

ANNUAL REPORT 2024

NOVAS
Housing | Health | Recovery



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OUR SERVICES



Prevention



Street
Outreach



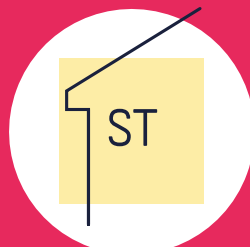
Social
Housing



Family
Support



Homeless
Accommodation



Tenancy
Sustainment
Services



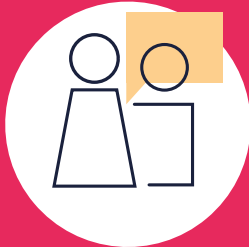
Recovery
Services



Disability
Services



Out-of-Hours



Advice &
Information

VIEW FROM THE CHAIR



I am proud to present the NOVAS 2024 Annual Report. In 2024, NOVAS supported 6,300 people across our services and housing: a stark reminder of the scale of Ireland's homelessness crisis. Behind every number is a person; a person without a roof over their head, adults spending years in homeless accommodation, families facing eviction.

While progress is being made, we remain deeply concerned about the length of time people spend in emergency accommodation, the rising levels of rough sleeping, the changing drugs landscape and the persistent reality of thousands of children calling a hotel room "home." Today, over 16,000 people are experiencing homelessness in Ireland, including more than 5,000 children. We know there are thousands more in hidden homelessness – those rough sleeping, involuntarily sharing overcrowded spaces, sofa-surfing or living in domestic violence refuges. Behind these figures are people struggling to survive, enduring trauma, shame and social injustice. It is no longer acceptable that a wealthy country such as Ireland continues to tolerate rising homelessness and the profound harm it inflicts on thousands of households.

Throughout the year, NOVAS worked tirelessly to respond to this growing demand. We delivered services and interventions across our pillars of

Housing, Health, and Recovery. Our Street Outreach supported more people than ever before, our family services expanded and we tendered for a new dedicated service for women in response to rising female homelessness. Demand for emergency accommodation reached unprecedented levels, while our housing stock continued to grow, offering lasting solutions to homelessness. Alongside this, we advanced our research work to ensure delivery is always informed by data, best practice and the lived experience of our clients and tenants.

None of this would have been possible without our staff. Their professionalism, compassion, and unwavering commitment inspire us every day. On behalf of the Board of Directors, I wish to extend our deepest gratitude to our CEO Una Deasy, her leadership team and all our staff. I also wish to acknowledge the commitment and contribution of my fellow directors and indeed Board Sub Committee members, who voluntarily bring their skills



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experience and insight to provide effective governance for NOVAS

We also acknowledge the steadfast support of our funders and partners in Government, which enables us to deliver vital services. Yet, we remain deeply concerned about under-resourcing across the sector. Rising operating costs, static budgets and historic underfunding mean many of our older services now operate at a deficit. This is unsustainable. NOVAS for its part commits to managing our finances and operations in a prudent and efficient manner and has also enjoyed recent success in fundraising for capital investment and our unfunded Street Outreach service. We urge Government to do its part and commit to full cost recovery and multi-annual budgets to safeguard essential frontline services into the future.

Finally, I want to acknowledge the courage, determination, and trust of our clients, who inspire us every day to push harder for change. We are privileged to stand alongside you.

NOVAS remains steadfast in our belief that homelessness must be rare, brief, and non-recurring. With collaboration, resolve, and sustainable resourcing, Ireland can fulfil its commitment through the Lisbon Declaration to end long-term homelessness by 2030. NOVAS is committed to playing its part in making that vision a reality.

Thank you.

MICHAEL O'CONNELL
Chairperson

A WORD FROM OUR CEO



2024 was a year of both significant challenges and inspiring progress for NOVAS. Demand for housing, emergency accommodation and support services continued to grow. In response we worked with more than 6,000 people. We provided shelter, stability and the possibility of recovery, housed 1,419 people, delivered emergency accommodation to those in acute need, offered specialist advice and information and supported young people as they built pathways to safe and secure futures.

The rise in rough sleeping remains a grave concern. NOVAS Street Outreach is a lifeline for people without a roof over their heads and the scale of need is stark. McGarry House recorded more than 1,600 nighttime presentations and 60% of its residents had come directly from the streets. Homelessness continues to rise, despite government initiatives.

Since the launch of Housing for All in January 2022, over 107,000 homes have been built. However, this has not addressed the historic housing deficit or the needs of a growing population. Crucially, it has not reduced homelessness, which has risen by 67%—from 9,150 in January 2022 to 15,286 in January 2025. The chronic undersupply of social and affordable housing, coupled with a fragile private rental sector, is forcing more households into precarious or unaffordable living situations, leaving many at risk of or experiencing homelessness.

In 2024, NOVAS worked with fewer people in emergency accommodation than in previous years. This was not due to lower demand, but to the length of time people are now forced to remain in services designed for short-term stays. Accommodation meant for six months or less has become a home for years for some, with devastating effects on individuals and systemic bottlenecks that prevent newly presenting household from accessing support.

Despite these challenges, NOVAS remained steadfast in its mission. We continued to provide housing, advocacy, specialist support and pathways to long-term recovery. This work is only possible because of the extraordinary commitment of our employees, who deliver services 365 days a year. Their compassion, professionalism and dedication are the foundation of our work and it is a privilege to lead such committed teams.



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Within this report you will find not only data but also the lived experiences of our clients, tenants and employees. Their stories illustrate the human impact of homelessness, inequality, barriers and trauma. I wish to sincerely thank all those who generously shared their experiences. In particular, I want to acknowledge my colleague Stacey Quin, a locum worker across our Mid-West services, who has bravely shared her journey of addiction, homelessness and recovery. Her resilience, hard work, and courage are an inspiration to us all.

I also want to acknowledge the dedication and expertise given by our Volunteer Board of Directors and Sub Committee Members who offer their time and professional experience to guide our organisation and ensure high standards of governance through their oversight of our work.

I extend our gratitude to our government funders and supporters. Your trust and investment allow us to meet people where they are, provide housing and hope and advocate for systemic change. Together,

we continue to work toward a society where everyone has a place to call home.

Finally, I want to acknowledge the strength and resilience of the people who use our services. It is an honour to support them as they rebuild their lives.

UNA DEASY
CEO

TIMELINE 2002-2024

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 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 (IFS): 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.

*McGarry House replaced Bridgeland House in the 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.

2012 >

MID-WEST COMMUNITY DETOX: Providing support and services to people wishing to detox from prescribed and nonprescribed 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 longterm 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 multidisciplinary team, managed by NOVAS.

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

RESEARCH DEVELOPMENT: Inception of NOVAS' 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 longterm 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.

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.

2016 >	TEMPORARY EMERGENCY PROVISION: Emergency shelter-style accommodation for up to 20 individuals on a nightly basis. FAMILY HOMES: Procurement of four family homes in Limerick for families experiencing homelessness and engaging with the IFS.	ENNIS FAMILY HUB & OUTREACH SUPPORT: Five bed family hub in Co. Clare and family support for families living in emergency hotel accommodation. SOCIAL HOUSING: Continued procurement of social housing in Munster and Dublin.
2017 >	TEMPORARY EMERGENCY PROVISION 2: Additional, separate-site emergency accommodation for up to 10 individuals on a nightly basis. OUTREACH SUPPORT SERVICES: A new office/information centre in Co. Tipperary, supporting people in a preventative and resettlement capacity. SARSFIELD FAMILY HUB: A hub for 12 small families experiencing homelessness and previously living in emergency accommodation. HOUSING FIRST KERRY: Development of a new Housing First service in Kerry in collaboration with Kerry County Council and the HSE. LONG-TERM HOMES: Procurement of 30 homes in Limerick, Tipperary, Kerry, Kildare and Dublin for households experiencing homelessness.	2020 > COCOONING SERVICE: During the pandemic NOVAS established one cocooning service in Dublin. SOCIAL HOUSING: Continued procurement of social housing in Munster and Dublin.
		2021 > ABIGAIL WOMEN'S CENTRE: Reconfiguration of The Abigail Women's Centre to separate site locations. SOCIAL HOUSING: Continued procurement of social housing in Munster and Dublin.
		2022 > SOCIAL HOUSING: Continued procurement of social housing in Munster and Dublin.
		2023 > KERRY DISABILITY OUTREACH SERVICE: Outreach and tenancy sustainment support for people with a disability, at risk of homelessness. SOCIAL HOUSING: 80 new tenancies with 129 tenants.
2018 >	THE RATHMINES WOMEN'S SERVICE: A dedicated female STA in Dublin for 21 women. THE SHANNON HOUSING PROJECT: Community living for six adults with an intellectual disability, who were formerly homeless. FAMILY HOUSING FIRST: Development of a Family Housing First Service in collaboration with the local authority & the HSE. LONG-TERM HOMES: 34 new tenancies in 2018, housing 93 people	2024 > 79 NEW TENANCIES
2019 >	RATHGAR FAMILY HUB: 10 bed family hub in Dublin 6, supporting families who were formerly living in hotel accommodation. SUPPORTED LIVING SERVICE, DUBLIN: Dedicated service for a homeless woman with co-occurring mental health, intellectually disability and addiction issues. WHITESTOWN STA: Eight unit STA for single adults and couples in north Dublin. INTENSIVE FAMILY SUPPORT: A family support service established in partnership with Fingal County Council, supporting families living in emergency accommodation to move to independent housing.	

MAP OF SERVICES

LIMERICK

- 1 Street Outreach
- 2 McGarry House STA
- 3 Intensive Family Support Service
- 4 Brother Russell House
- 5 DIAL House
- 6 Mid-West Community Detox
- 7 Out-of-Hours Service
- 8 St. Patrick's Hill Disabilities Services
- 9 Long-Term Housing
- 10 Temporary Emergency Provision

DUBLIN

- 23 Rathmines Women's Centre
- 24 Bellevue House Children's Home
- 25 Long-Term Housing
- 26 Bella House Women's Service
- 27 Rathgar Women's Service
- 28 Whitestown STA
- 29 Whitestown Family Service

KERRY

- 11 Long-Term Housing
- 12 Knocklee House STA
- 13 Old Golf Links Road
- 14 Arlington Lodge STA
- 15 Family Support Service
- 16 Residential Disability Service

