by volume, innovation and quality.

Our Strategic Aims for 2017-20 in the Republic of Ireland were as follows:

1. That Positive Futures will be recognised as a leading provider and/or a partner in service provision of person centred support to people with an intellectual disability across Ireland; and
2. That Positive Futures will provide a person centred service replacing an existing failing institutional service in three geographically and culturally appropriate locations in Ireland, across two or three Health Service Executive (HSE) regions.

Our Strategic Aim for Reconnect for 2019-20 was to:

1. Work with Health and Social Care Trust colleagues and other funders to ensure their involvement and buy-in for the development of the revised service offer, including securing their financial support.

Trustees' Report (continued)

Ensuring our work delivers our aims

Delivering on Positive Futures' strategic aims is predicated on sound governance and risk management practice consistent with the provisions laid in the Code of Good Governance Northern Ireland.

Our governance framework comprises the systems, processes, culture and values, by which Positive Futures is directed and controlled and the activities through which we account to, and engage with, the people we support, funders, public and other stakeholders. It enables Positive Futures to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of value adding services.

In delivering on its strategic objectives, Positive Futures produces a three-year corporate plan and annual business plans. The Corporate Plan is a forward-looking document linking the operational activities of Positive Futures to its strategy. This year was the final year of Positive Futures' Corporate Plan 2017-20.

Positive Futures, in both Northern Ireland and the Republic of Ireland, has continued to further its service offer and the benefits realised through the provision of individually-tailored services to the people we support. Our success in supporting people with complex needs and behaviours that challenge is an area which is achieving ever-more recognition across both jurisdictions. This success is significantly contributed to by the development of our Behaviour Support Team which not only focuses on providing training and guidance to staff, but also providing hands-on support to our staff in the understanding and management of particular behaviours.

We review our aims, objectives and activities each year to see what we have achieved and the outcomes of our work. We check the success of each key activity and the benefits which have been brought to the people we support, in line with our stated purposes and for the wider public benefit.

In Northern Ireland, Reconnect is committed to facilitating the advancement of the health and wellbeing of adults with acquired brain injury through the provision of training, education, rehabilitation and occupational opportunities in a supported environment, thus enabling them to realise their potential. Following the loss of the tender for the service, it ceased operating in December 2018. Since then we have been working hard to agree a new lease with the Landlord for a 75 year period. At year end negotiations were still not complete, however we have now a signed lease agreement in place and it is currently being processed through Land Registry. Once this is finalised it will allow us to begin to explore options to secure the funding required to continue to deliver this much-needed service and reconfigure it, as appropriate, to meet identified and changing needs.

ACHIEVEMENTS AND PERFORMANCE

As detailed under the section "who used and benefitted from our services", throughout the year the services provided by Positive Futures, in both Northern Ireland and the Republic of Ireland, continued to grow as new referrals were received and we were able to support more people to live full and valued lives in their local communities. In addition, we continued to be actively involved in contributing to the wider debate and planning for the vision for adult social care services in Northern Ireland as well as playing a key role in ensuring that the social care workforce is recognised and valued as critical to the delivery of services both now and in the future.

In Northern Ireland, we achieved the following:

Resettlement

Throughout 2019-20 work continued to ensure that we were properly resourced and positioned to progress new referrals, particularly those individuals needing resettled from Muckamore Abbey Hospital. One of the main challenges we faced was finding suitable accommodation. This is not to say that there is a lack of housing, but rather there is a lack of creativity and a lack of will to change how the system can support accessing and funding accommodation. To address this, we worked closely with key individuals and agencies, including NIHE, Supporting People and Clanmil Housing. This has resulted in an agreement by Clanmil Housing to source three houses in Belfast, Omagh and mid-Ulster, two of which will accommodate individuals moving from Muckamore Abbey Hospital.

Trustees' Report (continued)

The Ferns

This year we were delighted to introduce a new service model, in partnership with the Northern Trust. When operational, this new children's residential service will provide support for children and young people with complex needs, including behaviours which challenge. It is anticipated that this service will open in Autumn 2020.

JustUS Project

Throughout this year we have contributed to a range of research projects, aimed at improving the lives and opportunities of people with a learning disability and their families. The JustUS Project is a partnership project led by Positive Futures and working with Compass Advocacy Network, Informing Choices NI (formerly FPA), Nexus NI, the Police Service of Northern Ireland (PSNI), the Public Prosecution Service (PPS) and Queen's University Belfast (QUB). The project has been working to improve support for people with a learning disability who have experienced sexual violence and abuse. The final report and recommendations were launched at an event at the Long Gallery in Stormont. The keynote speaker at the event was the Rt Hon Lord Justice Gillen. This was a very successful project and garnered a lot of interest from other individuals and organisations. We aim to build on this over the next number of years.

Digital Transformation

Throughout 2019-20, we completed the migration of all Northern Ireland staff to Office 365. A cloud-based IT platform, this has reduced the need for on-site hardware and enhanced protection through more secure servers, stronger encryption and improved back-up and privacy capability. This move to Office 365 enabled Positive Futures to function during the Covid-19 pandemic as it enabled staff to work from home.

Information Governance

During 2019-20 work was completed to enhance Positive Futures' framework for information governance, this included the development of a Records Management Policy, Data Breach Management Procedures and Loss Handling Procedures. Further work is required to improve controls, reduce the volume of data held and enhance how data is held, managed and disposed of.

Smart Support

Following the success of our SMART Support pilot project last year, we continued to work with Health and Social Care colleagues to gain buy-in to the further development of this approach. Alongside this we have submitted a number of funding applications to a range of potential funders to support the roll-out of SMART support across our services.

At the start of the pandemic, in order to enable the people we support to cope better with the introduction of lock-down and to ensure the maintenance of relationships between them and their families, we distributed a number of SMART support video tablets to the people we support and mobile apps to their phones. This enabled vital face-to-face video communication between the people we support and their families and significantly contributed to more positive mental health and well-being during what was a very difficult time for many.

Care Planner

The majority of our services in NI have benefitted from the introduction of CarePlanner - an off-the-shelf software solution that supports the planning and management of staff rosters. By the end of this financial year all our staff in Supported Living Services could access rosters on their mobile phones and Managers reported the significant benefits of this software in the deployment of staff,

Pay and Conditions

During 2019-20 we continued to progress a body of work to review staff terms and conditions, staff pay for non-support staff and job grading (Job Family Framework).

Staff Engagement

During the year, an action plan was developed in response to key findings emanating from the staff survey and Health and Wellbeing Survey. This saw Positive Future commencing a series of staff information sessions on topics such as 'wills' and 'managing finances'. Positive Futures also implemented its Recruitment and Retention Strategy which focussed on attracting and retaining high-calibre candidates as well as developing individuals within the organisation to support career progression and build leaders for the future.

Trustees' Report (continued)

In the Republic of Ireland we achieved the following:

Strategic Aim: That Positive Futures will be recognised as a leading provider and/or a partner in service provision of person centred support to people with an intellectual disability across Ireland.

To achieve this, we use the best and most person centred approach to providing support – we want to increase the number of people who get the opportunity of a good life, supported by Positive Futures. Over the year, we saw continued growth in our existing Mo Shaol service which operates in Counties Louth and Meath (CHO 8). At the end of March 2020, the service supported 37 individuals, both adults and children (2019: 22).

