ANNUAL REPORT 2015

NOVAS

Housing | Health | Recovery

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NOVAS

CHAIRMAN'S ADDRESS

Another year of enormous and complex challenges. Each year the number of people homeless sets a record high; yet inevitably and relentlessly, in the following year another record is set. So it continued in 2015. Those seeking our services scaled new peaks; single adults, young persons, families (including children), women and men. This continuum of increase shows no sign of change. We are now working with 150% more clients than in 2010.

Our staff and volunteers earn our unqualified thanks and admiration. Their unceasing commitment, energy and professionalism is remarkable. But they are the first to point out that whilst they have worked as never before it doesn't match what is needed. Yes, our 2,400 clients is a record number. But of more significance, and concern, is the fact that there were 3500 more persons who needed to use our services but were unable to.

For every two people we were able to support, there were three more we could not!

In 2015 the funding we received was 10% less than the funding for the equivalent services in 2010. Then, our funding was slashed due to the near bankrupt state of the economy. Our staff agreed to major cuts in pay and conditions which remain to this day. During this period the homeless crisis worsened and we responded. Today many are lining up to extract what they can from the public finances. People who are homeless don't have political influence. But they cannot continue to be penalised because of their circumstances.

We work with 150% more clients yet our funding remains less than what it was before this vast increase in numbers arose. We cannot respond to the needs of 150% *more* clients because we have stretched our staff to the funding limits and beyond. We have nothing left to stretch.

Our Minister announced a series of substantive measures to reverse the crisis. We were pleased to contribute to the Oireachtais Committee deliberations leading up to this. The new measures are ambitious and we welcome his endeavours. He knows more and much more, must be achieved each year in the provision of new housing. That is the solution. Homeless services are stepping stones to rehouse clients away from being homeless. Today homeless services are becoming housing solutions for substantially longer than ever envisaged.

One key policy needs urgent change:

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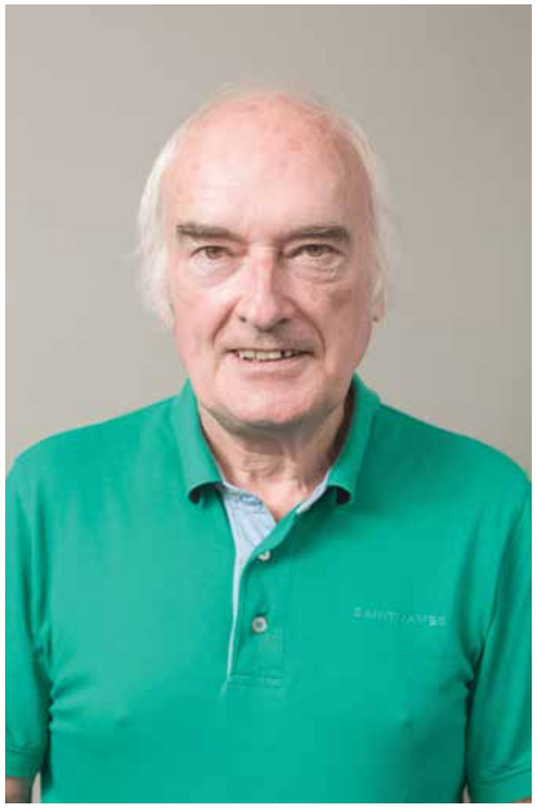
DESPITE THE SIGNIFICANT AND SUSTAINED PRESSURE ON OUR RESOURCES WE CONTINUED TO UPGRADE EXISTING AND CREATE NEW FACILITIES.



we need rent certainty. The empirical evidence is incontrovertible. Government measures to date are well meant; but have failed. New initiatives are essential and urgent.

Despite the significant and sustained pressure on our resources we continued to upgrade existing and create new facilities. We increased our long term housing provision; we also know we must do much more. Our Housing First service aims to move clients away from being homeless into long term accommodation in a shorter time. But the enormous undersupply of housing hits the ability of these clients to move from homeless services. The housing crisis condemns thousands of people to remain homeless.

Brother Stephen Russell House is well known in Limerick. It will continue and retain it's affectionate place in its new personae. The old building was knocked down, redesigned (in house) and tailored to meet a range of special needs for presenting clients, and rebuilt. The result? It won the Irish Council for Social Housing national Best Homeless Project for the year. Having listened to residents, it is highly regarded and enormously valued. Congratulations to everyone involved.

This report identifies many other new developments in health and recovery services. These are exhilarating, especially in times of constant pressure on capacity and resources.

We are pledged to improve our governance standards. The voluntary sector has been weakened by some astonishing revelations of unacceptable behaviour at directorial and senior management levels. We take responsibility for our standards and behaviour, and are acting to ensure our vision and principles are integral to our everyday work.

Greg Maxwell

CEO WELCOME

2015 was an unprecedented year for demand within Novas services. In this year we supported more people experiencing homelessness and social exclusion than ever before. More than 2,400 people accessed our support and services during the 12 month period, and this was just 45% of all those who referred.

Despite our best endeavours to meet demand, including the extension of existing services, the development of new ones and the acquisition of long-term accommodation, we were unable to keep apace with demand. Levels of homelessness were unprecedented and a dearth of accommodation in the private rented sector underpinned the crisis. While we achieved a significant amount during the year, we are committed to doing more. Our Strategic Plan for the next five years is ambitious as we endeavour to provide more long-term accommodation for vulnerable groups, while providing holistic support rooted in our harm reduction ethos. We are particularly committed to developing our Housing First programmes.

Recently, there have been some very positive steps taken by government to address the current crisis. *Rebuilding Ireland: Action Plan for Housing and Homelessness* provides significant and broad-ranging measures to tackle the emergency including a targeted building programme, the extension of Housing First and a commitment to end long-term use of B&B accommodation for families by mid-2017. Most significantly it identifies the complex needs of homeless people and has committed to extending mental health and addiction supports for this vulnerable group. We are wholly committed to working with our partners in government, both at national and local level, to provide solutions to homelessness in Ireland. We are also committed to continuing our collaborative approach with other voluntary bodies in the regions in which we work, to ensure best outcomes for our clients.

I would like to take this opportunity to extend a heartfelt thank you to all Novas staff, who worked tirelessly throughout the year to support as many vulnerable households and individuals as possible. Through their creativity, professionalism and proactive spirit, we found new ways to support more people. Without our dedicated staff team, we would not have been in a position to do this.

I would also like to thank our amazing group of volunteers, led by our voluntary Board of Directors, who selflessly give their time, skills and expertise to enhance the lives of others. Your contribution is immeasurable.

Finally I would like to take the opportunity to thank all our funders, especially those in government for their continued support and faith in our service delivery. We operate all functions of the organisation in an open and transparent manner in line with statutory and regulatory obligations. We are cognisant of risk, from both an operational and financial perspective, and ensure that all risks are minimised as far as possible.

Novas CEO
Michael Goulding

“

MORE THAN 2,400 PEOPLE ACCESSED OUR SUPPORT AND SERVICES DURING THE 12 MONTH PERIOD, AND THIS WAS JUST 45% OF ALL THOSE WHO REFERRED.

MAP OF SERVICES

Limerick City

- 1 Street Outreach
- 2 McGarry House
- 3 Intensive Family Support Service
- 4 Brother Stephen Russell House
- 5 Housing First
- 6 DIAL House
- 7 Mid-West Community Detox
- 8 Out-of-Hours Service
- 9 St. Patrick's Hill Mental Health Services
- 10 Long-Term Family Homes

