

# Annual Report 2022



Journey Home - A Photovoice Project

Journey Home - A Photovoice P

Stephanie

FOCUS Ireland

FOCUS Ireland

**FOCUS**  
Ireland

Challenging  
homelessness.  
Changing lives.





# Annual Report 2022

Kelly-Anne Byrne, Focus Ireland LEAP Ambassador, at the launch of 'Journey Home: A Photovoice Project' at Collins Barracks, National Museum of Ireland. With thanks to all LEAP Ambassadors: Paul Geoghegan, Stephanie Clarke, Catherine Keenan, Scott Buckley and Kelly-Anne Byrne for their participation and engagement throughout 2022 – see more information on this initiative on page 35.

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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.

# Foreword

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Sadly, I have never seen it so bad.

Since writing in our previous annual report, the number of people homeless in Ireland has shot up by 22% to a record total of 12,249 people as I write this. Homelessness causes terrible trauma for anyone, but it hurts children the most.

The nearly 3,600 children who are homeless are at risk of having their childhoods stolen. Our specially trained staff work extremely hard to protect families and children through our targeted support services. We help them while they are homeless and to move on to secure a home.

During the pandemic there was enormous success at helping people to leave homelessness. However, now that the housing crisis is deepening further it means that fewer people are leaving homelessness than in recent years and more are losing their homes.

Many of the families and single people who are homeless lost their homes in the rental sector due to rocketing rents, landlords leaving the market and pressures due to the rising cost of living crisis.

It would be quite easy for us all to be overwhelmed by this terrible human crisis, but we must not be, as Focus Ireland staff have been there every day to help almost 1,600 households to keep their existing home or move out of homelessness in 2022. We also provided a permanent place to call home for almost 1,400 households and have ended homelessness for many thousands over the years so they can move on in life. Even in this terrible crisis there is still some positive news, and our work is really helping people.

Focus Ireland believes that homelessness is not inevitable, that it can be solved. It is not a natural phenomenon; it is the result of bad policies and can be ended, over time, with better policies delivered with urgency. However, the failure of successive governments has led to this crisis where there are record numbers homeless.

The Government needs to take a twin-track approach of short-term and long-term measures to get to grips with this ever-deepening crisis. Two immediate things that could be done are firm action to help keep small-scale landlords in the market, and move to make families who are homeless more of a priority for social housing.

When asked about the housing and homelessness situation, everyone on all sides of the political fence and all vested interests always say, 'It is all about housing supply', and of course it is. But the crux of the issue is, what type of supply? How do the State and developers meet the housing needs of all – across social housing, rental, and purchasers?

The mistakes of the past must not be repeated, where successive governments stopped building social housing and sought to house people in the private rental market. This acted to drive up rents and meant the State did not own any more housing and paid billions in housing supports to private landlords, small and large scale, to provide housing for people in need of social housing.

Meanwhile, the cost of buying a home kept rising and has now become no more than a pipedream for so many people. Our housing system is broken and what any country needs for a working system is a good mix of social housing – bricks and mortar homes built by the State, which would free up tens of thousands of rental homes, stabilise rents and house prices. The State must 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, more action must be taken to prevent homelessness.

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



**Focus Ireland believes that homelessness is not inevitable, that it can be solved. It is not a natural phenomenon; it is the result of bad policies and can be ended, over time, with better policies delivered with urgency.**

Pat Dennigan, Focus Ireland CEO, Sr Stanislaus Kennedy and Mary McAleese pictured at an event to launch Focus Ireland's refreshed values

No country has it perfect, but so many are doing a much better job than we are, and we have showed in the past that we could deliver social housing, and Ireland must do so again.

Increasing the supply of social housing, particularly for the most vulnerable, will make a significant impact and the

Government must ramp up progress in this area. Our goal should be to build or renovate enough housing to provide homes for everyone who needs them. However, as we work towards achieving this, we can also work to address homelessness by creating a fairer system.



# Company information

## Focus Ireland Company Limited by Guarantee

### Directors

#### Focus Ireland Board

Sr Stanislaus Kennedy  
(Founder and Life President)  
Mr Michael Layde (Chairman)  
Mr Tony Fahey  
Mr Andrew Gunne  
Mr Conor Jones  
Mr Niall Keane (appointed 8 July 2022)  
Mr Gary Kennedy (Deceased 13 February 2023)  
Ms Susan O'Connell  
Mr John O'Haire (resigned 29 April 2022)

#### Focus Housing Association Board

Mr Diarmuid Burke (Chairman)  
Ms Patricia Crisp  
Mr Mark Dunleavy  
Ms Anne Fletcher  
Mr Andrew Gunne (resigned 24 March 2023)  
Mr David Kelly (appointed 24 March 2023)  
Mr Lonan McDowell

#### Members of both Boards

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

### 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  
HOS Partners LLP  
J.W. O'Donovan LLP  
Eversheds Sutherland LLP

### Bankers

Bank of Ireland  
Allied Irish Bank plc  
Housing Finance Agency

### Company

Focus Ireland  
Focus Housing Association  
Excellent Common Areas

### Revenue registered charity no.

CHY 7220  
CHY 9040  
Not registered

### CRA registered charity no.

20015107  
20022624  
Not registered



# 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. The refreshed values were launched at a special event in 2022 – see page 25 for more details.



**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.

# Messages from chairpersons

This publication is the joint report for 2022 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 78–148. 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 below.

## Michael Layde

Chairperson of Focus Ireland

Like the rest of Irish society, Focus Ireland and Focus Housing Association entered 2022 hoping that it would be the year when we put the pressures created by the pandemic behind us. We knew that our staff across the country needed time to recover from their exceptional efforts in keeping services open and supporting vulnerable customers. We knew, too, that our customers needed a period of calm and stability. We hoped to hold on to the few important benefits of the pandemic – much reduced family homelessness and closer co-operation across the sector and between agencies.

However, the widespread repercussions of the conflict in Ukraine meant that we were immersed in a new series of crises before we really had a chance to emerge from the last one. Households across the country faced

massive increases in the cost of living, putting many homes at risk. For a range of reasons, landlords continued to exit the market, leaving tenants to find new homes in a much reduced market. Homelessness rose every month of the year, and more people than ever before sought our help. As always, we are proud to say that our services, housing and support staff rose to the new challenges, and the achievements of the year are notable, both for the record number of customers we supported and the level of impact in helping to end or avert homelessness for almost 1,600 households.





The Focus Ireland Board do not take the capacity and commitment of our staff for granted, and we are very conscious at a governance level that we need to ensure that the structures, supports and conditions are in place for our highly skilled and committed staff to continue to deliver quality services. The rising cost of living, along with continued increases in rents put renewed pressure not only on our customers but also on our own staff. The otherwise welcome round of public service

members and Chairperson. In recent years, and in light of the new regulatory arrangements for Approved Housing Bodies, the organisation has moved to a situation in which each company has a separate board structure.

The Board of both organisations recognise the good governance benefits of these changes, ensuring that the different roles and financial needs of the two entities are entirely transparent. But we also recognise that the two arms of the organisation were established to make different contributions to the same project – the ending of homelessness – and the distinct governance structures must deliver a seamless support to our customers. The two organisations sharing a single CEO and senior management team is one way of ensuring that, and this joint report is a way of demonstrating it. But what truly bring the two elements of the organisation together are the shared values that underpin our vision and the way we do our daily work.

During 2022 we completed 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 by Mary McAleese in June 2022, at an event in Trinity College Dublin, which is described later in the report.

In last year's report I recognised and welcomed 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. This re-commitment to partnership is also evident among our other partners, including local authorities and the DRHE. I noted that it was too soon to see any impact from this greater collaboration in any reduction in homelessness but hoped to see that impact becoming visible. In the event, as will be discussed in detail elsewhere, 2022 saw homelessness rise every month and new pressures placed upon both statutory and non-government services. While this is profoundly disappointing and challenging, I am pleased to report that the greater sense of inter-agency collaboration forged during the pandemic has continued despite the huge pressures and the tensions that they inevitably create.

## ...the widespread repercussions of the conflict in Ukraine meant that we were immersed in a new series of crises before we really had a chance to emerge from the last one.

recruitment offered new opportunities for some of our more experienced staff. These issues were priorities for the Board during the year.

Also of continuing concern are a number of long-standing issues regarding State underfunding of key services, and this issue has come into particularly sharp focus during this period of high inflation.

I am pleased to report a constructive engagement with the Department of Housing, Local Government and Heritage, along with the Dublin Region Homeless Executive (DRHE), to try to resolve these long-standing issues and we look forward to a positive outcome to this process.

We continued the roll out of our strategic plan *Restating our Vision 2021–25*, and this report sets out some of our substantial achievements in delivering on that strategy. However, Focus Ireland's vision does not just extend to our own immediate work but also encompasses a clear understanding and belief that homelessness can be brought to an end and that our society as a whole should be working towards that end. The Board, like our staff, are deeply aware that Focus Ireland's successes took place in a context where homelessness increased for single men and women and for families.

Focus Ireland and Focus Housing Association had been separate legal entities for over 30 years, but for most of that time they operated in total integration, sharing the same Board

## Diarmuid Burke

### Chairperson of Focus Housing Association

2022 was a profoundly challenging year across the housing sector, with the long-term impacts of the pandemic lock-downs combining with the impact of rising interest rates and construction costs. As a housing association dedicated to substantial targets, Focus Housing Association felt the full impact of these challenges.

In 2021, the Focus Ireland/Focus Housing Association strategy *Restating our Vision 2021–25* 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 committed to acquiring 1,152 new properties – more than the total number of properties we held at the start of the period.

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

At this stage in the strategic plan, we had expected to have delivered 400 new homes, but at the end of the year we were 100 homes short of that target. Despite this, we achieved successes in initiating major new projects and are confident that we will reach our target by the end of 2025. The Government also faces difficulty in meeting its annual social housing targets. However, we carry forward our commitment to build homes that we were unable to provide this year.

New projects finished in 2022 included Grand Parade, Cork, which delivered not only 16 new homes in the city, but helped to regenerate a landmark building in the heart of the city which had been derelict for a long time. The ground floor of the building provides a new, permanent home for our services staff for the city and county. We have a number of similar regeneration projects in the pipeline.

Major steps forward were achieved in a number of much larger projects in 2022, and we will see the fruits of this work in the years ahead. These include the joint project in Kerry with Co-operative Housing, which will deliver 67 homes, 31 owned by Focus Housing Association. Particularly significant will be

the 95 homes project in Cabra, for which planning permission was obtained towards the end of the year.

We continued the commitment to our Meascán housing model, with a number of new projects being tenanted using the ‘intentional social mix’ approach.

Underpinning this commitment is a rolling evaluation of the new approach, which has been supported by a Housing Agency research grant. 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.

None of this would have been possible without the dedicated, skilled and experienced staff teams, who deliver not just the new housing targets but a highly professional management system for our existing stock. The year-on-year successes of the development team result in a constantly rising number of housing units to be maintained and rents to be collected. The Focus Housing Association Board has agreed a rolling programme to upgrade our existing housing stock. A faster filling of empty units and a more efficient collection of rents also reflects the way that professionalism is growing in parallel with the housing stock.

The Focus Ireland/Focus Housing Association model is a unique approach which provides homes for people as well as long-term, complex support through an integration of housing management and social care. As is noted elsewhere in the report, the extensive engagement in the refreshing of the shared values of Focus Housing Association and Focus Ireland has helped to nurture that sense of common purpose between the two arms of the project.

At the end of 2022, Focus Housing Association was in a very strong position to meet the ambitious targets for growth but also the challenges which that growth creates for housing management and community development.





**Over the five-year period of this strategy we committed to acquiring 1,152 new properties – more than the total number of properties we held at the start of the period.**



# CEO's 2022 overview: meeting and exceeding our objectives, but no cause for celebration



For us in Focus Ireland, 2022 was an exceptionally busy and challenging year, compounded by month-on-month increases in the levels of homelessness for 12 consecutive months.

**Pat Dennigan**

CEO Focus Ireland

As of the end of 2022, homelessness stood at a record 11,362 people, a shameful 30% increase in the overall number compared to 12 months prior in December 2021. This increase in homelessness, just 18 months after we hit a 5-year low of 7,991 in May 2021, shows that with the right set of priorities and right approach from Government, homelessness can be driven down. Shockingly, the end of 2022 homeless figures included 3,442 children, a 40% increase when compared to December 2021. Through our close work with families experiencing homelessness, we know the trauma this can bring for children, teenagers and their parents.

The flow into homelessness was slowed down and eased by the introduction of a temporary moratorium on no-fault evictions in October. In March of this year this temporary ban was not extended and we fear a worsening homelessness situation.

Against this backdrop and in this difficult external environment our staff went to work every day to try to help and make a positive difference in the lives of people who have been inflicted with homelessness or at risk of homelessness. As a single housing and homelessness charity, we are aware of the limits of what we can achieve on our own and that is why we work intensively and collaboratively

with others in the sector in Ireland through various networks, forums, and umbrella associations as well as at a European level with FEANTSA colleagues.

Following on from the *Housing for All* plan, the Government established the National Homeless Action Committee (NHAC), chaired by Housing Minister Darragh O'Brien, and of which I have been a member for the last few years. We know that in order to realise our ambitious target of ending homelessness, we must work with others. In addition, what we aim to do at Focus Ireland is to show leadership and be innovative and solutions-orientated. In 2022, for example, a National Youth Homelessness Strategy was finally published, in no small part thanks to our persistent advocacy on the issue.

Working with others constructively and engaging collaboratively, however, does not mean we shy away from holding those in power and in decision-making positions accountable for the policies they make and the impact these policies have on peoples' lives. Because we know that with the right



## In our work, we aim to shine a light on, and put an end to, the trauma that homelessness can have on a whole range of people...

policies, the right interventions and the right approach, homelessness can be prevented and ended. Ultimately, while homelessness might make headlines when records are broken, we care deeply about the peoples' lives behind the statistics and that is why, throughout this Annual Report, you will find the lived experiences and stories of our Focus Ireland customers and Focus Housing Association tenants.

In our work, we aim to shine a light on, and put an end to, the trauma that homelessness can have on a whole range of people, including families (parents and children), single adult individuals, couples, young people, as well as marginalised groups such as those who are members of the LGBTQ+ community, young people who have left state care, people reintegrating into society having come out of prison, and people from migrant backgrounds, all of whom are disproportionately over-represented in the homeless population.

This work is underpinned by our values at Focus Ireland, and in 2022, a period of reflection to refresh our values resulted in a renewed commitment to four values: dignity, quality, empowerment and social justice. As you read this report, you will see these values, how we live by them every day, how we incorporate them in our work practices and how we are embedding them across the organisation.

In 2022, the external realities of a worsening homelessness situation were acutely felt across our frontline services, all over the country. For example, in 2021, over 12,300 individuals engaged with our services; this is a very wide-ranging statistic, and includes those who got a hot meal at our Coffee Shop, those who called our Advice and Information (A&I) service looking for support, and those we intensively engaged with to support out of homelessness, and so on. This same figure jumped dramatically in 2022 to

over 16,000 individuals, a 30% increase from one year to the next. Similarly, when you take the Coffee Shop, our flagship walk-in day service in Dublin's Temple Bar, in 2022, that service had a total of 52,326 visits. If we benchmark that against the previous comparable year of 2019, pre-Covid restrictions, when we had around 39,000 visits, we can see that in 2022, we again saw a significant jump of 34%.

This increased volume of work and queries coming in our doors put enormous pressure on our staff in 2022 and, as an organisation, we recognised that and have tried to put supports in place to help our staff to manage this additional workload. This increased workload is also coming at a time when the jobs market in general is very challenging, with recruitment to get vacancies filled taking longer; this has proven even more difficult in the not-for-profit sector. Throughout 2022, we have taken renewed steps to retain our skilled and experienced staff. We hope that staff will refer working here to friends and people in their network, and we increased the capacity of the HR team's recruitment section to speed up the turnaround time between a vacancy arising and it being filled. Ours is an environment of best-in-class employee engagement and a strong sense of purpose.

Across a whole range of other metrics that are outlined in this report you will see that in 2022, we were significantly busier and, therefore, helped and supported more people than in previous years. And while it is tremendously rewarding to be able to step in and offer vital supports to help people keep their existing homes (613 households in 2022) and move out of homelessness (985 households), we would much prefer if we weren't needed to step in. For everyone we are able to help and for everyone whose situations we are able to improve, there are countless



others we unfortunately cannot help. And even in a year where we surpassed or hit the vast majority of our objectives as laid out in the 2021–2025 strategy, there is absolutely no cause for celebration in the current context.

With the support of our funders in the public sector, individual and corporate donors, and vital partnerships, including with Bord Gáis Energy, which we were delighted to extend for a further five years in 2022, we can work towards ending homelessness.

The solutions are never straightforward and simple, and we don't pretend otherwise. But a key solution is, of course, the delivery of more social and affordable housing. Through our Approved Housing Body, Focus Housing Association, in 2022, we delivered 130 additional homes in a hugely challenging construction environment emerging from Covid-19 and with the added difficulties of soaring inflation. As of the end of 2022, Focus Housing Association owned or managed 1,372 homes, and through the delivery of 170 units in 2021, added to the 130 in 2022, we are on our way to meeting our objective of delivering an additional 1,152 homes over the lifetime of our 2021–2025 strategy. You will see in the Focus Housing Association section of this report that we have a number of significant projects that reached critical milestones in 2022 and are well on their way to delivery.

To conclude, I want to reiterate my previous thanks to our staff up and down the country for their incredible work that I get to see up close on a daily basis. I would like to thank both the boards of Focus Ireland and Focus Housing Association for their ongoing support, guidance, and oversight. I also want to thank our supporters and donors and, finally, I want to pay special tribute to our customers, tenants, Lived Experience Ambassadors and Peer Researchers for their continued engagement with our staff and services and for their contribution to the work we do.

While things are difficult now and look like they may be for the foreseeable future, at Focus Ireland we will never lose our hope and determination that the wrong that is homelessness can be ended. We know from our work with others in the sector, our collaboration with local authorities and state agencies, and our continued engagement with national Government, that our collective experience and will to realise this transformative change can bring about an end to homelessness and that we can get ourselves on a pathway towards achieving the ambitious target of eradicating homelessness by 2030, as set out in the Lisbon Declaration and the current Programme for Government.

**While things are difficult now and look like they may be for the foreseeable future, at Focus Ireland we will never lose our hope and determination that the wrong that is homelessness can be ended.**



Focus Housing Association delivered these 16 homes in Nenagh, Tipperary, in May 2022.

**Through our Approved Housing Body, Focus Housing Association, in 2022, we delivered 130 additional homes in a hugely challenging construction environment emerging from Covid-19 and with the added difficulties of soaring inflation.**

# Focus on 2022: our impact in numbers

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Approximately

**16,000**

people engaged with our services, an increase of 30% compared to 2021 (12,300)



**1,668**

families engaged with our services, an increase of 9% compared to 2021 (1,527)



**411**

adults supported by the Preparation for Education, Training and Employment (PETE) service, including 79 directly into employment and 125 upskilled through further education, an increase of 45% compared to 2021 (284)



Over

**4,235**

children were supported across our services, an increase of 27% compared to 2021 (3,338)



**1,598**

households were supported to settle into a new home (exit from homelessness) or to keep their homes (prevention), an increase of 24% compared to 2021 (1,288)





**130**

homes delivered by Focus Housing Association



Over

**8,165**

customers engaged with our Advice and Information (A&I) service, an increase of 8.5% compared to 2021 (7,523)



Over

**566**

families were supported out of homelessness



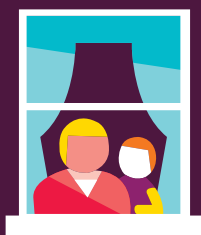
**400**

young people were supported by our youth and aftercare services



**613**

households were supported to keep their homes, an increase of 18% compared to 2021 (521)



**1,398**

households at risk of homelessness were supported by our Tenancy Sustainment Support services



**985**

households were supported to settle into a new home or supported on a pathway towards sustaining an exit out of homelessness, an increase of 28% compared to 2021 (767)





**The publication of this  
2022 Annual Report brings  
us to the second year  
of our current five-year  
organisational strategy.**

# Focus Ireland 2021–2025 Strategy: Overview of 2022

The second year of our five-year strategy:  
*Restating our Vision 2021–25*

## A paradox of organisational progress amid rising homelessness

The publication of this 2022 Annual Report brings us to the second year of our current five-year organisational strategy. *Restating our Vision 2021–25* was an ambitious document, not just in terms of the objectives we set ourselves as an organisation but also the aspirations we set for Ireland as a whole. At a time when successive Irish Governments had abandoned the aspiration of ‘ending homelessness’ – *Rebuilding Ireland* (2016) was the first Government strategy to be silent on that ambition for over a decade – Focus Ireland’s strategy reasserted the value and purpose of that objective, and set out our own contribution towards achieving it.

When we assess the contribution we planned to make there is much to be proud of in our achievements to date.

For Focus Ireland, what we are achieving has always been more important than how busy we are. The most important measurement for that is the number of people who are *not homeless* because of our work – that includes people we have supported out of homelessness, along with people who were at risk of homelessness but avoided it with our help. In our strategy, we set a target of supporting 1,000 households out of homelessness each year, and preventing 600 a year from becoming homeless in the first place.

Over the lifetime of the strategy that would mean 8,000 fewer homeless households as a result of our work, achieved in partnership, of course, with many others in local authorities, other non-governmental organisations and agencies.

In 2022, we slightly exceeded our target of preventing 600 households from becoming homeless (613) and slightly fell short of our target of supporting 1,000 households out of homelessness (985), resulting in 1,598 households not being homeless as a result of our work. In 2021, the total was 1,288 (767 exits and 521 preventions), so we are well on our way to meeting our five-year target despite the very difficult circumstances.

Those very difficult circumstances are also visible on some of the other indicators for 2022. After several years during which the total number of customers remained around 12,000, the sudden leap to around 16,000 customers in 2022 is striking. The organisational strategy included no target or estimate for the total number of people we would engage with each year. As this total figure includes an enormous range of interactions – from people who got a cup of tea in the Coffee Shop to people to whom we provided a home as well as intensive support – it has little strategic meaning, and we wanted to focus strategic attention on the difference we make. But the 30% increase in 2022 is an important indication of the growing work load of the staff and the pressure we are

**In our strategy, we set a target of supporting 1,000 households out of homelessness each year, and preventing 600 a year from becoming homeless in the first place.**



under. It does not come about because of a significant number of newly opened services, so it represents an additional demand on existing services and their staff.

The impact of the difficult circumstances can also be seen in Focus Housing Association's delivery of 130 housing units (98 acquisitions, 31 leases and 1 donation), which falls short of the 250 new homes that were projected for 2022 when the strategy was published. Even with the 170 units delivered in 2021, the 300 units delivered so far falls behind the 400 target for this stage in our strategy. Focus Housing Association has adjusted its approach to meet these circumstances and, with a number of large building projects in the pipeline, a new delivery schedule has been approved which will see us meeting our overall five-year targets.

Some of the detailed achievements under the strands of our strategy are set out below:

- › **Singles:** We set a target of delivering 57 additional Focus Housing Association homes for Housing First tenants over the lifetime of the strategy and reached 70% of that target in the second year (40 homes). We set a five-year target of delivering 15 new homes for women moving on from our Women's Outlook Programme and reached 66% of that in the second year (ten homes).
- › **Youth:** We set the goal of getting the Government to publish a comprehensive 'National Youth Homeless Strategy'. The incoming Government took up this commitment in its programme for Government and its *Housing for All* plan. In November 2022, the Government published its first 'National Youth Homelessness Strategy' in over 20 years.
- › **Families:** We committed to piloting a Multi-Disciplinary Team (MDT) approach to homeless families with complex needs. We made significant progress in 2022 with

the completion of a feasibility study (to be published in 2023) and the internal allocation of funding to a new manager role for the pilot to start in 2023.

- › **Housing:** We set the goal of acquiring 1,152 additional homes by 2025, delivering 300 by the end of 2022, with several large-scale projects in the pipeline. We set the goal of providing 200 additional homes for single people and have achieved a total of 116 by the end of 2022. We committed to ensuring that a minimum of 90% of all our tenancies were sustained in our long-term housing; in 2022, we achieved a 99% sustainment rate.
- › **Advice and information to prevent economic homelessness:** We set a target of helping to prevent 600 households from becoming homeless each year; in 2022, we helped 613 to retain their homes. We set a target of creating a unified, one point of contact for all advice and information queries; this was delivered in 2022, preparing the foundation for wider promotion and branding of the service in 2023. In our strategy we committed to advocating for a 'tenant-in-situ' purchase of private rental homes, where appropriate. At the end of 2022, we had agreed an internal process and budget for this work, preparing us to take a lead role in this scheme when it becomes a national strategy in 2023.
- › **Cross-cutting objectives:** We set a goal of establishing an 'Agile Acquisition Fund' to help Focus Housing Association to respond quickly to opportunities in the housing market. In 2022, that fund was established, with a €3.1m capacity. We committed to deepening the participation of customers and people with lived experience of homelessness in our work. In 2022, we allocated funding to establish six Peer Support Worker roles which will be filled in 2023.