CLARE

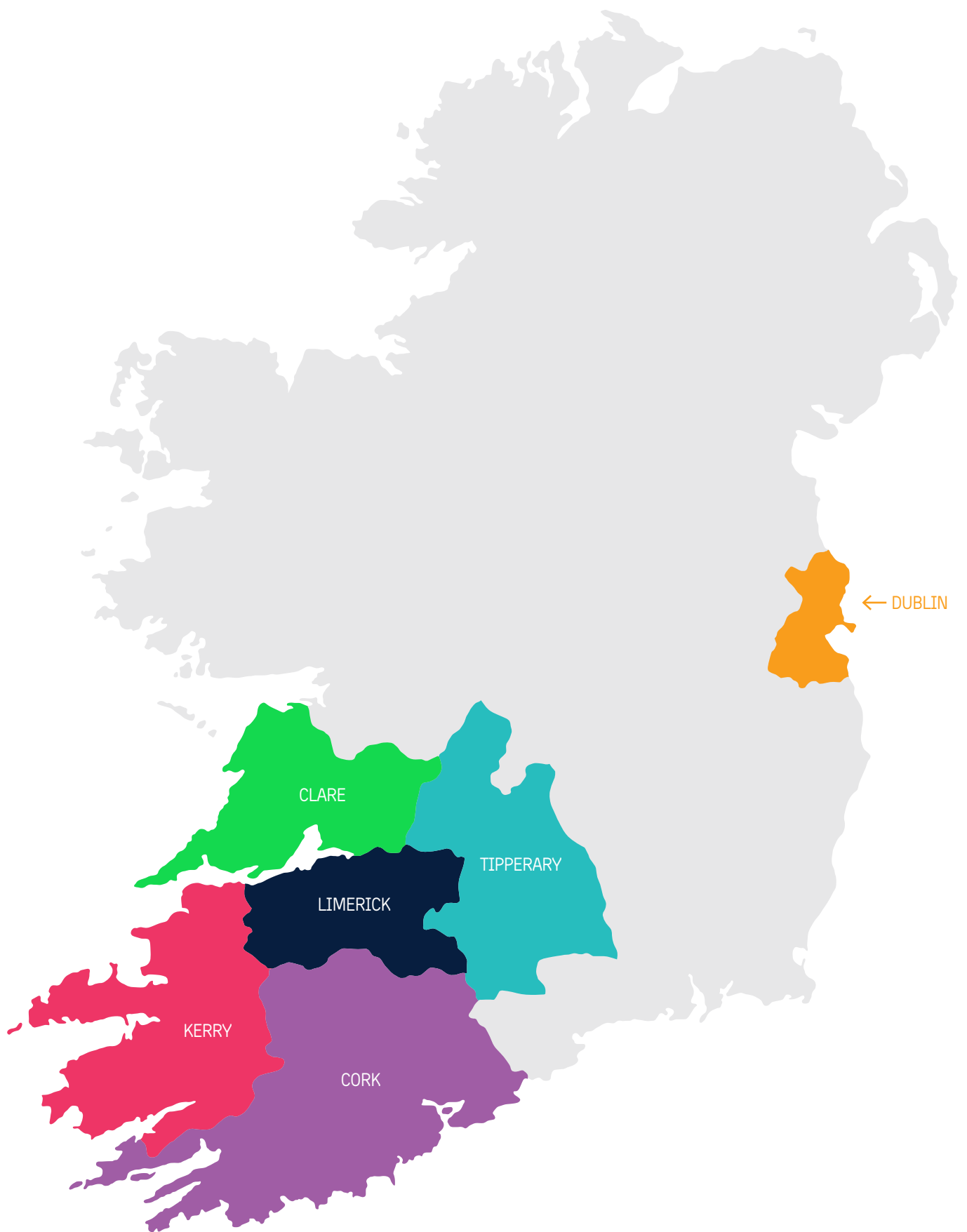
- 30 Clare Tenancy Sustainment
- 31 Ennis Family Hub

CORK

- 17 West Cork Tenancy Sustainment Service

TIPPERARY

- 18 Respite House
- 19 Prospect House STA
- 20 Mitchel Street STA
- 21 Croke Street Outreach Support Service
- 22 Long-Term Housing



BOARD OF DIRECTORS

MICHAEL O'CONNELL >
Chairperson



< WAYNE STANLEY



< MARTINA MURPHY



TRACY LEONARD >



DIAN LOPOSSO >



< PATRICIA CREMEN



LEADERSHIP TEAM

DONAL O'CARROLL >
Head of Finance



CLAIRE ORGAN >
Head of Housing & Development



< UNA BURNS
Head of Advocacy
& Communications



< DARREN CROWE
Head of Operations

MARK VELLA >
Head of Quality, Risk
& Compliance



PAMELA GUNTER >
Head of Human
Resources



< JACKIE LEONARD
Head of Fundraising

VISION

EVERYONE
HAS THEIR OWN
SUSTAINABLE
HOME.

MISSION STATEMENT

PROMOTING
SOCIAL INCLUSION
THROUGH
HOUSING, HEALTH
AND RECOVERY
AND PROVIDING
LASTING SOLUTIONS
TO HOMELESSNESS.

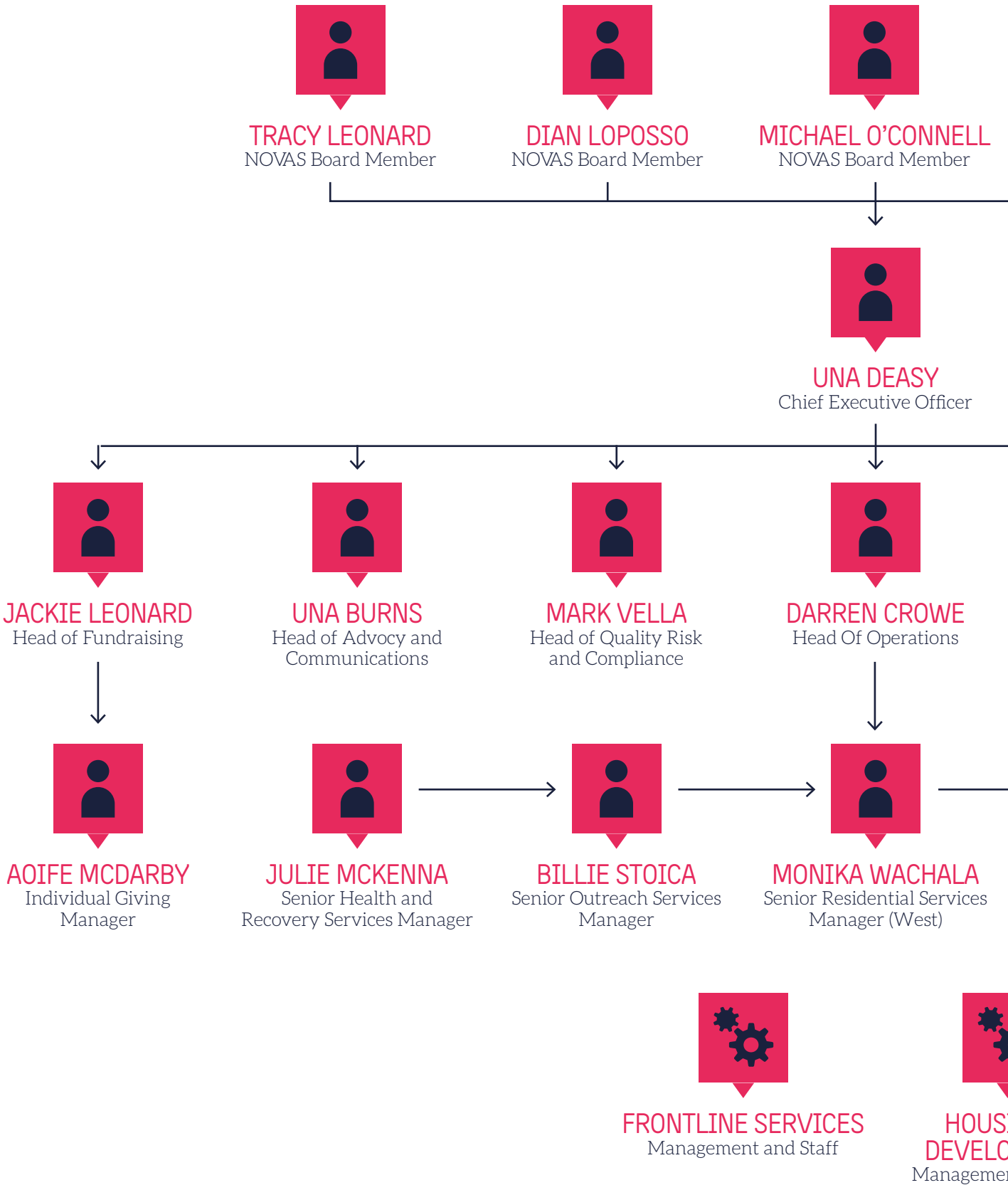
AIMS AND OBJECTIVES

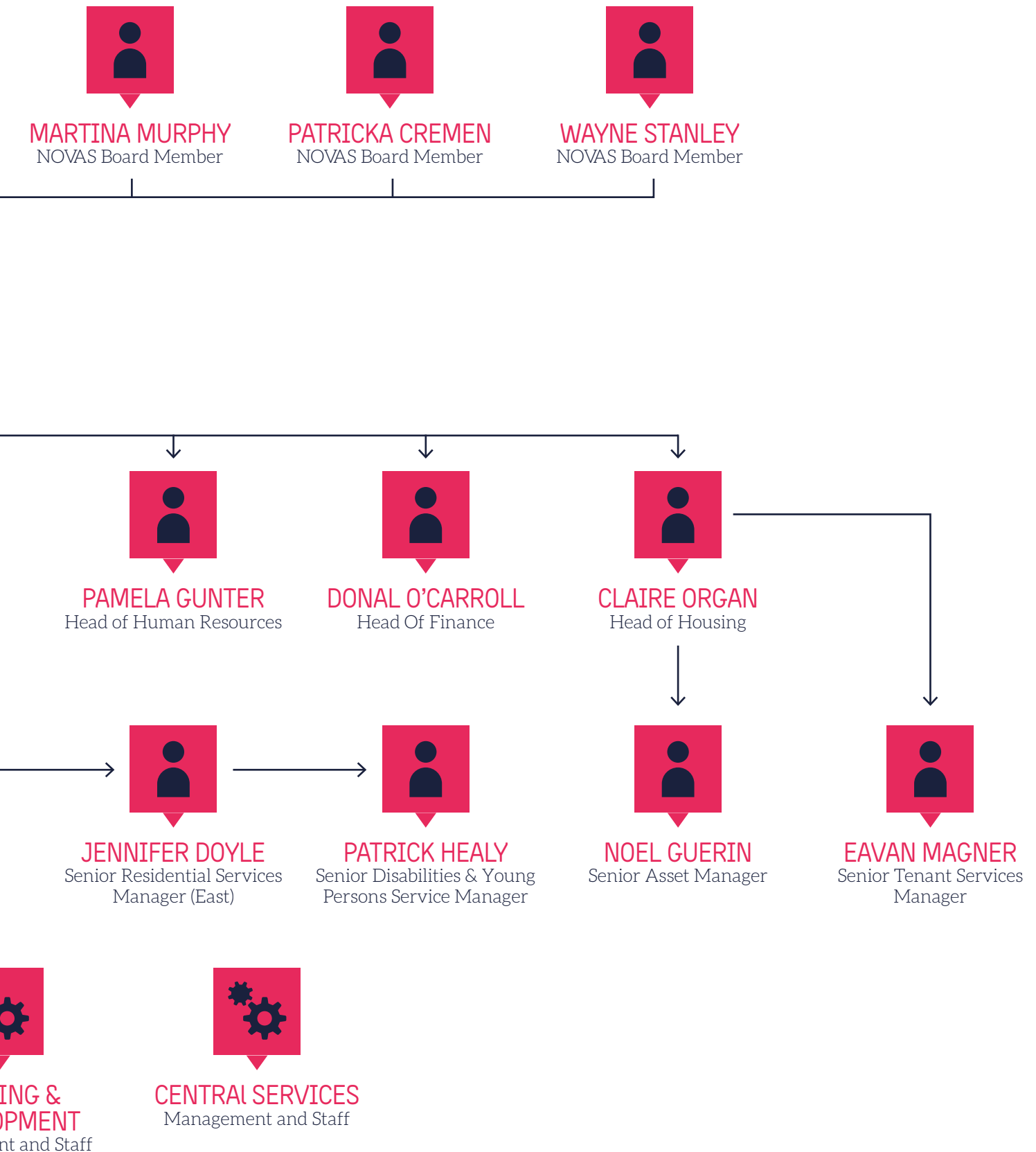
- To provide homes to people who are homeless.
- To support homeless people to have better health outcomes through interventions in drug use, mental health and disabilities.
- To provide recovery pathways for homeless people with enduring mental health issues.
- To empower and promote the independence 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

- EQUALITY
- DIVERSITY
- DIGNITY
- STRENGTHS-BASED
- RIGHTS-BASED

MANAGEMENT STRUCTURE 2025





2024: OUR IMPACT

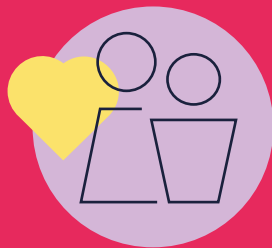
Here is a snapshot of the work completed by NOVAS during 2024, highlighting the range of services and support provided to our clients and tenants.



