

Amended

Positive Futures: Achieving Dreams. Transforming Lives.

**Annual report and consolidated financial statements for
the year ended 31 March 2021**

Registered No: NI 029849

These accounts:

- replace the original accounts
- are now the statutory accounts
- are prepared as they were at the date of the original accounts

Positive Futures: Achieving Dreams. Transforming Lives.

Annual report for the year ended 31 March 2021

Annual report

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Positive Futures: Achieving Dreams. Transforming Lives.

Annual report for the year ended 31 March 2021

Trustees and advisers

Trustees

Miriam Somerville
Peter Shaw (resigned 7 September 2021)
Carol Workman
Laurence Taggart
John Alexander

Geraldine Cunningham
Mary Bryce
Anne Leitch (resigned 8 October 2020)
Austin Treacy
Mairead Mitchell
David Scoffield
Jim Gamble
Ian Edwards (appointed 26 March 2021)
Stephen Cross (appointed 26 March 2021)

Senior Leadership Team

Chief Executive
Executive Director
Finance Director
Interim HR Director

Interim Operations Director
Corporate Services Director – post
vacant

Agnes Lunny
Paul Roberts
Liam Dorrian
Joanne Corcoran
Gail Reavy (left 17
September 2020)
Frances Murphy
Leigh Brown (left 22
December 2020)

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 2021.

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 meet 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 2021, Positive Futures NI provided direct support to 429 people (2020: 410). 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** – Children's Residential Service, Autism Outreach Service, Children and Family Support Services, including the Brighter Futures project.

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, owing to Covid-19, the number of volunteer hours was reduced overall. We will prioritise a renewed focus on the recruitment of volunteers once Covid-19 restrictions have been reduced.

At the end of March 2021, Positive Futures Republic of Ireland supported 51 people (2020: 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 2021, we progressed the dissolution of Reconnect.

Our Strategic Aims

Our Strategic Aims for 2020-23 in both Northern Ireland and the Republic of Ireland are as follows:

1. Recruitment and Retention

By 2023 we will be the preferred employer' ('employer of choice') in the sector as demonstrated by:

- attracting the best staff
- increasing staffing levels
- improving retention and staff engagement.

2. 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.
- we will evidence and inform service and organisational quality and improvement through streamlining data gathering and analysis.

3. Growth

By 2023 we will:

- secure a range of accommodation options to support a minimum of 30 additional people.
- increase the number of people supported in each of our services by a minimum of 25%.

4. Influence and Funding

By 2023 we will:

- have raised our profile by 10% as a leader in our field with our unique service offers.
- have a voice in all relevant forums influencing the sector.

Throughout the year the focus was on the dissolution of Reconnect as a company and legal entity. However, priority will be given in 2021-22 to developing a proposal around the utilisation of the facilities on the Reconnect site, which has transferred to Positive Futures ownership.

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 out in the Code of Good Governance Northern Ireland.

Our governance framework comprises the values, culture, systems and processes 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 first year of Positive Futures' Corporate Plan 2020-23.

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.

ACHIEVEMENTS AND PERFORMANCE

Northern Ireland

This year we faced unprecedented challenges as a result of was the Covid-19 pandemic, not least in ensuring that the people we support and their families continue as far as possible, to receive that support safely and effectively. In some instances, and in particular our Families Services, this required a significant reconfiguration of our service offers which involved moving to online support, including online training.

A significant and ongoing challenge is making sense of the often very contradictory guidance and advice from both governments and ensuring that this guidance is understood, not only by the people we support and families, but also by our Support Work staff.

In addition, the departure of the HR Director in September 2020 and the subsequent departure of the Corporate Services Director in December 2020 also affected our ability to deliver key elements of our Business Plan 2020-21.

In spite of these factors, we made significant progress in a number of key areas including:

1. Approved a salary uplift for all eligible non-support staff in NI. This change will take effect in April 2021 salaries. This is a key element of our recruitment and retention strategy which is central to our Strategic Aims 2020-23.
2. Reduced total agency usage across our regulated services (2021: 23,132 total hours pa in comparison to 2020: 51,766 total hours pa).
3. Continued to roll out CarePlanner, our support planning system, to all remaining services in NI. With the system in place in all services and projects, this will assist us to reduce the time it takes to develop support planners and support us in our efforts to ensure staff have a good work life balance.

Trustees' Report (continued)

4. Developed and expanded our services including supported living support for a further 5 adults. We also established a new residential children's service in Coleraine.
5. Delivered our new "First Steps to Management" training programme for 15 Senior Support Workers. The programme aimed to develop the confidence and skills of these staff to lead high performing teams.
6. Updated our Code of Conduct to further clarify our expectations of all staff teams. Once we have evaluated this, we will use the learning to inform our plans for reviewing our induction and development training programmes for all staff.
7. Facilitated resilience workshops in services and support departments to enable staff to discuss their concerns, primarily arising from the coronavirus pandemic, and to develop coping strategies.
8. Moved all RoI staff on to the same Microsoft 365 ICT systems as NI staff. This work has already resulted in improvements in internal communication and collaboration between RoI and NI colleagues and benefits in terms of information storage. This was invaluable during Covid-19 when most staff had to work from home and rely heavily on technology to carry out their duties and responsibilities.
9. Reviewed the structure of the HR Department and people related services and introduced a new model of HR support to improve the service provided to the organisation.
10. Commenced our 25th anniversary celebrations. We held a virtual tea party on 2 October 2020; produced a Christmas 2020 bauble; are currently designing an anniversary banner; and developed and made use of our 25th anniversary logo on our website, social media and email / written correspondence.