**In our strategy we committed to advocating for a 'tenant-in-situ' purchase of private rental homes, where appropriate.**

## Overview of the main four strands of the strategy



## Deteriorating context

*Restating our Vision 2021–25* does not just set out the organisational goals addressed above, it situates those targets in the context of a commitment to working to end homelessness and an understanding that this cannot be achieved by Focus Ireland's work alone. In particular, it cannot be achieved without Government leadership and the commitment of our partners across the sector. The first year of the strategy saw significant achievements: after many years in which there had been no Government commitment to ending homelessness, in June 2021, the Irish Government signed up to the Lisbon Declaration in which all EU member states committed to working to end homelessness by 2030. A few months later this commitment was included in the *Housing for All* strategy. In 2022, Darragh O'Brien, Minister for Housing, contributed to several EU meetings on the shared EU objective and opened the FEANTSA Conference in Dublin; and Irish civil servants responsible for homelessness were active contributors to the 'Mutual Learning' events established under the European Platform on Combatting Homelessness (EPOCH) which grew out of the Lisbon Declaration.

These symbolic and high-level commitments are important, but they took place in a context in which homelessness increased during every month of the year. This rapid increase is a result of a number of factors at many levels. Long-term factors, such as the lack of commitment to building social housing, interacted with

the continued impact of the pandemic and the consequences of the Russian invasion of Ukraine. The impact of these factors is visible in the private rental sector, where the continued pattern of evictions by landlords seeking to sell up has forced many households into homelessness. Focus Ireland has responded to these challenges with a range of evidence-based policy proposals designed to have both short-term and lasting benefits. We have also increasingly invested in cross-sectoral alliances such as the Irish Homeless Policy Group (IHPG), the Housing First Platform and the Irish Coalition to End Youth Homelessness (ICEYH).

However, we need to recognise that this continued increase in homelessness fundamentally changes the context in which our strategy is rolled out. It changes the demands that fall on the organisation – it is hard to see a future without homelessness when you are fighting a new crisis every day. It also changes public and political attitudes to the feasibility of ending homelessness. In response to these challenges, Focus Ireland has started work on research and communication initiatives which aim to reset the understanding of homelessness, to set out achievable goals for 'turning the corner' and moving to a falling homelessness level and, crucially, to sustain 'ending homelessness' as a credible and achievable goal. This work will contribute to maintaining our long-term vision during a period of exceptional and potentially overwhelming increases in the number of people facing homelessness.



**Focus Ireland specialises in addressing the unique needs of families, providing prompt support to individuals and working proactively to prevent homelessness.**



# Family homelessness

Since 1985, Focus Ireland has been the primary organisation assisting families who are homeless. We have used our expertise to address the escalation of the homelessness crisis in recent years. In 2022, despite facing numerous challenges, we successfully ended homelessness for 566 families and prevented 301 other families from having to experience it.

## Crucial support for families

Throughout 2022, our Family Homeless Action Team (FHAT) partnered with the Dublin Region Homeless Executive (DRHE) to provide ongoing support and assistance to families in need. In addition, we remained committed to our goal of moving families out of homelessness. FHAT remained the primary resource for vulnerable families, and we were pleased to have helped nearly 200 families to find a new home or to receive support on their journey towards exiting homelessness.

Focus Ireland specialises in addressing the unique needs of families, providing prompt support to individuals and working proactively to prevent homelessness. In 2022, our services across the country assisted 1,668 families and 4,235 children (this number does not include the number of families who accessed support through the Family Centre as they are counted as individuals). Furthermore, we aided 566 families in finding new homes or navigating the path out of homelessness, and we supported another 613 households (of which 301 families) to keep their homes.

Minister for Housing  
Darragh O'Brien  
speaking to Focus  
Ireland staff and  
stakeholders in the  
Family Centre at its  
official launch



## Family Centre

During 2022, our Family Centre on Mountjoy Street in North Dublin remained committed to helping families facing extreme hardship. The Family Centre provides a space where children can play and link in with Child Support Workers while their parents receive support from Focus Ireland's skilled staff. This service works to support the needs of families who are homeless and help to put them on a pathway to securing a home. The facility brings the following services together in one location:

case management, key workers, child support workers, child care, catering (providing the daily needs of a family such as warm nutritious meals, a safe space to sit together and eat), laundry facilities and, uniquely, a child care drop-in service where parents can work with case managers. In 2022, we were grateful for Sodexo and the Little Company of Mary for their continued support of the Family Centre. During 2022, our Family Centre provided crucial support for 953 individuals.

Minister for Housing  
Darragh O'Brien,  
Sr Stanislaus Kennedy  
and Pat Dennigan,  
CEO Focus Ireland,  
at the official launch  
of the charity's Family  
Centre in Dublin



**The Family Centre provides a space where children can play and link in with Child Support Workers while their parents receive support from Focus Ireland's skilled staff.**





## Refreshed values

In June 2022, an event was held (pictured above) in Trinity College Dublin to launch Focus Ireland’s ‘Refreshed Values’. This marked the culmination of a months-long process to refine, distil and refresh Focus Ireland’s values from a list of nine, which had been first adopted in the 1990s, to the four values of dignity, quality, empowerment and social justice that we have today.

The process to refine these values saw the establishment of an internal values working group, bringing together members of staff at all levels of the organisation and from across different departments. Each staff member regularly engaged with and sought feedback from their respective teams to bring back to the working group to ensure the process was as deliberative and inclusive as possible, with the overall aim of finding a set of values that represent where the organisation is now, but also where it plans to be in the coming years. The process also included external engagement and invaluable support from the Values Lab.

To mark the adoption of Focus Ireland’s refreshed values, an event was held in June which saw speeches delivered by Mary McAleese, President of Ireland 1997–2011, Sr Stanislaus Kennedy, Founder and Life President of Focus Ireland, and Pat Dennigan, CEO of Focus Ireland.

Importantly, the event also included a panel discussion, moderated by Amy Carr, our Director of Fundraising, with Kelly-Anne Byrne, Lived Experience Ambassador, and Keile O’Danza, Aftercare and PETE customer. Bringing the voices

and perspectives of Focus Ireland customers to the fore at this event was an essential component, demonstrating our commitment to highlighting the experiences of those who have encountered homelessness in their lives and empowering them to tell their stories. Our Values Refresh launch event is available to watch by scanning the QR code.

Embedding our values in the organisation has been an ongoing process since the new refreshed values were adopted. One way in which we do this is through our Living the Values quarterly awards, which allow staff to nominate their colleagues for living and adopting one of Focus Ireland’s values in their everyday work. These quarterly awards are driven by our Employee Engagement Group and allow us to recognise, showcase and encourage the incorporation of our values into everyday work practices.

Throughout this report, we feature a number of staff stories, highlighting members of our teams across the country who were recognised as going above and beyond in embedding the organisation’s values in how they approach their work.



# Emer O'Keefe

Focus Ireland  
Educational Support Worker,  
PETE Waterford



Emer O’Keeffe has worked as an Education Support Worker with Focus Ireland’s Preparation for Education, Training and Employment (PETE) service in Waterford for the past four years.

*In PETE, we aim to meet every customer where they are at. Everybody is on their own different educational or employment journey, and we’re there to offer support and guidance to empower each customer to reach their goals and their full potential.*

While most days are different and bring different challenges, generally speaking, a typical day for Emer involves face-to-face meetings with customers to discuss their individual plan.

*A typical day in my role may involve face-to-face meetings with customers, either for career planning, one-to-one tutor support for education, education or training applications or advocacy work. You spend a lot of time engaging, listening and planning with a customer so that you can tailor and create a support plan that meets their needs and gets them moving towards where they want to go.*

As a Living the Values award winner in 2022, Emer has been recognised by her colleagues and the organisation as somebody who goes above and beyond for her customers and puts Focus Ireland’s values of dignity, quality, empowerment and social justice at the centre of her work.

*I was truly humbled to be nominated by my colleagues, but then to win the award was really special. I am very proud and privileged to work as part of such a dedicated, committed and progressive team that treats every single person who walks through our door with the utmost respect and dignity.*

***I am very proud and privileged to work as part of such a dedicated, committed and progressive team that treats every single person who walks through our door with the utmost respect and dignity.***



## Tenancy Sustainment Support

Our Tenancy Sustainment Support (TSS) worked with several local authorities in 2022 to create informative advice services, with the aim of preventing individuals from experiencing homelessness and helping them to adjust to their new homes. TSS provided valuable assistance on various tenancy issues such as rent arrears, waste management, and budgeting, among others. On a national level, 253 households were prevented from losing their home through TSS across the country.

## Helping families nationwide

Throughout 2022, our efforts at Focus Ireland continued in preventing families from experiencing homelessness throughout the country.

Focus Ireland provided support to 599 households in **Cork** who were either homeless or at risk of becoming homeless. Furthermore, we worked with Cork City and County Council and the State to facilitate the transition of 323 households out of homelessness.

In **Sligo**, 689 households facing homelessness or the risk of losing their homes received support from our services. Additionally, we aided 169 households in transitioning out of homelessness with the aid of state and local authorities.

Our services in **Limerick** helped approximately 557 households who were either homeless or at risk of losing their homes. Additionally, we assisted 299 households in moving out of homelessness.

Continuing our collaborative partnership with **Waterford** City and County Council, we engaged with over 826 households and assisted 27 in exiting homelessness.

In **Wexford**, we aided 97 households and supported 27 in transitioning out of homelessness.

## 'Through the Lens of Covid-19' booklet

Amid the peak of the pandemic, the PETE (Preparation for Education Training and Employment) programme in Waterford witnessed children and parents expressing their creativity through various forms such as poetry, photography, reflections, artwork, and personal writing. The programme's staff also contributed to the initiative, with the objective of examining the effects of Covid-19 and how individuals have managed to sustain their creative drive during these challenging times. During 2022, Focus Ireland Waterford launched its 'Through the Lens of Covid-19' booklet, an anthology of this creativity from Focus Ireland service users and staff.



Lisa O'Brien, Manager of the South East Youth Services, speaking at the launch of 'Through the Lens of Covid-19' booklet in the Theatre Royal, Waterford



## Enhancing our PETE service

Our Preparation for Education, Training and Employment (PETE) programmes are available in Dublin, Limerick and Waterford. In 2022, our PETE services supported 411 adults, an increase of 45% compared to 2021. These services across the country supported 79 adults into employment and 125 adults to upskill through further education and training.

Our PETE services work with marginalised people and those who have previously experienced homelessness to support them to fulfil their potential through education, training and employment opportunities. Our PETE services have been greatly enhanced through the generous support of JPMorgan Chase in 2021 and 2022, which allowed us to upgrade IT equipment. This provided a lifeline during Covid restrictions, making a critical impact on our ability to provide virtual education and training. To read more about how our PETE

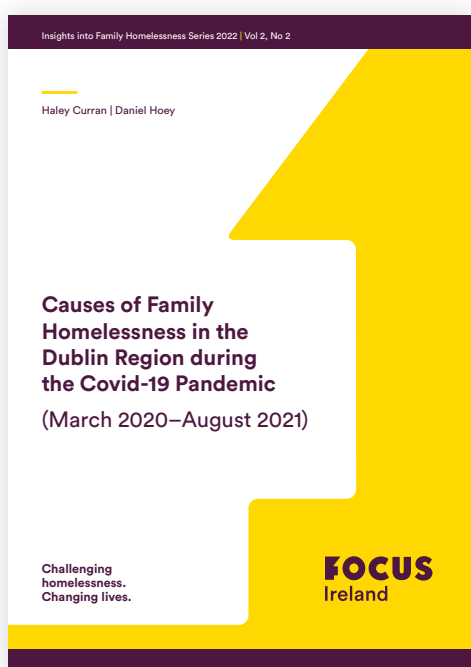
services made the transition to online, you can scan the QR code to read our research publication, *An Evaluation of the Focus Ireland PETE programme, Dublin – A Pivot to Online Service Provision*.

Focus Ireland is delighted to continue our partnership with JPMorgan Chase for 2023–2025 with their support for our ‘New Pathways’ project. This will enable the implementation of targeted supports for our most vulnerable customers accessing PETE services.

## Family research

Focus Ireland’s ‘Insights into Family Homelessness’ research series has made a major contribution to understanding the nature and dynamics of family homelessness and improving public policy responses. In 2022, as part of that series, Focus Ireland undertook a study

into the causes of family homelessness in the Dublin region during the Covid-19 pandemic. Authored by Daniel Hoey and Haley Curran, this piece of research looked at the experience of families that became homeless during the pandemic, despite the eviction ban then in place. It found that during this period the main cause of homelessness for the families involved was overcrowding in the family home or a breakdown in the relationship with a family member. The majority of participants (71%) reported that the pandemic had negatively impacted on the services and supports provided in emergency accommodation. All participants reported difficulties with trying to obtain accommodation in the private rented sector. In addition, the majority of participants (79%) had not experienced homelessness before.



**It found that during this period the main cause of homelessness for the families involved was overcrowding in the family home or a breakdown in the relationship with a family member.**

## Bord Gáis Energy continued support

Since joining forces in 2015, Focus Ireland has worked with the support of Bord Gáis Energy to directly support 7,000 families experiencing or at risk of homelessness. Building on this work and in recognition of the unacceptable levels of rising homelessness across the country, in 2022, we were delighted to extend our partnership with Bord Gáis Energy for a further five years. A pledge of a further €2 million over this period will bring Bord Gáis Energy's total financial support to €4.4 million since the partnership began seven years ago.

The extended partnership sets out to prevent a further 1,000 families from entering homelessness through vital supports to our prevention and tenancy sustainment services and aims to support a further 10,000 families through our Advice and Information service. In 2022, over 1,300 families received support from Focus Ireland's Advice and Information service, supported by Bord Gáis Energy.

The new phase of the partnership also funds Focus Ireland's Lived Experience Ambassador Programme (LEAP) and the BGE Empowerment Fund, which provides funding for a range of supports, including therapeutic interventions, delivery of fun activities for children and family necessities such as school uniforms.

Pat Dennigan, CEO, Focus Ireland, Kelly-Anne Byrne, LEAP Ambassador, and Dave Kirwan, Managing Director of Bord Gáis Energy





H O M E





# Kenneth Baker

Focus Ireland Fundraising Officer,  
Partnerships and Philanthropy



Kenneth Baker's studies and career took him from his native Cork to Berlin, London and Dublin and eventually back to Cork again. He has worked in Focus Ireland since 2014, initially working in fundraising, then as the organisation's Data Protection Officer, before returning to his current role in fundraising as a Fundraising Officer in the Partnerships and Philanthropy team.

Fundraising staff are an often unseen but vital part of any charity organisation, and at Focus Ireland this is no different. Kenneth explains the function of the Partnerships and Philanthropy team:

*The partnership side is involved in engaging with businesses and the corporate sector to support some specific Focus Ireland projects, or maybe to generally support the work of the organisation as a whole. On my side, in philanthropy, we're engaging with philanthropic individuals who want to make donations to support our work or, in my case, we deal with philanthropic organisations or foundations.*

Kenneth's day-to-day role involves drafting and preparing grant applications, collaborating and working with donors and managing relationships with key donors and philanthropic organisations.

*The team aspect of what we do is very important to me. In the time I have been in Focus Ireland, I have met so many work colleagues and team mates who have become friends, and I think it is those positive relationships and that collaboration that ultimately brings about our successes.*

**Fundraising staff are an often unseen but vital part of any charity organisation, and at Focus Ireland this is no different.**





## #FocusOnChildren campaign

Irish people care very deeply about homelessness. Many demonstrate this by donating to Focus Ireland and other charities, but there is also a desire to influence the way in which governments think about and respond to homelessness. Mobilising supporters in public policy campaigns is one way of channelling that good-will into positive change. Before the 2020 election, Focus Ireland supporters campaigned for a commitment to end homelessness, with the welcome result that the incoming Government listened – signing up to the Lisbon Declaration and including a commitment to work to end homelessness by 2030 in their *Housing for All* plan.

Following this commitment, our next campaign was to push for the first step in ending homelessness to #FocusOnChildren. Our campaign pin-points three actions that can easily be delivered and will make a real difference in helping prevent homelessness, supporting a quick exit out of homelessness and supporting children living in emergency accommodation: ensure that all local authorities put the best interests of the child at the heart of their response to families that are homeless,

ensure that all children have timely access to a child support worker, and establish a specific taskforce to review the impact of housing insecurity on one-parent families and develop appropriate solutions.

The campaign received great support from the public and other charity partners such as Barnardos, Children's Rights Alliance and One Family. We are continuing to work on these issues which we believe will alleviate some of the worst outcomes of child homelessness.



## A Journey Home

In 2022, our Lived Experience Ambassadors continued to collaborate with us to inform our work and to change the public perception of homelessness. They took part in numerous focus groups and public talks to our funders and stakeholders. During autumn 2022, our ambassadors collaborated with researcher Maria Quinlan on a photovoice project, which resulted in a beautiful book, entitled *A Journey Home*, and a powerful photo exhibition.

Photovoice is a research methodology that uses the medium of photography in a safe and therapeutic manner to access deeply held emotions in people who have experienced trauma. It has several layers to it and is a research method rooted in community activism which traditionally has been used to give voice to those who are often silenced or marginalised in society. Photovoice exposes a deep beauty and compassionate wisdom in scars. Art can reach into the soul in a way that words can't always do, and the book and exhibition are powerful representations of the deep trauma of homelessness.

We launched the book and exhibition on 12 December in the Palatine Rooms at the National Museum of Ireland, Collins Barracks. Our ambassadors were joined by Sr Stan, our CEO Pat Dennigan, family, friends and invited guests, to launch the book and exhibition. The book is a powerful testament to the trauma caused by homelessness, but also to the resilience of the human spirit. The work shows why we believe that everyone has the right to a home and why we continue our work to eradicate homelessness. In 2023, we will be bringing the exhibition to different venues around the country and we will continue to change hearts and minds through the powerful testimony of the voices of our ambassadors.



# Susan's\* story

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Susan (28) had a part-time job and rented an apartment where she lived with her young daughter (aged 4). They became homeless when the landlord evicted them as he was selling the property. Things got worse for Susan after this as she also lost her job, and she was really struggling to keep going.

*I felt lonely, and I was stressed out and didn't know where to turn. I ran into greater difficulties when I lost my job and got into debt as we were waiting to get evicted. I thought things couldn't get much worse, but little did I know they still would.*

Susan ended up homeless and living in emergency accommodation in a hotel in Dublin with her daughter. This went on for over eight months before she secured a home with the support of Focus Ireland. She described her experience of living in emergency accommodation.

*It was awful living in a small place with no privacy and nowhere to even cook. There was also nowhere that was safe for my daughter to play. It was a roof over our heads, but it certainly wasn't a home.*

Susan said the worst thing for her during this time was seeing the impact the conditions were having on her daughter.

*She had no other kids around to play with. It affected her mood and confidence, and it made me feel guilty as a mother, like I had failed in some way. But it was great that we had a Focus Ireland Family Support Worker to work with my daughter. This helped her in so many ways. It made such a difference.*

Susan said that the emotional support she also received from the Focus Ireland Family Team was a real help at such a low point in her life.

*They were always there to help pick me up. They let me know it wasn't my fault we were homeless and gave me real hope we would get out of this awful situation and into a home once again.*

She said things started to get better when she was put in touch with Focus Ireland, and we worked with her to gain access to suitable housing and to support her in other areas in the months before she moved on from homelessness.

Susan and her daughter have now moved into a house in the private rented sector, and she said it's great to be back on her feet again. She is also doing a course in further education and is already trying to get another part-time job.

*It is great to be almost back to where we were and, as a mother, I am happy to see the change in my little girl. She is happy again and that means the world to me. I really can't thank Focus Ireland enough as they were there for us when we needed them the most.*

***It was awful living in a small place with no privacy and nowhere to even cook. There was also nowhere that was safe for my daughter to play. It was a roof over our heads, but it certainly wasn't a home.***





**Focus Ireland has committed to preventing young people from becoming homeless and supporting homeless young people into secure homes in our organisational strategy, *Restating our Vision 2021–25.***

# Youth homelessness

In a challenging year which saw a rise in youth homelessness, Focus Ireland's youth services worked tirelessly to stem the number of young people entering homelessness through targeted prevention measures and supporting those who have experienced youth homelessness in their journey to long-term stable accommodation.

2022 saw the publication of the Youth Homelessness Strategy 2023–25, which Focus Ireland has advocated for since 2017. Within the strategy, Focus Ireland called for the inclusion of effective interventions and housing solutions for young people, based on extensive research, which can help our services to challenge and end youth homelessness.

From December 2021 to December 2022, the number of young adults in emergency homeless accommodation rose by 27%, from 1,090 to a record high of 1,387. While the causes of youth homelessness can be complex, Focus Ireland research has evidenced common pathways towards homelessness experienced by young people, such as family relationship breakdown. These common pathways see vulnerable groups such as those who have left care and young people on the margins of care, young parents, and young LGBTQ+ people disproportionately at risk of homelessness. Focus Ireland's dedicated youth services aim to directly challenge these pathways and support the needs of the young people affected by them.

In 2022, more than 1,200 18–24 year olds engaged with Focus Ireland services, while we supported 400 young people through our Youth Housing and Aftercare Services.

Focus Ireland has committed to preventing young people from becoming homeless and supporting homeless young people into secure homes in our organisational strategy, *Restating our Vision 2021–25*.

Focus Ireland youth services include:

- › Aftercare
- › Residential aftercare
- › Family mediation
- › Day services
- › Youth housing
- › Housing First for Youth
- › Housing First for Youth Aftercare
- › 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, the CDYSB (City of Dublin Youth Services), and other state agencies. Active collaboration with these bodies has been a crucial factor in the successful delivery of youth housing. They also rely on public fundraising, in particular the work of our Women's Philanthropy Circle.

**From December 2021 to December 2022, the number of young adults in emergency homeless accommodation rose by 27%, from 1,090 to a record high of 1,387.**

## Youth services

### Aftercare

Focus Ireland research has consistently shown that young people who leave care are at a disproportionate risk of becoming homeless. Aftercare support is of vital importance to young people who have left care and are at risk of homelessness. As a result of Focus Ireland campaigns in the past, every young person who has experienced at least 12 months in the care of Tusla between the ages of 13 and 18 is now entitled to an assessment of need for an aftercare plan, with this assessment considering the need for support in areas such as education, social development, and accommodation. On behalf of Tusla, Focus Ireland provides aftercare support to care-leavers across Ireland, with this support taking different forms, depending on the needs of the young person.

Residential aftercare is offered in **North Dublin** and **South Dublin**, where 18 and 17 young care-leavers were supported in 2022. Aftercare support is also provided in Dublin by Focus Ireland through support and settlement services, which supported an additional 73 young people in **North Dublin**, and 12,430 in **South Dublin** in 2022.

In **Waterford** and **Wexford**, 44 young care-leavers were supported by our Housing First for Youth (HF4Y) aftercare service in 2022. HF4Y is explained further on page 44.

In **Mayo**, in collaboration with Tusla and Mayo County Council, Focus Housing Association delivered five aftercare homes in 2022. These are the first such homes in Mayo, with Focus Ireland aftercare supporting the five young tenants who have left care.

In **Carlow, Kilkenny** and **Tipperary**, 12 young care-leavers, who are also Focus Ireland youth housing tenants, were supported by Focus Ireland aftercare.

### The Extension Service

Focus Ireland's Extension Service is a day service in Dublin City Centre which provides a safe, welcoming and supportive environment for this vulnerable cohort during the day.

The service provides a youth-appropriate space where young people can access case management support, advice, information and advocacy to enable them to access appropriate support services, address the causes of their homelessness and move towards independence. During 2022, this service provided support to 61 young people.

**Focus Ireland research has consistently shown that young people who leave care are at a disproportionate risk of becoming homeless.**







# Niall O'Higgins

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Focus Ireland Project Worker,  
South Dublin Aftercare



**‘A big part of my work in aftercare is homeless prevention, I suppose,’ says Niall O’Higgins, a Project Worker in Focus Ireland’s South Dublin Aftercare.**

*You’re working with a caseload of young people aged 17 to 23 who have left the care system. You’re supporting them as best you can and you want to keep them away from coming into contact with homeless services. That age bracket is such a transitional period for people. It’s the years in your life where you make mistakes, and you have to be given the room to make those mistakes and be supported. We all made mistakes during those years, and most of us had our parents, guardians or support networks around us to help us through, but this isn’t always the case for care-leavers.*

In terms of the supports and guidance he offers in a typical day, there’s lots of form filling.

*Everything from job-seekers, to applying for medical cards, to getting a passport or SUSI*

*grant applications for college. There’s a balance between doing it for the young person and encouraging them to self-advocate.*

From his mid-20s, Niall has been an avid chess player and, with the popularity of the game increasing in recent years, he proposed the idea of a Focus Ireland chess club for staff and customers. In recognition of this proposal, Niall was put forward by colleagues and won a Focus Ireland Living the Values award in 2022.