LAST YEAR NOVAS
WORKED WITH
6,300
PEOPLE



AN INCREASE OF
160%
IN
10 YEARS



IN 2024, NOVAS
SUPPORTED
1,411
CHILDREN
THROUGHOUT THE YEAR



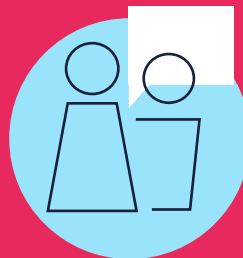
+32,000
MEALS
PROVIDED THROUGH
STREET OUTREACH



2,172
PRESENTATIONS
TO NOVAS
OUT-OF-HOURS SERVICE



138,265
WARM MEALS
PROVIDED ACROSS OUR
RESIDENTIAL SERVICES



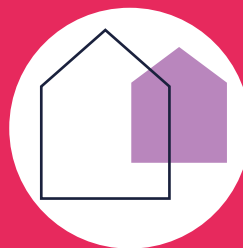
989
PEOPLE
SUPPORTED WITH INFORMATION AND
ADVICE THROUGH OUR HEAD OFFICE



174
WOMEN
LIVED IN OUR FEMALE
SERVICES IN DUBLIN



70%
OF ROOMS
IN EMERGENCY ACCOMMODATION
WERE SINGLE OCCUPANCY



340 HOUSING
UNITS WITH
1,419
TENANTS



NOVAS HELD ITS FIRST
NATIONAL TRAUMA
INFORMED PRACTICE
SEMINAR IN
OCTOBER
2024

2024: A YEAR IN REVIEW

2024: A YEAR IN REVIEW

As homelessness continues to rise and unwanted records are repeatedly broken, NOVAS remains steadfast in providing housing, support and services to people experiencing homelessness, those at risk and individuals facing social marginalisation.

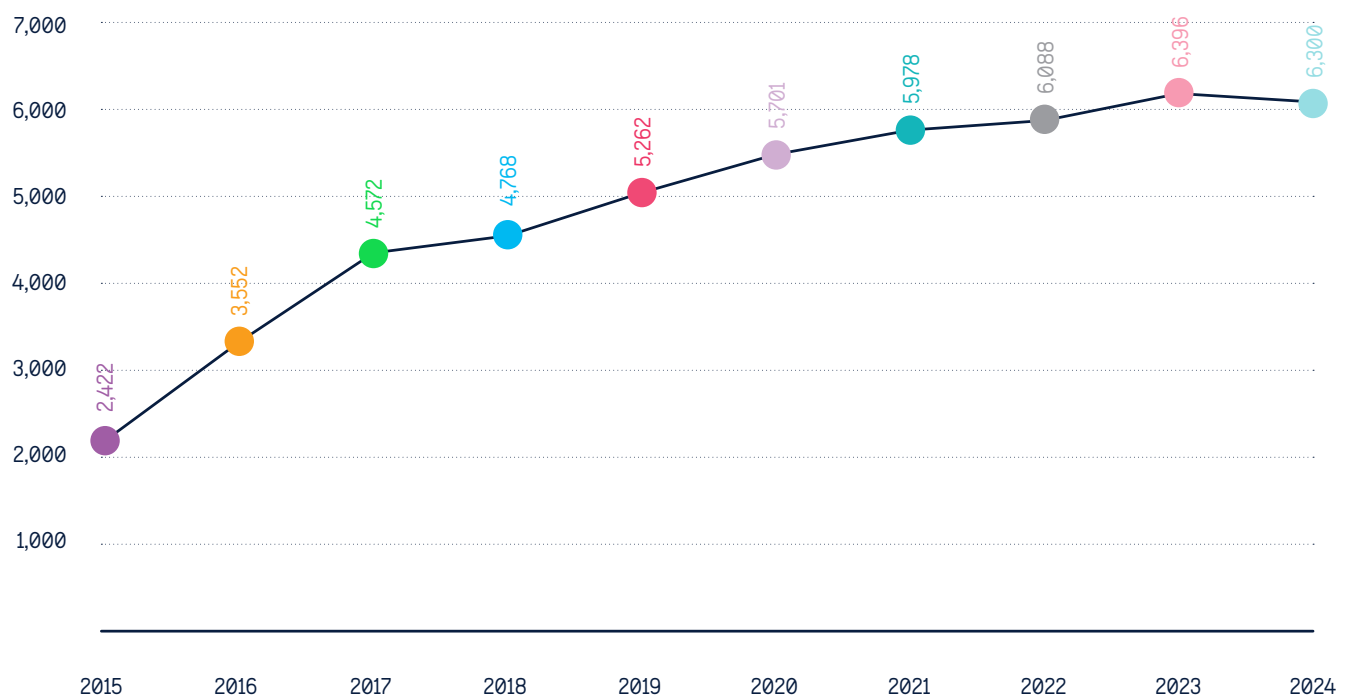
In 2024, NOVAS supported 6,300 people across our homeless and housing services. While this represents a small decline of 1% from 2023, it is important to recognise the scale of our work compared with earlier years. Over the 10 years to 2024, the number of people we support increased by 160%.

This was the first year in our history where the number of people we supported has fallen. The reason for this decline was not a reduction in need, demand for our services had never been greater,

but rather the increasing length of time people were forced to remain in homeless accommodation. Without adequate housing pathways, individuals and families were staying in emergency and supported accommodation for far longer than before, preventing new clients from accessing the services they so urgently required. Comparing 2023 to 2024, some 15% fewer people were supported across NOVAS STA accommodation, with this figure rising to 24% when considering our women's services separately.

Despite these challenges, NOVAS continued to respond with compassion, innovation and resilience. We were committed to advocating for systemic change, greater housing support and ensuring that every person who came to us was met with dignity, respect and hope.

NUMBER OF INDIVIDUALS SUPPORTED BY NOVAS 2015-2024



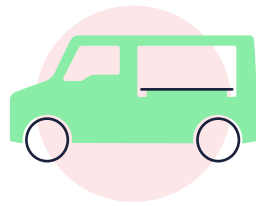
While the number of people supported through NOVAS emergency homeless accommodation declined in 2024, other areas of our work expanded significantly to meet rising demand, particularly housing, family support and tenancy sustainment, street outreach and health and recovery services. Over the course of the year, NOVAS continued to grow and adapt, with service development and housing expansion guided by a trauma-informed approach that offers both practical and emotional support to clients and tenants.

CLIENTS WERE SUPPORTED THROUGH A RANGE OF SERVICES AND HOUSING



989

ADVICE AND
INFORMATION



1,022

STREET
OUTREACH



1,417

FAMILY & OUTREACH
SUPPORT SERVICES



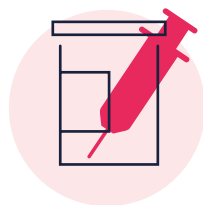
572

ADULT HOMELESS
ACCOMMODATION



62

OTHER RESIDENTIAL
ACCOMMODATION



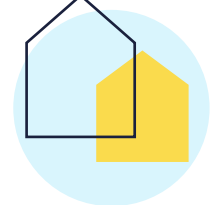
306

HEALTH AND RECOVERY
SERVICES



501

OUT OF
HOURS



1,419

HOUSING





NUMBER OF PEOPLE SUPPORTED BY NOVAS HEALTH & WELLBEING TEAM



COMMUNITY DETOX
209
PEOPLE
SUPPORTED



RESPIRE
75
PEOPLE
SUPPORTED



COUNSELLING
22
PEOPLE
SUPPORTED

Throughout 2024, we continued to develop our health and recovery services, meeting the growing support needs for dual diagnosis of addiction and mental health, which reflected a changing drugs landscape of cheaper, more accessible and highly potent substances. We supported people in addiction and their loved ones without judgement.

In 2024, we successfully tendered for a female outreach service in Limerick, engaging the most marginalised women who present with co-morbid needs relating to rough sleeping, addiction, domestic and gender-based violence and poor mental and physical health. This

tender sought to respond to the growing number of women experiencing homelessness and addiction who remained on the fringes of services and support.

Launched in the first quarter of 2025, the service removes barriers for entry and provides a safe, non-judgmental, trauma-informed space for women who may be hesitant to engage elsewhere. It offers a wide range of practical and emotional support, from hot showers and clean clothing to advocacy and counselling, and serves as a vital gateway to more intensive services, accommodation and recovery pathways.

Demand for NOVAS out-of-hours support services in Limerick remained high in 2024, as people found it increasingly difficult to get the help they needed. Operating nightly from 5pm to 9am and throughout weekends, our teams provide in-person assistance and a freephone helpline for those who find themselves unexpectedly homeless. With services at capacity and emergency accommodation harder to secure, out-of-hours support played a vital role, offering signposting, advocacy and, where possible, access to emergency beds.