Tipperary

- 17 Novas Respite House
- 18 Prospect House
- 19 Mitchel Street

Dublin

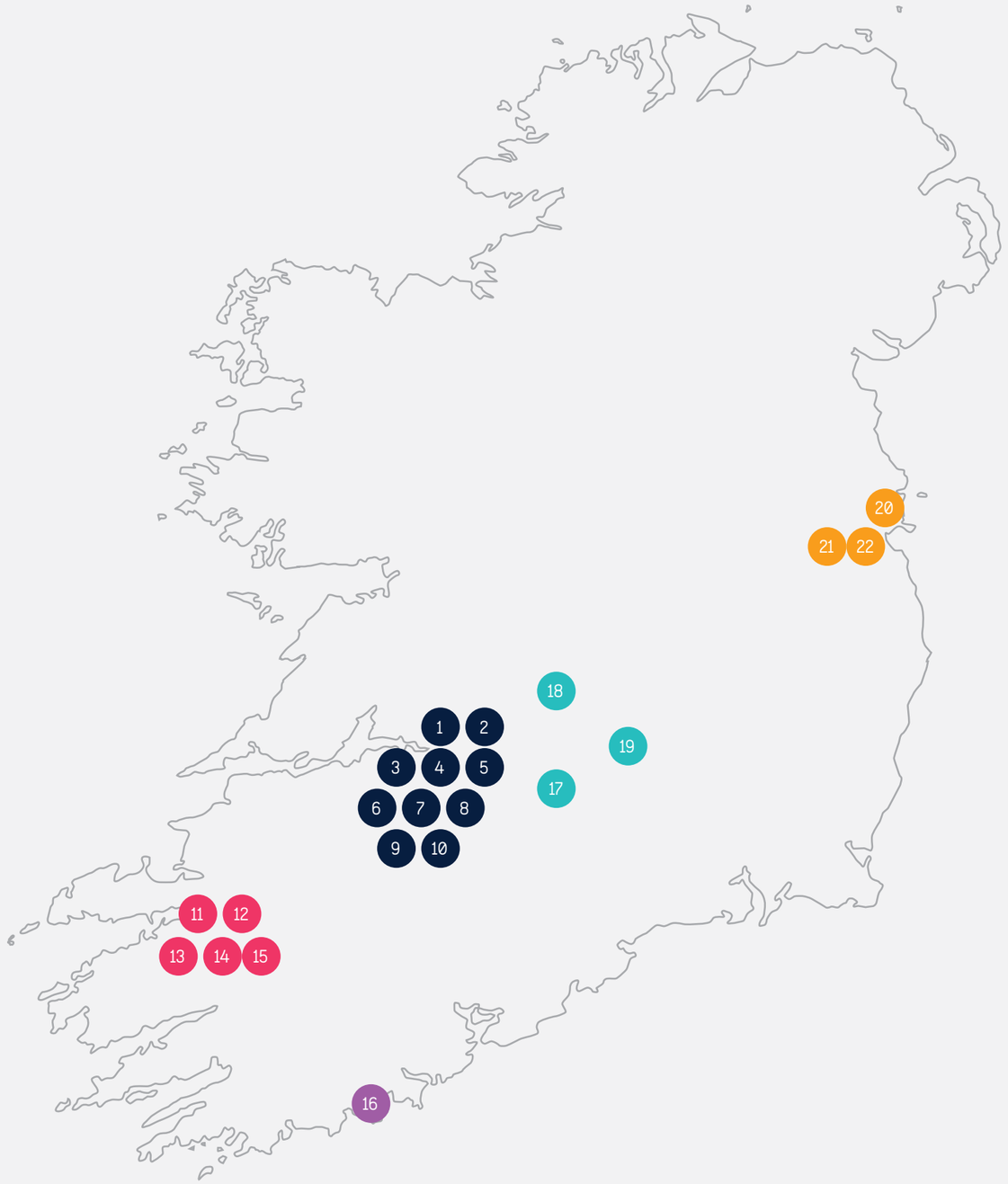
- 20 The Abigail Women's Centre
- 21 Bellevue House
- 22 Haarlem Court

Tralee

- 11 Killeen Woods
- 12 Knocklee House
- 13 Old Golf Links Road
- 14 Arlington Lodge
- 15 Long-Term Apartments

Cork

- 16 Tenancy Support and Sustainment Scheme



TIMELINE

2002

BRIDGELAND HOUSE
Novas opens its first service, a temporary supported direct-access homeless accommodation service for men and women in Limerick City.

2003

ARLINGTON LODGE
Kerry's only temporary supported low-threshold homeless accommodation.

ST. PATRICK'S HILL
Long-term supported group home for formerly homeless men in Limerick City.

2005

BELLEVUE HOUSE
Long-term supported accommodation for unaccompanied minors entering the country based in Tallaght, Dublin 24.

BROTHER STEPHEN RUSSELL HOUSE
Provision of temporary and long-term supported accommodation for men in Limerick City, previously managed by the Alexian Brothers since 1978.

INTENSIVE FAMILY SUPPORT SERVICE
Preventative service working with families who are homeless or at risk of homelessness in Limerick City.

2006

KNOCKLEE HOUSE
Temporary supported accommodation for individuals with medium-level support needs in Tralee, Co. Kerry.

OUT OF HOURS SERVICE
An out of hours service for people in Limerick City to access temporary and emergency accommodation.

DIAL SERVICE
Two year life-skills programme of supported accommodation and services to young adults leaving the care system.

2007

MOUNT BROWN
Dublin's only low-threshold dedicated female homeless service.

2008

PROSPECT HOUSE
Temporary supported accommodation in single apartments for men and women requiring a low level of support in Nenagh, Co. Tipperary.

2009

KILLEEN WOODS
Long-term supported accommodation in Tralee, Co. Kerry.

STREET OUTREACH
Voluntary service providing meals for people in need of support in Limerick City seven nights a week.

RESPITE HOUSE
Caring for and improving the lives of the families of people with addiction throughout the Mid-West Region.

MCGARRY HOUSE*
Provision of temporary supported accommodation for homeless men and women in Limerick City.

2011

OLD GOLF LINKS ROAD
Long-term supported accommodation for older residents in peaceful one-floor setting in Tralee, Co. Kerry.

MITCHEL STREET
Provision of temporary supported accommodation and services for homeless men and women from North Tipperary.

* McGarry House replaced Bridgeland House in the provision of temporary supported accommodation for homeless men and women in Limerick City.

2012

MID-WEST COMMUNITY DETOX
Providing support and services to people wishing to detox from prescribed and non-prescribed medication in the Mid-West Region.

TENANCY SUPPORT AND SUSTAINMENT SERVICE
Securing accommodation and providing support for people who are homeless or at risk of homelessness in West Cork.

MCGARRY HOUSE LONG-TERM SUPPORTED HOUSING
37 units of long-term supported housing in one, two and three-bed apartments.

2013

HOUSING FIRST LIMERICK
Commencement of Housing First on a pilot basis in Limerick City, supported by a multi-disciplinary team, managed by Novas.

MILK MARKET LANE
Long-term unit of supported accommodation in Tralee.

RESEARCH DEVELOPMENT
Inception of Novas's Research Department and roll out of its first project looking at overdose prevention in McGarry House.

2014

HAARLEM COURT
8 two-bed apartment complex for families and individuals with special needs.

BELLEVUE HOUSE
Relocation and redevelopment of Bellevue Children's Home for unaccompanied minors and refugees.

BROTHER RUSSELL HOUSE
Redevelopment and extension of Brother Russell House to provide 33 units of long-term accommodation in Limerick.

MENTAL HEALTH SERVICES
Development of an outreach mental health service under the auspice of Brother Russell House.

THE ABIGAIL WOMEN'S CENTRE
Relocation and redevelopment of our women's service (formerly Mount Brown) to accommodation up to 40 homeless women.

RESEARCH
Publication of HEADS UP – Preventing and Responding to Overdose in McGarry House.

2015

HOUSING FIRST
Development of a new Housing First programme in collaboration with the Limerick Homeless Action Team.

LONG-TERM APARTMENTS
Procurement of four long-term apartments in Kerry for households with a housing need.

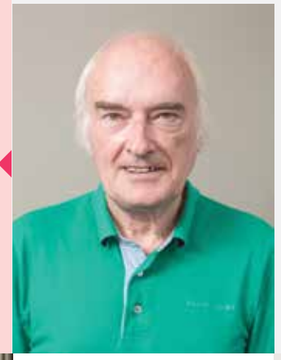
FAMILY HOMES
Procurement of eight family homes in Limerick for families experiencing homeless and engaging with the IFS.

INNOVATION
Participation in the HSE's National Naloxone Demonstration Project.

INNOVATION
Development of a Peer Overdose Education Programme - TOPPLE.

Annual Report 2015

BOARD OF DIRECTORS



Greg Maxwell
Chairperson

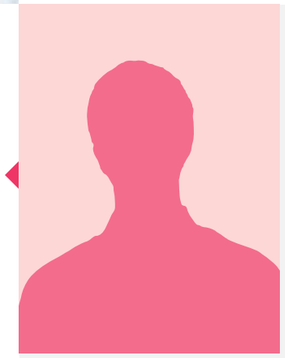
Kieran Walshe

Martina Muphy

Justin Brosnan

Maria O'Dwyer

Pat Quaid



Dermot Sadlier

SENIOR MANAGEMENT TEAM

Michael Goulding
CEO

Anne Cronin
Head of Services

Donal O'Carroll
Head of Finance

Eileen Whelan
Head of Legal and Personnel

John Rogers
Head of Property

VISION, MISSION, OBJECTIVES & VALUES

VISION:

TO PROVIDE LASTING SOLUTIONS TO HOMELESSNESS.