*It’s not to take away from what the person is experiencing and we know that so many people are encountering so many difficult challenges with housing and we’re not trying to paper over that, but for a couple of hours a week, you can put that aside – it’s just you, your opponent and the chess board.*

***We all made mistakes during those years, and most of us had our parents, guardians or support networks around us to help us through, but this isn’t always the case for care-leavers.***



## Youth Housing

Focus Ireland Youth Housing supports young people with safe and supported housing, based upon their individual needs, incorporating housing-led and Housing First for Youth principles. This involves the provision of housing as quickly as possible to help young people to exit homelessness. The young person is then provided with intensive and targeted, person-centred supports, including healthcare, counselling, education, training, financial advice and more. These supports are crucial to helping the young person to move on to independent living and to avoid them becoming homeless again in the future. Working collaboratively with local authorities, Tusla and the Department of Housing, Local Government and Heritage, is a prerequisite to the successful delivery of youth housing, and while there are numerous examples of such successful cooperation in the regions discussed below, a lot more needs to be done to achieve the goal of ending youth homelessness.

In 2022, 69 young people were supported by Focus Ireland Youth Housing across **Carlow, Clare, Cork, Kilkenny, Limerick and Tipperary**. Some of these young people are also parents, with Focus Ireland also accommodating and supporting the children of some of our young tenants in these counties.

### Housing First for Youth

In **Waterford** and **Wexford**, youth housing is delivered through a HF4Y model, in partnership with Tusla and local authorities. Focus Ireland is an international leader in adapting the Housing First model to the specific needs of young adults. HF4Y is designed to address the needs of developing young adults by providing them with rapid access to housing that is safe, affordable, appropriate and without pre-conditions, combining this with necessary and age-appropriate supports that focus on health, well-being, life skills, engagement in education and employment, as well as social inclusion.

Focus Ireland supported a total of 82 young people through the HF4Y model in the South-East during 2022. In addition to the 44 young care-leavers who were provided with aftercare support via a HF4Y model in **Waterford** and **Wexford**, a further 38 young people were supported by the Focus Ireland Housing First for Youth service in **Waterford**.

### Focus Housing Association and the Capital Assistance Scheme for care-leavers

The Capital Assistance Scheme (CAS) for care-leavers funds housing for vulnerable young care-leavers who are at risk of homelessness. In the face of the acute housing shortage and challenges affecting construction, Focus Housing Association completed 18 acquisitions of CAS for care-leavers units in 2022, bringing the total number of these homes provided by Focus Housing Association to 84. This falls short of the targets set out in our strategic plan and reflects the challenges in purchasing one-bed apartments and the greater priority given to other housing priorities by local authorities. We hope that the publication of an evaluation of the programme by the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and the Youth Homeless Strategy will permit faster progress in 2023.

### Crisis Intervention Services

In partnership with Tusla and as part of Tusla's Crisis Intervention Services (CIS), Focus Ireland provides emergency accommodation and short-term residential accommodation to young people aged under the age of 18. These services are provided at the Caretakers project and Grange Lodge in Dublin, and are vital services within CIS for young people for whom returning home is not possible and where no other suitable placement within the care system can be identified by Tusla.

**Focus Ireland Youth Housing supports young people with safe and supported housing, based upon their individual needs, incorporating housing-led and Housing First for Youth principles.**



## Focus on: Caretakers

Focus Ireland research has demonstrated that the most common age at which young people experiencing homelessness accessed emergency accommodation was 18. However, our research also demonstrates that the origins of pathways towards youth homelessness are often traced back to experiences during early childhood or mid-teenage years.

Caretakers, Paul Kelly, Neil Forsyth and Fionn Scott (photo courtesy of Alan Betson, The Irish Times)

Therefore, for services hoping to prevent experiences of youth homelessness, they must identify young people at risk of homelessness at the earliest possible opportunity and provide them with targeted intervention measures.

The Caretakers project takes a partnership approach with the National out of Hours Service and young people's social workers, and offers emergency accommodation to young people aged 16–17. Caretakers provides a safe place for young people unable to access alternative care arrangements, along with individualised support, advice, information, and referrals to other relevant services.

The service can accommodate a maximum of four young people at any one time, and in 2022, Caretakers supported 46 young people.

Head of Youth Services at Focus Ireland, Neil Forsyth, has noted that:

*The young people who are cared for in Caretakers have had very difficult lives and often they have not been listened to, understood, or valued for who they are. The team in Caretakers give them the time, space and support that they need to re-set the clock and slowly begin to rebuild their lives.*

***The young people who are cared for in Caretakers have had very difficult lives and often they have not been listened to, understood, or valued for who they are.***



## Artists Against Homelessness @ the 3Olympia, Dublin

*The Sunday Independent's* Artists Against Homelessness in aid of Focus Ireland took place on Sunday, 17 April 2022, at the 3Olympia Theatre in Dublin.

The concert was headlined and curated by Kojaque, the gifted Dublin rapper, who sang about the issue of homelessness and housing on his 2021 album *Town's Dead*. The event was kindly sponsored by Cadbury Ireland, Arachas Insurance and Hard Rock Cafe, Dublin.

It was the seventh year of this amazing event, which has so far raised over €150,000 for Focus Ireland, while also raising awareness about the crisis and our work to support people.

The concert also featured Damien Dempsey, who is a long-time supporter of Focus Ireland. Later in the year Damien very kindly released a special Christmas song called 'Fáilte Abhaile' (*Welcome Home*), with all proceeds from the track going to Focus Ireland. This powerful song reaches out to the Irish diaspora and invites them to return home for Christmas; it can be viewed by scanning the QR code.





## Youth homelessness strategy

As part of Focus Ireland’s commitment to advocacy, the research team has commissioned and published a wide body of influential research on youth homelessness in Ireland. This research, directly informed by Focus Ireland youth services, helps the Advocacy Department to propose policy changes that can successfully challenge youth homelessness. This has included actively campaigning for a national strategy on youth homelessness, both as an organisation and as a member of

the Irish Coalition to End Youth Homelessness, since 2017. This campaigning achieved a commitment, made in 2020, by Government to develop such a strategy during its lifetime.

### What is the Irish Coalition to End Youth Homelessness (ICEYH)?

The coalition is an association of 19 organisations across the housing, homelessness and youth sectors working together to end youth homelessness.

Focus Ireland was a founding member of the coalition in 2017 and, since then, it has campaigned for a national strategy on youth homelessness, which was finally published in 2022.

In March 2022, Focus Ireland made a detailed submission to the Department of Housing, Local Government and Heritage’s consultation phase for the new strategy. We also contributed to the submission made by the Irish Coalition to End Youth Homelessness which coordinated the key recommendations from right across the homelessness and youth sectors. As a member of the coalition, we engaged with the Department throughout the development of the strategy, to ensure the pathways towards youth homelessness, as evidenced by research, were effectively addressed, and that housing solutions for young people were provided for.

*Housing for All Youth Homelessness Strategy 2023–2025* was launched by the Department in November 2022. Adam Spollen, Policy Officer with Focus Ireland, represented the coalition at the launch of the strategy, noting that its publication is a welcome step forward and that Focus Ireland, as a member of the coalition, will continue to engage with the Department to ensure its successful implementation.

The strategy provides for the establishment of a steering group, under the auspices of the National Homeless Action Committee (NHAC), to drive the delivery of actions set out in the strategy and to monitor progress. Among the representatives of the Department of Housing, Local Government and Heritage, Department of Children, Equality, Disability, Integration and Youth, Tusla and the HSE, a representative of the ICEYH was invited to join the group. Policy Officer Adam Spollen was nominated as this representative in December 2022 and will provide oversight for the homeless and youth sectors during the implementation of the strategy’s actions.

Focus Ireland Policy Officer Adam Spollen (speaking on behalf of the Irish Coalition to End Youth Homelessness) at the launch of the National Strategy on Youth Homelessness in Custom House, Dublin, November 2022



## LGBTQ+ youth homelessness

To ensure that our services are inclusive of all young people who access them, Focus Ireland, in collaboration with Belong To LGBTQ+ Youth Ireland, has continued to lead the work on LGBTQ+ youth homelessness.

The recommendations contained in *A Qualitative Study of LGBTQI+ Youth Homelessness in Ireland*, commissioned by Focus Ireland and published in 2020, included that Focus Ireland, along with the Homeless Network (a network of non-profit providers of homeless services in the Dublin region), should identify and commission appropriate specialist training from LGBTQI+ organisations for staff

working in the key access points and services. Informed by a training needs analysis that involved consultation with 270 staff working in frontline homeless services, a pilot training programme was developed by Focus Ireland and Belong To LGBTQ+ Youth Ireland in 2022. The pilot programme was delivered to a group of Focus Ireland staff working directly with young people in April 2022, and a second session was delivered to executive level staff and Focus Ireland CEO Pat Dennigan in May 2022. We hope that this training programme is adopted at a regional and national level, to ensure that all homeless services can become inclusive of the needs of the LGBTQ+ community.

**To ensure that our services are inclusive of all young people who access them, Focus Ireland, in collaboration with Belong To LGBTQ+ Youth Ireland, has continued to lead the work on LGBTQ+ youth homelessness.**











# Courtney's story

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*Growing up, I always lived in an overcrowded situation. We didn't have the luxury of space. There were six of us in my house and nothing felt like your own. I didn't have my own bed, let alone my own bedroom. In secondary school – it must have been Transition Year and then 5th Year – I lost two of my close friends who died suddenly, and dealing with that in a packed house was just really challenging. There was no space to gather your thoughts and process what was going on. After a while and after clashes with different people in my house, I just had to get out of there.*

***It was then that I picked up the phone and started looking for support from Focus Ireland. I can't thank the staff enough for the support they gave me in just navigating the system. Having people on your side, fighting your corner, it makes such a difference.***

*I was fortunate enough to be able to stay with a friend, initially on her couch. I moved around a good bit between different friends and family members and even though I'm so grateful to everyone who was able to help me, after a while, you just feel like you're overstaying your welcome with people and feel guilty for them having to take you in.*

*The whole time I was moving around, I was engaging with the Council telling them about my situation, and looking for support. It just felt like I wasn't being listened to. Every time I engaged, they would point out that I was still down on my mother's tenancy and that I had to give them a different address to come off it – an address I didn't have. If I gave them my friend or family member's address where I was staying, they wouldn't recognise me as homeless.*

*It was then that I picked up the phone and started looking for support from Focus Ireland. I can't thank the staff enough for the support they gave me in just navigating the system. Having people on your side, fighting your corner, it makes such a difference. Their hands were tied to a large extent because I wasn't being recognised as homeless by the Council, but eventually I was. In early 2022, I found out I was expecting my son and this really changed everything because not only was it about me but it was about this child I was going to bring into the world.*

*Going in for the prenatal check-ups, I explained my housing situation and was able to get supporting letters from them to give to the Council. Through Focus Ireland, we were able to go to the Community Law and Mediation Centre to engage with my mother and, eventually, after trying to make contact, it became clear that mediation wasn't an option for us. After all the*

*letters and all the form-filling, eventually, the Council recognised me as homeless, two years after I left my family home with nowhere to go.*

*In July, at the age of 20, I moved into a homeless emergency accommodation hostel and while it was good to have my own room, it wasn't where I wanted to be at six months pregnant. It was just chaotic and stressful and I was really worried about the impact it would have on my baby. You're supposed to be getting bigger as your pregnancy progresses but the prenatal team was concerned because I was somehow losing weight during the pregnancy. I will never forget the support and help I got from Focus Ireland staff during that period – helping me cope with my pregnancy and manage my stress through meditation, painting classes to de-stress, a pregnancy massage, cooking classes, and also just general guidance around budgeting and managing my money.*

*Two weeks before my son was due, I got a move out of emergency accommodation into youth transitional housing with Focus Ireland. I think I cried for two straight hours after the phone call when I got that news. The feeling is indescribable. Something you have been willing to happen and you finally get it, there are no words to describe the relief.*

*Now, me and my son Dawson have our own space I can just get my head out of the day-to-day, the worry and stress of where my next night's sleep will be. I have my own space, my own bedroom, my own kitchen; I can put what I want on the telly. It's the small things that other people take for granted that I have just never had – those are the things that make such a difference in your life. I've gone back to work part-time, and while this isn't a forever home, having this space has meant the world to me.*



**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.**



# Single adult homelessness

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While we have seen significant fluctuations in the number of families experiencing homelessness, over the last three years the number of homeless single adults has consistently increased year after year. For the first time ever, the number of single adults in emergency accommodation rose above 5,000 in May 2022.

We know that the pathways into homelessness can be more complex for individuals than families, and individuals with complex mental health, addiction and behavioural challenges have always been at an increased risk of homelessness. Single people with complex needs were at a particularly high risk during the Covid-19 public health emergency.

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## What do we mean when we say 'single' adults?

The term 'single' adult refers to an adult who does not have accompanying children as part of their household and is sometimes referred to as an 'adult-only' household. The term 'single' adult does not mean that an individual is not in a relationship or is not a parent; it means that their household is assessed as comprising just one individual or two adults.

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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.

Permanent housing, with long-term support for those who need it, is a core element of Focus Ireland's approach to ending homelessness and, as part of our strategy, we have committed to acquiring over 200 additional housing units for single people moving out of homelessness – primarily those with complex support needs – during the lifetime of this strategy. In 2022, 48 new homes for single adults were added to our housing stock. Combined with the 66 units delivered in 2021, this means that we have reached 58% of our five-year housing target for single adults in the first two years of our strategy.

A key element of our work to support single people with complex needs in 2022 was a range of new initiatives targeted at the issue of premature aging. Individuals with experience of homelessness are more likely to age prematurely than the general population and have a range of health conditions that would be more common in people who are chronologically older. In 2022, Focus Ireland conducted research into the issues and challenges involved with premature aging amongst our tenants, and recommendations from this research are being implemented. Furthermore, Focus Ireland participated in an Erasmus+ project, with colleagues from Hungary, Italy and the UK, looking at the support needs of older people who are homeless or have experienced homelessness.

**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.**

**While our strategy envisaged A&I supporting 5,000 households each year, in 2022, we engaged with 8,165 customers, 63% above target and a significant increase from 2021.**



## Focus on: Advice and Information (A&I) service

Providing expert, reliable advice and information is a key part of our strategy, both to prevent homelessness and to support people to exit homelessness to new, stable tenancies.

Our A&I services across the country are unique in providing not only once-off advice but also in providing case management support where the complexity of the issues or the vulnerability of the customer requires it. In recent years, the A&I services across the country – in Dublin and the South-East, South-West, Mid-West, North-West regions – have been consolidated into one service, allowing for stronger skills development, specialisation and tracking of trends. In 2022, as pressure increased in the private rental sector and the pandemic protections were removed, the increased strength of this service came to the fore.

While our strategy envisaged A&I supporting 5,000 households each year, in 2022, we engaged with 8,165 customers, 63% above target and a significant increase from 2021. One-third of these cases were ‘prevention’, while the remainder were

homeless households that needed support to navigate the homeless system and find a new home. A&I reported success in the case of 613 households that contacted them to prevent homelessness, just ahead of the strategy target of 600 per year.

The policy team worked with the Citizen’s Information Board (CIB) to ensure that advice for tenants facing eviction was consistent and to help signpost tenants to relevant services that could help. As a result, Threshold and Focus Ireland were highlighted as key services available to help tenants to verify the validity of Notices of Terminations and to advise on next steps. The tracking of data and evidence-based information, using Focus Ireland’s own Orion system, plays an important role in helping Focus Ireland to address policy gaps in the Government’s response to homelessness.





## The Focus Ireland Podcast

In September 2022, Focus Ireland was delighted to launch a podcast series of six episodes, delving into the complexities of the housing and homelessness crisis, discussing the topics we don't normally have time to unpack in the media and elsewhere.

Hosted by broadcaster, Clare McKenna, the podcast series features compelling stories from Focus Ireland customers with a direct lived experience of homelessness, Focus Ireland staff

who have worked on the frontline to prevent and support people out of homelessness, as well as experts and commentators. Scan the QR code to listen to the Focus Ireland podcast.



## **Housing First: A place to call home**

In 2022, we continued our very positive Housing First work with local authorities in Cork, Kerry, Limerick, Clare, Cork, Waterford, Wexford, Carlow, Tipperary and Kilkenny to provide Housing First programmes as part of the national Housing First strategy. In 2022, we supported 175 people as part of Housing First programmes, which is an increase of 72 people since 2021. This includes individuals who were supported in a pre-tenancy capacity prior to moving into accommodation. Focus Housing Association also provided 38 units for 47 Housing First tenants in Dublin in 2022.

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 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. As part of our 2021–2025 organisational strategy, Focus Ireland has committed to delivering an additional 52 units for the Housing First programme, and in the first two years, 42 of these units had been delivered. Focus Housing Association continued to experience the same challenges in acquiring one-bedroom apartments (the only units which Government policy permits to be used for Housing First), which have been set out in previous Annual Reports. In addition to advocating for a more flexible policy, particularly in relation to tenants who are non-custodial parents, Focus Housing Association has sought to address this challenge through its building programme. We expect to see the positive impact of this during late 2023 and 2024.

In 2022, Focus Ireland appointed a Housing First trainer to further develop our experience in this area and to demonstrate our commitment to increasing the scale of this work.

## **Housing First in the Mid-West**

Focus Ireland provides Housing First in both Limerick and Clare and 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 well-being. 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 and increases their independence. In the long-term, tenants can rely on mainstream local supports as they settle in their new home and community. For Housing First tenants, their experience of homelessness gradually becomes a chapter in their past.

In Limerick, Housing First is provided as part of a partnership between HSE Mid-West Community Healthcare, Limerick City and County Council and Focus Ireland. The project operated over a three-year period and 2022 was the final year of the pilot. It offered long-term accommodation to 31 individuals during this time who had experienced long-term homelessness. Limerick City Council and Focus Ireland created 35 tenancies in this three-year period. The tenants are men and women ranging in age from 23 to 67 years old.

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, and the team was later expanded to include a HSE Health Coordinator and HSE Psychologist. Limerick City and County Council continue to provide excellent ongoing and strategic support through the Coordinator of Homeless Services. All three organisations work in a collaborative and supportive manner to address any issues that arise during the project. Our staff are trained through the European Housing First Hub training programme, which Focus Ireland helped to

**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.**



design. Staff at the service provide vital day-to-day intensive supports to customers to help them manage their home, health and well-being. 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.

### **Housing First in the South-East**

Focus Ireland has been delivering its housing-led approach to homelessness across the South-East since 2015. In 2019, as part of the National Housing First Implementation Plan we commenced a close working partnership with South-East Simon, Kilkenny Voluntary Housing Association and the five local authorities to provide a successful Housing First service in the South-East. We currently provide the housing first service in Waterford, Kilkenny, Wexford, South Tipperary and Carlow. By the end of 2022, our partnership teams in each area had provided housing first support to 57 households through tenancy and outreach. In December 2022, 52 of these households were in successful tenancy. Housing First training in the region, using the European Housing First Hub programme, also took place during the year and is currently being provided to Housing First teams working across the county.

### **Housing First in the South-West**

In Cork City, Focus Ireland in partnership with Cork Simon have been providing a Housing First approach for the past four years. At the end of 2022, there were 42 people supported by the city service, with 37 active tenancies in place and 5 people linked in with Outreach and waiting to move in. An important emphasis is placed on the customer's health needs and their reintegration into the local community. Over the past two years, we were fortunate enough to get the opportunity to roll out the programme into Cork County and Kerry, and there are now 11 tenancies in place in Cork County and 15 tenancies in place in Kerry. 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 and, in 2022, we delivered 39 new homes in the South-West region. 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.

## **Shine A Light Night**

Focus Ireland's flagship Shine A Light Night, proudly supported by Bord Gáis Energy, took place on Friday, 14 October, when business leaders, companies, and individuals slept out in their workplace, home, or gardens for one night to shine a light on homelessness in Ireland. Marking its tenth year, Shine A Light Night raised almost €1.2m to support our vital services in 2022.

Former Dublin footballer Philly McMahon at the launch of Focus Ireland's Shine A Light Night, proudly supported by Bord Gáis Energy



## Advocacy and Housing First

Focus Ireland is a founding member of the European Housing First Hub, based in Helsinki and Brussels. 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 March 2022, a delegation from Focus Ireland attended the EHF Hub conference in Madrid, and Director of

Services, Ciara Carty chaired the main plenary discussion with Government ministers from Spain and France.

In order to share this good practice and experience in the Irish context, Focus Ireland convenes the Irish Housing First Platform, where all the voluntary organisations providing Housing First (North and South) meet to collaborate in delivering the most effective services.



## Focus on: The Coffee Shop

Focus Ireland, then called Focus Point, was founded on Eustace Street in Temple Bar, Dublin, almost four decades ago. The Coffee Shop operates from this location and is the first point of contact for people experiencing homelessness in Dublin.

Throughout 2022, as homelessness worsened month on month and reached record levels, our Coffee Shop saw a total of 52,326 visits. This represents a significant increase of 34% from approximately 39,000 visits in 2019, the last comparable year based on pre-Covid restrictions.

Our Advice and Information (A&I) service at the Coffee Shop dealt with 3,186 queries and supported 1,869 individuals in 2022. This

compares to 1,842 individuals across 2,597 queries the previous year. When comparing 2021 to 2022, you can see that while the number of individuals supported through A&I at the Coffee Shop increased by just 1.5%, the number of queries dealt with by staff increased by 23%, demonstrating that the nature and complexity of their situations required more intensive work and support.



# Sarah Ashe

Focus Ireland Project Worker,  
The Coffee Shop

With the current housing and homelessness crisis seeing an increased volume of queries and presentations, Sarah Ashe, a Project Worker at the Coffee Shop, who has worked with Focus Ireland since July 2021 says, 'It can be quite overwhelming and there doesn't seem to be a visible end in sight to the crisis.'

*One thing that motivates me to keep going, even though you can be down at times, is doing extra activities with our customers – simple things, normal everyday events that people outside of homelessness probably take for granted, such as getting a barber in for our customers, doing fun events around Halloween or St Patrick's Day, getting customers and staff to participate in Movember.*

*It's really important for staff and customers to be able to have a laugh and have a sort of 'escape' from the doom and gloom of the current homeless and housing situation. One customer said to me after an event, "This is a day I'll remember forever", and that has stuck with me.*

In recognition of her work and her commitment to Focus Ireland's values, Sarah won an individual staff member award in 2022 as part of the organisation's Living the Values quarterly awards.

*I think in the Coffee Shop, as a whole team, we are really good at ensuring our values underpin all of our work. We maintain the highest standards and try to go above and beyond to get our customers the help they need, and everyone who walks in the door is given the same warm welcome and treated with respect.*

***I think in the Coffee Shop, as a whole team, we are really good at ensuring our values underpin all of our work.***

## The Outlook Programme – perspectives from Saoirse\* and Laura

### What is the Outlook Programme?

The Women's Outlook Programme was developed as a woman-focused service to help reduce offending, improve opportunities for reintegration for women following prison, and prevent women entering homelessness upon release from prison.

It is commissioned by the Irish Prison Service and runs as a community-based service specifically for women who have been assessed as low risk for re-offending and low risk to society. Outlook currently runs ten single-occupancy self-contained rooms in a Focus Ireland development and four off-site apartments for women who have completed their sentence but have probation orders to complete. The collaboration between Focus Ireland and the Irish Prison

Service provides accommodation combined with supports from on-site case managers and from the Irish Prison Service and the Probation Service. The programme provides alternative accommodation and support for women who are still serving their sentences and aims to support participants to meet any conditions imposed on them, while simultaneously supporting them to develop skills and take control of their lives to make positive changes.

## Saoirse's\* story

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Saoirse\* built a life for herself and her children despite her troubled upbringing. She worked full-time, had a beautiful home and three children whom she adored. Tragically, one of her children passed away which had an enormous impact on her and she faced a very difficult period in her life.



***I was the eldest of five children who grew up in a dysfunctional, abusive home. The thing that kept me going throughout my childhood and my escape from my home life was going to school. This was always a place of safety, nurturing and learning for me. These were some of the things that I lacked at home.***

*I had a difficult time during my teen years and I struggled throughout these years with drug addiction. However, I was able to turn things around in my twenties. Over time and through hard work and determination, I managed to build a life for myself despite my troubled upbringing. I was working full-time, I had a beautiful home and three children whom I adored. Tragically, one of my children passed away which had an enormous impact on me. So much so that I turned back to drugs in my grief which was one of the things that had helped me cope with my life in my younger years. Addiction took hold of my whole life and I lost custody of my other children, lost my lovely home and everything I had worked so hard for. I found myself homeless, sleeping rough and moving from hostel to hostel every night. One night, in order to feed my addiction, I committed a robbery for which I was later arrested and charged. Faced with a five-year sentence, I wondered if I would ever get my life back.*

*After three years in the Dóchas women's prison, I was referred to the Women's Outlook Programme. I had been identified by the Probation Service as someone who had a lot of potential and it was recommended that the best thing for me would be if I was able to serve the remainder of my sentence in a community setting so that my potential could be nurtured in a supportive environment.*

*I didn't know what to expect when I moved to the Outlook service but I am now very settled and I have begun to look to the future. I have also been able to reconnect with my children and they have been coming to visit me every week for nearly ten months. My children have also been able to stay overnight with me sometimes which has been great. My children are my main motivator and I look forward to them coming to see me every week.*

*As well as reconnecting with my children, I have been able to rekindle my love of education as part of the Outlook Programme. I applied for*

*university as a mature student and successfully secured a placement to study Social Science which I am due to start in September. I am also due to progress to the next phase of the Outlook programme which is fully independent living in one of Focus Ireland's off-site apartments where I will probably stay for about a year. I look forward to regaining this independence while still being supported by my case manager. I look forward to continuing to reconnect with my children and pursuing my education. The future looks bright.*

### **Laura, Saoirse's Focus Ireland Case Manager**

*When I met with Saoirse, it was very apparent that she was someone who was extremely intelligent and had really come into some extraordinarily unfortunate circumstances in her life. When she arrived to the programme, she was taken to her apartment, given her key and I spoke to her about what she could expect over the next few months. We had three staff onsite, including myself, who were available to support her with whatever she needed. As her case manager, I assisted her with many things, including getting back into education, reconnecting with her children and setting goals for herself. In the early days, I spent several hours a day supporting her through listening, to process what had happened to her in recent years. She had the death of her child to try to come to terms with, the guilt of leaving her remaining children, and the initial settling-in period was challenging for her. We took things slowly, making contact with family and rebuilding those relationships slowly. Our programme has a dedicated space for children and families to reconnect and spend quality time together. Saoirse's two children started to visit her here in this space and the relationship grew stronger and stronger over time.*

*\*The name in this story have been changed at the request of the tenant who wishes to remain anonymous.*

***I found myself homeless, sleeping rough and moving from hostel to hostel every night.***



## Focus on: Stories from migrant homelessness

Focus Ireland is committed to an inclusive society, in which everyone has a place called home. Research shows that migrants and ethnic minorities living in Ireland face a disproportionate risk of homelessness. There are a number of factors which influence the proportion of non-Irish nationals experiencing homelessness, such as the precarious private rental market, a concentration of this cohort within lower-paid employment with higher job precarity, and discrimination by potential landlords.

