



Focus Ireland Annual Report 2013

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CHY 7220



1 in 7 using homeless services is a child

Focus Ireland **Annual Report 2013**



‘The harsh impact that homelessness has on children really stood out for me.’

Roisin McDonnell, Services Project Leader, Focus Ireland
(see pages 32–33 for full story)



We supported 245 families to secure a home

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Foreword by Mark Byrne

Acting Chief Executive of Focus Ireland

2013 marked yet another challenging year for Focus Ireland, the customers we support and the charity sector as a whole. Focus Ireland worked to cope with an increased demand for support that coincided with a reduction in funding. The good news is that we continued to respond to those who needed us. I remain positive about the contribution made by Focus Ireland and our staff and am confident that we can deliver real progress over the coming years.



We are at the mid-point of our six-year strategy 'Holding on to a place called home' and about to embark on a formal review of this. We know that despite good progress to date there is still a lot for us to do.

Prevention

During 2013, the number of people using Focus Ireland services rose to over 10,000 – a 25% increase since 2012.

The two main reasons for this were:

- › the unprecedented increase in families accessing homeless services
- › our proactive approach to preventing people from becoming homeless – we opened new Advice and Information Centres in Kilkenny, Cork, Limerick, Wexford and Sligo, while expanding existing services in Dublin and Waterford.

We continue to adjust and reconfigure our services to ensure that we have the maximum impact. Our planning for 2014 suggested the need to make changes in several projects; we are hopeful that these changes will extend our reach and bring about positive changes in our customers' lives.

Housing

Six years of austerity and cutbacks have taken their toll, as the building of social housing has more or less ground to a halt. The overall lack of supply of

social housing and rocketing rents in the private rented market have resulted in a critical shortage of homes. The number of families becoming homeless each month in Dublin doubled in 2013. The vast majority of these came from the private rented sector and had never been homeless before.

The Government recently unveiled plans to kick-start construction and to review its social housing policy and the Capital Advance Leasing Facility (CALF) and Payment and Availability Agreement (PAA) schemes. These need to come together in a coherent manner to attract investment into social housing and to make a meaningful difference. Social housing needs Government subsidisation and Government needs to find a way to make this happen. For our part, we have proactively supported and encouraged Government to bring about the required changes, whilst working on a number of our own initiatives:

- › Over the last two years we have developed a model for a social housing fund based on the CALF / PAA schemes; we are still actively seeking investors for this fund.
- › We put our own resources into redeveloping one of our long-term housing schemes at Stanhope Green in Dublin.
- › We have recently arranged a borrowing facility with Bank of Ireland to build 33 units in Harold's Cross and hope to be onsite in late 2014.



We believe that all donors have a right to know exactly how the money we receive is spent and, in that regard, 89 cent in every euro received in 2013 was spent directly on our services to combat and prevent homelessness.

- › In 2013, we delivered 10 units through the Capital Assistance Scheme (CAS) and 18 units through the PAA leasing.
- › The Housing Finance Agency has a big role to play in accessing finance for social housing but has yet to approve any homeless organisation for potential funding.

Fundraising

Our fundraising team continues to make inroads as we work towards increasing our resources. Despite the incredibly difficult fundraising environment in 2013, we saw our income remain level with 2012, albeit more than 15% below what we need to respond to increased demand. We raised over €5.4m from the public, companies and philanthropy – a testament to the loyalty and generosity of our donors and volunteers and to the dedication of our team.

We also moved towards more innovative ways of raising funds, such as partnering with the Irish American Philanthropists, and the further development of our corporate flagship event, 'Shine a Light', which won the 2013 Best National Fundraising Event in the Irish Fundraising Awards. Raising funds to deliver our services remains challenging in 2014 but we will continue in the vein of exploring new opportunities to help us to respond in the most effective ways to those who need us.

The sector

We continue to campaign for changes that will have a lasting impact for our customers. We have campaigned for a legal right to aftercare for many years and 2013 saw the Cabinet take the historic step

of approving the first ever 'Aftercare Bill'; we also continued our 'Right to a Home' campaign and were successful in getting the issue on the agenda of the Government's Constitutional Convention.

Charities rely on the support they get from the public and the business community. This support relies on trust. It is important to highlight that the vast majority of Irish charities use their resources wisely. I am glad to say that Focus Ireland has a proud track record of transparency and that our annual report has won awards for excellence in financial reporting. We believe that all donors have a right to know exactly how the money we receive is spent and, in that regard, 89 cent in every euro received in 2013 was spent directly on our services to combat and prevent homelessness.

I would like to finish by mentioning the difficult circumstances which result in me writing this foreword as the 'Acting CEO'. In mid-2013, our CEO, Joyce Loughnan, received a cancer diagnosis which required her to take a number of months leave. We understand that she is well on her way to recovery and look forward to welcoming her back in 2014.

I would like to thank our Board for their continued commitment to the organisation and also to thank our Executive Team and staff for their support and dedication to Focus Ireland and our customers.

Our thanks also go to our supporters, volunteers, corporate partners and statutory funders without whom we would not be able to do the important work we do. Special thanks also to everyone who took the time to tell their own stories in this year's report.

Mark Byrne
Acting Chief Executive

Message from Sr Stanislaus Kennedy

Founder and Life President of Focus Ireland

Focus Ireland continued its work last year to support families and people who are homeless or at risk of losing their home. You will read in the report about the good work that Focus does and about the rising need for support. Last year we expanded our services to meet this growing need for support and provided advice and information to over 4,400 people, nearly double the 2,500 people we supported in 2012.



Despite all the good work by Focus Ireland and other organisations, the situation is continuing to deteriorate rapidly, and we all know why. There are all kinds of reasons for people becoming homeless, but severe economic pressure is the most obvious. We all know people who have been badly affected by the recession: they've lost their jobs, they've lost their businesses, they've lost their pension, they've lost their income, some have lost their homes.

The number of individuals and families coming to Focus for help can be read as a shocking indictment of the response to the economic crisis that we have faced, but what is really distressing are the terrible stories I hear from people with young children who come into Focus Ireland every day looking for someone to listen to them and to tell them that they matter, to help them find, make and keep a home.

As well as those sleeping rough, we have all kinds of people, including a shocking number of children, without a safe and secure place to call home, and it is getting worse every day. One family is becoming homeless every day in Dublin alone. The problem is nationwide, as more people are at risk of losing their homes than ever before.

This is totally unacceptable and is causing terrible and, I have no doubt, long-term damage to many families, children, couples and individuals.

This isn't just happening out of the blue. We stopped building social housing years ago and, instead, the State has been paying private landlords to supply accommodation for people in need of housing. This practice is fraught with difficulties. One serious problem is that state-subsidised rents are still set too low to be attractive to landlords, and the result is that



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Families and people are coming to Focus Ireland every day who have lost their home; they can't afford the rent because the rent supplement payment is too low. Yet the Government is dragging its feet on this issue.

people already in financial distress have to top up their rent allowance to meet the rent. But they can't keep this up, they run into difficulties, and they lose their homes.

Family homelessness is mostly a result of tough economic circumstances, which in turn are the result of unemployment, cuts in various areas, especially health and education, and government 'austerity' policies. As long as cuts in one area are made without consideration for how they will affect other areas, the poorest people will continue to pay the price of homelessness.

Our politicians have a duty to re-examine our approach to homelessness. Policies which are based solely on a desire to balance the books at all costs simply do not work. Focus Ireland's Pre-Budget Submission in 2013 was titled: 'Putting People First'. This submission warned that the situation was getting worse and that investment in social housing and changes to rent supplement were vital to prevent a worse crisis.

Yet here we are, almost a year later, and the situation is worse. The Government has stated that there is a crisis but we have yet to see a crisis response. They all say that 'The problem must be solved' and so on, but words without action are no more than lip service.

The Government cannot escape the fact that it has the power and the means to prevent many families from losing their homes. Families and people are coming to Focus Ireland every day who have lost their home; they can't afford the rent because the rent supplement payment is too low. Yet the Government is dragging its feet on this issue.

There must be action taken in the coming Budget to raise rent supplement levels so that people do not lose their homes. The Government must also bring in rent regulation to provide better protection for the tens of thousands living in private rented accommodation. These are two things that could be done very quickly to help stem the rising numbers of people losing their homes.

Politicians talk of economic recovery. They have a duty to make sure that the first part of this recovery is social. Invest is a social housing building programme to provide homes and much-needed jobs to kick-start the economy.

The Government must show real leadership on this issue and not just continue to play the political game of saying the right things in the media but not following up with the action and investment required.

Sr Stanislaus Kennedy

Founder and Life President

Message from Gerry Danaher

Chairman of Focus Ireland

During the last few years the demands upon Focus Ireland, its staff, volunteers and services, have grown enormously. We are all aware that homelessness is rising again and there are people facing homelessness who never previously considered such a possibility.



Focus Ireland's experience of having to tackle ever-growing challenges is not unique in this regard. Over the period of our economic crisis, Irish society has placed an increasing reliance on the work of civic society. Charities and community associations, donors and volunteers have stepped in to replace the social safety net which, due to years of cutbacks, has developed many gaps. Irish society is generally seen as having emerged with a higher level of social cohesion than many other crisis-hit countries, and the role of our charities has been crucial in achieving this.

Along with the increasingly important role we play, has come a growing need for transparency and accountability in the way we allocate our resources and how we carry out our work. One feature of this shift is the increased awareness of the central role played by the boards of charities. While it is typically the CEOs who are the public faces and driving forces of charities, good governance requires a strong and accountable Board which ultimately takes the strategic decisions that underpin the effectiveness of the organisation's work.

The men and women who sit on charity boards carry out this work without payment or expenses because of their commitment to a particular charity or because of a commitment to civic society. Most such Board members and chairs have taken the view that it is appropriate to their role that they work

in the background. This deference, though well-intentioned, may have contributed to the public mood which is increasingly questioning the role and functioning of the charity sector, as it plays an increasing role in our society.

I believe that Focus Ireland has always had a strong Board, good governance and a very high level of transparency about its work. However, in reflecting on our role over the last year, the Board has concluded that it is not sufficient for us just to achieve these governance objectives; we must also set ourselves increasingly higher standards and, most importantly, to become more visible as a Board to the public in the leadership and accountability we provide. This is the first message from the Chairperson to appear in a Focus Ireland Annual Report for many years and it is part of this shift to greater visibility in our role.

I want to draw attention to a number of other features of this report. While Focus Ireland has been to the forefront of financial reporting – and has won several awards for this over the years – the Board has enhanced our reporting under UK's SORP accounting standard for charities. I strongly welcome this year's appointment of the new Charities Regulator and a Board to the Charities Regulator Authority. This is long-overdue and I strongly urge them to move swiftly to adopt reporting standards designed specifically for the Irish sector. In the meantime, the very high standard



If there is one issue which crystallises the need for a complete change in mindset in tackling homelessness, it is the question of whether to put a right to housing in the Constitution.

set out in SORP provides our donors, funders and supporters with detailed and accessible information on how we spend the funds entrusted to us.

We have also, for the first time, included a chapter in the report which highlights the governance practices and policies of the organisation. This supports a section on our website which lists the various codes and guidelines we endorse and follow. We see this as a key part of our strategy to achieve excellent governance and to make it highly visible.

The role of the Board is not just about governance but also about sharing and nurturing the vision of the organisation. Those working to end homelessness today face a frustrating paradox. On the one hand, government-stated policies on homelessness (the adoption of Housing First and housing-led approaches, the target of ending long-term homelessness by 2016, a commitment to increasing allocations of housing to the homeless) are the most progressive ever. On the other hand, the situation on the ground (with rising numbers of people forced into sleeping rough, increasing case loads for staff, a housing crisis and families living in hotel rooms) is one of the worst ever experienced.

What this paradox tells us is that homelessness cannot be solved by statements or by one department or one voluntary body working alone. It requires a change of mindset which brings together all of the relevant state and voluntary bodies around a shared vision. But that vision cannot be confined to homelessness alone; it must encompass a vision and a plan to ensure that there is decent, affordable housing available for every household in the country. Among other things, this will require a substantial investment in new public housing and a commitment to ensure that the housing creates sustainable and vibrant communities in which people want to live, and can live fulfilling lives.

Focus Ireland is committed to making its contribution to every level of this debate and every aspect of its delivery. We have made our voice heard in the technical discussions about how the borrowing required for this public investment can be achieved and, at the other end of the spectrum, we have ourselves taken on borrowings to provide new homes. These are essential contributions if we are to see our vision of society achieved. As an organisation, our heart remains committed to our work with the families and individuals facing homelessness on a daily basis and supporting them to make the transition back to home.

If there is one issue which crystallises the need for a complete change in mindset in tackling homelessness, it is the question of whether to put a right to housing in the Constitution. One of the most positive events last year was the decision of the Constitutional Forum to recommend to Government that they should make this change. The representative men and women who comprised this forum understood the arguments that Focus Ireland made – that putting the right to a home in our Constitution would express the values of society and send a clear message to our politicians about the type of society we want them to work towards. In the next few months we will find out whether the Government itself will listen on this issue and put the matter to referendum.

You can read elsewhere in this report about the great work of staff and services to support families and people who are homeless or at risk of becoming homeless. In conclusion, I wish to express the sincere thanks and appreciation of the Board and the Trustees to the staff and volunteers who have served us and our customers so well over the last period.

Gerry Danaher
Chairman



We supported 375 households to secure a home, or prevented them from losing one, in 2013

About Focus Ireland

Focus Ireland is a housing and homelessness charity that works to prevent people becoming, remaining or returning to homelessness through the provision of quality services, supported housing, research and advocacy.

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

Mission

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

Vision

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

Objectives

Focus Ireland's objectives are to:

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

Values

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

- › respect
- › safety
- › accessibility
- › empowerment
- › stewardship
- › quality
- › partnership
- › integration



Over 300 volunteers supported our work

Directors and other Information

Chief Executive

Joyce Loughnan

Directors

Sr Stanislaus Kennedy (Founder and Life President)

Gerry Danaher (Chairman)

Helen Kilroy (Vice-Chair)

Ronan Harris

David Martin

Deirdre Connolly

Mary O'Shea

Sean Carey

Declan O'Flaherty

Prof. Tony Fahey (retired January 2013)

Dr Nessa Winston (from July 2013)

Trustees

Sr Síle Wall

Dr Helen Burke

Tim Bouchier Hayes

Company Secretary and Registered Office

Mark Byrne, 9-12 High Street, Christchurch, Dublin 8

Company Registered Number

106149

Registered Charity Number

CHY 7220

Solicitors

Arthur Cox

Ferrys Solicitors

McCann FitzGerald

Bankers

Allied Irish Banks Plc

Bank of Ireland

Rabobank

Permanent TSB

Ulster Bank

Auditors

Deloitte Ireland

Chartered Accountants and Registered Auditors

Deloitte House, Earlsfort Terrace

Dublin 2



Ken, signed up as a Focus Ireland Volunteer Befriender in 2013.

‘The best thing about volunteering is the sense that you are truly helping someone and giving back; it’s an overall good feeling.

Ken, Volunteer's Story

All of us at Focus Ireland are very grateful to our volunteers, and we'd like to tell you the story of one man who spends time every week helping us to tackle and prevent homelessness.

Ken, signed up as a Focus Ireland Volunteer Befriender in 2013. The befriending service is available to individuals and families who have been homeless or are at risk of losing their home. The aim of the service is to reduce social isolation and to support people to settle in their homes and engage with their local community.

A few years ago, Ken was walking out of a shop when he passed a man sitting on the street. The man was crying. At first Ken walked past him, but after a few steps something made him stop. He turned around and went back. Ken spoke to the man for a while.

'He told me that he'd lost his job only six months before, he'd turned to drink and his wife had left him. That was how he'd ended up sleeping rough.'

Ken decided that he wanted to do something to help people help themselves out of desperate situations like these. He chose Befriending.

'I like meeting people for a chat and I wanted to see what I could do that would be of interest to me and would also help somebody else.'

Ken met with a Focus Ireland Case Worker to discuss the Befriending programme. He was given training by Focus Ireland and matched up with John*, with whom he meets for an hour or so every Friday. John is recently retired and has been through periods of homelessness in the past. As John doesn't have many people and the day-to-day routine of work has ended, he has been identified as someone at risk of homelessness.

'John's Focus Ireland Case Worker thought he might struggle a bit with retirement and would benefit from a bit of support in the beginning. So I meet him for coffee every week. We have a chat and talk about how he's feeling and what he'd like to do that week. I give him suggestions for how he might involve himself more in the community. So, for example, I have recently gone to join the library with him as he likes reading and watching DVDs.'

Ken liaises with John's Case Worker on a weekly basis and is supervised every two months. He will receive refresher training when he needs it. In the long-term, Ken hopes that his meetings with John will result in him developing a sense of empowerment.

'I'm there to help him with a specific thing for a period of time, probably nine months or a year. Then, when we think the goal of the Befriending has been achieved, (in this case that he is established in the community), I won't meet him anymore as he won't need me to. I'm just helping him get over a hump so that he can help himself and stay established in a house over a long period of time.'