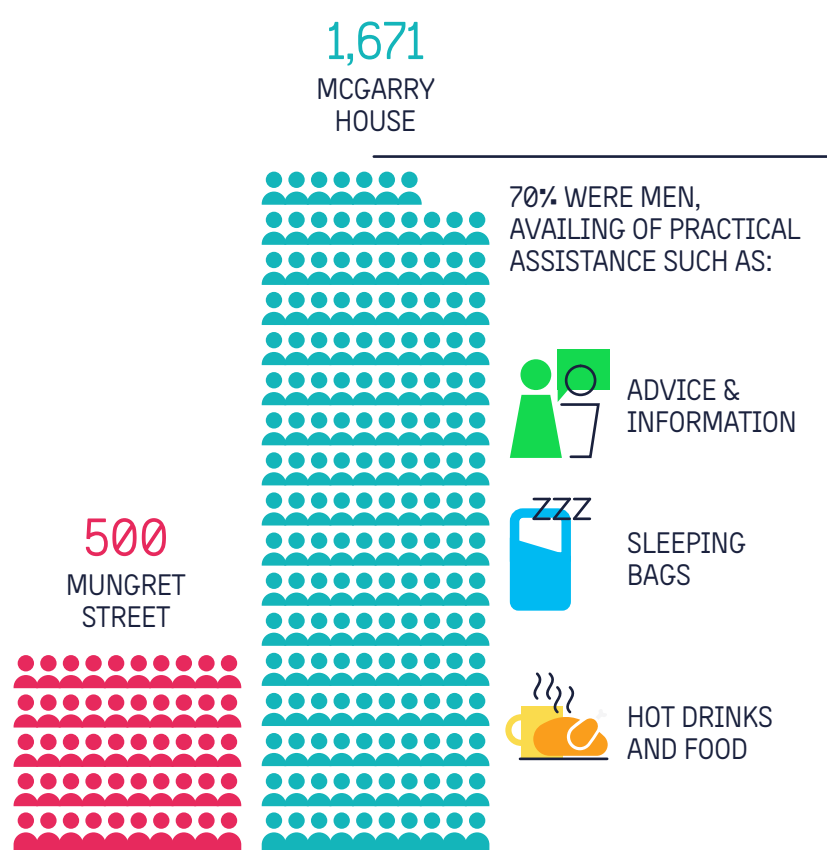
During the year, our Mungret Street service recorded more than 500 presentations, almost half of which were women. This reflects the rising number of women experiencing homelessness in Limerick and their challenges or reluctance in accessing temporary accommodation.

Presentations to McGarry House were even higher, with 1,671 presentations throughout the year. The majority were men, availing of practical assistance such as information and advice, sleeping bags, hot drinks and food.

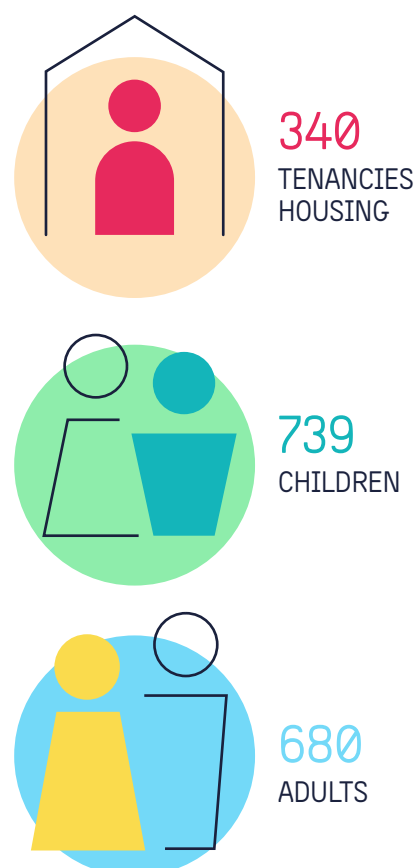
In 2024, NOVAS increased its housing stock by 79 tenancies, providing homes for 1,419 adults and children across 340 tenancies in Kerry, Tipperary, Clare, Limerick and Dublin.

Rising homelessness remains deeply connected to the ongoing housing shortage and the legacy of a historical housing deficit. As an approved housing body, NOVAS is committed to being part of the solution, by providing homes for households experiencing homelessness. Throughout the year, we prioritised the provision of safe, sustainable housing for people trapped in emergency accommodation or other precarious living situations, helping them move towards stability, dignity and long-term housing.

OUT-OF-HOURS PRESENTATIONS IN LIMERICK, 2024



NOVAS TENANCIES, 2024



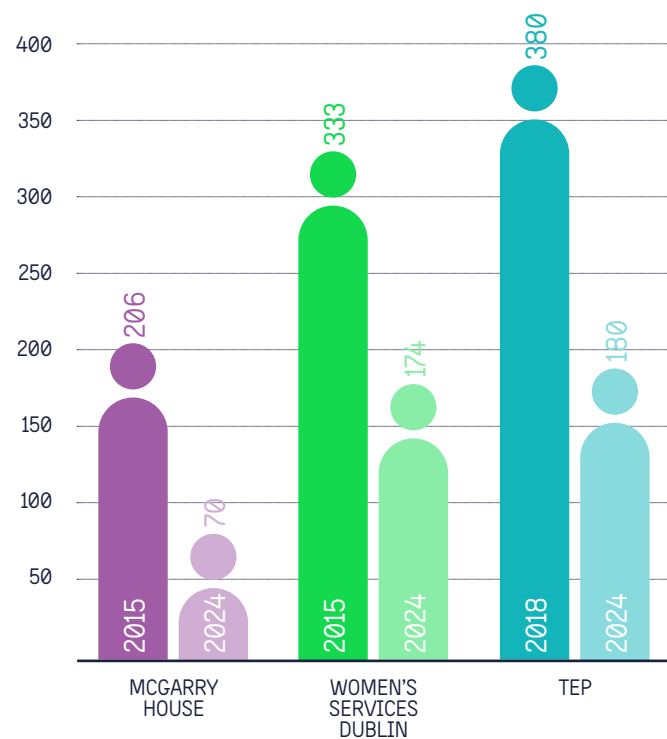
TEMPORARY HOMELESS ACCOMMODATION



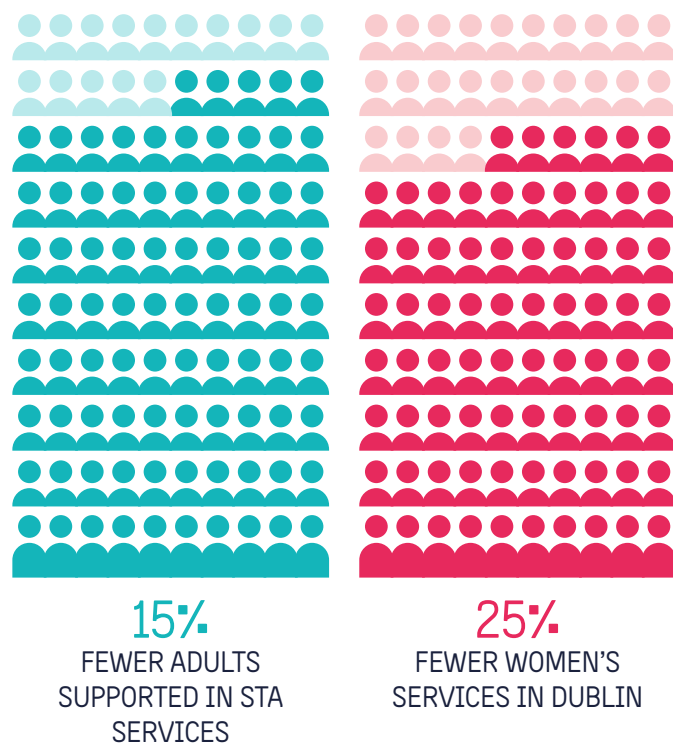
TEMPORARY HOMELESS ACCOMMODATION

NOVAS continued to provide vital emergency homeless accommodation throughout 2024, supporting more than 190 people each day and night across our STA services in Limerick, Dublin, Kerry and Tipperary. However, the number of people accommodated in such services has steadily declined over the last decade. Unfortunately, this does not reflect reduced demand, but rather the length of time people are forced to remain in services designed for short-term stays. In 2024, this trend reached its peak, with 15% fewer adults supported in NOVAS STA services than in the previous year. In our women's services in Dublin, the reduction was even greater at 24%.

DECLINING NUMBER OF PEOPLE SUPPORTED IN NOVAS STA's



DECLINING NUMBER OF PEOPLE ACCESSING NOVAS STA's FROM 2023 TO 2024.



In 2015, 206 residents were supported in McGarry House, last year the figure was 70. In our women's services in Dublin the figures declined from 333 to 174 during the same period. And in TEP, from 2018 to last year, the number of people supported reduced from 380 to 180. These figures highlight the unprecedented lack of housing pathways, particularly for single adults, out of homeless accommodation. With severely limited housing options, many remain trapped in STA far longer than intended, while new clients struggle to access emergency beds.

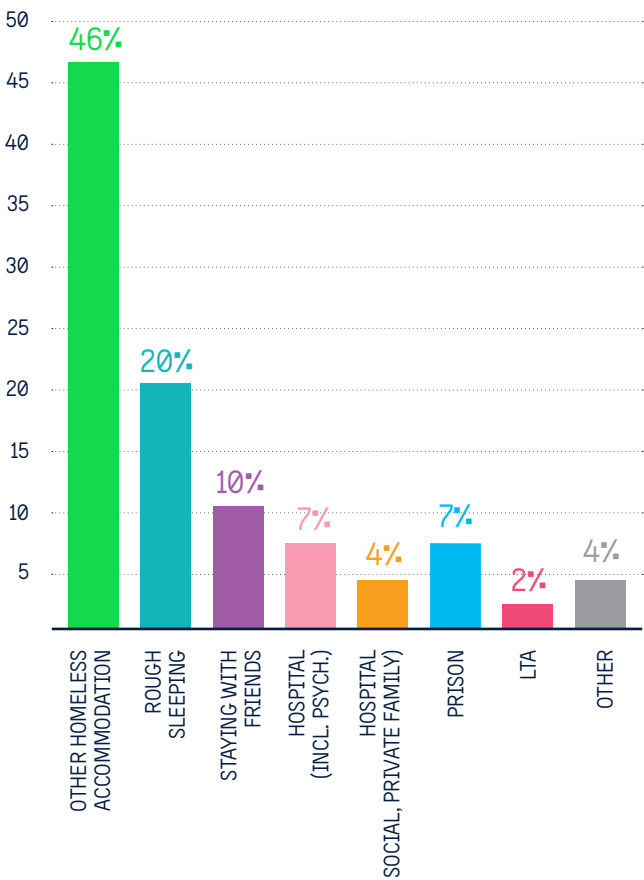
The consequences of the housing shortage are stark. In Limerick’s Temporary Emergency Provision, up to 10 people presented for a single bed on any given night. In Tipperary, our outreach service supported nine people rough sleeping in 2024, an increase of three individuals from the previous year and a highly unusual occurrence just a couple of years ago.

One in five residents who moved into our STA services last year came from rough sleeping. In McGarry House the figure was 58%, while in TEP it reached 60%. This has profound health and safety implications for the people involved.

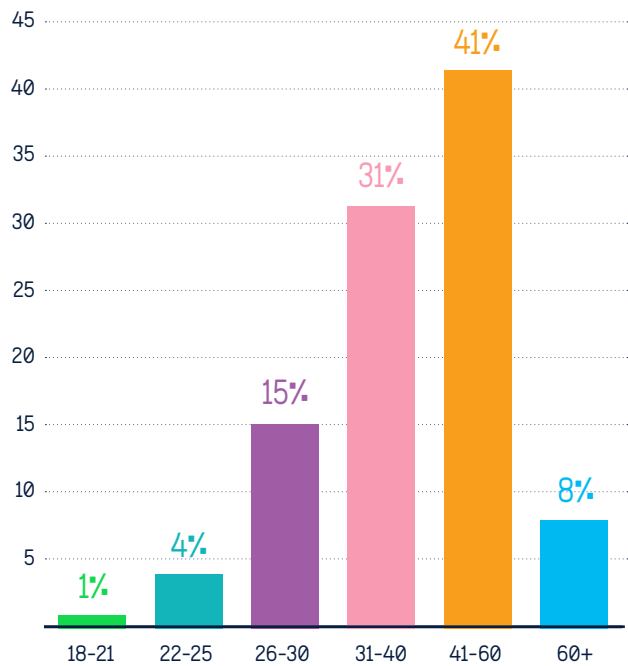
Among residents, there was a strong history of homelessness. Some 46% had come directly from other homeless accommodation, 7% from hospital (including psychiatric care) and the same proportion directly from prison, reflecting the institutional circuit many clients are caught in. Only 4% had been in private, social or family housing before entry.

