



**Challenging
homelessness.
Changing lives.**

FOCUS
Ireland

**Annual
Report
2021**

**Challenging
homelessness.
Changing lives.**



Contents

Annual Report 2021

- 5 Foreword**
- 6 Company information**
- 7 Our values**
- 8 Focus on 2021: Our impact in numbers**
- 10 Messages from chairpersons**
- 12 CEO's overview: Continued challenges in 2021**
- 14 Strategy and impact**

Family homelessness

- 17 Crucial support for families during the pandemic
- 18 Tenancy Sustainment Support Service
- 18 Helping families nationwide
- 19 Family research
- 20 Multidisciplinary teams
- 20 #FocusOnFamilies campaign
- 21 Bord Gáis Energy recommitted support
- 22 Sandra's story

Youth homelessness

- 26 Youth services: Challenging youth homelessness
- 26 Youth homelessness strategy
- 27 Housing First for Youth
- 27 LGBTQI+ Youth Homelessness Working Group
- 28 Focus on: South Dublin Aftercare
- 29 Keile's story

Single adult homelessness

- 32 Focus on: The Coffee Shop
- 32 Housing First: A place to call home
- 34 Lisa's story
- 36 Advocacy and Housing First

Focus Housing Association

- 39 New homes
- 40 Piloting our Meascán housing model
- 40 New housing
- 41 Supporting people after homelessness
- 42 Catherine's story
- 44 Focus on: PETE
- 46 Immanuela's story
- 48 Empowering Focus Ireland customers
- 48 Focus on: Lived Experience Ambassador Programme (LEAP)
- 51 Research and policy submissions**
- 52 Reports and consolidated financial statements**

Note: Throughout the report, some names have been changed, or stock photos have been used, to protect the privacy of individuals. Changed names or stock photos are marked with an asterisk.

This report tells of the life-changing work carried out by our tremendous staff during the year as they helped over 12,300 people who were homeless or at risk.



Foreword

Focus Ireland firmly believes there are solutions to homelessness. This annual report shows that – with the right approach – it is possible to both prevent homelessness and to also help people who are homeless to secure a place to call home.



**Sr Stanislaus
Kennedy**
Life President
and Founder,
Focus Ireland

This report tells of the life-changing work carried out by our tremendous staff during the year as they helped over 12,300 people who were homeless or at risk. This great work includes Focus Housing Association providing a very welcome annual total of 170 homes for families and individuals around the country.

Meanwhile, we also worked to prevent 521 households from ever becoming homeless in the first place. This was achieved through our targeted Advice & Information services, and also intensive tenancy sustainment work with households at risk.

However, the housing and homelessness crisis is continuing to get worse despite all this good work. As I write this, the number of homeless people in Ireland has just hit a record high of over 10,500 people.

It is vital that this shameful new record high creates an immediate emergency response as well as short-term and long-term solutions from the state.

The state can urgently increase the amount of social and affordable housing available through clamping down on dereliction as well as rapidly increasing the number of new social homes being built.

In the short-term, action can be taken to prevent no-fault evictions, as that will help

keep families safe in their homes. A number of measures can also be taken to stop the great exodus of landlords from the private rental market, as this a key cause of rising homelessness.

The measures required include tax incentives to encourage landlords to commit to keeping properties in the rental market for a set number of years. This would provide more secure rental housing until the building programme greatly increases social housing provision over the next few years.

As a nation, we cannot simply accept this crisis by saying it will take time to increase the housing supply. This has been the default response now for too long by successive governments.

Over 3,400 children who are homeless do not have the luxury of time. Their childhoods are being stolen as homelessness is causing young people to lose out on the safety and security of a permanent home.

This situation is unacceptable and must end. Much greater political leadership and commitment is urgently required if we are to overcome the challenges our society faces in ending homelessness.

Over 3,400 children who are homeless do not have the luxury of time. Their childhoods are being stolen as homelessness is causing young people to lose out on the safety and security of a permanent home.

Company information

Focus Ireland Company Limited by Guarantee

Directors

Focus Ireland Board

Sr Stanislaus Kennedy
(Founder and Life President)
Mr Michael Layde (Chairperson)
Professor Tony Fahey
Mr Conor Jones
Mr Gary Kennedy
Ms Susan O'Connell
Mr John O'Haire

Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)
Ms Patricia Crisp
Mr Mark Dunleavy
Ms Anne Fletcher
Mr Lonan McDowell
(Appointed 6 October 2021)

Members of both Boards

Mr Andrew Gunne
Ms Anna Lee
Ms Fionnuala Meehan
Mr Fergal O'Dwyer

Chief Executive Officer

Mr Pat Dennigan

Secretary and registered office

Ms Pamela Keenan
9–12 High Street, Dublin 8, D08 EIW0

Registered no:

106149

Independent auditors

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

Solicitors

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

Bankers

Bank of Ireland
Allied Irish Bank plc

Company

Focus Ireland
Focus Housing Association
Excellent Common Areas

Revenue registered charity no.

CHY 7220
CHY 9040
Not applicable

CRA registered charity no.

20015107
20022624
Not applicable

Our values

Our values inform our actions and help us ensure our attitudes and behaviour reflect the ethos of the organisation.

Our expectation for every employee is that Focus Ireland's values are reflected in our work, our communications and in our relationships – with each other, and with customers and tenants, volunteers, partners, donors and funders, and the wider public. Our customers' needs shape the services we

provide. The quality of services delivery is equally as important as the kind of services we provide. These values underpin our behaviour and attitudes in the provision of service to all stakeholders.

In 2021, we refreshed our values and adopted the following:



Dignity is about treating people equally, with respect, kindness, compassion and empathy. It involves valuing people's diversity, engaging in relationships of care, and having regard for people's capacities, values, feelings, and beliefs.



Quality is about professionalism, effectiveness, accountability, and integrity. It involves setting, achieving, and maintaining high standards; collaborative approaches, and continuous learning; and ensuring environmental sustainability.



Social Justice is about the achievement of positive outcomes to address social exclusion and inequality, and enabling people to lead independent and fulfilling lives. It involves responding to specific needs that flow from people's diversity, securing a fulfilment of rights, and challenging structural inequalities.



Empowerment is about independence and autonomy. It involves people understanding issues of power and powerlessness in their lives, having power to make informed decisions and choices, and being able to realise their full potential.

Focus on 2021: Our impact in numbers



Approximately
12,300
people engaged
with our services

Approximately
1,527
families engaged
with our services



Approximately
284

adults supported into Preparation for Education,
Training and Employment (PETE) programmes,
including 74 directly supported into employment



Over
3,338
children
supported across
our services

Approximately
1,288

households supported to settle into
a new home (exit homelessness)
or keep their home (prevention)





170

homes delivered by Focus Housing Association

Focus on:

- > Legacy donations – page 19
- > South Dublin Aftercare – page 28
- > The Coffee Shop – page 32
- > PETE – page 44
- > Lived Experience Ambassador Programme (LEAP) – page 48



Over **767**

households supported to settle into a new home



Over **500** families supported out of homelessness



410

young people supported by our youth and aftercare services



Over **521** households supported to keep their existing homes



1,485

households at risk of homelessness were supported by our TSS* services

Tenancy Sustainment Support



Over **7,523** customers engaged with our A&I* services

Advice and Information

Messages from chairpersons

This publication is the joint report for 2021 of the two independent charitable companies: Focus Ireland and Focus Housing Association.

The details of the finances and governance of the two companies are set out on pages 52–115. The two separate companies provide an integrated service to people who face, or have faced, homelessness, and the personal stories and scale of the impact of this integrated approach are set out in the rest of the report.

The Chairpersons of the two independent Boards set out their messages for stakeholders.

While 2020 was a year entirely dominated by the one great challenge of Covid-19, 2021 proved to be a year with many complex and interacting challenges for Focus Ireland and for people who are homeless or at risk of homelessness. For part of the year, the full impact of the Covid pandemic continued, with lockdowns and remote working both making it difficult for our staff to continue their work, which relies so much on human contact. At other times, we were struggling with the challenges of the aftermath of the pandemic: pressures on staff due to illness of colleagues, vulnerabilities of customers, reduced supply of new homes and the removal of the Covid-related protections of tenants.

For our frontline services, which remained open throughout the pandemic, there was no time for rest and recovery as we moved into new challenges of a rising number of people at risk of homelessness. Our Human Resources team continued to organise supports for wellbeing and mental health and it is a great tribute to the commitment and resilience of our staff that so much was achieved during the year – including the highest ever increase in our housing stock.

During 2021 we were able to make progress on many projects designed to strengthen the governance of the organisation and the impact of our work. Our priorities for

these developments were set out in our new strategic plan *Restating our Vision 2021–25*, which emerged from extensive discussion among the Board, Executive, staff and customers, and was launched in March 2021.

The strategy set in train an extensive internal process of discussion about the nine organisational values which have guided the organisation since it was established over 35 years ago. We examined how we could renew those values, making them more accessible and relevant to current challenges while remaining true to their core. The result of that very successful review was launched in 2022, but because the outcome so deeply chimes with the nature of the organisation, we have incorporated their insights into this report.

Focus Ireland has always had projects which engaged our customers in aspects of our work (e.g. our work with peer researchers) but this has never been brought together into a coherent policy for practice and governance. Our strategy sets out the pathway to change that, and I look forward the proposals which will emerge from that work. In a further example of how we are committed to translating our values into realities, work also began on reviewing our Diversity and Inclusion policies and I look forward to the outcome of that work in the new year.



Michael Layde
Chairperson of
Focus Ireland

2021 proved to be a year with many complex and interacting challenges for Focus Ireland

The creation of working groups within the NHAC deepens that collaboration and will help solve some of the challenges we face.

A further important development in governance was the establishment of a new Public Affairs Sub-Committee. As is set out in the body of the report, the Sub-Committee structure has always been the bedrock of Focus Ireland's strong governance over our complex areas of work. Using evidence from research and practice to influence public policy has been a core mission since the start; however, this has not previously been supported by a dedicated Sub-Committee. The establishment of that Sub-Committee, which I am delighted to chair, has allowed us to draw on the experience and insights from a wide range of people who support our objectives. I look forward to the outcomes from their detailed consideration of public perceptions of homelessness.

Finally, I want to recognise the increased level of collaboration and ambition which was signalled in the new *Housing for All* strategy. The creation of the National Homeless Action Committee (NHAC) – which is chaired by the Minister for Housing and includes our own CEO, Pat Dennigan – recognises that neither government nor NGOs can solve homelessness alone. The creation of working groups within the NHAC deepens that collaboration and will help solve some of the challenges we face. This re-commitment to partnership is also evident across our other partners, including local authorities. Regrettably, it is too soon to see any impact from this greater collaboration in any reduction in homelessness, but I have no doubt that we will have greater impact by working more closely together.



Diarmuid Burke
Chairperson of
Focus Housing
Association

The launch of the joint Focus Ireland/Focus Housing Association strategy, *Restating our Vision 2021–25*, in 2021 signalled a new ambitious era of growth in our direct contribution to solving the housing crisis. Over the five-year period of this strategy, we are committed to acquiring 1,152 new properties – more than the total number of properties we held at the start of the strategy.

It is important to note that not all these new units will become part of our own long-term housing stock and the acquisition will not necessarily double our total housing stock as, in some cases, Focus Housing Association only acquires the property for the length of time needed for the household to become settled, then passes on the property with the settled tenants to a mainstream landlord.

As well as a stepping up in numbers, the new strategy signalled a shift towards building new housing units. While we will continue with the strategy of recent years of purchasing 'pepper pot' units in existing developments, we will increasingly augment this with projects in which we will work with outside contractors to build new projects and communities. In this increased emphasis on building, we will continue our commitment to social integration through the development of our Meascán housing model.

The Meascán model allows us to maintain our commitment to providing homes for the most vulnerable – the people likely to need continued support to maintain their tenancy – along with our commitment to integrate our

tenants into a wider, diverse community. We are delighted to be supported by the Housing Agency in a project to evaluate and learn from the rollout of this model.

The new targets for Focus Housing Association were challenging when we adopted them – and supply chain problems, inflation and rising interest rates make them even more challenging today. So the outcome of acquiring 170 new homes in 2021, against a target of 150, must be recognised and celebrated. It reflects the dedication, expertise and leadership of the Focus Housing Association team. The purpose of Focus Housing Association has always been to not only provide a supply of new homes, but to also demonstrate what can be achieved. This record number of new homes for 2021 achieves both those goals.

Over recent years, the governance structure of Focus Housing Association has changed considerably as we prepare for the introduction of statutory regulation of the sector, which will begin in 2022. In these changes, we have fully responded to the new regulatory standards while carefully protecting the commitment we share with Focus Ireland to provide safe, secure and affordable homes for people with experience or risk of homelessness.

I am confident that Focus Housing Association is now in the strongest position ever to meet the rigorous standards of the new AHB (Approved Housing Bodies) Regulator and to maximise its role in the future of Ireland's social housing sector.

... the outcome of acquiring 170 new homes in 2021, against a target of 150, must be recognised and celebrated.

CEO's overview: Continued challenges in 2021

The year 2021 was a challenging one, as Covid-19 remained with us and we continued to have to adapt to a new and evolving landscape.

While the pandemic and its impacts didn't pose the same unprecedented shock to our work as they did when the pandemic first struck in 2020, we remained vigilant at all times and took the necessary measures to ensure that our customers and tenants were safe, that our staff were supported and that we continued to deliver our vital frontline services across the country.

Despite a welcome fall in homelessness to a five-year low in May 2021, our services teams working with families, young people and single adults continued to see thousands of people seeking support from our various teams across the country, and over 12,300 people engaged with our services throughout the year. This included over 1,500 families and over 3,300 children.

While marked progress was made in bringing down the total number of people forced to live in homeless emergency accommodation compared to pre-pandemic levels, through the almost complete stop of construction activity, the acute shortage of supply in social housing, the lifting of the eviction ban and soaring rents, we have seen homelessness figures gallop towards record levels since hitting that five-year low in May 2021. In 2020, Focus Ireland was able to support a record 1,829 households to avert a risk of homelessness (prevention) or move to a new secure home (exit from homelessness). In 2021 we were still able to support 1,288 households through prevention and exits, but our efforts to support further households facing homelessness were significantly constrained.

In September 2021 the government published its *Housing for All* strategy, with which we extensively engaged through numerous submissions. Through our advocacy and strategic engagement, working closely with others in the NGO sector, we were able to push for the

inclusion of a commitment to end homelessness in the Programme for Government, which was in turn included in the *Housing for All* strategy, with a commitment to the Lisbon Declaration target of working to end homelessness by 2030. We have stressed the need to go beyond setting out this aim – while it is a very welcome ambition – and to move on to setting out the pathway and milestones for central government, Local Authorities, state agencies and voluntary organisations such as ourselves. In the most basic terms, we must put an end to *managing* our homelessness crisis and instead, work to *end* it.

Also flowing from the *Housing for All* strategy was the establishment of the National Homeless Action Committee (NHAC), of which I am grateful to be a constructive and active member. The NHAC is tasked with overseeing the interagency approach which is necessary to work towards realising the strategic goal of eradicating homelessness by 2030. Through our research, advocacy and housing delivery through Focus Housing Association, Focus Ireland stands ready to play its part throughout the next challenging decade to work towards achieving this goal.

Building on significant progress from 2020 in modernising, adapting and upgrading our work practises to ensure we continue to deliver and offer the highest standard of quality for our customers and tenants, 2021 saw further steps along this trajectory.

The last few years have reminded us how the causes and experience of homelessness can change significantly and rapidly over time. For instance, the number of homeless children declined; young adult homelessness doubled; and more people are now experiencing homelessness solely for economic reasons. Understanding and getting ahead of these trends so that we can adapt is crucial for our



Pat Dennigan
CEO
Focus Ireland

In the most basic terms, we must put an end to managing our homelessness crisis and instead, work to end it.



... Focus Ireland's Coffee Shop in Temple Bar, where our organisation was founded in 1985, also continued to adapt in 2021, shifting to takeaway meals but never compromising on the quality of the food we provide to our customers.

frontline services teams so that we can help solve people's problems. In 2021 we introduced our new data system, Orion, which has been specifically designed to meet our needs and ensure that we accurately capture the pathways into homelessness so that we can prescribe policy responses to block those pathways.

Further, Focus Ireland's Coffee Shop in Temple Bar, where our organisation was founded in 1985, also continued to adapt in 2021, shifting to takeaway meals but never compromising on the quality of the food we provide to our customers. In total, we served over 83,000 meals from the Coffee Shop, and over 1,800 unique customers accessed our Advice & Information service at this location. We adapted further from December 2021 onwards as we offered Covid-19 vaccines from the Coffee Shop for our vulnerable homeless population.

Finally, with the generous support of a team of approximately 65 companies led by KMCS, MOLA Architects, Ethos Engineering and T&I Fitouts, we were able to undertake long overdue renovations and upgrades of our head office at High Street in Dublin without any cost to the organisation. The transformation of High Street has changed how Focus Ireland works by adapting our workplace for remote and collaborative working, enabling our staff in Dublin to stay connected with colleagues across the country. The hugely successful project has been recognised by industry leaders at the 2021 National Fitout Awards, where we were awarded prizes including: Excellence in Collaboration, Excellence in Sustainability, Project of the Year, and Client of the Year. LinkedIn were also a massive supporter of our upgrade through the provision of furniture and materials for the renovation project. As ever, we are grateful to all donors who were supportive not just on this project, but on numerous initiatives run throughout the year by our incredible fundraising team.

Also in 2021, we began the process of updating and refreshing our organisation's values, which was done through collaboration across all levels of Focus Ireland and with the external support of Values Lab. Key to refreshing our values was setting out our vision and guiding principles to ensure that our work doesn't just boil down to what we do but *how* we go about doing it and what motivates us. As part of the values refresh process, we streamlined from nine to four values, which reflect the modern challenges facing us now and that will continue to face us well into the future.

Our refreshed values of Dignity, Quality, Social Justice and Empowerment encapsulate

what it means to be a Focus Ireland staff member or volunteer and how we engage with our customers on a daily basis. I want to sincerely thank staff and board members who have engaged throughout the values refresh process and, most importantly, I want to thank all our staff and volunteers, who in incredibly difficult circumstances, continued their work of challenging homelessness and changing lives.

To conclude, I want to say a brief word on the adoption of our five-year strategy, *Restating our Vision 2021–25*, which is outlined in greater detail below. A cornerstone of the strategy is the fundamental assertion that ending homelessness is a surmountable task.

And while we believe that an all-of-government and interagency approach is required, we are committed to playing our part, from an NGO perspective, and contributing to that end goal. Over the five-year strategy, working collaboratively with Local Authorities, NGOs and AHBs, we will also aim to move 5,000 households out of homelessness and to prevent a further 3,000 households from falling into homelessness. Key to the realising of these objectives is the significant ramping up of the delivery of social housing.

Over the lifetime of our strategy we aim to deliver a further 1,152 homes either through acquisition or new-build and in 2021, Focus Housing Association delivered an additional 170 homes, in difficult circumstances in the construction industry and in industry in general.

Finally, I want to pay tribute to the work and commitment of both the boards of Focus Ireland and Focus Housing Association, who have continued to go above and beyond in providing expert oversight, guidance and governance. And lastly, to our customers and our tenants, whose resilience knows no bounds, I want to thank you sincerely for your continued engagement with our frontline staff and support services. We place great emphasis on bringing the voices and experiences of our customers to the fore, as we know that we can help prevent further homelessness by taking heed of their lived experience – that is why we have launched our Lived Experience Ambassador Programme (LEAP).

We in Focus Ireland take very seriously our responsibility not just to call out policies and approaches that do not work, but to point towards evidence-based policy responses and approaches that will work. That is why we are steadfast in our belief that everybody has a right to and deserves a place they can call home, and that homelessness can be eradicated.

Strategy and impact

In 2021, Focus Ireland launched *Restating our Vision 2021–25*, a new organisational strategy setting out how Focus Ireland services and advocacy can contribute to bringing homelessness to an end.

The strategy reasserted the certainty that homelessness can, with the right mix of policies, practices and priorities, be brought to an end. We know that it cannot be achieved in the five years covered by this strategy, or even over a single decade. We also know that it cannot be achieved by Focus Ireland alone: it needs a commitment from Government underpinned by a broad political consensus strong enough to hold firm over several Governments.

Our strategy deepened the customer-centred approach of the organisation, structuring our work around the different needs of people with complex support needs who are young adults, families or single people. Given the realities of the current homelessness crisis, we added a strand of work related to families who do not need case management support but are homeless primarily for economic reasons.

Overall, across all our services, we supported 12,300 people in a wide variety of ways during 2021, which is in line with recent years.

Our targets in *Restating our Vision* concentrate on what difference we can make for people, rather than just providing support. Our target of providing Advice and Information (A&I) support for 5,000 households per year was exceeded by 50%, with 7,523 households supported across the country. Just over one-third of these cases (2,618) were prevention of homelessness, while the remainder related to households needing support while homeless and to find a new home. As part of our A&I work, we set a target of preventing homelessness for 600 of the households that contacted us for prevention A&I. Over the course of the strategy, we are working to robustly evidence the longer-term impact of A&I intervention. And for 2021, we can report that 521 prevention

cases were ‘closed’, indicating that the immediate threat of homelessness has been resolved. More robust indications of the impact of all our services are derived from our bespoke Orion data collection service, and good progress was made over 2021 in rolling this out to most of our services. This creates a strong foundation for establishing a single point of contact for our A&I services, as set out in our strategy.

Based on our achievements in recent years, we set ourselves a target of working with local authorities and other AHBs to support 5,000 households out of homelessness over the five-year strategy. On average, this would mean supporting 1,000 households each year.

In the event, the deteriorating housing situation meant that opportunities to support people out of homelessness were much fewer in 2021 than in recent years. Our services across the country were able to support 767 households out of homelessness: 500 families, 253 adult-only households and 14 young adults.

In total we were able to support 1,288 households either to keep their existing home (521) or to move out of homelessness (767) during the year.

The strategy reasserted the certainty that homelessness can, with the right mix of policies, practices and priorities, be brought to an end.