The best thing about volunteering is the sense that you are truly helping someone and giving back; it's an overall good feeling. John says he doesn't know what he'd do without Focus Ireland. He's extremely grateful. He's always saying it.'

* To protect the privacy of our customers, names have been changed in this piece.

All charities rely on public trust and, in the case of Focus Ireland, the public can rest assured that 89 cent of every euro we receive is spent directly on services to combat and prevent homelessness



Good Governance and Stewardship

Focus Ireland is committed to maintaining the highest standards of corporate governance. From its foundation in 1985, 'stewardship' has been one of the eight key values that underpin the organisation's work.

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

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

- ▶ The voluntary Governance Code for Irish charities (www.governancecode.ie). We are a Type C organisation and are fully compliant with this standard. You can read the governance statement in full (adopted by our Board on 30 March 2012) on our website (www.focusireland.ie/who-we-are/corporate-governance).
- ▶ The voluntary ICTR 'Guiding Principles of Fundraising', which are reflected in our own 'Donor's Charter'.
- ▶ The Department of Environment, Community and Local Government's Voluntary Regulation Code for Approved Housing Bodies.

As part of our ongoing governance review, we retained solicitors Mason, Hayes and Curran (MHC) to undertake a legal review of our operations and processes during 2013. The recommendations of this review will be implemented in 2014.

Our accounts

We believe that setting and maintaining high standards in financial reporting is a key element in demonstrating accountability to our donors and funders and to tax-paying citizens. This is more important now than ever before, as people's confidence in charities has been damaged due to practices within the sector.

Any negative publicity around even one charity tends to have a knock-on impact on other organisations, whether justified or not. All charities rely on public trust and, in the case of Focus Ireland, the public can rest assured that 89 cent of every euro we receive is spent directly on services to combat and prevent homelessness.

We are independently audited every year to agreed international standards, and our full accounts are easily accessible in this Annual Report.

The Annual Report provides a very detailed statement of our financial affairs and has won the Chartered Accountants of Ireland Leinster Society Award for published accounts four times since 2006. The award is presented to organisations that deliver 'excellence in financial reporting and transparency'. Focus Ireland was shortlisted for this award on two further occasions during this period.



The work of Focus Ireland is overseen by an independent and totally voluntary Board, drawing on experience in the business, academic and social services fields. No members are paid fees or expenses for their invaluable contribution to our work.

Our Board

The work of Focus Ireland is overseen by an independent and totally voluntary Board, drawing on experience in the business, academic and social services fields. No Board members are paid for their invaluable contribution to our work.

In line with the governance code referred to above, all members of the Board are subject to limits on the length of term that they can serve on the Board, or in any office on the Board.

The Board meets at least six times every year and signs off on the audited accounts and the Annual Report.

A number of sub-committees have been established by the Board to assist its work; these include:

- › **Finance Committee**
monitors and reviews financial performance
- › **Audit Committee**
reviews internal financial controls and risk management; liaises with auditors and reports to the Board
- › **Nomination Committee**
ensures successional planning and that the Board has appropriate skills, knowledge and experience

- › **Remuneration Committee**
approves and determines remuneration for Executive Management
- › **Research Advisory Committee**
provides advice and guidance and oversees research on housing and social inclusion
- › **Services Committee**
provides advice and guidance on available models of services and good practice associated with service delivery
- › **Property Committee**
considers key policy and decisions relating to the acquisition, management and use of property by the charity
- › **Funding Committee**
offers advice and assistance on raising funds

Each sub-committee is chaired by a full Board member and draws in wider expertise from the relevant field. Standards of governance and duration of office also apply to the work of these sub-committees.

Our staff

Focus Ireland runs 70 service projects throughout the country, the details of which are set out elsewhere in this report. As well as working with people who are homeless, Focus Ireland's preventative services work with people who are at risk of becoming homeless in areas such as housing advice and information and support for young people leaving care. All front-line staff have appropriate skills and qualifications for the complex work they undertake.

Focus Ireland worked with over 10,000 people in 2013 and we provided over 500 homes with support, as required, nationwide. This work is labour-intensive. For instance, our projects that work with children (either along with their families or on their own) often require 24-hour double cover to ensure the essential level of support. As of the 31 December 2013, Focus Ireland employed 340 staff (263 full-time equivalents). The average salary of the staff was €40,273 in 2013.

Focus Ireland staff are paid in accordance with salary scales set independently to reflect the skill and responsibility of the work. While these scales traditionally included annual salary increments, all staff have forgone such increments since 2009.

Until 2012, Focus Ireland operated a defined benefit pension scheme open to all staff. In response to growing funding problems, faced by the majority of such schemes in Ireland, Focus Ireland wound up this scheme in 2012. All staff can now avail of a defined contribution pension scheme. Where staff make a contribution of 5% of pensionable salary, Focus Ireland makes a contribution of 7% of pensionable salary. Further details of this are included in the 2012 and 2013 Accounts.

Focus Ireland's 70 projects and 340 staff are managed by a team comprising a CEO and five Executive Directors.

In line with best practice, we are adopting the disclosures policy of the UK SORP (Statement of Recommended Practice) accounting standard of 2005, and the full details of this are set out in our financial statement later in the report. This requires disclosing the number of salaries that fall in £10,000 bands in excess of GBP£60,000. We have applied this policy from €70,000.

Staff Salaries	2013	2012
€120k–€130k	1	1
€100k–€110k	1	0
€90k–€100k	0	1
€80k–€90k	4	4
€70k–€80k	0	0

In line with the SORP standard, these figures for staff salaries include 'all taxable benefits in kind but not employer pension costs'. The shift of one member of staff from the €90K–€100K band to the €100k–€110k band arose because of the illness of the CEO during the year and the need to appoint an Acting CEO.

As is the case for other staff members, the CEO and Executive Directors are only entitled to join the organisation's defined contribution pension scheme.

The gross CEO salary is €125,000 per annum, and the total remuneration package provided to the CEO in 2013, including any payments, medical insurance and pension contribution made by the employer, was €137,052.

Key financial ratios

The organisation targets the achievement of key financial ratios. The primary ratio being that at least 89% of total funds spent is on services.

The ratio is calculated on an annual basis, including all forms of income and after allocating an element to Support Services.



**We provided advice and information to
over 4,400 people in difficulties in 2013**

Focus Ireland Services 2013

Prevention · Homeless Services · Housing

Focus Ireland worked directly with over 10,000 customers in 2013; this is a 25% rise from over 8,000 people in 2012.

Our work provided vital support for many families and individuals who are homeless and also helped prevent many from losing their existing accommodation and becoming homeless.

While 2013 saw an increased demand for our services, the good news is that our tenancy support and sustainment services and housing programmes supported 375 households to either maintain a home they were at risk of losing or to move out of homelessness and settle into a new home.

Our current strategy is aptly called 'Holding on to a Place You Can Call Home' and has seen us strategically shift our work to focus more on prevention in recent years.

The vital role that prevention plays has been widely recognised – both internationally and here in Ireland. Effective prevention work requires contact with at-risk households early on in their crisis and can involve intensive engagement to achieve lasting outcomes. Awareness-raising is increasingly important as the effects of the economic crisis continue to unfold, so that people contact us when they first get into difficulty.

While Focus Ireland responds in some way to all experiences of homelessness, or the risk of becoming homeless, it has developed specialised skills and competencies to support young people and families.

These particularly vulnerable groups often require a complex range of interventions to assist them in sustaining a place they can call home.

Focus Ireland has continued to provide and develop these specialised services and has extended them throughout the country where they are needed.

Meanwhile, services for people who have become homeless are stretched to capacity, with rising numbers of people forced to sleep rough. Rising rents, a shortage of suitable housing and the unwillingness of many landlords to accept rent supplement all contribute to a very difficult environment where many people we are supporting are getting trapped in temporary accommodation even though they are ready to move on.

This lack of affordable housing presents a major challenge to the housing-led approach which Focus Ireland has espoused and which has become the cornerstone of Government policy. Nevertheless, Focus Ireland is determined to continue to be at the forefront in bringing about this change in tackling the problem of homelessness.

Our services span the whole 'Homeless Pathway', through **Prevention, Homeless Services** and **Housing**. The main outcomes of our work are set out in the following section under these broad headings.

Prevention

The significant rise in the number of people we worked with in 2013 was partly due to the opening of new services across the country, but also due to more people than ever seeking the support of existing services. We continued to adapt our services to meet these needs. In particular, we expanded our advice and information services in key areas nationwide to help prevent struggling families and individuals from losing their homes.

The key prevention outcomes delivered in 2013 were:

- › Our **Advice and Information Services** in Wexford, Kilkenny, Dublin, Limerick, Cork, Waterford and Sligo offered advice and information to over 4,400 people who were homeless or in danger of becoming homeless. Our experience indicates that early access to advice and information is crucial in preventing homelessness and supporting people out of homelessness.
- › Our **Aftercare Service** is a partnership with the HSE, providing a residential and support and settlement service to young people in Dublin, Limerick and Waterford. The residential service provided short-term accommodation for nearly 60 young people who were leaving State care in 2013, while our support and settlement service supported 136 young people to live independently for the first time.
- › Our **Prison In-Reach Programme** works to prevent people becoming homeless or returning to homelessness after leaving prison. The programme aims to provide a seamless transition between prison services and permanent housing in order to prevent people moving into homeless services. In 2013, 125 customers engaged with the three Prison In-Reach projects in Limerick, Dublin and Cork.
- › As part of Focus Ireland's strategy towards developing more prevention-centred services we began, in 2013, to deliver individualised, person-centred support to people with mental health issues who are living with their families or in HSE-funded accommodation but who want to live independently and require support to do so. The **Genio Mental Health Projects** in Kildare and Limerick work closely with multi-disciplinary mental health teams, providing a flexible, person-centred, home-visiting service to support these individuals to settle into their new home and sustain it successfully into the future. Thirty households were supported in 2013. The project has been extended to South Dublin for 2014.
- › Our **Preventative Tenancy Support and Sustainment Service** helps single and family households who are at risk of losing their homes to develop the necessary skills and take the necessary actions to maintain their homes. Child support workers also engage with parents, supporting and facilitating them in improving their parenting skills and taking an active part in their children's emotional, physical and educational development and, in the process, reducing the risk of the family experiencing or returning to homelessness in the long-term. Over 200 households were supported in 2013.
- › Focus Ireland's **Preparation for Training and Education Programme (PETE)** operates in Dublin, Waterford and Limerick, supporting people aged over 18 in preparing for education or training. We supported over 300 participants in gaining the skills and confidence necessary to take the first steps in accessing mainstream training, education and employment in 2013.



There are many people who are frightened out there. We often see people who lost their jobs and are renting or have mortgages but we also see people with jobs, often clerical jobs, who now can't meet their bills and are at risk of losing the roof over their heads. We work to prevent this from happening.

Ger Spillane, Manager, Focus Ireland Cork



Homeless Services

Focus Ireland's frontline services work to support people who are homeless. Staff assist them in dealing with the experience of homelessness, advocate on their behalf and support them in dealing with any issues that may have caused them to become homeless. Customers have said it makes a real difference having someone to listen to and support them.

The key support services provided in 2013 were:

- › The **Coffee Shop** in Temple Bar provides quality and affordable meals for adults, families and children who are homeless. The Coffee Shop is open seven days a week and is operated by Focus Ireland. We also partner with Merchant's Quay Ireland in delivering the **Extended Day Service** from Monday to Friday. This service provides free food for the most marginalised in a safe and warm environment. Almost 7,000 customers engaged with the Coffee Shop and Extended Day Service in 2013. **Advice and Information** is important too for people who are experiencing homelessness and is available in both locations. The Extended Day Service moved to the Merchant's Quay premises at the end of June.
- › In Dublin, our **Off-the-Streets** short-term residential programme in partnership with the HSE provided a short-term home for 13 young people between the ages of 16 and 18 with high-support and complex needs.
- › Our **Supported Temporary Accommodation** for families in **Aylward Green**, Dublin, which provides a safe, supportive and secure environment where families can explore and address the factors that contribute to homelessness, supported 26 families in 2013. In addition, the childcare centre, which is linked to the service, provided a place of learning, development and fun for 21 young children living in emergency accommodation.
- › Our **Supported Temporary Accommodation Service** in **George's Hill**, Dublin, meets the needs of single people and couples aged 18–25 years who are homeless and have support needs. The service offers a 6-month key working and case management service to support customers in accessing services and progressing towards long-term accommodation. Support staff are available throughout the day. A total of 27 young people engaged with the service in 2013.
- › Our **Childcare Centres** in Dublin and Waterford worked with over 70 children in 2013.
- › Focus Ireland's **National Family Case Management Service** engages with families living in private emergency accommodation who have been entrenched in long-term homelessness; the overarching objective of the service being to move them into long-term accommodation. Child support workers also conduct detailed childcare assessments of children living in these families and liaise with the relevant statutory and non-statutory support and clinical services. The service engaged with 160 families and children during the year. In addition, 68 new presenting cases were supported in the same period. This project is now part of the innovative Social Impact Investment pilot announced by the Government in October 2013.

- › The **Regional Contact and Outreach Service**, a jointly led partnership between Focus Ireland and the Dublin Simon Community, provides a single, integrated service covering the greater Dublin area. Staff proactively engage with service users, building relationships and assessing their needs.

The team will engage with anyone presenting to the service, regardless of age or nationality, and

will target all adults, youth, children and families who are sleeping rough or at risk of sleeping rough. The service utilises the skills and experience of both organisations to ensure an effective response to the needs of people sleeping rough. In 2013, the service engaged with nearly 1,000 individuals on the streets.



Our Childcare Centres in Dublin and Waterford worked with over 70 children in 2013.



The support our kids get from Focus Ireland really helps them. It helps us all as a family.

Mary, 32, Dublin

Housing

In 2013, Focus Ireland provided homes for a total of 578 households in long-term and short-term properties in Dublin, Waterford, Kilkenny, Limerick, Clare, Sligo and Cork. These homes, which are managed, leased or owned by Focus Ireland, give families, couples and individuals a fresh start and a place to call home. It means a lot for them to have a home once again where they can live independently with support when required.

The key outcomes delivered in 2013 were:

Focus Ireland provides **Long-term Supported Housing** in Dublin, Cork, Waterford, Sligo and Limerick, targeting single people, families and couples who have identified support needs. Our long-term housing supports people who are in vulnerable situations or living with issues such as mental health or other difficulties who may not otherwise be able to sustain their tenancy in their own home without this housing support.

In 2013, Focus Ireland supported nearly 450 households to sustain their homes in our long-term supported accommodation throughout the country, and added 24 housing units to our own stock. Continued shortage of investment capital, a falling supply of suitable housing and rising housing prices in our cities all contributed to substantial obstacles to our **Housing Development Programme**. We continued to commit substantial resources and efforts to exploring innovative approaches to accessing capital and to exploring options such as housing bonds, leasing, stock transfers, void management and private

investment as possible ways of securing the homes we need for our customers in the future.

During 2013, Focus Ireland, along with a financial services partner, explored the potential of establishing an innovative model of a Social Housing Fund to attract private sector finance to purchase houses for social housing use. Considerable progress was made in setting up the legal and regulatory structure for the fund and obtaining Department of Environment protocols to facilitate its work. Meetings with potential investors in the fund are ongoing.

We launched the major redevelopment project in our **Stanhope Green Housing Project**, which had been approved by the Board in 2012. This two-year project involves the extensive redevelopment of all units of accommodation within Stanhope Green, with the creation of larger, better-quality accommodation with increased energy efficiency. Fifty-one long-term units and nineteen short-term units will be available to our customers after completion.



The best thing about my new home is that the children can be proper kids now and I won't always be looking over my shoulder worried sick about them like I was when we were homeless.

Susan, 28, Dublin

Focus Ireland is committed to the ongoing maintenance and upgrade of our existing housing stock to ensure that our accommodation meets the desired standard and is suitable for the needs of our customers. A ten-year maintenance property plan for all Focus Ireland stock is currently in operation and is reviewed annually to take into account the needs of our customers, the changing number of homes, works completed and survey information.

Focus Ireland also works through our **Tenancy Support and Sustainment Services** to provide support for households moving out of

homelessness and for those at risk of becoming homeless. This service straddles both prevention and housing, and Focus Ireland provided tenancy support and sustainment services for 900 households in Dublin, Kildare, Cork, Sligo, Limerick, Wexford, Kilkenny, Waterford, Louth, Cavan and Monaghan in 2013. This included over 130 young people in aftercare. In partnership with the Peter McVerry Trust, we also operate the **Support to Live Independently (SLI)** service for households living in the Dublin region, facilitating these households to access mainstream services and supports.



In 2013, Focus Ireland supported nearly 450 households to sustain their homes in our long-term supported accommodation throughout the country, and added 24 housing units to our own stock.

*These are just some of the services Focus Ireland provides. To read more about all of our services, please go to **www.focusireland.ie**.*



The image shows a screenshot of the Focus Ireland Facebook page. The cover photo features a woman sitting on a ledge with the text "BECAUSE A HOME IS TOO MUCH TO LOSE" in yellow. The profile picture is the Focus Ireland logo. The page has 140,032 likes. The timeline shows a post from May 31, 2013, announcing that the page won the award for the best non-profit page on Facebook at the Social Media Awards 2013. The post includes a photo of the award trophy and text thanking supporters. The trophy is a large, stylized number 2 with a focus symbol in the center, and a plaque that reads "Bord Gáis Energy Social Media Awards Facebook for Non-Profit Organisation 2013".