MISSION STATEMENT:

NOVAS PROMOTES SOCIAL INCLUSION THROUGH HOUSING, HEALTH, RECOVERY.

AIMS AND OBJECTIVES:

- To provide homes to people who are homeless.
- To support homeless people to have better health outcomes through interventions in drug use, mental health and disabilities.
- To provide recovery pathways for homeless people with enduring mental health issues.
- To empower and promote the independence of those who use our services.
- To treat all our clients with dignity and respect.
- To provide client-centred services, rooted in evidence, quality and good practice.
- To advocate on behalf of people who are homeless, at risk of being homeless, entrenched in addiction or those experiencing social marginalisation through a strengths-based approach.

NOVAS' CORE VALUES ARE:

- EQUALITY
- DIVERSITY
- DIGNITY
- SELF-DETERMINATION
- STRENGTHS-BASED
- RIGHTS-BASED

2015 was an unprecedented year for demand within Novas services. In this year we supported more people experiencing homelessness and social exclusion than in any previous year.

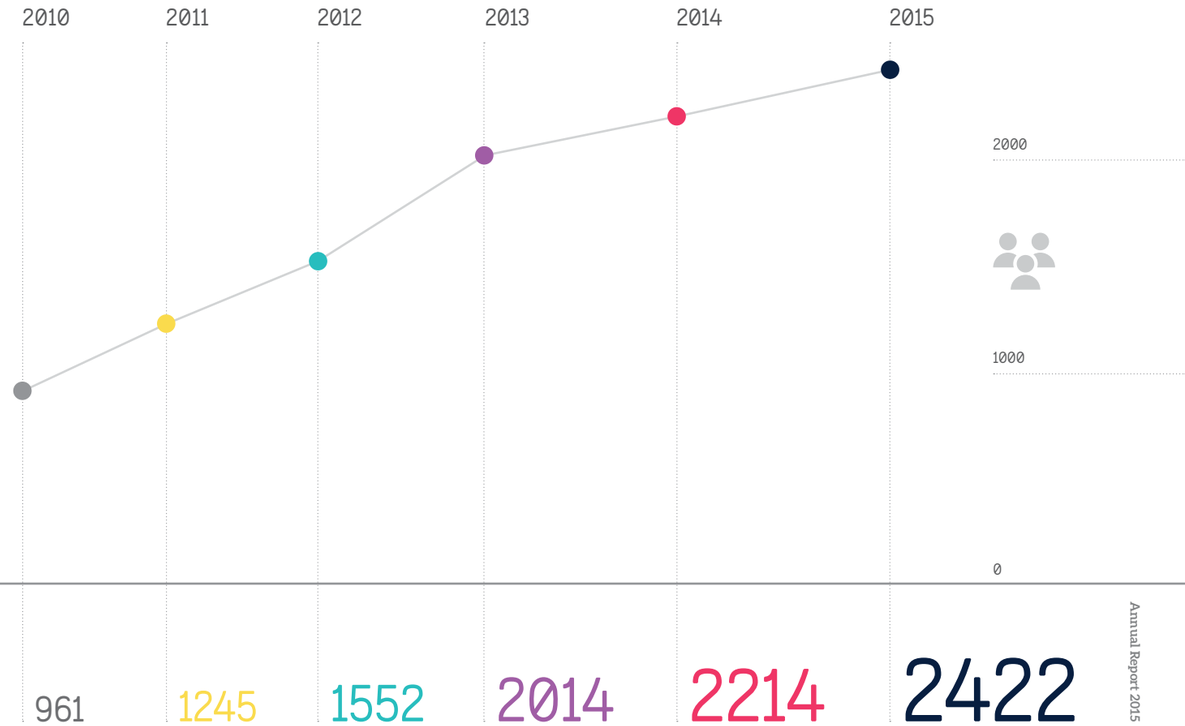
2015 THE YEAR IN REVIEW

2015 was a continued year of growth for Novas as the homeless and housing crisis escalated. Demand exceeded capacity in all our services in every month of the year.

During 2015, **2,422 people** were in receipt of support from Novas. This was an **increase of 9%** from the previous twelve month period and **a rise of 150% in six years**, a stark reflection of the extent of the national crisis.

DURING 2015, 2,422 PEOPLE WERE IN RECEIPT OF SUPPORT FROM NOVAS.

NUMBER OF CLIENTS

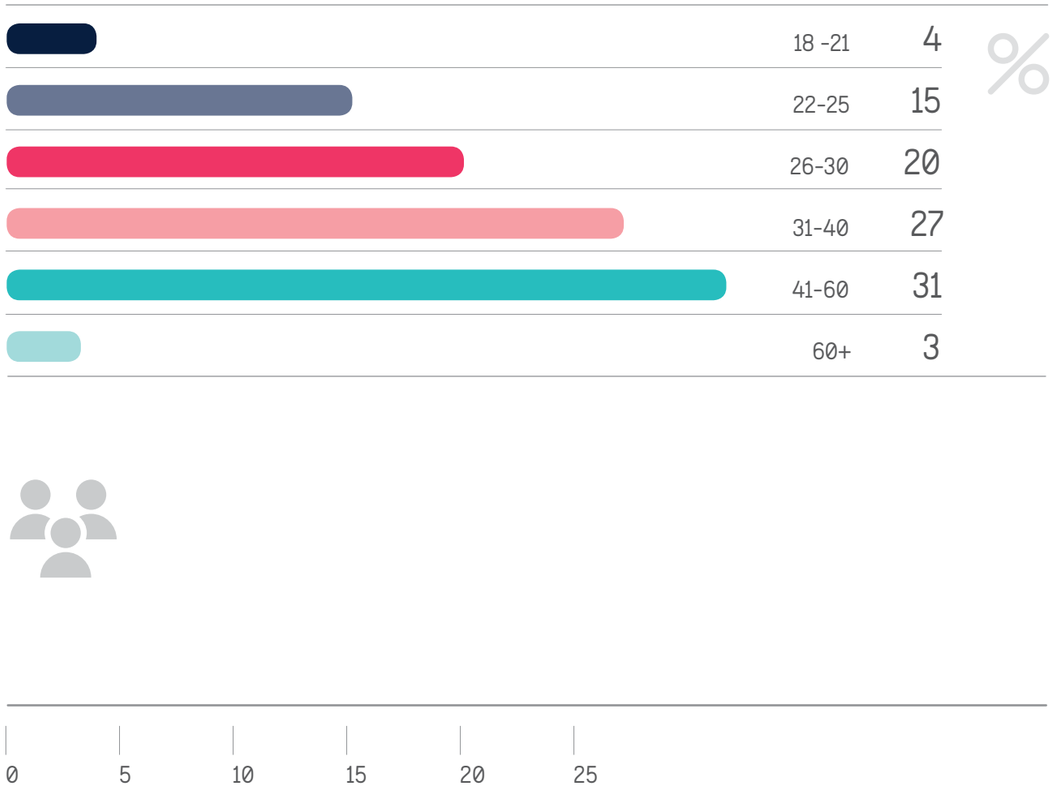


Some **65% of Novas clients were male** and **35% female**. **19% were under 26 years** of age and **66% were 40 years or less**. These statistics highlight the changing age and gender profile of people accessing homeless services. People are becoming homeless at a younger age and thus at greater risk of becoming entrenched in the cycle of long-term homelessness.

Our family service supported **242 children in 2015**. There were more than **6,500 presentations to our Street Outreach** service, which distributed more than **10,000 meals**.

THERE WERE MORE THAN 6,500 PRESENTATIONS TO OUR STREET OUTREACH SERVICE, WHICH DISTRIBUTED MORE THAN 10,000 MEALS.