There have been some changes to the nature and level of support provided to a number of individuals in our Greater Dublin Service. An individual who had previously received a small level of community-based support moved into her own home in July 2019 and received 24/7 support in a supported living arrangement (CHO 9). This service has also experienced great success in terms of being able to significantly reduce and, in June 2019, cease the level of support provided to another individual due to progress she has made. Now, she is living independently and attending drama college in the UK.

We secured funding from CHO 7 to establish a new service to support an individual to live in the family home in Co Waterford (CHO 5) following discharge from a mental health facility. While our Tuath Glas service was established in July 2019, support could not commence due to a deterioration in the individual's mental health condition. Since then, there has been limited engagement with the individual, and, more recently, an in-reach programme commenced with the individual while in hospital and a review was completed to determine the specialised supports required on discharge from hospital.

In addition to direct service provision, Positive Futures has been providing management and governance oversight to the National Association of Housing for the Visually Impaired (NAHVI) since August 2018. NAHVI was established in 1999 and now provides accommodation and supported living services to 16 people with both an intellectual disability and a visual impairment in Donabate, Co. Dublin. This arrangement commenced in response to a request from the HSE. The nature and terms of support are detailed in a Memorandum of Understanding between Positive Futures and NAHVI, which will remain in place whilst options for the long term future of NAHVI are appraised.

We remain involved in an advisory capacity in the oversight of the “decongregation” of people from another large campus ensuring best practice in the re-provision of high quality services for people with intellectual disabilities across CHO 1. Since Positive Futures' initial involvement three years ago, the group has now matured and articulates an understanding of what the provision of individually-tailored services means as well as the changes in cultures and structures necessary to facilitate this way of working.

Strategic Aim: That Positive Futures will provide a person centred service replacing an existing failing institutional service in three geographically and culturally appropriate locations in Ireland, across two or three HSE regions.

Positive Futures now provides support across 4 CHO areas (CHO 1, 6, 8 and 9) and has made progress this year in developing relationships with CHO 5 with a view to expanding our new Tuath Glas service in Co Waterford to incorporate local disability and mental health support requirements.

Over the course of this 3 year plan, our aspirations to support more people through the decongregation process have not been realised, in part due to existing providers progressing this themselves.

While not identified in the above Strategic Aims, significant improvement work has also progressed in conjunction with the Northern Ireland (NI) charity. This included preparatory work to roll out support planning software to a number of services in the Republic of Ireland and the introduction of a range of information governance documentation. A review of governance was also conducted to assess compliance with the Charities Governance Code prior to it coming into effect in 2020.

Trustees' Report (continued)

In Reconnect we achieved the following:

Service provision at Reconnect ceased on 31 December 2018. Since then, we maintained the security of the site, by initially retaining the services of one member of staff who was effectively caretaking the facility, tending to the plants and working with our Information Manager on the sorting and archiving of Reconnect's information. When this arrangement concluded, we employed the services of a security company to carry out regular checks of the premises.

We continued to explore recommendations made by Neville Stein (Horticultural Consultant) following his visit to the site in March 2019 and subsequent report. Whilst he suggested a range of options as to how the facility might best be used, one of the major limiting factors in our ability to make progress, was securing the agreement of an extended lease period from the landlord, Energia. After long and detailed negotiations, we agreed the terms of a new lease which is still progressing through Land Registry.

In December 2019, we met with some of the clinical Psychology leads from the Health and Social Care Trusts to share our vision for the recommencement of this service and to take questions on what our plans are to provide a regional offer.

FINANCIAL REVIEW

Positive Futures receives contract funding from a range of statutory organisations including all five Health and Social Care Trusts in Northern Ireland. Our Supported Living, Peripatetic Housing Support and Shared Lives (Adult Placement) Services also receive funding from the Northern Ireland Housing Executive Supporting People Programme. The subsidiary company in the Republic of Ireland receives funding from the HSE and TUSLA for the provision of supported living, community support, day opportunities, residential and HomeShare services. In addition, we receive income from grants, foundations, charitable trusts, individuals and community fundraising activities to fund specific projects.

Details of the group results for the year including our income and related expenditure, balance sheet and the related notes can be found on pages 18 to 35. Details of the company's results for the year are on pages 19 to 35. As a group, income has increased to £15,062,899 (2019: £12,419,906). The growth has come from both the Northern Ireland and the Republic of Ireland operations.

In Northern Ireland, we continue to operate in a challenging environment with increasing costs and continued pressure from funders to deliver efficiencies in the services we provide. However, during the year we have increased the number of people we support and income has also increased to £10,914,017 (2019: £9,819,298) (see page 19).

We, along with the social care sector in Northern Ireland as a whole, have had difficulty in recruiting staff to some of our services. This resulted in continued significant spending on agency workers of £1,067,263 (2019: £710,198).

Following changes in the values of our investments, we recorded a loss of £90,322 (2019: gain £576). This fall in value was caused by global stock market falls due to Covid-19. However, as these investments are held for the medium term the Trustees are confident that, over the investment period, further gains will accrue to Positive Futures.

Overall, the Trustees are pleased to report the group made a surplus of £78,036 (2019: £1,293,464).

However it is important to note there was a one off gain in 2019 of £645,842 to the group where the net assets of Reconnect (N.I.) Limited were acquired during the year.

The total group funds at 31 March 2020 were £4,678,464 (2019: £4,600,428).

The Trustees believe that despite the challenging environment in Northern Ireland, the group remains in a good financial position.

Trustees' Report (continued)

The main financial risks the Trustees have identified are outlined in the Key Risks and Uncertainties section of this report.

KEY RISKS AND UNCERTAINTIES

The Pandemic

Following the Coronavirus outbreak in early 2020, Positive Futures in Northern Ireland and the Republic of Ireland, enacted a response plan and put in place its Critical Incident Management Team comprised of Directors, the Executive Director and CEO to ensure we could respond and adapt to the rapidly changing situation.

The initial activity of Positive Futures was to ensure the safety and wellbeing of the people we support, their families, our staff and volunteers. We smoothly transitioned to home-working and in response to managing Covid-19, we regularly communicated with staff, the people we support and their families and put service and individual contingency plans in place. Staff and management have been provided with guidance and personal protective equipment (PPE) and there is daily monitoring of the situation and reporting to both Boards.

Covid-19 continues to create uncertainties for our work, how we provide our services and the securing of appropriate levels of PPE for our staff. This is compounded by the increased financial burden of procuring PPE and providing IT equipment to facilitate home working.

As Positive Futures moves into the new financial year, the impact of Covid-19 will be further assessed to ensure we can provide the best service possible for the people we support.

The Trustees have also considered the impact of Covid-19 on the principal risks and uncertainties facing the company. While the pandemic has had an impact on operations, the controls and contingency measures put in place have ensured the impact on staff and the people we support has been minimised to date. This means that the services delivered by the company are still being provided.

The principal risks and uncertainties that the Trustees have identified in relation to Positive Futures in Northern Ireland are:

Cost and use of agency workers / recruitment and retention

The Trustees recognise that the cost of the use of agency workers, reaching a total of just over £1,060,000 during this year, needs to significantly reduce. While the Trustees recognise that staff shortages are common across the sector, they are committed to addressing this through innovative approaches to improve recruitment and retention. The first quarter of 2020-21 has seen significant inroads being made in recruiting staff and therefore reducing the requirement on agency staff.