Focus Ireland
Non-Profit Organization

FOCUS IRELAND

Timeline About Photos Events More ▾

PEOPLE >

140,032 likes

ABOUT >

🔔 Welcome to the Focus Ireland Fan Page. Our Facebook page is about people. It's about the people who help and it's about helping people. And it's about...

[READ MORE](#)

🌐 <http://www.focusireland.ie/>

APPS >

Events

Volunteer Now

Focus Ireland
May 31, 2013 🌐

We are delighted to announce that the Focus Ireland Facebook Page has won the award for the best non-profit page on Facebook at the Social Media Awards 2013.

A massive THANK YOU to you all for your continued support and also to our service users who's stories have helped to shape this page.

Our thanks as well to the guys at the [Social Media Awards](#) for a great event!

Bord Gáis Energy Social Media Awards
Facebook for Non-Profit Organisation 2013

Like · Comment · Share

👍 444 💬 21 📄 29 Shares

188,968 people reached

Focus Ireland had over 140,000 followers on Facebook in 2013

Advocacy, Communication, Research, Education and Training

Focus Ireland worked directly with over 10,000 customers in 2013; this is a 25% rise from over 8,000 people in 2012.

Advocacy

As one of Ireland's leading housing and homeless charities, Focus Ireland is at the frontline in dealing with the accumulated implications of several years of recession and austerity. It is our job to respond to the worsening housing situation facing people who were homeless or at risk during 2013.

The word 'crisis' can be overused but there is no other word for what many families and individuals are facing as they struggle to hold on to their homes or escape from the nightmare of homelessness. There is a shortage of housing in Dublin, in other cities and in towns, with the result that rents are constantly rising beyond what people can afford. More and more people are at risk of losing their home, and if they do so, their chances of finding a new affordable place to live are declining. A shocking total of 40% of the people who contacted homeless services in Dublin during the year had never previously experienced homelessness.

Focus Ireland responds directly to this situation through our services for people who are homeless or at risk of becoming homeless, as outlined in our services section in this report. We also work to progress the long-term solution by working to inform, influence and shape policies towards addressing homelessness. In short, we work to keep these issues firmly on the social and political agenda and to propose new approaches, schemes and policies to improve access to housing.

This work also includes lobbying to change certain Government policies that can actually result in people becoming homeless.

Paradoxically, there have been substantial improvements in Government policy on homelessness over the last year. However, general economic conditions and the policies of a number of Government departments, though not directly related to housing or homelessness, are undermining these initiatives so that the situation on the ground continues to deteriorate.

The key areas of this work are as follows:

› Influencing housing and homeless policy:

2013 saw a number of significant developments in national policy in relation to homelessness. Focus Ireland advocacy had a substantial impact on a number of these developments.

In March 2013, following on from commitments obtained through Focus Ireland lobbying during the 2011 General Election, the Government published its long-awaited new 'Homelessness Statement'. This reflected several key elements which Focus Ireland had been pressing for, including a new deadline to end long-term homelessness by 2016 and a renewed emphasis on the importance of housing policy. Minister for Housing Jan O'Sullivan appointed a Homeless Oversight Group to recommend the necessary measures to achieve this target. Focus Ireland welcomed the establishment of this group, met the group on several occasions and made a number of submissions to them. We welcomed their first report, published in November 2013, which reflected several key recommendations we had made.

Other submissions during the year included: the local area and Dublin action plans on homelessness, the impact of the new regulations for rental properties, Part V housing provision, and a position paper on the property tax seeking an exemption for social landlords. We also engaged in a range of legislation being considered by the Dáil, including legislation on rental tenancies, childcare, and residential property tax.

- › **Protecting vulnerable young people:** 2013 also saw historic progress on a campaign that has featured in Focus Ireland's work for many years – the Right to Aftercare campaign. There was an important development towards the end of the year as the Cabinet approved the principle of amending the Child Care Act to ensure that young people in care are legally entitled to an assessment of their needs before they are 18 years old; legislation is promised in 2014.

The Government decision to cut the level of social welfare for young people who are unemployed resulted in an increasing number of young people, whose relationship with their family had broken down, presenting to homeless services across the country. Focus Ireland put forward a range of potential responses to this problem to the Department of Social Protection. Along with Services, we are now developing a Community Employment based response which will provide such young people with an income sufficient for them to sustain a home.

- › **More families becoming homeless:** Our annual Pre-Budget Submission in 2013 was titled 'Putting People First' and warned that families today are more at risk of becoming homeless than in previous recessions. Between 2012 and 2013, our family support services in Dublin saw the number of families becoming homeless each month double from 8 to 16.

Our submission called for Budget 2014 to start a process of reform to implement policies and deliver services to prevent people from losing their home and to support others to move on from homelessness. We called for an investment of €400 million in social housing, which would deliver up to 3,000 homes and create up to 3,200 jobs in construction and related industries. Focus Ireland

was invited to present to the Oireachtas Committee on Finance and Public Expenditure prior to the Budget.

While the Budget saw some welcome increase in the expenditure on social housing, this was far from sufficient to tackle the scale of the challenge facing the country.

The failure of the Department of Social Protection Rent Supplement scheme to keep up with the real levels of rent in most towns and cities is one of the major causes of people becoming homeless and one of the major barriers to them exiting homelessness. Following our research on the issue in 2012 and our campaign (along with a range of other organisations), the Department issued new revised maximum rent thresholds in June 2013. These made some positive difference, but with the shortage of rented housing and the reluctance of landlords to participate in the scheme, problems with Rent Supplement continued to be a key element of our campaigning work.

- › **Right to a home:** Focus Ireland has looked for a constitutional 'Right to a Home' for many years. The decision of the Government to establish a 'Constitutional Convention' gave us an opportunity to progress this campaign. The first stage of the Right to a Home campaign was to highlight the issue across the political and public arena; a briefing document was issued to all members of the Oireachtas. We also linked our campaign to the demands of other organisations to have Economic, Social and Cultural Rights (ESCR) included in the constitution. The next stage of this work in 2013 was timed to tie in with the schedule of the Constitutional Convention during the year. This included running a campaign inviting people to make a submission to the Convention, calling for it to discuss the issue of a Right to a Home, with opinion pieces and articles placed in media outlets to spread the message to the wider public. This campaign was widely supported and resulted in a decision by the Convention to discuss ESC Rights (including the right to a home) early in 2014.
- › **Policy conference:** The Focus Ireland annual policy conference on 27 November examined barriers to accessing affordable housing and the issue of housing shortage. It was opened by

Minister Jan O'Sullivan, was very well attended and received blanket media coverage. There were some new proposals put forward at the event, including a feasibility study of a social rental model for improving access to housing. This conference helped to provide a very specific focus on this issue and will help to progress solutions in 2014.

- › **Partnerships/External representation:** Focus Ireland has always recognised the value of working in partnership with other voluntary and statutory bodies to tackle homelessness. The advocacy team represents Focus Ireland on a range of networks, including MakeRoom, Children's Rights Alliance, End Child Poverty Coalition, Energy Poverty Coalition, Action for Aftercare, Mental Health Reform, Habitual Residency Condition group, European Anti-Poverty Network, the Community Platform, Claiming our Future, Advocacy Initiative.

We also support services staff in their representative roles on bodies, including the Board of the Irish Council for Social Housing, the Dublin Homeless Network, the Dublin Region

Homeless Executive and regional homeless forums in the South, Mid-West, South East, East and North West. We are also active participants in a number of working groups in FEANTSA (The European Federation of National Organisations working with the Homeless).

Advocacy also supported Director of Services Catherine Maher in her role as Chairperson of the Dublin Homeless Network, issuing a number of statements on behalf of the network. We also organised a major conference, sponsored by Lord Mayor Oisín Quinn, where local councillors from cities across the EU exchanged experiences of strategies to tackle homelessness in their cities.

- › **European work:** The Advocacy Team continued to lead Focus Ireland's work to improve EU-level policies and resourcing to tackle homelessness. The main focus of our work is through FEANTSA, where we participated in working groups on migration, employment, and data collection, as well as taking up the role of FEANTSA President on the Administrative Council.



Joyce Loughnan and Mike Allen of Focus Ireland with Minister Jan O'Sullivan, photo by Stuart McNamara

Communication

In 2013, Focus Ireland worked hard to keep its key messages on combating homelessness on the public agenda through a range of media forums. Our communication efforts acted as a strong influence on political decision makers regarding issues that affect the up to 5,000 people homeless in Ireland and the thousands at risk of losing their homes. Our work in communications aimed to inform people about homelessness and to increase understanding of the issues to help combat stereotypes. We continued to build our profile in the media in 2013 as we issued over 40 press releases (national and regional), which resulted in significant coverage across print, online and broadcast media. A total of over 800 articles appeared in national and local print media alone.

Highlights in our broadcast coverage included one of our customers speaking on RTÉ TV news at our Annual Report launch about the difficulty he was having moving out of homelessness due to lack of access to housing. We also supported other customers in highlighting important issues by speaking about their experiences in a number of interviews and at events during the year. This included an excellent interview with a young family living in homeless emergency accommodation in Dublin city, who told how even though the mother was working, they were unable to find affordable accommodation.

Meanwhile, some of our customers in Limerick spoke about how taking part in our education programme really helped them. It is important for these stories to be told, as it shows the life-changing difference that effective support can make to people's lives. It builds public support for Focus Ireland's work and also gives hope to others by showing that people can overcome their difficulties.

The impact of the personal story of our customers was plain to see when one of our tenants spoke at the launch of the Government's new Policy Statement on Homelessness at the start of the year. The lady described to the Minister and the audience at the launch how securing a home through Focus Ireland had changed her life.

We are thankful to the people we work with for telling their stories and it is also great to see what a positive experience they find it to be. One man called Patrick, who supported our media work, said, 'It was great to feel like I was finally being heard.'

Meanwhile, President Higgins visited our Coffee Shop just before Christmas to meet with our customers and staff. The President took the opportunity to appeal to people that they 'mustn't be dislodged' by the recent controversies at two organisations registered as charities. He said that he hoped that 'all those people who have been helping organisations like Focus Ireland, and helping the other very important voluntary charitable organisations, are not put off by what has been recently published. Our reputation around the world is a reputation as a generous people. We must continue to be generous.'

Social Media: Focus Ireland had over 140,000 followers on Facebook and over 25,000 on Twitter. We are now the largest Facebook NGO page in Ireland (by more than 60,000 fans). The use of social media has become a vital part of our work to reach new audiences and to engage with our supporters in a new way. Some of our customers also contact us seeking help on Facebook, so we set up a streamlined system to ensure that they are promptly supported by services. This innovative work was recognised as we won the Bord Gáis Social Media Award for Best Facebook page for an NGO in 2013.



We are thankful to the people we work with for telling their stories and it is also great to see what a positive experience they find it to be. One man called Patrick who supported our media work said, 'It was great to feel like I was finally being heard.'



President Higgins pays a visit to our Coffee Shop to meet with our customers and staff, in December 2013.

Research

Effective responses to homelessness must be based on evidence and quality research. Focus Ireland keeps abreast of emerging research and also makes a specific contribution through its own research. A major piece of innovative research was initiated, along with Trinity College Children Research Centre, looking at the experiences of young people who become homeless. Other research published included a review of the experiences of families becoming homeless in Dublin and a feasibility study of 'Social Rental Agencies'.

Since its foundation, Focus Ireland has established a policy of regularly commissioning independent evaluations of the quality and outcomes of its services. During 2013, an evaluation of our Prison In-Reach services was completed, while evaluations on Therapeutic Services and SLI were initiated. Advocacy also supported Services in establishing a new, logic model-based system for internal annual service reviews.

Education and training

A new video was made during the year for use with our secondary school education modules. One of our customers, James, tells the story of how he was homeless and how he worked with Focus Ireland to move on and secure a home and a trade apprenticeship. To view this video, please go to www.focusireland.ie.

Our education work in 2013 focused on the following:

- › schools-based resources – two education modules targeted at primary (No Place Like Home) and secondary (Without your home, your life develops differently) school students
- › responses to over 300 information requests from the general public, school students, teachers and third-level students
- › school talks – delivery of school talks to secondary schools by a team of specially trained School Talks Ambassadors to raise awareness and understanding of the issues associated with homelessness.

Roisin McDonnell

Services Project Leader, Focus Ireland

I have worked with Focus Ireland for 13 years now. From my very first day on the job, I was able to see how difficult it could be for families who are homeless to navigate through the system. The harsh impact that homelessness has on children really stood out for me.

This inspired me to return to college and do an MA in Child Protection and Welfare; my thesis focused on the negative impact of homelessness on children.

I am now working as the Project Leader for the National Family Case Management Team. This team is made up of child support workers, accommodation finders, family support workers and case managers who all work together to help move families out of homelessness.

In the past year, there has been a sharp increase in the number of families seeking our help, such as Susan and her family.

Susan (not her real name) and her four children became homeless following the untimely death of the children's father. Susan said she struggled to cope and didn't know where to begin. Our team worked with Susan and her children to support them to move into a long-term supported housing project. Susan's children ranged in ages from five to seventeen and there was a lot of work and support required to help them to settle in their new home.

We finished working with the family after a period of time and I am glad to say they were looking forward to their future and to leaving homelessness firmly in the past.


Another woman, Jenny (not her real name), came to us recently. She is a 23-year-old single mother. She became homeless when her rent

supplement was mistakenly stopped. She was unable to sort this out in time and ended up having to leave her accommodation.

Jenny and her young son were placed in a hotel room by the authorities as there is a critical shortage of suitable emergency accommodation. Staff from our team met with her and her son in the hotel. We advocated on her behalf and we were able to resolve the rent supplement issue, which resulted in Jenny getting this entitlement re-instated. We were then able to find her a new private rented home, which meant that being homeless was, thankfully, a very short-lived experience for her and her little boy.

Seeing people like Susan and Jenny get back on track and settled into a place that they can call home is one of the best things about my job. Sadly, however, this is not the case for all of the families that we work with each day. I have seen the damaging effects that homelessness has on families and children; the longer families remain homeless, the further this damage is compounded.

The National Family Case Management Service is working to limit this damage to families who are homeless. However, more must be done to protect families. It is vital that there is better access to affordable housing for families so they can move on from being homeless; and more also needs to be done to prevent families from losing their homes in the first place.



‘We worked with Jenny and her young son who were homeless and managed to get them a home. Seeing a young woman like Jenny get back on track is the best thing about my job.’



We are overwhelmed by the support we received from donors of all kinds

Fundraising

Thank you for helping us to raise a total of €5.4 Million in 2013.

We are overwhelmed by the support we received from all our donors – people who donated regularly or contributed to our appeals and campaigns, our corporate partners, trusts and foundations, community groups and volunteers. We depend on your support and are so grateful for it. Thank you.

Thanks to donations of both time and money, we are able to support the vital work of our dedicated services team and are able to work towards our goal of ending homelessness in Ireland. The fundraising team would like to thank our voluntary Board members who have been very supportive in making our activities a success through their hard work and commitment, and to all our volunteers in communities and corporates alike who support us every step of the way.

Support from individuals

We have been generously supported by more than 17,900 individual donors – many of whom support us on a monthly basis. This helps us to plan our work and to reach the increasing number of people who need our services. Individual support, including tax back, helped to contribute almost €3 million to Focus Ireland, accounting for almost 50% of our overall fundraised income.

Community

In 2013, €173,000 was raised in support of our work through the tireless efforts of numerous community groups, schools and organisations throughout the

country. We would like to extend our thanks to everyone who organised and supported community events in aid of Focus Ireland. Key events and supporters included:

- › the annual Belvedere school three-day sleep-out, which raised over €53,000 and continues to go from strength to strength raising funds for and awareness of homelessness
- › the hosting of a 'sleep-in' in December by Mulligan's Pharmacy chain in Waterford, which raised over €10,000.

Fundraising events

Throughout the year, hundreds of fundraisers found ways to support our work to end homelessness across Ireland. Some people volunteered to help run collections such as the Focus Ireland 'Shine a Light' weekend collections in October, while others scaled the heights in our annual Four Peaks Challenge. Others took to the roads to take part in the Flora Women's Mini-Marathon or the Airtricity Dublin Marathon to put their best foot forward and raise funds for our work. Some brave souls even trekked all the way up Kilimanjaro! We thank everyone for taking the time and effort to support our events in 2013.

Key events included:

- › The Four Peaks and My Peak Challenges, which raised over €194,000
- › The Shine a Light collections, which raised over €34,000

- › The Flora Women's Mini-Marathon, which raised over €6,500
- › The Airtricity Dublin Marathon, which raised over €14,000
- › Kilimanjaro treks, which raised over €26,000.