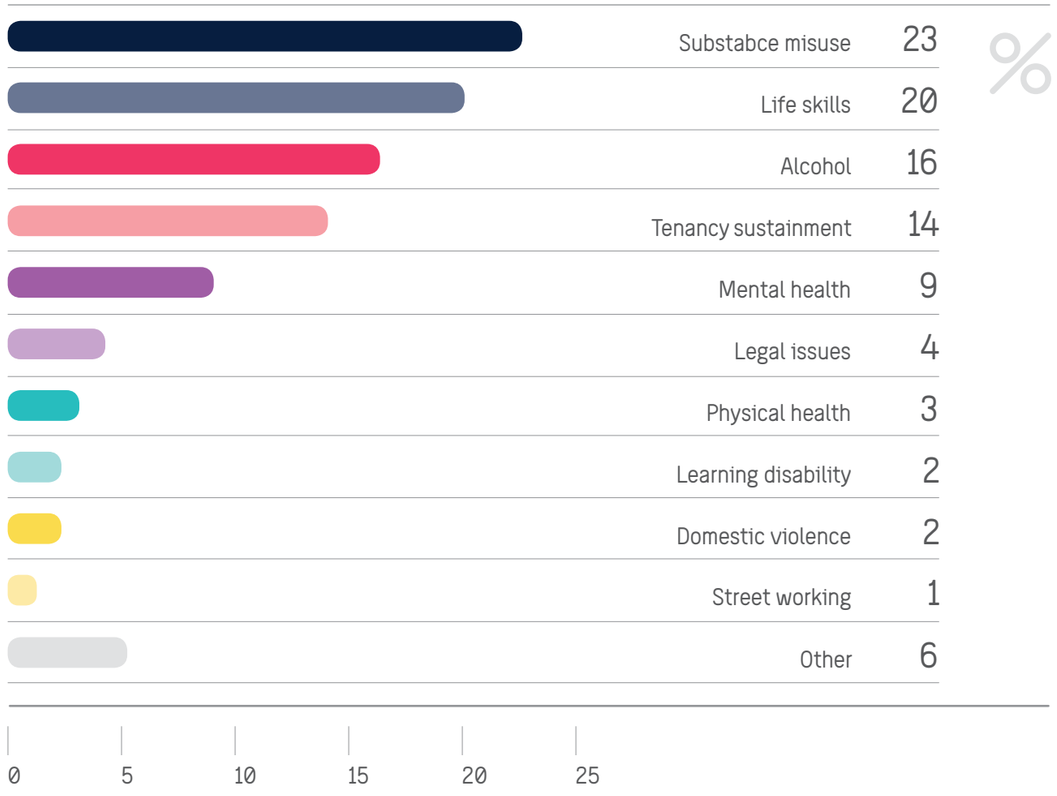
AGE PROFILE OF NOVAS CLIENTS



The presenting needs of our clients were complex and broad-ranging. **Substance misuse** continues to be the single biggest issue facing our clients, followed by alcohol misuse, tenancy sustainment mental health issues and life skills.

SUBSTANCE MISUSE CONTINUES TO BE THE SINGLE BIGGEST ISSUE FACING OUR CLIENTS

PRESENTING NEEDS OF NOVAS CLIENTS



Novas' response to the crisis was multi-faceted, creative and pro-active. During 2015 we purchased **eight family homes in Limerick city** and **four long-term apartments in Kerry**. We engaged in an extensive **Winter Initiative** in Limerick in partnership with the Homeless Action Team (HAT) and other voluntary organisations in the city, we **increased capacity in McGarry House** by six and we developed a new **Housing First pilot** in collaboration with the Homeless Action Team in Limerick.

DURING 2015 WE PURCHASED EIGHT FAMILY HOMES IN LIMERICK CITY AND FOUR LONG-TERM APARTMENTS IN KERRY.

We also developed new ways to support the complex needs of our clients including our **participation in the HSE's National Naloxone Demonstration Project** and the development of a **peer education overdose programme – TOPPLE.** We also appointed a new **dual diagnosis specialist**, in recognition of the extensive dual diagnosis of mental health issues and addiction among our clients. This position is closely aligned to our Mid-West Community Detox service.

WE ALSO APPOINTED A NEW DUAL DIAGNOSIS SPECIALIST, IN RECOGNITION OF THE EXTENSIVE DUAL DIAGNOSIS OF MENTAL HEALTH ISSUES AND ADDICTION AMONG OUR CLIENTS.

Despite the considerable extension of our services in an effort to address the homeless issue, it was still not enough. **65% of people who sought a service** from Novas during 2015 **were unable to access support,** as demand continually exceeded capacity. Indeed, in some services access rates were even lower. For example; in **Arlington Lodge in Kerry 71% of all referrals were unable to access accommodation**, in the **DIAL House in Limerick 81% were unable to access accommodation** and in our **Mitchel Street** service **in Thurles just 5% of all those referred secured accommodation**. The greatest barrier to accessing accommodation was the very low rate of move-on within services, a result of unprecedented demand for and lack of supply within the private-rented sector and social housing.

65% OF PEOPLE WHO SOUGHT A SERVICE FROM NOVAS DURING 2015 WERE UNABLE TO ACCESS SUPPORT, AS DEMAND CONTINUALLY EXCEEDED CAPACITY.

The greatest demand was for our Supported Temporary Accommodation (STA) and our family service. Family homelessness increased considerably in the twelve month period, with more than **60 families becoming homeless nationally each month**. While the greatest burden was felt in Dublin, it permeated all cities, towns and rural hinterlands throughout Ireland. There were **259 families referred to our Intensive Family Support service** (IFS) in Limerick during the year, with 99 receiving intensive support. The monthly caseload of the service increased from 40 to 50 in response to demand. As well as supporting families who were homeless, the service was dedicated to homeless prevention, this being paramount to stemming the tide of the emergency.

THERE WERE 259 FAMILIES REFERRED TO OUR INTENSIVE FAMILY SUPPORT SERVICE (IFS) IN LIMERICK DURING THE YEAR, WITH 99 RECEIVING INTENSIVE SUPPORT.

During the last fourteen years we have developed a range of services that meet the needs of our clients in terms of addiction, mental health, life-skills and tenancy sustainment.

MILESTONES THROUGHOUT THE YEAR

— IFS
— KERRY
— BROTHER RUSSELL HOUSE
— THE ABIGAIL WOMEN'S CENTRE
— HOUSING FIRST
— INNOVATIONS: NALOXONE
— INNOVATIONS: TOPPLE

IFS

The biggest issue facing homeless families and those at risk during 2015 was the general dearth of accommodation in the private-rented market and the lack of affordability for those in receipt of rent supplement or HAP. Novas responded to this issue in a number of ways such as advocating for increased rent payments, liaising with landlords and **purchasing eight families homes in Limerick city**. The latter project was a collaborative effort between Novas, Limerick City and County Council and the **JP McManus Benevolent Fund which contributed €300,000 towards the purchase cost of the properties**.
All our tenants, who moved in before years' end, continue to be supported by Novas' IFS and our National Housing Co-ordinator, to ensure tenancies are maintained and to prevent repeat homelessness. We are committed to procuring additional housing for this vulnerable group, with funding secured to purchase a further 11 properties for homeless families in Dublin, to be completed by the end of 2016.

ALL OUR TENANTS, WHO MOVED IN BEFORE YEARS' END, CONTINUE TO BE SUPPORTED BY NOVAS' IFS AND OUR NATIONAL HOUSING CO-ORDINATOR, TO ENSURE TENANCIES ARE MAINTAINED AND TO PREVENT REPEAT HOMELESSNESS.

A PLACE TO CALL HOME

Getting this house has made everything easier, there are no worries anymore, rent gets taken from my payment every week so I don't have to worry about putting the money away for that. It has had a massive impact on my son who has ADHD, for him, knowing that this is our home allows him to make friends in the area and have them over. When we were living in a two bed apartment, he couldn't have any friends over as there simply was just not enough space. There is no worry about contracts or a lease on the house either, I used to fear when the end of my contract was near when in private rented in case the landlord decided to ask me to leave. I'll be here a year next February and I love my house'.

WHAT IT MEANS FOR HER CHILDREN TO LIVE HERE

'The kids now have friends and we are close to their school. I never really understood budgeting until I moved in here and now I just stick with it, I have no arrears and the kids understand the importance of saving money, we often get a small treat of a take-away at the end of week, which they really look forward to. There are loads of positives to living in a house like this in an area like this. It's a big difference to where I grew up, there is no anti-social behavior here and my eldest son now has no interest in getting up to mischief, like he had been doing. Kids will always look up to the older people in the area and if they are a bad influence it will have an awful affect. This home means everything to me. I take such pride in my home. It's my responsibility to run this house and because I love it, it's so easy. I feel so lucky to have a home. People think that homelessness is because of drugs and it's just not.

> "THIS HOME MEANS EVERYTHING TO ME. I TAKE SUCH PRIDE IN MY HOME. IT'S MY RESPONSIBILITY TO RUN THIS HOUSE AND BECAUSE I LOVE IT, IT'S SO EASY.

KERRY

Following consultation with Kerry County Council and the Homeless Information Centre, Novas purchased four two-bedroom apartments in the town for households who were homeless or at risk of homelessness and in need of long-term, secure and good standard accommodation. All tenants moved into their new homes in November 2015 and continue to be supported by our National Housing Co-ordinator. For those who need additional support, outreach is offered by the staff of Arlington Lodge to ensure tenancies are maintained.