External funding environment

The Trustees recognise that there is continuing pressure on funders to meet the increasing demand within constrained resources, including the additional costs associated with the management of Covid-19. To ensure that the charity continues to operate effectively in this environment, the Senior Leadership Team are continuing the review of operational processes and structures and will bring recommendations to Trustees as efficiencies are identified.

Political Environment

Brexit creates uncertainties and potential risks for Positive Futures as an all-Ireland service provider. In recognition of this, we are increasing our engagement with key stakeholders including Departmental officials, politicians and other decision makers to ensure that all parties are kept informed of the issues facing the sector and the requirement to manage these effectively.

Trustees' Report (continued)

The principal risks that the Directors have identified in relation to Positive Futures in the Republic of Ireland (RoI) are:

- Potential impact on available funding given the impact of the pandemic on government finances. This should not materially impact existing services but could affect future growth.
- Determining the future relationship between NAHVI and Positive Futures. A due diligence exercise will be completed as part of a legal options appraisal which will be finalised during the 2020-21 business year.

The principal risk that the Trustees have identified in relation to Reconnect is:

- The need to secure new funding to allow Reconnect to deliver on our current and revised offer to people with acquired brain injury. The Trustees are confident that the plans for future periods outlined below will be successful in attracting such funding. In the interim period the Trustees believe that the company has adequate resources to meet any financial obligations as they arise.

PLANS FOR FUTURE PERIODS

This year, Positive Futures developed its new 2020-23 Corporate Plan. Feedback was sought via consultation with the people we support, their families / carers and Trusts which informed a workshop with Trustees and the Senior Leadership Team in November 2019 where the Corporate Plan was drafted. The final Plan, which was approved by both Boards in March 2020, provides the strategic vision for our work in both Northern Ireland and the Republic of Ireland. It comprises four key objectives:

- **Recruitment and Retention:** By 2023, we will be the “preferred employer” in the sector as demonstrated by attracting the best staff; increasing staffing levels (with minimum staffing); and improving retention and staff engagement. This is our top priority.
- **Efficiency and Effectiveness:** By 2023, we will free up management time by a minimum of 10% through identifying and improving internal processes and systems and refocusing time on staff / team development. By 2023, we will evidence and inform service and organisational quality and improvement through streamlining data gathering and analysis.
- **Growth:** By 2023, we will secure a range of accommodation options to support a minimum of 30 additional people. By 2023, we will increase the number of people supported in each of our services by a minimum of 25%.
- **Influence and Funding:** By 2023, we will have raised our profile by 10% as a leader in our field with our unique service offers. By 2023, we will have a voice in all relevant forums influencing the sector.

At the time the Corporate Plan and annual business plan were finalised, the organisation was facing unprecedented challenges relating to coronavirus. We are clear about our role and responsibilities in the effective management of this pandemic – in particular, our responsibilities to the people we support, their families and our staff. But we are experiencing a range of severe pressures. The uncertainties we are facing now and an unpredictable aftermath to this crisis will undoubtedly affect our ability to achieve our objectives within the timeframes stated in our plans.

Annual business plans for Northern Ireland and the Republic of Ireland have been developed which detail the key activities we intend to focus on to secure progress towards achievement of these objectives.

The focus of activity for 2020-21 is as follows:

- **Recruitment and Retention:** for both Northern Ireland and the Republic of Ireland. Our goal is to be the employer of choice in the sector and during the year we will be developing and implementing an action plan in response to feedback from staff (from the 2019 staff and health and wellbeing surveys) and from the people we support and their families and carers (from the 2019 Annual Consultation Exercise). For Northern Ireland, this also means progressing the Job Family Framework and the Terms and Conditions Review.

Trustees' Report (continued)

- **Efficiency and Effectiveness:** for both Northern Ireland and the Republic of Ireland, this includes streamlining internal processes through increasing our use of technology, for example, the use of electronic risk management and performance management software. For Northern Ireland, this also means deploying Care Planner to the remaining services in NI and for the Republic of Ireland this includes introducing a support planning system in all designated services; running payroll in-house and moving staff to the same Microsoft 365 system as the NI charity;
- **Growth:** for Northern Ireland, this includes establishing a minimum of one new service model by March 2021 and for the Republic of Ireland this includes expanding our existing services and developing new models of service, as well as formalising our relationship with the National Association of Housing for the Visually Impaired.
- **Influence and Funding:** for both Northern Ireland and the Republic of Ireland, this includes continuing to lobby on issues affecting the sector and finalising and implementing a marketing strategy, which encompasses a digital strategy, including upgrading our website.

The focus of activity for Reconnect over the 2020-21 year, once the lease is finalised, is to:

- progress the merger of Reconnect with Positive Futures.
- develop our vision for the future shape of the service.
- source funding from Health and Social Care Trusts or other relevant funders.

Positive Futures will be employing the Balanced Scorecard to monitor business areas ensuring opportunities are fully explored and strategic objectives met. This will monitor and measure performance in respect to four business critical perspectives namely, customers (people we support), internal processes, capacity and results. Performance data will be considered by the Board of Trustees at each Board meeting.

Risk Management

Positive Futures assesses how the achievement of its aims and objectives might be affected by the risks it faces, and a system of internal control is designed which mitigates those risks. The system is not designed to eliminate all risk but to strike a balance between control, cost of control and appropriate risk taking.

Positive Futures' approach to risk management is guided by the Code of Good Governance and other professional best practice and takes full cognisance of the context and environment in which it operates. Positive Futures has in place a risk management policy and procedure which sets out roles and responsibilities and determines procedures for risk identification, monitoring, reporting and escalation of issues.

The Corporate Risk Register is compiled and managed by the Director of Corporate Services and owned by all Directors. The Corporate Risk Register is a standing item at each meeting of the Board of Trustees.

As part of evolving risk management practices, Positive Futures sourced an electronic risk, performance and meeting management system. This was funded by the Supporting People Programme – Provider Innovation Fund – and, once fully implemented, will provide a one-stop shop for recording, managing and reporting on risk and performance data.

Governance Review

In July 2019, a review of governance within Positive Futures RoI commenced. The purpose of this was to assess compliance with the Charities Governance Code which was published by the Charities Regulator.

Our review against the Code necessitated some updates to our governance documentation which was approved by the RoI Board in January 2020 and which evidences compliance by Positive Futures with the Charities Governance Code.

Trustees' Report (continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Positive Futures was first established on 2 October 1995 and was initially called United Response NI. We changed our name to Positive Futures in 2002 and have a Memorandum of Association which established our objects and powers and we are governed under its Articles of Association. We are a company limited by guarantee (CRN NI 29849) and are a registered charity with the Inland Revenue (charity number XR28291) and the Charity Commission NI (CCNI 101385). The address of the company's registered office, which is also its principal address, is given on page 2.

The charity is managed by a Senior Leadership Team, headed by the Chief Executive which operates within the authorities as delegated by the Trustees and detailed in the Delegated Authorities Policy. The governing body is the Board of Trustees whose members are also directors for the purposes of company law. Members of the Board of Trustees are elected by other Trustees and have responsibility for ensuring that the charity is performing well, is solvent and complies with all its obligations. The Senior Leadership Team reports to and attends Board and Sub Committee Meetings.