The age profile was broad-ranging, from young adults aged 18 to 24 years, to older residents, some of whom were in their 80’s. However, the age profile of clients has increased, with the largest grouping aged between 41 to 60 years.

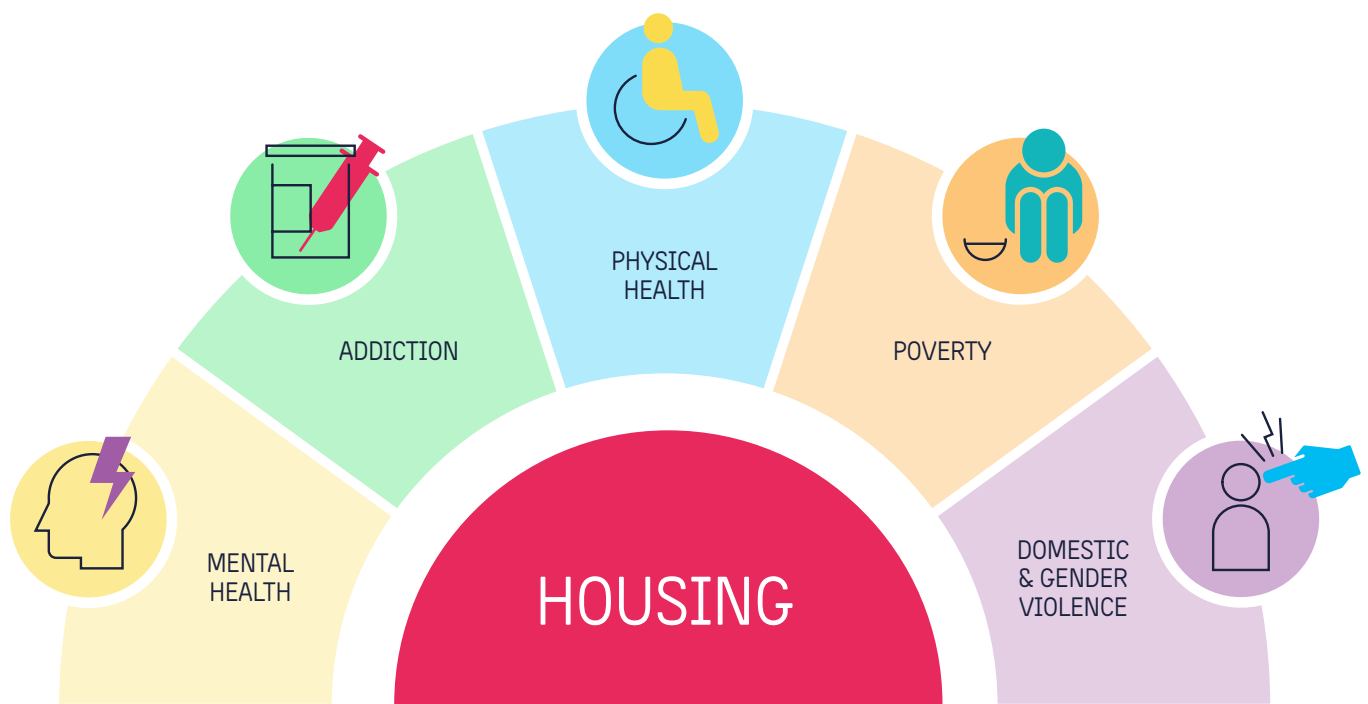
LIVING ARRANGEMENTS PRIOR TO ACCESSING NOVAS HOMELESS SERVICES



AGE PROFILE OF CLIENTS LIVING IN NOVAS HOMELESS SERVICES IN 2024



The presenting needs of clients were complex. The rising availability and potency of drugs, especially crack cocaine, severely impacted the physical and mental health and behaviour of clients. These challenges were met with compassion by NOVAS staff, who provided consistent support without judgement.



Throughout the year, NOVAS staff provided person-centred support that prioritised safety, dignity and wellbeing. Our teams worked closely with clients to reduce the harm associated with homelessness and substance use, using evidence-based approaches tailored to individual needs. Through harm reduction techniques, staff helped clients to manage risks linked to addiction, while building trust and encouraging engagement with healthcare and recovery pathways. A trauma-informed framework underpinned all of our work, ensuring that staff created trusting, empowering and collaborative environments and responded with compassion to complex trauma.

In addition, the delivery of the TOPPLE overdose prevention programme across our STA's, equipped both staff and clients with the knowledge and practical tools to prevent drug-related fatalities. Together, these practices created a supportive environment where people can stabilise, feel valued and take steps towards greater health and independence.



Despite the ongoing challenges in securing long-term accommodation, many clients successfully transitioned into independent housing, including through NOVAS own housing stock. Across our services, there were shoots of hope, as many residents accessed housing despite significant barriers.

At Whitestown STA in Blanchardstown, 25% of residents moved to long-term housing, in Mitchel Street, Thurles, the figure was 20%, in McGarry House it was 11% and across our women's services the average was 9%. These outcomes highlight the determination of clients and the commitment of staff in creating meaningful exit pathways. Move-on rates were strongest in our smaller STA services, where the scale and setting naturally foster greater independence, life-skills development and integration into the local community.

DAVID FOREMAN,
Resident, Brother Russell House

My name is David Foreman. I want to share my story with the hope that it will help someone that is experiencing homelessness or addiction.

I was born in England and moved to Ireland with my mother when I was six years old. I lived in Limerick for four years and I was put into foster care at the age of ten. I was in care from the ages of 10 to 18 years old. This was a very difficult time of my life. I became dependant on drugs at 17 and felt I had very little support around me, there were times that I was hoping to get in to prison to get off of drugs.

I became homeless at the age of 18 and was in and out of prison until I was 35. When I got out of prison, I used drugs to cope and felt like I had no happiness in my life. Another organisation contacted NOVAS in Limerick who gave me a place to stay, I lived in Temporary Emergency Provision accommodation for almost four years.

In 2024, I received a place in Brother Russell House through a referral process. I was still in addiction. Now, having lived in Brother

Russell House for more than a year, I can honestly say my life has changed. NOVAS have given me somewhere I can call home and somewhere I can have independence.

I've been free from heroin for two years and free from tablets for more than a year, which has taken a lot of work, but I was supported by all the staff at NOVAS.

I'm doing my best to help the other lads in Brother Russell and encourage others in addiction to get help so that they don't go through what I had to go through. I am now the Resident's Rep in Brother Russell House and people know they can come to me if they need help with anything.

I've lost many friends along the way due to addiction and there were times when I couldn't even go to their funerals because of my own addiction. I hate to think of other people having to go through this and I want people to know that there is hope for recovery and that life can get better. I know it's not easy, it's very hard. You have to take it day by day, hour by hour, and minute by minute.



Now, having lived in Brother Russell House for more than a year, I can honestly say my life has changed. NOVAS have given me somewhere I can call home and somewhere I can have independence.

SOPHIA,
Project Worker, McGarry House

Hello, my name is Sophia. I am a project worker in McGarry House. During college I was employed in other homeless services and was always interested in the low threshold model.

NOVAS was always an organisation that intrigued me as somewhere I hoped to work one day due to their core values and how they include trauma informed practice into the services they provide. After graduating with a degree in Social Care work, I reached my goal and became a project worker in McGarry House.

In my experience, working in a low threshold service is both rewarding and challenging. Working in McGarry house showed me the levels of resilience the residents have and what they overcome on a day-to-day basis, this is why as staff; we work using a non-judgemental and trauma informed approach as all of the residents we work with have experienced trauma in one way or another.

The trauma informed approach helped me to better understand the complexities of each client and their behaviours, as well as helping me build relationships with my key clients as it equipped me to understand that even something as small as asking a resident how they are can have a profound effect and encourage them to open up.

Some of the things I enjoy most about working in McGarry House include being part of a team that helps empower individuals who are stigmatized and marginalised due to behaviours society does not believe to be 'normal', helping them regain the ability to trust and feel safe again without the worry of feeling judged. I also love that no two days



in McGarry House are the same, as each day presents new challenges and pushes me to think outside of the box and come up with creative ways to support and work with the residents in a way that empowers them.

Every story and every person in McGarry House whether it be from staff or a resident has thought me something new, and I look forward to learning more in the future.



In my experience, working in a low threshold service is both rewarding and challenging. Working in McGarry House showed me the levels of resilience the residents have and what they overcome on a day-to-day basis, this is why as staff; we work using a non-judgemental and trauma informed approach as all of the residents we work with have experienced trauma in one way or another.

FEMALE HOMELESSNESS



FEMALE HOMELESSNESS

Women experiencing homelessness continue to face unique and complex challenges, often linked to trauma, domestic violence, family breakdown, poverty and addiction.

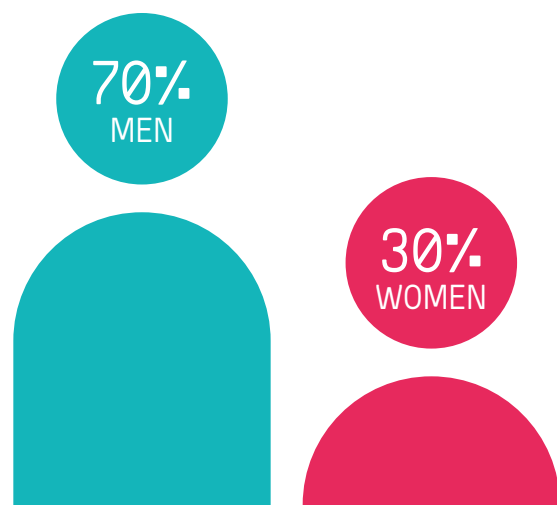
In 2024, NOVAS services in Dublin provided vital accommodation and support to homeless women, who are among the most vulnerable in our society. While the number of women who were accommodated declined compared to previous years (due to the length of stay of existing clients), the need for dedicated, gender-specific services remained as urgent as ever. Our teams worked hard to provide safe accommodation and wrap-around supports that address health, wellbeing and pathways towards independence.

Elsewhere, in our mixed-gender services, we continued to provide tailored support and services to female residents, including the development of a women-only floor in McGarry House in Limerick city, in recognition of the value of single-sex services and spaces.