Our research has highlighted how private rental market issues constitute a significant driver of homelessness. The precarity which currently exists in the Irish private rental sector, combined with the disproportionate representation of migrants renting accommodation means migrant populations can be more vulnerable to constrictions in the rental market. This is evident in the statistics: between April and December 2022 an average 37.5% of people recorded as homeless in Ireland were of non-Irish citizenship.

Although the pathways towards and experiences of homelessness faced by migrants may often be complex, Focus Ireland is committed to removing barriers that limit the ability of migrant households to access safe, secure and affordable accommodation, and realise their potential from a place to call home. What this involves can be seen within the following customer stories, all of whom engaged with the Focus Ireland Preparation for Education, Training and Employment (PETE) service.



### Karima,\* aged 20

Karima came to Ireland from Afghanistan in 2021 when she was 17 years old. She left Afghanistan to seek safety and access education which she had been denied. She came to Ireland to be with her brother who was already living here.

Facing homelessness in Ireland, Karima stayed in a small hotel room with five members of her family. This was particularly difficult for Karima's mother who has a heart condition. Helping her mother to access healthcare was difficult, as Karima could not speak English. Karima outlined the difficulties she and her family faced due to language barriers, as well as experiences of racism, including a frightening instance of verbal abuse while on public transport with her mother.

Focus Ireland's PETE service supported Karima to access English courses. Karima is now engaged in a full-time course, studying modules in English, Maths and Communication.



### Hero,\* aged 19

Hero was born in Ireland and moved to Nigeria with his father as a child. When Hero turned 18, he moved back to Ireland to be with his mother, who was living in emergency homeless accommodation. Hero currently lives alone in emergency accommodation.

During a visit to the Focus Ireland Coffee Shop, Hero was introduced to the Focus Ireland PETE service. PETE supported Hero to access a QQI Level 5 course in Sound Engineering, which he has just completed. Navigating education and employment without a social network in Ireland has been challenging for Hero, who also explains the barriers to engaging with education supports due to the time he spent outside of Ireland as a child.

Hero is currently looking for a summer job, utilising his manual handling training, before continuing his studies in a QQI Level 6 Sound Engineering course in September.



## Lesia,\* aged 40

Lesia came to Ireland for temporary protection from Ukraine in June 2022. She decided to come to Ireland as she had friends living in Belfast, and considered her level of English to be strong enough to access employment. However, despite working for 20 years as an accountant in Ukraine, she faced difficulties accessing employment as her level of English was not considered adequate by prospective employers.

Lesia attempted to access English classes to address this but faced barriers finding courses and navigating the education system. Following referral to Focus Ireland's PETE service, she received support to access English classes and an accountancy course, which helped Lesia to translate her knowledge to an Irish context. 'I started believing in myself again', she said.

The PETE service supported Lesia to adapt her CV to search for employment in Ireland and helped her prepare for job interviews. Lesia now works as an administrator in a college in Dublin.



## Fawaz,\* aged 34

Fawaz travelled from Somalia as a 17-year-old to seek protection in Ireland in 2006, as heightening violent conflict saw a significant number of innocent civilian deaths. During Fawaz's first year and a half in Ireland, he could not engage in training or employment whilst living in Direct Provision. However, Fawaz used this time to volunteer and take English and basic computer classes.

After receiving refugee status Fawaz began a college course in Maynooth but during this time his relationship with his partner broke down and Fawaz experienced homelessness. Fawaz described living in emergency accommodation as chaotic. He regularly experienced theft and suffered racial abuse both inside and outside the hostel accommodation. While he ignored this abuse to avoid confrontation, he discussed how comments such as 'go back to your country' caused upset as Ireland is his adopted home.

Despite the difficulties managing his studies while living in emergency accommodation, Fawaz completed his course. However, finding employment was difficult without a network of social connections, and he also faced discrimination from prospective landlords.

During a visit to the Focus Ireland Coffee Shop, Fawaz was made aware of the Focus Ireland PETE service. Through engagement with PETE, Fawaz completed further education opportunities and, crucially, he was given access to a laptop and a quiet space to study. The course he studied, along with support from PETE, helped Fawaz to find a job and he is now in permanent employment. 'Now I am always smiling because I am finally moving forward,' he says.

**Following referral to Focus Ireland's PETE service, she received support to access English classes and an accountancy course, which helped Lesia to translate her knowledge to an Irish context. 'I started believing in myself again', she said.**



**The 130 homes provided in 2022, combined with the 170 delivered in 2021, bring Focus Housing Association's output so far to 300 homes since the strategy period began. This brings the total number of properties owned or managed by Focus Housing Association as of the 31 December 2022 to 1,372 homes.**



# Focus Housing Association

In 2022, in what proved to be a challenging construction environment as we emerged from the pandemic and faced spiralling costs due to rising inflation, Focus Housing Association, the approved housing body (AHB) of Focus Ireland, delivered 130 homes through a mixture of acquisition (98), lease (31) and one property which was generously donated.



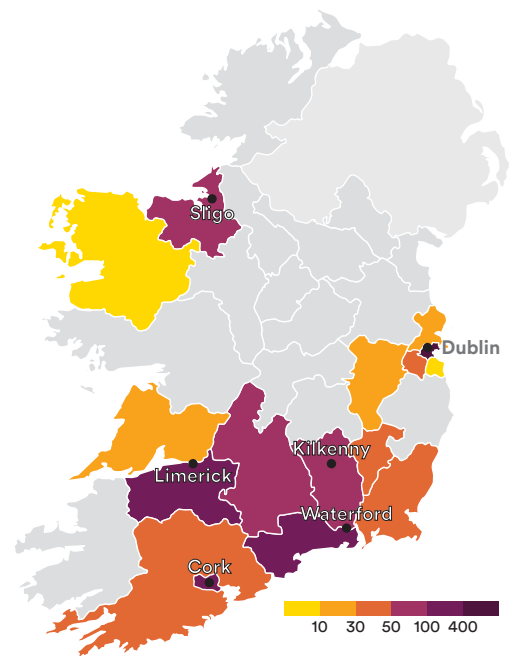
These homes were delivered in 2022 in the context of rising and record levels of homelessness which saw the number of people – families, single adults and children – living in homeless emergency accommodation increase for 12 consecutive months throughout the year.

Against this backdrop, Focus Ireland entered the second year of the organisation’s 2021–2025 strategy, a key aim of which has been to significantly ramp up housing delivery and to increase the number of homes owned or managed by Focus Housing Association. The ambitious target that was set at the outset of the strategy was to deliver an additional 1,152 homes over the course of the five years.

The 130 homes provided in 2022, combined with the 170 delivered in 2021, bring Focus Housing Association’s output so far to 300 homes since the strategy period began. This brings the total number of properties owned or managed by Focus Housing Association as of the 31 December 2022 to 1,372 homes.

As an AHB, Focus Housing Association now owns or manages properties across 16 local authorities. We work collaboratively with all local authority partners, the Department of Housing, Local Government and Heritage, the Housing Finance Agency, and the Housing

Agency, and we are an active member of the Irish Council for Social Housing, with our Director of Housing, Jan Mingle, sitting on the ICSH Board.



Number of homes provided by Focus Housing Association at the end of 2022

## Projects delivered

A number of significant projects were delivered in 2022, a selection of which are featured below.

### Nenagh, Co. Tipperary

In May 2022, Focus Housing Association delivered 16 homes, a mixture of two- and three-bedrooms, in Nenagh, Co. Tipperary, converting tourist accommodation into permanent homes for families on Tipperary's local authority housing waiting list. The 16 homes were acquired by Focusing Housing Association following extensive refurbishment and with the support of Tipperary County Council, the Department of Housing, Planning, Local Government and Heritage and the Housing Finance Agency.



### Dublin Road, Rhebogue, Limerick City

In June 2022, Focus Housing Association delivered a new-build apartment block on the Dublin Road, Rhebogue, Limerick City, consisting of 12 one- and 4 two-bedroom apartments across 4–5 storeys. The development was supported by Limerick City and County Council, the Department of Housing, Planning, Local Government and Heritage and the Housing Finance Agency.

### Grand Parade, Cork City

In December 2022, Focus Housing Association completed the extensive refurbishment of a formerly vacant commercial building at Grand Parade in the heart of Cork City to deliver 16 one- and two-bedroom apartments. The apartments sit above Focus Ireland's new main office in Cork City at ground-floor level. The project, which was completed at the end of 2022 and will be tenanted in Q1 2023, was delivered with the support of Cork City Council, the Housing Finance Agency, the Department of Housing, Heritage and Local Government and with the support of generous donations to Focus Ireland facilitated by Community Foundation Ireland.



## Focus on: Aftercare homes in Co. Mayo

In July 2022, Focus Housing Association delivered six first-of-their-kind aftercare homes in Co. Mayo. These homes, which were delivered in collaboration with Tusla and Mayo County Council, provided secure, long-term homes for young adults aged 18–23 years old who have recently left the State care system and are now being supported by Tusla in aftercare.

Focus Ireland has been delivering aftercare housing for young care-leavers for over two decades and the organisation was delighted to be able to expand this service and deliver this first-of-its-kind accommodation in Mayo.

The young people who were allocated these homes are supported by Focus Ireland to build and live their own independent lives, while staying close to the communities in which they grew up through the care system in Mayo.

Stephen Horan,  
Focus Ireland  
Housing Support  
Worker, Sligo



**‘You need those wins along the way, you need to see the positive changes that can be made to keep you going.’**

‘There’s optimism and pessimism in this job,’ says Stephen Horan, a Housing Support Worker in Focus Ireland’s Sligo office. Given the current housing and homelessness situation and the challenges facing the customers he deals with and supports on a daily basis, he says, ‘There are days when the pessimism is overwhelming – that can turn to anger because what you’re seeing coming in the door and the situations your customers find themselves in, is a direct result of Government policy and political inaction over a long period of time.’

But there are many positives as well to his role. ‘Just this week, I met this brilliant young woman in Mayo and I handed her the keys to her new home. That’s such a wonderful experience

to be a part of.’ At times like this, with record levels of homelessness and ever-increasing complex and difficult cases coming through the door of the Focus Ireland frontline, Stephen says, ‘You need those wins along the way, you need to see the positive changes that can be made to keep you going.’

On Focus Ireland’s values, quality stands out for Stephen, and it always has done since joining the organisation in 2011: ‘I think about the quality of service we deliver and the high standard we set in this organisation. For me, personally, those standards were there from the beginning if I go right back to my graduate days when mentors like Karen Doyle and Keith Comiskey left such an impression in terms of what separates Focus from others.’





## Projects in the pipeline

### Ratoath Road, Cabra, Dublin

As Focus Housing Association continues to ramp up its housing delivery, the AHB arm of Focus Ireland also advanced a number of housing developments past key milestones in 2022.

In November 2022, Focus Housing Association was granted planning permission for 95 homes to be delivered at Ratoath Road, Cabra, in North-West Dublin. The homes, which will be delivered on Dominican Sisters' lands off Ratoath Road generously gifted to Focus Housing Association, will comprise 14 one-bedroom, 67 two-bedroom, 13 three-bedroom and 1 four-bedroom dwellings across five three-storey blocks.

### Bow Lane, Kilmainham, Dublin, and Richmond Avenue, Fairview, Dublin

Throughout 2022, Focus Housing Association advanced a number of projects in the Dublin area, including Bow Lane West, Kilmainham, in the South Inner City, which will deliver 27 homes comprising a mixture of 4 studios, 16 one-bedroom and 7 two-bedroom units, and Richmond Avenue, Fairview, in North Dublin, which will deliver 35 homes comprising 19 one-bedroom and 16 two-bedroom units. Both of these projects are due to go on site in Q2 2023, with delivery due in 2024.

### Irish House, Tipperary Town, Co. Tipperary

Towards the end of 2022, work neared completion on extensive refurbishment of a historic building, known locally as Irish House, in Tipperary Town, Co. Tipperary. The building, which recently housed a technical college, had been vacant for some time. In 1920, the original building was burned down by British forces in reprisal for an ambush by members of the Tipperary 3rd Brigade Old IRA during the War of Independence. This historic and architecturally significant building is being sensitively refurbished and, upon completion, will deliver six apartments in the centre of the town, comprising five one-bedroom units and one studio apartment. The project is expected to be completed in Q2 2023.

### Castleisland, Co. Kerry

Plans for the delivery of 67 homes in Castleisland, Co. Kerry, advanced in 2022. A joint project between Focus Housing Association and Cooperative Housing Ireland, in collaboration with Kerry County Council, the development will represent the first delivery of homes by Focus Housing Association in the county. The 67 homes will be split into 31 social homes, owned and managed by Focus Housing Association, and 36 social homes, owned and managed by Cooperative Housing Ireland, all to be allocated to tenants on the local authority waiting list.

Ratoath Road, Cabra,  
Dublin

## Sponsor A Star

Since 2001, Focus Ireland's Sponsor A Star Christmas campaign has raised vital funds to support families experiencing homelessness. The campaign sees businesses, big and small, sponsor a star on the Grafton Street Christmas tree. An amazing €531,000 was raised in 2022, the highest amount ever raised in more than 20 years of running this campaign, more than doubling our target of €250,000. A key contributor to this success was the leadership donations from Kirby Group Engineering and Lisney.







## Focus on: Housing Assistance Payment (HAP) reform campaign

Through our frontline services, we became aware that many people on HAP (Housing Assistance Payment) were struggling as the whole country grappled with rising inflation and a ‘Cost of Living Crisis’.

Social housing tenants in receipt of HAP pay an income-related ‘differential’ rent to their local authority, while many tenants, in addition, pay a further rent directly to their landlord. The thresholds for HAP rent have not been increased for several years, so this ‘top-up’ rent to the landlord has risen for many tenants, and along with other demands on the household budget, this has put many tenants at risk of rent arrears and possible homelessness.

To address this serious situation, Focus Ireland launched a campaign to ensure that households in receipt of HAP (Housing Assistance Payment) were treated the same as social housing tenants and were not pushed into poverty because of the type of social housing support they received.

The campaign involved engagement with Minister Darragh O’Brien, setting out our concerns for tenants, followed by an e-mail campaign which resulted in the Minister receiving almost 3,000 e-mails from concerned members of the public from May 2022.

On 3 June, Minister O’Brien announced that HAP discretionary limits would be increased from 20% to 35% and also that the rate for couples would be extended to single applicants in certain circumstances. Unfortunately, these changes would not be automatically implemented, and households were required to request a rent review to benefit from

them. Even worse, in contrast to the lavish media campaigns promoting other cost of living supports, the Government planned no communication to let hard-pushed HAP tenants know that this support was available. To fill this gap, after consultation with local authorities, Focus Ireland launched an awareness campaign to let tenants know about the Minister’s new support measures.

As part of the awareness campaign, we created a webpage with an email template that would allow people to request a rent review from their local authority. We also ran local radio adverts in several parts of the country. The key to ending homelessness is an increase in social housing supply, but in the short-term this campaign made a significant difference to households who could avail of the changes and was an important tool in preventing many households who otherwise would have been at risk of homelessness.

Cost of living adjustments to HAP levels should not ‘discretionary’ and should be rolled out to every HAP tenant who is eligible for them. Take-up of the new measure remains low, and many households are under great pressure, with many at risk of losing their homes. Focus Ireland will continue to work to ensure that HAP rents reflect market realities and that tenants in difficulty get the support and advice they need.



## The Big Busk

In 2022, Focus Ireland was delighted to launch its 'Big Busk' campaign, which saw 180 busking events take place across the country to raise vital funds to support Focus Ireland's work to combat homelessness. Busking events included those organised by Focus Ireland which took place across Cork, Dublin, Limerick and Waterford and a series of 'Host Your Own' events taking place in towns, schools, sports clubs and other locations all over Ireland.

Supported by TodayFM, the Big Busk raised €253,000 and, as part of our campaign, on Dublin's Camden Street, we recreated what a typical homeless emergency accommodation hub room looks like. TodayFM broadcast

live from this location on Friday, 11 March 2022. We would like to thank TodayFM for their support and all the participants and volunteers who gave their time to raise awareness and crucial funds.



## Supporting our tenants

While securing their own home is life-changing for our tenants and for the customers we have supported to find a home elsewhere, once they find this home our work doesn't stop there. Providing a home is the first step in supporting families or individuals moving out of homelessness, but in some circumstances, additional, ongoing tenancy sustainment supports can be vital to help people build

independent lives and avoid re-entering homelessness.

As outlined elsewhere in this report, Focus Ireland adopts a number of approaches to support people to maintain their tenancies, but we will also 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.

# Terri

Focus Ireland Rental and Tenancy Officer, Property

'It's obvious from the length of my employment with Focus Ireland that I can genuinely say I love my job.' At this stage, Terri Palmer Sammon is part of the furniture at Focus Ireland, having worked in the organisation since March 1999. 'I'm one of the few people still in the organisation who can say I've worked with Focus in two separate centuries!'

*One word to sum up your day would be 'unpredictable'. You never know where your day's work is going to take you.*

Terri didn't know it at the time, but when she took up her current role as Tenancy and Rental Officer on the Property Team in 2019, the pandemic was just around the corner.

*During the pandemic in particular, where we had a tenant living on their own, it's possible I would have been the only voice they heard from one week to the next. You'd be on the phone to take their rent payment, but you'd spend a bit longer chatting to them, seeing how they are, how they're coping with it all.*

One way in which Terri lives Focus Ireland's values in her work is through writing each new tenant a handwritten welcome card.

*When I started in the role, I went on Amazon and found these nice little postcards and I just bought a bundle. When our tenant has been given their keys and they're about to move into their own home, they get a pack of materials, which includes our tenant handbook. Separately, I just drop them a little handwritten welcome card to congratulate them on their new home. For a lot of our tenants, it might be the only card they get – it's just a little token, but from chatting to our tenants over the years, I know it's a small gesture that goes a long way.*





### Wider roll-out of Meáscán model

Throughout 2022, Focus Housing Association and Focus Ireland continued the roll-out of our Meascán model – Meascán meaning mixture in Irish. This is an approach to tenanting our housing developments whereby we seek to build sustainable, mixed communities that challenge and overcome barriers and stigmas surrounding perceptions of homelessness. In a number of housing schemes across the country, our Meascán model 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 pioneering this model are made aware of the nature of the development, and 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 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.

As of 31 December 2022, eight of Focus Housing Association's schemes are tenanted utilising the Meascán model, and an evaluation of this model is being prepared and will be published in 2023.



# Rachel's\* story

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*Having my own roof over my head and my own space and independence has been life-changing for me and my son. The stress and anxiety that comes from being on the brink of homelessness is unbearable. I never thought or expected to end up in a situation where at 26 years old, me and my five-year-old son faced losing our home and ending up in a hotel or homeless hostel, but that became a very real possibility for us. Life as a single mother is difficult enough but this was made all the more difficult because of my son's special needs.*

*It all came about kind of suddenly and it was a bit of a whirlwind. We moved to my family home when I was 10 or 11. As we got into our 20s, my brother and sister were able to move out but I found it really difficult and, at 21, I became pregnant and my beautiful son \*James was born. At that point I joined the local authority housing list as I wanted to be out from under my parents' feet.*

*Things became more complicated when my son James was diagnosed with autism. I wanted my own space, but finding somewhere suitable that met our needs was very challenging. We're from the West of Ireland and this year my parents wanted to move to the south east of the country in their retirement. They wanted to move on but obviously wanted to ensure that me and James were going to be okay. So we began chatting to the Council about transferring the home to me. My parents surrendered the property and I filled out the permission to stay form and thought no more of it.*

*I'd been quite sick and I ended up needing surgery. Thankfully, I'm much better now. Only weeks after the surgery, I found out that the Council had assessed my housing need and they weren't going to let us stay in my family home. Obviously, this was upsetting for me, the memories and life I had lived in that home were going to be taken away, but my main concern was James and how he would react to this upheaval in our lives.*

*I don't think I fully understood how close to homelessness we came. The Council gave us time to find somewhere but wanted the home back quite soon and there just weren't any available properties and there weren't any coming down the line for the Council either. When our leave date was coming closer and closer, the Council started talking to us about our options and potentially having to go into*

*emergency accommodation or a family hub and the thoughts of that for me and my son was just devastating. I had no idea how we would cope or manage in that setting, how my son would settle, how we would survive.*

*About a week before we were due to leave, I got a call from Focus Ireland to say I'd been referred to them by the Council and they had a property available for me if I wanted to view it. I think I dropped everything and went to see it and it was a gorgeous apartment, a new-build complex, very close to everything we need. We moved into the home in June, and the relief when you close your own door behind you and you know you have your own space, it was just such a brilliant feeling. I was very conscious throughout the ordeal of my stress and my anxiety and my son feeding off that when he already has so much to cope with.*

*Our lives have been transformed since moving into our home. The routine we're able to have and consistency for James so that he can progress. In September, he started school. We're fortunate enough to live near a school that has an autism unit attached to a mainstream school and he's been flying since he started. It's unthinkable that we would've become homeless in June and he would have started school in those circumstances. I am so grateful that this milestone in his life happened when we had the security of our own home and I think about some of those who were in similar circumstances – that they had to send their child off to school for the first time from a homeless hub. I am so grateful that we have our own home and that we're able to get on with our lives and be ourselves.*

*\* The names in this story have been changed at the request of the tenants who wish to remain anonymous.*

**Our lives  
have been  
transformed  
since moving  
into our home.**



## From Rebuilding Ireland to Housing for All:

international and Irish lessons for tackling homelessness

Isabel Baptista  
Dennis P. Culhane  
Nicholas Pleace  
Eoin O'Sullivan

Insights into Family Homelessness Series 2022 | Vol 2, No 2

Haley Curran | Daniel Hoey

### Causes of Family Homelessness in the Dublin Region during the Covid-19 Pandemic (March 2020–August 2021)

Challenging homelessness. Changing lives.

**FOCUS**  
Ireland

### Evaluation of Focus Ireland Shielding Service

Dr Sarah Sheridan  
Independent Researcher

**FOCUS**  
Ireland

### An evaluation of the Focus Ireland PETE programme, Dublin – a pivot to online service provision

Kathyan Kelly  
Independent Research Consultant

Challenging homelessness. Changing lives.

**FOCUS**  
Ireland

# Research and policy submissions

High-quality research from Focus Ireland’s research team 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 2022, the following research publications and policy submissions were produced:

## Research publications

- › ‘From *Rebuilding Ireland to Housing for All*: international and Irish lessons for tackling homelessness’  
(Isabel Baptista, Dennis P. Culhane, Nicholas Pleace and Eoin O’Sullivan)
- › ‘Causes of Family Homelessness in the Dublin Region during the Covid-19 Pandemic’  
(Haley Curran, Daniel Hoey)
- › ‘Evaluation of Focus Ireland Shielding Service’  
(Dr Sarah Sheridan)
- › ‘An evaluation of the Focus Ireland PETE programme, Dublin – a pivot to online service provision’  
(Kathyan Kelly)

You can read Focus Ireland’s research publications by scanning this QR Code.

## Policy submissions

- › Focus Ireland Submission EU Child Guarantee
- › Submission to the Oireachtas Committee on Housing, Local Government and Heritage
- › Submission to the Youth Homelessness Strategy Consultation
- › Focus Ireland Submission to the Framework Statutory Homeless Action Plan for the Dublin Region 2022–2024
- › Submission to the Public Consultation on a Referendum on Housing in Ireland

You can check out our policy submissions by scanning this QR Code.