The Board is comprised of a Chair, Vice-Chair, Honorary Treasurer and Trustees with skills in HR, Law, Education, Learning Disability Services and Finance and lived experience. At the end of March 2020 there were 10 Board members. A further 3 Trustees were appointed in June and sadly, Patrick Cross passed away following a short illness, in June 2020. Members of the Senior Leadership Team and the Board of Trustees are listed on page 2.

The Trustees have put in place a formal risk management framework for the charity to identify the major risks that the charity faces and establish systems to manage and mitigate those risks.

Members of the Board of Trustees receive no remuneration. Where claimed, expenses are reimbursed.

New Trustees are invited to meet with the Chair and the Chief Executive and are provided with an induction which includes clarification of roles, responsibilities and expectations of Trustees. All Trustees are facilitated to visit services to familiarise themselves with our work and the context in which we operate. The charity has a "Trustees Contact with Services Policy" which details the relationship between Trustees and the wider organisation and the expectation that Trustees will meet and spend time with staff and the people we support. Annually, all Trustees attend a Governance Review Workshop where recommendations for improved practice are identified and implemented.

The arrangements for setting the pay and remuneration for the charity's management personnel lie with the Remuneration Committee of the Board of Trustees; this comprises three Trustees, one of whom is the Chair. In determining pay levels, the Committee benchmarks with equivalent market rates of pay, terms and conditions.

Subsidiaries

Positive Futures is the parent company of three subsidiary companies, Positive People (NI) C.I.C., Positive Futures: Achieving Dreams. Transforming Lives. CLG and Reconnect (N.I.) Limited. The details of these subsidiaries are provided in note 11 in the accounts.

The Trustees of Positive Futures are responsible for the Group's overall strategic direction.

REFERENCE AND ADMINISTRATIVE DETAILS

The details of the charity, Trustees, Chief Executive and Senior Leadership Team to whom the Trustees delegate day to day management of the charity, together with other relevant professional organisations who provide services and advice to the charity are listed on page 2.

Trustees' Report (continued)

Statement of recommended practice

The accounts have been prepared in accordance with applicable accounting standards, the Companies Act 2006 and the Statement of Recommended Practice ("SORP") 'Accounting and Reporting by Charities (FRS 102)' and in accordance with Financial Reporting Standard 102.

Trustees' responsibilities

The Trustees are required by company law to prepare accounts for each financial year that give a true and fair view of the state of affairs of the company as at the end of the financial year and of the surplus or deficit of the company for that year.

The Trustees confirm that suitable accounting policies have been used, and these have been applied consistently, and reasonable and prudent judgements and estimates have been made in the preparation of the accounts for the year ended 31 March 2020. The Trustees also confirm that applicable accounting standards have been followed and that the accounts have been prepared on the going concern basis.

The Trustees are responsible for keeping proper accounting records, for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Internal financial controls

The Board of Trustees has overall responsibility for ensuring that the company has in place an appropriate system of internal controls, financial and otherwise, to provide reasonable assurance that:

- the company is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used within the company or for publication is reliable; and
- the company complies with relevant laws and regulations.

The company's systems of financial control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

Statement of disclosure to auditors

The Trustees confirm that:

- so far as the Trustees are aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as members in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Employee involvement, equal opportunities and disabled employees

Since its inception, Positive Futures has had an Equal Opportunities Policy in place which is reviewed and updated as necessary. This Policy makes particular reference to the equality and fair treatment which the organisation promotes in relation to people with a disability which covers the recruitment, training, support and ongoing development of people with disabilities.

In addition, as an organisation which focusses on support to people with disabilities, we are committed to ensuring that all our practices, on a daily basis, reflect the letter and spirit of this Policy.

Trustees' Report (continued)

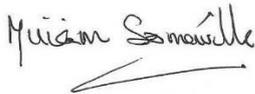
In 2006, Positive Futures (Northern Ireland) established a Joint Consultative Committee (JCC), comprising representatives from all our service locations. The purpose of this is to help staff to shape and inform the organisation's development and decision making through a process of consultation, discussion and agreement with Senior Managers. This has proven to be a very useful forum which reports annually to the Board of Trustees. Through the JCC, we also provide employees with key organisational information including information on the financial, economic, health and safety and policy context within which the organisation operates. In 2019 a JCC was also established in the Republic of Ireland.

Auditors

A resolution to re-appoint the auditors, ASM (B) Ltd, will be submitted at the Annual General Meeting.

The Trustees' Report and the Strategic Report contained therein were approved by the Board of Trustees on 25 September 2020.

By the order of the Board



Miriam Somerville
Chair

Independent Auditors' Report to the Members of Positive Futures: Achieving Dreams. Transforming Lives.

Opinion

We have audited the financial statements of Positive Futures: Achieving Dreams. Transforming Lives (the 'parent company') and its subsidiaries (the 'Group') for the year ended 31 March 2020 which comprise: the consolidated and company statements of financial activities; the consolidated and company balance sheets; the consolidated statement of cash flows; and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent company's affairs as at 31 March 2020 and of the Group's and the parent company's incoming resources and application of resources, including the Group's and the parent company's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) (ISAs) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom and Ireland, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Respective responsibilities of Trustees and auditors

The Trustees are responsible for the other information included in the annual report. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent Auditors' Report to the Members of Positive Futures: Achieving Dreams. Transforming Lives. (continued)

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 such material

inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in 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 in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Trustees' Report, including the Strategic Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the Trustees 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 Trustees are responsible for assessing the Group's and the parent 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 Trustees either intend to liquidate the Group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 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.

**Independent Auditors' Report to the Members of Positive Futures:
Achieving Dreams. Transforming Lives. (continued)**

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Brian Clerkin (Senior Statutory Auditor)
for and on behalf of
ASM (B) Ltd
Chartered Accountants & Statutory Auditors
Glendinning House
6 Murray Street
Belfast
BT1 6DN

25 September 2020

ASM (B) Ltd are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

Consolidated Statement of financial activities
(incorporating the Consolidated Income and Expenditure Account)

	Notes	Restricted £	Unrestricted £	2020 £	2019 £
Income and endowments from:					
Investments	3	-	23,547	23,547	20,845
Charitable activities	4	6,805,521	8,233,831	15,039,352	12,399,061
		<hr/>	<hr/>	<hr/>	<hr/>
Total income and endowments		6,805,521	8,257,378	15,062,899	12,419,906
Expenditure on:					
Charitable activities	5	<u>(6,878,697)</u>	<u>(8,031,509)</u>	<u>(14,910,206)</u>	<u>(11,761,411)</u>
Total expenditure		<u>(6,878,697)</u>	<u>(8,031,509)</u>	<u>(14,910,206)</u>	<u>(11,761,411)</u>
Net (losses)/gains on investments	11	-	(90,322)	(90,322)	576
Net income/(expenditure)		(73,176)	135,547	62,371	659,071
Other recognised gains / (losses)					
Unrealised foreign exchange gain/(loss)		15,665	-	15,665	(11,449)
Gift of assets on acquisition		-	-	-	645,842
Transfers					
Transfers between funds	15	407,513	(407,513)	-	-
Net movement in funds		<u>350,002</u>	<u>(271,966)</u>	<u>78,036</u>	<u>1,293,464</u>
Reconciliation of funds:					
Total funds brought forward	15	<u>448,323</u>	<u>4,152,105</u>	<u>4,600,428</u>	<u>3,306,964</u>
Total funds carried forward	15	<u><u>798,325</u></u>	<u><u>3,880,139</u></u>	<u><u>4,678,464</u></u>	<u><u>4,600,428</u></u>

All amounts above relate to continuing operations of the group.