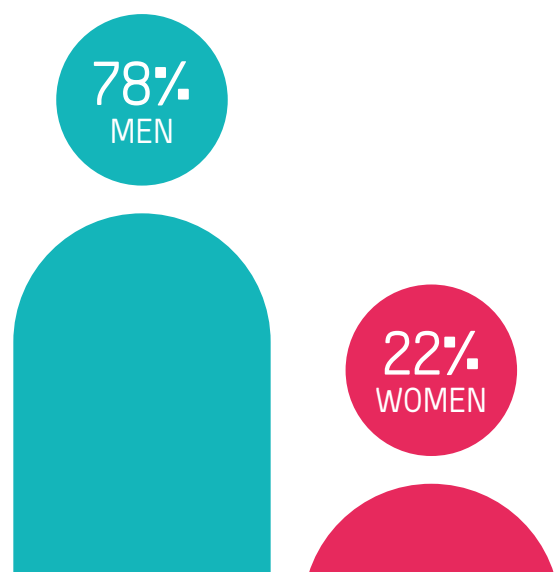
McGarry House is a large STA hostel, with a gender breakdown of 63% men and 37% women in 2024. Here, a female-only space was created, which provides accommodation for eight women, in single, en-suite rooms and a small relaxation room with a kitchenette. This space was opened in the first half of 2024. As the proportion of women in mixed-gender services grows, increasing from 22% to 30% across NOVAS services comparing 2023 and 2024, dedicated interventions are more important than ever.

Considering all our STA provision combined (mixed-gender and female-only services), 51% of clients were women and 49% were men. When we include our family services, the proportion of women increases significantly, with 76% of clients in these services being women.

GENDER BREAKDOWN IN MIXED-GENDER SERVICES 2024



GENDER BREAKDOWN IN NOVAS MIXED-GENDER SERVICES 2023





All NOVAS female services offer a range of rehabilitation and stabilisation interventions designed to engage with residents and create sustainable pathways out of homelessness. Supports are provided through the lens of trauma informed practice and harm reduction. Services do not put barriers in place for entry and accept the women as they are. The presenting needs of women are complex and often rooted in trauma. These include suicidal ideation and suicide attempts, sex work and other co-morbid physical and mental health illnesses. Such profoundly complex needs require targeted and gendered interventions in spaces that foster a sense of safety.

Our out-of-hours data for the year, indicated the growing number and proportion of women experiencing homelessness. 2025 homeless reports by the Department of Housing also highlight this growing trend. Indeed, in Limerick in June this year, women comprised 47% of adults in homeless accommodation in the city. Additionally, we know that women are disproportionately represented within the hidden homeless community, as they are often reluctant to engage in formal homeless services, due to them being traditionally dominated by men.

Recognising that not all women can access or are hesitant to access accommodation services, NOVAS tendered for a new community outreach service for women in Limerick in 2024. The vision of this new service was to provide wrap-around support for women from service entry through to post-recovery. Low-threshold, high-tolerance service provision, dedicated post-treatment housing and counselling without barriers are some of the interventions tendered for. The service commenced in quarter one 2025.

To better understand and improve outcomes for homeless women, NOVAS commissioned a Social Return on Investment (SROI) study in 2024, examining our women's services in Dublin. Co-designed with clients and staff, the research explores how different service models, such as single versus shared rooms, and smaller versus larger services, impacts engagement, health, relationships and pathways out of homelessness. The findings will inform future service design, ensuring targeted supports that directly respond to the lived experiences of homeless women. This is a two-year research project that will be published in 2026.

EMILIA'S STORY, Former Resident, Whitestown STA

My name is Emilia. I came to NOVAS in September 2023. In the years previous I had been private renting and house sharing. I had a very negative experience house sharing. I was living with a group of males who were drinking and causing trouble. It caused my mental health to decline. Due to this I was transferred to the local hospital. I stayed there for eight months while my mental health Improved.

My social worker fought to have me placed at NOVAS Whitestown because it is a small service within the local community. It all happened very quickly. I packed my bags in the hospital and was brought by taxi with my social worker to NOVAS Whitestown. I was so anxious and afraid, I didn't know where I was going or what my living arrangements would be like. I arrived at NOVAS Whitestown where I got to view the service and the room I would be living in. I felt it was so important having my own room. I didn't have to worry about sharing, having other people in my personal space or belongings going missing.

I was assigned a keyworker. Slowly overtime, I started to settle and open up to all the staff. I had a very positive experience at Whitestown. Over the next few months, I settled in and joined in on different activities around the house with staff and other residents, I gardened, painted, planted, made jigsaws and attend group events such as the Christmas decorating night, resident's meetings and annual BBQ. It was nice to have the space to cook and prepare my own meals. I enjoyed the support NOVAS offered with the weekly food shopping. When I was private renting in the house share often I would buy my own food, and it would be stolen. I didn't have to worry about that at Whitestown. I had a routine and felt support. I could go to staff to chat whenever I needed it and had help with practical things like my CV and the things I

needed to prepare for going back to work. I had regular chats and key working sessions. I got to know all the staff really well.

In started to think about my long-term living arrangements. With NOVAS, I was linked in with the local authority and Housing First. Over the next few months, I prepared to return to independent living and go back to work. I had support from my keyworker and the manager every step of the way.

I interviewed successfully with a home care agency. In June, my keyworker and manager went with me when I signed for my tenancy with Cluid Housing and Housing First. I got a lovely one-bedroom apartment with a balcony in the area I wanted. I was so happy. But I was also worried about leaving Whitestown and living on my own again. I had a routine, and I had become used to chatting with staff every day. However, I was never alone as I transitioned back to living alone. I had people I could call for help; my keyworker at NOVAS, social worker and Housing First support worker.

Now I am fully moved into my new apartment. I enjoy decorating it the way I want it and having my friends over to visit. I am enjoying my own space. It is nice to not have to worry about disturbing others with my music. I am still linking in with my keyworker from NOVAS. The Whitestown staff have come to visit me in my new apartment. I am excited for the next few months. I have also begun working with the care agency now that I am settled and fully moved into my new home.





JENNY DOYLE,
Senior Services Manager, East Region

Women's Experiences of Homelessness and the Importance of a Trauma-Informed, Rights-Based Approach.

Women's experiences of homelessness are shaped by a range of complex and intersecting factors, including trauma, stigma, and gender-based violence. Research highlights that we still do not fully understand the scale of women's homelessness, partly because so many women are considered "hidden homeless." Rather than accessing traditional services, women often rely on informal arrangements such as couch surfing or staying with friends or family. Some women may conceal their homelessness altogether, which delays access to potentially life-saving supports.

Trauma and violence, particularly gender-based violence, are significant drivers of women's pathways into homelessness. As a result, many women avoid mixed-gender homeless accommodation services or find it difficult to feel safe and thrive within them. Research shows that female-only services can provide a vital sense of safety and stability,

particularly for women who have experienced trauma. These dedicated, women-focused environments also allow staff to better support women's unique needs, such as those related to motherhood, sexual health, and menopause, while recognising the complex challenges they face.

For these reasons, adopting a trauma-informed, rights-based approach is not just beneficial but essential in female homeless accommodation services. Many of the women we support have lived through domestic violence, sexual abuse, coercion, and systemic discrimination. Without a framework that acknowledges and responds to these experiences, services risk unintentionally re-traumatising the women they are meant to help.

A trauma-informed approach equips staff with the understanding needed to respond to the impact of trauma on behaviour, relationships, and decision-making. It prioritises physical and psychological safety, empowerment, and trust, creating an environment where women feel respected, heard, and in control of their recovery journey.

When combined with a rights-based approach, support centres the woman and her choices, in her own support plan. Upholding women's rights to dignity, privacy, safety, and participation helps build confidence, reduce power imbalances, and encourage engagement with services.

Together, these approaches lead to better outcomes: improved mental health, stronger engagement with supports, reduced incidents of harm, and a pathway toward long-term stability. They also provide staff with a consistent and ethical framework for compassionate practice, strengthening both service quality and client and staff relationships.

STREET OUTREACH

STREET OUTREACH

In 2024, NOVAS Street Outreach Service continued to provide a vital safety net for some of the most vulnerable members of our community. Throughout the year, the service recorded 12,775 presentations from approximately 1,022 individuals, reflecting a significant increase in demand in recent years as homelessness and poverty continue to rise.

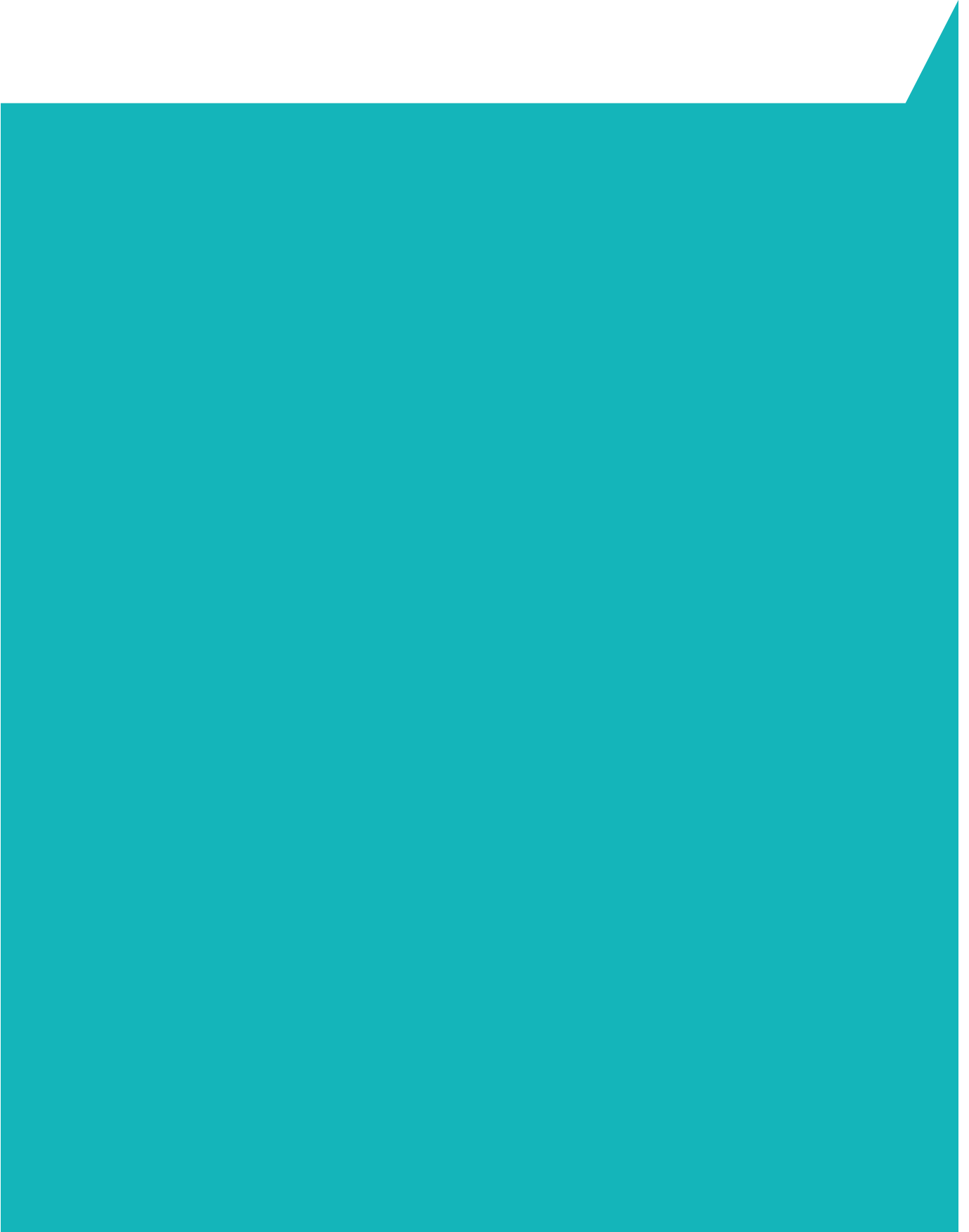
The service operates 365 days a year, offering immediate and practical support to people who are rough sleeping, living in squats, hidden homeless, or struggling

to make ends meet in their own rented accommodation. In addition to advice, information and signposting to relevant services, clients received 32,000 hot meals, alongside hot drinks, toiletries, clothing and other essential items.