Republic of Ireland:

The achievements listed in points 5-10 for Northern Ireland also apply to the Republic of Ireland.

In addition, work took place around staff recruitment in the first few months of the year which resulted in improved staffing levels, with the already limited use of agency staff in some services reducing even further. As a result, and in light of the impact of Covid-19 on the workforce, the focus of our work for the remainder of the year was on improving staff retention, support and engagement.

Another important improvement project this year was the roll out of staff support planning software to all services. Using this system significantly reduces the time it takes to develop support planners (rotas) and also supports our staff engagement efforts by ensuring that staff have a good work life balance, with advance notice of the dates and times they will work.

Over the year, we saw continued growth in our existing Mo Shaol HomeShare service which operates in Counties Louth and Meath (CHO 8). At the end of March 2021, the service supported 42 individuals, both adults and children (2020: 37).

Funding was secured from CHO 7 to establish a new service to support an individual to live in his family home in Co Waterford following discharge from a mental health facility. While our Tuath Glas service was established in July 2019, support in Waterford could not commence due to a deterioration in the individual's mental health condition. This year, the service has provided an in-reach programme for the individual while he was in hospital via both direct and remote contact. His transition to his home is planned for early April 2021.

In addition to direct service provision, Positive Futures has been continuing to provide management and governance oversight to the National Association of Housing for the Visually Impaired (NAHVI) throughout 2019-20. NAHVI was established in 1999 and provides 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. This year, we have commenced a thorough due diligence exercise with a view to formalising the relationship between the two organisations by 31 December 2021.

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 four years ago, the group has now matured and continues to provide strong leadership around what the provision of individually-tailored services means as well as the changes in cultures and structures necessary to facilitate this way of working.

Trustees' Report (continued)

Areas of work relating to both Northern Ireland and the Republic of Ireland, that were impacted and delayed as a result of the pandemic include plans to:

- Implement electronic risk, performance and meetings management system (using new software, Decision Time)
- Harmonisation of operational policies between the Republic of Ireland and Northern Ireland charities
- Completing the transition of staff payroll in-house
- Conducting a comprehensive review and revision of our internal recruitment processes
- Streamlining data gathering and analysis
- Finalising and implementing a marketing strategy, which encompasses a digital strategy, including upgrading our website.

These delayed areas of work will be reprioritised and progressed as part of our business planning process.

Despite the delay with progressing these activities, there were several positive changes in how the organisation worked during the pandemic, including streamlined decision making and improved communication with staff. Work continues to build on these areas and, as far as possible, stop doing the things which were not working so well. This should ensure that the organisation operates in a more efficient way after the pandemic. The Board of Trustees for Northern Ireland and the Board of Directors for the Republic of Ireland will be joining a workshop later in 2021 to agree any changes to governance arrangements in the “new normal”.

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 17 to 34. Details of the company's results for the year are on pages 18 to 34. As a group, income has increased to £16,653,577 (2020: £15,062,899). 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 £12,397,535 (2020: £10,914,017) (see page 18).

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 reduced but continued significant spending on agency workers of £585,371 (2020: £1,067,263).

Following changes in the values of our investments, we recorded a gain of £114,435 (2020: loss £90,322). The fall in value in the previous year was caused by global stock market falls due to Covid-19. However, as these investments are held for the medium term Positive Futures were able to benefit in the current year from the gain in the recovery of global stock markets.

Overall, the Trustees are pleased to report the group made a surplus of £483,395 (2020: £78,036).

The total group funds at 31 March 2021 were £5,161,859 (2020: £4,678,464).

Trustees' Report (continued)

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

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 overriding challenge has been the Covid-19 pandemic. In 2020-21, in Northern Ireland, 87 staff tested positive for Covid-19 during the year and there were 370 instances of staff self-isolating. Tragically, one person we support died from Covid-19.

In response to the pandemic, Positive Futures in Northern Ireland and the Republic of Ireland, enacted a response plan and put in place a Critical Incident Management Team (CIMT) comprised of Directors, the Executive Director and Chief Executive to ensure we responded effectively to the rapidly changing situation.