NOVAS PURCHASED FOUR TWO-BEDROOM APARTMENTS IN THE TOWN FOR HOUSEHOLDS WHO WERE HOMELESS OR AT RISK OF HOMELESSNESS AND IN NEED OF LONG-TERM, SECURE AND GOOD STANDARD ACCOMMODATION.

OLIVER'S STORY

My Name is Oliver James White, I was born on 12/07/1960 in Birr Co. Offaly.
At 17 I joined the army and was stationed in Germany. I left the army in 1989 and worked on our farm in England with my dad until he died in 1997. I then moved back to Offaly. I worked in a Fun Fair until 2008 when I met my partner and settled in Tralee. We split up in 2010. After we split up I found it hard to pay the rent on my own. Eventually I was threatened with eviction and found myself homeless. Something I could never have imagined.
I presented to the Homeless Information Centre and was referred to Arlington Lodge. I was in Arlington Lodge for about six months before moving to Killeen Woods – an independent house with outreach support – where I stayed for about five months more before moving to private rented accommodation at a caravan park outside Tralee. I remained there until November 2015. During that time I regularly visited Arlington where I continued to receive support.

In November 2015 I applied for a Novas apartment and was successful in my application, I have lived there since and am very happy with my home. It is the best place I ever lived. The accommodation is nice and I live with a friend. The company is nice but I'm very independent so we don't see that much of each other. I'm always out between college, work and my motorbike. During my time with Novas, my life has changed.

I completed a FETAC level 5 course in Culinary Arts at Kerry Education Services. I then applied for and got a course in Culinary Arts level 6 & 7 at IT Tralee and have completed years 1 & 2, I hope

"

I HAVE GONE FROM BEING HOMELESS A FEW SHORT YEARS AGO TO HAVING MY OWN HOME, A MOTORCYCLE AND MONEY IN MY POCKET AND LOTS OF FRIENDS. LIFE IS GOOD.

to become a qualified Breakfast Chef. I regularly volunteer to help with the cooking in Arlington at weekends and I enjoy the company and the banter. This year I worked as a chef in a local hotel for the summer and they were very happy with my performance – it's quiet at the moment but I still get days here and there, I like cooking and wish it to become my life's career.
I have gone from being homeless a few short years ago to having my own home, a motorcycle and money in my pocket and lots of friends.
Life is Good.

BROTHER RUSSELL HOUSE

Brother Russell House completed in 2014, was designed specifically for homeless people with complex needs including those with sensory, intellectual and physical disabilities. The new building now comprises of 33 high-quality, long-term apartments, in the formation of four five-beds, three four-beds and one single apartment. The ground floor of the service is universally designed and caters for the needs of clients presenting with a disability. The accommodation is long-term and the tenants are no longer considered homeless.

THE NEW BUILDING NOW COMPRISES OF 33 HIGH-QUALITY, LONG-TERM APARTMENTS, IN THE FORMATION OF FOUR FIVE-BEDS, THREE FOUR-BEDS AND ONE SINGLE APARTMENT.

ANTONE'S STORY

I moved into a long-term apartment in Brother Russell House in 2014 after many years of homelessness. I share an apartment with four other men. Brother Russell is like a new life to me, I couldn't find nicer people to share my apartment with. It's like a five-star hotel, the food is lovely and Kevin the chef is a nice guy. I am currently completing a gardening class and literacy classes. I am hoping to eventually do my Junior Certificate from these literacy classes and I would then love to do Addiction Studies in the future.
There is lots to fill my days. Sometimes I go on day trips with my friend. I recently got to go to Lahinch and Dingle with the staff and other residents. You couldn't come across nicer people than the ones in Novas.

"

I AM HOPING TO EVENTUALLY DO MY JUNIOR CERTIFICATE FROM THESE LITERACY CLASSES AND I WOULD THEN LOVE TO DO ADDICTION STUDIES IN THE FUTURE.

BROTHER RUSSELL HOUSE

IN SEPTEMBER 2015, THE SERVICE WAS AWARDED BEST HOMELESS PROJECT AT THE IRISH COUNCIL FOR SOCIAL HOUSING AWARDS, IN TERMS OF EXCELLENCE OF DESIGN, MANAGEMENT, COMMUNITY DEVELOPMENT AND SUSTAINABILITY. NOVAS IS VERY PROUD OF PROVIDING SUCH A HIGH STANDARD SERVICE TO ITS CLIENTS.

JOHN'S STORY

NOVAS' HEAD OF PROPERTY AND DESIGN

Set in the grounds of St. Josephs Hospital the original Brother Stephen Russell Home was developed in the 1970's and although built to the standards at the time, the facility had long since ceased to provide adequate accommodation and facilities for the residents. Accommodation was in a dormitory style setting with curtains separating personal sleeping areas.

The service is set on a busy thoroughfare which is one of the main arteries feeding the city of Limerick.
The surrounding area includes a mix of Georgian, neo-Georgian, 1950's council housing and industrial/retail properties. The new design was intended to sit within this mix of construct in a manner that complemented its surroundings by incorporating the use of modern rendered materials and straight lines, nestled behind an old stone wall reflecting the Limerick of the past. This new development replaces the previous, single-story unit on the same site.

The building is laid out into seven group homes with five groups containing five en-suite bedrooms and the other two containing four en-suite bedrooms. One single bedroom unit is also provided adjacent to the main office in order to allow for a higher level of supervision of one client with high support needs. Each group home has its own sitting room with T.V. and its own kitchen, which enables smaller communities to socialise. It also enables us to accommodate suitable peer groups together.
With a diverse community, the design allows us to minimise the opportunity for conflict.
Novas provides one meal per day in the communal dining room where all tenants can gather.
Tenants provide other meals for themselves

> "TENANTS ARE NO LONGER CONSIDERED HOMELESS, A STIGMA THAT HAD BEEN ATTACHED TO SOME RESIDENTS FOR DECADES. THIS STIGMA HAS BEEN SHED.

in their own group homes. This forms part of the overall life-skills programme delivered to tenants, which promotes independent living. In addition, there is a communal sitting room where social events and classes are held weekly.

During the design process, client needs were to the fore. It was designed with the dignity and privacy of every tenant in mind. Each en-suite is designed as a wet-room and is future-proofed through the provision of disability aids and ease of access. The development also allows us to extend accommodation opportunities to homeless people previously excluded from services due to physical, intellectual or sensory disabilities.
Each tenant is provided with a key fob that provides access to their own group home and their own bedroom within that area.
A bell has been provided for visitors.

The use of CCTV is limited to the reception and main office areas of the building in order to ensure the privacy of the tenants.
The building is designed and constructed to provide best quality, comfort and safety for residents, visitors and staff.

The redevelopment was primarily motivated by the provision of modern and appropriate accommodation for homeless individuals.
Each resident signs a tenancy agreement. It is a home for life for those who want it. Tenants are no longer considered homeless, a stigma that had been attached to some residents for decades. This stigma has been shed.

THE ABIGAIL WOMEN'S CENTRE

The Abigail Women's Centre in Dublin is the only dedicated female homeless service in the capital. Based in Finglas, it supports women who are homeless with complex mental health issues. 2015 was the first full year that the service was in operation. Opened on 14th December 2014, the facility offers a range of rehabilitation and stabilisation interventions designed to engage vulnerable women with enduring mental health issues.

We provide a range of services in the centre that promote independence and education. We have a number of in-house services that enable us to do this, such as a small gym, a training kitchen and education classes. All clients are allocated a key-worker who support them in achieving their goals. The CDETB are very active in the centre and provide education classes to Abigail residents and members of the local community, such as mindfulness and yoga. This is an excellent way for the service to integrate into the local community. Additional classes in literacy, arts and crafts and IT skills are also provided to the residents by Tus Nua. The service is underpinned by a partnership approach to enhance outcomes for the clients.

A number of community groups also avail of the facilities at the centre. A Men's Shed group meets twice weekly and Pavee Point manage a horticulture group for local travellers on site. The Traveller Group has set a number of raised beds and polytunnels in which they grow fresh produce. There is also a Community Return program which is run by the Probation Services. This group do general maintenance and painting in the service.

AN ABIGAIL HOUSE STORY

"I WANT TO STUDY FURTHER IN THE FUTURE AND DO A BEAUTY COURSE.

I have been homeless for seven months. I came to Ireland and my marriage broke down. I had no job and no money. Because of religion my family disowned me and I was left homeless. I have lived in the Abigail Centre for five months. I am comfortable here, I have my own bedroom and there is loads of help. There's loads of help with education and learning new skills and I have a counselling service here also. There are people to help me on a one-to-one basis. I want to study further in the future and do a beauty course. I want to open my own business and when I become rich I want to help homeless people. I would like to have my own place.