The notes on pages 23 to 35 form part of these accounts.

Company Statement of financial activities
(incorporating the Income and Expenditure Account)

	Notes	Restricted £	Unrestricted £	2020 £	2019 £
Income and endowments from:					
Investments	3	-	23,547	23,547	20,845
Charitable activities	4	2,367,600	8,522,870	10,890,470	9,798,453
		<hr/>	<hr/>	<hr/>	<hr/>
Total income and endowments		2,367,600	8,546,417	10,914,017	9,819,298
Expenditure on:					
Charitable activities	5	<u>(2,775,113)</u>	<u>(8,287,107)</u>	(11,062,220)	<u>(9,581,926)</u>
Total expenditure		(2,775,113)	(8,287,107)	(11,062,220)	(9,581,926)
Net (losses)/gains on investments	11	-	(90,322)	(90,322)	576
Net income/(expenditure)		(407,513)	168,988	(238,525)	237,948
Transfers					
Transfers between funds	15	407,513	(407,513)	-	-
Net movement in funds		<hr/> -	<hr/> (238,525)	<hr/> (238,525)	<hr/> 237,948
Reconciliation of funds:					
Total funds brought forward		<hr/> -	<hr/> 3,536,238	<hr/> 3,536,238	<hr/> 3,298,290
Total funds carried forward		<hr/> -	<hr/> 3,297,713	<hr/> 3,297,713	<hr/> 3,536,238

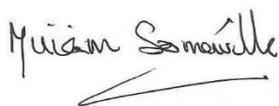
All amounts above relate to continuing operations of the company.

The notes on pages 23 to 35 form part of these accounts.

Consolidated Balance sheet

	Notes	2020 £	2019 £
Fixed assets			
Tangible fixed assets	10	1,851,869	1,833,515
Investments	11	<u>678,407</u>	<u>792,921</u>
		<u>2,530,276</u>	<u>2,626,436</u>
Current assets			
Debtors	12	1,609,728	1,922,118
Cash at bank and in hand		<u>1,930,819</u>	<u>1,107,584</u>
		<u>3,540,547</u>	<u>3,029,702</u>
Liabilities			
Creditors: amounts falling due within one year	13	<u>(1,392,359)</u>	<u>(1,055,710)</u>
Net current assets			
		<u>2,148,188</u>	<u>1,973,992</u>
Total assets less current liabilities			
		<u>4,678,464</u>	<u>4,600,428</u>
Net assets			
		<u>4,678,464</u>	<u>4,600,428</u>
The funds of the charity			
Unrestricted funds	15	3,880,139	4,152,105
Restricted funds	15	<u>798,325</u>	<u>448,323</u>
Total funds		<u>4,678,464</u>	<u>4,600,428</u>

The accounts on pages 18 to 35 were approved by the Board of Trustees and authorised for issue on 25 September 2020.



Miriam Somerville
Trustee



John Alexander
Trustee

Co. Registration No. NI 29849

The notes on pages 23 to 35 form part of these accounts.

Company Balance sheet

	Notes	2020 £	2019 £
Fixed assets			
Tangible fixed assets	10	1,328,481	1,306,053
Investments	11	678,407	792,921
		<u>2,006,888</u>	<u>2,098,974</u>
Current assets			
Debtors	12	1,490,615	1,320,149
Cash at bank and in hand		794,226	853,457
		<u>2,284,841</u>	<u>2,173,606</u>
Liabilities			
Creditors: amounts falling due within one year	13	(994,016)	(736,343)
Net current assets		<u>1,290,825</u>	<u>1,437,263</u>
Total assets less current liabilities		3,297,713	3,536,237
Net assets		<u>3,297,713</u>	<u>3,536,237</u>
The funds of the charity			
Unrestricted funds		3,297,713	3,536,237
Restricted funds		-	-
Total funds		<u>3,297,713</u>	<u>3,536,237</u>

The accounts on pages 18 to 35 were approved by the Board of Trustees and authorised for issue on 25 September 2020.



Miriam Somerville
Trustee



John Alexander
Trustee

Co. Registration No. NI 29849

The notes on pages 23 to 35 form part of these accounts.

Consolidated Statement of Cash Flows

	2020	2019
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities (see below)	968,003	201,547
Cash flows from investing activities		
Dividends, interest and rents from investments	23,547	20,845
Proceeds from the sale of property, plant and equipment	31,522	-
Purchase of property, plant and equipment	(224,029)	(99,096)
Sale/(purchase) of investments	24,192	(1,093)
Net cash (used in) investment activities	<u>(144,768)</u>	<u>(79,344)</u>
Cash gifted and realised on acquisition of subsidiary	-	149,575
Change in cash in the reporting period	<u>823,235</u>	<u>271,778</u>
Cash at the beginning of the reporting period	<u>1,107,584</u>	835,806
Cash at the end of the reporting period	<u>1,930,819</u>	<u>1,107,584</u>

Reconciliation of net income to net cash inflow from operating activities

	2020	2019
	£	£
Net income for the reporting period (as per the Consolidated Statement of financial activities)	78,036	1,293,464
Adjusted for:		
Assets gifted on acquisition of subsidiary	-	(645,842)
Depreciation charges	175,285	136,467
Losses/(gains) on investments	90,322	(576)
Dividends, interest and rents from investments	(23,547)	(20,845)
Increase/(decrease) in creditors	336,649	254,397
Decrease/(increase) in debtors	312,390	(815,246)
Exchange difference on consolidation	(1,132)	(272)
Net cash provided by operating activities	<u>968,003</u>	<u>201,547</u>

Analysis of cash and cash equivalents

	31 March 2019	Cash Flow	31 March 2020
	£	£	£
Cash at bank and in hand	1,107,584	823,235	1,930,819
Bank overdraft	-	-	-
Total cash and cash equivalents	<u>1,107,584</u>	<u>823,235</u>	<u>1,930,819</u>

The notes on pages 23 to 35 form part of these accounts.

Notes to the accounts

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention and modified to include the revaluation of investments and in accordance with applicable accounting standards, the Companies Act 2006 and the Statement of Recommended Practice (“SORP”) 'Accounting and Reporting by Charities' (FRS 102) and in accordance with Financial Reporting Standard 102. A summary of the more important accounting policies, which have been applied consistently, is set out below.

Consolidation

The consolidated financial statements incorporate the financial statements of the company and its subsidiary undertakings as listed in note 11.

Public Benefit

Positive Futures: Achieving Dreams. Transforming Lives is a public benefit entity which is a company limited by guarantee, registered number NI29849. The company details are listed on page 2.

Funds

The charity receives various types of funding which require separate treatment. These are as follows:

- a) unrestricted funds: funds which may be expended at the discretion of the Trustees in furtherance of the objectives of the charity; and
- b) restricted funds: funds which are earmarked by the donor for specific purposes.

Designated funds

Designated funds relate to unrestricted incoming resources in the current and previous years, which are allocated to fund specific activities in future accounting periods.

Incoming resources

All income and grants of a revenue nature are credited to income in the period to which they relate. Income is only deferred when grants or income is received in advance of the year to which they relate.

Grants specifically for capital expenditure are credited to incoming resources in the period the capital expenditure is incurred. A designated fund is created in reserves, which is reduced over the expected useful lives of the related assets by equal annual instalments.