During the year, the CIMT has overseen and co-ordinated:

- Migration of all office based staff to remote home-working arrangements, rollout of additional IT equipment to support remote working arrangements and increased infection control measures within offices
- Development and implementation of guidance (regularly updated in line with government and Public Health Agency guidance) for people we support, staff and managers
- Development, implementation and regular updates of service contingency plans and individual contingency plans for all people supported in our regulated services
- Management of outbreak teams to provide support for people we support and staff when localised serious outbreaks occurred
- Provision of Personal Protective Equipment (PPE) for staff and volunteers
- Redeployment of staff to ensure essential services continued to provide support
- Provision of additional daytime support for people (when statutory day services closed)
- Reconfiguration of family and project-based support to provide online and 'emergency' support for children, young people and families
- Revised Positive Behaviour Support arrangements to support people we support and staff manage the challenges linked to the pandemic
- Updating and delivery of online training (including infection control and health and wellbeing training)
- Developing appropriate communications and processes including use of Microsoft Teams meetings for increased number of meetings and weekly Chief Executive messages to all staff, volunteers and Trustees.

The risk associated with Covid-19 has remained on the Corporate Risk Register and has been managed as a high risk throughout 2020-21.

Another risk, partly associated with Covid-19, but also the impact of Brexit, is the lack of availability of an appropriately skilled workforce, willing to work in the sector. It is the view of the sector that this issue will continue to present significant challenges over the coming year and beyond. Other risks are managed via Departmental and Service Risk Registers.

In addition to the risk associated with the pandemic, 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. Having considered a range of options to formalise the relationship between Positive Futures and NAHVI, the Board of Positive Futures in the Republic of Ireland, in January 2021, unanimously approved to progress towards a membership transfer agreement. This effectively means that the existing Board members of NAHVI will retire and new

Trustees' Report (continued)

members will be appointed by Positive Futures, who will assume control of NAHVI. A due diligence exercise will be completed as part of this transfer.

PLANS FOR FUTURE PERIODS

Our Corporate Plan 2020-23 sets out our corporate objectives for both Northern Ireland and the Republic of Ireland which inform each of our annual business plans.

The 4 themes of our corporate objectives are as follows:

- Recruitment and retention of the best staff
- Growth of the organisation across both NI and RoI
- Influence and funding
- Efficiency and effectiveness.

Our business planning in late 2019 identified recruitment and retention as our top priority. This was the case in our 2020-21 business plan and remains the case for our 2021-22 business plan, although the emphasis has shifted to retention as the first priority and recruitment as the second.

When agreeing our business plan objectives for 2021-22, Directors reviewed the achievements relating to the business plan 2020-21 and where work agreed had been delayed, this was re-prioritised and included in the 2021-22 plan. Other factors identified when developing the plan, included:

- The organisation continues to operate within, and is required to manage the impact of, a pandemic.
- We need to ensure that our Corporate Plan activities align to a changed world, reflecting on and learning from our experiences and agreeing new ways of working, as necessary.
- As and when restrictions ease, there will be a need to manage a post-Covid “recovery” period and continue our resilience-building activities for our staff and management teams.
- A further critical issue affecting us all is the climate crisis and Positive Futures recognises its responsibility in taking action within available resources to reduce the impact of its activities on this, and to raise awareness of the people we support, our staff and volunteers regarding actions that they can also take.
- Finally, we acknowledge we may decide to take on particular opportunities which arise during the course of the year. If this is the case, other pieces of existing work may need to be paused or timeframes.

An overarching activity planned for 2021-22 is to update our “Good to Great” strategy which we will use to provide a coordinated person-centred framework for everything we are planning to do for the next two years of our Corporate Plan. Our 2021-22 Annual Business Plan will run from April 2021 to September 2022. The Plan will include the following objectives:

Theme	Objectives
Recruitment and Retention	We will have fully implemented a new HR structure and revised model of expert and project based HR support
	We will have a streamlined and fully automated recruitment process (using iTrent, our HR and payroll system)
	We will have implemented a retention action plan to promote staff engagement, health and wellbeing and productivity and to maintain positive organisational changes post Covid
Efficiency and Effectiveness	We will have implemented an improvement project to maximise the functionality of iTrent (our HR and payroll system) in relation to RoI payroll
	We will have implemented an improvement project to maximise the functionality of iTrent for Learning and Development training records
	We will have fully implemented our new risk, performance and meetings management software within defined user groups
	We will have completed the roll out of stage 2 of our Microsoft 365 Implementation Plan

Trustees' Report (continued)

Theme	Objectives
Efficiency and Effectiveness (continued)	We will have reviewed all policies, procedures and guidance in line with identified timeframes
	We will have developed a digital strategy to include a review of our website and internal and external communication systems
	We will have completed initial scoping on identifying potential new digitalisation solutions for a range of business processes involving HR, Finance and Operations.
Growth	We will have established a growth strategy encompassing "business as usual" growth and service development
	We will have implemented phase 1 of our Good to Great strategy, (revisiting and updating our systems, processes and practices to reflect our person-centred ethos)
Influence and Funding	We will have used the opportunity of our 25th birthday to profile the organisation externally and celebrate our achievements to date
	We will have established a dedicated resource to further build the capability of the people we support to have a voice

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

As part of evolving risk management practices, Positive Futures sourced an electronic risk, performance and meeting management system (Decision Time). 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. Work has commenced to plan the project activities required to complete the migration of the full risk management system in the organisation into the Decision Time system and embed the system within defined user groups.