HOUSING FIRST

HOUSING FIRST EXPLICITLY ENCOMPASSES THE VALUES OF HOUSING, HEALTH AND RECOVERY, PROVIDING ACCOMMODATION FOR ENTRENCHED HOMELESS PEOPLE AND BRINGING THE HEALTH AND RECOVERY ASPECTS, VIA MULTI-FACETED SUPPORT, INTO AN INDIVIDUAL'S HOME.

Novas was an early adopter of Housing First in Ireland, beginning its original, unfunded pilot in late 2013 with one homeless man. This pilot went on to support an additional six clients over an 18 month period. Such was its success, in late 2015 Novas was approached by the Limerick Homeless Action Team to develop a collaborative Housing First programme supporting entrenched homeless individuals in the city. The partnerships allowed us to appoint two dedicated Housing First workers who support long-term homeless individuals to secure accommodation and provide intensive, holistic support in an effort to maintain tenancies.

Over a 12 month period, the service aims to house and support 20 individuals. It is partnering with a number of stakeholders to ensure success including the local authority, local landlords, approved housing bodies, mental health services, treatment services and community development projects.

An ubiquitous barrier to programme success is supply shortage within the private-rented sector. In an effort to overcome this, Novas will purchase eight homes pepper-potted throughout the city for Housing First clients. The tenancies will be managed by our National Housing Co-ordinator and the support will be provided by our dedicated Housing First team. We hope to have this accommodation secured by late 2016.

Novas is committed to extending its Housing First services to other regions throughout the country. Our Strategic Plan 2017-2021 indicates our intension of creating new Housing First services in Tipperary and Kerry. It has proved an immensely successful model of providing long-term solutions to homelessness internationally, with success rates of between 80% and 90%. It is also in line with Government policy of eliminating long-term homelessness and is underpinned by the values of choice, harm reduction and client participation. Accordingly, Housing First will be a very important component of Novas' response to homelessness in the coming five years, and aligns closely with Novas' principles and values.

NALOXONE

In late 2015, Novas' McGarry House participated in the HSE's National Naloxone Demonstration Project. Earlier in the year, when the HSE announced that Limerick would become one of the demonstration sites for their Naloxone Project, McGarry House welcomed this as an opportunity to help prevent deaths by overdose both within the service and in the wider community. Naloxone, an antidote that rapidly and temporarily reverses the effects of heroin and other opioids, can preserve life until the person experiencing overdose has access to full medical treatment. It is a vital first aid intervention that has saved many lives.

When Naloxone became available in the autumn, the project liaised closely with the city's prescribing GP, Dr Patrick O'Donnell, to ensure that as many clients as possible were trained in administering the life-saving drug and had access to it. Prescription could only take place following training. This training involved teaching clients to recognise signs and symptoms of overdose, how to phone an ambulance, the recovery position and CPR as well as Naloxone administration.
By Christmas 2015, Naloxone was prescribed to 40 people in Limerick City. Of these, 17 resided in McGarry House, demonstrating the commitment, strength and capability of the service's clients. Residents reported feeling empowered to help themselves and others. One client said, "People might look at us and think that we are only junkies and good for nothing. I used to believe that. But it's not true! I saved a life!"

Campaign Posters

INNOVATIONS

TOPPLE

In addition to participating in the Naloxone Demonstration Project, Novas also developed a peer education overdose programme - TOPPLE – during 2015. The idea came about following a research piece commissioned by Novas examining the levels of overdose among homeless people in *McGarry House*. The research, *HEADS UP: Preventing and Responding to Overdose*, recommended the development of a peer education programme as one measure to reduce the number of people overdosing within the homeless population. The programme was designed to identify the signs of overdose, respond in the event of overdose and provide support in the event of non-fatal overdose. Client training includes the skills needed to respond to overdose, self-care, understanding the limitations of the role and creating partnerships with staff and first responders. Thereafter, participants volunteer as Peer Overdose Workers for three to six month periods. The first group of students graduated in 2016 and have made a number of interventions in the service and wider local community. The programme evaluation is nearing completion and will be rolled out to other homeless and drugs services in early 2017. Our participation in the National Naloxone

Demonstration Project and the development of TOPPLE personify the harm reduction ethos that underpins all Novas services.

Novas' Old Golf Links Road service in Kerry provides long-term accommodation for homeless people with mobility issues, providing security, a degree of independence and a place to call home for as long as is needed.

HOUSING, HEALTH, RECOVERY

During 2015 Novas supported its clients with issues relating to their Housing, Heath and Recovery. We recognised the complex needs of people experiencing homelessness and sought to provide broad-ranging solutions, in an effort to create sustainable pathways out of homelessness.

Throughout the year, we continued to work with society's most marginalised - those with chaotic and complex needs, enduring trauma, significant mental health issues, entrenched addiction and dual diagnosis. We provided low-threshold services rooted in good practice and evidence-based approaches.

During the last fourteen years we have developed a range of services that meet the needs of our clients in terms of addiction, mental health, life-skills and tenancy sustainment.

NOVAS’ MID WEST COMMUNITY DETOX

I went to my first meeting with Novas’ Community Detox this year and didn’t know what to expect. I thought it was going to be very serious and that I would be put under pressure to stop using immediately but that wasn’t the way. I had been using Upjohn’s for a couple of years and had tried to stop using by myself but I couldn’t do it. At the meeting I was given a drug diary and asked to come back with it filled out to a meeting the next week. And that was the start of the detox.

I began to attend the weekly meeting with the detox project worker. I gradually stabilised my use and then started reducing the amount of tablets I was taking each week. I had been taking up to 13 or 15 Upjohn’s a day and over a couple of months reduced to four a day. I found the drug diary great and began to write about everything that was relevant in my life. It wasn’t just about the tablets. It was about my feelings and how they were affecting me, the people around me and who I was choosing to be with. My key worker then wrote to my doctor and asked for a meeting regarding my detox. I didn’t think he would agree, but he did. I began my detox in April.

I was started on 50mg of Diazepam per day and this was gradually reduced by 10% each week. I finished my detox on the 26th of October 2016. I did have some withdrawals but nothing I couldn’t handle. My key worker attended each weekly meeting with the GP and the three of us worked away like that for the duration of the detox. It’s great to be finished. At the time I didn’t think it was possible. The thought of six or seven months on a detox seemed too long but perhaps it’s slow for the very reason that Upjohn’s are so difficult to get off. It has made big differences to the quality of my life in the meantime. Mid way through the detox I went back to work. I experienced a lot of improvements in how I deal with stress, anxiety and with people. They don’t dominate me like they used to. Even though I have finished the detox now I am continuing to use the diary. It is a great way for me to express myself. Things are on the up.

MY DREAM HOUSE
NOVAS' RESPITE HOUSE

It was the beginning of winter 2008 and I was sitting in the garden looking at the trees shedding the rest of the autumn leaves. My mind was racing and I was thinking of my ill son who was in the throes of drug addiction and how he would survive another winter of living rough on the street, was there another way of helping him get better? My heart was a black sea of pain, my own life had become unmanageable and my family was in chaos. If he had cancer or any disease other than being addicted to drugs it would have been easier. I was grieving for that, I had lost my beautiful son to drugs. I was addicted and obsessed with getting him better, I could not let it go, it was all about him, where he was, what he was doing, would he overdose? Would he be murdered? I was dwelling in the past.

My phone rang and it was my friend who had been to Novas House Newport Tipperary. Her voice was full of joy and telling me what a lovely day she had. She gave me the phone number of Novas` House, so the following day I rang for an appointment to go and visit. We arranged to meet and have a brief chat and a cup of tea with one of the respite workers. Of course my intentions were I would go and find a cure or another way of fixing my son. In a fortnight`s time I was welcomed into the house where I was greeted by two lovely respite workers, we sat in the conservatory with a cup of tea and a scone. We talked endlessly, I felt the house was a very safe place, homely and relaxed. It was all about me, how I was coping, it was all about my welfare and I was to focus on my life and that what I was going through was alright. The respite workers were so nice, compassionate and professional. Only for Novas House... it helped me deal with my son and take the focus off him and put it back on me. There is light and hope at the end of the tunnel. It helped me to relax, meditate and enjoy the beautiful gardens and surrounding countryside around Novas` house. I was also given a choice of therapies which were provided by compassionate, understanding gifted people. I felt so refreshed and revitalised, there was a release of tensions and negative energy that I had repressed in my body. I hadn't been able to let it go for years. I was so depressed, there was enormous pain, grief, sadness, shame, guilt, frustration, anger and isolation that I had supressed, and I had the same symptoms as an addicted person. Looking back my past had moulded my future.