Run by a dedicated team of volunteers and supported by staff, the Street Outreach Service provides not only practical assistance but also human connection, compassion and consistency for people who may otherwise feel excluded or forgotten. For many, this service is a critical lifeline that helps them meet their most basic needs while navigating the challenges of homelessness, insecurity and social isolation.



FAMILY & OUTREACH SUPPORT SERVICES



FAMILY & OUTREACH SUPPORT SERVICES

At the beginning of the new millennium, family homelessness in Ireland was rare, sporadic and usually short-lived. The provision of dedicated residential services for homeless families was scarcely conceivable. When NOVAS established its first family service in Limerick in 2005, it worked almost exclusively with families at risk of homelessness, households with vulnerable social housing tenancies, those who required intensive tenancy sustainment and family support. It was not until almost a decade later that family homelessness became increasingly widespread, as the housing deficit began to reap devastating consequences for low-income households unable to secure appropriate accommodation.

While we have continued to support disadvantaged families in marginalised and underserved communities, the nature of our work has fundamentally shifted. Where once our focus was primarily preventative and intensive, we are now increasingly working with families already living in emergency accommodation or involuntarily sharing in overcrowded housing with relatives and friends.

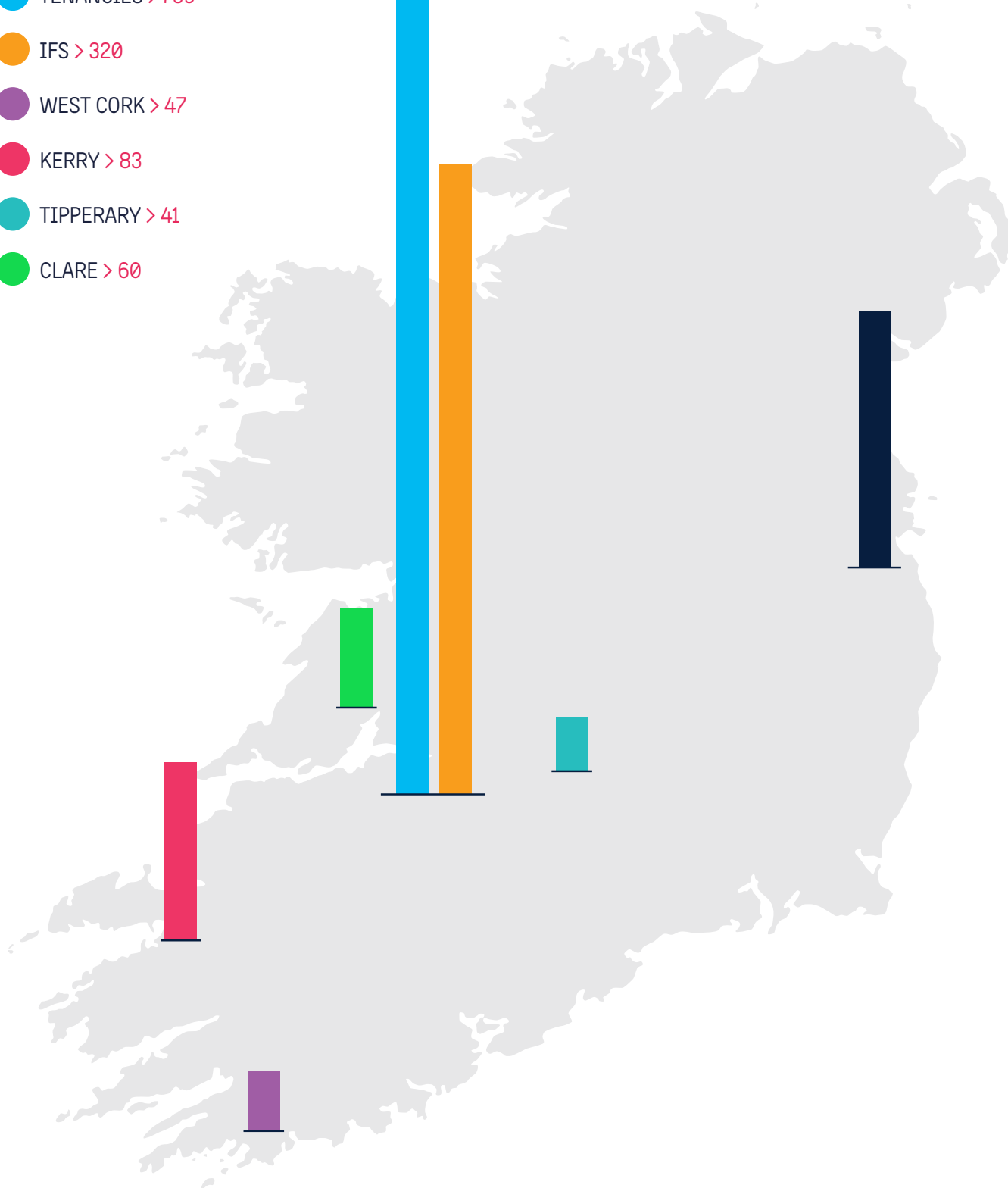
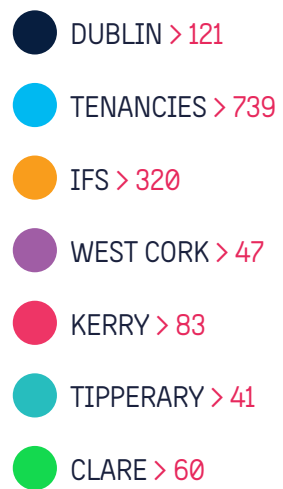
The contraction of the private rented market has been catastrophic for tens of thousands of households since the mid 2010s, briefly stabilising during the Covid-19 pandemic but escalating sharply following the lifting of the eviction moratorium in March 2023. Unfettered rent increases, static HAP payments and a universal shortage of housing make it increasingly difficult for low-income families to secure and maintain long-term housing options. By December 2024, there were 4,510 children experiencing homelessness in the state.

In this year NOVAS worked with more children than ever before.

By the end of 2024, NOVAS provided long-term secure housing for 739 children within their family units. We also continued to support children who are actively homeless and those who were separated from their parents seeking international protection. We seek to reduce the length of stay in homeless accommodation, knowing the traumatic impact this has on young people's physical, social and emotional wellbeing.

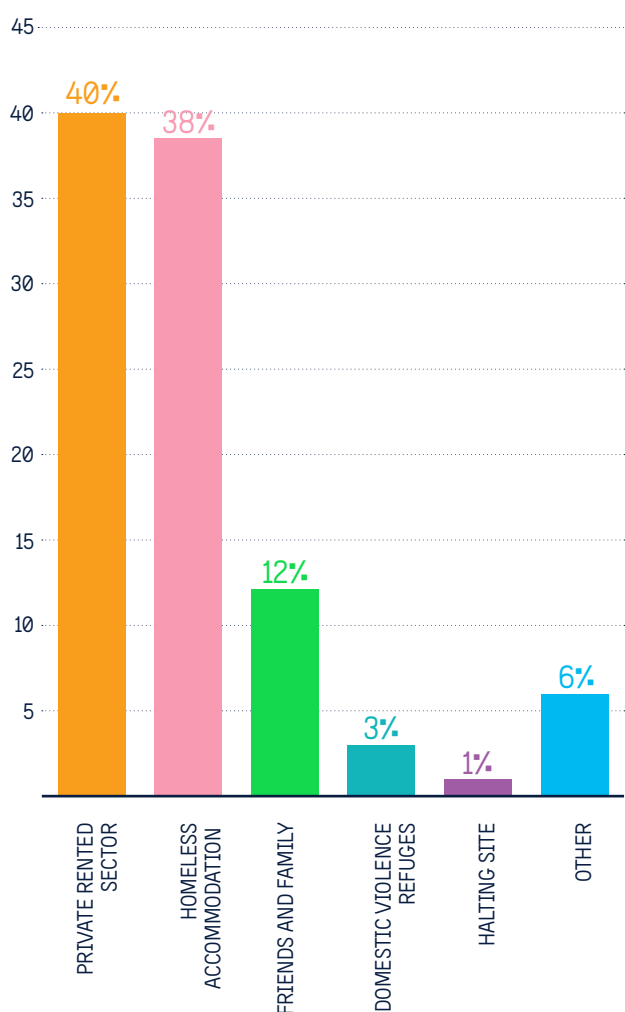


NUMBER OF CHILDREN BY NOVAS SERVICE 2024



As in previous years, the contraction of the private rented market was the biggest route into homelessness, while simultaneously providing fewer exit pathways for families. Some 40% of the families NOVAS provided services to throughout the year were given a notice to quit from the private market, resulting in homelessness. Some 39% were living in homeless accommodation and 12% came from unstable living arrangements with family and friends.

ACCOMMODATION STATUS OF FAMILIES SUPPORTED BY NOVAS



Within homeless families, single-parent households are disproportionately represented. Mothers and sometimes grandmothers are primarily carrying the familial burden of homelessness. Within our family services in Clare, Limerick, Kerry and Dublin, 75% of the parents supported, were women.

Migrants and travellers are also over-represented in our data. Indeed, some 26% and 29% of clients in our Kerry Family Outreach Service and our Ennis Family Hub were from the travelling community respectively, despite comprising much smaller proportions of the general population in both counties.

NOVAS provided broad-ranging support to families throughout the year, which included advocacy for appropriate housing, support with moving from emergency placements to housing and vice versa, emotional support, resettlement and tenancy sustainment.

Many families lived in emergency accommodation for protracted periods of time, due to the contraction of the private rented market. This had profound and lasting implications for family members, particularly for children and teenagers, for whom the experience is immensely difficult. Feelings of shame and sadness are common, young children often experience developmental delays and older children's education and socialisation is deeply impacted. Family hubs, which were developed as a temporary response to homelessness more than a decade ago, are a pervasive feature of our national response to family homelessness. And while more appropriate than commercial hotels, which are also continuously used, they are not a long-term solution and no family should be living there for more than six months.

Despite the shortage of housing, many of the families we worked with were successful in moving into long-term accommodation. Far more households secured social rather than private rented housing, such are the shortages in the latter market.

In our Intensive family support service in Limerick, 30 families secured housing through the local authority or approved housing bodies, while just two households secured housing in the private rented market. In our family outreach service in Kerry, eight families secured housing through the council or an AHB. No family was successful in accessing private housing. In Dublin, move on from transitional to long-term tenancies was slow and all were to social housing units.

Families were supported in the transition to long-term housing through a strength-based lens, recognising the immense resilience of these households and their capacity to navigate homelessness and the housing system. Staff empowered families through life-skills and tenancy sustainment support. Such support tapered off as households settled into their new communities but was provided for as long as a family required it.