Governance Review

Board performance in both Northern Ireland and the Republic of Ireland was reviewed in the summer. This included an audit of the skills, knowledge and experience of both Boards as a whole, the Chairs and individual Board members. Both Boards will seek to recruit new members to fill the identified skills gaps.

In November 2020, some Trustees attended a "Governance in the new normal" webinar and a governance and risk workshop is planned later in 2021 for Trustees of both charities to ensure that the activities of the respective organisations align to a changed world, reflecting on and learning from our experiences and agreeing new ways of working, as necessary.

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

Trustees' Report (continued)

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. Throughout this financial year all meetings have taken place virtually due to the ongoing pandemic.

The Board is comprised of a Chair, Vice-Chair, Honorary Treasurer and Trustees with skills in HR, Law, Safeguarding, Education, Learning Disability Services, Finance and lived experience. At the end of March 2021 there were 13 Board members. 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. Throughout this financial year, Trustees have attended virtual Team Meetings, due to the pandemic. Unfortunately, the Governance Review Workshop where recommendations for improved practice are identified and implemented, was unable to take place during the 2020-21 financial year due to the pandemic.

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. and Positive Futures: Achieving Dreams. Transforming Lives. CLG. The details of these subsidiaries are provided in note 12 in the accounts.

On 9 February 2021, Reconnect (NI) Limited was merged with Positive Futures: Achieving Dreams, Transforming Lives by a transfer of its charitable undertaking. Reconnect (NI) Limited was previously a subsidiary controlled by Positive Futures: Achieving Dreams, Transforming Lives. (Refer to Notes 6 and 12 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.

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' Report (continued)

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 2021. 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.

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.

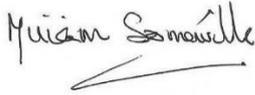
Trustees' Report (continued)

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 1 October 2021.

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 2021 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 2021 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)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: timing of recognition of income; and posting of unusual journals along with complex transactions. We discussed these risks with client management, designed audit procedures to test the timing of income, tested a sample of journals to confirm they were appropriate and reviewed areas of judgement for indicators of management bias to address these risks.

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

1 October 2021

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 £	2021 £	2020 £
Income and endowments from:					
Investments	3	-	14,597	14,597	23,547
Charitable activities	4	6,662,548	9,976,432	16,638,980	15,039,352
		<hr/>	<hr/>	<hr/>	<hr/>
Total income and endowments		6,662,548	9,991,029	16,653,577	15,062,899
Expenditure on:					
Charitable activities	5	(6,973,415)	(9,268,311)	(16,241,726)	(14,910,206)
		<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		(6,973,415)	(9,268,311)	(16,241,726)	(14,910,206)
Net gains/(losses) on investments	12	-	114,435	114,435	(90,322)
Net income/(expenditure)		(310,867)	837,153	526,286	62,371
Other recognised gains / (losses)					
Unrealised foreign exchange gain/(loss)		(42,891)	-	(42,891)	15,665
Transfers					
Transfers between funds	16	360,232	(360,232)	-	-
		<hr/>	<hr/>	<hr/>	<hr/>
Net movement in funds		6,474	476,921	483,395	78,036
Reconciliation of funds:					
Total funds brought forward	16	798,325	3,880,139	4,678,464	4,600,428
		<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward	16	804,799	4,357,060	5,161,859	4,678,464

All amounts above relate to continuing operations of the group.

The notes on pages 22 to 34 form part of these accounts.

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

	Notes	Restricted £	Unrestricted £	2021 £	2020 £
Income and endowments from:					
Investments	3	-	14,597	14,597	23,547
Charitable activities	4	2,242,817	10,140,121	12,382,938	10,890,470
		<hr/>	<hr/>	<hr/>	<hr/>
Total income and endowments		2,242,817	10,154,718	12,397,535	10,914,017
Expenditure on:					
Charitable activities	5	(2,834,945)	(9,377,464)	(12,212,409)	(11,062,220)
Total expenditure		(2,834,945)	(9,377,464)	(12,212,409)	(11,062,220)
Net gains/(losses) on investments	12	-	114,435	114,435	(90,322)
Net income/(expenditure)		(592,128)	891,689	299,561	(238,525)
Other recognised gains					
Gift of assets on merger	6	-	479,555	479,555	-
Transfers					
Transfers between funds	16	360,232	(360,232)	-	-
Net movement in funds		(231,896)	1,011,012	779,116	(238,525)
Reconciliation of funds:					
Total funds brought forward		-	3,297,713	3,297,713	3,536,238
Total funds carried forward		(231,896)	4,308,725	4,076,829	3,297,713

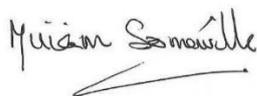
All amounts above relate to continuing operations of the company.

The notes on pages 22 to 34 form part of these accounts.