My life has now improved immensely, I have a new way of dealing with life, and I am more aware and educated. I have to thank the staff of Novas Respite House for their support and understanding which has helped me live a normal fulfilled life. I look forward to the visits and treatments in Novas' Respite House every six weeks. I am grateful and fortunate to be a part of the house. It has given me a better, healthier relationship with my son. I am not judgmental, I have let go. Novas house is my dream house. Thank you for having me. Live life go to Novas' Respite House,
Long-time visitor to Novas Respite House.

C.B

RONAN'S STORY
WORKING FOR NOVAS IN KERRY

I started working with Novas as a project worker just before Christmas 2003 when Arlington Lodge first opened its doors. I was lucky enough that, as it was a new project, there were plenty of jobs going and I managed to get one of them. On 15th of December we welcomed our first residents. It was a very exciting time for me. Although I had done some volunteer work previously my experience was limited and I found it such a privilege to get to know and work with all the residents. That sense of privilege is something that I still feel very strongly and I feel incredibly lucky to make a living from spending time with so many special people. There was a great staff team in Arlington too, many of whom are still working with Novas today. As a service Arlington Lodge has evolved a lot since the beginning but the very warm, welcoming and congenial atmosphere has persevered.

After over five years of project working I was appointed to the role of Deputy Manager.

> "THAT SENSE OF PRIVILEGE IS SOMETHING THAT I STILL FEEL VERY STRONGLY AND I FEEL INCREDIBLY LUCKY TO MAKE A LIVING FROM SPENDING TIME WITH SO MANY SPECIAL PEOPLE.

This role gave me new experiences and insight. I was very well supported by the service manager Tom Wall and although we had one or two small disagreements over the years, generally I got on great with the staff team and I really enjoyed working with them. I tried to be and hope I was fair with them. In total I spent 12 years working in Arlington Lodge and it was very challenging at times, but mostly it was good fun and time spent with very good people.

Although I have been working for Novas for a good while, I didn't have any formal qualifications in Social Care. Qualifications alone won't make a good social care worker but I felt that I needed to educate myself further as to the current developments, theory and evidence base behind Social Care work. On a personal level I also thought it important to have an academic qualification to back up the practical experience I had gained. Returning to education was something that I had put off for a while, not least because of the time and financial commitment. I paid for that procrastination however, because when I finally went for it and signed up to do a Masters in Social Care in IT Tralee, it coincided with me having two children. There was an awful lot of work involved, home was pretty busy and there were plenty of times when I thought "what the hell have you got yourself into", but I have to say it was one of the best professional decisions I've made. I gained a lot of new skills, knowledge and perspective. I think that institutionalisation can affect people working in residential centres as well as people living in them and I believe that doing the masters helped me step outside that space and see things with a freshness and a reinforced enthusiasm to strive for Social Justice. Although it was very hard at times, with a lot of patience and understanding from my wife Fiona and support and flexibility from Tom Wall and Anne Cronin, I managed to get through it and graduated this October.

Thankfully in my experience, Novas have been very open to promoting development among staff and last year an opportunity presented itself. Novas were foolish enough to put me in charge of Knocklee by myself. Luckily there's very good staff there too and the residents are all very kind and go easy on me. It's a lovely service, the pace is much slower than Arlington but the atmosphere is still very much dictated by the kindness and spirit of the great people that live there.

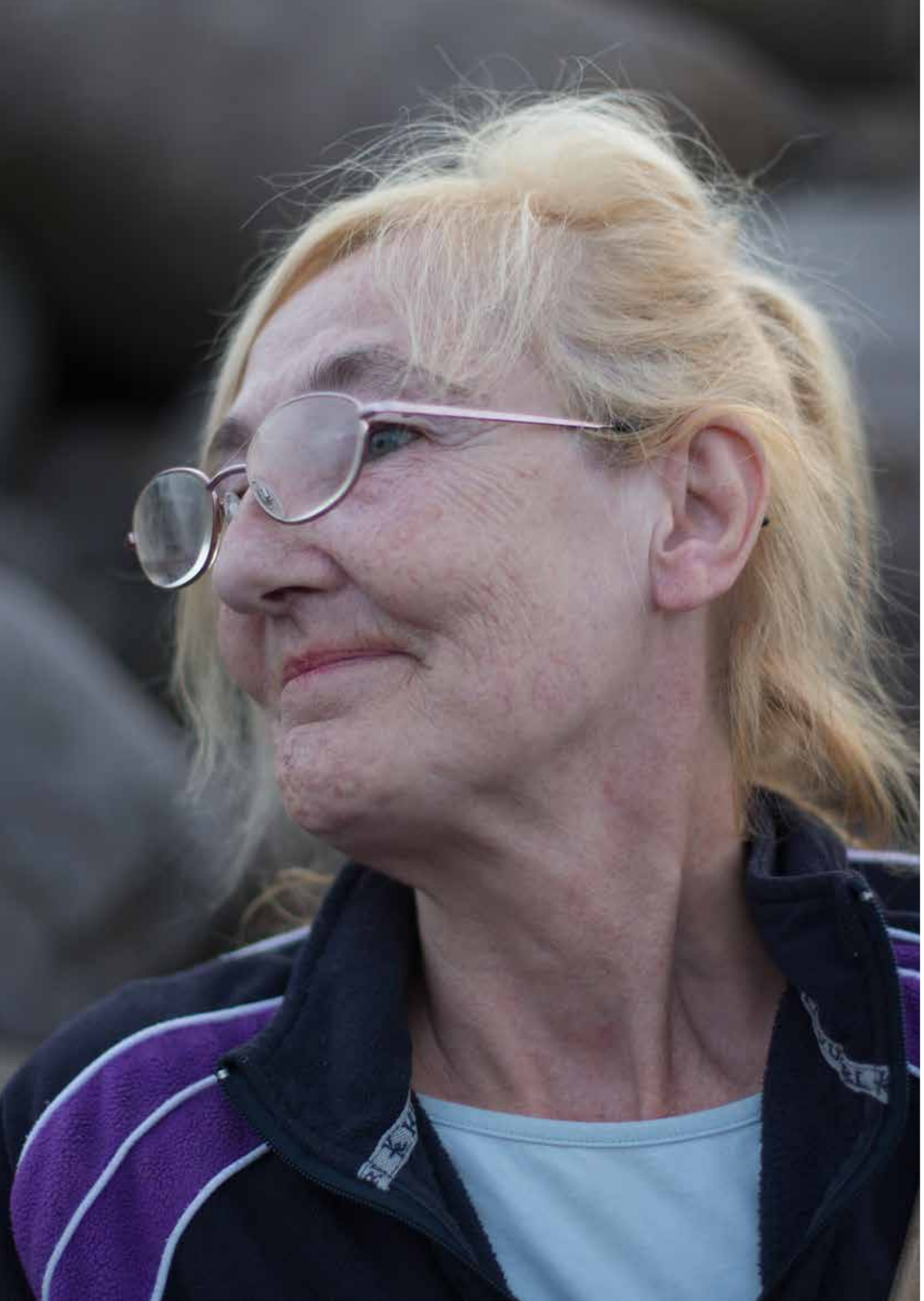
My 13 years working with Novas have flown by. I've found them to be a very good organisation to work for and an organisation that does its best to look after service users and staff alike, which is lucky because I've about 25 more years to wait till retirement so they'll probably be stuck with me for another while.

VOLUNTEERING

Volunteering is vital to enabling Novas to support clients with their Housing, Health and Recovery. In the last five years, we have created a number of roles within the organisation that are fulfilled entirely by our volunteer team. These roles enhance the health and wellbeing of our clients and enrich their lives. Novas volunteers provide a befriending service to Housing First clients and those residing in our long-term accommodation. They also ensure our partnership with FoodCloud is sustainable by collecting food from participating stores each evening, which is distributed to at-risk households as well as being used in the kitchens of our services. Our volunteers support our Christmas Toy Appeal and organise and participate in numerous fundraising events throughout the year, such as our annual Christmas Sleep-Out, table quizzes, virtual yacht races, bag-packing events and our annual Summer Soccer Tournament.

For the last seven years, our dedicated volunteer team have run our nightly Street Outreach service in Limerick. In 2015, there were more than 6,500 presentations to the service which provided 10,000 meals to vulnerable people in the city. As well as providing sustenance, the service offers advice, signposting and support to some of society's most marginalised individuals. In 2015 it also began to distribute clothing and bedding to those presenting in need of such items.