Restating our Vision

Everyone has a right to a place they can call home

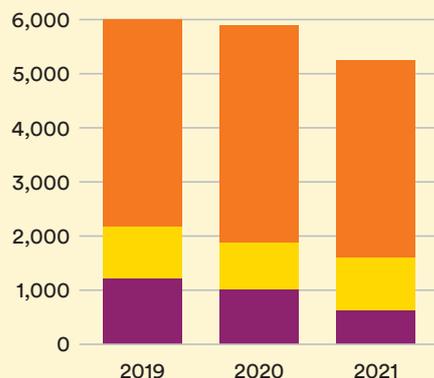
Pat Dennigan launched Focus Ireland's 2021–25 strategy.

There were many reasons why 2021 was so challenging: Covid-related restrictions in 2020 and early 2021 reduced the number of buildings completed. And with the removal of the Covid-related tenancy protections, the underlying failures of the housing system were again apparent. This more difficult context was a common experience across all voluntary organisations and local authorities. The number of households leaving homelessness fell by 652 (11%), with more than half of this decline being accounted for by a fall in allocations to local authority housing.

Through our Advocacy team, Focus Ireland responded to these challenges by making several evidence-based proposals to government to speed up the delivery of social housing, protect tenants and boost the private rental sector.

Restating our Vision commits to making our own contribution to increasing housing supply through the most ambitious targets ever for Focus Housing Association – boosting our existing 1,140 homes by acquiring 1,152 new properties over five years. The strategy envisages a ramping up of acquisitions in the early years, as we shift towards greater emphasis on building rather than purchasing housing. In the event, we exceeded the first-year target by 12%, acquiring 170 homes against a target of 152.

Total households exiting emergency accommodation by tenancy type



■ Local authority lettings
■ AHB lettings/LSTA
■ Private rented with HAP

Source: Department of Housing, Local Government and Heritage

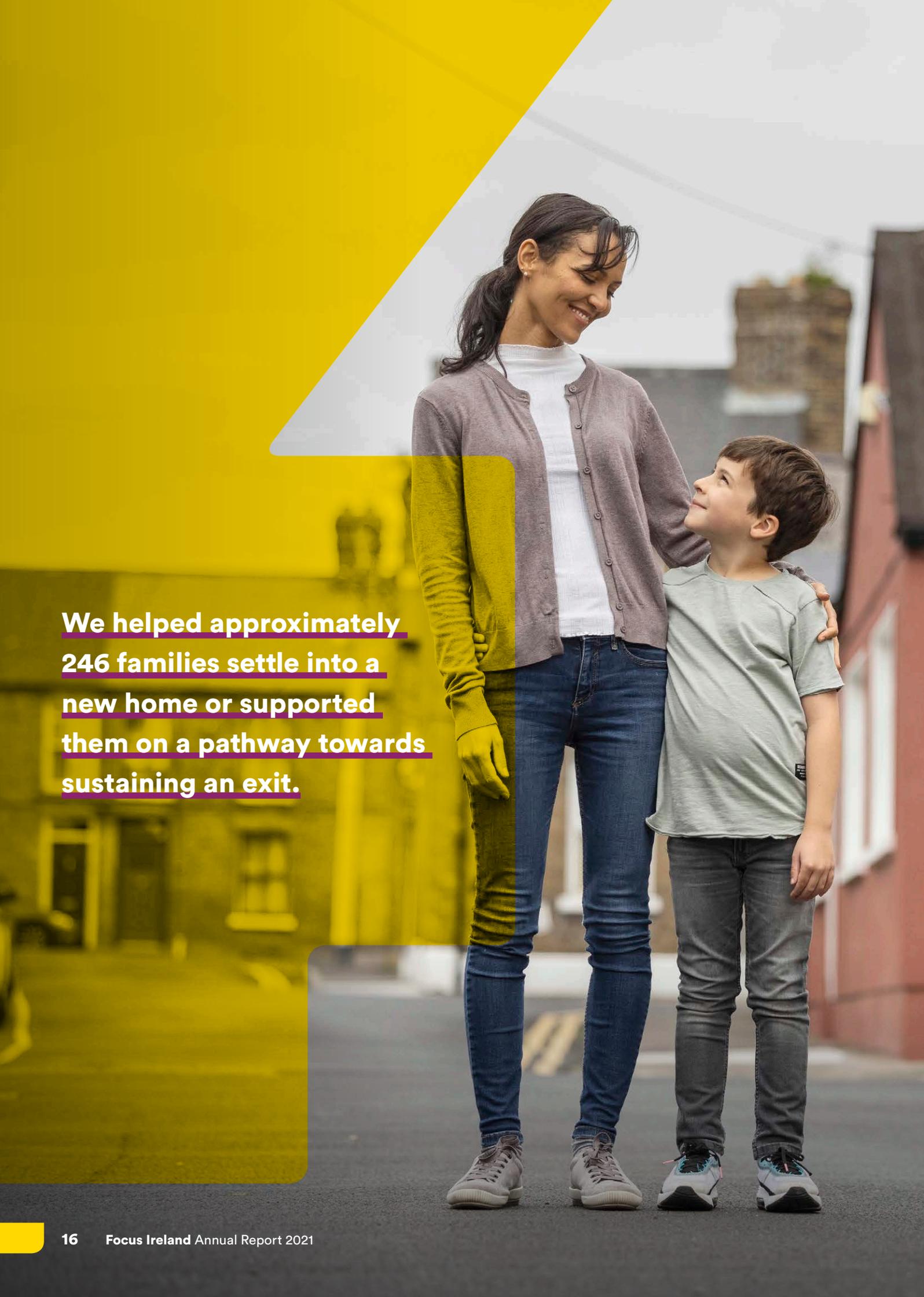
Families > 90 properties (329 occupants) (2025 target: 500)

Single adults > 66 properties (64 occupants of which 27 are Housing First) (2025 target: 200)

Young adults > 14 properties (14 occupants) (2025 target: 300)

The 170 new households who rent homes from Focus Housing Association are included in the total number of households supported out of homelessness, the others making their homes in local authority, private rental, or the housing of other Approved Housing Bodies.

The strategy also identified several 'cross-cutting themes' and progress on these is set out across the rest of this report.



We helped approximately 246 families settle into a new home or supported them on a pathway towards sustaining an exit.

Family homelessness

Since 1985, Focus Ireland has been the lead organisation working with families who are homeless – and as this crisis has grown rapidly in the last eight years, we have put this expertise to use. During 2021, despite ever-increasing challenges, we ended homelessness for 500 families, while helping 163 other families avoid it.

Crucial support for families during the pandemic

As Covid-19 continued throughout 2021, our family services continued with the required safety measures to protect the most vulnerable and our staff on a daily basis.

As well as this ongoing support during the pandemic, our Family Homeless Action Team (FHAT) in partnership with the Dublin Region Homeless Executive (DRHE) continued to move families out of homelessness in 2021. As in previous years, FHAT was the main

service for vulnerable families. We helped approximately 246 families settle into a new home or supported them on a pathway towards sustaining an exit.

Focus Ireland are experts in dealing with the specific needs of families. We support individuals promptly, and we prevent people from becoming homeless. During 2021 our nationwide services helped 525 families and 3,300 children (figure does not include A&I). In addition, Focus Ireland supported 500 families when moving into their new home or helped them on a path out of homelessness. In total, 92 of these families (comprising 333 people) moved into homes newly acquired by Focus Housing Association. A further 163 families were supported to keep their existing homes: 99 of these cases were handled by A&I, 106 by TSS, and 4 young families were supported by Youth Housing.

Despite the hard work of our frontline staff, and the determination of the families themselves, these successes were down on the previous year. During 2020, government responses to the pandemic had helped prevent homelessness and also boosted our ability to support families out of homeless. Despite our pleas for the government to learn from these successes, the protections were phased out. Even with our frontline services redoubling their efforts, the dysfunction in the housing system meant that it was harder to help families keep their homes, and harder to support those who became homeless to find a new home.

During 2021 our purpose-built Family Centre on Mountjoy Street in North Dublin continued to deliver meals to families in particular need, and the case management



Focus Ireland's collaboration with Irish Rail has raised over €310,000 over five years to support our vital frontline services. In 2021 alone, our partnership, which included our 'Born into Homelessness' Christmas campaign (pictured), raised over €28,000.

and prevention teams gave ongoing support to families in need. We were able to open our Family Centre and begin operations just prior to Covid-19 restrictions being imposed in the first quarter of 2020; however, its formal opening and launch was delayed during the pandemic. The Family Centre could not have become a reality without the support of Focus Ireland donors Sodexo, CRH and the Little Company of Mary. As well the generous funding from our donors, the centre's operations and service delivery are supported by the Dublin Region Homeless Executive (DRHE) and the Department of Housing, Local Government and Heritage.

Tenancy Sustainment Support service

Our Tenancy Sustainment Support (TSS) once again collaborated with a host of local authorities to develop advice and information services to stop individuals falling into homelessness and help them settle into their new surroundings. TSS gives practical support for tenancy issues, rent arrears, waste management issues and budgeting, among many other important issues. Nationally, our TSS services supported 106 families out of homelessness and helped prevent homelessness for a further 60 families.

Helping families nationwide

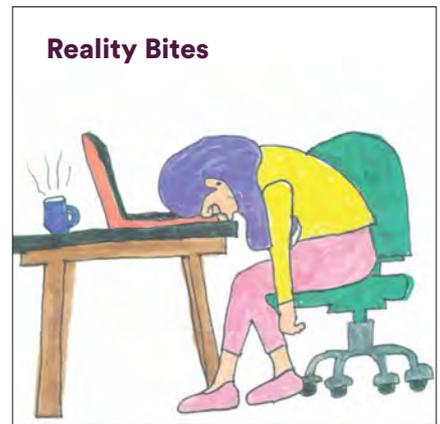
At Focus Ireland, we continued our hard work in 2021 to prevent families from becoming homeless across the country. Services in **Sligo** supported 80 households who were homeless or

at risk of losing their home. We also assisted 13 households in Sligo to move out of homelessness with the support of the state and local authorities. To support our growing impact in Sligo and the northwest, we opened a new support centre in Wine Street, allowing an expanded team to help prevent homelessness and support households to secure new homes. The Mayor of Sligo officially opened the new service at an event attended by our founder, Sr Stan, and our CEO, Pat Dennigan.

In **Cork**, Focus Ireland supported 120 households who were homeless or at risk of losing their home. In addition, with the help of the state and Cork City and County Council, five households were helped to move out of homelessness.

In **Limerick**, our services supported nearly 300 households who were homeless or at risk of losing their home, as well as assisting 55 households to move out of homelessness. We continued our innovative partnership with **Waterford** City and County Council by engaging with over 360 households, and moving 15 households out of homelessness. In **Wexford** the numbers stood at 60 households assisted and 10 households moved on.

During the height of the pandemic in 2021, children and parents in Waterford's PETE programme showed their creative side with a selection of poetry, photographs, reflections, artwork and personal writing. Staff also contributed, with a purpose to explore the impact of Covid-19 and how people have maintained their creative spirit during these difficult times.



Picture by Dillon Flynn, customer supported by Focus Ireland, which portrayed the difficulties many faced during Covid-19



At the launch of Focus Ireland's homeless support centre in Sligo: Back row: Mark Slee, Mary Jameson, Rob Connor, John O'Haire, Lorraine Kelly, Julia Lisowska, Holly Mahon, Monica Mc Elhinney, Pat Dennigan. Seated: Roisin McLoughlin, Sr Stan.

Focus on: Legacy donations

Every year, some of our most dedicated supporters choose to leave a gift to Focus Ireland in their will. They join a community securing the future of life-changing frontline services. They have pledged to ensure that families and children who need it most will always have a place to call home.

Legacy gifts are foundational to developing our services into the future. These invaluable gifts allow us to build new homes and offer long-lasting support to those who need it most. They ensure that people at risk can avoid homelessness and find the stability, security and independence that is vital to living a fulfilled life.

We would like to thank all those who donated in 2021 – their gifts are a testament to a shared belief that homelessness must end. Their commitment ensures that these values will live long into the future.



Family research

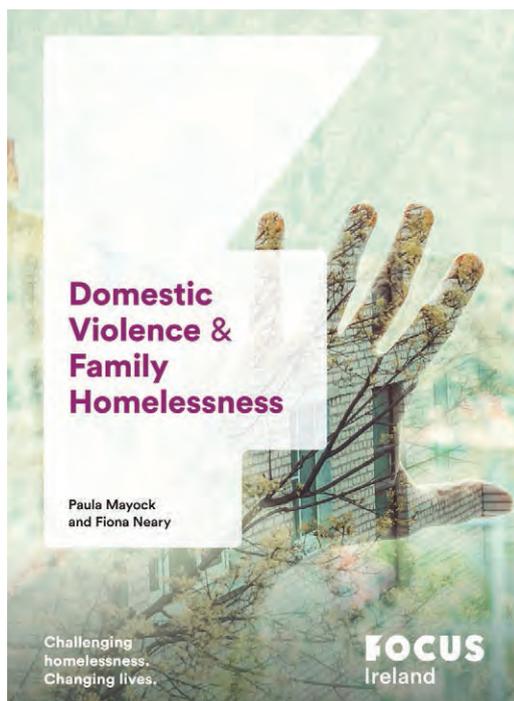
A crucial part of our work is to publish evidence-based research to increase our understanding of the main issues so that we can influence worthwhile policy and change people's lives. During 2021, Focus Ireland commissioned a report showing the deep links between domestic violence and homelessness. The report also shone a light on the dramatic impact of

Covid-19 on domestic violence, with service providers describing surges in the number of families contacting their services.

The Focus Ireland study, co-authored by Paula Mayock and Fiona Neary, highlighted the need for a housing-led approach as part of the response to families fleeing domestic violence. The research showed the lack of protective systems for families facing domestic violence, so that when they flee they face numerous barriers in accessing services, including frequent changes in short-term accommodation. The research emerged from growing concerns in our family services about the level of domestic violence when staff were helping service users and hearing about their traumatic experiences.

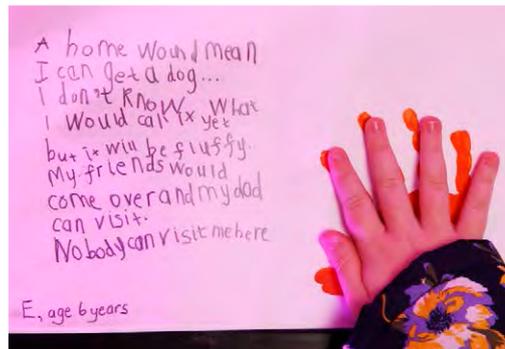
The report was timely, as it was published prior to the Department of Justice preparing the final stages of the Third National Strategy on Domestic, Sexual and Gender-Based Violence, and contained recommendations on providing trauma-informed integrated services and the importance of putting secure homes, rather than shelters, at the heart of the response.

As in all such research projects, we partnered with specialist organisations in the field. We are grateful to Safe Ireland, Tusla, Women's Aid, and Sonas Domestic Abuse Charity for their work on the research advisory committee. The well-attended online launch of the report included contributions from lead author Paula Mayock and Lisa Marmion, Services Development Manager with Safe Ireland.



Multidisciplinary teams

Focus Ireland's *Restating our Vision* strategy commits to exploring how the multidisciplinary team (MDT) approach (which is such a central feature of the successful Housing First approach) can be adapted for families with complex support needs. To pursue this objective, we commissioned S3 to undertake a feasibility study into how MDT practice could be piloted for families with complex needs. A strong research advisory group was established, involving the key stakeholders in the statutory and voluntary sector. The completed feasibility study is due for publication in 2022.



#FocusOnFamilies campaign

As the government were drafting their new *Housing for All* strategy, Focus Ireland launched a new #FocusOnFamilies campaign which mobilised public support for a specific chapter in the strategy to address the particular problems faced by homeless families.



A graph from our #FocusOnFamilies campaign, which shows the rise in lone-parent households experiencing homelessness



Focus Ireland LEAP Ambassador, Kelly Anne, with her two daughters at our pop-up gallery in Dublin City Centre highlighting what life is like for children in emergency accommodation over the Christmas period.

As well as an increase in housing supply, the campaign called for a family homelessness strategy with a commitment to early access to good-quality advice and information when homes are first at risk. We also called for the best interests of children to be put at the heart of the response to family homelessness, for faster routes out of homelessness into secure housing, and for all children to have access to a support worker.

Although this campaign helped keep family homelessness firmly on the agenda – with over 1,900 emails sent to TDs nationwide – *Housing for All* does not include a section specifically addressing the needs of families and children. It does reflect our work by including three significant commitments

directed at families with high-support needs, and Focus Ireland will continue to work to deliver these in the most effective way.

Bord Gáis Energy recommitted support

In 2021, the second phase of the Bord Gáis Energy partnership came to an end, but the company then decided to make a commitment to renew their partnership with Focus Ireland. BGE will support Focus Ireland for a further five years and have pledged an additional €2 million. This financial support has already provided crucial assistance to 1,023 families during 2021.



Focus Ireland's annual 'Shine A Light' night raises essential funds to support our service delivery and our projects to empower our customers. With Bord Gáis Energy's generous support, in 2021 we raised over €1.25m as well as raising vital awareness of the impact of homelessness on families and individuals.





Sandra's* story

When I was in emergency accommodation, I suffered an awful lot from anxiety. It was very difficult. Every day was a struggle.

Sandra,* a married mother of four children, always dreamed of living where her parents grew up in Donaghmede, Dublin. For three years her family battled homelessness. She tells her story of hope and how Focus Ireland helped change her life.

I'm from the Donaghmede area of Dublin. My parents grew up just down the road, very near to where I now live. My family and I had a stable life. For five years, we were happy and lived close to where I grew up. Then my life was turned upside down. We were trapped in homelessness for nearly three years, which began in 2018 after our landlord decided to sell up. There was constant uncertainty as we moved around different hubs.

They didn't understand that their school friends couldn't visit them while we were in emergency accommodation.

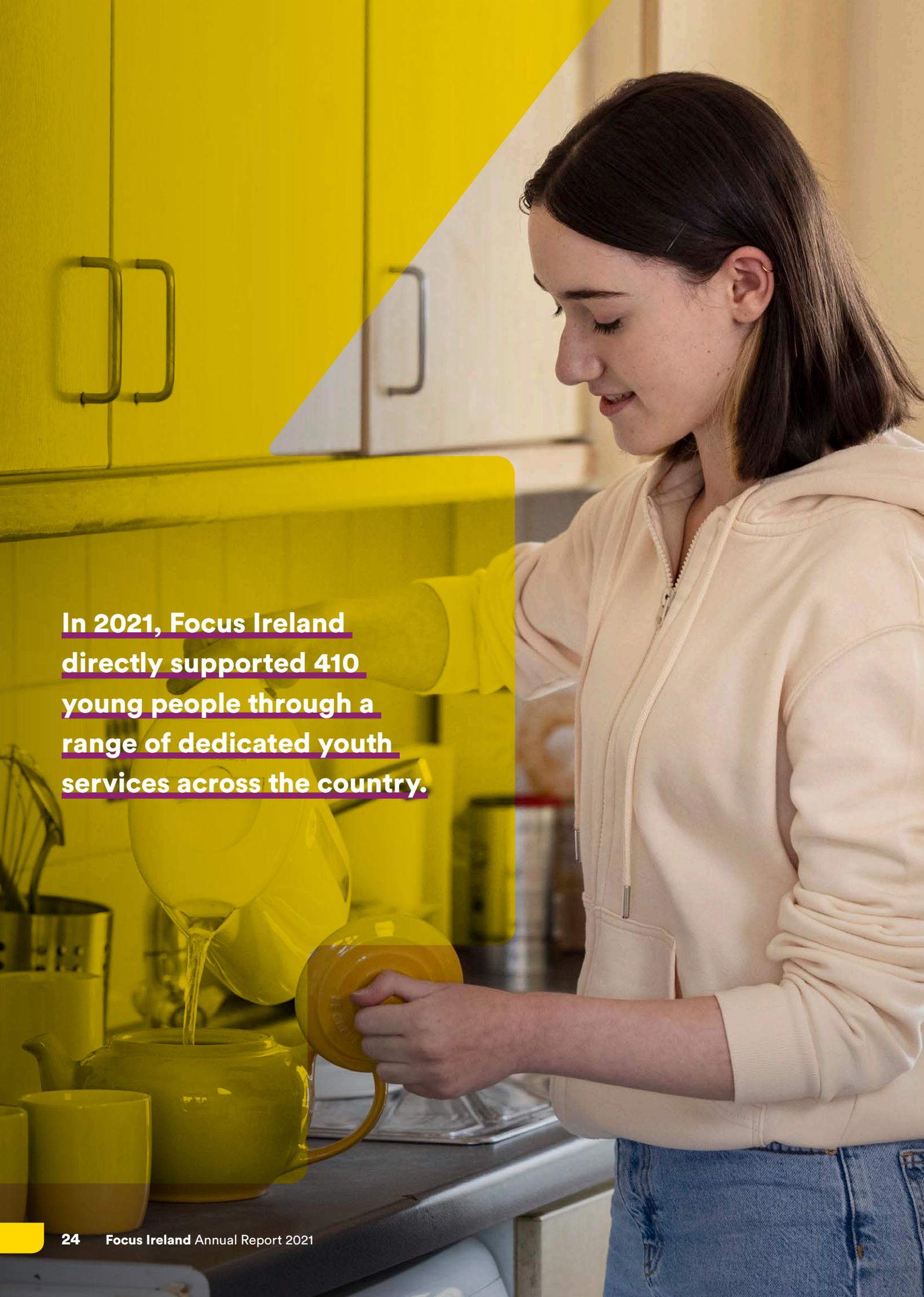
When I was in emergency accommodation, I suffered an awful lot from anxiety. It was very difficult. Every day was a struggle. While I was homeless, it was very rare to get a room in emergency accommodation which was big enough for the six of us – so I found it very lonely. Since we've found a home, my anxiety is so much lower. I know all the anxiety was due to me being homeless. When I was homeless, my health suffered. I had a seizure and was diagnosed with epilepsy – which, thankfully, is now under control with medication.