Consolidated Balance sheet

	Notes	2021 £	2020 £
Fixed assets			
Tangible fixed assets	11	1,750,615	1,851,869
Investments	12	843,250	678,407
		<u>2,593,865</u>	<u>2,530,276</u>
Current assets			
Debtors	13	1,317,215	1,609,728
Cash at bank and in hand		3,211,737	1,930,819
		<u>4,528,952</u>	<u>3,540,547</u>
Liabilities			
Creditors: amounts falling due within one year	14	<u>(1,960,958)</u>	<u>(1,392,359)</u>
Net current assets			
		<u>2,567,994</u>	<u>2,148,188</u>
Total assets less current liabilities			
		<u>5,161,859</u>	<u>4,678,464</u>
Net assets			
		<u>5,161,859</u>	<u>4,678,464</u>
The funds of the charity			
Unrestricted funds	16	4,357,060	3,880,139
Restricted funds	16	804,799	798,325
Total funds		<u>5,161,859</u>	<u>4,678,464</u>

The accounts on pages 17 to 34 were approved by the Board of Trustees and authorised for issue on 1 October 2021.



Miriam Somerville
Trustee



John Alexander
Trustee

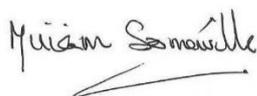
Co. Registration No. NI 29849

The notes on pages 22 to 34 form part of these accounts.

Company Balance sheet

	Notes	2021 £	2020 £
Fixed assets			
Tangible fixed assets	11	1,693,536	1,328,481
Investments	12	843,250	678,407
		<u>2,536,786</u>	<u>2,006,888</u>
Current assets			
Debtors	13	1,159,654	1,490,615
Cash at bank and in hand		1,883,403	794,226
		<u>3,043,057</u>	<u>2,284,841</u>
Liabilities			
Creditors: amounts falling due within one year	14	<u>(1,503,014)</u>	<u>(994,016)</u>
Net current assets		<u>1,540,043</u>	<u>1,290,825</u>
Total assets less current liabilities		4,076,829	3,297,713
Net assets		<u>4,076,829</u>	<u>3,297,713</u>
The funds of the charity			
Unrestricted funds		4,308,725	3,297,713
Restricted funds		(231,896)	-
Total funds		<u>4,076,829</u>	<u>3,297,713</u>

The accounts on pages 17 to 34 were approved by the Board of Trustees and authorised for issue on 1 October 2021.



Miriam Somerville
Trustee



John Alexander
Trustee

Co. Registration No. NI 29849

The notes on pages 22 to 34 form part of these accounts.

Consolidated Statement of Cash Flows

	2021	2020
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities (see below)	1,402,218	968,003
Cash flows from investing activities		
Dividends, interest and rents from investments	14,597	23,547
Proceeds from the sale of property, plant and equipment	852	31,522
Purchase of property, plant and equipment	(86,341)	(224,029)
(Purchase) / sale of investments	(50,408)	24,192
Net cash (used in) investment activities	<u>(121,300)</u>	<u>(144,768)</u>
Change in cash in the reporting period	<u>1,280,918</u>	<u>823,235</u>
Cash at the beginning of the reporting period	<u>1,930,819</u>	<u>1,107,584</u>
Cash at the end of the reporting period	<u>3,211,737</u>	<u>1,930,819</u>

Reconciliation of net income to net cash inflow from operating activities

	2021	2020
	£	£
Net income for the reporting period (as per the Consolidated Statement of financial activities)	483,395	78,036
Adjusted for:		
Depreciation charges	184,393	175,285
(Gains)/ losses on investments	(114,435)	90,322
Dividends, interest and rents from investments	(14,597)	(23,547)
Increase in creditors	568,599	336,649
Decrease in debtors	292,513	312,390
Exchange difference on consolidation	2,350	(1,132)
Net cash provided by operating activities	<u>1,402,218</u>	<u>968,003</u>

Analysis of cash and cash equivalents

	31 March 2020	Cash Flow	31 March 2021
	£	£	£
Cash at bank and in hand	1,930,819	1,280,918	3,211,737
Total cash and cash equivalents	<u>1,930,819</u>	<u>1,280,918</u>	<u>3,211,737</u>

The notes on pages 22 to 34 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 12.

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 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

	2021	2020
	£	£
Bank interest	97	1,185
Income from investments	14,500	22,362
	<u>14,597</u>	<u>23,547</u>

4. Incoming resources from charitable activities

Group	Restricted	Unrestricted	2021	Restricted	Unrestricted	2020
	£	£	£	£	£	£
Health Board and Trust income	-	9,243,966	9,243,966	-	7,467,325	7,467,325
Supporting People income	2,118,214	-	2,118,214	2,070,842	-	2,070,842
Health Service Executive Grant	4,405,694	49,126	4,454,820	4,414,747	40,896	4,455,643
TUSLA Grant	-	-	-	1,077	-	1,077
Income from service users	14,037	464,069	478,106	13,978	556,622	570,600
Staff and training grants	-	-	-	-	17,170	17,170
Other fees and grants	124,603	8,972	133,575	304,877	48,211	353,088
Consultancy income	-	127,214	127,214	-	76,985	76,985
Gifts and other income	-	83,085	83,085	-	26,622	26,622
	<u>6,662,548</u>	<u>9,976,432</u>	<u>16,638,980</u>	<u>6,805,521</u>	<u>8,233,831</u>	<u>15,039,352</u>