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Focus Ireland Company Limited by Guarantee

# Reports and consolidated financial statements

for the financial year ended 31 December 2022

Company number: 106149

## Directors and other information

### Directors

#### Focus Ireland Board

Sr Stanislaus Kennedy  
(Founder and Life President)  
Mr Michael Layde (Chairman)  
Mr Tony Fahey  
Mr Andrew Gunne  
Mr Conor Jones  
Mr Niall Keane (appointed 8 July 2022)  
Mr Gary Kennedy (Deceased 13 February 2023)  
Ms Susan O'Connell  
Mr John O'Haire (resigned 29 April 2022)

#### Focus Housing Association Board

Mr Diarmuid Burke (Chairman)  
Ms Patricia Crisp  
Mr Mark Dunleavy  
Ms Anne Fletcher  
Mr Andrew Gunne (resigned 24 March 2023)  
Mr David Kelly (appointed 24 March 2023)  
Mr Lonan McDowell

#### Members of both Boards

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 EIWO

### Registered no.:

106149

### Independent auditors

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

### 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  
HOS Partners LLP  
J.W. O'Donovan LLP  
Eversheds Sutherland LLP

### Bankers

Bank of Ireland  
Allied Irish Bank plc  
Housing Finance Agency

### Company

Focus Ireland  
Focus Housing Association  
Excellent Common Areas

### Revenue registered charity no.

CHY 7220  
CHY 9040  
Not registered

### CRA registered charity no.

20015107  
20022624  
Not registered



# 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 2022.

## 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, thereby undermining society. We need to challenge our society to think and act differently. We are committed to challenging everything about homelessness, the causes, systemic failures, people's perceptions and how it is tackled.

It can be different.

### Principal activities and objectives

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

Focus Housing Association CLG ('Focus Housing') is an Approved Housing Body with the Department of Housing, Planning, Community and Local Government and has attained certified body status with the Housing Finance Agency providing accommodation nationwide.

### Active organisational structure

#### Focus Ireland CLG

Registered no.: 106149  
Revenue charity no.: CHY 7220  
CRA registered no.: 20015107

#### Focus Housing Association CLG

Registered no.: 133953  
Revenue charity no.: CHY 9040  
CRA registered no.: 20022624

## We are committed to challenging everything about homelessness, the causes, systemic failures, people's perceptions and how it is tackled.

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

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, three of whom sit on the Focus Ireland Board. This ensures that while both organisations remain independent, the overall strategic goal is maintained and aligned.

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

### Governing document

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

Each of the group companies is governed by the 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 2022, we officially launched our new values after the review carried out in 2021. This was supported by our staff, customers, LEAP ambassadors, former president Mary McAleese

and Sr Stan. We continued to embed our values in how we carry out our work. We created a shared platform where staff could share examples of where they have seen the values been lived in the work of Focus Ireland. The four primary values that underpin our models of service delivery, both to our staff and our customers, are as follows:

- › **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. We also deliver Housing First services in Cork in partnership with Cork Simon. 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

## Performance

The organisation developed and rolled out its updated strategy in 2021: *Strategy 2021–2025: Challenging homelessness. Changing lives.*

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 on into secure homes.

We understand that homelessness remains a blight on individuals, families and our society as a whole. But homelessness cannot be ended by working just at the individual level, important as that is. Always, our challenge to homelessness is based on the lived experience of the people we work with and support. Over the period of this strategy, we will continue to draw evidence-based inspiration from all our sources, both domestic and international, and share them with our partners to help change the practices and policies that sustain homelessness.

Homelessness happens when people slip through the gaps in our society. Under this strategy, Focus Ireland commits itself to closing those gaps by working in ever

closer partnership with 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 2021–2025 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 which will be acquired through our approved housing body, Focus Housing Association.



Our achievements in 2022 are outlined below:

Goal	Impact of strategy
<p><b>Add 1,152 homes to our housing stock by the end of 2025 through Focus Housing Association CLG</b></p>	<ul style="list-style-type: none"> <li>› Provided an additional 130 units (2021: 170) to our housing stock in 2022, despite the significant challenges in the current housing market; 99 through acquisitions and 31 leases or managed properties.</li> <li>› As at 31 December 2022, the organisation has 1,372 housing units.</li> <li>› These strengthened our commitment to providing homes for customers and helped them with a pathway to exit homelessness.</li> </ul>
<p><b>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)</b></p>	<ul style="list-style-type: none"> <li>› Supported 16,000 (2021: 12,300) people through our services in 2022.</li> <li>› In 2022, Focus Ireland supported approximately 700 households to settle into secure accommodation, including social housing, Focus Ireland housing or private rented accommodation through our Advice and Information, TSS and short-term accommodation services.</li> </ul>
<p><b>3,000 households that would otherwise have become homeless will have been assisted to keep their home or find an alternative.</b></p>	<ul style="list-style-type: none"> <li>› In 2022, 4,100 (2021: 3,500) customers in danger of losing their home accessed the Advice and Information services across the country. These Advice and 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. During the year, 327 (2021: 117) one-to-one engagements between customers and staff were carried out.</li> </ul>

### Services

Focus Ireland supported approximately 16,000 people in 2022 through the provision of services in Dublin, Cork, Limerick, Waterford, Sligo, Mayo, Wexford, Tipperary, Carlow, Kilkenny, Kildare, Clare, Kerry and Monaghan, with significant increases in the numbers of people accessing our Advice and Information Services, our Day Services and our Family Support Services. In 2022, the organisation was able to slowly and safely return to a pre-Covid-19 model of support, based on face-to-face interaction with the customers we were supporting. At the same time, staff continued to adopt customer-friendly and customer-agreed methods of communication to support customers who continued to be fearful and nervous of one-to-one interactions and direct contact. These included social and digital media platforms, on-line 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.

### Trauma Informed Care

As part of Focus Ireland's ongoing work to further develop our Trauma Informed Care approach within our services, the organisation is now entering our third year of consultation and engagement with clinical Psychologist Dr Tony Bates (founder of Jigsaw) who is supporting us in the design of a bespoke programme for staff, which utilises the Power Threat Meaning (PTM) Framework. The Power Threat Meaning Framework is a new perspective on why people sometimes experience a whole range of forms of distress, confusion, fear, despair, and troubled or troubling behaviour. It is an alternative to the more traditional models, which are based on psychiatric diagnosis.

The framework summarises and integrates a great deal of evidence about the role of various kinds of power in people's lives; the kinds of threat that the misuse of power poses to us; and the ways we have learned as human beings to respond to these threats. In traditional mental health practice, these threat responses are sometimes called 'symptoms'. The framework describes the many different strategies people use, from automatic bodily reactions to deliberately chosen ways of coping with overwhelming emotions and experiences, in order to survive and protect themselves. The framework also looks at how we make sense of difficult experiences, and how messages from wider society can increase our feelings of shame, self-blame, isolation, fear and guilt.

When fully operational, the Power Threat Meaning Framework will support Focus Ireland staff in helping the people we are supporting to create more hopeful narratives or stories about their lives and the difficulties they may have faced or are still facing, instead of seeing themselves as blameworthy, weak or deficient.

Staff will use the framework as a means of highlighting the links between wider social factors such as poverty, discrimination and inequality, along with traumas such as abuse and violence, and the resulting emotional distress or troubled behaviour.

During 2022, a Focus Ireland pilot group, made up of staff from different areas of expertise across Focus Ireland, continued to engage in regular workshops with Dr Tony Bates to look at the meaning of Trauma Informed Care and to progress and plan for the implementation of Trauma Informed Care across the organisation. In 2023, much of this learning will be used to design and develop an online e-learning training programme for all Focus Ireland staff.

### Prevention services

Focus Ireland's prevention services support people who are already in accommodation but are in danger of losing this accommodation for a number of reasons. For example, staff will reach out and engage with people who may be at risk of homelessness because their rent payments are continuing to rise, a breakdown in family relations may have occurred, their existing accommodation is overcrowded, substance misuse or domestic abuse is putting their accommodation at risk or where a young person is leaving the care of the State and requires housing and support to make the transition to independent living. Early intervention and support for people facing these, and other risk scenarios, will reduce the likelihood of homelessness and ensure that they are supported to keep their existing home or, where this is not possible, they are supported in securing other alternative housing, thereby avoiding homelessness and having to access homeless services.

The key services delivered by Focus Ireland under our prevention strategy are:

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

Focus Ireland's prevention **Advice and Information services** operate across the country and support people who are at risk of becoming homeless. Staff delivering our prevention Advice and Information services offer a variety of supports and services, including advocacy, mediation and dispute resolution, and signposting/facilitating their access to a range of other relevant support services – all of which are aimed at reducing or eliminating the factors that are putting their tenancy at risk – and

**Focus Ireland's prevention services support people who are already in accommodation but are in danger of losing this accommodation for a number of reasons.**



can provide the requisite supports that ensure these customers are prevented from losing their homes. In 2022, approximately 4,100 (2021: 3,500) customers at risk of becoming homeless accessed and were supported by Focus Ireland's prevention Advice and Information services.

Focus Ireland's prevention Advice and Information services also provide an intensive case management element as part of the service. This element specifically supports those customers who require an extended and more intense period of engagement with staff to prevent them from becoming homeless. With the easing of Covid-19 restrictions, staff were able to resume one-to-one engagement with some of our customers, providing case management support to 327 (2021: 117) customers in 2022.

Focus Ireland's **Tenancy Sustainment Support (TSS)** services operate across the country and provide both a prevention and sustaining exits service element. In line with that prevention rationale, staff delivering prevention TSS support provide visiting support to customers who may be at risk of losing their homes. Tenants may be at risk of losing their homes for a variety of reasons, and require support from Focus Ireland staff to identify, reduce or eliminate this risk. In 2022, approximately 700 (2021: 730) households at risk of losing their homes were supported through the provision of assistance in a range of areas, including 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 through signposting or facilitating access to specific and/or mainstream support services that can 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 in their community. Focus Ireland's youth services are based on the housing-led model, with the young person facilitated to access housing and, thereafter, the commensurate levels of supports

and wraparound services built around that young person, with no preconditions set, other than payment of rent and engagement with their Focus Ireland keyworker. Key features of Focus Ireland's 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 Supporting social and community integration through signposting/facilitating the young person's access to community supports and services
- 4 Involving the young person in all assessments, planning, reviews and decision-making concerning their future, including housing, support services, etc.

In 2022, 400 (2021: 410) young people were supported as part of Focus Ireland's Youth services.

### **Services that sustain exits out of homelessness**

In addition to preventing people from becoming homeless, Focus Ireland delivers a number of services that fall under our Sustaining Exits category. These services support people who are already homeless and require Focus Ireland's support to sustain a pathway out of homelessness.

The key services delivered by Focus Ireland under our sustaining exits strategy are:

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

Focus Ireland's Sustaining Exits **Advice and Information services** operate across the country and support people who are already homeless and require support in sustaining an exit out of homelessness. Staff supporting these customers provide a range of services, including advice and advocacy, support in accessing accommodation – emergency and long-term – support in accessing and understanding relevant information, signposting and/or facilitating access to mainstream and /or specific services, including housing, social welfare, health, education, employment, training, etc. Where appropriate, staff will also refer customers to some of Focus Ireland's own services in an effort

to support the customer along the pathway towards housing and independent living.

In 2022, approximately 4,200 (2021: 4,000) customers experiencing homelessness were supported to sustain an exit out of homelessness by Focus Ireland's Advice and Information services. Staff also provided intensive case management support to 376 (2021: 152) customers who required an extended and more intense period of engagement with staff to support them to sustain an exit out of homelessness.

Focus Ireland's **Tenancy Sustainment Support** (TSS) services also support customers to sustain an exit out of homelessness. Operating across the country, staff delivering this model of TSS support the customer in identifying and sourcing accommodation and ensuring access to the full range of relevant supports and services thereafter to ensure that they sustain that accommodation.

Many of the 1,500 (2021: 1,500) household customers accessing Focus Ireland's TSS service in 2022 were living in emergency and temporary accommodation and were referred to Focus Ireland by the relevant local authority for support to move and settle into new, long-term accommodation. Focus Ireland staff provide support in all aspects associated with this move. This can include support in physically moving to their new accommodation, accessing household goods and appliances, and understanding their tenancy agreement, including their rights and obligations as a tenant – rent, good neighbourhood relations, etc. Once the customer has successfully moved into their new home, staff will provide support and guidance in accessing the relevant suite of services that will allow them to successfully settle into and sustain their new homes and integrate with their communities. Staff will signpost and/or facilitate access to services in relation to health, social welfare, budgeting, addiction, education, training and childcare, and all other relevant services.

As part of our work in sustaining an exit out of homelessness, the Family Homeless Action Team supported over 800 (2021: 750) families and 1,700 (2021: 1,500) children who were homeless. Despite the limited availability of housing, 220 of these families (2021: 250) were successfully moved into a new home during 2022.

Focus Ireland provides a number of **long-term supported accommodation** services throughout the country. These services actively promote the principle of independent living for our customers through supporting

and facilitating them in taking control of their own lives, including the supports and support services that they require. In 2022, approximately 880 (2020: 780) households were supported in our long-term housing services, including approximately 175 Housing First customers, all of whom have complex and specialised health, care and social support needs and were moving from homelessness into long-term accommodation and required support.

**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 280 (2021: 235) households were supported in Focus Ireland's short-term accommodation services across the country during 2022.

### Day services

Focus Ireland's Coffee Shop is our main day service, comprising two services: a subsidised, hot-meal service and an Advice and Information Service. Operating 365 days a year, serving breakfast, lunch and dinner, this service ensures that people affected by homelessness, who don't have access to hot meals, can be catered for in a safe, secure and welcoming environment. In 2022, approximately 5,000 (2021: 4,500) customers accessed the Coffee Shop.



# Throughout 2022, the Advocacy, Communications and Research Team sought to advance Focus Ireland’s strategic objectives through evidence-based influencing of Government policy, at a national and local level, and through offering expert commentary and analysis via national and local print, broadcast, and online media.

## Advocacy, communications and research

Throughout 2022, the Advocacy, Communications and Research Team sought to advance Focus Ireland’s strategic objectives through evidence-based influencing of Government policy, at a national and local level, and through offering expert commentary and analysis via national and local print, broadcast, and online media. The team also continued to liaise and work with departments across the organisation to progress and support communications and advocacy aspects of their work.

Some key achievements and highlights from 2022 include:

- ▶ The Focus Ireland Family Centre in Dublin, which delivers vital supports to families currently experiencing homelessness and living in emergency accommodation, such as healthy meals, laundry facilities, play areas, spaces for homework to be done and so on, was officially launched in March 2022 by the Minister for Housing, Darragh O’Brien TD.
- ▶ Focus Ireland’s ‘End Child Homelessness’ campaign saw over 6,000 signatures to a petition calling on the Government to #FocusOnChildren. In April 2022, the Government included a commitment in their programme to work towards ending homelessness by 2030, as set out in the Lisbon Declaration. Focus Ireland campaigned for the prioritisation of children within this overall objective.
- ▶ The Advocacy Team supported the hosting and promotion of ‘Artists Against Homeless’ to build on previous collaborations with artists and musicians to raise awareness of and vital funds for homeless supports. A series of concerts in aid of Focus Ireland took place across the country, including in Cork, Dublin, Dundalk, Limerick, Sligo and Wexford.
- ▶ In September, in collaboration with broadcaster Clare McKenna, Focus Ireland launched a podcast series spanning six episodes to explore aspects of Ireland’s homelessness and housing crisis and Focus Ireland’s work.
- ▶ The Advocacy Team continued to make a series of recommendations and policy submissions to Government, including:
  - ▶ Consultation on a new Youth Homelessness Strategy
  - ▶ Housing Commission on a Referendum on Housing
  - ▶ Pre-Budget Submission outlining a series of measures and proposals to ramp up delivery of social housing, move people out of homelessness, prevent homelessness and deliver more targeted services to vulnerable and marginalised groups.
- ▶ The Advocacy Team continued to produce high-quality research on domestic homelessness and international trends and best practice, including:
  - ▶ Transitions Into, Through and Out of Homeless: Quantitative Analysis of Administrative Data on Single Adults’ Emergency Accommodation Use in the Dublin Region between 2016 and 2018
  - ▶ Causes of Family Homelessness in the Dublin Region during the Covid-19 Pandemic (March 2020–August 2021)
  - ▶ From *Rebuilding Ireland* to *Housing for All*: international and Irish lessons for tackling homelessness
  - ▶ Evaluation of Focus Ireland Shielding Service
  - ▶ An Evaluation of the Focus Ireland PETE (Preparation for Education, Training and Employment) Programme Dublin
- ▶ In November, as Chair of the Coalition to End Youth Homelessness, Focus Ireland Policy Officer Adam Spollen responded to Minister Darragh O’Brien at the launch of the Government’s Youth Homelessness Strategy. The publication of this strategy had been sought by Focus Ireland for some time and represented the first significant strategy document by Government to address this issue in two decades.





Scott Buckley,  
Focus Ireland LEAP  
Ambassador.

### Customer and tenant participation

The Lived Experience Ambassador Programme (LEAP) moved into a new phase in 2022, with ambassadors participating in a range of Focus Ireland activities, including speaking at events and conferences, fundraising initiatives, and media engagements. The culmination of the LEAP project in 2022 was the launch of *Journey Home*, a photovoice book presenting the experiences of our ambassadors, which was exhibited in December in Collins Barracks.

Focus Ireland Peer Researchers continued to support the research of our Advocacy Team and, in September, a member of the peer research team travelled with the Research Manager to a FEANTSA Research Conference in Bergamo to present on the value and practical issues of peer research as a methodology.

The LEAP project and Peer Research are central to the Advocacy Team's objective to empower and support Focus Ireland customers.

### Housing and property

Throughout 2022, the challenge of sourcing accommodation for our customers remained acute. This was set against record homeless figures, which showed an increase of almost 27% compared to 2021. Our target for 2022 was to acquire 250 units via buy or build. This needed to be significantly reduced over the course of 2022 because of factors such as the cap on acquisitions, the on-going review of the

CALF (Capital Advance Leasing Facility) funding model by the Department, and the state of the current housing market. That said, we still provided 130 homes during the year.

We were generously donated a site by the Dominican Sisters in Cabra. Following a procurement process for an integrated design team, JFOC Architects, with A2 Architects, were awarded the brief. The final selection was based on design approach, project methodology, resourcing, quality and price, with the JFOC team scoring consistently high across all categories. We received planning permission in November 2022 and will go to tender for a main contractor in mid-2023.

Towards the end of the year, we delivered a major refurbishment project in the centre of Cork City. Utilising the Meascán model of intentional social mix, this development provides 16 homes above the new Focus Ireland Cork office.

Other successful Meascán model developments delivered during the year include homes in Limerick and Tipperary and, to build on this success, we recruited a Tenancy and Community Relations Officer who will work with our tenants and local communities to fully integrate our developments into the area.

Due to our ongoing growth, we restructured our housing management team to better serve our tenants, with the appointment of an additional Housing Officer to provide further support to tenants in Waterford, Kilkenny and Tipperary.

# Employees

## Human resources – investing in people

**Focus Ireland staff are the backbone of the organisation and we are committed to equity and transparency.**

### Talent acquisition

Our Talent Acquisition team managed 194 roles during 2022. Key drivers range from resignations, new funding, internal promotions, transfers and cover for maternity leave. We welcomed 117 new joiners in the year. A key focus for the team remains developing and promoting our employer branding, including working with our colleagues in the Digital Communications team to elevate our presence on social media.

Headcount at the end of 2022 was 446. During 2022, we expanded our relief pool of staff to support the delivery of our services.

### Gender pay gap

Focus Ireland staff are the backbone of the organisation and we are committed to equity and transparency. Focus Ireland operates a pay scale system which ensures no gender differences or other disparity for the same roles. 2022 was the first year that we reported on the gender pay gap, in line with our statutory responsibilities. Our gender pay gap in 2022 was 8.08%, based on a snapshot date of 30 June 2022.

An analysis of the figures indicates that our gender pay gap is driven by:

- › Service: On average, men have 7.3 years' service with Focus Ireland, while women have 5.8 years. This has an impact on pay, as those with longer service will have progressed to higher points on the salary scales.
- › There is a higher proportion of men in management grades (Team Leader and above); 25% of our male colleagues are in this category, compared to 18.6% of our female colleagues.
- › Time-out for family responsibilities: Maternity leave in particular, which affects the calculation regarding income, as the maternity benefit received from the State is not included in the calculation of income for gender pay gap reporting.

This is the start of our journey to reach a zero gender pay gap. While we understand that we will not be able to reach this in one year, management have identified some action points to help us get there:

- › Using our Diversity, Inclusion and Belonging initiatives to explore the gender issues that impact women's experience of working in Focus Ireland.
- › We will consider how we can expand our flexible working practices in the organisation to sustain women's participation and promotion in the organisation.
- › Review our job descriptions and recruitment advertising to ensure that we use inclusive language.
- › Where we are offering mentoring or coaching initiatives, we will try to have a balance of participants in these programmes to reflect the gender mix in the organisation.
- › We will analyse our exit data to identify trends that may relate to gender.
- › We will look at our gender balance in terms of how leave is taken to support caring responsibilities and identify any barriers that may impact this.

### Employee engagement

An Employee Engagement Survey was conducted during the summer. This had a high response rate of 73%, high engagement scores and particular strengths called out around team and management relationships. We are continuing to implement suggestions for improvements around internal communications and inclusion in our strategy.

Another significant challenge for the organisation throughout 2022 was staff retention. A key focus of the HR team during the year was to identify the key retention risks to the organisation and to implement strategies to reduce talent attrition rates. These strategies were informed by data gathered through our new starter check-in interviews, stay interviews, our Employee Engagement Survey and exit interview data.

Our Wellness and Engagement Group continues to work together to promote monthly wellbeing initiatives.

Wrkit, our online wellbeing portal, continues to support us with access to wellness tools, discounts and learning opportunities. Our Employee Assistance Programme, providing counselling, coaching and financial and legal information, remains available to our staff seven days per week.

## Learning and development

We refocused our learning and development initiatives under three main categories: operational training, mental health training and addictions training. We have invested in learning and development around professional skills, management and leadership.

## Graduate programme

The first year of our revised graduate programme (2021/2022) concluded in the summer, with all nine graduates completing the programme. Many have remained in the organisation. A graduate celebration was held in September when, joined by their colleagues from services, we celebrated their achievements.

## 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 to close any services and have remained available to our customers.

Our Working Safely group continued to adjust our response to the changing situation with regard to Covid-19 as the national advice changed. We continued to liaise with the HSE to ensure that our services were delivered safely, protecting both our customers and our teams. Services continue to work with the Health and Safety Manager to keep their stocks of PPE replenished.

Our Hybrid Working policy continues to work well and is now well embedded across the organisation, offering staff the opportunity for flexibility.

## Volunteers

There were nine student placements across the following services in 2022: Sligo, Coffee Shop, Limerick (CRFI and Parnell Place), Caretakers and the Family Centre. There were also three long-term volunteers: one work experience volunteer in the Family Centre, a counselling volunteer in Limerick and a long-term gardening volunteer in Céad Chéim. The fundraising team worked with 24 corporate volunteers and 30 student events volunteers.

## Diversity and Inclusion

Focusing on diversity, inclusion and belonging is not only the right thing to do from a moral viewpoint, but for the organisation it will help to reflect the viewpoints of our staff and customers throughout our work and the organisational strategy.

As an organisation we work with some of the most marginalised groups in our society, and developing a Diversity, Inclusion and Belonging strategy will help us to advance further in this space. Enabling and empowering our staff by investing in diversity will increase creativity and innovation, widen talent pools, boost productivity, and positively impact organisational performance. This in turn will improve the support that we are able to give to our customers.

A working group was assembled at the beginning of 2022 to help steer the organisation on how we can ensure that we are a diverse and inclusive organisation for both staff and customers. The terms of reference for the group include:

- 1 gain an understanding of what we are currently doing in this area
- 2 explore the opportunities to enhance existing activities
- 3 identify new areas for development.

2022 saw the group carry out organisational surveys in this area to gain insights and get staff input. Focus Ireland also organised LGBTQI+ training workshops for staff to raise awareness and develop our skills and knowledge to work better with our LGBTQI customers.

As an innovative organisation that has a history in 'Deep Listening' to our customers, we are already engaging in activities that support diversity throughout the organisation. To complement and enhance our current activities, a number of resources are being put in place to embed a culture of inclusion throughout the organisation. These include:

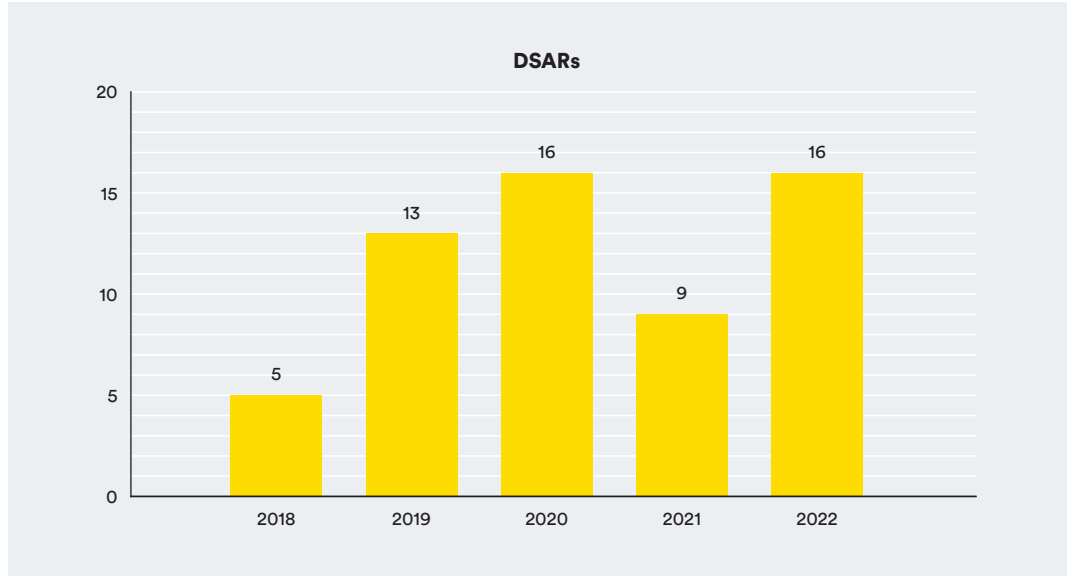
- › training for the executive team and managers in 2023
- › build resources, including a policy and charter
- › implement a number of recommendations coming out of the research from 2022
- › start listening groups with the staff which will further inform the Diversity, Inclusion and Belonging strategy; these will run throughout 2023.