When we were in emergency accommodation, I was travelling on buses and the kids were often late for school. I thought the kids were missing out on an education – even though they may have only been 10 or 20 minutes late, it wasn't right. It was hard on me, but it was toughest on the kids. They didn't understand that their school friends couldn't visit them while we were in emergency accommodation.

After three years of homelessness, we were eventually housed by Dublin City Council with the help of Focus Ireland in Donaghmede, where I grew up. It's great for the kids to be near a local school where all their friends are, and many of them also live on the same street. My 11-year-old twins were so excited when they got new bikes. Now they can cycle around the neighbourhood. What's especially great for the kids is that they can even invite their friends around now – they hadn't been able to do that for so long. I don't know where we would be without Focus Ireland. The support we received was brilliant, especially when I was homeless. There were times when I didn't even have the vital things for the kids, but Focus Ireland helped me with all that. They even helped with LEAP cards, which were really handy when dropping the kids off to school. Even when we moved to our new home, I had great support from my support worker – who helped with day-to-day things like sorting out our household budget.

Even today, Focus Ireland are still supporting me in so many ways.

I couldn't thank Focus Ireland enough for everything they have done for me and my family. They have given me a new lease of life and, most importantly, they've given that to my children. Even today, Focus Ireland are still supporting me in so many ways.

A young woman with long dark hair, wearing a white zip-up hoodie and blue jeans, is standing in a kitchen. She is smiling and looking down as she pours tea from a white teapot into a white teacup. The kitchen has light-colored wooden cabinets and a stainless steel countertop. A large yellow diagonal graphic element is overlaid on the top left of the image.

**In 2021, Focus Ireland
directly supported 410
young people through a
range of dedicated youth
services across the country.**

Youth homelessness

Of all age groups, young people are most vulnerable. As well as their vulnerability in homeless shelters – which are not designed for their needs – they are most likely to experience forms of hidden homelessness. These include ‘couch-surfing’ or staying in insecure, sometimes unsafe, temporary arrangements with friends or family. An experience of youth homelessness increases the risk of homelessness for an entire life.

From April to November 2021, the number of young adults in emergency homeless accommodation rose by over 50% – from 733 to 1,111 – the fastest ever recorded increase. The prevalence of ‘hidden homelessness’ among young homeless adults means that a significant proportion of young people who are currently experiencing homelessness remain uncaptured by official homeless figures. The reluctance to present to services is largely due to feelings of fear and discomfort associated with the absence of appropriate young-adult homeless services, as well as a psychological distancing from stereotypical depictions of homelessness, such as entrenched rough sleeping.

Focus Ireland recognises that young adults need services tailored to meet their particular needs, and many youth services are not ‘homeless services’ at all, but rather provide the possibility of avoiding homelessness.

In 2021, Focus Ireland directly supported 410 young people through a range of dedicated youth services across the country, including: Aftercare; Residential Aftercare; Family Mediation; Day Services; Youth Housing; Housing First for Youth; and Crisis Intervention Service Partnership, which also works with young people under 18 accessing out-of-hours emergency foster care. Some of these services are provided in partnership with Tusla, the HSE, local authorities, and other state agencies.

Additionally, throughout 2021, Focus Ireland consistently advocated for government policy to address effective prevention measures targeted towards those at risk. We work towards avoiding instances of youth homelessness. We call for age-appropriate services for young people who experience the trauma of homelessness. We seek to ensure the prompt exit of young people from homelessness. And we advocate for long-term housing solutions for young people.

Dermot Kennedy playing sold-out concerts in aid of Focus Ireland and Pieta House at the 3Arena in December, which generously raised over €136,000 for Focus Ireland. We would like to thank Dermot and his management team for their generous support. (Picture courtesy of Universal Music)



Youth services: Challenging youth homelessness

Aftercare

Focus Ireland Youth Services work directly with those at risk of, or experiencing, youth homelessness. Research has consistently shown that young people who leave state care are at a disproportionate risk of becoming homeless. On behalf of Tusla, Focus Ireland provides Aftercare support to care-leavers in Dublin and in the southeast of the country. Focus Ireland Aftercare comprises of specialised 1:1 support to help young people through the process of leaving care and becoming independent. This includes either Residential Aftercare, if suitable, or assistance in finding appropriate accommodation, as well as support in education, employment, and practical living skills from a dedicated key worker.

In 2021, Focus Ireland **North Dublin** Aftercare and **South Dublin** Aftercare supported 216 young people. In **Waterford** and **Wexford**, Focus Ireland Aftercare supported a total of 44 young people. Of these 44 young people in the southeast, 38 were supported through a Housing First for Youth model. Focus Ireland Aftercare also supported young people in **Carlow, Kilkenny** and **Tipperary**.

Youth housing

Throughout 2021, in the face of the ongoing challenges presented by the Covid-19 pandemic, Focus Ireland continued to support young people with safe and supported housing, based upon their individual needs. Focus Ireland Youth Housing in **Clare, Cork, Limerick** and **Tipperary** supported 104 young people in 2021. This was achieved through active collaboration with local authorities and Tusla. These services help young people, including those who have left state care, on the path to independent living. We support them to achieve their potential and ambition in education, training and employment.

These results include 14 young adults who moved into homes newly acquired by Focus Housing Association, largely in partnership with the specialist Capital Assistance Scheme operated by Tusla.

Therapeutic services

After many years of planning, the Focus Ireland Board agreed to fund a pilot therapeutic service for young homeless people with complex support needs. Many young people using our service have experienced trauma during their journey towards homelessness, and there are long waiting times for mainstream services for adults or young people (CAMHS). Under this Focus Ireland initiative, young people who are accessing our mediation, aftercare and youth services can engage with accredited psychotherapists when they need the support. The pilot was part-funded by a donor working with our fundraising team, and the continued commitment and support from our **Women's Philanthropy Circle** (a network of businesswomen in leadership positions) was also crucial in delivering this and other youth services.

Youth homelessness strategy

In our 2020 Annual Report we described our campaign, as a leading member of the Irish Coalition to End Youth Homelessness (ICEYH), to make youth homelessness an issue in the election of that year, and the success of getting a commitment in the Programme for Government to publish the *National Youth Homeless Strategy*. The ICEYH comprises 18 of the leading homelessness and youth organisations in Ireland. With ICEYH, Focus Ireland successfully worked to ensure that the commitment was contained in the government's *Housing for All* strategy published in September 2021. This marked a new phase in which Focus Ireland and the ICEYH will engage with the Department on the content of this important strategy.

Focus Ireland Youth Services work directly with those at risk of, or experiencing, youth homelessness. Research has consistently shown that young people who leave state care are at a disproportionate risk of becoming homeless.

Housing First for Youth

Focus Ireland is an international leader in adapting the Housing First model to the specific needs of young adults. The model, which operates in the southeast in close partnership with the local authorities, HSE Social Inclusion and Tusla, includes the provision of personalised support plans, focusing upon issues such as mental health, education and training, preparation for employment, and independent living skills, as well as, of course, providing suitable long-term housing appropriate to the needs of each young person. Addressing young people's needs at the earliest opportunity – before issues become critical or entrenched – prevents a potential lifetime of accessing homeless services. A key principle of Housing First for Youth is remaining with the young person throughout their journey to a safe and secure independent life.

Housing First for Youth Waterford supported 38 young people in 2021 and has achieved an 84% tenancy sustainment rate to date, with zero discharges into homelessness. In addition to these 38 young people, 6 young people in the southeast receive Aftercare support from Focus Ireland through a Housing First for Youth model.



LGBTQI+ Youth Homelessness Working Group

One of the key recommendations from *A Qualitative Study of LGBTQI+ Youth Homelessness in Ireland*, published by Focus Ireland in 2020 in partnership with BeLonG To Youth Services, was to work with the Dublin Homeless Network to 'identify and commission appropriate specialist training from LGBTQI+ organisations for staff working in the key access points and services'. In 2021 the Homeless Network established an LGBTQI+ Youth Homelessness Working Group. Co-chaired by Focus Ireland and BeLonG To, it comprises Dublin Simon, Depaul, the Peter McVerry Trust, and Crosscare, as well as the HSE Social Inclusion Office, with support from the DRHE.

The Working Group undertook a training needs analysis across the sector, which will inform the second phase of work for the Working Group, the development of a comprehensive training programme to support frontline workers to understand and address the needs of young LGBTQI+ people experiencing homelessness.

A promotional poster for a Pride Month Instagram Live Q&A event. The background is a bright yellow with a vertical rainbow flag on the left side. The text is in dark purple and black. It features two circular headshots of speakers: Eve Kerton, a woman with blonde hair, and Fionn Scott, a man with short brown hair. The Focus Ireland logo is in the bottom right corner.

Let's talk LGBTQ+ homelessness

Pride Month Instagram Live Q&A
8pm Wednesday 16 June

Eve Kerton
Community Fundraising
Manager, Focus Ireland
Co-Founder,
Certified Proud

Fionn Scott
Team Leader,
Focus Ireland
Extension Service

FOCUS
Ireland

Focus Ireland virtual Pride event held in June

Focus on: South Dublin Aftercare

Over the past year, the team have worked tirelessly to ensure the best outcomes for the young people who are engaged with our services. The Support and Settlement team worked with 123 young people over the year, while the Residential Service housed 18 young people. Over the year, we supported 12 young people into secure long-term tenancies through Aftercare CAS, or supported accommodation, which is a great outcome in this housing crisis. For the first time ever, we had a period of 6 months in which all the young people we were working with had somewhere to live, and none had to use homeless services. This is a huge outcome for the team and involved a lot of emotional scaffolding and support to sustain placements, and to strongly advocate for supports to be put in place, where needed. It also involved a huge amount of advocacy with Tusla and the local councils to address HAP rates, and to provide funding for alternative placements when necessary. Each young person who is prevented from homelessness represents hours of work by their Aftercare worker, and is a fantastic achievement from the team.

Susan Murphy, South Dublin Aftercare Manager



Two of Dublin's finest, Fontaines D.C. and Bohemian FC, harnessed the power of music and football to shine a light on homelessness in 2021. They raised great awareness and over €12k from sales of the iconic Bohs away jersey featuring the band and Focus Ireland.

Keile's story

I became a Focus Ireland customer in 2018 when I left the care system at 18 years of age. I was assigned an Aftercare worker in Focus Ireland in Waterford that year. It was very difficult leaving care and I was trying to figure out who I was and what I wanted to do. My Aftercare worker told me about Focus Ireland's PETE service and asked me if I would like to get their help.



Keile O'Danza with Cllr. Joe Kelly, Mayor of Waterford City and Council 2021–2022

I wasn't sure what I wanted to do with my life but I knew I loved animals and I wanted to go to college. I was assigned a PETE worker and given a support plan based on my choices and what I wanted to do. I decided on an Animal Care course in Waterford College of Further Education. My Aftercare worker helped me with my Aftercare allowance and liaised with Tusla to help me with course fees and registration fees. My PETE worker helped me with my application for a SUSI grant, and with my course work and assignments, and PETE funded my kit for my course and any equipment I needed. I got one-to-one meetings with my PETE worker to help me to finish my course. It was hard especially with Covid.

My Aftercare worker and my PETE worker have shared care meetings, and this has really helped me deal with lots of things that have

I think Focus Ireland looks at the *person*: it's not just about homelessness, it's a lot more.

come up for me. They really care about my wellbeing, and through PETE I have been able to get help with CV preparation and job applications. Then I got my job working with dogs and doing grooming. I needed help with some things and PETE offered me the chance to go to reflexology sessions and counselling sessions as part of the Outreach & Mentoring programme. I was always interested in nail technician courses and PETE has supported me to gain certs in the Beatorium Training Academy, Waterford. I feel that I am in a happier place now and can see a happy future for myself.

I did the Driving Ambitions course through PETE and Waterford Area Partnership and I want to pass my driver theory test, my driving test and get on the road as soon as I can. We still have shared care meetings and I am still a PETE customer – it's great to have the support. I think Focus Ireland looks at the *person*: it's not just about homelessness, it's a lot more. I spoke about dignity at the Values Launch in Dublin with Sr Stan and Mary McAleese and I really enjoyed the day. I am very proud of myself and of what I have done with my life since leaving the care system.

I got my own home with the help of my Aftercare worker and I am being supported to find myself and to make my own decisions. I have been through a lot. Lately I have found that I am having better relationships with family and I am making plans for the future. A lot has happened in my life but things are looking brighter now and I'm in a better place.

During the lockdowns our Coffee Shop in Temple Bar moved to providing takeaway food for those who need it. As soon as public health guidelines allowed, the Coffee Shop resumed a drop-in service and was again open seven days a week.



Single adult homelessness

Single adults with complex support needs were among the most vulnerable groups during the pandemic, as it continued into 2021. While the moratorium on evictions during the height of the pandemic reduced the number of families entering homelessness, the number of ‘adult only’ households continued to rise almost continuously over the period. The reopening of society after several lockdowns posed some additional challenges for this vulnerable group of people.

While Focus Ireland is perhaps better known for our work with families and young people, single people (and couples) with complex needs have always been a central part of the Focus Ireland mission, and we have an international reputation as a pioneer of Housing First. Single people with complex support needs are a key group in our 2021–25 strategy, and we provide a range of services including: Long-term Supported Housing, Tenancy Sustainment and Housing First.

People who are homeless are at additional risk of contracting illness and infections because of their circumstances. Some people who are homeless may also have long-term health issues that may put them at additional risk. Focus Ireland, in partnership with the Dublin Region Homeless Executive (DRHE), continued to set aside several housing units in case the people who we support are advised that they need to self-isolate.

We also worked with the HSE and DRHE to swiftly set up a special shielded housing project in Dublin city centre in March 2020. This unique project continued to provide safe and

supported accommodation during Covid-19 for single people with complex needs during 2021. All the residents accommodated in the Shielding Service had very complex support needs and almost all were long-term homeless; most had experienced periods of rough sleeping. Several had reported numerous placements or housing breakdowns in the past, including Housing First. All had serious or chronic physical health issues. These factors rendered them particularly exposed to the Covid-19 virus and vulnerable to experiencing severe symptoms and possibly death. Many also reported serious mental health difficulties or diagnoses. Further, several residents were reported to have an intellectual disability or an acquired brain injury. The service had 18 staff who provided care on a 24/7 basis to keep these people safe during Covid.

During the lockdowns our Coffee Shop in Temple Bar moved to providing takeaway food for those who need it. As soon as public health guidelines allowed, the Coffee Shop resumed a drop-in service and was again open seven days a week. Staff were there to welcome people in to have a healthy meal and to access A&I to help with their housing situation.

Single people with complex support needs are a key group in our 2021–25 strategy, and we provide a range of services including: Long-term Supported Housing, Tenancy Sustainment and Housing First.

Focus on: The Coffee Shop

The Focus Ireland Coffee Shop in Dublin is where Focus Ireland began, and it continues to be a first point of contact for people who are homeless in Dublin. In what proved to be a challenging year amid rolling Covid restrictions, the Coffee Shop continued delivering its vital services and welcoming Focus Ireland customers, with almost 4,500 unique customers coming through the doors.

Accounting for both sit-in meals and takeaway meals, the Coffee Shop served a total of 83,866 meals throughout 2021. Customers regularly attending the Coffee Shop are also encouraged to access our on-site A&I services. In 2021, we saw 1,842 customers access these services.

Also, from early December onwards, the Coffee Shop offered Covid vaccinations for our vulnerable homeless population, delivering a total of 71 vaccinations.



Housing First: A place to call home

In 2021 we continued our very positive Housing First work with local authorities in Cork, Limerick, Waterford, Wexford, Carlow, Tipperary and Kilkenny to provide Housing First programmes as part of the national Housing First strategy. Housing First services in Cork and the southeast are delivered in partnership with the Simon Community.

Housing First differs from traditional approaches: rather than offering a bed in a treatment facility or a hostel, we work to provide an appropriate long-term housing solution with support. **In 2021, we supported 103 people in Housing First programmes, while also providing 38 units for 48 Housing First tenants in Dublin.** Our Housing First teams support entrenched rough sleepers and long-term emergency accommodation users to move into a new home, and sustain their tenancy through the provision of ongoing, time-unlimited, intensive support.

Housing First in Limerick

Housing First Limerick works with people who have experienced long-term homelessness and who have complex support needs. It offers people a tenancy with the wraparound health supports and connections to community

supports that are needed to ensure people maintain their housing and improve their overall health and wellbeing. Housing First Limerick is part of the National Housing First strategy and is a partnership between HSE Midwest Community Healthcare, Limerick City and County Council and Focus Ireland.

The project will operate over a three-year period. It offers long-term accommodation to 30 individuals who, up to now, have experienced long-term homelessness. Limerick City Council and Focus Ireland aim to source 30 units of housing over this three-year period – and 14 properties have already been sourced.

Properties have been acquired through local authorities, long-term leasing, the social rental model, and the Capital Acquisition Scheme (CAS). This project began in February 2019, and the first customer took up their tenancy that very month. The Housing First Team initially comprised an Assistant Project Leader, a Dual Diagnosis Worker, and a Project Worker, all under the guidance of a Project Leader employed through Focus Ireland. The team was widened to include a HSE Health Coordinator employed directly by the HSE. Limerick City and County Council give excellent ongoing and strategic support through the Coordinator of Homeless Services.

All three agencies work in a collaborative and supportive manner to address any issues

In 2021, we supported 103 people in Housing First programmes, while also providing 38 units for 48 Housing First tenants in Dublin.

For Housing First tenants, gradually their experience of homelessness becomes a chapter in their past.

that arise during the project. Since the end of 2019, Limerick Housing First has been successfully providing a permanent, safe and secure home to nine individuals across the city and county. The tenants are men and women ranging in age from 23 to 63 years old. Our staff are trained through the European Housing First Hub training programme, which Focus Ireland helped to design.

Staff at the service provide vital day-to-day intensive supports to customers to help them manage their home, health and wellbeing. With the support of the HSE Health Coordinator, Focus Ireland staff continually develop links with well-established Primary Care teams, mental health services, addiction services, and community organisations in Limerick. This is vital to the long-term success of these tenancies, as Housing First tenants are gradually introduced to mainstream services, which reduces their reliance on the Housing First team. In the long-term, tenants can rely on mainstream local supports as they settle in their new home and community. For Housing First tenants, gradually their experience of homelessness becomes a chapter in their past.

Housing First in the southeast

Focus Ireland has delivered its housing-led approach to homelessness across Cork, Waterford and the southeast for many years. In recent years (as part of the national Housing First strategy) we developed a refined partnership approach, working closely with the Simon Community and the Good Shepherd to provide a full Housing First service in local authorities in the southeast.

The regional service includes Kilkenny, Wexford, Waterford, South Tipperary, and Carlow. **By the end of 2021, our partnership teams in each area have identified a total of 45 people to avail of the service.** Housing First training in the region, using the European Housing First Hub programme, also took place during the year.

Housing First in the southwest

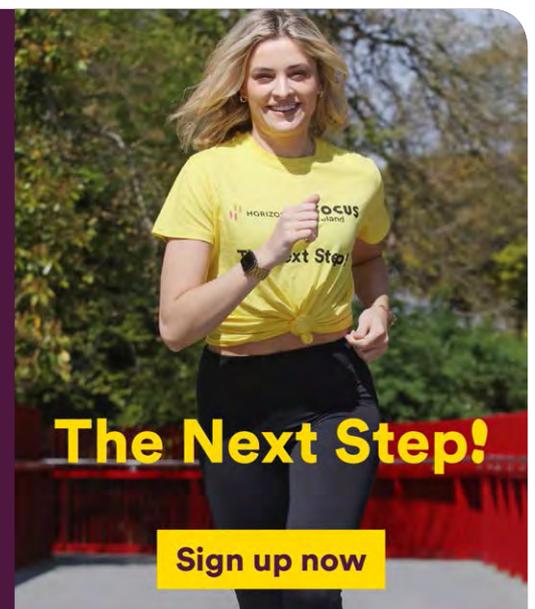
Focus Ireland in partnership with Cork Simon have been providing a Housing First approach for the past three years within Cork City as part of its national strategy. In this time, the programme has created 40 homes for those deemed the most vulnerable in our society. The programme allows customers to access speciality services, enabling them to maintain their home. An important emphasis is placed on the customer's health needs and their reintegration into the local community. Over the past year, we were fortunate enough to get the opportunity to roll out the programme into Cork County and Kerry, where we will offer a further 45 long-term homes. The programme is constantly evolving, and having a client-centred approach ensures that customers maintain their homes, with their holistic needs being assessed on an ongoing basis.

Focus Ireland also provides long-term supported housing for single people with complex needs to enable them to live as independently as possible in their own home. This approach has been very successful in helping to prevent people from becoming homeless or ensuring they were able to exit homelessness and not return.

The Next Step!

Since 2020, Focus Ireland's Next Step campaign, which asks people to raise vital funds by walking, jogging or running a marathon over the course of the month of May, has generated over €230,000.

This campaign, which highlights and raises awareness of how Focus Ireland's crucial supports can provide a first step on the journey out of homelessness, is generously supported by Horizon. In 2021 alone, a total of €127,313 was raised.



Lisa's story

At age 18, I left care and started renting in the private rental market. Unfortunately, the landlord didn't renew my lease and I ended up using homeless services.



I'm Lisa Brennan. I'm 24 and I'm also a wheelchair user. I was in care from age 4 to 18, in a variety of foster placements and residential homes. I was born with mild spina bifida, and I also had problems with my hips. I had always been told that I would be able to get a hip replacement once I stopped growing at 21, and I really looked forward to this and improving my mobility.