Our volunteer team now exceeds 100 individuals and we are immensely grateful for the work they do to enhance our services. Every day they improve the lives of our clients through their goodwill, generosity and boundless energy! They are an inspiration to us all.



Our volunteer team now exceeds 100 individuals and we are immensely grateful for the work they do to enhance our services. Every day they improve the lives of our clients through their goodwill, generosity and boundless energy.

GOVERNANCE & FINANCE

GOVERNANCE

Novas is committed to ensuring and maintaining the highest standards of corporate governance. It has signed up to the standards of best practice for charities including; the Voluntary Governance Code for Irish Charities (www.governancecode.ie) and The Department of the Environment, Community and Local Governments Code for Approved Housing Bodies. We are striving to have completed the necessary actions to publish that we are compliant with the Governance Code by the end of 2016.

Novas has developed policies and procedures to ensure good governance, which meets the requirements of the two regulators together, while ensuring best practice as set out by the Director of Corporate Enforcement Office is applied in relation to Board conduct and decision making. Following the enactments of the Company Act 2014 Novas commenced a review of its governing documents.

THE BOARD

The work of Novas is overseen by a board of eight voluntary, non-executive directors. The Board are appointed annually at AGM by the members. The Directors, in the discharge of their duties to the organisation, endeavour to uphold the value and ethos of Novas.

The Board employs a Chief Executive Officer who has responsibility for the day to day management of the organisation. There is a distinct separation between the roles of the Board and the executive (CEO and senior management team).

The Board provides support in ensuring that the organisation achieves it objectives, as evidenced in the work of the sub-groups within the management board. Currently there are five sub-groups; Governance, Health and Safety, Finance & Audit, Client Welfare and Property and Development. Each sub-group is chaired by a director who in turn reports back to the Board.

During 2015 the Board met on four occasions and there were 20 sub-group meetings held. At AGM this year the Board welcomed Dermot Sadlier as Chairperson following the retirement from the Board of Michael Flynn at AGM. The Board also welcomed Greg Maxwell as a new member who brings a wealth of knowledge of homeless services and is a “heavy weight” in his expertise of industrial relations.

FINANCIAL REPORT

During 2015, statutory funding remained static. At a time when there has been insatiable demand for our services, we have experienced a decline in government funding of 11% (since 2008). While this has proved very challenging, we have continued to provide high-quality, safe, client centred services. We are hopeful that we have now reached the lowest point in terms of funding and that the economic recovery will bring forth revenue increases so that we can support more people who are homeless or at risk of becoming homeless.

In 2015, the total income generated by Arlington Novas Ireland Limited was €8.110M (an increase of 11% from 2014). Revenue based Grants received by our organisation for core homeless funding amounted to €5.596M. This represented 69% of our total income. Non-core funding for 2015 was €1.469M. This relates primarily to funding from the Mid West Regional Drugs and Alcohol Forum, Disabilities, Mental Health, Outreach Services and supporting individual clients on behalf of the state.

Other income was €1.046M (an increase of 16.3%) and consists of contributions from our service users, investment income, donations and fundraising.

We are very grateful to all our funders and donors, whose continued support and generosity has enabled us to maintain the high standard of services provided to our clients. Set out below is a breakdown of our income for 2015 by source.

We continued to manage expenditure in a prudent manner with the support of our staff and suppliers. Client care, payroll and related costs of €6.599M comprised almost 85% of overall expenditure. Another significant area of spending was the day to day running costs of the services. Set out below is a breakdown of the expenditure for 2015.

In summary, there was a surplus of €327k in income over expenditure. All surpluses are reinvested in our services.

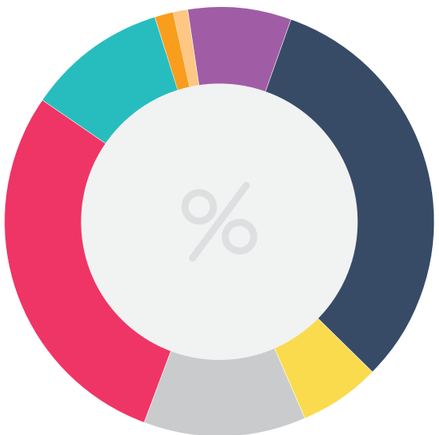
The remuneration of the CEO for the year was €73,530. The company also made contributions at the standard rate to the company pension scheme in respect of the CEO. No employee was paid more than this amount.

We are committed to managing our costs as efficiently as possible, and ensuring that the vast majority of expenditure continues to be spent on client services.

The Finance and Audit Committee met on four occasions during 2015.

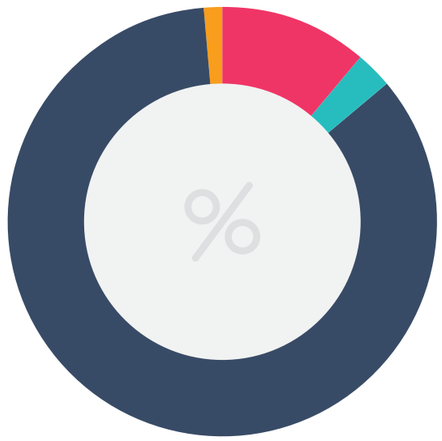
There were considerable changes in the presentation and layout of the financial statements with the adoption of FRS102, and the 2014 Companies Act.

BREAKDOWN OF INCOME 2015



HSE EAST	7.9
HSE WEST	31.9
HSE SOUTH	6.3
TUSLA	12.1
DOE / LOCAL AUTHORITIES	29.0
CLIENT CONTRIBUTIONS	10.4
INVESTMENT INCOME INTEREST & OTHER INCOME	1.3
DONATIONS AND FUNDRAISING	1.1

BREAKDOWN OF EXPEDITURE 2015



PREMISES COSTS	11.3
OFFICE EXPENCES	2.6
CLIENT CARE, STAFF AND RELATED COSTS	84.8
PROFESSIONAL FEES	1.3

Arlington Novas Ireland Limited
(A company limited by guarantee)

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2015

	2015 €	2014 €
INCOME	8,048,349	7,210,020
EXPENDITURE	(7,770,664)	(7,084,148)
OPERATING SURPLUS	277,685	125,872
INTEREST RECEIVABLE	62,604	99,327
INTEREST PAYABLE AND SIMILAR CHARGES	(13,263)	(2,148)
SURPLUS BEFORE TAX	327,026	223,051
TAX ON SURPLUS	-	-
SURPLUS AFTER TAX	327,026	223,051
RETAINED EARNINGS AT THE BEGINNING OF THE FINANCIAL YEAR	1,864,619	1,850,034
SURPLUS FOR THE YEAR	327,026	223,051
TRANSFER TO DESIGNATED FUND	(240,965)	(208,466)
RETAINED SURPLUS AT THE END OF THE FINANCIAL YEAR	1,950,680	1,864,619

All amounts relate to continuing operations

Signed on behalf of the board

Martina Murphy
DIRECTOR

13 October 2016

Kieran Walshe
DIRECTOR

13 October 2016

Arlington Novas Ireland Limited
(A company limited by guarantee)

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2015

	2015 €	2014 €
FIXED ASSETS		
TANGIBLE ASSETS	58,138	33,524
TANGIBLE ASSETS - HOUSING PROPERTIES	24,260,474	22,809,324
FINANCIAL ASSETS	1,856,216	3,689,370
	26,174,828	26,532,218
CURRENT ASSETS		
DEBTORS	302,816	177,795
CASH AT BANK AND IN HAND	2,087,835	1,013,211
	2,390,651	1,191,006
CREDITORS : AMOUNTS FALLING DUE WITHIN ONE YEAR	(734,575)	(931,701)
NET CURRENT ASSETS	1,656,076	259,305
TOTAL ASSETS LESS CURRENT LIABILITIES	27,830,904	26,791,523
CREDITORS : AMOUNTS FALLING DUE AFTER ONE YEAR	(20,005,980)	(19,701,727)
GRANTS	(2,145,507)	(1,734,550)
PROVISIONS FOR LIABILITIES	(53,640)	(56,495)
NET ASSETS	5,625,777	5,298,751
CAPITAL AND RESERVES		
DESIGNATED FUND	3,675,097	3,434,132
INCOME AND EXPENDITURE ACCOUNT	1,950,680	1,864,619
	5,625,777	5,298,751

The financial statements were approved and authorised for issue by the board on 13 October 2016

Signed on behalf of the board

Martina Murphy
DIRECTOR

13 October 2016

Kieran Walshe
DIRECTOR

13 October 2016

FRIENDS & PARTNERS

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NovasInitiatives

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