Notes to the accounts (continued)

4. Incoming resources from charitable activities (continued)

Company	Restricted £	Unrestricted £	2021 £	Restricted £	Unrestricted £	2020 £
Health Board and Trust income	-	9,243,966	9,243,966	-	7,467,325	7,467,325
Supporting People income	2,118,214	-	2,118,214	2,070,842	-	2,070,842
Income from service users	-	464,069	464,069	-	556,622	556,622
Staff and training grants	-	-	-	-	17,170	17,170
Other fees and grants	124,603	8,084	132,687	296,758	22,587	319,345
Gifts and other income	-	424,002	424,002	-	459,166	459,166
	<u>2,242,817</u>	<u>10,140,121</u>	<u>12,382,938</u>	<u>2,367,600</u>	<u>8,522,870</u>	<u>10,890,470</u>

5. Expenditure on charitable activities

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

Group	Restricted £	Unrestricted £	2021 £	Restricted £	Unrestricted £	2020 £
Direct care staff costs	5,511,879	7,154,881	12,666,760	5,367,520	5,833,822	11,201,342
Head Office staff costs	447,124	1,355,044	1,802,168	339,587	1,352,450	1,692,037
Other staff costs	51,208	41,347	92,555	49,079	26,894	75,973
ICT costs	20,791	74,191	94,982	22,153	84,733	106,886
Travel, subsistence and volunteers' expenses	157,903	120,027	277,930	211,079	205,518	416,597
Training costs	97,991	54,664	152,655	124,859	69,399	194,258
Premises and insurance costs	186,911	288,420	475,331	225,850	269,793	495,643
Depreciation	46,211	136,644	182,855	30,871	139,664	170,535
Other support costs	453,397	43,093	496,490	507,699	49,236	556,935
	<u>6,973,415</u>	<u>9,268,311</u>	<u>16,241,726</u>	<u>6,878,697</u>	<u>8,031,509</u>	<u>14,910,206</u>
Company	Restricted £	Unrestricted £	2021 £	Restricted £	Unrestricted £	2020 £
Direct care staff costs	2,425,459	7,271,217	9,696,676	2,324,339	6,069,524	8,393,863
Head Office staff costs	24,164	1,386,660	1,410,824	26,183	1,390,117	1,416,300
Other staff costs	34,118	42,980	77,098	28,790	27,289	56,079
ICT costs	6,158	80,351	86,509	11,405	95,042	106,447
Travel, subsistence and volunteers' expenses	38,216	121,146	159,362	44,654	199,995	244,649
Training costs	86,674	47,253	133,927	84,017	73,039	157,056
Premises and insurance costs	71,032	254,397	325,429	61,397	255,795	317,192
Depreciation	12,452	124,885	137,337	4,682	121,468	126,150
Other support costs	136,672	48,575	185,247	189,646	54,838	244,484
	<u>2,834,945</u>	<u>9,377,464</u>	<u>12,212,409</u>	<u>2,775,113</u>	<u>8,287,107</u>	<u>11,062,220</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. Business Combinations

On 9 February 2021 Reconnect (NI) Limited was merged with Positive Futures: Achieving Dreams, Transforming Lives by a transfer of its charitable undertaking.

The fair value of net assets has been assessed and no adjustments from book value have been deemed necessary.

	Book value and Fair value £
Tangible Fixed Assets	444,731
Current Assets:	
Cash at bank and in hand	45,630
Total assets	490,361
Creditors: due within one year	<u>(10,806)</u>
Net Assets	<u>479,555</u>

7. Employee information

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

	2021 Number	2020 Number
By activity:		
Direct care activities	675	550
Administration and training	83	51
	<u>758</u>	<u>601</u>
	2021 £	2020 £
Staff costs (for the above persons)		
Wages and salaries	12,544,251	10,443,130
Social security costs	1,035,930	862,122
Pension costs	319,094	283,457
	<u>13,899,275</u>	<u>11,588,709</u>

Pension contributions in the year for the provision of a defined contribution scheme amounted to £319,094 (2020: £283,457) and contributions due at the year-end amounted to £nil (2020: £23,489).

During the year one employee, the Chief Executive of the group, received remuneration (excluding employer's pension contributions) of £106,380 (2020: £98,026).

One other employee (2020: nil) received emoluments (excluding employer's pension contributions) between £80,000 and £90,000 during the year.

Notes to the accounts (continued)

7. Employee information (continued)

One other employee (2020: two) 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 £437,122 (2020: £461,226).

During the year no employees (2020: none) received a termination payment.

During the year, the costs for six employees (2020: four) were recharged to another Group Company.