Lisa at her home in the Focus Housing development, Harold's Cross, Dublin

Growing up, I had relied on my chair 50% of the time and I used crutches the remainder of the time. I had hoped that in the future, I could reduce the reliance on my chair after the hip replacement. Unfortunately, before I had the operation, I contracted cellulitis. This meant I could never get a hip replacement and instead, I had to choose to keep my hip and remain in chronic pain – or remove it and lose all my mobility and be wholly dependent on my wheelchair. It was such a tough decision to make at a young age, but I chose to remove my hip and I'm now a full-time wheelchair user.

eventually got a shared semi-independent unit, where I stayed for over two years. I finally got my own independent flat with Focus Housing Association. It was great to have my own place, but it was on the third floor, and I really wanted a ground floor unit that would allow me to be fully independent. I worked really hard to make my case on why I needed a ground floor apartment. I felt unsafe relying on a lift and I was worried about what would happen if a fire broke out. Last year, in 2021, Focus Housing Association offered me a transfer to an accessible ground floor apartment in a lovely complex in Harold's Cross, which is wheelchair friendly. I love my new home and since I've moved in, I finally feel secure enough to plan the rest of my life.

I asked my housing support worker for a referral to Focus Ireland's PETE (Preparation for Education, Training and Employment) service and started looking for a job. It was great to have someone to work with me on my CV and job search – and all my hard work has paid off, as I now have a job working in an afterschool service. I now have my own beautiful home and a job I enjoy. And while I have had some serious challenges in my past, my future is full of possibilities.

Homelessness is extremely difficult for all young people, but as a wheelchair user, it was so tough.

At age 18, I left care and started renting in the private rental market. Unfortunately, the landlord didn't renew my lease and I ended up using homeless services. Homelessness is extremely difficult for all young people, but as a wheelchair user, it was so tough. I spent five months in a homeless hostel, and I then

Advocacy and Housing First

Focus Ireland is a founding member of the European Housing First Hub, based in Helsinki, and was again chair of the organisation during 2021. The EHF Hub aims to draw on the success of Finland's Housing First approach and other international good practice to enhance good practice across Europe. In order to share this good practice and experience in the Irish context, Focus Ireland convenes the Irish Housing First Practice, where all the voluntary organisations providing Housing First (North and South) meet to collaborate

to deliver the most effective services. Engagement with the successes of the Finnish approach indicates that Housing First should be seen, not as just one programme to run alongside other programmes, but as an approach which informs the entire homeless and housing system. To develop this insight, the EHF Hub has commissioned a major report on how this transformation can be made. The report was launched at a conference in Madrid in late March 2022, where Focus Ireland Director of Services, Ciara Carty, chaired a panel discussion of Ministers from different EU countries.

Focus Ireland's #EndHomelessness petition is handed in at Dáil Eireann



Focus Ireland Advice & Information



Our Advice & Information services straddle both prevention and sustained exits – in line with Focus Ireland’s strategy. Operating all over the country – in Dublin and in the South-East, South-West, Mid-West, North-West regions – our A&I teams offer much needed support and guidance to anyone with a housing or homelessness query. In 2021, our teams provided support to over 7,523 unique customers, the majority of whom were homeless and in need of support to exit homelessness. In total, approximately 2,688 of our A&I service users required prevention assistance to sustain their homes. Customers sought support to navigate the homelessness system and access emergency accommodation, as well as information and advocacy around housing supports and social welfare. About 35%, or 2,660, of our A&I customers in 2021 were single adults.





The new strategy sets out an ambitious target of acquiring 1,152 new properties by 2025.

Focus Housing Association

Focus Ireland is committed to ending our homelessness crisis, not just managing it. Every day, through the delivery of homes and through our key services supports, we end homelessness for individuals and families.

New homes

Throughout 2021, amid continuing challenging circumstances brought on by Covid-19, Focus Housing Association (FHA), the Approved Housing Body (AHB) arm of Focus Ireland, delivered an additional 170 homes for individuals and families to rent, moving people out of or at risk of homelessness. These 170 additional homes were delivered through a mixture of 86 acquisitions and 84 leases. These can be broken down further as: 90 properties for families, housing 329 occupants; 66 properties for single adults, of which 27 are Housing First; and 14 properties for young adults.

This outcome was 18 homes (12%) above the target of 152 new properties set out in our strategy. The new strategy sets out an ambitious target of acquiring 1,152 new properties by 2025. It is important to note that not all acquired properties will remain part of our long-term stock, as we are committed to providing homes, not necessarily owning them ourselves. The 170 delivered in 2021 represents 15% of our overall target to be achieved by 2025. Taking into account units that moved out of our stock due to management transfers, for example, this brings our total number of homes to 1,236.

Our strategy sets out a period of acceleration in housing acquisition to meet our ambitious targets, with the 2021 target of 152 being succeeded by a target of 250 in successive years. This ambition is driving a change of approach, with a shift from largely

purchasing pepper-potted single units towards a greater emphasis on partnerships with developers to construct new developments. In working towards these goals, the development team is faced with the same challenges as the rest of the development sector – the closing of sites during the pandemic, followed by the problems in obtaining building supplies and skilled labour.

We have responded to these challenges by further strengthening the development team within Focus Housing Association and we continue to strengthen and deepen our collaborations with Local Authorities across the country. At the end of 2021, we own, manage or lease properties in the following locations: Dublin City Council, Dún Laoghaire-Rathdown County Council, South Dublin County Council, Fingal County Council, and in counties Kildare, Carlow, Wexford, Kilkenny, Waterford, Cork, Limerick, Clare, Sligo, Tipperary and Kerry.

Work continued during 2021 on establishing the Agile Acquisition Fund, proposed in our strategic plan. The Agile Acquisition Fund aims to strengthen our capacity to react quickly to market opportunities, and it is planned that this will be available by the end of 2022. While not all Focus Ireland tenants have additional support needs, some of them do. Focus Ireland's Property team works closely with our dedicated Services team to continue to provide ongoing necessary supports to some of our tenants who need additional help in order to sustain their tenancy and develop independent lives.

1,152
homes by 2025



170
homes delivered

15%
of overall target

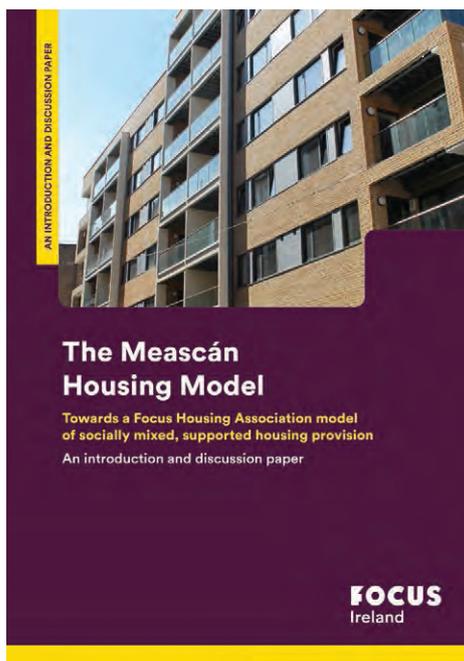
The 170 delivered in 2021 represents 15% of our overall target to be achieved by 2025.

Piloting our Meascán housing model

We believe in building sustainable, mixed communities that challenge and overcome barriers and stigmas surrounding perceptions of homelessness. One way in which we aim to realise this goal is through our innovative Meascán model – meascán meaning ‘mixture’ in Gaelige. In several housing schemes across the country, we are piloting our Meascán model. It utilises an intentional social mix, bringing together a mix of households with support needs and those without such needs.

All tenants in the housing schemes where we are piloting this model are made aware of the nature of the development. We believe this will build up more tolerance and understanding of the particular challenges facing families and individuals who require additional supports in order to sustain their home.

Tenants will also be aware of supports available to them and will be expected to participate in the governance and community organisation required. This exciting new approach can offer people with complex needs and an experience of homelessness the opportunity to integrate into a mainstream and welcoming community.



The Meascán Housing Model: Towards a Focus Housing Association model of socially mixed, supported housing provision

We believe in building sustainable, mixed communities that challenge and overcome barriers and stigmas surrounding perceptions of homelessness.

New housing

88–90 Prussia Street, Dublin 7

In December 2021, Focus Housing Association completed the refurbishment of 11 homes at Prussia Street in Dublin 7 (pictured). The apartments, contained in former red-brick terraced houses, were sensitively restored, in keeping with the unique character of this part of Dublin. The homes delivered here are predominantly one-bed units (10) and one two-bed unit. With the support of Dublin City Council, the Housing Finance Agency, and the Department of Housing, Local Government and Heritage, Focus Ireland has been able to use these apartments as move-on permanent accommodation for existing tenants who no longer require on-site supports from our Services teams.

John's Street Lower, Cork City

In November, Focus took over the management of 17 newly built apartments in John's Street Lower in Cork City. This part of Cork City has



long suffered from dereliction and vacancy, and the infill site served as a perfect opportunity to deliver much-needed social housing for individuals and families. The 17 homes are a mixture of 5 one-beds, 10 two-beds and 2 three-beds. Following its construction, Focus Housing Association was entrusted with management of the scheme. We utilise our innovative Meascán model, which provides an intentional social mix, bringing together tenants with previous experience of homelessness and those drawn from Local Authority lists with no previous experience of homelessness.

88–90 Prussia Street, Dublin 7

Supporting people after homelessness

The infliction of homelessness can have a detrimental impact on struggling families and individuals. The trauma inflicted by the loss of the basic security and foundation of a home can manifest immediately, or slowly over time. At Focus Ireland, we put the people we support at the centre of what we do. Nobody is more expert in the ways in which you can fall through the cracks and become homeless than the individuals and families who have experienced that for themselves.

In many different ways, we hear directly from those who are homeless or who have experienced homelessness. This, in turn, informs our approach to how we help those seeking our support. We hear from the frontline through our Services teams who are building relationships with those encountering homelessness on a daily basis. We learn through initiatives such as our Peer Research programme, which directly involves people with previous lived experience of homelessness in our Research outputs. We learn through our Lived Experience Ambassador Programme (LEAP), which aims

to empower people with a lived experience of homelessness to share their experience, insights and knowledge to help inform our work. We also learn from our collaborations with the general public and with policymakers.

Providing a home is the first step in supporting families or individuals moving on from homelessness. In some circumstances, additional ongoing tenancy sustainment supports can be vital to help people build independent lives and avoid re-entering homelessness. In engaging with our tenants, we do not adopt a one-size-fits-all approach, as we are acutely aware of the multitude of challenges that people may face. As well as tenancy sustainment support, we work with our tenants to address their specific needs and goals by connecting them with education, training and employment support services, including specialist services run by Focus Ireland.

Despite the ongoing challenges presented by Covid-19 in 2021, Focus Ireland continued to provide tenancy support services for Focus Housing Association around the country to support vulnerable people to continue to live independently in their homes.

At Focus Ireland, we put the people we support at the centre of what we do. Nobody is more expert in the ways in which you can fall through the cracks and become homeless than the individuals and families who have experienced that for themselves.

Focus Housing Association's 28 homes in Harold's Cross, Dublin 6 provide long-term, secure accommodation for our tenants.



Catherine's story

I still had a young son in care during this time, and at access visits, I tried to shield him from the worry that I had no home.



After a relationship breakdown, I found myself homeless and with nowhere to go. I cannot describe the fear I had the first night. I slept on a bench outside the council offices, with no money and no place to go.

Catherine at her home in Focus Housing development at John's Lane West in Dublin

I wouldn't wish it on my worst enemy, and today, it breaks my heart when I see people in the same boat. Early the next morning, a very kind man, who was also homeless, took me under his wing and showed me how to access homeless services and where I could eat.

I spent the next seven years homeless. Sometimes I couch-surfed and sometimes I stayed in hostels, but every day I woke with the first thought of where I would sleep later that night. I still sometimes have those moments of panic, and it's great to know I have a safe, secure place. In February 2020, I finally got a call to view a property and I was ecstatic when it was offered to me. It was only small, but to me it was a palace. Unfortunately, before I moved in, the country went into lockdown and my plans were delayed. Focus Ireland arranged a virtual signing for me, and I got the keys for my new home. The shops were all closed, but I was happy to move in with no furniture and I set about making it a home.

Having a home meant I was able to focus on other things and not just on where to sleep each night. I volunteered in a charity, and I got a part-time cleaning job. I was able to restore

friendships and relationships, because finally I felt I could offer people something. I always tried to be a good Mammy when I had no home, but it was really difficult. Today, I get great pleasure in cooking a dinner and inviting my adult children to my home. I have also become an ambassador for Focus Ireland as part of LEAP (Lived Experience Ambassador Programme) and I am using my experiences to help end homelessness. I have spoken in the media, to policymakers and the general public, and I love that I am making a real difference in improving things for people currently experiencing homelessness.

I still had a young son in care during this time, and at access visits, I tried to shield him from the worry that I had no home. Last year, he turned 18 and left care. We wanted to live together. With the support of my key worker, Alicia, I applied for a transfer for a two-bed apartment for us both.

Ten years ago, my life was so difficult and I felt hopeless. Today I am in a beautiful two-bed apartment, living with my son. I can see a future again and my son is heading off to college and his future is looking bright.

I spent the next seven years homeless. Sometimes I couch-surfed and sometimes I stayed in hostels, but every day I woke with the first thought of where I would sleep later that night.

Focus on: PETE

While ensuring individuals and families have roofs over their heads is essential, Focus Ireland is keenly aware that this is not the only thing people need to make sure they do not fall back into homelessness.

Our Preparation for Education, Training and Employment (PETE) programmes are available in Dublin, Limerick and Waterford. We deliver a preventative service. We work with people who are impacted by marginalisation and experiences of long-term homelessness, and we offer them access to mainstream education and employment opportunities. Our PETE services were enhanced through the upgrading of our IT equipment, which offered a lifeline during Covid restrictions, greatly supporting virtual education and training.

Customers engaging with our PETE services are offered one-to-one education and training support and job support, which includes CV preparation, job searching and interview preparation. Below are some selected highlights from across our PETE projects.

PETE Dublin

As well as building on the core one-to-one support offered by Focus Ireland PETE programmes across the country, PETE Dublin also delivered a number of tailored courses and supported customers into education and training opportunities in areas such as QQI Level 2 and Level 3 courses through the National Adult Literacy Agency, focusing on Computers, Digital Skills, Communications and Interpersonal Skills. We delivered English-language tutoring, which was offered in-person and remotely for speakers of other languages. We also delivered QQI Level 3 Art & Design courses, Construction and Manual Handling courses, and QQI Level 5 Childcare and Healthcare courses.

PETE Limerick customers showcased their woodwork crafts and design at the Urban Co-op Market





In 2021, PETE Dublin aimed to find jobs for 30 customers, and this target was exceeded in difficult Covid-19 circumstances, with 47 jobs obtained for Focus Ireland customers throughout the year.

PETE Limerick

During 2021, PETE Limerick continued to offer a range of educational and job supports to Focus Ireland customers in the mid-west region. A particular highlight of the year was the Woodwork Venture, where participants in our PETE Woodwork classes created fantastic handmade pieces, including birdhouses, gardening signage, Christmas tree ornaments and much more.

With the support of staff, and classmates from the Gardening, Woodwork and Crafts & Design courses, participants then painted and decorated their handcrafted works and set up a stall at the Urban Co-op Market.

PETE Waterford

Despite the challenges presented by Covid-19, PETE Waterford delivered a range of courses and supports to Focus Ireland customers, including Restorative Practice & Communications Courses tailored to specific needs of individuals.

In 2021, PETE Waterford also developed an outreach model to work with Focus Ireland's Housing First tenants in the southeast region, including Waterford, Kilkenny, Carlow, Tipperary and Wexford.

PETE Waterford customers with children were also able to participate in the Winter Wonderland Garden Project, working closely with staff and an art tutor supplied by the Waterford Wexford Education and Training Board (WWETB).

Overall, 23 customers were supported into employment through assistance provided by PETE Waterford in 2021, surpassing the target of 15 which was set at the beginning of the year.

Focus Ireland Waterford staff at our Winter Wonderland Garden (l-r): Amy Byrne, Lisa O'Brien, Kieran Egan, Samantha Brennan-Molloy and Claire O'Brien

Immanuela's story

PETE have been there, every step of the way. They have supported my educational goals and also ensured that I would be financially secure by helping me get part-time work.

My name is Immanuela and I was born in Dublin in 2000 to an amazing mother, Buki. I was born as a healthy baby girl, but within three months, I was diagnosed with late haemorrhagic disease which resulted in me having 41 surgeries and spending most of my first two years of life on life support in hospital.

At one stage, the doctors decided that my body had gone through too much after a 9-hour surgery, and they felt it was time for me to come off life support. When they went to tell my mam, she was on her knees praying – and miraculously, that day, I started breathing on my own and started on a path to recovery. My mam often shared this story with me as proof of the power of prayer, and this started my dream of wanting to help people too by becoming a doctor.

In 2012, I was taken into care and placed on a hospital ward, as there were no placements available. My mam and I lived alone together, and we were both so heartbroken to be separated. My mam went to court, and after two months, the judge returned me home. My mam was so upset after thinking she could lose me, and she just wanted to return to her home country. My mam and I left Ireland almost immediately and we went to live in Nigeria. I started secondary school there and when I completed it, I knew that I would need to leave Nigeria to follow my dream of becoming a doctor. Although my mam would miss me, she encouraged me to return to Ireland alone to follow my dream.

In 2019, I returned to Ireland and entered Caretakers supported accommodation for young people. The case manager there referred me to the Preparation for Education, Training and Employment service in Focus Ireland. I enrolled in a two-year Leaving Certificate

programme in Pearse College, and they helped me getting additional tutorial supports and a part-time job to support myself. In 2021, I sat the HPAT exam for Medicine and was on track to getting into Medicine. Unfortunately, in April 2021, my mam died suddenly and unexpectedly, and I returned to Nigeria for her funeral. On my return, I was put into quarantine. I sat my Leaving Certificate weeks after burying my mam and also after missing a month of school. Unsurprisingly, I didn't get the results I had expected, but also my dream of becoming a doctor had died with my mam. I got into a TU Dublin access programme and took the year to heal and to study other subjects and decide a new path for myself.

Last year was very tough, as I was still grieving, but I continued to be supported by so many people. PETE have been there, every step of the way. They have supported my educational goals and also ensured that I would be financially secure by helping me get part-time work. Today, I am now in my own independent secure apartment. I have started work in a retail part-time job that I love. And, best of all, in September 2022 I will be starting a Law degree in TU Dublin. My path to here has been rocky, but having timely supports has enabled me to see a bright future ahead. Buki believed my life was saved for a reason and I will honour her legacy by studying as hard as I can. And through my Law degree, I will help people and hopefully create a society in which everyone can flourish.

Buki believed my life was saved for a reason and I will honour her legacy by studying as hard as I can.

Empowering Focus Ireland customers

Over decades, Focus Ireland has put our customers, those with current or previous lived experience of homelessness, at the centre of what we do. From the founding of the organisation in 1985, the explicit aim was to talk to those who had become homeless, identify the pathways, and propose policy responses to end homelessness.

To this day, Focus Ireland, through its research and advocacy work, continues to put

customers, their voices and their stories at the heart of our approach. Our Peer Research programme, which has formally operated since 2014, convenes a panel of customers with current or previous lived experience of homelessness that oversees, monitors and evaluates a range of Focus Ireland research activities.

Adding to this, in 2021 we launched our Lived Experience Ambassador Programme (LEAP), empowering a panel of Focus Ireland customers with lived experience of homelessness to inform our work and the wider public about the pathways into and impact of homelessness.

Focus on: Lived Experience Ambassador Programme (LEAP)

The year 2021 saw the launch of Focus Ireland's LEAP (Lived Experience Ambassador Programme), which aims to empower people with a lived experience of homelessness to share their experience, insights and knowledge to help inform our work, the general public and policymakers. It is a core element of Focus Ireland's strategy to ensure the voice of our customer leads our work. Through this, we ensure that the services we provide align to the needs of our customers. The programme is supported by Bord Gáis Energy.

We have five ambassadors who successfully completed a 10-week workshop to prepare them for the role. The ambassadors were launched in a feature article in *The Irish Times* in October 2021. They had storytelling workshops with Geoff Power (writer and documentary producer) and a rights-based workshop with the Chief Commissioner of the IHREC (Irish Human Rights and Equality Commission), Sinead Gibney. Our current ambassadors are Catherine Keenan, Paul Geoghegan, Kelly Anne Byrne, Scott Buckley, and Stephanie Clarke.

Since the launch, our ambassadors have featured in print and broadcast media and have also spoken to policymakers locally, in the Oireachtas and to EU research groups. They have spoken at corporate events, 'Raise the Roof' meetings and to many of our funders and donors.

Our ambassadors had a leading role in our 'Shine A Light' flagship event. At Christmas, Kelly Anne and her children opened our pop-up children's art gallery and were featured in many newspaper articles. Scott was interviewed by the singer Dermot Kennedy and the video was played at Dermot's fundraising concerts in December.

Our ambassadors are also part of Focus Ireland Working Groups. The experiential knowledge of our ambassadors is helping us to develop our procedures and policies to better serve all our customers. Our five ambassadors have been an integral part of our work in 2021 and we would like to take this opportunity to thank them for their courage, generous spirit and their commitment to helping us work towards ending homelessness.



Above

Front row: Sr Stan

Back row: Ciara Carty (Director of Services), Catherine Keenan (LEAP), Paul Geoghegan (LEAP), Louise Bayliss (Campaign Coordinator), Kelly Anne Byrne (LEAP) and Scott Buckley (LEAP)

Below

Kelly Anne Byrne, Paul Geoghegan and Scott Buckley

Photos by Dara Mac Dónaill/The Irish Times





AN INTRODUCTION AND DISCUSSION PAPER



The Meascán Housing Model

Towards a Focus Housing Association model of socially mixed, supported housing provision
An introduction and discussion paper

FOCUS
Ireland

EVALUATION REPORT



Focus Ireland Customer Satisfaction Survey 2020/21

Challenging homelessness. Changing lives.

FOCUS
Ireland

Research and policy submissions

Focus Ireland’s high-quality research supports and informs the delivery of our housing and services to people experiencing homelessness, and it also strengthens our work in advocacy, campaigning, policy and education. In 2021, we produced the below research publications and policy submissions.