Other incoming resources are credited to income in the period to which they relate.

Funds received which have been earmarked by the donor for specific purposes are treated as restricted incoming resources.

Resources expended

Resources expended are analysed between restricted and unrestricted resources expended. The charity allocates resources expended into restricted and unrestricted elements on the basis of the direct and indirect costs associated with providing the service over the longer term. To ensure consistency indirect costs are apportioned between funding sources on the basis of the cost allocation formulae determined at the establishment of the particular service.

Notes to the accounts (continued)

Going Concern

No material uncertainties related to events or conditions that may cast significant doubt about the ability of the company to continue as a going concern have been identified by the Trustees.

Pension scheme

The company operates a group personal pension plan. This defined contribution pension scheme is for open to all staff. Employer's contributions vary as a % of pensionable earnings depending on the staff member's agreed terms and conditions. The assets of the scheme are held separately from those of the company in independently administered funds, and contributions are charged to the Statement of Financial Activities in the period to which they relate.

Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term.

Tangible fixed assets

Fixed assets are stated at their purchase cost, together with any incidental costs of acquisition. The company's policy is to capitalise individual fixed assets costing £300 or more.

Depreciation is calculated so as to write off the cost of tangible fixed assets (excluding land), less their estimated residual values, on a straight-line basis over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are as follows:

	%
Buildings	4 - 25
Motor vehicles	25
Fixtures and fittings	25
Computer equipment	25
Plant and machinery	25-33%

Debtors

Debtors are measured at their recoverable amounts.

Creditors and provisions for liabilities and charges

Creditors and provisions for liabilities and charges are measured at their settlement amount.

Judgements and estimates

In the process of applying the company's accounting policies, management has not made any significant judgements. There are no key assumptions concerning the future or other key sources of estimation, that have a significant risk of raising a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Investments

In accordance with the Statement of Recommended Practice, investments, other than those in subsidiary companies, are shown in the balance sheet at market value. Subsidiary companies are stated at cost.

Termination Benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to either terminate the employment of an employee or to provide termination benefits.

Notes to the accounts (continued)

Foreign Currency

Transactions in a foreign currency are recorded at the rate ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

2. Volunteers

Our volunteers are involved in a range of activities from administrative tasks through to supporting the people we support to have the life they want. The contribution made by our volunteers in Family Support and Shared Lives Services is critical to the successful delivery of these Services.

3. Investment income

	2020	2019
	£	£
Bank interest	1,185	1,248
Income from investments	<u>22,362</u>	<u>19,597</u>
	<u>23,547</u>	<u>20,845</u>

4. Incoming resources from charitable activities

Group	Restricted	Unrestricted	2020	Restricted	Unrestricted	2019
	£	£	£	£	£	£
Health Board and Trust income	-	7,467,325	7,467,325	9,303	6,863,313	6,872,616
Supporting People income	2,070,842	-	2,070,842	2,053,506	-	2,053,506
Health Service Executive Grant	4,414,747	40,896	4,455,643	2,465,768	43,655	2,509,423
TUSLA Grant	1,077	-	1,077	125,309	-	125,309
Income from service users	13,978	556,622	570,600	-	522,479	522,479
Staff and training grants	-	17,170	17,170	-	10,220	10,220
Other fees and grants	304,877	48,211	353,088	194,710	63,323	258,033
Consultancy income	-	76,985	76,985	-	43,320	43,320
Gifts and other income	-	26,622	26,622	-	4,155	4,155
	<u>6,805,521</u>	<u>8,233,831</u>	<u>15,039,352</u>	<u>4,848,596</u>	<u>7,550,465</u>	<u>12,399,061</u>

Company	Restricted	Unrestricted	2020	Restricted	Unrestricted	2019
	£	£	£	£	£	£
Health Board and Trust income	-	7,467,325	7,467,325	-	6,731,035	6,731,035
Supporting People income	2,070,842	-	2,070,842	2,053,506	-	2,053,506
Income from service users	-	556,622	556,622	-	522,479	522,479
Staff and training grants	-	17,170	17,170	-	10,220	10,220
Other fees and grants	296,758	22,587	319,345	194,710	62,135	256,845
Gifts and other income	-	459,166	459,166	-	224,368	224,368
	<u>2,367,600</u>	<u>8,522,870</u>	<u>10,890,470</u>	<u>2,248,216</u>	<u>7,550,237</u>	<u>9,798,453</u>

Notes to the accounts (continued)

5. Expenditure on charitable activities

The company allocates its costs between Restricted and Unrestricted expenditure as follows:

Group	Restricted	Unrestricted	2020	Restricted	Unrestricted	2019
	£	£		£	£	
Direct care staff costs	5,367,520	5,833,822	11,201,342	3,894,594	5,045,051	8,939,645
Head Office staff costs	339,587	1,352,450	1,692,037	197,455	1,168,334	1,365,789
Other staff costs	49,079	26,894	75,973	92,956	46,995	139,951
ICT costs	22,153	84,733	106,886	14,877	69,018	83,895
Travel, subsistence and volunteers' expenses	211,079	205,518	416,597	172,286	199,307	371,593
Training costs	124,859	69,399	194,258	107,179	48,746	155,925
Premises and insurance costs	225,850	269,793	495,643	163,006	233,583	396,589
Depreciation	30,871	139,664	170,535	23,598	112,868	136,466
Other support costs	507,699	49,236	556,935	127,946	43,612	171,558
	<u>6,878,697</u>	<u>8,031,509</u>	<u>14,910,206</u>	<u>4,793,897</u>	<u>6,967,514</u>	<u>11,761,411</u>

Company	Restricted	Unrestricted	2020	Restricted	Unrestricted	2019
	£	£		£	£	
Direct care staff costs	2,324,339	6,069,524	8,393,863	2,270,931	5,088,888	7,359,819
Head Office staff costs	26,183	1,390,117	1,416,300	26,905	1,168,334	1,195,239
Other staff costs	28,790	27,289	56,079	34,680	47,473	82,153
ICT costs	11,405	95,042	106,447	3,285	69,864	73,149
Travel, subsistence and volunteers' expenses	44,654	199,995	244,649	43,850	183,099	226,949
Training costs	84,017	73,039	157,056	88,786	45,886	134,672
Premises and insurance costs	61,397	255,795	317,192	62,774	216,283	279,057
Depreciation	4,682	121,468	126,150	4,847	101,827	106,674
Other support costs	189,646	54,838	244,484	86,355	37,859	124,214
	<u>2,775,113</u>	<u>8,287,107</u>	<u>11,062,220</u>	<u>2,622,413</u>	<u>6,959,513</u>	<u>9,581,926</u>

Direct care staff costs include the provision of personal care and housing support to the people we support.

Notes to the accounts (continued)

6. Employee information

The average weekly number of persons, including part time and relief staff employed by the group during the year was:

	2020	2019
	Number	Number
By activity:		
Direct care activities	618	477
Administration and training	62	55
	<u>680</u>	<u>532</u>
	2020	2019
	£	£
Staff costs (for the above persons)		
Wages and salaries	10,443,130	8,490,237
Social security costs	862,122	1,660,581
Pension costs	283,457	471,229
	<u>11,588,709</u>	<u>10,622,047</u>

Pension contributions in the year for the provision of a defined contribution scheme amounted to £283,457 (2019: £471,229) and contributions due at the year-end amounted to £23,489 (2019: £34,051).