8. Net incoming resources

	2021	2020
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation on tangible owned fixed assets	184,393	175,285
(Profit)/Loss on revaluation of investments	(114,435)	90,322
Interest receivable	(97)	(1,185)
Auditors' remuneration - audit	14,385	22,617
Auditors' remuneration - other	7,035	4,680
(Profit)/Loss on disposal of tangible assets	-	(360)

9. 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 £483,395 (2020: £78,036)

10. Auditors' remuneration

The auditors' remuneration of £21,420 (2020: £27,297) is split as follows:

	2021	2020
	£	£
Audit services - group	14,385	22,617
Payroll, Tax and other services	7,035	4,680
	<u>21,420</u>	<u>27,297</u>

Notes to the accounts (continued)

11. Tangible fixed assets

Group tangible fixed assets	Land & buildings £	Motor vehicles £	Fixtures & fittings £	Computer equipment £	Plant and Machinery £	Total £
Cost						
At 31 March 2020	2,365,220	185,656	233,483	359,467	6,017	3,149,843
Additions	5,076	27,605	12,630	41,030	-	86,341
Disposals	-	(22,206)	(14,957)	(76,147)	-	(113,310)
Exchange adjustments	-	(2,166)	(420)	(1,394)	-	(3,980)
At 31 March 2021	2,370,296	188,889	230,736	322,956	6,017	3,118,894
Depreciation						
At 31 March 2020	685,409	116,047	215,799	276,810	3,909	1,297,974
Charge for the year	92,869	34,608	9,578	46,643	695	184,393
Disposals	-	(21,354)	(14,957)	(76,147)	-	(112,458)
Exchange adjustments	-	(813)	(136)	(681)	-	(1,630)
At 31 March 2021	778,278	128,488	210,284	246,625	4,604	1,368,279
Net book values						
At 31 March 2021	1,592,018	60,401	20,452	76,331	1,413	1,750,615
At 31 March 2020	1,679,811	69,609	17,684	82,657	2,108	1,851,869
Company tangible fixed assets						
Company tangible fixed assets	Land & buildings £	Motor vehicles £	Fixtures & fittings £	Computer equipment £	Plant and Machinery £	Total £
Cost						
At 31 March 2020	1,888,786	126,424	217,491	321,579	-	2,554,280
Assets acquired on merger	441,074	-	2,245	-	1,412	444,731
Additions	5,076	10,994	5,197	36,394	-	57,661
Disposals	-	(20,502)	(14,957)	(76,146)	-	(111,605)
At 31 March 2021	2,334,936	116,916	209,976	281,827	1,412	2,945,067
Depreciation						
At 31 March 2020	663,623	93,629	210,384	258,163	-	1,225,799
Charge for the year	79,360	16,740	4,238	36,999	-	137,336
Disposals	-	(20,502)	(14,957)	(76,146)	-	(111,605)
At 31 March 2021	742,983	89,867	199,665	219,016	-	1,251,530
Net book values						
At 31 March 2021	1,591,953	27,049	10,311	62,811	1,412	1,693,536
At 31 March 2020	1,225,163	32,795	7,107	63,416	-	1,328,481

Notes to the accounts (continued)

12. Investments

	2020 £
Investments at market value at 1 April 2020	678,407
Investment income reinvested	14,500
Purchase of investments	175,504
Disposal of investments	(139,596)
Net gain on revaluation and realisation	114,435
Investments at market value at 31 March 2021	<u><u>843,250</u></u>

The historical cost of the investments is £670,127 (2020: £670,127).

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 two 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 2021	-	(60)	(39)
Registered Number NI623255							
Positive Futures: Achieving Dreams. Transforming Lives. CLG	Provision of Social Care Services Charity Registration number	75 St Stephen's Green Dublin	None – limited by guarantee	31 March 2021	4,596,960	281,440	1,085,069
Registered Number 566738	20106348						

On 9 February 2021 Reconnect (NI) Limited which was previously a subsidiary controlled by Positive Futures: Achieving Dreams, Transforming Lives, was merged with Positive Futures: Achieving Dreams, Transforming Lives by a transfer of its charitable undertaking (see note 6).

Notes to the accounts (continued)

13. Debtors

	Group	Group	Company	Company
	2021	2020	2021	2020
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	893,221	1,298,931	754,924	953,388
Other debtors	21,037	26,175	13,274	26,175
Prepayments and accrued income	402,958	284,622	357,671	264,417
Amounts owed by subsidiary undertakings	-	-	60,092	278,528
Provision for amounts owed by subsidiary undertakings	-	-	(31,893)	(31,893)
	<u>1,317,215</u>	<u>1,609,728</u>	<u>1,154,068</u>	<u>1,490,615</u>

14. Creditors: amounts falling due within one year

	Group	Group	Company	Company
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	579,405	568,308	272,305	516,814
Other creditors	166,716	115,565	166,153	115,566
Accruals, deferred income and funding repayable	956,715	480,853	884,946	210,843
Other taxes and social security	258,122	227,633	179,610	150,793
	<u>1,960,958</u>	<u>1,392,359</u>	<u>1,503,014</u>	<u>994,016</u>

15. Deferred income

Included in accruals and deferred income is deferred income of £568,068 (2020: £313,198) for the Group, and £306,985 (2020: £109,440) 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 2020	313,198	109,440
Amount released to incoming resources	(12,610)	-
Amount deferred in year	267,450	58,054
Balance as at 31 March 2021	<u>568,038</u>	<u>306,985</u>