Research publications

- › **Customer Satisfaction Survey 2020/2021**
(Focus Ireland 2021)
- › **Domestic Violence and Family Homelessness**
(Mayock and Neary 2021)
- › **REGAL (Regaining Life for Precarious Women at Work): Analytical Report**
(Focus Ireland 2021, funded by the European Union’s Rights, Equality and Citizenship Programme)
- › **REGAL (Regaining Life for Precarious Women at Work): Aspirations Report**
(Focus Ireland 2021, funded by the European Union’s Rights, Equality and Citizenship Programme)

Policy submissions

- › **Contribution to Oireachtas Committee on Housing in relation to the deaths of people who are homeless**
(Focus Ireland 2021)
- › **Submission to the Oireachtas Committee on Key Issues affecting the Traveller Community**
(Focus Ireland 2021)
- › **Submissions to *Housing for All*:**
 - › Introduction
 - › Family Homelessness
 - › Youth Homelessness
 - › **Adult-only Household Homelessness**
(Focus Ireland 2021)
- › **Submission to the National Recovery and Resilience Plan**
(Focus Ireland 2021)
- › **The Meascán Housing Model**
(Focus Ireland 2021)
- › **Focus Ireland Pre-Budget Submission for Budget 2022**
(Focus Ireland 2021)
- › **Submission to Oireachtas Committee on Children, Equality, Disability, Integration and Youth**
(Focus Ireland 2021)

All Focus Ireland research and submissions for 2021 can be viewed at www.focusireland.ie.



Contents

- 53 **Directors and other information**
- 54 **Directors' report**
- 79 **Independent auditors' report**
- 83 **Consolidated statement of financial activities**
- 84 **Consolidated balance sheet**
- 85 **Company balance sheet**
- 86 **Consolidated statement of changes in reserves**
- 87 **Company statement of changes in reserves**
- 88 **Consolidated statement of cash flows**
- 89 **Company statement of cash flows**
- 90 **Notes to financial statements**
- 113 **Appendix to financial statements**
- 116 **Our partners**

Focus Ireland Company Limited by Guarantee

Reports and consolidated financial statements

for the financial year ended 31 December 2021

Company number: 106149

Directors and other information

Directors

Focus Ireland Board

Sr Stanislaus Kennedy
(Founder and Life President)
Mr Michael Layde (Chairperson)
Professor Tony Fahey
Mr Conor Jones
Mr Gary Kennedy
Ms Susan O'Connell
Mr John O'Haire

Focus Housing Association Board

Mr Diarmuid Burke (Chairperson)
Ms Patricia Crisp
Mr Mark Dunleavy
Ms Anne Fletcher
Mr Lonan McDowell
(Appointed 6 October 2021)

Members of both Boards

Mr Andrew Gunne
Ms Anna Lee
Ms Fionnuala Meehan
Mr Fergal O'Dwyer

Chief Executive Officer

Mr Pat Dennigan

Secretary and registered office

Ms Pamela Keenan
9–12 High Street, Dublin 8, D08 EIW0

Registered no:

106149

Independent auditors

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

Solicitors

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

Bankers

Bank of Ireland
Allied Irish Bank plc

Company

Focus Ireland
Focus Housing Association
Excellent Common Areas

Revenue registered charity no.

CHY 7220
CHY 9040
Not applicable

CRA registered charity no.

20015107
20022624
Not applicable

Directors' report

The directors present their annual report together with the audited financial statements of the company and of its subsidiaries, together 'the Group', for the financial year ended 31 December 2021.

About Focus Ireland

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

Mission

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

It can be different.

Principal activities and objectives

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

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

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

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

During 2016, Focus Housing acquired Excellent Common Areas Owner Management Limited, which is a dormant company.



At Focus Ireland, we are driven by the fundamental belief that homelessness is wrong.

Organisational structure



Governing document

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

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

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

Values

Focus Ireland's models for service provision are dictated by the needs of our customers. We believe that the quality-of-service delivery is as important as the kind of service we provide. During 2021, the organisation carried out a full review of its values. This process involved extensive workshops with our customers and our staff to ensure the new values adequately reflect who we are as an organisation. The four primary values that underpin our models of service delivery, both to our staff and our customers:

- › **Dignity** is about treating people equally, with respect, kindness, compassion and empathy. It involves valuing people's diversity, engaging in relationships of care, and having regard for people's capacities, values, feelings and beliefs.
- › **Quality** is about professionalism, effectiveness, accountability and integrity. It involves setting, achieving, and

maintaining high standards; collaborative approaches, and continuous learning; and ensuring environmental sustainability.

- › **Social justice** is about the achievement of positive outcomes to address social exclusion and inequality, and enabling people to lead independent and fulfilling lives. It involves responding to specific needs that flow from people's diversity, securing a fulfilment of rights, and challenging structural inequalities.
- › **Empowerment** is about independence and autonomy. It involves people understanding issues of power and powerlessness in their lives, having power to make informed decisions and choices, and being able to realise their full potential.

Relationships with other charities

Focus Ireland actively promotes partnership, working with statutory bodies and other charitable organisations in the provision of services and the pursuit of its advocacy goals. Examples of this work include participation in the Dublin Homeless Network and partnership work with local authorities and health services around the country in the Regional Homeless Forums. In addition, Focus Ireland has furthered its objectives through partnerships with other voluntary organisations. Focus Ireland works closely with Dublin Simon and The Peter McVerry Trust on providing the Support for Living Independently (SLI) service in Dublin. Focus Ireland is also a member of the Irish Council for Social Housing, the Charities Institute Ireland and FEANTSA (European network of organisations working with people who are homeless).

Achievements and performance

Covid-19

Covid-19 has meant that 2021 continued to be an extremely challenging time for everyone but especially so for those who are experiencing homelessness. It's at especially difficult times like this that we rely on our values and demonstrate our commitment to our customers and the most vulnerable. Our staff have been on the frontlines every day supporting some of the most vulnerable people in our society through this period and it speaks volumes to their innovation and professionalism that the impact on our customers and tenants has been minimised.

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

Staff

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

Customers

- › Focus Ireland has also been focused on continuing to support the increased needs of our customers. We have adapted our services where necessary to ensure we keep the highest standards of services.
- › Some of the innovations to deal with Covid-19 in 2020 continued into 2021 and have resulted in a permanent restructuring of services. Examples include:
 - › Our Caretakers service. In partnership with Tusla, the operation is now converted to 24/7 residential services for young people under the age of 18.
 - › The Shielding service set up in Dublin 8 in partnership with the HSE, and now known as the Healthcare Project, continues to operate as it has proven very successful in supporting vulnerable adults while protecting them from risk of contraction and spread of Covid-19.

Crisis management

A working group of the board consisting of the Chairpersons of Focus Ireland and Focus Housing, board members from the Finance Sub-Committees and members of the Executive team, came together to work as a crisis management team. The group continued to engage monthly over the course of 2021 to provide advice and guidance as needed in an uncertain environment and to have Board oversight on how the organisation was performing.

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

Performance

The organisation developed and rolled out our updated strategy in 2021: *Restating our Vision 2021–25*.

We will continue to build on our achievements from our previous strategy and remain dedicated to our two key pillars:

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

We understand that homelessness remains a blight on individuals, families and our society as a whole. But homelessness cannot be ended by working just at the individual level, important as that is. Always,

Focus Ireland has also been focused on continuing to support the increased needs of our customers.



our challenge to homelessness is based on the lived experience of the people we work with and support. Over the period of this strategy, we will continue to draw evidence-based inspiration from all our sources, both domestic and international, and share them with our partners to help change the practices and policies that sustain homelessness.

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

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

circumstances in which people live. Over the 2021–25 period, Focus Ireland will concentrate our resources in four key work streams reflecting the lives of the people we support:

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

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

Our achievements in 2021 and a summary of our performance are outlined below.

Goal	Impact of strategy
Add 1,152 homes to our housing stock by the end of 2025 through Focus Housing Association CLG	<ul style="list-style-type: none"> › Provided an additional 170 units (2020: 130) to our housing stock in 2021. Of this, 86 through acquisitions, and 84 leases or managed properties. › As at 31 December 2021, the organisation has 1,236 housing units. › These strengthened our commitment to providing homes for customers and helped those customers with a pathway to exit homelessness.
5,000 households which have experienced homelessness will have moved out of homelessness into social or privately rented homes with Focus Ireland support (in partnership with local authorities and national Government)	<ul style="list-style-type: none"> › Supported 12,300 (2020: 12,300) people through our services in 2021. › In 2021 Focus Ireland supported 767 households to settle into secure accommodation, including social housing, Focus Ireland housing or private rented accommodation through our Advice & Information, TSS and short-term accommodation services.
3,000 households that would have otherwise become homeless will have been assisted to keep their home or find an alternative.	<ul style="list-style-type: none"> › In 2021, 3,500 (2020: 2,900) customers in danger of losing their home accessed the Advice & Information services across the country. These Advice & Information services continued to provide an intensive case management feature to those customers who required an extended period of engagement to prevent them from becoming homeless. While Covid-19 limited the number of one-to-one engagements staff could have with these customers, 120 (2020: 300) such customers were still supported during the year.

We are also committed to providing 1,152 new properties over the lifetime of the strategy.

Services

Focus Ireland supported over 12,300 people in 2021 through the provision of services in Dublin, Cork, Limerick, Waterford, Sligo, Wexford, Tipperary, Carlow, Kilkenny, Kildare, Clare, Kerry and Monaghan. This figure is not directly comparable to previous years as, due to Covid-19 restrictions, certain types of interaction had to change. For instance, some services went online, food services moved from sit-in to takeaway, and not all interactions are covered by this figure. The year 2020 was the final year of Focus Ireland's existing strategy, the long-term objective of which is to identify and help people who are in danger of losing their home – prevention; or supporting people to sustain an exit out of homelessness – sustaining exits. In 2021, Covid-19 meant that we had to find new and innovative ways of engaging with our customers. With regular face-to-face contact severely restricted, staff adopted customer-friendly and customer-agreed methods of communication to support the people who we work with. These included social and digital media platforms, online meetings, telephone calls, texts, and any safe and effective communication models that allowed us to engage and interact with our customers in a meaningful way.

Prevention services

The key services delivered under our prevention strategy are:

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

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

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



In 2021, staff also continued to provide an intensive case management element as part of our prevention Advice & Information services.



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

In 2021, staff also continued to provide an intensive case management element as part of our prevention Advice & Information services. This element specifically supports those customers who require an extended period of engagement from staff to prevent them from becoming homeless. While one-to-one engagement with customers was impacted by Covid-19 in 2021, staff still provided case management support to 117 (2020: 281) customers in 2021, while overall, approximately 3,500 (2020: 2,000) customers in danger of losing their home accessed the Advice & Information service in that period.

Focus Ireland's **Tenancy Sustainment Support** (TSS) services also operate across the country and provide both prevention and sustaining exits services elements. Prevention TSS involves staff delivering visiting support to customers who may be at risk of losing their homes. Tenancies may be at risk for a variety of reasons so, like the Advice & Information service, staff will work with and support the customer in identifying, reducing or eliminating this risk. In 2021, approximately 730 (2020: 570) households at risk of losing their homes were supported through the provision of assistance in practical home management (e.g. basic repairs, arrears management and debt counselling) and addressing anti-social behaviour (e.g. neighbour disputes and family relationships). Staff also supported customers with mental health/healthcare needs in

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

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

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

In 2021, 410 (2020: 430) young people were supported as part of Focus Ireland's Youth services.

Services that sustain exits out of homelessness

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

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

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

In 2021, approximately 4,000 (2020: 5,000) customers were supported as part of this service. While face-to-face case management was limited because of Covid-19, staff still provided 152 (2020: 423) households with case management support during the year.

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

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

Focus Ireland's Tenancy Sustainment Support services also include the Dublin Family Homeless Action Team which, in

2021, supported 750 (2020: 1,000) families and nearly 1,500 (2020: 1,600) children who were homeless; 250 of these families (2020: 467) were successfully moved into a new home during 2021.

Overall Focus Ireland's Tenancy Sustainment Support services supported over 1,500 (2020: 1,900) households.

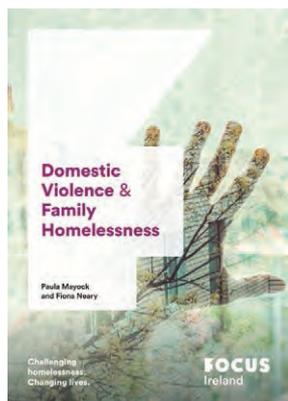
Long-term supported accommodation services promote independent living principles for our customers, with the customer facilitated and supported in taking control of their own lives, including identifying any of the supports that they require. At the same time, staff provide long-term supports to people who were homeless and who have specialised health, care and social support needs. In 2021, approximately 780 (2020: 720) households were supported as part of our long-term housing services across the country.

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

The overarching aim of short-term accommodation services is to minimise the length of time spent homeless and to support the person to access housing with requisite supports as soon as possible after initial presentation to homeless services. Nearly 235 (2020: 220) households were supported in Focus Ireland's short-term accommodation services across the country during 2021.



The Advocacy team published several important research reports during 2021.



Advocacy, communications and research

The year 2021 continued to be a busy one for our Advocacy team. Some key achievements during the year are as follows:

- › In the first quarter of 2021, the Advocacy team ran an active campaign to encourage the Government to set new targets for ending homelessness. For several years, as a member of the European umbrella organisation, FEANTSA, Focus Ireland has argued for a European-wide initiative on homelessness. In June 2021 this work saw fruition with the launch of the 'Lisbon Declaration' in which every EU member state, including Ireland, committed to working to end homelessness by 2030.
- › In March, as part of the Irish Homeless Policy Group, we published *Ensuring a Home for All*, a report which identified barriers facing migrant households when seeking housing supports and assessed the human rights and equality implications for this group.
- › The Government invited submissions to its new housing and homelessness strategy in early 2021 and the advocacy team made a detailed submission to this consultation process and participated in a number of collaborative submissions on specialist areas. The new strategy, *Housing for All*, was published in the second half of the year. Focus Ireland strongly welcomed its commitment to work towards ending homelessness by 2030, but noted the policy measures necessary to achieve this were not spelled out in the strategy.
- › The team made three submissions to Oireachtas Committees during 2021:
 - › In January: *Housing in Relation to the Deaths of People Who are Homeless*
 - › In February: *Key Issues Affecting the Traveller Community*
 - › In November: *Children, Equality, Disability, Integration and Youth*, which included for the first time one of the Focus Ireland Lived Experience Ambassadors, Kelly Anne Byrne.
- › The Advocacy team published several important research reports during 2021 including:
 - › *Supporting the Mental Health of Children in Families that are Homeless: A Trauma-Informed Approach*, a discussion paper based on research by Rikke Siersbaek and Camille Loftus
 - › *Impact of Covid-19 on Housing First Service Provision in Ireland* by Haley Curran and Daniel Hoey
 - › Two reports from the EU-funded REGAL Project, looking at the experiences of women

with caring responsibilities who were at the margins of the labour market and in precarious housing situations

- › *Domestic Violence & Family Homelessness* by P. Mayock and F. Neary.

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

Tenant and customer participation

The Lived Experience Ambassador Programme (LEAP) project is a key element in the 'tenant and customer participation' theme in the Focus Ireland strategy *Restating our Vision 2021–25*, and reflects the organisation's values of dignity and empowerment. The LEAP project was launched in September 2021, with strong coverage in *The Irish Times*. LEAP ambassadors participated in a number of high-profile events including Shine A Light, WPC, and a presentation to the Joint Oireachtas Committee on Children.

Housing and property

In another challenging year, we achieved the provision of 170 homes and significantly expanded our portfolio in Munster and the mid-west. We continued to work with Local Authorities to manage homes to avoid families having to enter hotels and for the policy of Housing First. During the year, we expanded our Housing First provision into Cork County and Kerry.

Having acquired a site in Connaught Street, Cabra, in 2020, we went on site in June 2021. Delivery of 20 homes is expected in 2022.

Also, in March 2021 we completed two major refurbishment projects in Dublin, bringing apartments in poor condition back into use and providing move-on opportunities for existing tenants who no longer needed on-site support, thus freeing up properties for those who needed that high level of support.

We have continued to successfully implement the Meascán model of intentional social mix with a development in Cork and another to be added in early 2022.

We restructured our regional Housing Management teams to reflect the growth in these areas and added an additional PMO to provide further support to Housing First tenants in Cork and Kerry.

Employees

Human resources – investing in people

Talent acquisition

The Talent Acquisition team had a highly successful year in 2021 with a total of 168 roles being filled throughout the year. The key drivers to the high level of recruitment over 2021 include: replacements due to resignations, new funding secured for roles, additional roles being identified via our budget process, internal promotions, transfers and maternity cover.

In 2021, we welcomed a total of 92 new joiners, 43 internal transfers and 33 promotions. There was significant interest in all the promotional opportunities advertised and staff also took the opportunity to transfer across the organisation to gain further knowledge and experience in other projects and services.

A strategic approach to recruitment was adopted to achieve efficiencies. This included an analysis of our current recruitment practices and the implementation of strategic objectives including business partnering and planning, recruitment pooling, and fundraising executive rotation.

Headcount at the end of 2021 was 452 employees, which included 63 part-time employees.

Employee engagement

The Employee Engagement group took the opportunity to work together on monthly themes to raise awareness of our values and link them back to wellbeing initiatives. We continue to have support from Wrkit who provide an online portal with access to wellness tools, discounts and learning opportunities. We have availed of strong collaboration with The Sanctuary who provide us with monthly meditations.

The Buddy System continued to grow in 2021 and has proven to be a great support for new employees commencing their careers in Focus Ireland. The buddy system is an onboarding and knowledge-sharing method used to induct new staff into an organisation. It involves assigning new joiners to a workplace buddy. The buddy is an existing employee who guides the new employee through the first few weeks or months on the job. In Focus, staff have put themselves forward voluntarily to be a buddy. New staff will be assigned a buddy in their first week.

Learning and development

A strategic approach to learning and development has been adopted to ensure, among other things, that our staff have the skills and knowledge to carry out their roles, meet strategic objectives, provide value for money and return on investment. This includes the introduction of a Training Needs Analysis in 2021, to define and prioritise organisational, individual, team and service needs.

There was a strong focus on developing managers, in addition to equipping teams with the professional skills required to carry out their roles effectively. Courses were aimed at providing our senior and middle managers with key leadership skills in effective communication, strategic thinking, employee motivation, and making difficult decisions. Working remotely and managing time and workload were additional focus areas for teams across support functions and services, given the change in work practices as a result of the pandemic.

Working safely

There have been no major incidents as a result of the pandemic and we were proactive in our approach to being prepared, updating our ways of working and developing protocols for being onsite. We haven't had the need to close any services and have remained available to our customers.

Our Working Safely group have continued to follow guidelines from HSE and Service Managers and cascade them back to their teams. There has often been specific guidance for homeless services that don't relate to other sectors, and this is shared at weekly meetings led by Service Managers. Services continue to work with the Health and Safety Manager to keep their stocks of PPE replenished.

The launch of our Hybrid Working Pilot in October 2021 gave the opportunity for eligible staff to apply to work remotely up to 3 days a week. As the guidelines from government changed again in November, we saw more staff working remotely. We will continue with our Hybrid Working Pilot into 2022 and, once restrictions are lifted, carry out a review of how it is embedding across the organisation.

The Talent Acquisition team had a highly successful year in 2021 with a total of 168 roles being filled throughout the year.

Our flagship event, 'Shine A Light' night, raised over €1.3m as it moved to a hybrid approach when the restrictions eased towards the end of the year.



Volunteers

Due to Covid-19 restrictions, there was very little capacity for volunteers within the organisation. In 2021 there was one volunteer in Mid-West and one volunteer in Limerick. There were three student placements in 2021: one in Sligo, one in the Family Centre and one in the Coffee Shop. Focus Ireland had eight School Visit Ambassadors. Following the easing of restrictions, the volunteer process began to be streamlined, which continued into 2022 with a more structured procedure being put in place.

Fundraising and marketing

Fundraising activities cover a wide spectrum across the country, including cash appeals, regular giving, corporate partnerships, legacy, events and campaign and philanthropy.

While the pandemic continued to create challenges for Fundraising in 2021, the team managed to achieve their target for the year, raising €14.1m. This was lower than the exceptional achievement in 2020 where €17.0m was raised, largely as the public supported Focus Ireland as a frontline charity during the pandemic.

The public have continued to be a huge support to fundraising in 2021 bringing in over 40% of our income through cash appeals and regular giving.

At the beginning of 2021, the Virtual Camino raised 200% more than budget and The Next Step exceeded target. Our flagship event, 'Shine A Light' night, raised over €1.3m as it moved to a hybrid approach when the restrictions eased towards the end of the year.

In 2021, BGE recommitted and renewed its support of Focus Ireland by extending its partnership from 2022 to 2027. Over the next five years, the company has pledged an additional €2 million and has committed

to funding new innovative services such as the LEAP programme and A&I. This corporate support will be enhanced through staff engagement and fundraising. Other partnerships and major donor support ensured funding for some of our key services. Legacy also had a strong year, securing 29 bequests.

To support all Christmas fundraising, an art gallery in Dublin 2 was designed to exhibit artwork by children in Focus Ireland services and depict their lived experience of homelessness. There was good coverage in the media. 2fm saw social content from the exhibition on Instagram and organised a donation day for Focus Ireland that raised over €120k.

Also during 2021, the redevelopment of our offices in High Street took place in Q1 and Q2 of 2021, and was provided pro bono to Focus Ireland. The initial works were essential maintenance to enhance and bring to code the fire standards in the building. The redevelopment phase began with over 65 companies involved in providing all labour, design, project management and materials at no cost. The total value of the project is €1.135 million and is recognised as a donation-in-kind in fundraising income. The project was managed by KMCS – Project Management & Cost Consultants. This project had an immense impact on staff morale at having a proud place where Focus Ireland staff can work. This is something that we would never have the resources to do ourselves and we are extremely grateful to all the suppliers involved.

Each year the generosity of our supporters amazes us. Without them we simply could not do it. The level of fundraising received over the course of 2021 was a great achievement in such a challenging environment, and the impact was huge in allowing us to continue to grow and adapt our services in line with the needs of our customers.