### General data protection

The charity complies with data protection regulation. The Audit and Risk Sub-Committee reviews the area of data protection during the year, including the number and nature of Data Subject Access Requests (DSARs) and data breaches.

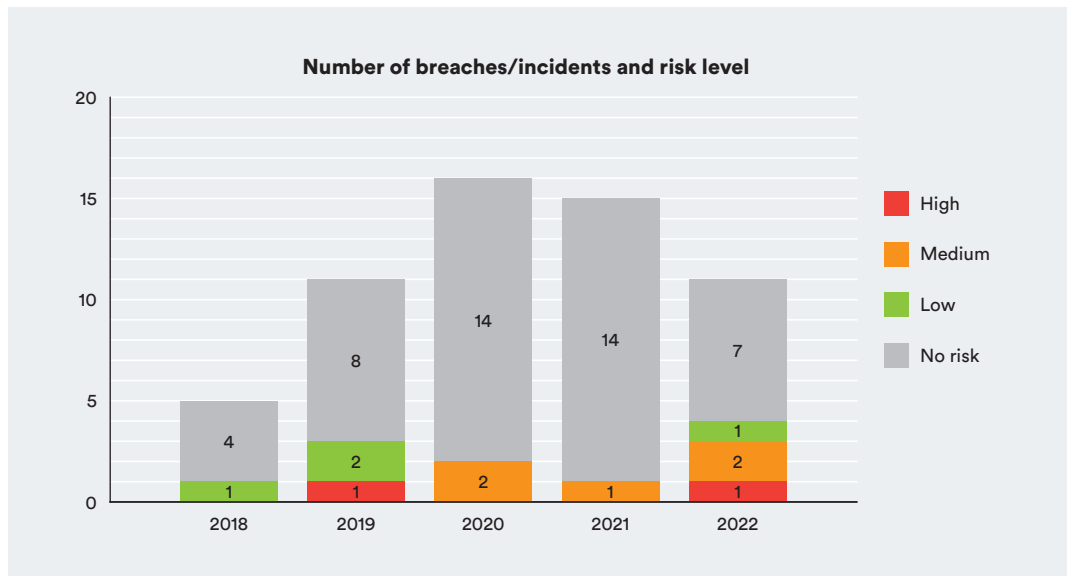
During 2022, we received 16 DSARs (2021:9). The majority of requests came from customers and tenants of Focus Ireland. All requests were handled within the prescribed timeframe. 38% of all SDARs were not collected by the data subject. The trend for the last five years is presented below.



2022 saw 11 instances of data breaches (2021:15). While the number of breaches decreased over the year, we did see an increase in the number of breaches having some level of risk associated with them. Of the 11 breaches, 4 were reported to the Data Protection Commissioner (DPC). The use of email continues to be our highest cause of data incidents and breaches. These

errors relate to incorrect recipients being selected or an incorrect file being attached to the email. We have focused on staff training in this area to highlight the common errors and reiterate the importance of double checking before pressing send.

We received no complaints from the DPC over the last year (2021: 0).



## Fundraising and marketing

Fundraising activities cover a wide spectrum across the country, including cash appeals, regular giving, corporate partnerships, legacy, events and campaigns and philanthropy. Fundraising over-achieved the target in 2022, raising €14.7m against a target of €14.3m.

The team secured Bord Gáis Energy (BGE) as our corporate partner for an additional five years, and this partnership will continue to build on the foundations we have already established. A five-year corporate partnership with Specsavers was secured, worth over €850k to Focus Ireland. Conversations have been in progress for over a year and the relationship will officially launch in 2023. Other partnerships secured this year include Timewise, IKEA and Wayfair.

In 2022, we launched a new major gift campaign 'A Place called Home', which seeks to raise €30 million through strategic partnerships and philanthropy. The campaign was launched in September 2022 by Sr Stan Kennedy, Dave Kirwan MD of BGE, Dr Mary McAleese, former President of Ireland, and Focus Ireland CEO Pat Dennigan. By the end of 2022, the team had secured €18 million in pledged income and had €12.5 million in the bank. As a part of this we established a Philanthropy Council which has senior business leaders and philanthropists as members. While there is still a long way to go, there has been a strong start.

2022 was the inaugural year of a three-year partnership with Today FM which saw the development and launch of The Big Busk, a radiothon style event. The campaign reached the target of €250k despite large Ukrainian appeals in the week leading up to the campaign.

Shine A Light Night was ten years old and raised almost €1.2m, a significant achievement and an all-team/organisational effort. A full review of the campaign is underway as we move into the next phase of our flagship event.

At Christmas, Sponsor A Star generated €531k, the highest ever amount and continues to be a key strength for our corporate fundraising portfolio. Belvedere Sleepout raised in excess of €300k which will be split between three charities.

The Digital and Marketing team had a busy year supporting all our campaigns. The team also created a microsite for the HR team to better attract talent to the organisation, including staff video testimonials. They also developed a podcast series in conjunction with

our colleagues in the Advocacy department, which launched in late September.

We have seen a shift away from virtual events, with The Next Step and Virtual Camino events not attracting as many participants as they had in the previous two years during the pandemic. We have seen that marathons and other in-person events such as our first abseil are selling out.

We remain cautious as the external environment continues to be challenging. The Ukrainian war, natural disasters like famine, increased cost of living and, in particular, the energy crisis are a source of uncertainty and are having an impact on our public fundraising, with our Christmas appeal falling 8% on 2021. Our suppliers have also faced challenges, most notably our face-to-face fundraising suppliers, who have struggled with recruiting staff. This has delayed some of our income targets being achieved for regular giving. Costs for face-to-face fundraising are also increasing.

Recruitment was a constant challenge for fundraising, with some roles having been vacant for over one year, until October. December 2022 was the first month since 2021 that staffing levels have been at full capacity. This is an area that we continue to focus on to ensure we can reach the ambitious targets set in 2023.

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 2022 was a great achievement, 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 115.

The surplus achieved in the year was €3.4m (of which €1.3m is restricted) (2021: €3.3m). Included in this figure is €1.1m (2021: €3.4m), which relates to the release of capital asset scheme (CAS) mortgages which expired by the end of 2022; these are shown under Other income in the statement of financial activities.

Grant income remained fairly steady in the year, with a slight increase of 1.2% over 2021 levels, and grant income now accounts for almost 39% (2021: 38%) of total income. 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 did not reoccur in 2022. 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 2021–2025: Challenging homelessness. Changing lives*, 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.

In May 2023, in collaboration with Tusla Child and Family Agency, we opened a new service in Clonmel, Co Tipperary, called The Haven project. This is a residential service operated by Focus Ireland, the aim of which is to provide supported accommodation to young people aged 16 and 17 years-of-age who have been identified as separated children seeking international protection. Focus Ireland provides a service to help the young people attain stability during a crisis period that has resulted in them having no place to live and to move on as quickly as possible to avoid the risk of long-term homelessness.

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.

## Cash reserves

In the past number of years, the organisation has been focusing on replenishing 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 2022 amounted to approximately €721k (2021: €724k). The aim was to finish the year with approximately €9.4m (13 weeks). The cash balance at the 31 December 2022 was €14.7m, which represented 20 weeks. The additional cash at the end of the year relates to a strong performance in fundraising, coupled with continued strong controls over spending. 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-Committee and the Board and taken onto our risk register, where agreed actions will be carried out in line with the Board's advice.

The total reserves of the organisation at 31 December 2022 amounted to €35.1m (2021: €31.7m), of which €9.2m (€7.9m) was restricted.

## Dividends and retention

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

## Environment

The Group has a proactive approach to assisting all personnel to conduct our business in a manner that protects the environment of our customers, employees and the community. Some of the sustainable initiatives the organisation has in place include:

- › Hybrid working – the pandemic highlighted that we can reduce our carbon emissions in a way that doesn't need to comprise our work or the way we communicate. The organisation has started to roll out proper video conferencing equipment in our key hub locations nationally. This has led to a reduced need for staff travel as more meetings were held online rather than in-person.
- › Remote working and the use of digital signatures have significantly reduced our use of paper.
- › Our learning and development team have moved to a more hybrid approach to training, with some training courses now completed online, again saving staff travel time.
- › Energy retrofits carried out by our property team are on-going, with 2022 seeing significant works carried out in our George's Hill complex, which included new windows and heating systems for our properties. This has led to an improvement in the quality of life of our customers.

## Post-balance sheet events

Focus Ireland are currently undertaking a consultative process to assume responsibility for the assets and future operations of Home Again CLG. Home Again provides long-term residential care for young people in the greater Dublin area and is funded by Tusla. The two organisations have a shared ethos, shared values, a shared commitment to social justice and high-quality service provision, and it is intended that this combination will lead to the provision of more effective services for vulnerable and homeless young people in Ireland. A Business Transfer Agreement was approved by both boards and signed on 27 April 2023. It is expected that this transfer of services will be completed by early July 2023.

## Political contributions

There were no political contributions made by the Group during the financial year (2022: €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.

The risk appetite sets the approach that Focus Ireland takes to managing our risks. The Board views risk appetite as the amount of risk Focus Ireland is willing to take or accept to achieve the organisation's strategic objectives.

The Board, together with the Audit and Risk Sub-Committee, have been actively engaged in enhancing the risk management process in 2022. The development of a Key Risk Indicator reporting system for each area of the organisation has helped risk to become more embedded across the organisation. It helps to highlight trends and patterns over the year and identifies where the main challenges are. This in turn feeds back into our risk register to ensure that we have a robust 'live' risk management system.

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:

Primary risk area	Risk outcomes	Mitigating actions
<b>Insufficient funding</b>	Funds may not be available for organisational growth plans as cost inflation adds to deficits of services. This could impact the quality of service delivered.	<ul style="list-style-type: none"> <li>› Maintaining 13 weeks' reserve gives financial stability to the organisation</li> <li>› Annual preparation of budgets and close monitoring of cash are key financial controls to ensure that adequate resources are available to deliver a quality service</li> </ul>
<b>Tendering</b>	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.	<ul style="list-style-type: none"> <li>› We continue to work with the relevant bodies regarding our concerns about the current procurement model</li> </ul>
<b>Recruitment</b>	The ability to recruit suitably qualified and experienced staff to fill vacant positions can be challenging. This can impact service delivery.	<ul style="list-style-type: none"> <li>› Committed to maintaining good terms and conditions to ensure we can offer competitive salaries within the sector</li> <li>› Additional resources allocated in 2022 to the HR team in the area of recruitment</li> </ul>
<b>Safeguarding</b>	The risk of any types of inappropriate behaviour that negatively impact the people with whom we work.	<ul style="list-style-type: none"> <li>› Development and enforcement of strong policies</li> <li>› Good recruitment practices</li> <li>› On-going training and guidance</li> </ul>
<b>Housing supply</b>	The availability of the right type of property in the right location is a significant risk to our ability to deliver on our strategy.	<ul style="list-style-type: none"> <li>› Establish working relationships with developers and landlords to help generate pipeline for future supply</li> <li>› Collaborate with local authorities to find solutions in particularly difficult locations</li> </ul>
<b>Building costs inflation and rising interest rates</b>	The rising cost of inflation on all building materials and the potential for further interest rate increases are significant challenges. The impact is resulting in delays and challenges for our development pipeline.	<ul style="list-style-type: none"> <li>› Financial viability review completed on all potential acquisitions</li> <li>› Work with developers to agree contract terms that mitigate the risks as far as possible</li> </ul>
<b>Data protection/ cyber security</b>	The risk of reputational damage and/or fines from the Data Protection Commissioner because of data breaches.	<ul style="list-style-type: none"> <li>› Advanced Threat Protection and Multi-Factorial Authentication in place</li> <li>› Monthly staff training programme which focuses on cyber threats and GDPR-related issues</li> </ul>

## Going concern

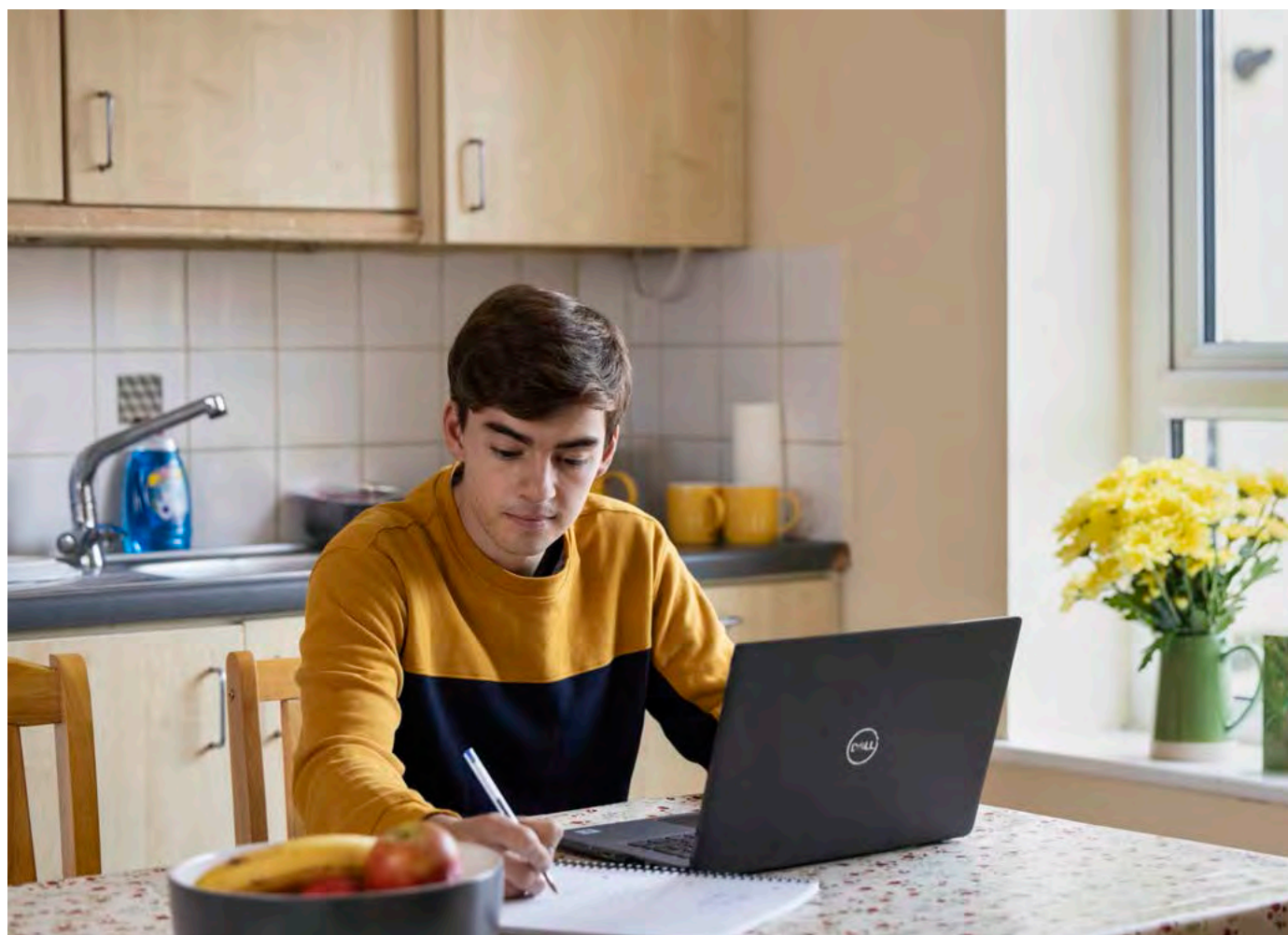
The Company meets its day-to-day working capital requirements through its cash reserves. The current economic conditions continue to create uncertainty over the ability of the Company to maintain the level of donations received. The Company's forecasts and projections, taking account of reasonably possible 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 79. 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 new standards issued by the Approved Housing Bodies Regulatory Authority (AHBRA)
- › 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 2022 are:

### Focus Ireland Board

Sr Stanislaus Kennedy  
(Founder and Life President)  
Mr Michael Layde (Chairman)  
Mr Tony Fahey  
Mr Andrew Gunne  
Mr Conor Jones  
Mr Niall Keane (appointed 8 July 2022)  
Mr Gary Kennedy (Deceased 13 February 2023)  
Ms Susan O'Connell  
Mr John O'Haire (resigned 29 April 2022)

### Focus Housing Association Board

Mr Diarmuid Burke (Chairman)  
Ms Patricia Crisp  
Mr Mark Dunleavy  
Ms Anne Fletcher  
Mr Andrew Gunne (resigned 24 March 2023)  
Mr David Kelly (appointed 24 March 2023)  
Mr Lonan McDowell

### Members of both Boards

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 eight times during 2022 (2021:6).

The recruitment of Board members is managed by the HR and Nominations Sub-Committee. A Board skills matrix is also maintained to ensure that we have sufficient knowledge and experience on the Board. The HR and Nominations Sub-Committee reviews the skills and experience matrix and identifies 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 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.**

## Board members – Focus Ireland (only)

Name	Brief profile	Board term
<b>Sister Stanislaus Kennedy</b>	› Sister Stanislaus Kennedy is an Irish Sister of Charity and one of Ireland’s best-known social innovators. Sister Stan founded Focus Ireland in 1985 and is Life President of the organisation.	Life member
<b>Michael Layde</b>	› Michael joined the Focus Ireland Board as Director in April 2016, having retired as Assistant Secretary in the Housing and Planning division of the Department of the Environment, Community and Local Government. Prior to this, Michael was Assistant Secretary in charge of the Department’s Environment division. He previously served as Principal Officer in a number of the Department’s areas of activity, most recently as Principal Officer, Waste Policy, where he dealt with the review and regulation of the sector. He worked in the Department since 1995, having previously worked in the Department of Health. Michael was appointed Chairman of Focus Ireland in November 2018.	2/3
<b>Tony Fahey</b>	› Tony is Professor Emeritus of Social Policy in University College Dublin. He is a sociologist by training and before joining UCD in 2007 spent 15 years as a social researcher in the Economic and Social Research Institute, Dublin. He has published on a range of topics connected with social policy and social trends in Ireland, the European Union and the United States.	2/3
<b>Andrew Gunne</b>	› 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.	2/3
<b>Conor Jones</b>	› 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
<b>Niall Keane</b>	› Niall has worked in the NGO sector for the past 25 years. Niall joined Focus Ireland in 2006 as a Project Manager and has held the roles of Head of Service and Acting Director of Service. During this time, he has managed a wide range of services, including Young People Services, Aftercare, Housing, PETE, Case management and Advice and Information services. Niall is responsible for the development, roll-out and maintenance of Focus Ireland’s customer database ‘Orion’. He is currently the Head of Services for Advice and information and Day Services.	1/1
<b>Susan O’Connell</b>	› Susan studied at University College Dublin, trained in McCann FitzGerald and qualified as a solicitor in 1996. Susan became a partner in McCann FitzGerald in 2002, leading the Private Client department of the firm for the following ten years, until the establishment of O’Connell Brennan Solicitors in 2012. Susan specialises in personal estate and tax planning and also advises charities and non-profit organisations and donors in relation to philanthropic giving. Susan is a former chairperson of the Society of Trust and Estate Practitioners (STEP) Ireland. She is also an Associate of the Irish Taxation Institute, a Chartered Tax Adviser (CTA) and a member of the International Academy of Trust and Estate Law.	2/3

## Board members – Focus Housing Association (only)

Name	Brief profile	Board term
<b>Diarmuid Burke</b>	<ul style="list-style-type: none"> <li>› Diarmuid joined the Focus Housing Association Board in 2015 and was appointed Chairman in November 2018.</li> <li>› 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.</li> </ul>	2/3
<b>Patricia Crisp</b>	<ul style="list-style-type: none"> <li>› 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.</li> </ul>	1/3
<b>Mark Dunleavy</b>	<ul style="list-style-type: none"> <li>› Mark is Managing Director of MD Property, which he established 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.</li> </ul>	2/3
<b>Anne Fletcher</b>	<ul style="list-style-type: none"> <li>› Anne is a founder and former managing director of COADY Architects, with over 40 years’ experience as a practising architect.</li> </ul>	1/3
<b>David Kelly</b>	<ul style="list-style-type: none"> <li>› David is a financial consultant, sometimes undertaking assignments as an interim Finance Director/CFO. In the past he has acted as interim Finance Director of Circle VHA. David was previously Board Secretary to NAMA; General Manager – Operations and Head of Finance in AIB Bank; and Managing Director of AIB Mortgage Bank. He is a Fellow of the Institute of Chartered Accountants in Ireland and an Associate Member of the Institute of Taxation.</li> </ul>	1/3
<b>Lonan McDowell</b>	<ul style="list-style-type: none"> <li>› 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. Working as a partner for 30 years, Lonan retired from McCann FitzGerald in 2017. He continued to work with the practice as a consultant until April 2022.</li> </ul>	1/3



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

Name	Brief profile	Board term
<b>Anna Lee</b>	<ul style="list-style-type: none"> <li>› 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.</li> <li>› 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.</li> </ul>	<p>FI 2/3 FHA 2/3</p>
<b>Fionnuala Meehan</b>	<ul style="list-style-type: none"> <li>› Fionnuala has a 25-year career working with multinationals in the tourism and technology sectors, spending her formative years at Best Western International before working for AOL Europe/UK and, most recently, for Google. Joining Google in 2005, Fionnuala was instrumental in the growth of the Advertising Sales and Operations organisation, holding a number of roles, including Vice President of Google Customer Solutions EMEA, leading a team of 1,000 people working with SMBs across the region. For her last three years at Google, Fionnuala was also the Head of Google in Ireland, responsible for all aspects of the site of more than 8,000 Googlers, interns and vendors, ensuring that operations continued to flourish and securing future investment for the Irish site, the fifth largest for Google worldwide.</li> <li>› 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.</li> </ul>	<p>FI 1/3 FHA 2/3</p>
<b>Fergal O'Dwyer</b>	<ul style="list-style-type: none"> <li>› 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.</li> </ul>	<p>FI 1/3 FHA 1/3</p>

## Meeting attendance 2022

Board member	FI Board	FHA Board	Research Advisory	Public Affairs	HR and Nominations	Finance	Audit	Funding and Branding	Services	Development	Joined Board
<b>Focus Ireland (FI)</b>											
Sister Stanislaus Kennedy	6/8				3/3				5/6		Sept 1985
Michael Layde (Chair FI)	8/8			3/3	3/3	6/6					April 2016
Susan O'Connell	6/8				3/3		6/6				May 2016
Gary Kennedy	5/8							5/6			Aug 2018
John O'Haire (resigned)	4/4								3/4		April 2019
Niall Keane (appointed)	3/4								3/3		Jul 2022
Conor Jones	8/8							5/6			Jan 2019
Tony Fahey	8/8		2/3								March 2019
<b>Focus Housing Association (FHA)</b>											
Diarmuid Burke (Chair FHA)		8/9			3/3	6/6	1/1				May 2015
Patricia Crisp		9/9									Feb 2019
Mark Dunleavy		6/8					4/6				Feb 2019
Anne Fletcher		8/8								2/2	Dec 2020
Lonan McDowell		8/8					4/5			2/2	Oct 2021
<b>FI and FHA</b>											
Anna Lee	8/8	9/9							5/6		May 2015
Fionnuala Meehan	8/8	8/8		2/3							Sept 2020
Andrew Gunne	8/8	8/8									Feb 2019
Fergal O'Dwyer	8/8	7/8				6/6				2/2	July 2019

## Meeting attendance 2022

Board member	FI Board	FHA Board	Research Advisory	Public Affairs	HR and Nominations	Finance	Audit	Funding and Branding	Services	Development
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### Sub-Committee volunteer members

David Kelly						3/3	5/6			
Roger Wallace							0/1			
Declan O'Flaherty						3/5				
Niall O'Driscoll								6/6		
Fiona Scott								6/6		
Sean Fitzpatrick					1/3					
Fiona Scott				3/3						
John Gallagher				3/3						
Damian Ryan				1/3						
Joe Little				3/3						
Aidan Culhane			1/3							
Dr Helen Johnson			3/3							
Dr Kate Frazer			2/3							
Dr Kathy Reilly			2/3							
Prof Eoin O'Sullivan			2/3							
Sinead Kelleher			1/3							
Shane Burke			1/1							
Gloria Kirwan									4/6	
Francis Chance									5/6	
Jacqui Horan									4/6	
Padraig Breen										2/2
Gerry Cahill										2/2
Michael McGowan										2/2
Brendan Kenny										2/2