During the year one employee, the Chief Executive of the group, received remuneration (excluding employer's pension contributions) of £98,026 (2019: £94,958).

Two other employees (2019: one) received emoluments (excluding employer's pension contributions) between £70,000 and £80,000 during the year.

None of the Trustees received any remuneration during the year.

During the year the Senior Leadership Team received remuneration (excluding employer's pension contributions) totalling £461,226 (2019: £313,408).

During the year no employees (2019: one) received a termination payment (2019: 5,625).

During the year, the costs for four employees (2019: three) were recharged to another Group Company.

7. Net incoming resources

	2020	2019
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation on tangible owned fixed assets	175,285	136,467
(Profit)/Loss on revaluation of investments	90,322	(576)
Interest receivable	(1,185)	(1,248)
Auditors' remuneration - audit	15,250	14,800
Auditors' remuneration - other	12,047	2,817
(Profit)/Loss on disposal of tangible assets	(360)	-

Notes to the accounts (continued)

8. Taxation

The group is exempt from taxation due to its charitable status as approved by the Inland Revenue and Revenue Commissioners. No tax is therefore payable on the surplus for the year £78,036 (2019: £1,293,464)

9. Auditors' remuneration

The auditors' remuneration, excluding VAT of £27,297 (2019: £17,617) is split as follows:

	2019	2018
	£	£
Audit services - group	15,250	14,800
Payroll, Tax and other services	<u>12,047</u>	<u>2,817</u>
	<u><u>27,297</u></u>	<u><u>17,617</u></u>

10. Tangible fixed assets

Group tangible fixed assets	Land & buildings £	Motor vehicles £	Fixtures & fittings £	Computer equipment £	Plant and Machinery £	Total £
Cost						
At 31 March 2019	2,298,511	140,012	231,571	333,418	15,467	3,018,979
Additions	67,478	83,886	14,944	57,721	-	224,029
Disposals	(856)	(39,315)	(13,032)	(32,361)	(9,450)	(95,014)
Exchange adjustments	87	1,073	-	689	-	1,849
At 31 March 2020	<u>2,365,220</u>	<u>185,656</u>	<u>233,483</u>	<u>359,467</u>	<u>6,017</u>	<u>3,149,843</u>
Depreciation						
At 31 March 2019	594,643	95,084	221,416	271,450	2,871	1,185,464
Charge for the year	91,600	36,510	8,649	37,488	1,038	175,285
Disposals	(856)	(16,009)	(14,266)	(32,361)	-	(63,492)
Exchange adjustments	22	462	-	233	-	717
At 31 March 2020	<u>685,409</u>	<u>116,047</u>	<u>215,799</u>	<u>276,810</u>	<u>3,909</u>	<u>1,297,974</u>
Net book values						
At 31 March 2020	<u>1,679,811</u>	<u>69,609</u>	<u>17,684</u>	<u>82,657</u>	<u>2,108</u>	<u>1,851,869</u>
At 31 March 2019	<u>1,703,868</u>	<u>44,928</u>	<u>10,155</u>	<u>61,968</u>	<u>12,596</u>	<u>1,833,515</u>

Notes to the accounts (continued)

10. Tangible fixed assets (continued)

Company tangible fixed assets	Land & buildings £	Motor vehicles £	Fixtures & fittings £	Computer equipment £	Total £
Cost					
At 31 March 2019	1,822,164	98,924	223,549	307,315	2,451,952
Additions	67,478	27,500	6,974	46,625	148,577
Disposals	(856)	-	(13,032)	(32,361)	(46,249)
At 31 March 2020	<u>1,888,786</u>	<u>126,424</u>	<u>217,491</u>	<u>321,579</u>	<u>2,554,280</u>
Depreciation					
At 31 March 2019	586,388	77,219	219,805	262,487	1,145,899
Charge for the year	78,091	16,410	4,845	28,037	127,383
Disposals	(856)	-	(14,266)	(32,361)	(47,483)
At 31 March 2020	<u>663,623</u>	<u>93,629</u>	<u>210,384</u>	<u>258,163</u>	<u>1,225,799</u>
Net book values					
At 31 March 2020	<u>1,225,163</u>	<u>32,795</u>	<u>7,107</u>	<u>63,416</u>	<u>1,328,481</u>
At 31 March 2019	<u>1,235,776</u>	<u>21,705</u>	<u>3,744</u>	<u>44,828</u>	<u>1,306,053</u>

11. Investments

	2020 £
Investments at market value at 1 April 2019	792,921
Investment income reinvested	22,362
Purchase of investments	344,985
Disposal of investments	(391,539)
Net loss on revaluation and realisation	(90,322)
Investments at market value at 31 March 2020	<u>678,407</u>

The historical cost of the investments is £670,127 (2019: £695,406).

Positive Futures: Achieving Dreams. Transforming Lives.

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Notes to the accounts (continued)

11. Investments (continued)

Positive Futures has an investment policy which provides a framework for making investment decisions. These investments aim to provide a balance between capital growth and income generation over the medium to long term with a medium level of risk. Except as noted below the investments are in a mixture of liquid assets such as equities, fixed interest securities, alternative assets and cash within allocation ranges as set out in the investment policy. For ethical reasons no direct equity investment is made in Tobacco, Alcohol, Gambling, Armaments and industries involved in exploitation of Human Rights. The management of investments is done by an external discretionary Investment Manager appointed by the Trustees.

Positive Futures also exercises control over three subsidiary companies whose results are detailed below:

Name	Business	Registered Office	Shares held	Period end	Turnover in year	Profit/(loss) after tax	Net assets/(liabilities)
					(£)	(£)	(£)
Positive People (NI) C.I.C	Employment Agency	2b Park Drive Bangor County Down	None – limited by guarantee	31 March 2020	-	(60)	(39)
Registered Number NI623255							
Positive Futures: Achieving Dreams. Transforming Lives. CLG	Provision of Social Care Services	75 St Stephen's Green Dublin	None – limited by guarantee	31 March 2020	4,587,003	356,763	846,580
Registered Number 566738	Charity Registration number 20106348						
Reconnect (NI): Limited	Provision of Social Care Services	Offices of Cleaver Fulton & Rankin 50 Bedford Street Belfast BT2 7FW	None – limited by guarantee	31 March 2020	550	(55,807)	534,210
Registered Number NI026030	Charity number 100495						

Notes to the accounts (continued)

12. Debtors

	Group	Group	Company	Company
	2020	2019	2020	2019
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	1,298,931	1,585,691	953,388	683,006
Other debtors	26,175	9,118	26,175	9,118
Prepayments and accrued income	284,622	327,309	264,417	304,503
Amounts owed by subsidiary undertakings	-	-	278,528	355,315
Provision for amounts owed by subsidiary undertakings	-	-	(31,893)	(31,793)
	<u>1,609,728</u>	<u>1,922,118</u>	<u>1,490,615</u>	<u>1,320,149</u>

13. Creditors: amounts falling due within one year

	Group	Group	Company	Company
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	568,308	325,853	516,814	268,126
Other creditors	115,565	91,291	115,566	88,558
Accruals, deferred income and funding repayable	480,853	332,818	210,843	241,257
Other taxes and social security	227,633	305,748	150,793	138,402
	<u>1,392,359</u>	<u>1,055,710</u>	<u>994,016</u>	<u>736,343</u>

14. Deferred income

Included in accruals and deferred income is deferred income of £313,198 (2019: £211,717) for the Group, and £109,440 (2019: £165,237) for the Company. Deferred income comprises deferred grants and income for services to be provided after the year end.