Financial review

The financial results for the year are set out in the Statement of Financial Activities on page 83.

The surplus achieved in the year was €3.3m (of which €0.6m is restricted) (2020: €9.6m). Included in this figure is €3.4m (2020: €3.1m) which relates to the release of capital asset scheme (CAS) mortgages which expired by the end of 2021 and these are showing under Other income in the statement of financial activities.

Expenditure in 2021 included approximately €1.8m for a planned maintenance and refurbishment programme of two major Focus Housing sites, one in Waterford (La Palais, Tramore) and one in Dublin (George's Hill, Dublin 8). This was planned through our budget process.

Grant income remained fairly steady in the year, with a slight decrease of 1.7% over 2020 levels, and now accounts for almost 38% (2020: 38%) of total income. Services set up in 2020 as a result of the pandemic continued into 2021. These included our cocooning services in Dublin 8, with 16 units supported by the HSE. This service provides vital cocooning services to vulnerable adults to protect against the contraction and spread of Covid-19. We were also able to deliver these services with increased efficiencies

as the service stabilised, resulting in cost-savings to the HSE. This is the main reason for the fall in grant income in the year. We continue to advocate for cost-of-living increases in grant income with our state funders, with success in some areas. This is of extreme importance, as we have seen costs continue to rise and we need to ensure a sustainable funding stream for our services.

Plans for the future

The organisation will continue with its strategy *Restating our Vision 2021–25*, staying true to our values and ethos of treating our customers with fairness, dignity and respect.

We will need to adapt to the challenges which may lie ahead as a result of the Ukrainian war and the impact this may have on our services and our fundraising.

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

Expenditure in 2021 included approximately €1.8m for a planned maintenance and refurbishment programme of two major Focus Housing sites, one in Waterford and one in Dublin.





Caroline Morahan with Sr Stan at the 2016 Christmas Radiothon

The additional cash at the end of the year directly relates to a stronger than expected Christmas fundraising campaign in Q4 2021.

Cash reserves

In the past number of years, the organisation has been focusing on replenishing the cash reserves in order to ensure organisational stability and sustainability. In line with our strategy, we have worked to build up the cash reserves to a best-practice level of 13 weeks' reserves. The way the organisation calculates the level of reserves required is based on 13 times the budgeted weekly cost of running the organisation. The budgeted weekly cost for 2021 amounted to approximately €724k (€2020: €649k). The aim was to finish the year with approximately €9.4m (13 weeks). The cash balance at 31 December 2021 was €13.9m, which represented 19 weeks. The additional cash at the end of the year directly relates to a stronger than expected Christmas fundraising campaign in Q4 2021. With the remainder of the excess funds, the organisation is considering the best way these funds can be utilised to have a meaningful impact on the services we provide for our customers, as well as strengthening the future viability of our organisation.

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

Dividends and retention

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

Pensions

Focus Ireland operates a defined contribution scheme, open to all permanent staff. The Company contributions are 7% of pensionable salary while employee contributions are 5% of pensionable salary.

Health and safety

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



The pandemic continues to present a unique challenge to our organisation as well as the wider charity sector.

Environment

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

Post balance sheet events

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

Political contributions

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

Principal risks and uncertainties

Focus Ireland operates a risk-management process culminating in a corporate risk register that identifies the top risks, their likelihood and impact, and the consequent actions necessary to manage them

effectively. Corporate risks and mitigating actions are regularly scrutinised by the Board and executive team. The principal risks identified that could have a serious impact on performance are as follows.

Covid-19

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

Ukrainian crisis

Ireland has a humanitarian, moral and legal obligation to help refugees fleeing war, conflict and the destruction of their homes, towns and cities. It is true to say that helping Ukrainian people who are fleeing for their lives will represent a major challenge to a country already in a housing and homelessness crisis. The job of the Government is to ensure that the cost of doing the right thing does not fall disproportionately on those who are already most vulnerable but that it is carried by those most able to do so. While we will continue to focus on our core strategy and customer group, it is not yet clear the full impact that this crisis will have on our organisation and indeed our sector. To date we have not seen a significant impact on our services but Focus Ireland has a lot of expertise working in crisis situations and with traumatised families and children. Our services teams across the country are in contact with the Department of Children (Equality, Disability, Integration and Youth) and Tusla, looking at what we can do to help.

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

Insufficient funding

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

Tendering

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

Recruitment

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

Safeguarding

This relates to the risk of any types of inappropriate behaviour that negatively impact the people with whom we work. We manage this risk through the development and enforcement of strong policies, by good recruitment practice, and by the provision of ongoing training and guidance.

Housing supply

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

Building costs inflation

The rising cost of inflation on all building materials is a significant challenge for the organisation. The impact is resulting in delays and challenges for our development pipeline. The Property and Development team are continuing to ensure that contract terms are as favourable as possible to mitigate or reduce the impact of this risk.

Data protection

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

Interest rates

Focus Ireland held 38 loans at the end of 2021 which were issued on a fixed rate in order to mitigate the risk of adverse interest rate fluctuations.

Going concern

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

Governance and management

The directors and secretary who currently hold office and who held office during the year are listed on page 68. Focus Ireland has been a long-term advocate for rigorous statutory regulation of governance and fundraising in registered charities and Approved Housing Bodies.

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

- › The new Charities Governance code
- › 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 Regulation Code for Approved Housing Bodies
- › Triple Locked – member of Charities Institute Ireland.

The Board

Directors and Company Secretary

The directors and secretary who currently hold office, or who held office during 2021 are:

Focus Ireland Board

Sr Stanislaus Kennedy
(Founder and Life President)
Mr Michael Layde (Chairman)
Mr Tony Fahey
Mr Conor Jones
Mr Gary Kennedy
Ms Susan O'Connell
Mr John O'Haire

Focus Housing Association Board

Mr Diarmuid Burke (Chairman)
Ms Patricia Crisp
Mr Mark Dunleavy
Ms Anne Fletcher
Mr Lonan McDowell (appointed 6 October 2021)

Members of both Boards

Mr Andrew Gunne
Ms Anna Lee
Ms Fionnuala Meehan
Mr Fergal O'Dwyer

Secretary

Ms Pamela Keenan

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

There is clear division of responsibility at the company, with the Board retaining control of major decisions under a formal schedule

of matters reserved to the Board for decision, and with the Chief Executive responsible for devising strategy and policy within the authorities delegated to the Chief Executive by the Board. The Chief Executive is not a member of the Board.

The Company has a comprehensive process for reporting management information to the Board. The Board is provided with regular information, which includes key performance and risk indicators for all aspects of the organisation. The Board meets regularly as required and met 6 times during 2021 (2020:7).

The recruitment of Board members is managed by the HR & Nominations committee. A Board skills matrix is also maintained to ensure that we have sufficient knowledge and experience on the Board. The HR & Nomination sub-committee will review the skills and experience matrix and identify potential board members for consideration by the board, taking into consideration alignment with the organisational values and avoidance of conflict of interest.

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

One-third of directors are required to retire annually by rotation and if eligible may offer themselves for re-election. The roles of Chairman and Chief Executive are separate, as is the role of Company Secretary, and all directors are independent of the management of the company.

The Board of Directors retain overall responsibility for the strategic development of the company in close liaison with the executive officers.

Our board members are as follows:

The Board is responsible for providing leadership, setting strategy and ensuring control.

Board members – Focus Ireland (only)

Name	Brief profile	Board term/ Meetings attended
Sister Stanislaus Kennedy	› Sister Stanislaus Kennedy is an Irish Sister of Charity and one of Ireland’s best-known social innovators. Sister Stan founded Focus Ireland in 1985 and is Life President of the organisation.	Life member
Michael Layde	› Michael joined the Focus Ireland Board as Director in April 2016, having retired from being Assistant Secretary in the Housing and Planning division of the Department of the Environment, Community and Local Government. Prior to this, Michael was Assistant Secretary in charge of the Department’s Environment division. He previously served as Principal Officer in a number of the Department’s areas of activity, most recently as Principal Officer, Waste Policy, where he dealt with the review and regulation of the sector. He has been a member of the Department since 1995, having previously worked in the Department of Health. Michael was appointed Chairperson of Focus Ireland in November 2018.	2/3
Tony Fahey	› Tony is Professor Emeritus of Social Policy in University College Dublin. He is a sociologist by training and before joining UCD in 2007 spent 15 years as a social researcher in the Economic and Social Research Institute, Dublin. He has published on a range of topics connected with social policy and social trends in Ireland, the European Union and the United States.	2/3
Conor Jones	› Conor joined Google in 2015 and currently leads the Large Customer Sales team for the UK and Ireland. › Conor trained as an electronic engineer and designed microchips for mobile applications for four years with Nasdaq-listed semiconductor intellectual property company ParthusCeva, Inc. Conor’s team delivered the world’s first commercially licensed Bluetooth IP, selling to clients such as Panasonic, Sharp, Hitachi and Fujitsu. › After obtaining his MBA he transitioned into management consulting, spending 10 years with McKinsey & Company – the last four as Managing Partner of McKinsey’s Irish practice.	2/3
Gary Kennedy	› Gary’s executive career commenced in Deloitte in 1978; he spent 13 years with Nortel Networks in a variety of roles and geographies concluding as Vice President for Enterprise Networks EMEA and finished his executive career as Group Finance Director for Allied Irish Bank plc. › He is chair of Greencore Group plc and Norcross plc. Gary is a former co-chair of ‘Balance for Better Business’, the Irish Government sponsored gender balance initiative; a founding Chair of the 30% Club in Ireland and is a member of the council of the IOD in Ireland.	1/3
Susan O’Connell	› Susan studied at University College Dublin and trained in McCann FitzGerald and qualified as a solicitor in 1996. Susan became a partner in McCann FitzGerald in 2002, leading the Private Client department of the firm for the following ten years, until the establishment of O’Connell Brennan Solicitors in 2012. Susan specialises in personal estate and tax planning and also advises charities and non-profit organisations and donors in relation to philanthropic giving. Susan is a former chairperson of the Society of Trust and Estate Practitioners (STEP) Ireland. She is also an Associate of the Irish Taxation Institute, a Chartered Tax Adviser (CTA) and a member of the International Academy of Trust and Estate Law.	2/3
John O’Haire	› John has worked for Focus Ireland for over 20 years and was elected to the Focus Ireland Board as Worker Director in 2019 for his second term, having previously served when he was a Project Worker. He has worked in various capacities in the organisation over the years, garnering a wealth of experience as a Team Leader, Project Worker and currently Head of Family Services based in Dublin.	2/2

Board members – Focus Housing Association (only)

Name	Brief profile	Board term
Diarmuid Burke	<ul style="list-style-type: none"> › Diarmuid joined the Focus Housing Association Board in 2015 and was appointed Chairperson in November 2018. › Diarmuid has a financial and commercial background and was a senior executive with a growing pharmaceutical organisation for almost 30 years, leading the organisation's business at CFO and General Management roles over that time. Diarmuid continues to be involved in the pharmaceutical industry at Board level. 	2/3
Patricia Crisp	<ul style="list-style-type: none"> › Patricia has over 30 years' experience in all aspects of commercial and residential property, including professional services and agency. A former Executive Director of Corcoran Jennison Europe Ltd, she is experienced in advising companies and institutions on their property holdings in relation to their company or institutional strategy. Patricia specialises in Corporate Property Services, providing strategic property advice to corporate and institutional clients regarding all aspects of their property portfolio, such as relocation, sales and leaseback, development projects, fit-out, facilities management, project management and landlord and tenant issues. 	1/3
Mark Dunleavy	<ul style="list-style-type: none"> › Mark is Managing Director of MD Property, which he established in 2004. MD Property is one of Ireland's largest management and leasing firms. They currently manage over €1.8bn worth of assets containing 4,500 units across 75 developments. Mark is a chartered surveyor and is Chairman of the Society of Chartered Surveyors of Ireland residential committee. 	2/3
Anne Fletcher	<ul style="list-style-type: none"> › Anne is a founder and former managing director of COADY Architects with over 40 years' experience as a practising architect. 	1/3
Lonan McDowell	<ul style="list-style-type: none"> › Lonan qualified as a solicitor with McCann FitzGerald in 1980, giving more than 40 years to the practice. His area of expertise is in commercial property. Performing as partner for 30 years, Lonan retired from McCann FitzGerald in 2017. Lonan continued to work with the practice as a consultant until April 2022. 	1/3

Members of Boards of both Focus Ireland and Focus Housing Association

Name	Brief profile	Board term
Andrew Gunne	<ul style="list-style-type: none"> › Andrew has a 25-year career in the European real estate sector. He has co-founded and held various senior positions in property and finance companies involved with investment, corporate finance and real estate development. He has overseen more than €3 billion of real estate and real estate financing transactions. 	FI 2/3 FHA 2/3
Anna Lee	<ul style="list-style-type: none"> › Anna joined the Board of Focus Ireland in 2015. She has considerable experience of the local/community development sector, with a particular focus on the development of anti-poverty and social inclusion strategies (including economic and employment). She has been centrally involved in the design and implementation of integrated actions at local and regional level and was CEO of South Dublin County (formerly Tallaght/Dodder Valley) Partnership from 1991 until July 2014. › Anna has contributed to policy development at national, regional and county level. She chaired the Combat Poverty Agency, the Dublin Employment Pact, the South Dublin County Enterprise Board and Tallaght Drugs Task Force. 	FI 2/3 FHA 2/3
Fionnuala Meehan	<ul style="list-style-type: none"> › Fionnuala has a 25-year career working with multinationals in the tourism and technology sectors, spending her formative years at Best Western International before working for AOL Europe/UK and most recently for Google. Joining Google in 2005, Fionnuala was instrumental in the growth of the Advertising Sales & Operations organisation, holding a number of roles including Vice President of Google Customer Solutions EMEA, leading a team of 1,000 people working with SMBs across the region. For her last three years at Google, Fionnuala was also the Head of Google in Ireland, responsible for all aspects of the site of more than 8,000 Googlers, interns and vendors, ensuring that operations continued to flourish and securing future investment for the Irish site, the fifth largest for Google worldwide. › Her personal focus during this time was spearheading how Google Ireland gave back to the business and local community in a meaningful way, including hiring the first community liaison role and securing millions of euros for philanthropic efforts like the Google Impact Challenge. Fionnuala is currently working as an independent business advisor. 	FI 1/3 FHA 2/3
Fergal O'Dwyer	<ul style="list-style-type: none"> › Fergal O'Dwyer joined the board of Focus Ireland and Focus Housing Association in 2019, assuming the role of Chair of the Finance Sub-Committee also. Fergal is a Chartered Accountant with significant experience in financial management, treasury, strategy, capital deployment and development. Fergal retired in 2020 from DCC plc, the Irish-headquartered international sales, marketing and business support services group, which is a FTSE100 constituent company, where he was Chief Financial Officer from 1992, and an Executive Director from 2000. 	FI 1/3 FHA 1/3

Meeting and sub-committee attendance 2021

Board member	FI Board	FHA Board	Research Advisory	Public Affairs	HR & Nominations	Finance	Audit	Funding and Branding	Services	Joined Board
Focus Ireland (FI)										
Sister Stanislaus Kennedy	5/6				2/4				6/6	Sept 1985
Michael Layde (Chair FI)	6/6			3/3	4/4	4/6				April 2016
Susan O'Connell	5/6				3/4		6/6			May 2016
Gary Kennedy	6/6							5/6		Sept 2020
John O'Haire	6/6								6/6	April 2019
Conor Jones	6/6							6/6		Jan 2019
Tony Fahey	6/6		4/4							March 2019
Focus Housing Association (FHA)										
Diarmuid Burke (Chair FHA)		6/6			4/4	6/6				May 2015
Patricia Crisp		6/6								Feb 2019
Mark Dunleavy		6/6					4/6			Feb 2019
Anne Fletcher		6/6								Dec 2020
Lonan McDowell		1/1								Oct 2021
FI and FHA										
Anna Lee	5/6	5/6							6/6	May 2015
Fionnuala Meehan	5/6	5/6		2/2						Sept 2020
Andrew Gunne	6/6	6/6								Feb 2019
Fergal O'Dwyer	6/6	6/6				6/6				July 2019
Sub-committee volunteer members										
Adrienne Regan								4/6		
Niall O'Driscoll								6/6		
Fiona Scott				3/3				6/6		
Dr Eoin O'Sullivan			3/4							
Dr Helen Johnson			4/4							
Aidan Culhane			4/4							
Dr Kate Frazer			2/3							
Dr Kathy Kelly			2/3							
Sinead Kelleher			4/4							
Dr Gloria Kirwan									6/6	
Larry Tuomey									0/3	
Francis Chance									4/6	
Roger Wallace							4/6			
David Kelly							5/6			
Declan O'Flaherty						5/6				
Emily Logan				0/2						
John Gallagher				3/3						
Sean Fitzpatrick					2/2					

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

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

Board Committees

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

Finance Committee

This committee monitors and reviews financial performance. The committee should meet six times per year (2021:6, 2020:6) and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the Committee

- › Monitor and review financial performance of Focus Ireland and Focus Housing Association.
- › Review internal financial controls and risk management processes of both organisations.
- › Offer advice and assistance to the Executive team to ensure financial sustainability of the organisation.
- › Provide specialist financial expertise and perspective to enable both Focus Ireland and Focus Housing Association to carry out their work effectively.

- › Report findings and recommendations from its review directly to the relevant Board.
- › Monitor finance procedures to ensure appropriate to the relevant organisation's activities.
- › Authorise expenditure greater than €100k.
- › Act as a point of escalation for the Executive team.
- › Provide a forum where relevant issues/controls and financial or sustainability concerns can be discussed, and appropriate solutions devised.
- › Monitor and review annually the Treasury Management policy for both organisations to ensure still appropriate for the relevant Board.
- › Be a reference point for the Executive team when dealing with crisis management situations, e.g. Covid-19.

Audit and Risk Committee

This committee reviews internal financial controls and risk management. The committee liaises with internal and external Auditors and reports to the Board. The committee should meet at least six times yearly (2021:6; 2020:6) and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the Committee

- › Monitor the integrity of the financial statements of Focus Ireland and Focus Housing Association and any formal announcements about the organisation's financial performance.
- › Promote best practice in terms of financial reporting and governance throughout both organisations.
- › Review internal financial controls and risk management processes for both organisations.
- › Liaise directly, and independently of the Executive team, 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 or concerns.
- › Report findings and recommendations from its review directly to the relevant Board.

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

- › Review and advise on choice of external and internal auditors as appointed every five years.
- › The Terms of Reference for auditors to be reviewed/amended as appropriate and ratified by the main Board of Focus Ireland and the Board of Focus Housing Association every five years.
- › Review annually all insurance claims and cover to ensure an appropriate level of protection is maintained.
- › Review the IT systems and roadmap annually to ensure appropriate for both organisations.
- › Review annually the Health & Safety policy of the organisations and monitor compliance with our obligations.
- › Review any investigations required and work with the Executive to complete any actions arising from such investigations.
- › Offer advice and assistance to the Executive team on the development of robust processes and on the protection of Focus Ireland's and Focus Housing Association's reputation.
- › Monitor procurement procedures suited to each organisation's purchasing profile.
- › Act as a point of escalation for the Executive team and to undertake actions agreed at the Audit Sub-Committee meetings.
- › Provide a forum where relevant issues and audit concerns can be discussed, and appropriate solutions devised.
- › Review bi-monthly the risk register of both organisations and carry out an annual review of the risk management framework of both organisations to ensure it is still appropriate.
- › Allow Board Members or employees to raise concerns about potential irregularities in confidence regarding financial reporting; the Audit & Risk 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.
- › Provide specialist financial and audit expertise and perspective to enable Focus Ireland and Focus Housing Association to carry out its work effectively.
- › Contribute to a think tank on audit and risk management every three years.

Human Resources and Nomination Committee

The function of this committee is to ensure successional planning and that composition of the Board has appropriate skills, knowledge and experience, as well as approving and determining remuneration for Executive Management. The committee should meet

at least three times yearly (2021:4, 2020:3) or when required and consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the Committee – Nomination

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

Functions of the Committee – Human Resources

- › The Sub-Committee will nominate the appointment of the CEO to the respective Boards for decision. It will also determine and approve the remuneration of the CEO and changes to the remuneration of the Executive team reporting directly to the CEO.

- › The Sub-Committee also recommends the pay and pensions policy for the Organisation and approves organisational wide pay increases to the Board.
- › The Sub-Committee reviews the organisation people strategy for recommendation to the Board.
- › Annually the Committee reviews the Organisational Structure and the Management Succession Plan.
- › The CEO will be responsible for monitoring and assessing the performance of the Executive team.
- › The CEO will make recommendations to the Remuneration & Nomination Committee for endorsement.
- › The Chairperson of the Board will be responsible for monitoring and assessing the performance of the CEO in accordance with Focus Ireland’s performance management policy and procedures.

Research Committee

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

The committee will meet at least three times a year (2021:4, 2020:3). It comprises non-executive members of the Board, volunteer experts, leading academics and Focus Ireland executives. The Chair of the Sub-Committee is a member of the Focus Ireland Board. The Director of Advocacy, Research and Communications will act as the executive officer of the Sub-Committee, with the support of the Research Co-ordinator.

Functions of the Committee

- › Advise Focus Ireland on a programme of research and evaluation in the context of the organisation’s Strategic Plan and objectives.
- › Contribute to and advise Focus Ireland on the development of its research strategy.
- › Monitor the progress of the research programme and advise the Director of Advocacy, Research and Communications (DARC) and/or the Research Coordinator in relation to particular research projects.
- › Review, critically analyse and comment on draft research reports prior to publication.
- › Advise in relation to the dissemination of research reports and the most effective means to influence public policy.
- › Establish a Research Ethics Sub-Committee and be responsible for

ensuring that Focus Ireland’s Ethical Research Guidelines are adhered to.