## The Executive team

Name	Division	Profile
<b>Pat Dennigan</b>	Chief Executive Officer	<p>› Pat joined Focus Ireland in 2014 as head of the Finance function, adding responsibility for Property in 2016. He was appointed Chief Executive in March 2018. Pat is a Fellow of Chartered Accountants Ireland. Prior to joining Focus Ireland, Pat held several senior Finance and Operations roles in companies such as Nortel Networks and Boston Scientific. He is a past president of Galway Lions Club and is a past member of the Charity SORP committee.</p>
<b>Ciara Carty</b>	Services	<p>› Ciara joined Focus Ireland in October 2019 and has been working in the NGO sector for the past 14 years, occupying several key senior leadership roles in Crosscare, the social care agency of the Dublin Archdiocese. Prior to this, Ciara worked in Corporate Banking with Bank of Ireland. Ciara holds an MSc in Management (Organisational Behavioural) from Trinity College Dublin, along with a Post-Graduate Diploma in Systemic Psychotherapy from University College Dublin. She has been a Chartered Fellow of the CIPD since 2015.</p>
<b>Pamela Keenan</b>	Finance, IT and Administration	<p>› Pamela has been with Focus Ireland since 2013, starting out as a Finance Manager and taking up the position of Director of Finance, IT and Administration in 2018. Pamela is a graduate of NUI Galway and a Fellow of the Association of Chartered Certified Accountants. She has over 15 years' experience in finance and operational roles across sectors, including practice, retail and hospitality.</p>
<b>Mike Allen</b>	Advocacy Research, Policy, Communication and Education	<p>› Mike Allen joined Focus Ireland in 2010. He previously spent eight years as the General Secretary of the Labour Party. Prior to that he was the General Secretary of the Irish National Organisation of the Unemployed (INOUE). He is a former member of the National Economic and Social Council (NESC) and other social partnership bodies. He is currently the President of FEANTSA (the European Federation of National Organisations Working with the Homeless).</p>
<b>Barbara Dempsey</b>	Human Resources	<p>› Barbara Dempsey joined Focus Ireland in March 2022, with more than 20 years' experience in Human Resources in the not-for-profit and aviation sectors. Barbara holds a Bachelor of Social Science, Post-Graduate Diploma in Business Studies, and National Diploma in Human Resources and is a Fellow of the Chartered Institute of Personnel and Development.</p>
<b>Amy Carr</b>	Fundraising and Marketing	<p>› Amy was appointed Director of Fundraising and Marketing in January 2020, having worked with Focus Ireland as the Trusts and Major Donor Officer and then as Head of Partnerships and Philanthropy. Amy brings a wealth of experience from the NGO sector, having worked in Our Lady's Hospice, ISPCA and Barnardos. A graduate of NUI Galway and Anglia Ruskin University, she holds an MSc in Marketing, HDip in Business Studies, and a Post-Grad in Digital Marketing.</p>
<b>Jan Mingle</b>	Property and Development	<p>› Jan has more than 30 years' social housing experience, having previously worked in both general and special needs housing. Jan joined Focus Ireland from Co-operative Housing Ireland, where she was the Director of Housing and Quality Systems. Jan holds qualifications in Housing Management, Communications, Corporate Governance, Internal Auditing, and Volunteer Management, amongst others.</p>

## 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 (2022:6, 2021:6) 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 they are 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 they are 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 (2022:6, 2021:6) 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 organisations' 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.
- › 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.
- › 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 they are appropriate for both organisations.
- › Review annually the Health and 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 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 and Risk Sub-Committee will investigate matters raised.
- › Communicate any audit items that relate to the Board's areas of responsibilities 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 their work effectively.
- › Contribute to a think tank on audit and risk management every three years.

### **Human Resources and Nominations 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 (2022:4, 2021:4), or when required, and consists of Non-Executive Directors and Focus Ireland Executives.

#### **Functions of the Committee – Nominations**

- › 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, whilst balancing the continuity of the Boards and recognising the knowledge and experience of Focus Ireland and Focus Housing Association 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 Association 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 seamlessly integrated into the Board.

#### **Functions of the Committee – Human Resources**

- › Nominate the appointment of the CEO to the respective boards for decision. The Sub-Committee will also determine and approve the remuneration of the CEO and changes to the remuneration of the Executive team reporting directly to the CEO.
- › Recommend the pay and pensions policy for the organisation and approve organisational-wide pay increases to the Board.
- › Review the organisation's people strategy for recommendation to the Board.
- › Do an annual review of the Organisational Structure and the Management Succession Plan.
- › The CEO will be responsible for monitoring and assessing the performance of the Executive team.
- › The CEO will make recommendations to the Remuneration and Nominations Committee for endorsement.
- › The Chairperson of the Board will be responsible for monitoring and assessing the performance of the CEO in accordance with Focus Ireland's performance management policy and procedures.



### Research Committee

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

The committee will meet at least three times a year (2022:4, 2021:4). 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 Coordinator.

### 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 that 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.

- › Hold periodic joint meetings with the Services Sub-Committee, as decided by the Chairs of the two committees, in relation to:
  - › Evaluations and impact assessments of Focus Ireland Services
  - › Assessment of the emerging trends in the scale and nature of homelessness
  - › Discussions of emerging innovations in policy and practice.

### Services Committee

This committee provides advice and guidance on available models of services and good practices associated with service delivery. The committee should meet four times each year (2022:6, 2021:6) and consists of Non-Executive Directors, Volunteer Experts and Focus Ireland Executives.

### Functions of the Committee

- › Advise Focus Ireland on available models of service and good practices associated with service delivery within the context of the organisation'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 to meet demands and needs 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 the 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 committee was set up in 2020. Its function is to provide advice, guidance and recommendations in relation to good practice in all aspects of Focus Ireland's work related to public affairs to support the organisational aim of ending homelessness in Ireland.

This committee commenced in September 2020 and will meet at least three times per year (2022: 3, 2021:3). 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 that expertise on all relevant areas is available.

### 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 regularly discussed and reviewed in the executive meeting. Risks are reviewed by the Audit and Risk Sub-Committee on a regular basis.
- 3 An independent internal audit is conducted periodically to evaluate the internal financial controls and assessment of business risk. In 2022, an external consultant conducted a review of our compliance with the new Housing Regulatory statutory framework as well as our use of public procurement for our property acquisitions. The findings were presented to the Audit and Risk Sub-Committee. The recommendations and feedback identified were implemented where appropriate.

- 4 The Audit and Risk Sub-Committee reports independently to the Board on all aspects of controls and risks.
- 5 There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority.
- 6 Detailed budgets are prepared annually, in line with the Strategic Plan. Budgets are reviewed by the Finance Sub-Committee and further reviewed and approved by the Board. Actual results and service outcomes are regularly compared against these Budgets to ensure alignment with plan, tight budgetary control and value for money.
- 7 As part of the reserve policy, we will endeavour to maintain reserve levels to mitigate risks and to ensure 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 and Risk Sub-Committee.

**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.**



## 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 him/herself aware of any relevant audit information and to establish that the Group's Auditors are aware of that information.

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

## Statement of directors' responsibilities

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

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

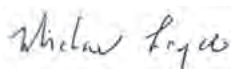
The Directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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.

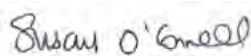
## Independent auditors

The statutory auditors PricewaterhouseCoopers have been appointed in 2022 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 2023

# 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 2022 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 2022;
- › 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 12 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 2022 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 109, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

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

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

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

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

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

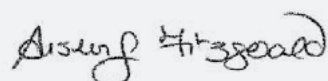
A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

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

This description forms part of our auditors' report.

### Use of this report

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



### Aisling Fitzgerald

for and on behalf of PricewaterhouseCoopers  
Chartered Accountants and Statutory Audit Firm  
Dublin  
June 2023

## Other required reporting

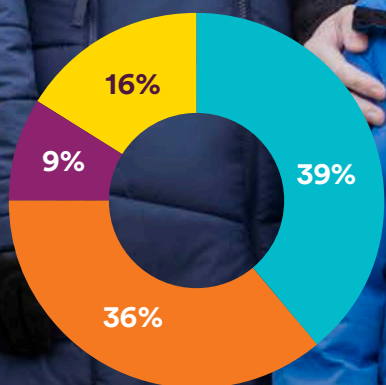
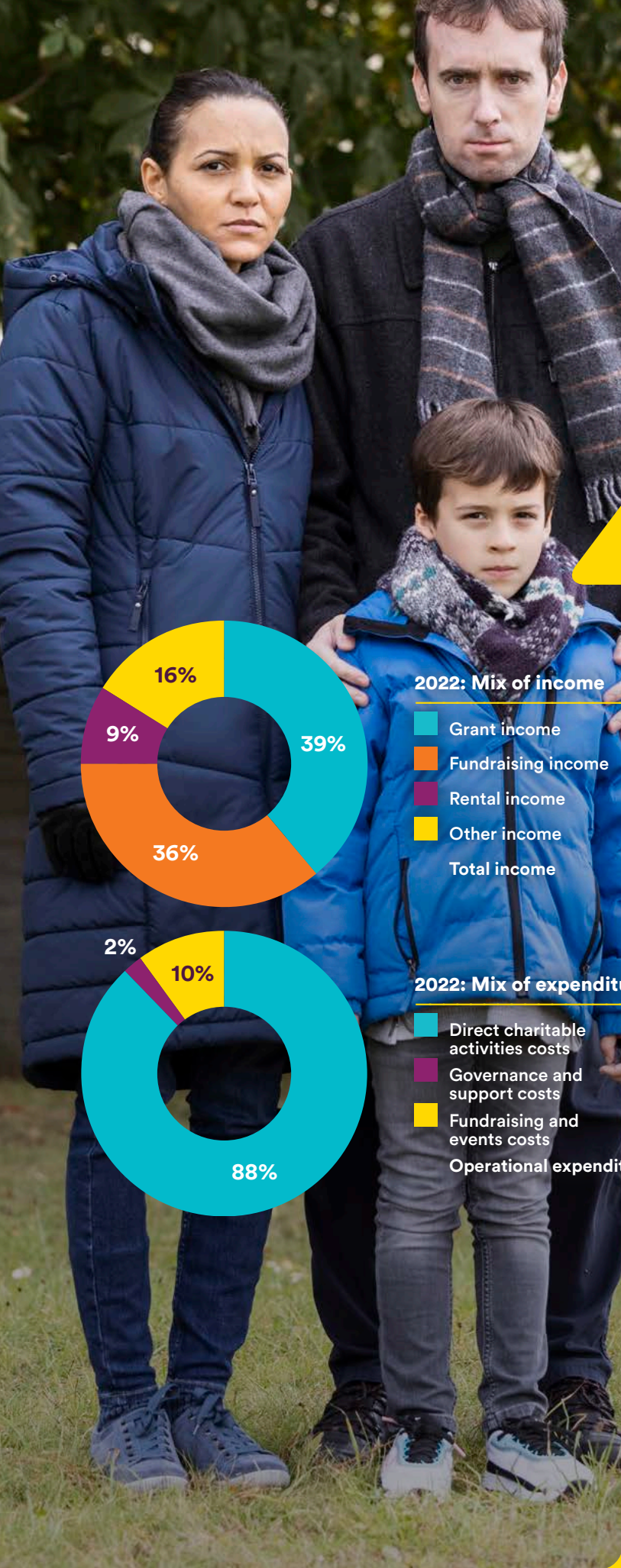
### Companies Act 2014 opinions on other matters

- › 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

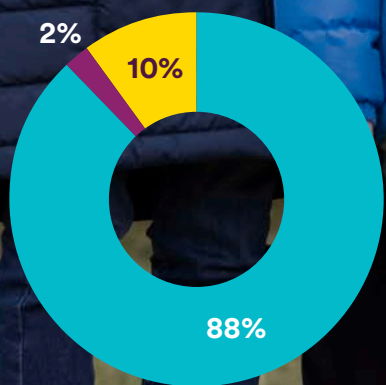
#### Directors' remuneration and transactions

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.



#### 2022: Mix of income €m

Grant income	15.83
Fundraising income	14.85
Rental income	3.73
Other income	6.49
<b>Total income</b>	<b>40.90</b>



#### 2022: Mix of expenditure €m

Direct charitable activities costs	32.84
Governance and support costs	0.95
Fundraising and events costs	3.70
<b>Operational expenditure</b>	<b>37.49</b>



# Consolidated statement of financial activities

for the financial year ended 31 December 2022

	Notes	2022 Unrestricted funds €	2022 Restricted funds €	2022 Total €	2021 Unrestricted funds €	2021 Restricted funds €	2021 Total €
<b>Income from:</b>							
Donations and legacies	4	13,018,393	1,829,765	14,848,158	12,131,215	1,946,398	14,077,613
Charitable activities	5	–	15,833,733	15,833,733	–	15,644,870	15,644,870
Other	6	10,221,446	–	10,221,446	11,300,292	–	11,300,292
<b>Total income</b>		<b>23,239,839</b>	<b>17,663,498</b>	<b>40,903,337</b>	<b>23,431,507</b>	<b>17,591,268</b>	<b>41,022,775</b>
<b>Expenditure on:</b>							
Raising funds	4	3,706,618	–	3,706,618	2,991,888	–	2,991,888
Charitable activities	7	16,061,947	16,322,545	32,384,492	16,766,247	16,997,158	33,763,405
Interest on borrowings	8	1,402,338	–	1,402,338	944,192	–	944,192
<b>Total expenditure</b>		<b>21,170,903</b>	<b>16,322,545</b>	<b>37,493,448</b>	<b>20,702,327</b>	<b>16,997,158</b>	<b>37,699,485</b>
<b>Net income before taxation</b>		<b>2,068,936</b>	<b>1,340,953</b>	<b>3,409,889</b>	<b>2,729,180</b>	<b>594,110</b>	<b>3,323,290</b>
Taxation	13	–	–	–	–	–	–
<b>Net movement in funds for the year</b>		<b>2,068,936</b>	<b>1,340,953</b>	<b>3,409,889</b>	<b>2,729,180</b>	<b>594,110</b>	<b>3,323,290</b>

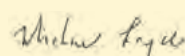
There are no other recognised gains or losses other than those listed above and the net movement for the financial year. All income and expenditure derives from continuing activities.

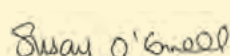
# Consolidated balance sheet

as at 31 December 2022

	Notes	2022 €	2021 €
<b>Fixed assets</b>			
Fixed assets – properties	15	188,145,343	154,693,300
Other tangible assets		926,861	677,268
<b>Total fixed assets</b>		<b>189,072,204</b>	<b>155,370,568</b>
<b>Current assets</b>			
Cash at bank and in hand		14,996,861	13,854,493
Debtors	17	3,468,691	3,185,518
<b>Total current assets</b>		<b>18,465,552</b>	<b>17,040,011</b>
<b>Creditors:</b>			
amounts falling due within one financial year	18	(9,111,663)	(8,357,802)
<b>Net current assets</b>		<b>9,353,889</b>	<b>8,682,209</b>
<b>Total assets less current liabilities</b>		<b>198,426,093</b>	<b>164,052,777</b>
<b>Creditors:</b>			
amounts falling due after more than one financial year			
Capital Assistance Scheme Loans	19	(98,079,832)	(90,116,434)
Capital Advanced Leasing Facility Loans	20	(17,491,849)	(8,317,427)
Bank Loans	21	(47,730,373)	(33,904,766)
<b>Total creditors falling due after more than one year</b>	<b>22</b>	<b>(163,302,054)</b>	<b>(132,338,627)</b>
<b>Net assets</b>		<b>35,124,039</b>	<b>31,714,150</b>
<b>The funds of the charity</b>			
Restricted income funds	23	9,240,677	7,899,724
Unrestricted funds	24	20,071,723	17,982,718
Capital grants and donations	25	3,221,374	3,241,443
Unrestricted capital reserves	26	2,590,265	2,590,265
		<b>35,124,039</b>	<b>31,714,150</b>

The financial statements were approved and authorised for issue by the Board of Directors on 22 June 2023 and signed on its behalf by:

  
**Michael Layde**  
 Director

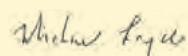
  
**Susan O'Connell**  
 Director

# Company balance sheet

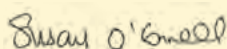
as at 31 December 2022

	Notes	2022 €	2021 €
<b>Fixed assets</b>			
Other tangible assets	16	926,861	677,268
<b>Current assets</b>			
Cash at bank and in hand		11,642,928	11,214,948
Debtors	17	3,678,273	3,716,167
<b>Total current assets</b>		<b>15,321,201</b>	<b>14,931,115</b>
<b>Liabilities</b>			
Creditors: amounts falling due within one financial year	18	(3,296,143)	(3,652,892)
<b>Net current assets</b>		<b>12,025,058</b>	<b>11,278,223</b>
<b>Net assets</b>		<b>12,951,919</b>	<b>11,955,491</b>
<b>The funds of the charity</b>			
Restricted income funds	23	2,026,103	2,026,103
Unrestricted funds	24	10,541,213	9,534,168
Capital grants and donations	25	384,603	395,220
		<b>12,951,919</b>	<b>11,955,491</b>

The financial statements were approved and authorised for issue by the Board of Directors on 22 June 2023 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 2022

	Restricted accumulated reserves	Unrestricted accumulated reserves	Designated reserves	Capital grants and donations	Unrestricted capital reserve	Total
Notes	€	€	€	€	€	€
Group						
At 1 January 2022	7,899,724	17,982,718	–	3,241,443	2,590,265	31,714,150
Surplus for the financial year	1,340,953	2,068,936	–	–	–	3,409,889
Amortisation of Capital Grant	25	20,069	–	(20,069)	–	–
<b>At 31 December 2022</b>	<b>9,240,677</b>	<b>20,071,723</b>	<b>–</b>	<b>3,221,374</b>	<b>2,590,265</b>	<b>35,124,039</b>

## 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 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)	–	–
<b>At 31 December 2021</b>	<b>7,899,724</b>	<b>17,982,718</b>	<b>–</b>	<b>3,241,443</b>	<b>2,590,265</b>	<b>31,714,150</b>

# Company statement of changes in reserves

for the financial year ended 31 December 2022

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
<b>At 1 January 2022</b>		2,026,103	9,534,168	–	395,220	–	11,955,491
Surplus for the financial year		–	996,428	–	–	–	996,428
Amortisation of Capital Grant	25	–	10,617	–	(10,617)	–	–
<b>At 31 December 2022</b>		<b>2,026,103</b>	<b>10,541,213</b>	<b>–</b>	<b>384,603</b>	<b>–</b>	<b>12,951,919</b>

In respect of the prior year

	Notes	Restricted accumulated reserves €	Unrestricted accumulated reserves €	Designated reserves €	Capital grants and donations €	Unrestricted capital reserve €	Total €
<b>At 1 January 2021</b>		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)	–	–
<b>At 31 December 2021</b>		<b>2,026,103</b>	<b>9,534,168</b>	<b>–</b>	<b>395,220</b>	<b>–</b>	<b>11,955,491</b>

# Consolidated statement of cash flows

for the financial year ended 31 December 2022

	Notes	2022 €	2021 €
Cash flows generated from charitable activities	27	3,702,586	791,666
<b>Cash flows used in investing activities</b>			
Purchase of tangible fixed assets	15	(34,601,049)	(18,870,934)
Disposals of tangible fixed assets		–	–
<b>Net cash used in investing activities</b>		<b>(34,601,049)</b>	<b>(18,870,934)</b>
<b>Cash flows from financing activities</b>			
Interest paid		(1,060,071)	(797,885)
Increase in bank loans		14,885,128	9,551,712
Increase in CAS Housing loans		9,041,354	4,988,666
Increase in CALF loans		9,174,420	586,093
<b>Net cash generated from financing activities</b>		<b>32,040,831</b>	<b>14,328,586</b>
Change in cash and cash equivalents in the financial year		1,142,368	(3,750,682)
Cash and cash equivalents at the beginning of the financial year		13,854,493	17,605,175
<b>Total cash and cash equivalents at the end of the financial year</b>		<b>14,996,861</b>	<b>13,854,493</b>



# Company statement of cash flows

for the financial year ended 31 December 2022

	<i>Notes</i>	2022 €	2021 €
Cash flows (used in)/generated from charitable activities	27	427,980	(2,639,630)
<b>Cash flows generated from investing activities</b>			
Purchase of tangible fixed assets	16	–	–
Disposals of tangible fixed assets		–	–
<b>Net cash generated from investing activities</b>		–	–
<b>Cash flows from financing activities</b>			
Cash inflows from new borrowings			–
Cash inflows from capital donations			–
<b>Net cash generated from financing activities</b>			–
Change in cash and cash equivalents in the financial year		427,980	(2,639,630)
Cash and cash equivalents at the beginning of the financial year		11,214,948	13,854,578
<b>Total cash and cash equivalents at the end of the financial year</b>		<b>11,642,928</b>	<b>11,214,948</b>

# Notes to the financial statements

for the financial year ended 31 December 2022

## 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 pages 80 to 110. 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, the on-going impact of the war in Ukraine 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 are recorded on a receivable basis. Restaurant income is recorded on a cash receipts basis.

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

Other income includes parents' contributions towards childcare centres, restaurant sales, capital management income for properties, 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 a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

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

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

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

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

#### **Governance cost policy**

The resources expended on charitable activities have been classified to comply with SORP. 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:

	2022	2021
	€	€
Income	29,722,433	28,197,684
Expenditure	(28,726,005)	(27,688,103)
<b>Net surplus</b>	<b>996,428</b>	<b>509,581</b>
Total accumulated funds brought forward	11,955,491	11,445,910
<b>Total accumulated funds carried forward</b>	<b>12,951,919</b>	<b>11,955,491</b>
<b>The funds of the charity:</b>		
Restricted income funds	2,026,103	2,026,103
Unrestricted income funds	10,541,213	9,534,168
Capital grants and donations	384,603	395,220
Designated funds	–	–
<b>Total accumulated funds</b>	<b>12,951,919</b>	<b>11,955,491</b>

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

## 4 Income from donations and legacies and raising funds

	2022	2021
	€	€
Public Funding	7,039,101	7,508,219
Partnership and Philanthropy	4,072,870	2,437,337
Corporate and Campaigns	2,867,273	2,246,800
Capital donations	868,914	750,000
Donations in Kind	–	1,135,257
	<b>14,848,158</b>	<b>14,077,613</b>

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 us over the year:

	2022	2021
	€	€
Bord Gáis Energy	598,440	216,558
Horizon Therapeutics	105,040	60,000
Kirby Group	50,000	50,000
Little Company of Mary	240,000	240,000
Revolut	145,103	45,006
Sodexo	44,727	47,282
Community Foundation Ireland	9,445	450,000

Costs associated with raising funds were €3,706,618 which was 25% of funds raised in 2022 (2021: €2,991,888, 24% of funds raised).

	2022	2021
	€	€
Staff costs (including training and pension costs)	1,603,825	1,255,271
Administration	1,929,802	1,545,928
Programme activities	69,038	23,497
Premises costs	103,953	167,192
<b>Total</b>	<b>3,706,618</b>	<b>2,991,888</b>

## 5 Income from charitable activities

	2022	2021
	€	€
DRHE – Local Authority	4,790,772	4,254,107
HSE	1,208,234	1,197,892
TUSLA	4,207,383	3,851,702
HSE – Other areas	1,133,755	2,181,104
South-East	167,950	167,950
Mid-West	129,000	129,000
Limerick City and County Council	1,164,512	1,285,569
Department of Social Protection	90,242	143,989
Waterford City Council	446,470	577,526
Monaghan County Council	47,515	47,515
Clare County Council	311,827	186,866
Cork County Council	300,079	148,129
Carlow County Council	112,541	–
Department of Housing, Planning and Local Government	60,000	60,000
Sligo County Council	163,826	143,500
Irish Prison Service	197,434	197,434
Irish Probation Service	197,434	197,434
Wexford County Council	97,918	97,909
Kilkenny County Council	133,645	74,320
Kerry County Council	–	65,000
Dept of Housing, Planning and Local Government as administered by Pobal	77,310	73,233
DFHERIS/SOLAS/City of Dublin ETB/ALCE Grant DFHERIS/SOLAS/City of Dublin	13,950	14,771
ETB/Reach Fund	6,364	–
DCEDIY/CDETB/CDYSB – UBU	433,143	420,527
Tipperary County Council	194,221	139,096
Miscellaneous other	148,208	(9,703)
	<b>15,833,733</b>	<b>15,644,870</b>

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).