Campaigns

In June of last year, over 200 cafés, schools and community groups whisked up a storm and raised over €50,000 for the Focus Ireland Grand Bake Fest, supported by our generous sponsors Siúcra, without whom this would not have been possible. To wrap up our Grand Bake Fest activities, we also took part in the Bloom festival in the Phoenix Park and welcomed over 3,500 people to the Focus Ireland stand. We would like to give special thanks to our campaign ambassadors Clodagh McKenna and Lily Higgins for their support for this campaign.

We expanded our highly successful corporate event – the business leader sleep-out Focus Ireland 'Shine a Light Night' – to two locations: with over 65 participants sleeping out in Dublin's Iveagh Gardens and Cork's historic City Gaol and raising vital funds for Focus Ireland's prevention services. Thanks to all who raised funds, raised awareness and helped us to extend this important campaign.

Once again, businesses supported our Sponsor a Star campaign, sponsoring stars on the Christmas tree at the top of Grafton Street, kindly donated by Dublin City Council and dedicated to those who are homeless across Ireland.

Working with our partner Aviva, we also organised an Aviva stadium takeover at the highly anticipated Ireland versus the All Blacks rugby match in November, working with campaign ambassador Shane Byrne.

Highlights

- › Focus Ireland's Grand Bake Fest raised over €50,000.
- › Focus Ireland's Shine a Light Night raised over €316,000.
- › Focus Ireland's Sponsor a Star raised over €254,000.
- › Aviva Match Day Campaign at the Aviva stadium raised over €26,000.

Corporate and trust fundraising

Corporate support remains key to the success of our fundraising efforts. It was great to see that support for our work remained strong in 2013 and we want to thank all of the companies and their staff who supported us.

Our partnership with Aviva Ireland entered its fourth year in 2013, and during 2013 alone, Aviva Ireland, the Aviva International Fund and staff at Aviva Ireland raised over €170,000 to support young people and children experiencing homelessness all over Ireland. We want to extend a huge thank you to Aviva staff and champions who advocate, fundraise and volunteer with us.

Thanks also to companies including Marks & Spencer, Littlewoods, FBD, Doyle Collection and many more companies who supported us in 2013, and special thanks to Supervalu who supported us by pledging significant support from the sales of their Christmas vegetables in December 2013.

We also received over €275,000 for our homeless prevention and support services from a number of trusts and foundations throughout the year, and want to extend particular thanks to the Human Dignity Foundation, which supported vital children's services in North Dublin, to the Tomar Trust for their continued support of our work, and to our many other key supporters, trusts and foundations whose donors, families and members support our work.

Legacies

In 2013, we received 27 legacies in support of our work, 19 of which were left by loyal donors who contributed over their lifetime. We are extremely grateful for these generous gifts that will help others to live a better life over many lifetimes.

Advertising and media supporters

We are very grateful to our advertising and media supporters who dedicate so much time to our work and, as a result, make it more cost-effective and impactful to tell our customer stories and raise awareness of our work. These supporters include 4FM, Ashville Media, Beacon Studios, Blinder Films, Cork 96/103, Google, Identikit Design, Innovative Print Solutions, Irish Independent, Irish Times, Javelin Advertising, KCLR, Limerick 95, Newstalk, Rich Gilligan Photography, RR Donnelley, RTÉ, Today FM, Windmill Lane Studios, WLR, Zenith Media. Thank you.



Top: Participants in The Four Peaks and My Peak Challenges, which raised over €194,000.
Bottom: Elaine Crowley launching the Focus Ireland Sponsor a Star Campaign.

Over 300 volunteers supported our work in 2013



Human Resources

Supporting staff in a challenging environment

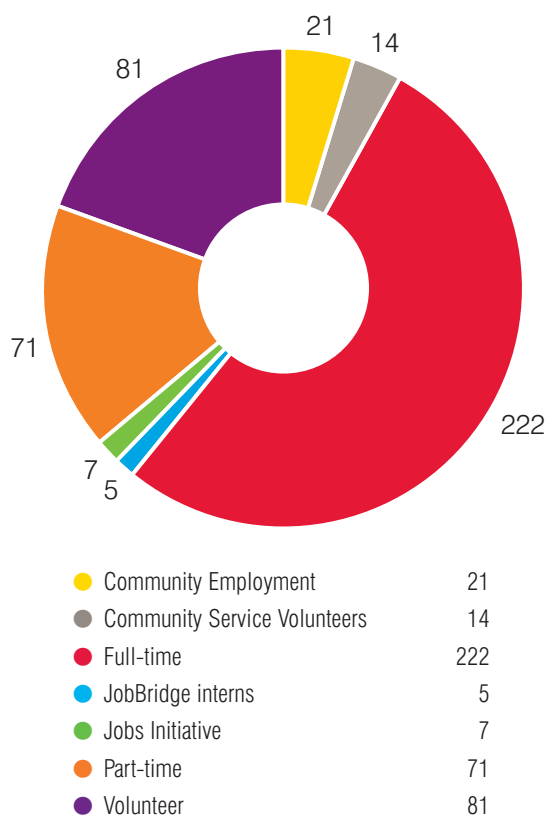
Focus Ireland seeks to attract the best people into the organisation by establishing high employment standards and ensuring that all employees are qualified, experienced and professional in their delivery of service to customers. The HR team plays a vital role in the recruitment and development of all employees, while also ensuring that everyone works in a healthy and safe environment.

The HR team is committed to the provision of a professional service through supporting staff and their managers in ensuring that best-practice procedures are maintained throughout the organisation. This commitment, linked to the excellent processes and procedures in place, means that we are continuously working to deliver quality services and successful outcomes for our customers.

In 2013, the continuing uncertainty in the economic environment and the demand and changing nature of homelessness, presented challenges for employees and the organisation. Employees remained committed to their work and adapted their roles, working hours and practices to meet these challenges. At year end, the total headcount across Focus Ireland was 340 employees. This includes Community Employment, Jobs Initiative employees, JobBridge interns and also our Community Service Volunteers (CSVs).

The breakdown of staff, including long-term volunteers (81) at year end, can be seen in the chart opposite.

Focus Ireland recognises and accepts that the achievement of its goals and values is best served by the active participation of the wider community and,



therefore, volunteering is a key part of the Focus Ireland strategy. We believe that involving volunteers is a way of furthering active citizenship and community involvement and that volunteering with Focus Ireland will help change public perceptions of our customers and will also engage the public in our advocacy and fundraising campaigns.

There were 20 different volunteer roles identified throughout the organisation, and these diverse roles included activities with customers such as befriending,

cooking, drama and literacy tutors, career guidance and also roles as schools ambassadors, gardeners, archivists and administrators. Over the 12-month period in 2013, we had 112 long-term volunteers committed to providing additional assistance and expertise to employees and customers, and a further 460 volunteers assisting in our once-off events and fundraising activities.

In May 2013, Focus Ireland was the first organisation in the Republic of Ireland to be accredited with the UK 'Investing in Volunteers' quality standard for good practice in volunteer management. This accreditation was a great achievement and also confirmation that the organisation's methods in recruiting, training, supporting and recognising volunteers is in line with best practice.

The Training and Development Programme facilitated 142 training courses for employees throughout the organisation, ensuring that learning and development needs were met and continuous learning encouraged and supported. The average attendance rate overall was three days for this annual programme. Courses included Therapeutic Crisis Intervention, Child Protection, Occupational First Aid, Fire Marshal, Volunteer Management, Parents Plus, Motivational Interviewing, Innovation Workshops, Mental Health, Stress Management and Dignity in the Workplace training, all in line with our commitment to health and safety and continuous learning.

All employees are encouraged and supported to up-skill by seeking further qualifications and to apply continuous learning and growth in their areas of expertise through our education policy. Educational support was provided for 14 employees who applied for financial assistance in 2013, and 4 employees gained qualifications through this programme.

Health and Safety continues to be of high importance for both employees and customers. The Health and Safety Officer provided support and advice to Line Management and their teams in relation to best practice and legislative compliance. Our Health and Safety Committee completed safety inspections of all sites during the year, in line with legislation and policy. We also test Business Continuity Plans annually to ensure that they are up to date should we need to utilise them in an emergency.

During 2013, the Health and Safety Committee introduced a Health and Safety Champion role within each project. The intention for the role was that a member of each team would assist their manager in monitoring health and safety in their respective locations. The aim was to raise awareness among teams of everyone's responsibility to adhere to good health and safety practices, thereby creating a better and safer workplace for all.

We participated in the 'Great Place to Work' survey in 2013, in place of our annual employee satisfaction survey, as it can provide us with an opportunity to benchmark Focus Ireland with similar-sized organisations and to check and assess the culture of the organisation at a point in time. The response rate was 67% of the total population and overall the results were positive, with 71% of staff believing that Focus Ireland is a great place to work and 91% of staff stating that they are proud to work for Focus Ireland.

The HR team will continue to work in partnership with all of our colleagues to ensure that a professional level of service is provided to our customers and to support the achievement of Focus Ireland's objectives and strategy in line with the core values of the organisation.



Our street outreach team worked with nearly 1,000 people in 2013

Bridget's Story

Bridget and her two children were homeless and in temporary accommodation after falling on difficult times. However, the accommodation was not suitable – it was over a pub; the toilets were used by pub customers; and there was no kitchen. It was no place for a family to live.

‘I was reduced to having to boil pasta and eggs in the kettle just so they had something they could eat.’

The family were under terrible stress and slept with their suitcases against the door. Bridget didn't feel safe and feared for her family's safety every night. In addition, Bridget's son Finn has autism, which made it even more difficult to manage in temporary accommodation and to find a suitable place to live.

‘You can't have a house directly on the main road with an autistic child. It would be too dangerous.’

The whole family were left devastated when a young woman staying in the temporary accommodation committed suicide. The children were very upset as they had been friendly with the woman, and Bridget said it was hard to see her children dealing with a tragic event like this.

It was her daughter's birthday in September and Bridget had resolved to find a house for the family by then. They could no longer live where they were.

Focus Ireland staff worked to support Bridget, and together they managed to secure a house four days before her daughter's birthday. The family's new home is a townhouse where Bridget's daughter has the main bedroom and Bridget and Finn have the smaller

bedrooms on the floor below. Bridget has been very lucky with her landlord who understands the challenges of working with autistic children; he fitted window locks for Finn's safety.

The family have slotted right in to their local community and have even been adopted by the local cat, which has delighted Finn. They now feel safe and as if they have a proper home again.

Bridget said that it is sometimes the little things that really hit you. Last Christmas, the family were able to have a Christmas tree for the first time in long while.

‘Having a home means that the sense of safety is unbelievable. I can close the door and it's just me and the kids. I can keep my children safe and they are in an environment and we are not all stuck living in one room over a pub.’

The family were overjoyed to have finally made it home and to be able to spend Christmas in a home of their own.

‘Having a home means that the sense of safety is unbelievable. I can close the door and it’s just me and the kids. I can keep my children safe and they are in an environment and we are not all stuck living in one room over a pub.’



89 cent of every euro received is spent on services to tackle homelessness



Focus Ireland Limited and Subsidiaries

Directors' Report and Financial Statements

Year Ended 31 December 2013

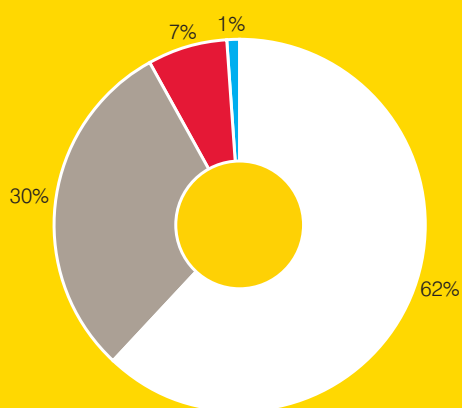
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Financial Review

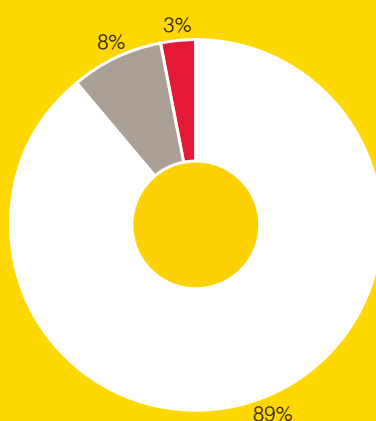
	2013	
	€m	%
Mix of income		
Grant income	11.35	62%
Fundraising income	5.44	30%
Rental income	1.32	7%
Other income	0.20	1%
	18.31	100%
Mix of expenditure		
Direct charitable activities costs	16.61	89%
Governance and support costs	0.65	3%
Fundraising and events costs	1.48	8%
Operational expenditure	18.75	100%
Once-off provision and restructuring costs	0.36	
Total resources expended	19.10	
Fundraising cost to income ratio		
Fundraising income	5.44	
Fundraising costs	1.48	
	3.96	73%

Analysis of Income and Expenditure



Breakdown of income

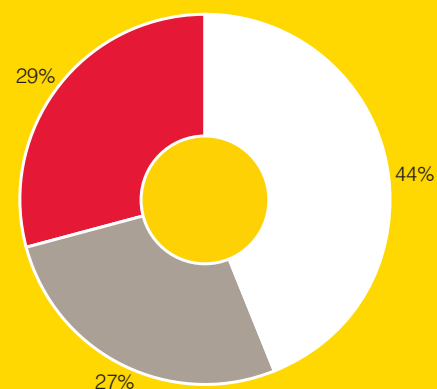
Grants	62%
Fundraising	30%
Rental income	7%
Other	1%



How we spend our money

Services	89%
Fundraising	8%
Support	3%

Please note that the above graph excludes once-off provision and restructuring costs



Breakdown of services costs by service type

Homeless services	44%
Housing support	27%
Prevention	29%

Directors' Report

The directors present their annual report together with the audited financial statements of the company and of the group for the year ended 31 December 2013.

Organisational structure

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

Companies (Amendment) Act, 1986

The reporting requirements of the Companies (Amendment) Act, 1986, relating to financial statements do not apply to the company, as it is a company limited by guarantee not having a share capital and does not trade for the acquisition of gain by its members.

Relationships with other charities

Focus Ireland actively promotes partnership, working with statutory bodies and other charitable organisations in the provision of services and the pursuit of its advocacy goals. Examples of this work include participation in the Dublin Homeless Network and

partnership work with local authorities and health services around the country in the Regional Homeless Forums. In addition, Focus Ireland has progressed its objectives through partnerships with other voluntary organisations, including the 'Make Room' campaign (a joint initiative between Focus Ireland, the Simon Communities of Ireland, the Society of St Vincent de Paul and Threshold), the Advocacy Initiative and Claiming our Future campaign. Focus Ireland is also a member of the Irish Council for Social Housing; the Irish Charities Tax Reform Group and FEANTSA (European network of organisations working with homeless people).

Principal activities

The company is a registered charity as a company limited by guarantee without share capital. The report and results are presented in a form which complies with the requirements of the Companies Acts, 1963 to 2013, and although not obliged to comply with the Statement of Recommended Practice (SORP) as issued by the Charity Commissioners for England and Wales in October 2005, the group has implemented many of its recommendations in these accounts.

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

The services provided by the company are as follows and are set out in more detail in the Focus Ireland Services section of this report:

1 Homeless Support: Day Services

- The Coffee Shop
- Extended Day Services – John's Lane West
- Extension Day Services
- South Dublin Day Services
- Regional Contact Outreach Service
- Open Access Case Management
- The Caretakers Project Limited
- The Caretakers Hostel
- Caretakers Case Management
- Aylward Green Supported Temporary Accommodation for Families
- Crisis Intervention Service Partnership
- Off the Streets
- Childcare
- Short-term Accommodation

2 Housing and Housing Support Services

- Long-term Housing
- Tenancy Support and Settlement Service

3 Prevention Services

- Advice and Information
- The Prison In-Reach Programme
- The Preparation for Training and Education Programme (PETE)
- In-Reach Housing Programme
- Focus Ireland's Aftercare Service
- The Step-Down Programme
- George's Hill Supported Temporary Accommodation for Young People aged 18 to 26
- Preventative Tenancy Sustainment Service
- The Genio Mental Health Project
- National Family Case Management Service

Results for the year and review of operations

The results for the year as set out on page 62–63 are considered satisfactory by the Board.

Grant funding represents 62% (2012: 61%) of total income, while fundraising income represented 30% of total income (2012: 30%).

In 2013, Focus Ireland continued to provide services to our customers. We have continued to develop our services in Dublin, Waterford, Kilkenny, Cork, Limerick, Kildare and Sligo and continued to deliver our housing programme. We also expanded into the North East in 2013, securing funding to provide visiting support to households with low to high support needs, in order to assist them to occupy (or continue to occupy) their housing and progress from homelessness or risk of same, towards independent living.