	Group	Company
	£	£
Balance as at 31 March 2019	211,717	165,237
Amount released to incoming resources	(268,416)	(246,143)
Amount deferred in year	369,897	190,346
Balance as at 31 March 2020	<u>313,198</u>	<u>109,440</u>

Notes to the accounts (continued)

15. Analysis of net assets between funds

	At 31 March 2019	Income	Expenditure	Transfers	At 31 March 2020
	£	£	£	£	£
Unrestricted funds					
Designated funds	1,542,636	-	-	(177,283)	1,365,353
General fund	2,609,469	8,257,378	(8,121,831)	(230,230)	2,514,786
Total unrestricted funds	<u>4,152,105</u>	<u>8,257,378</u>	<u>(8,121,831)</u>	<u>(407,513)</u>	<u>3,880,139</u>
Restricted funds					
Supporting People	-	2,030,619	(2,438,834)	408,215	-
Supporting People – Provider Innovation	-	40,224	(40,224)	-	-
Big Lottery Fund Grant: Reaching Out: Supporting Families	-	153,100	(153,100)	-	-
HSE and TUSLA Grants	448,323	4,415,823	(4,089,308)	7,822	782,660
Other restricted funds	-	181,420	(157,231)	(8,524)	15,665
Total restricted funds	<u>448,323</u>	<u>6,821,186</u>	<u>(6,878,697)</u>	<u>407,513</u>	<u>798,325</u>
Total funds	<u>4,600,428</u>	<u>14,988,242</u>	<u>(14,910,206)</u>	<u>-</u>	<u>4,678,464</u>

The charity's policy in respect of transfers between designated funds is set out in the Trustees' Report. The transfers affected in respect of the year ended 31 March 2020 are set out in detail in note 16.

The Supporting People restricted funds have arisen from funding received from the Supporting People programme. The programme funds a range of services which provide housing related support to vulnerable people to improve their quality of life and gain independence. The funds are restricted to be used on the agreed services and support tasks contained in the funding agreements. The Trustees have previously agreed to eliminate annually any deficit that arises in respect of that fund.

The Big Lottery Fund Grant: Reaching Out: Supporting Families restricted fund arises from funding received to fund a range of services for children with a learning disability (0 – 12 years old) and their families.

HSE and TUSLA grants are for the provision of care and support services in the Republic of Ireland

Included in deferred income (note 14) is £62,668 (2019: £62,728) which relates to restricted income received from the Big Lottery Fund Grant: Reaching Out: Supporting Families for activities in the next financial year.

Other restricted funds arise from grant funding received that is restricted for use in specific projects. The Trustees have agreed to make available reserves to eliminate any deficits that arise.

Notes to the accounts (continued)

16. Analysis of designated fund movement

The funds designated by the Board of Trustees in line with their policies as set out in the Trustees' Report:

	Balance at 31 March 2019	Retained surplus / (deficit) for the year	Transfers (from)/to funds	Balance at 31 March 2020
	£	£	£	£
Designated funds				
Under occupancy fund	50,000	-	-	50,000
Redundancy fund	50,000	-	-	50,000
Service development fund	171,131	-	(107,755)	63,376
Building repairs and maintenance fund	357,976	-	(8,164)	349,812
Project Management and Delivery fund	55,637	-	(659)	54,978
Organisational Restructuring Fund	51,500	-	2,848	54,348
Staff Terms and Conditions Review fund	16,000	-	(6,000)	10,000
Management development and training fund	25,000	-	(5,500)	19,500
Volunteer coordination fund	20,000	-	(5,000)	15,000
Replacement fund	50,000	-	(20,000)	30,000
User involvement / PCP	47,500	-	10,930	58,430
PR and fundraising	92,000	-	(50,000)	42,000
Information and communication technology fund	75,000	-	4,763	79,763
Behaviour support fund	50,000	-	(30,000)	20,000
Legal Costs Fund	20,000	-	10,000	30,000
Health and Wellbeing Strategy	10,000	-	-	10,000
Corporate Planning	7,500	-	42,500	50,000
Recruitment and Retention Strategy	100,000	-	(50,000)	50,000
Capital Grants fund	188,020	-	(9,401)	178,619
Covid-19 Pandemic fund	-	-	75,000	75,000
Unrestricted Funds of Subsidiary undertakings	105,372	-	(30,845)	74,527
	<u>1,542,636</u>	<u>-</u>	<u>(177,283)</u>	<u>1,365,353</u>
General fund	<u>2,609,469</u>	<u>(271,966)</u>	<u>177,283</u>	<u>2,514,786</u>
Total unrestricted funds	<u>4,152,105</u>	<u>(271,966)</u>	<u>-</u>	<u>3,880,139</u>

In the year ended 31 March 2020 a transfer was made of £407,513 (2019: £379,328) from unrestricted funds. This was to eliminate a deficit in restricted funds, note 15.

Notes to the accounts (continued)

17. Operating leases

At 31 March 2020, the group had future minimum lease payment commitments under non-cancellable operating leases as follows:

Group	2020	2019
	£	£
Land and buildings expiring:		
In less than one year	49,636	65,207
Between two and five years	96,247	30,990
More than five years	28	29
	<u>145,911</u>	<u>96,226</u>

	2020	2019
	£	£
Motor vehicles expiring:		
In less than one year	11,591	14,688
Between two and five years	23,183	6,120
More than five years	-	-
	<u>34,774</u>	<u>20,808</u>

Lease payments recognised as expenses in the period were £132,450.

At 31 March 2020, the Company had future minimum lease payment commitments under non-cancellable operating leases as follows:

Company	2020	2019
	£	£
Land and buildings expiring:		
In less than one year	41,007	44,016
Between two and five years	96,243	22,301
More than five years	-	-
	<u>137,250</u>	<u>66,317</u>

Lease payments recognised as expenses in the period were £106,354.

18. Contingent liabilities

A contingent liability exists to repay grants received, where certain conditions have not been fulfilled by the company. In the opinion of the Trustees, the terms of the letters of offer have been complied with and no liability is expected.

19. Guarantors

The company is a company limited by guarantee and does not have share capital. The liability of guarantors is limited to £1 in the event of the company being wound up.

Notes to the accounts (continued)

20. Control

The company is controlled by a Board of Trustees.

21. Analysis of payments to Trustees and Related Parties by the group

	2020	2019
	£	£
Payments to ARC Limited	1,070	2,003
Reimbursement of expenses to Trustees	53	13
Services provided to NAHVI	(76,985)	-

Expenses reimbursed to Trustees are for travel and accommodation. One Trustee (2019: one) was reimbursed for expenses during the year.

Agnes Lunny, Chief Executive of Positive Futures: Achieving Dreams. Transforming Lives. was also a Trustee of ARC Limited during the year, a charitable company which provided services to Positive Futures.

John Alexander, a Director of Positive Futures, was also a Director of the National Association of Housing for the Visually Impaired (NAHVI). Services provided to NAHVI were done on an arm's length basis. At the balance sheet date, NAHVI owed Positive Futures £58,385.

Except as disclosed above there were no other related party transactions during the year.