	2022	2021
	€	€
Income from trading activities	8,828,170	7,441,452
CAS mortgages released in the period	1,077,956	3,421,023
Income from other activities	315,320	437,817
	<b>10,221,446</b>	<b>11,300,292</b>



## 7 Charitable activities

	Sustained exits	Prevention services	Total 2022	Total 2021
	€	€	€	€
<b>Direct costs</b>				
Staff costs	11,346,695	6,739,501	18,086,196	17,494,567
Administration	1,867,515	197,597	2,065,112	1,964,469
Programme activities	678,260	401,174	1,079,434	857,555
Premises costs	5,064,269	1,404,423	6,468,692	8,072,807
<b>Total direct costs</b>	<b>18,956,739</b>	<b>8,742,695</b>	<b>27,699,434</b>	<b>28,389,398</b>
<b>Support costs (a)</b>	<b>1,969,665</b>	<b>1,380,677</b>	<b>3,350,342</b>	<b>4,388,525</b>
<b>Advocacy costs</b>	<b>745,062</b>	<b>522,265</b>	<b>1,267,327</b>	<b>905,504</b>
<b>Governance costs</b>	<b>39,619</b>	<b>27,770</b>	<b>67,389</b>	<b>79,978</b>
<b>Total expenditure</b>	<b>21,711,085</b>	<b>10,673,407</b>	<b>32,384,492</b>	<b>33,763,405</b>

### (a) Support costs

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

	Sustained exits	Prevention services	Total 2022	Total 2021
	€	€	€	€
<b>Function</b>				
Finance	483,658	339,030	822,688	1,901,706
HQ	212,885	149,226	362,111	358,238
Human resources	483,787	339,120	822,907	950,288
IT	436,256	305,803	742,059	600,879
Other support costs	353,079	247,498	600,577	577,414
<b>Total expenditure</b>	<b>1,969,665</b>	<b>1,380,677</b>	<b>3,350,342</b>	<b>4,388,525</b>

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

## 8 Interest on borrowings

	2022	2021
	€	€
Loan interest	1,402,338	944,192

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

	2022	2021
	€	€
<b>Income</b>		
DCEDIY/CDETБ/CDYSB – UBU	433,143	420,527
<b>Expenditure</b>		
Staff costs	(382,966)	(370,345)
Programme and admin costs	(42,134)	(44,746)
<b>Surplus</b>	<b>8,043</b>	<b>5,436</b>

## 10 Employees and key management remuneration

Included in the Consolidated Statement of Financial Activities are staff costs in the sum of €22,116,813 (2021: €21,192,581), made up as follows:

	2022 €	2021 €
Included in resources expended are wages and salary costs, including associated social welfare costs, comprising:		
Wages and salaries – Raising funds	1,559,351	1,228,303
Wages and salaries – Charitable activities	19,264,998	18,886,117
Wages and salaries – Advocacy	594,840	510,867
Pension costs	697,624	567,294
	<b>22,116,813</b>	<b>21,192,581</b>

Employer PRSI costs incurred during the year, and included in the above, totalled €2,103,015 (2021: €2,011,958).

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 €107,682 (2021: €86,597) and were paid within 30 days of the year end.

The average number of persons employed by the Group during the year was 462 (2021: 516). In addition to this, the company employed relief staff which equate to 25 full-time equivalents in 2022 (2021: 14).

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

### Salary range paid in the financial year:

	2022 No of employees	2021 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	5	3
€80,001–€90,000	–	3
€70,000–€80,000	8	4
€60,000–€70,000	15	9

During 2022, the Chief Executive in place, Pat Dennigan, earned a salary of €133,308 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 2022 was €800,510 (2021: €792,260). During 2022, Focus Ireland staff received a salary increase in order to combat cost of living increases.



## 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

	<i>Notes</i>	2022 €	2021 €
The net income for the year is stated after charging:	<i>11</i>		
Directors' remuneration		–	–
<b>Fees paid to auditors (exclusive of VAT)</b>			
Audit fees		28,650	28,650
Other assurance services		4,644	6,365
<b>Other items</b>			
Operating lease payments		1,959,131	1,436,202
Depreciation		1,229,917	927,400
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 2022 are summarised as follows:

	2022 €	2021 €
<b>Balance sheet</b>		
Debtors	7	7
<b>Net assets</b>	<b>7</b>	<b>7</b>
<b>The funds of the charity</b>		
Reserves brought forward	7	7
Surplus for the year	–	–
<b>Total accumulated funds</b>	<b>7</b>	<b>7</b>

## 15 Fixed assets – properties

	Land and buildings (main fabric)	Roof structure and covering	Windows and external doors	Gas boilers/ fires	Kitchen	Bathroom/ WCs	Mechanical systems	Electrics	Lifts	Total
	€	€	€	€	€	€	€	€	€	€
<b>Cost</b>										
At beginning of year	133,091,274	5,909,667	2,905,487	2,123,035	4,390,193	2,781,017	2,653,127	2,463,978	1,364,795	157,682,573
Additions	34,450,904	38,880	14,580	14,580	29,160	19,440	19,440	14,580	–	34,601,564
Disposals	–	–	–	–	–	–	–	–	–	–
<b>At end of year</b>	<b>167,542,178</b>	<b>5,948,547</b>	<b>2,920,067</b>	<b>2,137,615</b>	<b>4,419,353</b>	<b>2,800,457</b>	<b>2,672,567</b>	<b>2,478,558</b>	<b>1,364,795</b>	<b>192,284,137</b>
<b>Accumulated depreciation</b>										
At beginning of year	–	293,787	339,233	505,533	771,744	328,791	311,930	215,116	223,139	2,989,273
Charge for year	–	117,214	129,530	194,216	303,227	128,874	124,375	83,818	68,267	1,149,521
<b>At end of year</b>	<b>–</b>	<b>411,001</b>	<b>468,763</b>	<b>699,749</b>	<b>1,074,971</b>	<b>457,665</b>	<b>436,305</b>	<b>298,934</b>	<b>291,406</b>	<b>4,138,794</b>
<b>Carrying value</b>										
<b>At 31/12/22</b>	<b>167,542,178</b>	<b>5,537,546</b>	<b>2,451,304</b>	<b>1,437,866</b>	<b>3,344,382</b>	<b>2,342,792</b>	<b>2,236,262</b>	<b>2,179,624</b>	<b>1,073,389</b>	<b>188,145,343</b>
At 31/12/21	133,091,274	5,615,882	2,566,245	1,617,502	3,618,449	2,452,226	2,341,194	2,248,863	1,141,655	154,693,300

## 16 Other tangible assets

Company	Land and buildings (main fabric)	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
	€	€	€	€	€
<b>Cost</b>					
At beginning of financial year	31,763	1,452,270	610,311	139,780	2,234,124
Additions	330,000	–	–	–	330,000
Disposals	–	–	–	–	–
<b>At end of financial year</b>	<b>361,763</b>	<b>1,452,270</b>	<b>610,311</b>	<b>139,780</b>	<b>2,564,124</b>
<b>Accumulated depreciation</b>					
At beginning of financial year	–	841,304	590,772	124,780	1,556,856
Charge for financial year	16,500	41,551	17,356	5,000	80,407
<b>At end of financial year</b>	<b>16,500</b>	<b>882,855</b>	<b>608,128</b>	<b>129,780</b>	<b>1,637,263</b>
<b>Carrying amount</b>					
<b>At 31/12/22</b>	<b>345,263</b>	<b>569,415</b>	<b>2,183</b>	<b>10,000</b>	<b>926,861</b>
At 31/12/21	31,763	610,966	19,539	15,000	677,268

### 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 2022 was €926,861 (2021: €677,268).



## 17 Debtors

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Other debtors	2,139,805	2,604,137	520,110	49,845
Grants receivable	402,725	403,415	454,401	403,415
Prepayments	926,161	177,966	257,593	39,405
Amount due from subsidiaries	–	–	2,446,169	3,223,502
	<b>3,468,691</b>	<b>3,185,518</b>	<b>3,678,273</b>	<b>3,716,167</b>

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

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Trade creditors	386,545	453,934	125,610	350,750
Accruals	3,457,645	3,764,108	1,967,631	2,091,104
Other creditors	515,093	1,017,090	124,547	587,284
Deferred income	147,528	147,528	114,187	147,528
PAYE, PRSI and USC	962,808	466,844	962,807	466,884
VAT	220,661	146,435	1,361	9,342
Bank loans (Note 21)	3,421,383	2,361,863	–	–
	<b>9,111,663</b>	<b>8,357,802</b>	<b>3,296,143</b>	<b>3,652,892</b>

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

## 19 Capital Assistance Scheme Loans

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
George's Hill	–	–	–	–
Buckingham Street	93,987	93,987	–	–
Finglas	4,895,398	4,895,398	–	–
Basin Lane	–	1,077,956	–	–
Grange Cohen, Waterford	3,252,215	3,252,215	–	–
Corbrac House, Limerick	1,129,429	1,129,429	–	–
Waterford units	18,639,873	18,015,804	–	–
Belmont, Waterford	8,516,913	8,516,913	–	–
Dublin units	29,190,635	25,274,113	–	–
Limerick units	6,459,513	6,321,638	–	–
Cork units	5,318,357	4,271,200	–	–
Kilkenny units	4,232,130	4,476,333	–	–
Sligo units	2,940,282	2,344,282	–	–
Aftercare, North Circular Rd, Dublin 7	2,403,121	2,403,121	–	–
Tipperary units	1,075,607	826,302	–	–
Clare units	2,162,155	2,061,285	–	–
Wexford units	3,616,068	2,745,231	–	–
Carlow units	2,566,554	1,780,754	–	–
Kildare units	640,595	630,473	–	–
Mayo units	947,000	–	–	–
<b>Total</b>	<b>98,079,832</b>	<b>90,116,434</b>	<b>–</b>	<b>–</b>

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

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

## 20 Capital Advanced Leasing Facility Loans

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Stanhope Green	331,175	324,680	–	–
Bremore Pastures	116,637	114,350	–	–
Harold's Cross	749,942	735,238	–	–
John's Lane West	1,905,184	1,867,827	–	–
Abigail	423,630	415,324	–	–
Barney	145,289	142,441	–	–
Dublin Units	6,581,859	2,083,751	–	–
Cork Units	4,046,456	1,356,822	–	–
Tipperary Units	1,486,191	572,218	–	–
Limerick Units	1,580,558	590,407	–	–
Sligo Units	124,928	114,369	–	–
<b>At end of year</b>	<b>17,491,849</b>	<b>8,317,427</b>	<b>–</b>	<b>–</b>

Loans advanced by the Department of Housing, Planning and Local Government have a repayment period of between 20 and 30 years, specific to the loan. Interest charged on the outstanding amount up to 31 December 2022 was €42,977 (2021: €91,913).

## 21 Bank loans

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
<b>Falling due within one financial year</b>	<b>3,421,383</b>	<b>2,361,863</b>	<b>–</b>	<b>–</b>
Falling due between 1 and 2 financial years	3,421,383	2,361,863	–	–
Falling due between 2 and 5 financial years	13,508,021	7,001,393	–	–
Falling due after 5 financial years	30,800,969	24,541,510	–	–
<b>Total falling due after more than one financial year</b>	<b>47,730,373</b>	<b>33,904,766</b>	<b>–</b>	<b>–</b>
<b>Total bank loans</b>	<b>51,151,756</b>	<b>36,266,629</b>	<b>–</b>	<b>–</b>



In 2022 Focus Housing Association Company Limited by Guarantee loans comprised the following:

Purpose	Loan provider	Year of drawdown	Term	Interest rate	Balance at 31/12/2022 €
Bremore Pastures Properties	Bank of Ireland	2015	15 years	4.24%	90,104
Stanhope Green Development	Bank of Ireland	2016	15 years	3.99%	2,197,217
Harold's Cross Development	HFA	2016	23 years	2.75%	3,401,931
Abigail Development	HFA	2017	20 years	3.00%	1,354,052
Briars Court	HFA	2018	20 years	3.00%	142,031
Barney	HFA	2018	20 years	3.00%	280,830
John's Lane West	HFA	2018	22 years	2.75%	6,035,811
Grange Cohan Energy Upgrade	HFA	2018	10 years	2.00%	328,715
Three Lucan properties	HFA	2019	25 years	2.25%	857,469
Barryscourt Rd	HFA	2020	25 years	2.25%	287,721
Aspen Gardens HFA interest	HFA	2020	25 years	2.25%	200,806
Ceol na hAbhann	HFA	2020	25 years	2.25%	202,191
Premier Square, Dublin 11	HFA	2020	25 years	2.25%	194,736
Sunville, Church Road	HFA	2020	25 years	2.25%	938,004
Old Blackrock Road, Cork	HFA	2020	25 years	2.25%	266,472
Drummin Village, Nenagh	HFA	2020	25 years	2.25%	1,337,988
Libertas Villas, Blackrock	HFA	2020	25 years	2.25%	228,727
Foxfield, The Forts Limerick and Palmbury Cork	HFA	2020	25 years	2.25%	549,282
Garrison Mews, The Ramparts, Dublin 18	HFA	2020	25 years	2.25%	714,106
Commons Road, Blackpool, Cork	HFA	2020	25 years	2.25%	232,858
Sandbrook, Wilton, Cork	HFA	2020	25 years	2.25%	147,673
Two Sligo properties	HFA	2020	25 years	2.25%	375,481
Fernwood, Glanmire, Cork	HFA	2020	25 years	2.25%	2,541,908
High Street, Cork	HFA	2020	25 years	2.25%	407,971
Connaught Street project	HFA	2020	25 years	2.25%	6,648,739
Prussia Street project	HFA	2021	25 years	2.25%	1,952,855
North Circular Road project	HFA	2020	25 years	2.25%	916,185
Brookwood and Ashmount, Cork City,	HFA	2021	25 years	1.75%	488,733
St Michael's Mews	HFA	2021	25 years	1.75%	1,595,489
Ryecroft	HFA	2021	25 years	1.75%	282,918
Gurrabraher Ave and The Maples, Castlejane	HFA	2021	25 years	1.75%	402,372
Hibernian Buildings and South Terrace, Cork City	HFA	2021	25 years	1.75%	469,384
Bru Na Grudan and The Orchard	HFA	2021	25 years	1.75%	639,971
College View	HFA	2021	25 years	1.75%	178,366
The Close, Ard Patrick	HFA	2021	25 years	1.75%	551,647
Oakwood Square, Rope Walk, Blackrock, Cork	HFA	2021	25 years	1.75%	239,861
Bridholm	HFA	2021	25 years	1.75%	380,706
Housing Association units closed – Dec	HFA	2021	25 years	1.75%	1,130,392
Castleview Shopping Centre	HFA	2021	30 years	2.50%	296,810
Esker Manor, Talbot Gate, Maple	HFA	2022	25 years	1.75%	478,210
Glenlara, Mount Kenneth Place	HFA	2022	25 years	1.75%	93,477
Abbey Court, Nenagh, Tipperary (16 units)	HFA	2022	30 years	2.25%	2,305,761
Glanmire Village, Cork	HFA	2022	25 years	2.25%	591,389
Old Dublin Road, Rhebogoue, Limerick	HFA	2022	30 years	2.50%	3,217,510
Grand Parade, Cork	HFA	2022	30 years	2.50%	3,795,497
Old Court, Bandon, Cork City	HFA	2022	30 years	2.50%	636,000
Lower Glanmire Road, Cork City	HFA	2022	25 years	2.25%	210,000
Chapel Court, Cathedral	HFA	2022	25 years	2.25%	335,400
					<b>51,151,756</b>

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

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

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Falling due between 1 and 5 financial years	16,929,404	9,363,256	–	–
Falling due after 5 financial years	146,372,650	122,975,371	–	–
	<b>163,302,054</b>	<b>132,338,627</b>	<b>–</b>	<b>–</b>

## 23 Restricted income funds

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Opening balance accumulated funds	7,899,724	6,265,614	–	–
Net income	1,340,953	594,110	–	–
Transfer to designated funds	–	1,040,000	–	–
	<b>9,240,677</b>	<b>7,899,724</b>	<b>2,026,103</b>	<b>2,026,103</b>

## 24 Unrestricted funds

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
Opening balance accumulated funds	17,982,718	15,233,469	9,534,168	9,013,970
Net income	2,068,936	2,729,180	996,428	509,581
Transfer of reserves	–	–	–	–
Amortisation of capital grants	20,069	20,069	10,617	10,617
	<b>20,071,723</b>	<b>17,982,718</b>	<b>10,541,213</b>	<b>9,534,168</b>

## 25 Capital grants and donations

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
<b>Capital grants and donations</b>				
Balance at beginning of financial year	3,737,882	3,737,882	607,402	607,402
Amounts received during the financial year	–	–	–	–
Balance at end of financial year	3,737,882	3,737,882	607,402	607,402
<b>Amortisation</b>				
Balance at beginning of financial year	(496,439)	(476,370)	(212,182)	(201,565)
Released during financial year	(20,069)	(20,069)	(10,617)	(10,617)
Balance at end of financial year	(516,508)	(496,439)	(222,799)	(212,182)
<b>Net capital grants and donations</b>	<b>3,221,374</b>	<b>3,241,443</b>	<b>384,603</b>	<b>395,220</b>

## 26 Unrestricted capital reserves

	Focus Ireland Group		Focus Ireland Company	
	2022	2021	2022	2021
	€	€	€	€
<b>Balance at beginning and end of year</b>	<b>2,590,265</b>	<b>2,590,265</b>	<b>–</b>	<b>–</b>

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

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

	2022	2021
	€	€
<b>Focus Ireland Group</b>		
Net income before taxation	3,409,889	3,323,290
Depreciation	1,229,927	978,326
CAS Mortgages released during the year	(1,077,956)	(3,421,023)
Property donated	(330,000)	–
Interest paid	1,060,071	797,885
Profit on disposal	–	–
Increase in debtors	(283,173)	(678,275)
Decrease in creditors (excluding bank loan)	(306,172)	(208,537)
<b>Net cash flows generated from charitable activities</b>	<b>3,702,586</b>	<b>791,666</b>
<b>Focus Ireland Company</b>		
Net income before taxation	996,428	509,581
Depreciation	80,407	63,402
Property donated	(330,000)	–
Profit on disposal	–	–
Decrease/(Increase) in debtors	37,894	(1,616,007)
Decrease in creditors	(356,749)	(1,596,606)
<b>Net cash flows generated from/(used in) operating activities</b>	<b>427,980</b>	<b>(2,639,630)</b>



## 28 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:

	2022	2021
	€	€
Less than 1 year	547,215	564,165
Between 1 and 5 years	2,554,530	4,191,248
Over 5 years	9,770,804	4,511,646
	<b>12,872,549</b>	<b>9,267,059</b>

### (c) Contingent liabilities

There were no contingent liabilities at 31 December 2022 (2021:€Nil).

### (d) Contingent assets

There were no contingent assets at 31 December 2022 (2021:€Nil)

## 29 Related party transactions

During 2022, Focus Ireland CLG had related party transactions with Focus Housing Association CLG. At 31 December 2022, Focus Housing Association CLG owed Focus Ireland CLG €2,446,170 (2021: €3,223,500). 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.

## 30 Financial instruments

Focus Ireland Group		2022	2021
	Notes	€	€
<b>Financial assets</b>			
<b>Measured at undiscounted amount receivable</b>			
> Other debtors	17	2,139,805	2,604,137
> Rental debtors	17	192,887	294,727
<b>Financial liabilities</b>			
<b>Measured at undiscounted amount payable</b>			
> Trade creditors	18	386,545	453,934
> Other creditors	18	515,093	1,017,090
> Provisions	18	–	–
<b>Measured at amortised cost</b>			
> Bank loans	21	51,151,756	36,266,629
> CAS Loans	19	98,079,832	90,116,434
> CALF loans	20	17,491,849	8,317,427
<b>Focus Ireland Company</b>		<b>2022</b>	<b>2021</b>
	Notes	€	€
<b>Financial assets</b>			
<b>Measured at undiscounted amount receivable</b>			
> Other debtors	17	520,110	49,845
<b>Financial liabilities</b>			
<b>Measured at undiscounted amount payable</b>			
> Trade creditors	18	125,610	350,750
> Other creditors	18	124,547	587,284

## 31 Post balance sheet events

Focus Ireland is currently undertaking a consultative process to assume responsibility for the assets and future operations of Home Again CLG. Home Again provides long-term residential care for young people in the greater Dublin area and is funded by Tusla. The two organisations have a shared ethos, shared values, a shared commitment to social justice and high-quality service provision, and it is intended that this combination will lead to the provision of more effective services for vulnerable and homeless young people in Ireland. A Business Transfer Agreement was approved by both boards and signed on 27 April 2023. It is expected that this transfer of services will be completed by early July 2023.

## 32 Approval of financial statements

The financial statements were approved by the Board of Directors on 22 June 2023.

## Appendix to financial statements

### Analysis of income and expenditure for Department of Children and Youth Affairs/ City of Dublin Youth Services Board for the year ended 31 December 2022

	2022	2021
	€	€
<b>Income</b>		
Grant	433,143	420,527
<b>Expenditure</b>		
Salaries and pension (incl. ER PRSI)	382,965	370,345
Programme and activity	6,997	16,336
Light, heat and other costs	8,000	1,040
Insurance	7,791	10,537
Cleaning	5,000	2,651
Management costs	9,000	4,500
Other administration costs	5,347	9,682
<b>Expenditure total</b>	<b>425,100</b>	<b>415,091</b>
<b>Surplus</b>	<b>8,043</b>	<b>5,436</b>

### Analysis of income and expenditure for CDETБ/SOLAS/ Department of Education and Skills for the year ended 31 December 2022

	2022	2021
	€	€
<b>Income</b>		
Grant	13,950	14,771
<b>Expenditure</b>		
Salaries	12,301	12,684
ER PRSI	1,359	2,087
Administration	290	–
<b>Surplus</b>	<b>–</b>	<b>–</b>

### Analysis of income and expenditure for DFHERIS/SOLAS/CDETБ/ Reach fund for the year ended 31 December 2022

	2022	2021
	€	€
<b>Income</b>		
Grant	6,364	1,226
<b>Expenditure</b>		
Programme Activities	6,364	1,226
<b>Surplus</b>	<b>–</b>	<b>–</b>

## Appendix to financial statements

### Supplementary income and expenditure analysis for the year ended 31 December 2022

	2022	2021
	€	€
<b>Income</b>		
Fundraising	14,848,158	14,077,613
Grants	15,833,733	15,644,870
Other	10,221,446	11,300,292
<b>Total income</b>	<b>40,903,337</b>	<b>41,022,775</b>
<b>Expenditure</b>		
<b>Administration</b>		
Equipment hire	177,612	214,384
Depreciation	1,189,789	978,325
Insurance	385,896	429,904
Interest and charges	1,473,098	1,026,823
Phones	202,242	232,188
Printing and stationery	144,317	79,711
Professional fees	1,886,320	1,337,117
Subscriptions	45,315	62,948
<b>Premises</b>		
Fuel and power	439,502	406,393
PAA, rent and rates	1,958,774	1,923,550
Property maintenance	1,967,240	5,372,904
Security and cleaning	1,600,973	1,420,101
<b>Programme/Activities</b>		
Activity costs	910,812	623,670
Programme costs	219,418	268,815
Promotion and research	643,399	370,247
Staff costs (including pension)	22,375,500	21,510,870
Fundraising costs (excluding salaries)	1,873,241	1,441,535
<b>Total expenses</b>	<b>37,493,448</b>	<b>37,699,485</b>
<b>Surplus before taxation</b>	<b>3,409,889</b>	<b>3,323,290</b>



## Appendix to financial statements

### Analysis of income and expenditure for Tusla (Child and Family Agency) for the year ended 31 December 2022

Section 56 Funding – name of project	Opening balance	Income received	Expenditure	Closing balance
	€	€	€	€
Caretakers	–	1,145,198	1,145,198	–
Caretakers case management	–	272,057	272,057	–
CISP	49,500	203,989	253,489	–
Family HAT	–	81,806	81,806	–
Grange Lodge	–	933,110	901,206	(31,904)
Mediation Service	(70,000)	60,000	130,000	–
North Dublin Aftercare	–	491,264	491,264	–
South Dublin Aftercare	–	501,971	501,971	–
Waterford Aftercare	–	212,360	208,684	3,676
Youth Housing Clare	–	41,600	41,600	–
Youth Housing Limerick	–	74,463	74,463	–
Youth Housing Tipperary	–	62,400	62,400	–
South East Aftercare	(41,797)	83,595	41,798	–
Other	23,000	–	1,934	21,066
<b>Total</b>	<b>(39,297)</b>	<b>4,163,813</b>	<b>4,207,870</b>	<b>(7,162)</b>

All of the grants were for the purposes of supporting young people who were experiencing, or at risk of, homelessness. In general, the grant term is for a calendar year.

## Appendix to financial statements

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

Job Initiative Scheme	2022	2021
	€	€
<b>Income</b>		
Grant	91,323	143,989
<b>Expenditure</b>		
Salaries and allowable expenditure	76,510	94,720
<b>Surplus</b>	<b>14,813</b>	<b>49,269</b>

The purpose of this grant is to operate the Job Initiative scheme as granted by the DEASP which includes paying salaries and other related costs such as audit fees and training. The total number of staff employed under the grant is 3 (2021:4).

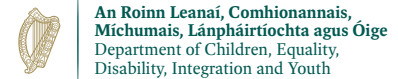
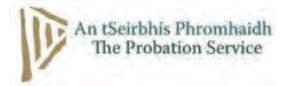
### Analysis of income and expenditure for WWETB/SOLAS/Department of Education and Skills/MAED2 fund for the year ended 31 December 2022

	2022	2021
	€	€
<b>Income</b>		
Grant	68,000	–
<b>Expenditure</b>		
Programme activities	68,000	–
<b>Surplus</b>	<b>–</b>	<b>–</b>



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