Dividends and retention

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

Housing properties – the capital funding challenge

The Board is conscious of the continuing need for accommodation for the homeless and disadvantaged and is fully committed to playing our part in meeting these needs. 2013 proved to be another challenging year for Focus Ireland, with an increased demand for our services on the one hand and a reduction in funding on the other. As an organisation, however, we faced these challenges through innovation, commitment and a willingness to continue to deliver the most appropriate services to our customers. While our Housing Development Programme encountered barriers and obstacles to securing properties in 2013, we expended substantial resources and efforts into laying the groundwork for success in 2014. This included looking at models like leasing, stock transfers, void management and private investment as possible ways of securing the homes we need for our customers in the future. We are confident that our work in 2013 will pay dividends in the coming year and that we will acquire the housing necessary to move people from homelessness or potential homelessness to long-term accommodation and facilitate their progression along the path towards independent living.

The future for Focus Ireland

Designated funds and strategy 2011–2016

Focus Ireland holds a bank position of approx. €5.0m as at 31 December 2013. The cash position of the company has depleted over the last 12 months as funds are ear-marked by the organisation for certain strategic initiatives and housing developments as outlined in Note 18.

Pensions

The group operated a defined benefit pension scheme up to 31 March 2010, of which the company provided two-thirds of the contribution and the employees contributed one-third. The pension scheme assets and liabilities were administered and held independently under an approved trust.

A defined contribution scheme, open to all permanent staff operated from 1 April 2010. The company contributions are 7% of pensionable salary, while employee contributions are 5% of pensionable salary.

On 8 January 2013, Focus Ireland Limited notified the Trustees of the defined benefit scheme of its decision to terminate employer contributions to the scheme with effect from 8 April 2013. The company and the Trustees have concluded their consultation and the scheme has been wound up.

Corporate governance

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

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

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

- The voluntary Governance Code for Irish charities. We are a Type C organisation and are fully compliant with this standard. You can read the Governance statement in full, adopted by our Board on 30 March 2012, on our website.
- The voluntary ICTR 'Guiding Principles of Fundraising', which are reflected in our own 'Donor's Charter.'
- The Department of Environment, Community and Local Government's Voluntary Regulation Code for Approved Housing Bodies.
- The Board retained David Duffy of Prospectus Limited to carry out an independent evaluation of its operations.

As part of our ongoing Governance review, we retained solicitors Mason, Hayes and Curran (MHC) to undertake a legal review of our operations and processes during 2013. The recommendations of this review will be implemented in 2014.

The Board

The Board of directors, who meet approximately six times annually, retain overall responsibility for the strategic development of the company in close liaison with the executive officers.

Joyce Loughnan, Chief Executive, manages the operation of the company, with delegated divisional responsibility to the following:

Services and Housing Development and Property Management	Catherine Maher
Finance, Administration and IT	Mark Byrne
Research, Policy, Communication and Education	Mike Allen
Human Resources	Madeleine Clarke
Fundraising	Lisa-Nicole Dunne

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

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

The company has a comprehensive process for reporting management information to the Board. The Board is provided with regular information, which includes key performance and risk indicators for all aspects of the organisation. The Board meets regularly as required and met six times during 2013 (six in 2012).

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

any director. The employee director is appointed for a term of three years following a nomination and election process among the staff.

One-third of directors are required to retire annually by rotation and, if eligible, may offer themselves for re-election. During the year, Professor Tony Fahey retired from the Board and Dr Nessa Winston was elected. The role of Chairman and Chief Executive are separate, and all directors (with the exception of the employee director) are independent of the management of the company.

Board committees

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

1 The Finance Committee – Monitors and reviews financial performance.

The committee should meet six times per year (2013: 6, 2012: 7) and consists of Non-Executive Directors and Focus Ireland Executives. In 2013, the committee included David Martin (Finance Committee Chairperson), Gerry Danaher, Sean Carey.

Function of the committee

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

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

The committee should meet twice yearly (2013: 2, 2012: 2) and consists of Non-Executive Directors and Focus Ireland Executives. In 2013, the committee included Helen Kilroy (Audit Committee Chairperson), Declan O'Flaherty, Sean Carey.

Function of the committee

- To monitor the integrity of the financial statements of Focus Ireland and any formal announcements about the organisation's financial performance.
- To review internal financial controls and risk management processes.
- To liaise directly, and independently of Focus Ireland Executive, with internal and external auditors.
- The Audit Sub-Committee will meet the external auditors at least once a year without any employees of Focus Ireland present to ensure there are no unresolved issues of concerns.
- To report findings and recommendations from its review directly to the Board.
- To review and advise on choice of external and internal auditors as appointed every five years.
- To review and amend as appropriate the Terms of Reference for auditors and these to be ratified by the main Board of Focus Ireland every five years.
- To offer advice and assistance to Focus Ireland's Executive team on the development of robust processes and on the protection of Focus Ireland's reputation.
- Devise and monitor procurement procedures suited to the Agency's purchasing profile.
- To act as a point of escalation for Focus Ireland Executive and to undertake actions agreed at the Audit Sub-Committee meetings.
- To provide a forum where relevant issues and audit concerns can be discussed and appropriate solutions devised.
- To allow Board Members or employees to raise concerns in confidence about potential irregularities regarding financial reporting. The Audit Sub-Committee will investigate matters raised.
- Any audit items that relate to the Board's areas of responsibilities will be communicated to the Board as soon as they are identified.
- To provide specialist financial and audit expertise and perspective to enable Focus Ireland to carry out its work effectively.
- To contribute to a 'Think Tank' every three years on audit and risk management.

3 **Nomination Committee** – Ensures successional planning and that the composition of the Board has appropriate skills, knowledge and experience.

The committee should meet twice yearly (2013: 1, 2012: 1) or when required and consists of Non-Executive Directors and Focus Ireland Executives. In 2013, the committee included Gerry Danaher (Nominations Committee Chairperson), Sr Stanislaus Kennedy (Focus Ireland Life President).

Function of the committee

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

4 **Remuneration Committee** – Approves and determines remuneration for Executive Management.

The committee should meet at least once each year (2013: 1, 2012: 1) and consists of Non-Executive Directors and Focus Ireland Executives. In 2013, the committee comprised Gerry Danaher (Remuneration Committee Chairperson), Sr Stanislaus Kennedy (Focus Ireland Life President), Helen Kilroy.

Function of the committee

- The Remuneration Committee has been formed to appoint the CEO and to determine and approve the remuneration of the CEO and changes to the remuneration of the Executive team reporting directly to the CEO.
- The Chairperson of the Board will be Chairperson of the Remuneration Committee.
- The Life President and Vice Chairperson will be members of the Remuneration Committee and one other Board Director (e.g. person who brings HR / Finance / Business experience to the Board).
- The CEO will be responsible for monitoring and assessing the performance of the Executive team.
- The CEO will make recommendations to the Remuneration Committee for endorsement.
 - Performance will be judged on achievements / outcomes delivered against expected objectives agreed for the year for the role.
 - Remuneration will be adjusted depending on the following factors:
 - Performance rating, i.e. excellent or very good or good
 - The level of significance and responsibility associated with the role, including any changes to these in the period
 - Additional skills / experience gained.
 - Typically, the remuneration adjustment will be paid as a one-off payment in June. However the CEO has the discretion to recommend it be an adjustment to base pay. The CEO will give consideration to the following factors in determining this:
 - Remuneration level for the role relative to the current value in the sector and the external environment
 - Remuneration level of the CEO, executive team members and management scales
 - Salary adjustments being applied within Focus Ireland to staff on service-related pay scheme
 - General practice being adopted by organisations in the sector and external environment
 - CPI.

- The Chairperson of the Board will be responsible for monitoring and assessing the performance of the CEO in accordance with Focus Ireland's performance management policy and procedures.
- Meetings will aim to reach consensus decision and if necessary a vote will be taken. The Chairperson will hold the deciding vote.
- The Chairperson will be responsible for the administration and management of the Committee, including scheduling meetings, agenda and minutes.
- The Committee will meet at least once a year and more often by exception if necessary.

5 **Research Advisory Committee** – Provides advice and guidance and oversees research on housing and social inclusion.

The committee meets twice each year and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives. In 2013, the committee included Dr Nessa Winston (Research Advisory Committee Chairperson), Sr Stanislaus Kennedy, Dr. Valerie Richardson, Dr. Mary Murphy, Dr. Ronni Greenwood, Dr. Cathal O'Connell, Dr. Ciaran McCullagh, Dr. Eoin O'Sullivan.

Function of the committee

- To advise Focus Ireland on programmes of research within the context of the Agency's strategic plan.
- To contribute to and advise Focus Ireland on the development of its research strategy.
- To consider research proposals.
- To monitor research progress and continue to advise the Director of the Research, Development and Communications (RD&C) Unit and / or the Research Officer on the processes for the duration of a particular research project.
- To review, critically analyse and advise on short-listed tender submissions relating to research and evaluation projects prior to awarding of contracts.
- To review, critically analyse and advise on all draft reports relating to research prior to finalisation.
- To contribute to discussions around issues of dissemination of research outputs, and lobbying and campaigning using research outputs.

- To advise on the ethical conduct of all research.
- To be responsible for maintaining Focus Ireland's research ethic guidelines.
- To advise on and contribute to a think tank every three to five years on the research programme of the organisation and any future research / policy issues to consider in the next five to ten years. To advise on external experts to invite to the think tank event.

6 **Services Committee** – Provides advice and guidance on models of services available and good practices associated with service delivery.

The committee should meet twice each year (2013: 2, 2012: 2) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives. In 2013, the committee included Mary O'Shea (Services Committee Chairperson), Sr Stanislaus Kennedy, Gloria Kirwan.

Function of the committee

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

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

The committee should meet six times each year (2013: 5, 2012: 6) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives. In 2013, the committee included Sean Carey (Property Committee Chairperson), Joyce Loughnan, Bill Nowlan, Patricia Crisp, Gerry Danaher.

Function of the committee

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

- 8 Funding Committee** – Offers advice and assistance on raising funds.

This is a new committee formed at the end of 2013 and is chaired by Ronan Harris.

Function of the committee

- To offer advice and assistance to Focus Ireland on brand development and raising funds within the context of Focus Ireland's strategic plan.
- To contribute to, and provide advice on, the development of Focus Ireland's sustainable growth and investment strategy, including development of partnerships, channels and strategies that will help raise awareness and double fundraised income by 2016.
- To consider proposals made and approaches adopted, to contribute to discussions on how to overcome challenges, and to engage in lobbying, campaigning and fundraising.
- To provide a forum where relevant issues can be discussed and solutions appropriate for specific regions can be devised.
- To introduce Focus Ireland Executive and Fundraising staff and regional managers to key individuals, philanthropists, corporate stakeholders, media and branding specialists, influencers and decision makers.
- To actively engage stakeholders in the statutory, business and community sectors to improve policy and services to eliminate homelessness in different regions.
- To provide specialist expertise and perspective to enable Focus Ireland to raise funds to carry out its work effectively.
- To contribute to and provide advice on the development of Focus Ireland's funding strategy every three to five years.
- To provide a strong voice for Focus Ireland within its own community / region, and specialist expertise and perspective to help Focus Ireland to carry out its work and fundraising effectively.

Internal controls

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

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

The key elements of internal control systems

- 1 The group has strict policies and procedures in place for the receipt, recording and control of donations received from private individuals and the corporate sector. These procedures are regularly reviewed and independently audited.
- 2 The group has an established Risk Management programme. Quarterly workshops are held to review the risk register and each risk is owned and monitored by an Executive who reports on their areas of risk fortnightly at the executive meeting. Risks are reviewed by the Board twice annually.
- 3 An independent internal audit is conducted periodically to evaluate the internal financial controls and assessment of business risk. The most recent audit report from 2012 was positive, stating that the internal controls of the organisation were well documented and sufficiently robust to safeguard the assets of the company.
An Audit Committee reports independently to the Board on all aspects of controls and risks.
- 4 Procedures and control systems are formally documented in a series of Service Level Agreements, within all departments of the group. These were implemented in 2003 and are reviewed regularly.
- 5 There is a formal organisational structure in place, with clearly defined lines of responsibility, division of duties and delegation of authority.
- 6 Detailed budgets are prepared annually and, in line with the strategic plan, these are reviewed by the finance sub-committee and further reviewed and approved by the Board. Actual results and service outcomes are compared regularly against these Budgets to ensure: alignment with plan, tight budgetary control and value for money.
- 7 As part of the Reserve policy, we will endeavour to maintain reserve levels to mitigate risks and to ensure sustainability of our services.

Focus Ireland Services

Homeless support: day services

The Coffee Shop

Focus Ireland's 'Day Service' operates from the Coffee Shop in Temple Bar, providing quality, affordable meals for homeless adults, families and children, in a safe and warm environment. Lunch is served from 12pm–3pm, Monday to Friday, and from 11.30am–3pm, Saturday and Sunday. Our Advice and Information Service also operates from this location five days a week.

Extended Day Services – John's Lane West

Focus Ireland also partners with Merchant's Quay Ireland in delivering the 'Extended Day Service' from John's Lane West, Monday to Friday from 5pm–8.15pm. This service provides free food for the most marginalised in a safe and warm environment and also operates an Advice and Information Service from this location from 5pm to 8pm, Monday to Friday.

Extension Day Service

Our Extension offers young people aged 16–25 years the opportunity to avail of basic facilities such as a shower, food and laundry. Our staff members spend time building relationships with these young people, providing them with support and assistance in accessing services and building a pathway out of homelessness and towards long-term accommodation. An advice and information service is also available to young people accessing the service.

Focus Ireland South Dublin Day Services

As well as providing an advice and information service to people who are homeless or in danger of becoming homeless, our South Dublin Day service also offers a drop-in service providing basic support to those who are homeless through the provision of food, laundry and storage facilities, access to clothes and access to showers.

Regional Contact Outreach Service

Focus Ireland partners with Dublin Simon Community in delivering a regional contact outreach service to homeless people in the greater Dublin area, in line with the Pathway

to Home Model. This jointly-run service utilises the skills and experience of both Dublin Simon and Focus Ireland and works to ensure that the needs of those sleeping rough are responded to. Staff members proactively engage with entrenched rough sleepers, building relationships and assessing their needs in working towards moving them into accommodation.

Open Access Case Management

Our Open Access Case Management team supports people experiencing homelessness to identify and address the issues leading to their homelessness and provide support in overcoming obstacles to settlement. We work with customers to plan appropriate routes out of homelessness by offering assessment, support and identifying the appropriate actions required to address their immediate circumstances and source appropriate accommodation for them.

The Caretakers Project Limited

The Caretakers Project Limited was incorporated on 3 April, 2003 (Company No. 369456 CHY 15489) as a company limited by guarantee, for the purposes of operating short-term emergency accommodation and social services to young people (16–21 years of age) from a property made available to the company by the Society of St. Vincent de Paul. All operational and financial activities are administered by Focus Ireland Limited and the company is controlled jointly by the group and the Society of St. Vincent de Paul to reflect their joint participation in the project. The company prepares separate statutory audited financial statements, which are filed at the Companies Registration Office as required by law.

This Caretakers Hostel targets hard-to-reach young people aged between 16 and 21 who are sleeping rough and actively using drugs. We offer young people a safe and welcoming place away from the street to sleep, to have a hot meal and to access basic facilities. Staff in the Caretakers work with young people to support them in overcoming serious addiction issues and in liaising with appropriate services who will support them on their journey out of homelessness.

Caretakers Case Management

The Caretakers Case Management and Liaison service provides one-to-one advice and support to young people aged 16–21 years. The service is targeted at young people who are hard-to-reach, who are not engaging in other services, who are homeless and engaging in high-risk behaviours or who are active in drug addiction. We work with these young people by assisting them to access services and by advocating on their behalf to ensure an effective response to the complex needs of these young people. We work with them in moving towards long-term accommodation and independent living.

Aylward Green Supported Temporary Accommodation for Families

Our Supported Temporary Accommodation is operated in line with the Dublin Regional Homeless Executive's Pathway model, working with families who are homeless and have complex needs. We provide a safe, supportive and secure environment where these families can explore and address the issues contributing to their homelessness. Intensive support is provided in response to a variety of needs, including drug and alcohol addiction; relationship difficulties; anger management; and mental and physical health issues. We work with these families for six months and in this time identify appropriate long term accommodation for them to move on.

We also offer a childcare facility to children of these families, providing a place of learning, development and fun for young children, as well as a one-to-one homework mentoring programme and afterschool activities. Our breakfast club ensures that children living in Aylward Green receive a nutritional breakfast before attending school.

Crisis Intervention Services Partnership (CISP)

The Crisis Intervention Services Partnership is delivered in partnership with the HSE, who manage the service, to ensure that there is a responsive and protective service available for young people out-of-home and in crisis.

The CISP team work in partnership with Local Health Officers in identifying the necessary steps required to return young people under 18 years to their family, to link them with local community services that can help them, or to find an appropriate care option for them. The service also provides hands-on support to young people using the out-of-hours service. (The out-of-hours service responds to emergency circumstances where a young person is seeking accommodation.) We respond to hospitals and Gardaí where there are concerns about the immediate welfare of a child.

Off-the-Streets

Focus Ireland's Off-the-Streets service is a short-term residential programme for high-needs young people aged between 16 and 18 years. Our service is part of the HSE Crisis Intervention Service. We support and develop programmes tailored to the individual needs of the young person. We offer assistance to access education and employment programmes as well as with practical living skills. We support young people to develop confidence and self-esteem and prepare for a time when they move on to a home of their own.