Notes to the accounts (continued)

16. Analysis of net assets between funds

	At 31 March 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Unrestricted funds					
Designated funds	1,363,014	-	-	408,925	1,771,939
General funds	2,517,125	10,105,464	(9,268,311)	(769,157)	2,585,121
Total unrestricted funds	3,880,139	10,105,464	(9,268,311)	(360,232)	4,357,060
Restricted funds					
Supporting People	-	2,002,249	(2,390,473)	388,224	-
Supporting People – Provider Innovation	-	5,347	(4,500)	(847)	-
Supporting People – Covid-19 Emergency Funding	-	110,618	(318,269)	(24,245)	(231,896)
Big Lottery Fund Grant: Reaching Out: Supporting Families	-	118,251	(118,251)	-	-
HSE and TUSLA Grants	782,660	4,405,694	(4,138,468)	-	1,049,886
Other restricted funds	15,665	20,389	(46,345)	(2,900)	(13,191)
Total restricted funds	798,325	6,662,548	(7,016,306)	360,232	804,799
Total funds	4,678,464	16,768,012	(16,284,617)	-	5,161,859

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 2021 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 Supporting People – Covid-19 Emergency Funding restricted fund has arisen from funding to cover exceptional costs associated with the Covid-19 pandemic. Claims submitted for funding not yet approved by Supporting People or recognised as income amounted to £231,896 for the year.

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 15) is £123,991 (2020: £62,668) 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)

17. 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 2020	Retained surplus / (deficit) for the year	Transfers (from)/to funds	Balance at 31 March 2021
	£	£	£	£
Designated funds				
Under occupancy fund	50,000	-	-	50,000
Redundancy fund	50,000	-	-	50,000
Service development fund	63,376	-	(876)	62,500
Building repairs and maintenance fund	349,812	-	120,188	470,000
Project Management and Delivery fund	54,978	-	(24,978)	30,000
Organisational Restructuring Fund	54,348	-	(14,348)	40,000
Staff Terms and Conditions Review fund	10,000	-	(10,000)	-
Management development and training fund	19,500	-	(9,500)	10,000
Volunteer coordination fund	15,000	-	-	15,000
Replacement fund	30,000	-	-	30,000
User involvement / PCP	58,430	-	(18,430)	40,000
PR and fundraising	42,000	-	45,800	87,800
Information and communication technology fund	79,763	-	(4,763)	75,000
Behaviour support fund	20,000	-	32,500	52,500
Legal Costs Fund	30,000	-	-	30,000
Health and Wellbeing Strategy	10,000	-	(2,500)	7,500
Corporate Planning	50,000	-	(45,000)	5,000
Recruitment and Retention Strategy	50,000	-	185,525	235,525
Capital Grants fund	178,619	-	(9,401)	169,218
Covid-19 Pandemic fund	75,000	-	(25,000)	50,000
Covid-19 emergency funding	-	-	231,896	231,896
Climate change fund	-	-	30,000	30,000
Unrestricted Funds of Subsidiary undertakings	72,188	-	(72,188)	-
	<u>1,363,014</u>	<u>-</u>	<u>408,925</u>	<u>1,771,939</u>
General fund	<u>2,517,125</u>	<u>-</u>	<u>67,996</u>	<u>2,585,121</u>
Total unrestricted funds	<u>3,880,139</u>	<u>-</u>	<u>476,921</u>	<u>4,357,060</u>

In the year ended 31 March 2021 a transfer was made of £360,212 (2020: £407,513) from unrestricted funds. This was to eliminate a deficit in restricted funds, note 16.

Notes to the accounts (continued)

18. Operating leases

At 31 March 2021, the group had future minimum lease payment commitments under non-cancellable operating leases as follows:

Group	2021	2020
	£	£
Land and buildings expiring:		
In less than one year	32,374	49,636
Between two and five years	63,874	96,247
More than five years	27	28
	<u>96,275</u>	<u>145,911</u>

	2021	2020
	£	£
Motor vehicles expiring:		
In less than one year	11,262	11,591
Between two and five years	11,262	23,183
More than five years	-	-
	<u>22,524</u>	<u>34,774</u>

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

At 31 March 2021, the Company had future minimum lease payment commitments under non-cancellable operating leases as follows:

Company	2021	2020
	£	£
Land and buildings expiring:		
In less than one year	32,374	41,007
Between two and five years	63,874	96,243
More than five years	27	-
	<u>96,275</u>	<u>137,250</u>

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

19. 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.

20. 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)

21. Control

The company is controlled by a Board of Trustees.

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

	2021	2020
	£	£
Payments to ARC Limited	15,120	1,070
Reimbursement of expenses to Trustees	-	53
Services provided by NAHVI	31,865	-
Services provided to NAHVI	(121,915)	(76,985)

Expenses reimbursed to Trustees are for travel and accommodation. No Trustees (2020: one) were 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 £8,410.

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