- › Participate in the development of the organisation’s multi-annual Strategic Plan, with particular reference to emerging areas of research and evidence of effective practice and policy.
- › Advise on relevant external experts and leading academics to be members of the Research Sub-Committee to ensure expertise on all relevant areas is available.
- › Advise regarding any other matters of common interest that the Chairs and/or the CEO believe would contribute to the objectives of Focus Ireland.
- › The Research Sub-Committee will hold periodic joint meetings with the Services Sub-Committee, as decided by the Chairs of the two committees, in relation to:
 - › Evaluations and impact assessments of Focus Ireland Services
 - › Assessment of the emerging trends in the scale and nature of homelessness
 - › Discussions of emerging innovations in policy and practice.

Services Committee

This committee provides advice and guidance on models of services available and good practices associated with service delivery. The committee should meet four times each year (2021:6, 2020:6) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Functions of the Committee

- › Advise Focus Ireland on models of services available and good practices associated to service delivery within the context of the Agency’s strategic plan.
- › Contribute to and advise Focus Ireland on the development of its services strategy.
- › Participate in a think tank every 3–5 years on the services considering future demand and policy over the next 5–10 years.
- › Provide a forum where relevant issues/ challenges can be discussed relating to services in meeting the demands and needs presenting and provide recommendations.
- › Advise on external experts to invite to join the Services Sub-Committee.
- › Introduce Focus Ireland Executive and Management to key influencers and decision makers in statutory, business and community sectors to improve policies, services and strategy to eliminate long-term homelessness in Ireland.

Funding and Branding Committee

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

This committee meets up to six times per year (2021:6, 2020:6). It consists of Non-Executive Directors and Focus Ireland Executives.

Functions of the Committee

- › Offer advice and assistance to Focus Ireland on brand development and raising funds within the context of Focus Ireland's strategic plan.
- › 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.
- › Consider proposals made, approaches adopted and contribute to discussions on lobbying, campaigning, fundraising and how to overcome challenges.
- › Provide a forum where relevant issues can be discussed and solutions can be devised, appropriate for specific regions.
- › Introduce Focus Ireland Executive, fundraising staff and regional managers to key high-worth individuals, philanthropists, corporate stakeholders, media and branding specialists, influencers and decision makers.
- › Actively engage stakeholders in the statutory, business and community sectors to improve policy and services to eliminate homelessness in the region.
- › Provide specialist expertise and perspective to enable Focus Ireland to raise funds to carry out its work effectively.
- › Contribute to and provide advice on the development of Focus Ireland's funding strategy every 3–5 years.
- › Provide a strong voice for Focus Ireland within own community/region, and provide specialist expertise and perspective to help us carry out our work and fundraising effectively.

Public Affairs Committee

This is a new committee set up in 2020.

The function of this committee is to provide advice, guidance and recommendations in relation to good practice in all aspects of Focus Ireland's work related to public affairs to support the organisational aim of ending homelessness in Ireland.

This committee commenced in September 2020 and will meet at least three times per year (2021: 3, 2020:2). It consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

Functions of the Committee

- › Advise Focus Ireland on good practices in relation to all aspects of the organisation's public affairs work, including policy development, public policy advocacy and related communications, within the context of the organisation's Strategic Plan and objectives.
- › Contribute to and advise Focus Ireland on the development of its public affairs and policy advocacy strategy.
- › Provide a forum where relevant issues/challenges can be discussed relating to public policy advocacy and communications issues, and provide recommendations in relation to these.
- › Support the relationships of Focus Ireland Executives and Managers with key influencers in all sections of the public realm and media.
- › Attend and represent Focus Ireland at relevant events.
- › Play an active role in promoting our key messages.
- › Participate in the development of the organisation's multi-annual Strategic Plan, with particular reference to public policy formation, key audiences, public perceptions and emerging media trends.
- › Advise on relevant external experts to be members of the Sub-Committee to ensure expertise on all relevant areas is available.



The Directors acknowledge their overall responsibility for the Group's systems of internal control and for reviewing its effectiveness.

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. A detailed risk register is in place and risk is owned and monitored by an Executive. Risk is discussed and reviewed in the executive meeting regularly. Risks are reviewed by the Audit & Risk Sub-Committee on a regular basis.
- 3** An independent internal audit is conducted periodically to evaluate the internal financial controls and assessment of business risk. In 2021 an external consultant conducted a review of our cash handling, payroll systems and safeguarding policies. The findings were presented to the Audit & Risk Committee. The recommendations and feedback identified were implemented where appropriate.
- 4** The Audit & Risk Committee reports independently to the Board on all aspects of controls and risks.
- 5** There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority.
- 6** Detailed budgets are prepared annually, in line with the Strategic Plan. Budgets are reviewed by the Finance Sub-Committee and further reviewed and approved by the Board. Actual results and service outcomes are 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.

Conflicts of interest

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

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

Accounting records

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

Statement of disclosure of information to auditors

Each of the persons who is a Director at the date of approval of these financial statements confirms that:

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

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

Statement of directors' responsibilities

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

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

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

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

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

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

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

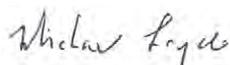
The Directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

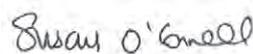
Independent auditors

The statutory auditors PricewaterhouseCoopers have been appointed in 2021 and have indicated their willingness to remain in office, and a resolution that they be reappointed will be proposed at the Annual General Meeting.

On behalf of the Board:



Michael Layde · Director



Susan O'Connell · Director

Date: 22 June 2022

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

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

Report on the audit of the financial statements

Opinion

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

- › give a true and fair view of the group's and the company's assets, liabilities and financial position as at 31 December 2021 and of the group's net income and the group's and the company's cash flows for the year then ended;
- › have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Irish law); and
- › have been properly prepared in accordance with the requirements of the Companies Act 2014.

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

- › the consolidated and company balance sheet as at 31 December 2021;
- › the consolidated statement of financial activities for the year then ended;
- › the consolidated and company statement of cash flows for the year then ended;
- › the consolidated and company statement of changes in reserves for the year then ended; and
- › the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

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

Independence

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

Conclusions relating to going concern

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

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

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

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

Reporting on other information

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

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

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

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

- › In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 December 2021 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.
- › Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities set out on page 78, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

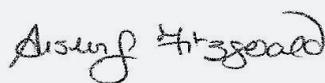
In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:
https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf

This description forms part of our auditors' report.

Use of this report

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



Aisling Fitzgerald

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

June 2022

- › The maintenance and integrity of the Focus Ireland website is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- › Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Other required reporting

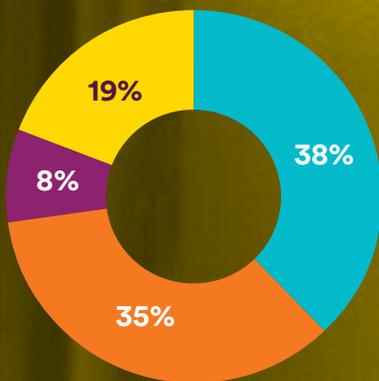
Companies Act 2014 opinions on other matters

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

Other exception reporting

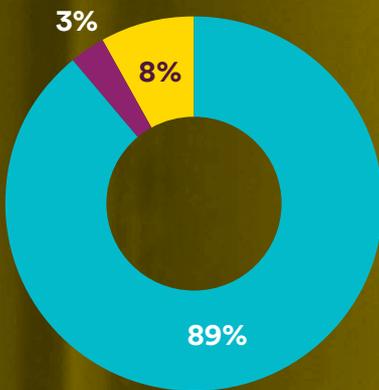
Directors' remuneration and transactions

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



2021: Mix of income €m

Grant income	15.64
Fundraising income	14.08
Rental income	3.37
Other income	7.93
Total income	41.02



2021: Mix of expenditure €m

Direct charitable activities costs	33.53
Governance and support costs	1.17
Fundraising and events costs	3.00
Operational expenditure	37.70

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



Consolidated statement of financial activities

for the financial year ended 31 December 2021

	Notes	2021 Unrestricted funds €	2021 Restricted funds €	2021 Total €	2020 Unrestricted funds €	2020 Restricted funds €	2020 Total €
Income from:							
Donations and legacies	4	12,131,215	1,946,398	14,077,613	13,056,714	3,959,320	17,016,034
Charitable activities	5	–	15,644,870	15,644,870	–	15,913,321	15,913,321
Other	6	11,300,292	–	11,300,292	9,474,697	16,902	9,491,599
Total income		23,431,507	17,591,268	41,022,775	22,531,411	19,889,543	42,420,954
Expenditure on:							
Raising funds	4	2,991,888	–	2,991,888	3,128,755	–	3,128,755
Charitable activities	7	16,766,247	16,997,158	33,763,405	12,201,817	16,841,238	29,043,055
Interest on borrowings	8	944,192	–	944,192	657,163	–	657,163
Total expenditure		20,702,327	16,997,158	37,699,485	15,987,735	16,841,238	32,828,973
Net income/(expenditure) before taxation		2,729,180	594,110	3,323,290	6,543,676	3,048,305	9,591,981
Taxation	13	–	–	–	–	–	–
Net movement in funds for the year		2,729,180	594,110	3,323,290	6,543,676	3,048,305	9,591,981

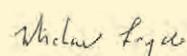
There are no other recognised gains or losses other than those listed above and the net movement for the financial year. All income and expenditure derives from continuing activities.

Consolidated balance sheet

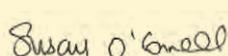
as at 31 December 2021

	Notes	2021 €	2020 €
Fixed assets			
Fixed assets – properties	15	154,693,300	136,737,287
Other tangible assets		677,268	740,670
Total fixed assets		155,370,568	137,477,957
Current assets			
Cash at bank and in hand		13,854,493	17,605,175
Debtors	17	3,185,518	2,507,245
Total current assets		17,040,011	20,112,420
Creditors:			
amounts falling due within one financial year	18	(8,357,802)	(7,302,660)
Net current assets		8,682,209	12,809,760
Total assets less current liabilities		164,052,777	150,287,717
Creditors:			
amounts falling due after more than one financial year			
Capital Assistance Scheme Loans	19	(90,116,434)	(88,548,791)
Capital Advanced Leasing Facility Loans	20	(8,317,427)	(7,731,333)
Bank Loans	21	(33,904,766)	(25,616,733)
Total creditors falling due after more than one year	22	(132,338,627)	(121,896,857)
Net assets		31,714,150	28,390,860
The funds of the charity			
Restricted income funds	23	7,899,724	6,265,614
Unrestricted funds	24	17,982,718	15,233,469
Capital grants and donations	25	3,241,443	3,261,512
Unrestricted capital reserves	26	2,590,265	2,590,265
Designated funds	27	–	1,040,000
		31,714,150	28,390,860

The financial statements were approved and authorised for issue by the Board of Directors on 22 June 2022 and signed on its behalf by:



Michael Layde
Director



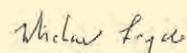
Susan O'Connell
Director

Company balance sheet

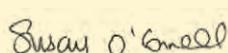
as at 31 December 2021

	Notes	2021 €	2020 €
Fixed assets			
Other tangible assets	16	677,268	740,670
Current assets			
Cash at bank and in hand		11,214,948	13,854,578
Debtors	17	3,716,167	2,100,160
Total current assets		14,931,115	15,954,738
Liabilities			
Creditors: amounts falling due within one financial year	18	(3,652,892)	(5,249,498)
Net current assets		11,278,223	10,705,240
Net assets		11,955,491	11,445,910
The funds of the charity			
Restricted income funds	23	2,026,103	2,026,103
Unrestricted funds	24	9,534,168	9,013,970
Capital grants and donations	25	395,220	405,837
Designated funds	27	–	–
		11,955,491	11,445,910

The financial statements were approved and authorised for issue by the Board of Directors on 22 June 2022 and signed on its behalf by:



Michael Layde
Director



Susan O'Connell
Director

Consolidated statement of changes in reserves

for the financial year ended 31 December 2021

	Restricted accumulated reserves	Unrestricted accumulated reserves	Designated reserves	Capital grants and donations	Unrestricted capital reserve	Total
Notes	€	€	€	€	€	€
Group At 1 January 2021	6,265,614	15,233,469	1,040,000	3,261,512	2,590,265	28,390,860
Surplus for the financial year	594,110	2,729,180	–	–	–	3,323,290
Transfer of reserves	1,040,000	–	(1,040,000)	–	–	–
Amortisation of Capital Grant	25	–	20,069	–	(20,069)	–
At 31 December 2021	7,899,724	17,982,718	–	3,241,443	2,590,265	31,714,150

In respect of the prior year

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

Company statement of changes in reserves

for the financial year ended 31 December 2021

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
At 1 January 2021		2,026,103	9,013,970	–	405,837	–	11,445,910
Surplus for the financial year		–	509,581	–	–	–	509,581
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
At 31 December 2021		2,026,103	9,534,168	–	395,220	–	11,955,491

In respect of the prior year

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

Consolidated statement of cash flows

for the financial year ended 31 December 2021

	<i>Notes</i>	2021 €	2020 €
Cash flows generated from charitable activities	<i>28</i>	791,666	9,776,995
Cash flows used in investing activities			
Purchase of tangible fixed assets	<i>15</i>	(18,870,934)	(22,019,235)
Disposals of tangible fixed assets		–	214,000
Net cash used in investing activities		(18,870,934)	(21,805,235)
Cash flows from financing activities			
Interest paid		(797,885)	(510,200)
Increase in bank loans		9,551,712	10,173,745
Increase in CAS Housing loans		4,988,666	7,840,599
Increase in CALF loans		586,093	4,266,628
Net cash generated from financing activities		14,328,586	21,770,772
Change in cash and cash equivalents in the financial year		(3,750,682)	9,742,532
Cash and cash equivalents at the beginning of the financial year		17,605,175	7,862,643
Total cash and cash equivalents at the end of the financial year		13,854,493	17,605,175

Company statement of cash flows

for the financial year ended 31 December 2021

	<i>Notes</i>	2021 €	2020 €
Cash flows (used in)/generated from charitable activities	28	(2,639,630)	8,429,768
Cash flows generated from investing activities			
Purchase of tangible fixed assets	16	–	(25,000)
Disposals of tangible fixed assets		–	214,000
Net cash generated from investing activities		–	189,000
Cash flows from financing activities			
Cash inflows from new borrowings		–	–
Cash inflows from capital donations		–	–
Net cash generated from financing activities		–	–
Change in cash and cash equivalents in the financial year		(2,639,630)	8,618,768
Cash and cash equivalents at the beginning of the financial year		13,854,578	5,235,810
Total cash and cash equivalents at the end of the financial year		11,214,948	13,854,578

Notes to financial statements

for the financial year ended 31 December 2021

1 Accounting policies

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

(a) General information and basis of preparation

The nature of the group's operations and its principal activities are set out in the directors' report on page 54. The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) and Irish statute comprising the Companies Acts 2014 as applied in accordance with the Statement of Recommended Practice (SORP) (FRS102) 'Accounting and Reporting by Charities' as jointly published by the Charity Commission for England and Wales and the office of the Scottish Charity Regulator, who are recognised by the UK Accounting Standards Board (ASB) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with the SORP is considered best practice for charities in Ireland. As noted above, the directors consider the adoption of the SORP requirements is the most appropriate accounting practice and presentation to properly reflect and disclose the activities of the organisation.

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

(b) Going concern

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

(c) Group financial statements

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

(d) Income

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

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

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

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

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

Other trading activities income includes rental income, Payment and Availability (PAA) income and restaurant income. Rental income and PAA income is recorded on a receivable basis. Restaurant income is recorded on a cash receipts basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

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

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

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

(e) Fund accounting

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

(f) Expenditure and irrecoverable VAT

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

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

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

(g) Allocation of support costs

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

Governance cost policy

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

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

(h) Leases

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

(i) Fixed assets

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

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

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

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

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

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

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

(j) Financial instruments

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

Financial assets and liabilities

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

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

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

(k) Capital Assistance Scheme (CAS) Loans and Capital Advanced Leasing Facility (CALF) Loans

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

CAS Loans received for the acquisition of property are released to the Unrestricted Income Funds when the terms of the relevant CAS mortgages are completed; CALF loans received for the acquisition of property are repayable when the terms of the relevant CALF mortgages are completed.

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

(l) Capital Grants and Donations

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

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

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

(m) Reserves policy

Focus Ireland needs reserves to:

- › Ensure that the charity can continue to provide a stable and quality service to those who need it.
- › Meet contractual liabilities should the organisation have to close. This includes redundancy pay, amounts due to creditors and commitments under leases.
- › Meet unexpected costs, e.g. breakdown 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.
- › Act as a buttress when our advocacy voice puts us into conflict with our funders.
- › Be adequate to cover 13 weeks of current expenditure for Focus Ireland.

Restricted income funds

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

Unrestricted income funds

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

Designated income funds

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

(n) Comparative figures

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

2 Critical accounting judgements and key sources of estimation and uncertainty

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

Critical judgements in applying the company's accounting policies

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

Properties

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

Depreciation is not provided on the cost of Land and Main Fabric of Housing Properties on the grounds that the estimated residual value after 50 years is at least equal to the capitalised cost.

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

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

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

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

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

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

Recoverability of debtors

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

Grant income is generally recognised upon receipt or when the entity becomes entitled to it, but in certain circumstances it may be subject to payback where certain conditions (some of which are outside the direct control of the company) are not fulfilled. Where there is a doubt about fulfilment of such conditions which is not satisfactorily resolved within a year of receipt of the monies, the company includes a provision to reflect the risk that the monies in question may have to be repaid.

3 Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the charity's subsidiaries Focus Housing Association CLG and Excellent Common Areas Owner Management Limited.

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

	2021	2020
	€	€
Income	28,197,684	31,101,524
Expenditure	(27,688,103)	(26,027,062)
Net surplus	509,581	5,074,462
Total accumulated funds brought forward	11,445,910	6,371,448
Total accumulated funds carried forward	11,955,491	11,445,910
The funds of the charity:		
Restricted income funds	2,026,103	2,026,103
Unrestricted income funds	9,534,168	9,013,970
Capital grants and donations	395,220	405,837
Designated funds	–	–
Total accumulated funds	11,955,491	11,445,910

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

4 Income from donations and legacies and raising funds

	2021 €	2020 €
Public Funding	7,508,219	9,001,097
Partnership & Philanthropy	2,437,337	3,208,864
Corporate & Campaigns	2,246,800	2,799,047
Capital donations	750,000	1,960,354
Retail – Beloved shops	–	41,672
Donations in Kind	1,135,257	5,000
	14,077,613	17,016,034

The Donations in Kind in 2021 represents a significant pro-bono refurbishment project on our High Street Office which was carried out by a consultancy firm, KMCS.

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

	2021 €	2020 €
The Community Foundation of Ireland	450,000	250,000
Little Company of Mary	240,000	240,000
Bord Gais Energy	166,558	398,021
Musgrave Charitable Trust	100,000	80,000
Barclays Bank Ireland plc	76,723	137,912
LinkedIn	66,143	59,761
Revolut	45,007	7,440
Horizon Therapeutics	45,000	2,650
Sodexo	44,630	44,630

Costs associated with raising funds were €2,991,888 which was 24% of funds raised in 2021 (2020: €3,128,755, 18% of funds raised).

	2021 €	2020 €
Staff costs (including training & pension costs)	1,255,271	1,197,268
Administration	1,545,928	1,585,751
Programme activities	23,497	137,832
Premises costs	167,192	207,904
Total	2,991,888	3,128,755

5 Income from charitable activities

	2021	2020
	€	€
DRHE – Local Authority	4,254,107	4,225,672
HSE	1,197,892	1,366,753
TUSLA	3,851,702	3,912,136
HSE – Other areas	2,181,104	1,600,060
South-East	167,950	167,950
Mid-West	129,000	219,548
Limerick City and County Council	1,285,569	1,475,502
Department of Social Protection	143,989	176,711
Waterford City Council	577,526	571,251
Monaghan County Council	47,515	47,515
Clare County Council	186,866	132,553
Cork County Council	148,129	113,000
Department of Housing, Planning and Local Government	60,000	60,000
Sligo County Council	143,500	160,901
Irish Prison Service	197,434	197,434
Irish Probation Service	197,434	197,434
Dublin City Council	–	–
Wexford County Council	97,909	97,909
Kilkenny County Council	74,320	74,320
Kerry County Council	65,000	43,333
Dept of Housing, Planning and Local Government as administered by Pobal	73,233	273,404
CDETБ/SOLAS/Department of Education and Skills	14,771	14,000
DFHERIS/SOLAS/CDETБ/MAED Fund	–	3,300
DCEDIY/CDETБ/CDYSB – TYFS	–	205,135
DCEDIY/CDETБ/CDYSB – UBU	420,527	205,135
Tipperary County Council	139,096	74,322
Miscellaneous other	(9,703)	185,592
	15,644,870	15,913,321

All income from charitable activities is restricted.

6 Other income

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

	2021	2020
	€	€
Income from trading activities	7,441,452	6,050,584
CAS Mortgages released in the period	3,421,023	3,114,471
Income from other activities	437,817	326,544
	11,300,292	9,491,599

7 Charitable activities

	Sustained exits €	Prevention services €	Total 2021 €	Total 2020 €
Direct costs				
Staff costs	10,343,234	7,151,333	17,494,567	16,665,574
Administration	1,746,334	218,135	1,964,469	1,666,684
Programme activities	511,459	346,096	857,555	700,596
Premises costs	6,847,876	1,224,931	8,072,807	5,668,806
Total direct costs	19,448,903	8,940,495	28,389,398	24,701,660
Support costs (a)	2,616,439	1,772,086	4,388,525	3,288,301
Advocacy costs	539,861	365,643	905,504	978,007
Governance costs	47,683	32,295	79,978	75,087
Total expenditure	22,652,886	11,110,519	33,763,405	29,043,055

(a) Support costs

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

	Sustained exits €	Prevention services €	Total 2021 €	Total 2020 €
Function				
Finance	1,133,799	767,907	1,901,706	1,230,425
HQ	213,581	144,657	358,238	331,617
Human resources	566,561	383,727	950,288	631,973
IT	358,244	242,635	600,879	606,106
Other support costs	344,254	233,160	577,414	488,180
Total expenditure	2,616,439	1,772,086	4,388,525	3,288,301

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

8 Interest on borrowings

	2021	2020
	€	€
Loan interest	944,192	657,163

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

	2021	2020
	€	€
January to June		
Income		
DCEDIY/CDET/CDYSB – TYFS	–	205,135
Expenditure		
Staff costs	–	(178,800)
Programme and admin costs	–	(26,335)
Result	–	–
July to December		
Income		
DCEDIY/CDET/CDYSB – UBU	420,527	205,135
Expenditure		
Staff costs	(370,345)	(183,309)
Programme and admin costs	(44,746)	(21,826)
Surplus	5,436	–

10 Employees and key management remuneration

Included in the Consolidated Statement of Financial Activities are staff costs in the sum of €21,192,581 (2020: €20,552,004), made up as follows:

	2021	2020
	€	€
Included in resources expended are wages and salary costs, including associated social welfare costs, comprising:		
Wages and salaries – Raising funds	1,228,303	1,164,594
Wages and salaries – Charitable activities	18,886,117	18,328,787
Wages and salaries – Advocacy	510,867	483,088
Pension costs	567,294	575,535
	21,192,581	20,552,004

Employer PRSI costs incurred during the year, and included in the above, totalled €2,011,958 (2020: €1,829,249).