The Preparation for Training and Education Programme (PETE)

Focus Ireland's PETE programme aims to support people in preparing for education or training and delivers foundation education and training to people who are resident in emergency accommodation up to FETAC Level 3. We support participants in gaining the skills and confidence necessary to take the first steps in accessing mainstream training, education and employment. Participants are assessed and provided with the support required to further their skills in preparation for a time when they are living independently. The PETE programme is available in Dublin and Waterford.

Childcare

Our childcare centres in Waterford and Finglas provide a place of learning, development and fun for young children of families who are homeless or at-risk of homelessness. In Waterford, children of families living in the community can also access the service. We assess the needs of all children who attend the centres to ensure that both their developmental and social needs are met. We also work with the families of these children in developing their parenting skills. The service facilitates children of families who are experiencing homelessness in integrating into the community and plays a key role in supporting Focus Ireland's ethos of social inclusion.

Short-term Accommodation

Focus Ireland offers short-term accommodation programmes for families and single people in our housing projects in Dublin, Limerick, Cork, Kilkenny, Waterford City and County. Our programme is designed to help people who have been homeless to address issues that have contributed to their homelessness. We support households to develop and achieve independent living skills and social integration. Every household is supported by a case worker who works with them until they are ready to move on to a home of their own.

Housing and housing support services

Long-term Housing

Focus Ireland provides long-term supported housing in Dublin, Cork, Limerick, Sligo, Waterford and Kilkenny in our own properties or in partnership arrangements with Local Authorities and other voluntary sector housing providers.

Support is offered to households in long-term accommodation commensurate with their level of need. This support is provided on-site or as part of a visiting support service. Support is reviewed and monitored on a regular basis.

Tenancy Support and Settlement Service

The Support and Settlement service works with people who are moving from homelessness into long-term

accommodation by supporting them as they settle into a new home. Staff offer practical support with all aspects of keeping a home, including budgeting, accessing schools and childcare and ensuring the household is in receipt of all of their entitlements. We link households to budgeting, educational or training services and offer support where there are emotional, behavioural and health-related issues that can contribute to a person becoming homeless.

Our Support and Settlement service is available in Dublin, Cork, Waterford, Limerick, Kilkenny, Wexford, North East (Louth, Cavan and Monaghan) and Sligo. In Dublin, support and settlement is offered through the Support to Live Independently (SLI) programme, which we deliver in partnership with the Peter McVerry Trust. The SLI programme is operated across the four Dublin Local Authorities.

Prevention services

Advice and Information

Our Advice and Information services in Dublin, Waterford, Cork, Kilkenny, Sligo and Limerick offer advice and information on accessing short-term and permanent housing, addiction-related issues and accessing health services. We also provide a link to Community Welfare Officers and other services. We focus our expertise in preventing households becoming homeless.

After leaving prison, some men may lack the necessary ability to find their way through the current system and require a period of support. We work with them to identify their specific needs that, for one reason or another, may not be able to be met. Depending on our customers' needs, we can offer financial and debt management advice, identify appropriate accommodation needs, as well as looking at life skills, education, training and employment needs.

The Prison In-Reach Programme

Recognising that leaving prison can often be a pathway into homelessness, Focus Ireland, in partnership with the Probation Service, the Irish Prison Service and the HSE operates a Prison In-Reach Programme which works with prisoners to provide a seamless response between prison services, homeless services and housing services in order to prevent people becoming or returning to homelessness upon leaving prison. We also provide short-term housing which complements the work of the Prison In-reach programme.

In-Reach Housing Programme

Focus Ireland's Prison In-reach programme offers up to a six-month short-term accommodation service for men who are coming out of prison, who are homeless, or at risk of homelessness, and who have high-support needs.

Focus Ireland's Aftercare Service

Focus Ireland's Aftercare service is a partnership with the HSE, providing a Residential and Support and Settlement Aftercare service to young people in North and South Dublin. The service began in 2011 in Waterford. The residential service provides short-term accommodation to young people who have been in the care of the state, while the support and settlement service works with young people who are living independently in the community for the first time or are preparing to do so. We support these young people in accessing and settling into accommodation as well as offering them advice and assistance with life skills and their welfare entitlements, education and training. We encourage the young person's involvement in all decisions around their support plan and facilitate and promote their active participation in the preparation for and the process of leaving care.

The Step-Down Programme

Our Step-Down Residential programme offers people who have completed a drug rehabilitation programme support in learning to manage a home of their own. We work in partnership with organisations like Keltoi Residential Therapeutic Facility, the Health Board's Rehabilitation Integration Service (RIS), Coolmine and Ashlinn in the delivery of the service.

George's Hill Supported Temporary Accommodation for Young People aged 18 to 26

Our Supported Temporary Accommodation is operated in line with the Dublin Regional Homeless Executive's Pathway model, working with young people aged 18 to 26 who are homeless and have complex needs for a period of six months. During this period we link young people to budgeting, educational or training services and offer support where there are life skills, emotional, behavioural and health-related issues that can contribute to the person becoming homeless. Our aim is to prepare the young person for independent living in their own long-term accommodation which we support them in sourcing and moving to.

Preventative Tenancy Sustainment Service

The preventative part of our tenancy sustainment service offers a service to vulnerable households who are in danger of losing their home. We work with the household to move them from crisis to stability and support them in addressing the underlying issues placing their tenancy at risk, i.e. rent arrears, addiction issues, mental health issues, family breakdown and neighbourhood relations, and support them in sustaining their tenancy.

Our preventative tenancy sustainment team encourages links to social groups, encourages community integration, addresses any anti-social behaviour issues, supports households in accessing relevant external services and offers practical support with all aspects of keeping a home, including budgeting and accessing schools and childcare. This service is available in Cork, Waterford, Wexford, Limerick, Kilkenny and Sligo.

Our Prevention Tenancy Support and Sustainment and Case Management service in Dublin provides support to single and family households living in Dublin to develop the necessary skills and tools to overcome the risks and challenges to maintaining their homes. Child support workers also engage with parents, supporting and facilitating them in improving their parenting skills and taking an active part in their children's emotional, physical and educational development and, in the process, reducing the risk of the family returning to homelessness in the long-term.

The Genio Mental Health Project

As part of Focus Ireland's strategy towards developing more prevention-centred services, we began delivering individualised person-centred support to people with mental health issues who are living with their families or in a HSE-funded hostel but who want to live independently and require support to do so in 2013. The Genio mental health projects, in Kildare and Limerick, works closely with multi-disciplinary mental health teams, providing a flexible, person-centred, home-visiting service to support these individuals settle into their new home and sustain it successfully into the future.

National Family Case Management Service

The National Family Case Management Service engages with families in Dublin, who have been entrenched in long-term homelessness. The overarching objective of the service is to move them into long-term accommodation. The settlement of these families facilitates the decanting and subsequent closure of Private Emergency Accommodations across the Dublin area. Child Support workers also conduct detailed childcare assessments of children living in these families and liaise with relevant statutory and non-statutory support and clinical services. The family support workers will provide monitoring and practical support under the child support workers guidance.

Research, Policy, Communication and Education

The Focus Ireland Advocacy Team works for the achievement of the organisation's vision through the coordinated use of research, policy analysis and public awareness. Areas of work include:

- ▶ Preventing homelessness through education, training and public awareness programmes that directly and indirectly target people at risk of homelessness.
- ▶ Carrying out research, providing information and policy input that will assist Focus Ireland to deliver quality front-line services.
- ▶ Promoting more effective policies for the provision of affordable housing, with tenancy supports as necessary, for people moving out of homelessness, or at risk of becoming homeless.
- ▶ Deepening the public understanding of homelessness, and the work of Focus Ireland, through social media, press statements and information events.
- ▶ Investigating emerging trends which may impact on future homelessness.

Staff and volunteers

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

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

Focus Ireland also benefits from voluntary work under corporate social responsibility; whilst we do not recognise the monetary value of this volunteer work (under SORP 2005 guidelines), we greatly appreciate the breadth of experience this brings to the organisation.

Health and safety

As in other years, health and safety has remained a core function and value of the work of Focus Ireland. During 2013, we continued to ensure that our workplaces, practices and procedures were in compliance with the requirements of the Safety, Health and Welfare at Work Act, 2005. Our Health and Safety Officer provided support and advice to line management and their teams in relation to best practice and legislative compliance. Our Health and Safety Committee completed safety inspections of all sites as a monitoring mechanism during the year, in line with the Health and Safety policy.

Environment

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

During 2013, the group continued to look at new ways of reducing its impact on the environment. Volume of office waste that was recycled increased in 2013 compared to previous years. In addition to office waste recovery according to Repak regulations, the group is now recycling its domestic waste through DCC.

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable Irish law and Generally Accepted Accounting Practice in Ireland, including the accounting standards issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland.

Irish company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- ▶ select suitable accounting policies and then apply them consistently;
- ▶ make judgements and estimates that are reasonable and prudent; and
- ▶ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for preparing books of accounts which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements are prepared in accordance with accounting standards generally accepted in Ireland and compliant with the Irish Companies Acts, 1963 to 2013. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps in the prevention and detection of fraud and other irregularities.

Books of account

The measures taken by the directors to secure compliance with the company's obligation to keep proper books of account are the use of appropriate systems and procedures, and employment of competent persons. The books of account are kept at 9/12 High Street, Dublin 8.

Auditors

The auditors, Deloitte & Touche, continue in office in accordance with the provisions of Section 160 of the Companies Act, 1963.

On behalf of the Board



Declan O'Flaherty, Director · 22 April 2014



Helen Kilroy, Director · 23 April 2014

Independent Auditor's Report to the Members of Focus Ireland Limited

We have audited the financial statements of Focus Ireland Limited for the year ended 31 December 2013 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Total Recognised Gains and Losses, Consolidated Balance Sheet, Consolidated Cashflow Statement, the Statement of Accounting Policies and the related notes 1 to 24.

The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Reports and Financial Statements to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

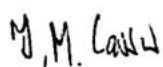
- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the affairs of the company as at 31 December 2013 and of the net incoming resources of the group for the year then ended; and
- have been properly prepared in accordance with the Companies Acts, 1963 to 2013.

Matters on which we are required to report by the Companies Acts, 1963 to 2013

- › We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- › In our opinion proper books of account have been kept by the company.
- › The financial statements are in agreement with the books of account.
- › In our opinion the information given in the directors' report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Acts, 1963 to 2013, which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.



Tom Cassin

For and on behalf of **Deloitte & Touche**

Chartered Accountants and Statutory Audit Firm, Dublin

23 April 2014

Consolidated Statement of Financial Activities

(including Consolidated Statement of Total Recognised Gains and Losses)

For the year ended 31 December 2013

		2013 Restricted funds €	2013 Unrestricted funds €	2013 Designated funds €	2013 Total €	2012 Total €
Notes						
Incoming resources						
Voluntary income						
Donations and fundraising income	2	183,502	5,257,218	–	5,440,720	5,479,255
Incoming resources from charitable activities						
Revenue-based grants	3	11,351,256	–	–	11,351,256	11,010,361
Rents and charges to residents		–	1,316,846	–	1,316,846	1,290,800
Other income	4	–	140,061	–	140,061	142,726
Activities for generating funds						
Investment income	5	–	62,254	–	62,254	174,609
Total incoming resources		11,534,758	6,776,379	–	18,311,137	18,097,751
Resources expended						
Charitable activities						
Homeless services		5,070,986	2,500,771	533,198	8,104,955	7,893,996
Housing support		2,440,689	1,236,628	176,644	3,853,961	4,164,235
Prevention services		3,076,678	1,241,931	267,751	4,586,360	3,504,007
Advocacy		–	957,796	–	957,796	838,526
Costs of generating funds						
Fundraising and events costs	2	–	1,344,665	133,174	1,477,839	1,664,849
Governance costs						
Governance costs		–	120,351	–	120,351	104,568
Total resources expended		10,588,353	7,402,142	1,110,767	19,101,262	18,170,181
Net outgoing resources before pension gain						
		946,405	(625,763)	(1,110,767)	(790,125)	(72,430)
Pension gain	22	–	2,000,601	–	2,000,601	–
Net incoming/(outgoing) resources						
	18	946,405	1,374,838	(1,110,767)	1,210,476	(72,430)

Consolidated Statement of Financial Activities (continued)

(including Consolidated Statement of Total Recognised Gains and Losses)

For the year ended 31 December 2013

		2013	2013	2013	2013	2012
		Restricted	Unrestricted	Designated	Total	Total
Notes		funds	funds	funds	Total	Total
		€	€	€	€	€
Net incoming/(outgoing) resources		946,405	1,374,838	(1,110,767)	1,210,476	(72,430)
Actuarial gain/(loss) in respect of pension scheme	22	–	814,200	–	814,200	(3,831,700)
Transfer between funds	18	–	1,297,406	(1,297,406)	–	–
Net movement in funds	18	946,405	3,486,444	(2,408,173)	2,024,676	(3,904,130)

There is no difference between the net incoming resources for the period and the surplus retained for the period and their historical cost equivalents.

Incoming resources arose solely from continuing operations.

On behalf of the Board



Declan O'Flaherty, Director · 22 April 2014



Helen Kilroy, Director · 23 April 2014

Consolidated Balance Sheet

As at 31 December 2013

	Notes	2013 €	2012 €
Fixed assets			
Properties	10	57,563,728	56,572,439
Less Capital Assistance Scheme loans	10	(50,804,098)	(50,201,649)
		6,759,630	6,370,790
Other tangible assets	11	421,526	480,203
		7,181,156	6,850,993
Current assets			
Cash at bank and in hand		5,052,824	8,192,660
Debtors	12	504,129	221,170
Grants receivable		1,040,396	597,191
		6,597,349	9,011,021
Creditors (amounts falling due within one year)			
Creditors, accruals and deferred income	13	(2,308,699)	(2,197,062)
Grants received in advance		(87,861)	(122,811)
		(2,396,560)	(2,319,873)
Net current assets		4,200,789	6,691,148
Total assets less current liabilities		11,381,945	13,542,141
Net assets excluding pension liability		11,381,945	13,542,141
Pension liability	22	–	(4,304,800)
Net assets including pension liability		11,381,945	9,237,341
Capital and reserves			
Capital grants and donations	14	3,272,573	3,152,645
Unrestricted capital reserve	15	2,590,266	2,590,266
Accumulated funds – restricted	18	1,534,780	588,375
Accumulated funds – unrestricted	18	3,984,326	497,882
Designated funds	18	–	2,408,173
	23	11,381,945	9,237,341

On behalf of the Board




Declan O'Flaherty, Director · 22 April 2014

Helen Kilroy, Director · 23 April 2014

Company Balance Sheet

As at 31 December 2013

	Notes	2013 €	2012 €
Fixed assets			
Properties	10	–	2,626,180
Less Capital Assistance Scheme loans	10	–	(2,403,121)
		–	223,059
Other tangible assets	11	421,526	479,731
		421,526	702,790
Current assets			
Cash at bank and in hand		4,961,868	8,060,901
Debtors	12	327,569	189,290
Grants receivable		960,506	176,030
		6,249,943	8,426,221
Creditors (amounts falling due within one year)			
Creditors, accruals and deferred income	13	(3,178,438)	(2,477,482)
Grants received in advance		(58,614)	(77,608)
		(3,237,052)	(2,555,090)
Net current assets		3,012,891	5,871,131
Net assets excluding pension liability		3,434,417	6,573,921
Creditors (amounts falling due after more than one year)			
Pension liability	22	–	(4,304,800)
Net assets including pension liability		3,434,417	2,269,121
Reserves			
Capital grants and donations	14	483,848	813,712
Accumulated funds – restricted	19	1,312,098	368,360
Accumulated funds/(deficit) – unrestricted	19	1,638,471	(940,009)
Designated funds	19	–	2,027,058
		3,434,417	2,269,121

On behalf of the Board




Declan O'Flaherty, Director · 22 April 2014

Helen Kilroy, Director · 23 April 2014

Consolidated Cash Flow Statement

For the year ended 31 December 2013

	Notes	2013 €	2012 €
Net cash (outflow) from charitable activities	16	(1,357,460)	(105,155)
Return on investments and servicing of finance			
Pension settlement payment		(1,490,000)	–
Capital expenditure and financial investment			
Payments to acquire tangible fixed assets		(1,034,825)	(501,134)
Financing			
CAS loans received		602,449	136,443
Capital grant received		140,000	1,985
		742,449	138,428
Decrease in cash		(3,139,836)	(467,861)
Reconciliation of net cashflow to movement in net funds			
Decrease in cash in the year		(3,139,836)	(467,861)
Net funds at 1 January 2013		8,192,660	8,660,521
Net funds at 31 December 2013	17	5,052,824	8,192,660

Statement of Accounting Policies

The significant accounting policies and estimation techniques adopted by the company are as follows.

Accounting convention

The financial statements are presented in Euro (€) under the historical cost convention.

Basis of consolidation

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

The Caretakers Project Limited is treated as a subsidiary and the full financial results of the company are incorporated in the group accounts as the group has control of the management and administration of all the financial activities of the entity.