The company operates a defined contribution scheme which is an independent scheme of the company. Company contributions were 7% of pensionable salary and employee contributions were 5% of pensionable salary. Amounts outstanding at year end in respect of employer pension contributions were €86,597 (2020: €84,265) and were paid within 30 days of the year end.

The average number of persons employed by the Group during the year was 516 (2020: 446). In addition to this, we have relief staff which equates to 14 full-time equivalents (2020: 16).

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

Salary range paid in the financial year:

	2021	2020
	No. of employees	No. of employees
€130,001 – €140,000	1	1
€120,001 – €130,000	–	–
€110,001 – €120,000	–	–
€100,001 – €110,000	–	–
€ 90,001 – €100,000	3	3
€ 80,001 – €90,000	3	3
€ 70,000 – €80,000	4	5
€ 60,000 – €70,000	9	7

During 2021, the Chief Executive in place, Pat Dennigan, earned a salary of €130,694 plus €5,000 medical insurance. The total remuneration packages of the key management personnel (including employer PRSI and pension) for the group for the financial year ended 31 December 2021 was €792,260 (2020: €782,416).

11 Directors' remuneration

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

12 Net income and net movement in funds for the year

	Notes	2021 €	2020 €
The net income for the year is stated after charging:	11		
Directors' remuneration		–	–
Fees paid to auditors (Exclusive of VAT)			
Audit fees		28,650	27,810
Other Assurance services		6,365	6,180
Other items			
Operating lease payments		1,436,202	1,465,588
Depreciation		927,400	827,140
Deposit Interest		–	–

13 Taxation

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

14 Financial assets

Excellent Common Areas Owner Management Limited results for 2021 are summarised as follows:

	2021 €	2020 €
Balance sheet		
Debtors	7	7
Net assets	7	7
The funds of the charity		
Reserves brought forward	7	7
Surplus for the year	–	–
Total accumulated funds	7	7

15 Fixed assets – properties

	Land and buildings (main fabric)	Roof structure and coverings	Windows and external doors	Gas boilers/ fires	Kitchen	Bathroom/ WCs	Mechanical systems	Electrics	Lifts	Total
	€	€	€	€	€	€	€	€	€	€
Cost										
At beginning of year	117,205,905	5,084,737	2,494,479	1,898,568	3,853,502	2,478,593	2,328,259	2,146,240	1,321,354	138,811,637
Additions	15,885,369	824,932	411,008	224,467	536,691	302,424	324,866	317,738	43,451	18,870,946
Disposals	–	–	–	–	–	–	–	–	–	–
At end of year	133,091,274	5,909,669	2,905,487	2,123,035	4,390,193	2,781,017	2,653,125	2,463,978	1,364,805	157,682,583
Accumulated depreciation										
At beginning of year	–	201,758	234,213	354,177	534,800	229,601	216,390	148,539	154,873	2,074,351
Charge for year	–	92,029	105,029	151,346	236,944	99,190	95,541	66,576	68,277	914,932
At end of year	–	293,787	339,242	505,523	771,744	328,791	311,931	215,115	223,150	2,989,283
Carrying value										
At 31/12/21	133,091,274	5,615,882	2,566,245	1,617,512	3,618,449	2,452,226	2,341,194	2,248,863	1,141,655	154,693,300
At 31/12/20	117,205,905	4,882,979	2,260,266	1,544,391	3,318,702	2,248,992	2,111,869	1,997,701	1,166,482	136,737,287

16 Other tangible assets

Company	Land and buildings (main fabric)	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
	€	€	€	€	€
Cost					
At beginning of financial year	31,763	1,452,270	610,311	139,780	2,234,124
Additions	–	–	–	–	–
Disposals					–
At end of financial year	31,763	1,452,270	610,311	139,780	2,234,124
Accumulated depreciation					
At beginning of financial year	–	799,753	573,921	119,780	1,493,454
Charge for financial year	–	41,551	16,851	5,000	63,402
At end of financial year	–	841,304	590,772	124,780	1,556,856
Carrying amount					
At 31/12/21	31,763	610,966	19,539	15,000	677,268
At 31/12/20	31,763	652,517	36,390	20,000	740,670

Company

All the other fixed assets above, with the exception of housing furniture and equipment, are held within the holding company, Focus Ireland CLG. The housing furniture and equipment is held in the subsidiary company, Focus Housing Association CLG. The net book value of other assets in the holding company at 31 December 2021 and 2020 was €677,268 and €740,670 respectively.

17 Debtors

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Other debtors	2,604,137	2,091,780	49,845	455,984
Grants receivable	403,415	242,602	403,415	242,602
Prepayments	177,966	172,863	39,405	86,837
Amount due from subsidiaries	–	–	3,223,502	1,314,737
	3,185,518	2,507,245	3,716,167	2,100,160

18 Creditors: Amounts falling due within one financial year

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Trade creditors	453,934	897,166	350,750	619,776
Accruals	3,764,108	2,762,872	2,091,104	2,274,169
Other creditors	1,017,090	718,451	587,284	666,232
Deferred income	147,528	300,679	147,528	300,679
PAYE, PRSI and USC	466,844	1,369,832	466,884	1,369,832
VAT	146,435	103,593	9,342	18,810
Bank loans (Note 21)	2,361,863	1,098,184	–	–
Provisions (Note 18(a))	–	51,883	–	–
	8,357,802	7,302,660	3,652,892	5,249,498

Deferred income relates to funds received in 2021 that were unspent at year end.

18a Movement in provision

	€	€	€	€
At 1 January 2021	51,883	113,900	–	–
Movement in year	(51,883)	(62,017)	–	–
At 31 December 2021	–	51,883	–	–

19 Capital Assistance Scheme Loans

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
George's Hill	–	3,421,023	–	–
Buckingham Street	93,987	93,987	–	–
Ballybough	–	–	–	–
Finglas	4,895,398	4,895,398	–	–
Basin Lane	1,077,956	1,077,956	–	–
Parnell Street, Limerick	–	–	–	–
Grange Cohen, Waterford	3,252,215	5,453,940	–	–
Corbrac House, Limerick	1,129,429	1,129,429	–	–
Waterford units	18,015,804	15,706,179	–	–
Belmont, Waterford	8,516,913	8,516,913	–	–
Dublin units	25,274,113	20,842,708	–	–
Limerick units	6,321,638	6,392,672	–	–
Cork units	4,271,200	4,885,461	–	–
Kilkenny units	4,476,333	3,697,145	–	–
Sligo units	2,344,282	2,277,813	–	–
Aftercare, North Circular Rd, Dublin 7	2,403,121	2,403,121	–	–
Tipperary units	826,302	882,302	–	–
Clare units	2,061,285	2,061,285	–	–
Wexford units	2,745,231	2,473,231	–	–
Carlow units	1,780,754	1,707,755	–	–
Kildare units	630,473	630,473	–	–
Total	90,116,434	88,548,791	–	–

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

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

20 Capital Advanced Leasing Facility loans

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Stanhope Green	324,680	318,315	–	–
Bremore Pastures	114,350	112,107	–	–
Harold's Cross	735,238	720,822	–	–
John's Lane West	1,867,827	1,831,203	–	–
Abigail	415,324	407,180	–	–
Barney	142,441	139,648	–	–
Dublin Units	2,083,751	2,413,174	–	–
Cork Units	1,356,822	1,115,760	–	–
Tipperary Units	572,218	560,998	–	–
Limerick Units	590,407	–	–	–
Sligo Units	114,369	112,126	–	–
At end of year	8,317,427	7,731,333	–	–

Loans advanced by the Department of Housing, Planning and Local Government have repayment period of between twenty and thirty years, specific to the loan. Interest charged on the outstanding amount up to 31st December 2021 was €77,854. (2020: €146,943). The first loan was taken out in 2014 and therefore the entire balance is payable after more than 5 years.

21 Bank loans

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Falling due within one financial year	2,361,863	1,098,184	–	–
Falling due between 1 and 2 financial years	2,361,863	1,129,334	–	–
Falling due between 2 and 5 financial years	7,001,393	3,548,317	–	–
Falling due after 5 financial years	24,541,510	20,939,082	–	–
Total falling due after more than one financial year	33,904,766	25,616,733	–	–
Total bank loans	36,266,629	26,714,917	–	–

In 2021 Focus Housing Association Company Limited by Guarantee loans comprised the following:

Purpose	Loan provider	Year of drawdown	Term	Interest rate	Balance at 31.12.2021 €
Bremore Pastures properties	Bank of Ireland	2015	15 years	4.24%	131,938
Stanhope Green Development	Bank of Ireland	2016	15 years	3.99%	2,367,082
Harolds Cross Development	HFA	2016	23 years	2.75%	3,553,891
Abigail Development	HFA	2017	20 years	3.00%	1,426,487
59 Briars Court	HFA	2018	20 years	3.00%	149,135
Barney	HFA	2018	20 years	3.00%	294,878
John's Lane West	HFA	2018	23 years	2.75%	6,287,669
Grange Cohan Energy Upgrade	HFA	2018	10 years	2.00%	379,785
3 Lucan properties	HFA	2019	25 years	2.25%	887,301
Barryscourt Road	HFA	2020	25 years	2.25%	297,449
Aspen Gardens HFA interest	HFA	2020	25 years	2.25%	207,596
53 Ceol na hAbhann	HFA	2020	25 years	2.25%	209,028
12 Premier Square, Dublin 11	HFA	2020	25 years	2.25%	201,138
Apts 1–6, Sunville, Church Road	HFA	2020	25 years	2.25%	968,843
2 Rochelle, Old Blackrock Road, Cork	HFA	2020	25 years	2.25%	275,233
59–71 Drummin Village, Nenagh	HFA	2020	25 years	2.25%	1,381,977
9 Libertas Villas, Blackrock	HFA	2020	25 years	2.25%	236,246
Foxfield, The Forts Limerick and Palmbury Cork	HFA	2020	25 years	2.25%	567,341
Garrison Mews, The Ramparts, Dublin 18	HFA	2020	25 years	2.25%	737,584
9 Commons Road, Blackpool, Cork	HFA	2020	25 years	2.25%	240,514
8 Sandbrook, Wilton, Cork	HFA	2020	25 years	2.25%	152,528
Annacarr and 90 St Bridgets, 2 Sligo properties	HFA	2020	25 years	2.25%	387,825
Block A, Fernwood, Glanmire, Cork	HFA	2020	25 years	2.25%	2,625,478
43–44 High Street, Cork	HFA	2020	25 years	2.25%	421,384
Connaught Street project	HFA	2020	25 years	2.25%	2,141,161
88, 89 and 90 Prussia Street	HFA	2021	25 years	1.75%	1,921,419
542–544 North Circular Road Project	HFA	2021	25 years	2.25%	940,287
Brookwood and Ashmount, Cork City	HFA	2021	25 years	1.75%	504,993
St Michaels Mews	HFA	2021	25 years	1.75%	1,648,570
26 Ryecroft	HFA	2021	25 years	1.75%	292,331
55 Gurrabraher Ave and 17 The Maples Castlejane	HFA	2021	25 years	1.75%	415,759
92 Hibernian Buildings and 40 South Terrace, Cork City	HFA	2021	25 years	1.75%	485,000
73 and 75 Bru Na Grudan and 47 The Orchard	HFA	2021	25 years	1.75%	661,263
10 College View	HFA	2021	25 years	1.75%	184,300
28 and 30 The Close, Ard Patrick	HFA	2021	25 years	1.75%	570,000
1 Oakwood Square, Rope Walk, Blackrock, Cork	HFA	2021	25 years	1.75%	247,841
306 and 311 Bridholm	HFA	2021	25 years	1.75%	697,372
Housing Agency – bundle of 8 properties	HFA	2021	25 years	1.75%	1,168,000
					36,266,626

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

22 Total creditors falling due after more than one financial year

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Falling due between 1 and 5 financial years	11,725,119	9,253,366	–	–
Falling due after 5 financial years	120,613,508	112,643,491	–	–
	132,338,627	121,896,857	–	–

23 Restricted income funds

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Opening balance accumulated funds	6,265,614	4,257,309	2,026,103	2,026,103
Net income	594,110	3,048,305	–	–
Transfer to designated funds	1,040,000	(1,040,000)	–	–
	7,899,724	6,265,614	2,026,103	2,026,103

24 Unrestricted funds

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Opening balance accumulated funds	15,233,469	8,669,724	9,013,970	3,928,891
Net income/(expenditure)	2,729,180	6,543,676	509,581	5,074,462
Transfer of reserves	–	–	–	–
Amortisation of capital grants	20,069	20,069	10,617	10,617
	17,982,718	15,233,469	9,534,168	9,013,970

25 Capital grants and donations

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Capital grants and donations				
Balance at beginning of financial year	3,737,882	3,737,882	607,402	607,402
Amounts received during the financial year	–	–	–	–
Balance at end of financial year	3,737,882	3,737,882	607,402	607,402
Amortisation				
Balance at beginning of financial year	(476,370)	(456,301)	(201,565)	(190,948)
Released during financial year	(20,069)	(20,069)	(10,617)	(10,617)
Balance at end of financial year	(496,439)	(476,370)	(212,182)	(201,565)
Net capital grants and donations	3,241,443	3,261,512	395,220	405,837

26 Unrestricted capital reserves

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Balance at beginning and end of year	2,590,265	2,590,265	–	–

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

27 Designated funds

	Focus Ireland Group		Focus Ireland Company	
	2021	2020	2021	2020
	€	€	€	€
Designated reserves	-	1,040,000	-	-

The designated reserve in 2020 related to a donation received for specific capital works at our George's Hill site. These works have been expensed in 2021 and the reserve is therefore nil in the current year.

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

	2021	2020
	€	€
Focus Ireland Group		
Net income before taxation	3,323,290	9,591,981
Depreciation	978,326	827,141
CAS Mortgages released during the year	(3,421,023)	(3,114,471)
Property donated	-	(175,000)
Interest paid	797,885	510,200
Profit on disposal	-	(39,000)
Increase in debtors	(678,275)	(66,881)
(Decrease)/Increase in creditors (excluding bank loan)	(208,537)	2,243,026
Net cash flows generated from/(used in) charitable activities	791,666	9,776,795
Focus Ireland Company		
Net income before taxation	509,581	5,074,462
Depreciation	63,402	75,384
Property donated	-	(175,000)
Profit on disposal	-	(39,000)
(Increase)/Decrease in debtors	(1,616,007)	1,550,300
(Decrease)/Increase in creditors	(1,596,606)	1,943,622
Net cash flows (used in)/generated from operating activities	(2,639,630)	8,429,768

29 Capital and leasing commitments and contingent assets and liabilities

(a) Capital commitments

There are no capital commitments at the balance sheet date.

(b) Leasing commitments

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

	2021 €	2020 €
Less than 1 year	564,165	1,242,766
Between 1 and 5 years	4,191,248	4,320,236
Over 5 years	4,511,646	9,891,558
	9,267,059	15,454,560

(c) Contingent liabilities

There were no contingent liabilities at 31 December 2021 (2020:€Nil).

(d) Contingent asset

There were no contingent assets at 31 December 2021 (2020:€Nil)

30 Related party transactions

During 2021, Focus Ireland CLG had related party transactions with Focus Housing Association CLG. At 31 December 2021, Focus Housing Association CLG owed Focus Ireland CLG €3,223,500 (2020: €1,314,738). Focus Housing Association CLG is a wholly owned subsidiary of Focus Ireland. The transactions between the companies during the year related to working capital movements. Related party transactions were eliminated on consolidation.

31 Financial instruments

Focus Ireland Group		2021	2020
	Notes	€	€
Financial assets			
Measured at undiscounted amount receivable			
> Other debtors	17	2,604,137	2,091,780
> Rental debtors	17	294,727	242,602
Financial liabilities			
Measured at undiscounted amount payable			
> Trade creditors	18	453,934	897,166
> Other creditors	18	1,017,090	718,451
> Provisions	18	–	51,883
Measured at amortised cost			
> Bank loans	21	36,266,629	26,714,917
> CAS Loans	19	90,116,434	88,548,791
> CALF loans	20	8,317,427	7,731,334
Focus Ireland Company		2021	2020
	Notes	€	€
Financial assets			
Measured at undiscounted amount receivable			
> Other debtors	17	49,845	455,984
Financial liabilities			
Measured at undiscounted amount payable			
> Trade creditors	18	350,750	619,776
> Other creditors	18	587,284	666,232

32 Post balance sheet events

There have been no post balance sheet events since the year end 31 December 2021 which would impact the financial statements.

33 Approval of financial statements

The financial statements were approved by the Board of Directors on 22 June 2022.

Appendix to financial statements

Analysis of income and expenditure for Department of Children & Youth Affairs/ City of Dublin Youth Services Board for the year ended 31 December 2021

	2021 €	2020 €
Income		
Grant	420,527	410,270
Expenditure		
Salaries and pension	333,494	326,075
ER PRSI	36,851	36,032
Programme and activity	16,336	15,997
Mobile and telephone	–	10,613
Light, heat and other costs	1,040	18,362
Postage, stationery and TV costs	–	3,167
Repairs and maintenance	–	24
Insurance	10,537	–
Cleaning	2,651	–
Management costs	4,500	–
Other administration costs	9,682	–
Expenditure total	415,091	410,270
Surplus	5,436	–

Analysis of income and expenditure for CDET/SOLAS/Department of Education and Skills for the year ended 31 December 2021

	2021 €	2020 €
Income		
Grant	14,771	14,000
Expenditure		
Salaries	12,684	12,684
ER PRSI	2,087	1,316
Surplus	–	–

Analysis of income and expenditure for DFHERIS/SOLAS/CDET/MAED fund for the year ended 31 December 2021

	2021 €	2020 €
Income		
Grant	1,226	3,300
Expenditure		
Programme activities	1,226	3,125
Surplus	–	175

Appendix to financial statements

Supplementary income and expenditure analysis for the year ended 31st December 2021

	2021	2020
	€	€
Income		
Fundraising	14,077,613	17,016,034
Grants	15,644,870	15,913,321
Other	11,300,292	9,491,599
Total income	41,022,775	42,420,954
Expenditure		
Administration		
Equipment hire	214,384	178,615
Depreciation	978,325	827,137
Insurance	429,904	287,643
Interest and charges	1,026,823	715,075
Phones	232,188	264,663
Printing and stationery	79,711	109,340
Professional fees	1,337,117	1,329,294
Subscriptions	62,948	62,288
Premises		
Fuel and power	406,393	390,712
PAA, rent and rates	1,923,550	2,098,132
Property maintenance	5,372,904	1,608,113
Security and cleaning	1,420,101	1,442,978
Programme/Activities		
Activity costs	623,670	450,717
Programme costs	268,815	303,664
Promotion and Research	370,247	602,561
Staff costs (including pension)	21,510,870	20,699,489
Fundraising costs (excluding salaries)	1,441,535	1,458,553
Total expenses	37,699,485	32,828,973
Surplus before taxation	3,323,290	9,591,981

Appendix to financial statements

Analysis of income and expenditure for Tusla for the year ended 31 December 2021

Project	Opening balance	Income received	Expenditure	Closing balance
	€	€	€	€
Caretakers	–	936,261	936,261	–
Caretakers case management	–	228,641	228,641	–
CISP	–	286,764	237,264	49,500
Family HAT	–	78,660	78,660	–
Grange Lodge	–	901,206	901,206	–
Mediation Service	(10,000)	–	60,000	(70,000)
North Dublin Aftercare	–	472,368	472,368	–
South Dublin Aftercare	–	482,671	482,671	–
Waterford Aftercare	–	213,000	213,000	–
Youth Housing Clare	–	40,000	40,000	–
Youth Housing Limerick	–	74,463	74,463	–
Youth Housing Tipperary	–	60,000	60,000	–
South East Aftercare	–	–	41,797	(41,797)
Other (once-off 2021)	–	275,206	252,206	23,000
Total	(10,000)	4,049,240	4,076,167	(39,297)

Analysis of income and expenditure for the Department of Employment Affairs and Social Protection for the year ended 31 December 2021

Job Initiative scheme	2021	2020
	€	€
Income		
Grant	143,989	179,094
Expenditure		
Salaries and allowable expenditure	94,720	189,073
Surplus	49,269	(9,979)

The purpose of this grant to operate the Job Initiative scheme as granted by the DEASP which includes the paying of salaries and other related costs such as audit fees and training. The total number of staff employed under the grant is 4 (2020:5).

Our partners

State agencies and Government departments



Local authorities and agencies



Donors and corporate partners

A few Focus Ireland services are fully funded by state agencies, most are co-funded by the state and donors. Some – often the most innovative – are fully funded by donations. Overall, half of our work is funded by voluntary donations.

focusireland.ie



Head Office
9-12 High Street
Christchurch, Dublin 8
D08 E1W0

T 01 881 5900
LoCall 1850 204 205
F 01 881 5950
E info@focusireland.ie

Registered Charity
CHY 7220

FOCUS
Ireland