Basis of preparation

The financial statements are prepared under Irish GAAP and the group has implemented many of the recommendations of the Charities SORP 2005. The financial statements do, however, depart from the Charities SORP 2005 in regard to the accounting for Capital Assistance Scheme Loans and Capital Grants and Donations, as detailed under the relevant heading below.

Recognition of income including Revenue Grants

Revenue Grants received from State bodies are recorded as income on a receivable basis. In the main, Grants are received for a specific time period and purpose and are subject to Service Level Agreements. In such cases Grants

are released to the SOFA in accordance with the period to which they relate. Other Grants can be received in advance and are recorded in or deferred to the period in which the related expenditure is charged.

Grants and assistance due but not yet received are included as 'Grants receivable' in the balance sheet. Grants and assistance received which relate to the funding of expenditure not yet incurred are deferred and included under 'Grants received in advance' in the balance sheet.

Rental income is recorded on a receivable basis. Fundraising income represents the gross money raised, including all gross income from events held. In accordance with best practice, Fundraising Income is shown gross without deduction of any overhead costs involved in raising such funds. Fundraising and Events costs, shown separately in the financial statements, include staff, direct and indirect overheads and events costs.

Legacy income is recognised in either the period in which it is received or where the group is reasonably certain that the legacy will be received and the value of the legacy can be measured with sufficient accuracy. In this case, legacy income must have been received post year end, and the personal representatives must have agreed to the amount thereof prior to the year end.

Gifts in kind for use by the group are included as incoming resources when received. Gifts are valued at open market value or at a reasonable estimate of the gross value to the group.

Cost policy

The resources expended on charitable activities have been classified to comply with SORP 2005. Such costs include the direct costs of the charitable activities together with those

Support costs (Finance and Administration cost) incurred that enable these activities to be undertaken. These Support costs have been allocated across the activities based on headcount and floor space occupied.

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

Leases

All operating lease rentals are charged to the SOFA on a straight-line basis.

Retirement benefits

We comply fully with FRS 17 basis of calculation of pension liability in the accounts.

On this basis, defined benefit pension scheme assets are measured at fair value. Defined benefit pension scheme liabilities are measured on an actuarial basis using the projected unit credit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The excess of scheme liabilities over scheme assets is presented on the balance sheet as a liability.

The defined benefit pension charge to operating profit comprises the current service cost and past service costs. The excess of the expected return on scheme assets over the interest cost on the scheme liabilities is presented in the SOFA as other finance income. Actuarial gains and losses arising from changes in actuarial assumptions and from experience surpluses and deficits are recognised in the statement of total recognised gains and losses for the year in which they occur.

Fixed assets

Fixed Assets are accounted for as follows:

- 1 Housing Properties. All initial expenditure, to ensure the property is fit for purpose, is capitalised at cost. Depreciation is not provided on housing properties on the grounds that the estimated useful lives of these properties exceeds 50 years.

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

- 2 Other Tangible Assets are stated at cost less accumulated depreciation. Low value items are charged to the SOFA, in full, in the period the cost is incurred.

Depreciation is provided on a straight-line basis to write off the cost of the assets over their estimated useful lives at the following annual rates:

Freehold land	0%
Leasehold improvements	5%
Office furniture and equipment	25%
Housing furniture and equipment	10%
Motor vehicles	20%

Capital Assistance Scheme loans (CAS)

The company adopts the Statement of Recommended Practice (SORP) for Registered Social Landlords – updated in 2010 instead of the Charities SORP by recognising the loans, as a deduction from the properties in the Balance Sheet rather than as incoming resources in the Statements of Financial Activity (SOFA). The Directors of Focus Ireland believe it to be the most appropriate method of accounting for the Loans.

If Focus Ireland were to adopt the Charities SORP to account for the loans, the financial impact on the accounts would result in the cumulative restricted reserves and net assets of the Charity increasing by the loans recognised in the year.

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

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

Capital Grants and Donations

Capital Grants and Donations, received in relation to Housing properties, are taken directly to Capital Reserves and Donations and are not recognised as income in the SOFA. The group recognises capital grants and donations in accordance with the SSAP 4 – Accounting for Government Grants, which the Directors of Focus Ireland believe to be the most appropriate method of accounting for Capital Grants and Donations.

The Charities SORP recognises such grants as restricted income in the SOFA. If the charities SORP was adopted instead of SSAP 4, the financial impact on the accounts would result in the cumulative restricted income increasing by the amount of Capital Grants and Donations received in the year and resulting in increased cumulative restricted reserves with a commensurate reduction in capital grants and donations.

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

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

Unrestricted Capital Reserve

Capital Assistance Scheme (CAS) loans received for the acquisition of property are released to the Unrestricted Capital Reserve when the term of the CAS mortgage is completed.

On completion of the loan period, the loans and interest, if applicable, are relieved in full and are released to Unrestricted Capital Reserves.

Reserves policy

Focus Ireland needs reserves to:

- Ensure that the charity can continue to provide a stable and quality service to those who need them.
- Meet contractual liabilities should the organisation have to close. This includes redundancy pay, amounts due to creditors and commitments under leases.
- Meet unexpected costs like break down of essential office machinery, staff cover re. illness, maternity leave, parental leave, and legal costs defending the charity's interest.
- Provide working capital when funding is paid in arrears and place the charity in a position where it could bid for funding which can be paid in arrears.
- Meet the costs of winding up the organisation in the event that this was necessary.
- Be able to cover three months of current expenditure for Focus Ireland.

Restricted Funds

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

Unrestricted and Designated funds

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

Notes to the Financial Statements

1 Ownership and operations

The company and each of its subsidiaries are limited by guarantee and do not have a share capital.

The company, and each of its subsidiaries, is precluded by its Memorandum of Association from paying a dividend either as part of normal operations or on distribution of the company's assets in the event of it being wound up. All income must be applied solely towards the promotion of the charitable objectives of the company.

2 Fundraising income and costs

Focus Ireland generally adheres to a principle that the costs of generating fundraising income should not exceed 20% of the amount raised. For the duration of the strategic initiatives and while investment is being made to grow our fundraising, the organisation will deviate from the above principle as appropriate in 2013. These costs were 27% in 2013 (2012: 30%) of funds raised.

3 Revenue-based grants

	2013	2012
	€	€
Revenue-based grants		
DRHE – Local Authority	4,373,992	3,850,543
– HSE	1,243,621	1,316,823
HSE – Childcare	2,522,787	2,626,856
– Other area	642,471	103,776
– Mid Leinster	513,867	664,537
– South East	110,000	595,705
City of Dublin Youth Service Board (CDYSB)	389,815	556,880
Waterford City Council	370,067	360,365
FÁS	337,716	312,214
Limerick City Council	122,557	129,542
Louth County Council	142,693	–
Mid Western Health Board	91,000	92,072
Sligo County Council	69,500	58,000
Pobal	67,644	96,673
Dublin City Council	65,534	104,420
Dept of Gaeltacht	65,009	68,430
Genio	60,912	36,978
Dept of Environment	45,000	–
Kilkenny County Council	35,020	–
Office of Minister for Children	33,599	77,600
Cork County Council	18,506	21,977
City of Dublin Vocational Educational Committee (CDVEC)	14,896	15,200
Limerick County Council	10,050	6,750
DLR County Council	5,000	5,000
Miscellaneous	–	(89,980)
	<u>11,351,256</u>	<u>11,010,361</u>

4 Other income

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

5 Investment income

	2013 €	2012 €
Deposit interest earned	62,254	174,609

6 Salaries and wages

	2013 €	2012 €
Included in resources expended are wages, salaries and pension costs comprising:		
Wages and salaries – direct services	11,324,396	10,728,901
Wages and salaries – administration	330,751	236,242
Wages and salaries – fundraising	657,458	719,910
Social welfare costs	1,248,102	1,176,555
Restructuring costs	171,569	–
Pension costs	239,994	214,002
	13,972,270	13,075,610

The average number of persons employed by the group during the year was 330 (2012: 314). In addition to this we have relief staff which equates to 26 full-time equivalents (2012: 34).

The group operated a contributory pension scheme which provided defined benefits for its employees. This scheme was closed at 31 March 2010 and all entitlements (through Defined Benefit scheme) are ring-fenced and protected. The assets of the Scheme were held separately from those of the company under a Trust.

On 8 January 2013, Focus Ireland Limited notified the Trustees of the Defined Benefit Scheme of its decision to terminate employer contributions to the Scheme with effect from 8 April 2013. Consultations are now concluded and the scheme was wound up, resulting in a pension payment of €1.8m and a write down of the pension liability resulting in a pension gain of €2.0m.

A Defined Contribution scheme has operated from 1 April 2010. Company contributions are 7% of pensionable salary and employee contributions are 5% of pensionable salary.

Amounts outstanding at year end were €34,045 (2012: €32,411) and were paid within 30 days of the year end.

No salaries are payable to the directors or Trustees of the company. An employees' representative to the Board is remunerated for employment only. The total remuneration package provided to the company's Chief Executive, Joyce Loughnan, made by the employer is broken down as follows:

	2013 €	2012 €
Salary	125,000	125,000
Medical insurance	4,559	3,679
Employer pension contribution	7,493	7,493
	137,052	136,172

6 Salaries and wages – continued

	2013 No. of employees	2012 No. of employees
Salary range		
€120,001 – €130,000	1	1
€110,001 – €110,000	0	0
€100,001 – €110,000	1	0
€90,001 – €100,000	0	1
€80,001 – €90,000	4	4
€70,000 – €80,000	0	0

Executive remuneration is regularly benchmarked independently to establish an appropriate range of pay for the level of responsibility. All executive remuneration payments are reviewed and approved by the remuneration committee of the Board. Some of the executive management team have a variable or performance-related element in their remuneration. No payments were made under this element in 2013. In 2012, this amounted to 3.7% (€18,879) of total executive team remuneration.

7 Net resources

	2013 €	2012 €
The net incoming resources for the year are stated after charging/(crediting):		
Directors' remuneration	–	–
Fees paid to auditors (exclusive of VAT)		
Audit fees	20,500	20,500
Other assurance services	1,000	1,000
Non-audit services	–	–
Taxation	–	–
Other items		
Depreciation	102,214	80,822
Amortisation	(20,072)	(20,072)
Deposit interest	(62,254)	(174,609)
Pension settlement	(2,000,601)	–

8 Taxation

The holding company and its subsidiaries have been granted charitable tax exemption by the Revenue Commissioners.

9 Financial assets

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

The effects of this joint venture (which is treated as a subsidiary) on the group are summarised as follows:

	2013 €'000	2012 €'000
Statement of financial activities		
Grants received (HSE)	808	842
	<u>808</u>	<u>842</u>
Less:		
Support and advocacy services	(807)	(841)
Surplus	<u>1</u>	<u>1</u>
Balance sheet		
Cash at bank and in hand	15	73
Debtors	65	–
Creditors, accruals and deferred income	(66)	(60)
Net assets	<u>14</u>	<u>13</u>
Capital and Reserves		
Reserves brought forward	13	12
Surplus for the year	<u>1</u>	<u>1</u>
Accumulated reserves	<u>14</u>	<u>13</u>

10 Housing properties and capital assistance scheme loans

Group	Properties		Capital Assistance Scheme loans	
	2013 €	2012 €	2013 €	2012 €
Housing properties				
Stanhope Green	3,263,085	3,187,787	–	–
George's Hill	3,908,935	3,908,935	3,421,023	3,421,023
Buckingham Street	93,097	93,097	93,987	93,987
Ballybough	170,760	170,760	172,488	172,488
Finglas	4,895,398	4,895,398	4,895,398	4,895,398
Basin Lane	1,132,230	1,132,230	1,077,956	1,077,956
Parnell Street, Limerick	877,859	877,856	740,257	740,257
Grange Cohen, Waterford	5,734,460	5,732,377	5,453,940	5,453,940
Corbrac House, Limerick	1,127,803	1,127,803	1,129,429	1,129,429
Waterford units	12,725,124	12,725,124	12,322,033	12,322,033
Belmont, Waterford	8,054,329	8,054,329	8,047,876	8,047,876
Dublin units	3,220,849	3,220,849	2,679,960	2,679,960
Limerick units	4,604,075	4,279,855	3,750,155	3,616,743
Cork units	2,764,592	2,695,522	2,643,938	2,643,938
George's Hill Block 4	335,198	335,198	–	–
Kilkenny units	1,070,549	607,791	1,082,437	613,400
Sligo units	959,207	901,348	890,100	890,100
Aftercare, North Circular Road, Dublin 7	2,626,180	2,626,180	2,403,121	2,403,121
Sub total group properties	57,563,728	56,572,439	50,804,098	50,201,649
Company				
Aftercare, North Circular Road, Dublin 7	–	2,626,180	–	2,403,121
Company	–	2,626,180	–	2,403,121

Ownership, finding agreement and conditions

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

During the year, the property for Aftercare unit in North Circular Road, Dublin 7, was transferred to Focus Housing Association Limited. The asset remains part of the group properties and the title deeds for this property are held by Dublin City Council.

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

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

11 Other tangible assets

Group	Freehold buildings €	Leasehold improvements €	Office furniture and equipment €	Housing furniture and equipment €	Motor vehicle €	Total €
Cost						
At beginning of year	31,763	765,717	486,491	610,291	84,280	1,978,542
Additions	–	–	40,837	–	2,700	43,537
At end of year	31,763	765,717	527,328	610,291	86,980	2,022,079
Depreciation						
At beginning of year	–	552,388	265,952	609,819	70,180	1,498,339
Charge for year	–	24,879	73,263	472	3,600	102,214
At end of year	–	577,267	339,215	610,291	73,780	1,600,553
Net book value						
At 31/12/13	31,763	188,450	188,113	–	13,200	421,526
At 31/12/12	31,763	213,329	220,539	472	14,100	480,203

Company

All of the other fixed assets above, with the exception of housing furniture and equipment, are held within the holding company, Focus Ireland Limited. The housing furniture and equipment is held in the subsidiary company, Focus Housing Association Limited. The NBV of other assets in the holding company at 31 December 2013 and 2012 was €421,526 and €479,731, respectively.

12 Debtors

	Group		Holding company	
	2013 €	2012 €	2013 €	2012 €
Amounts falling due within one year:				
Other debtors	295,002	49,273	113,955	5,766
Prepayments and accrued income	209,127	171,897	166,945	140,150
Amount due from subsidiaries	–	–	46,669	43,374
	504,129	221,170	327,569	189,290

13 Creditors, accruals and deferred income

	Group		Holding company	
	2013	2012	2013	2012
	€	€	€	€
Amounts falling due within one year:				
Trade creditors	247,326	377,480	216,695	283,385
Accruals and other creditors	1,354,287	1,125,391	1,239,991	772,277
Deferred income	389,318	400,514	216,712	227,909
Amounts owed to subsidiaries	–	–	1,198,047	900,235
PAYE/PRSI	317,768	293,677	306,993	293,676
	<u>2,308,699</u>	<u>2,197,062</u>	<u>3,178,438</u>	<u>2,477,482</u>

14 Capital grants and donations

	Group		Holding company	
	2013	2012	2013	2012
	€	€	€	€
Received and receivable				
Balance at beginning of year	3,477,906	3,475,921	930,333	930,333
Amounts received during the year	140,000	1,985	–	–
Transferred to subsidiary	–	–	(322,930)	–
Balance at end of year	<u>3,617,906</u>	<u>3,477,906</u>	<u>607,403</u>	<u>930,333</u>
Amortisation				
Balance at beginning of year	325,261	305,189	116,621	106,001
Released during year	20,072	20,072	6,934	10,620
Balance at end of year	<u>(345,333)</u>	<u>(325,261)</u>	<u>(123,555)</u>	<u>(116,621)</u>
Net book amount	<u>3,272,573</u>	<u>3,152,645</u>	<u>483,848</u>	<u>813,712</u>

15 Unrestricted Capital Reserves

	Group		Holding company	
	2013	2012	2013	2012
	€	€	€	€
Balance at beginning and end of year	2,590,266	2,590,266	–	–

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

16 Reconciliation of net incoming/(outgoing) resources to net cash outflow from charitable activities

	2013	2012
	€	€
Net incoming/(outgoing) resources	1,210,476	(72,430)
Depreciation, net of amortisation	82,142	60,750
(Decrease)/increase in provisions	(2,000,600)	23,100
(Increase)/decrease in debtors	(726,164)	212,047
Increase/(decrease) in creditors	76,686	(328,622)
Net cash outflow from charitable activities	<u>(1,357,460)</u>	<u>(105,155)</u>

17 Analysis of net funds

	At 1 Jan 2013	Cashflow	At 31 Dec 2013
	€	€	€
Cash at bank and in hand	8,192,660	(3,139,836)	5,052,824
Net funds	<u>8,192,660</u>	<u>(3,139,836)</u>	<u>5,052,824</u>

18 Reserves – Group

	Accumulated funds restricted €	Accumulated funds unrestricted €	Designated funds €	Total €
At 1 January 2013	588,375	497,882	2,408,173	3,494,430
Net movement in funds	946,405	3,486,444	(2,408,173)	2,024,676
At 31 December 2013	1,534,780	3,984,326	–	5,519,106

Designated funds and strategy review

Focus Ireland holds a bank position of approx. €5.0m as at 31 December 2013. The cash position of the company has depleted over the last 12 months as funds are earmarked by the organisation for the following reasons:

Strategic initiatives

During 2010, the organisation completed its strategic review 2011–2016. In order to implement this strategy, a total of €3,868,750 was designated from the group's reserves.

This is ear-marked and expended as follows:

	Total designated	Expended to 31/12/2013	Designated fund at 31/12/2013
Preventative Services	€666,500	€494,331	€172,169
Homeless Services	€1,202,250	€1,070,113	€132,137
Housing and Property	€450,000	€228,187	€221,813
Growth of Fundraising	€1,100,000	€621,295	€478,705
Other Initiatives	€450,000	€157,418	€292,582
	€3,868,750	€2,571,344	€1,297,406
Transfer to unrestricted funds			(€1,297,406)
Closing balance at 31/12/2013			–

The above investment in our fundraising activities is a proactive measure to ensure that we have sufficient funding to address homeless issues and ensure a strong sustainable organisation. Focus Ireland generally adheres to a principle that the costs of generating fundraising income should not exceed 20% of the amount raised. For the duration of the strategic initiatives and while investment is being made to grow our fundraising, the organisation will deviate from the above principle as appropriate. In 2013, strategic spend in fundraising resulted in a ratio of 27% (2012: 30%).

Transfer between funds

The Board approved the 2014 budget which did not allow for any remaining expenditure from the designated reserves to ensure that the organisation has adequate cashflow to cover the Housing Development project and the operating costs of the organisation. The remaining balance of the designated funds of €1,297,406 was transferred back to unrestricted reserves at 31 December 2013. A mid-term strategic review is scheduled for 2014. Focus Ireland has adequate resources available to fund all necessary repairs and maintenance works; therefore a sinking fund is not required.

Housing development

During 2012, the Board approved and work commenced on the major re-development of one of the organisation's properties in Stanhope Green. Expected costs of this project are €3.4m, which will be incurred over a two-year period. Costs incurred during 2013 amounted to €98,719. Significant expenditure is expected to be incurred during 2014 of approximately €2.4m.

19 Reserves – Holding company

	Accumulated funds restricted €	Accumulated funds unrestricted €	Designated funds €	Total €
At 1 January 2013	368,360	(940,009)	2,027,058	1,455,409
Net incoming/(outgoing) resources	943,738	749,270	(1,012,048)	680,960
Transfer Designated funds back to Unrestricted funds	–	1,015,010	(1,015,010)	–
Actual gain/(loss) in respect of pension scheme	–	814,200	–	814,200
Total recognised gains and losses relating to the year	943,738	2,578,480	(2,027,058)	1,495,160
At 31 December 2013	1,312,098	1,638,471	–	2,950,569

20 Comparative figures

Comparative amounts have been regrouped, where necessary, on the same basis as those for the current year.

21 Capital and leasing commitments and contingent assets and liabilities

a) Capital commitments

The Board has approved a strategy of a housing expansion to be carried on from 2005–2016 to meet the growing needs of homeless people. Company capital commitments approved by the Board at 31 December 2013 in respect of a proposed development of houses amounted to €3.4m (2012: €3.2m).

b) Leasing commitments

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

	2013 €	2012 €
Less than 1 year	67,650	–
Between 2 and 5 years	65,222	118,850
Over 5 years	317,655	166,335
	450,527	285,185

c) Contingent liabilities

There were no contingent liabilities at 31 December 2013 (2012: Nil).

d) Contingent asset

During 2009, Focus Ireland was granted deed of transfer of a site in Harold's Cross for a nominal fee of €100. There are a number of restrictions placed on the development and use of this site. If these restrictions are not adhered to, or if Focus Ireland does not develop this site within a six-year timeframe, the site is to be sold back to the donor at the nominal price. As such, the asset has been recognised in the financial statements at its nominal purchase price of €100. Due to the restrictive clauses in the Agreement, a reliable monetary measurement of the site is not available. There has been no major development in 2013 in relation to this asset.

22 Pension

Focus Ireland Limited operated a contributory pension scheme which provided defined benefits for its employees. This scheme was closed at 31 March 2010 to new entrants. FRS 17 – Retirement Benefits, which applies to defined benefit schemes, is mandatory for the company for the year ending 31 December 2013.

The scheme provided for pension and life assurance based on annual salaries. The assets of the scheme are held separately from those of the group vested in independent Trustees. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees, working lives with the company and are calculated by a qualified actuary on the basis of a periodic valuation.

On 8 January 2013, Focus Ireland Limited notified the Trustees of the Defined Benefit Scheme of its decision to terminate employer contributions to the scheme with effect from 8 April 2013. The company and the Trustees have now concluded all consultations. Focus Ireland paid a lump sum of €1.49m into the plan to help fund the settlement. The scheme closed on 8 April 2013 and the plan has no assets or liabilities as at 31 December 2013. The Deed of indemnity and wind up was signed dated 15 January 2014.

FRS 17 Retirement Benefits disclosures

Towers Watson Ireland Limited, Actuaries and Consultants, has prepared the valuation of the scheme used for the purpose of FRS 17 disclosures. The financial assumptions used to calculate the retirement benefit liabilities under FRS 17 were as follows:

	31 Dec 2013 % pa	31 Dec 2012 % pa
Assumptions		
Inflation rate	2.0	2.0
Discount rate	3.9	3.7
Expected average return on assets	N/A	5.4
Expected rate of salary increases	N/A	N/A
Rate of pension increases in payment	2.0	2.0
Rate of pension increases in deferment	2.0	2.0

22 Pension – continued

Basis of expected rate of return on scheme assets

As at 31 December 2013 the plan had no assets or liabilities.

FRS 17 Retirement Benefits disclosures scheme assets and expected rate of return	At 31 Dec 2013		At 31 Dec 2012	
	Market value €'000	Expected long-term rate of return % pa	Market value €'000	Expected long-term rate of return % pa
Equities	–	N/A	3,917	7.20
Properties	–	N/A	130	6.10
Fixed interest gilts	–	N/A	1,210	2.05
Other	–	N/A	–	2.00
	<u>–</u>		<u>5,257</u>	

	2013 %	2012 %
(as a percentage of total scheme assets)		
Equities	N/A	74.51%
Bonds	N/A	23.03%
Property	N/A	2.46%
Other	N/A	0%

	2013 €'000	2012 €'000
The following amounts have been recognised in respect of the defined pension scheme		

Analysis of amounts charged to operating profits

Current service cost	–	–
Total charged to operating profits in respect of members	<u>–</u>	<u>–</u>

Analysis of amount debited to other finance costs

Interest on pension scheme liabilities	95	317
Expected return on assets in the pension scheme	<u>(77)</u>	<u>(290)</u>
Net debit to other finance cost	<u>18</u>	<u>27</u>

Analysis of amount recognised in statement of total recognised gains and losses

Analysis of amounts recognised in statement of realised gains and losses

(Gain) on assets	(50)	(366)
Experience (gain)/loss on liabilities	(31)	101
(Gain)/loss on change of assumptions (financial and demographic)	<u>(733)</u>	<u>4,097</u>
Actuarial (gain)/loss to be recognised in statement of realised gains and losses	<u>(814)</u>	<u>3,832</u>

22 Pension – continued

	2013 €'000	2012 €'000
Reconciliation to the Balance Sheet		
Market value of scheme assets	–	5,257
Actuarial value of scheme liabilities	–	(9,562)
Deficit in the scheme	–	(4,305)

Analysis of the movement in deficit in the scheme during the period

Deficit in the scheme at beginning of period	(4,305)	(450)
Contributions paid	1,490	4
Pension settlement gain	2,001	–
Other finance charge	–	(27)
Actuarial gain/(loss)	814	(3,832)
Deficit in the scheme at end of period	–	(4,305)

History of experienced gains and losses	31 Dec 2013	31 Dec 2012	31 Dec 2011	31 Dec 2010	31 Dec 2009
Asset experience					
Asset loss/(gain) during period	(50)	(366)	571	(189)	(561)
Asset loss/(gain) experienced as a % of scheme assets	0%	(6.96)%	11.44%	(3.81)%	(12.76)%
Liability experience					
Liability loss/(gain) during period	(31)	101	12	(149)	(323)
Liability loss/(gain) expressed as a % of scheme liabilities	0%	1.06%	0.22%	(2.835)%	(5.36)%
Total actuarial (gain)/loss recognised in STRGL over period	(814)	3,832	455	(410)	(558)
Total actuarial (gain)/loss expressed as a % of scheme liabilities	0%	40.08%	(8.30)%	7.80%	9.26%

Development of net Balance Sheet position	31 Dec 2013	31 Dec 2012	31 Dec 2011	31 Dec 2010	31 Dec 2009
Actuarial value of scheme liabilities	–	(9,562)	(5,441)	(5,256)	(6,029)
Fair value of assets	–	5,257	4,991	4,960	4,399
(Deficit)/surplus in the scheme	–	(4,305)	(450)	(296)	(1,630)
Unrecognised past service costs	–	–	–	–	–
Irrecoverable surplus	–	–	–	–	–
Pension (liability)/asset recognised in balance sheet	–	(4,305)	(450)	(296)	(1,630)

22 Pension – continued

Mortality

The mortality table is 62% of PNML00 with 0.39% per annum improvements in annuity value from 2008 for males, and 70% of PNFL00 with 0.39% per annum improvements in annuity value from 2008 for females.

Expected lifetime

The expected lifetime of a participant who is aged 65 and the expected lifetime (from age 65) of a participant who will be aged 65 in 25 years are shown in years below based on the above mortality tables.

Age	Males	Females
65	22.1	23.6
65 in 25 Years	25.1	26.2

	Pension assets €'000	Pension liabilities €'000	Pension deficit €'000
Movement in scheme assets and liabilities			
At 1 Jan 2013	5,257	(9,562)	(4,305)
Current service cost	–	–	–
Gain on scheme assets	50	–	50
Experience gain on liabilities	–	764	764
Employer contributions paid	1,490	–	1,490
Settlement gain	(6,797)	8,798	2,001
At 31 Dec 2013	–	–	–

23 Reconciliation of movements in capital and reserves

	2013 €	2012 €
Opening funds	9,237,341	13,159,558
Total recognised (loss)/gain for the year	2,024,676	(3,904,130)
Movement on capital grants and donations	119,928	(18,087)
	11,381,945	9,237,341

24 Approval of financial statements

The financial statements were approved by the directors on 23 April 2014.

Appendix to the Financial Statements

Incoming resources and resources expended on charitable activities

	Advice and information €	Aftercare €	Case management €	Childcare €	Day services €	Education training and employment €
Income						
Revenue-based grants						
City of Dublin Youth Service Board (CDYSB)	–	–	–	–	257,279	46,776
City of Dublin VEC (CDVEC)	–	–	–	–	–	14,896
Cork County Council	–	–	–	–	–	–
Dept of Gaeltacht	–	–	–	–	–	–
Dept of Environment	–	–	–	–	–	–
DLR County Council	–	–	–	–	–	–
Dublin City Council	–	–	–	–	–	–
FÁS	3,606	–	1,328	14,457	5,203	6,035
DRHE – Local Authority	154,116	–	946,790	–	757,936	–
– HSE	–	–	91,994	145,348	212,268	–
Genio	–	–	15,000	–	–	–
HSE – Other area	–	545,154	–	–	–	–
– Childcare	–	497,954	132,137	–	302,759	–
– Mid Leinster	–	513,867	–	–	–	–
– South East	–	22,917	–	18,334	–	–
Limerick City Council	–	–	–	–	–	–
Limerick County Council	–	–	–	–	–	–
Louth County Council	–	–	–	–	–	–
Kilkenny County Council	–	–	–	–	–	–
Mid Western Health Board	–	–	–	–	–	–
Office of Minister for Children	–	–	–	33,599	–	–
Pobal	–	–	24,237	–	–	22,990
Sligo County Council	–	–	–	–	–	–
Waterford City Council	–	–	–	–	–	–
Miscellaneous	–	–	–	–	–	–
Total grant income	157,722	1,579,892	1,211,486	211,738	1,535,445	90,697
Rents and charges to residents	–	53,542	15,875	–	–	–
Restaurant sales	–	–	–	–	68,459	–
Investment income	–	–	–	–	–	–
Other income	–	1,081	–	12,671	29,106	–
Allocation of administration income	5,106	20,948	15,770	6,372	18,552	3,682
Total income (excl fundraising allocation)	162,828	1,655,463	1,243,131	230,781	1,651,562	94,379
Direct resources expended	393,637	1,786,839	1,372,634	508,550	1,992,633	309,918
Support costs allocated	18,824	77,230	58,140	23,493	68,399	13,573
Total resources expended	412,461	1,864,069	1,430,774	532,043	2,061,032	323,491
Net movement in funds before allocation of fundraising	(249,633)	(208,606)	(187,643)	(301,262)	(409,470)	(229,112)
Allocation of fundraising income	140,086	556,908	433,094	296,205	497,165	107,611
Net movement in funds	(109,547)	348,302	245,451	(5,057)	87,695	(121,501)

Long-term supported accomm. €	Outreach €	Prevention and tenancy sustainment €	Short-term supported accomm. €	Supported temporary accomm. €	Advocacy €	Fundraising €	Admin. including governance €	Total €
–	–	–	–	85,760	–	–	–	389,815
–	–	–	–	–	–	–	–	14,896
–	–	18,506	–	–	–	–	–	18,506
–	–	–	–	–	–	–	65,009	65,009
40,000	–	–	–	–	–	–	5,000	45,000
5,000	–	–	–	–	–	–	–	5,000
25,453	–	34,800	–	5,281	–	–	–	65,534
120,716	–	208	–	25,153	–	–	161,010	337,716
959,028	296,019	344,002	–	916,101	–	–	–	4,373,992
254,948	95,081	99,612	–	344,370	–	–	–	1,243,621
45,912	–	–	–	–	–	–	–	60,912
97,317	–	–	–	–	–	–	–	642,471
–	–	–	638,478	951,459	–	–	–	2,522,787
–	–	–	–	–	–	–	–	513,867
36,666	–	–	32,083	–	–	–	–	110,000
55,023	–	67,534	–	–	–	–	–	122,557
–	–	10,050	–	–	–	–	–	10,050
–	–	142,693	–	–	–	–	–	142,693
–	–	35,020	–	–	–	–	–	35,020
91,000	–	–	–	–	–	–	–	91,000
–	–	–	–	–	–	–	–	33,599
20,417	–	–	–	–	–	–	–	67,644
20,000	–	49,500	–	–	–	–	–	69,500
194,344	–	115,270	60,453	–	–	–	–	370,067
–	–	–	–	–	–	–	–	–
1,965,824	391,100	917,195	731,014	2,328,124	–	–	231,019	11,351,256
1,176,141	–	–	43,942	27,346	–	–	–	1,316,846
–	–	–	–	–	–	–	–	68,459
–	–	–	–	–	–	–	62,254	62,254
6,210	–	4,733	–	–	–	–	17,801	71,602
22,011	4,594	19,320	9,227	12,862	4,837	–	(143,281)	–
3,170,186	395,694	941,248	784,183	2,368,332	4,837	–	167,793	12,870,417
2,700,912	448,791	1,225,296	1,045,392	2,314,483	875,141	1,477,839	648,596	17,100,661
81,150	16,936	71,230	34,018	47,422	17,832	–	(534,247)	–
2,782,062	465,727	1,296,526	1,079,410	2,361,905	892,973	1,477,839	120,349	17,100,661
388,124	(70,033)	(355,278)	(295,227)	6,427	(888,136)	(1,477,839)	47,444	(4,230,244)
584,091	121,172	512,303	247,384	339,284	127,578	1,477,839	–	5,440,720
972,215	51,139	157,025	(47,843)	345,711	(760,558)	–	47,444	1,210,476

Appendix 1 – Incoming resources and resources expended on charitable activities (continued)

The resources expended on charitable activities include the direct costs of the charitable activities together with those Support costs (Finance and Administration cost) incurred that enable these activities to be undertaken. These have been allocated across the activities based on headcount and floor space occupied. Total support costs for 2013 were 3.4% (2013 2.7%) of total costs.

Support costs totalling €534,269 (2012: €394,045), which comprise Headcount and Administration costs of €433,086 (2012: €299,695) and Premises costs of €101,183 (2012: €94,350), are reflected in the Statement of Financial Activity as follows:

Headcount and Administration costs traditionally reflected in Support Services have been allocated to the activities based on direct headcount in the Direct Services as follows:

	2013	2012
Homeless Services	42%	45%
Housing Support	25%	28%
Prevention Services	30%	24%
Advocacy	3%	3%

Premises costs traditionally reflected in support services have been allocated based on floor space occupied by the direct services under housing support.

Design	Identikit Design Consultants
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To protect the identity and privacy of our customers, names, place names and references to family members have been changed in their stories; otherwise, all details represent real-life stories as told by our customers. In order to protect the identity of our customers, the photographs in this publication are not those of people who have experienced homelessness.



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