Family Support client story**MY JOURNEY WITH NOVAS: A YEAR OF SUPPORT AND NEW BEGINNINGS**

The past year has been one of the most challenging yet transformative periods of my life. When my two boys and I found ourselves in homeless accommodation, I felt lost and overwhelmed. But with the unwavering support of NOVAS and in particular, Lisa and Annette, I found not just guidance but also hope and strength to rebuild mine and my kids' lives.

From the very beginning, Lisa and Annette made sure that we never felt alone in our journey. They provided emotional support, ensuring that my boys and I had someone to turn to during moments of uncertainty and distress. Their kindness and understanding gave us the reassurance that brighter days were ahead.

Beyond emotional support, they also played a critical role in helping us navigate the practical challenges of homelessness. They assisted in securing essential services, ensuring that my boys' education was uninterrupted and that we had access to healthcare and other vital resources. Their dedication to our well-being

went beyond just guidance; they actively worked to improve our living conditions and prospects.

Lisa and Annette were instrumental in advocating on our behalf for permanent housing. They worked tirelessly, helping us prepare applications, liaising with housing services, and ensuring that we stayed informed every step of the way. Their commitment and determination never wavered, even when obstacles arose.

The day we received the keys to our very own apartment was one of the most emotional moments of my life. It was not just about having a roof over our heads; it was about regaining stability, dignity, and the chance to start anew. Lisa and Annette stood by us on that day, celebrating this milestone with us, even providing a welcome card which was so thoughtful and much appreciated.

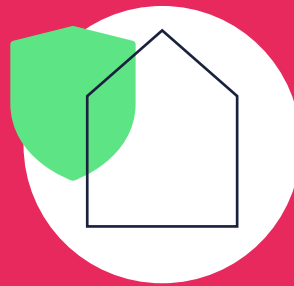
As we settle into our new home, I look back with immense gratitude for the support Novas has given us. Lisa and Annette were more than support workers; they became an integral part of our journey, guiding us with compassion and dedication. Thanks to them, my boys and I now have a place to call home, and for that, we will be forever grateful.



OUTREACH SUPPORT IN 2024



484
PARENTS
SUPPORTED



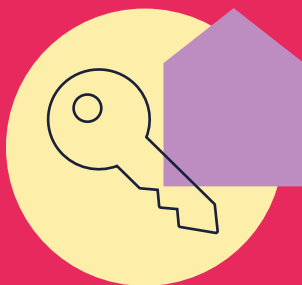
9
TENANCIES
SUSTAINED



568
HOUSEHOLDS
SUPPORTED



45
HOUSEHOLD
SUPPORT NEEDS MET



36
HOUSEHOLDS
SUPPORTED INTO
HOUSING



687
CHILDREN
SUPPORTED



8,151
TIP
INTERVENTIONS

MOVING ON & SHARING HOPE

MOVING ON & SHARING HOPE

As the number of people experiencing homelessness continues to rise, it can feel overwhelming. Yet there is hope. Homelessness is neither inevitable nor unsolvable. With the right services, sustained support and long-term housing, we can end this crisis and achieve our shared goal of ending long-term homelessness by 2030.

Every day, we see evidence of what is possible. Despite the pressures of a shrinking

private rental market, rising rents and insufficient housing supply, people secure homes and begin new chapters in their lives. Despite the increased availability of harmful substances, people engage in treatment and achieve recovery.

In the following pages, NOVAS locum worker Stacey shares her story of homelessness, addiction, recovery and hope.

A JOURNEY OF HOPE

For many years, my life was shaped by addiction, homelessness, and hardship. I spent 15 years moving between the streets, prison, mental health institutions and the hostels of Limerick. Prison became my second home, and the hostels were often the only safe places I had to turn to.

Without these services – especially NOVAS, Coolmine, Ana Liffey, and Bedford Row’s support to me and to my family – I know I would not be alive today. Those years were filled with pain, shame, and a deep sense of being judged and written off by society. I felt invisible, unwanted, and hopeless.

But even in the darkest times, walking the streets of Limerick alone and pregnant, I realised I had enough. These services were there, and there were people who showed me kindness and believed in me when I couldn’t believe in myself. Their support gave me the chance to survive long enough to start again. In 2017, I faced a crossroads. I left TEP, pregnant with my third child, and went to Beaumont Hospital before entering treatment in Coolmine. For 15 months, I stayed in residential treatment, followed by

a year in aftercare. That was where the real rebuilding began. Recovery is not easy, but it gave me tools, structure, and a new way of looking at myself. After treatment, I became a Client Representative in Coolmine for nearly two years. This role gave me confidence and purpose – I was no longer just a service user, but someone who could guide and support others walking the same path as me.

In 2021, I went to TUS, gained experience with Ana Liffey, where I learned the value of harm reduction and meeting people where they are at. Later, I became a locum worker, then worked with St Augustine’s School, while also being a locum support worker in NOVAS, where I still work today.

Education has also been central to my journey. I started with Level 5 and 6 qualifications at CCL College, and I am now in my fourth year of a Level 8 degree in Addiction and Community Development. I even had the privilege of representing Ireland in the Netherlands as part of a European project researching sex tourism. These opportunities have helped me grow, not just academically, but personally – proving to myself and to others that recovery opens doors we never thought possible.

But above all else, the heart of my story is my family. I am a proud mother of four children, and today, they have their mother back. My family — especially my aunt Bernie my mam, my dad, and my nana — have been my biggest supporters. My mam has always been my number one fan, my dad has given me quiet strength, and my nana's love has been a constant reminder of who I really am. Their belief in me, along with the love of my children, gave me the strength to keep going when I doubted myself.

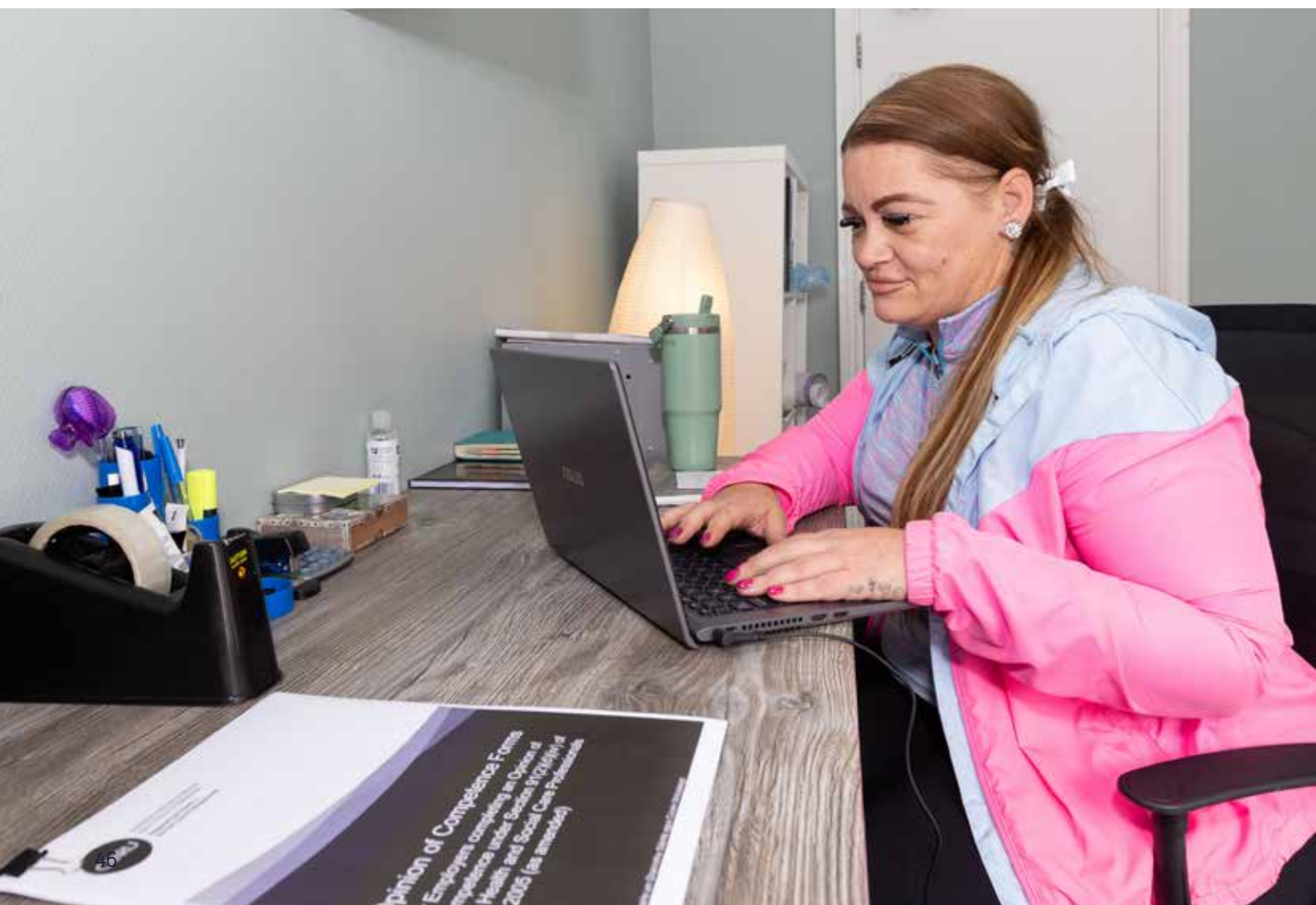
Recovery has taught me powerful lessons: to do the right thing even when no one is watching; to never forget where I came from; and to recognise that change is always possible if you change the way you look at things. I've learned how vital case management is for a person's overall wellbeing, and how services working together can transform lives. My journey is living proof that people can and do change.

Looking back now, I see how far I've come — from the streets, prison cells and hostels to private accommodation, education, and meaningful work. My life is no longer defined by addiction, but by the choices I make, the people I support, and the family I get to love and be present for.

My message is simple: change is possible. Hope is real. And people can change.



I am now in my fourth year of a Level 8 degree in Addiction and Community Development. I even had the privilege of representing Ireland in the Netherlands as part of a European project researching sex tourism.



FINDING MY WAY HOME, A JOURNEY THROUGH HOMELESSNESS

I never thought I'd be homeless. I don't think anyone ever does. One day, I had a home, a routine, a place that was mine. The next, I was packing up my life into bags because my landlord was selling the house. Just like that, I had nowhere to go. The weeks that followed were a blur of stress and uncertainty. Trying to find somewhere in this housing crisis felt impossible. Every call I made, every ad I answered, it was always the same—too expensive, already gone, or no response at all. The fear of not knowing where I'd end up kept me awake most nights.

Then I found Rathmines Women's Service. Walking through those doors for the first time, I was scared, exhausted, and honestly, embarrassed. But the team at NOVAS didn't make me feel like just another homeless person. They saw me. They listened. They helped me breathe again. The key workers were my rock. They helped me navigate everything—applying for housing, sorting paperwork, even just having a chat when I needed to vent. I'll never forget the nights I



sat in the communal area with other women, sharing stories, cups of tea, and moments of laughter despite everything we were going through.



The Resettlement Officer was a game changer. With their support, I finally started to see a light at the end of the tunnel. And then, after months of waiting, hoping, and feeling like I was stuck in limbo—I got the call. I had a home. Not just a place to stay, but a home. A beautiful space that's mine, where I can close the door and feel safe again. It still doesn't feel real. I cried when I saw it. Happy tears, relieved tears, "I can finally exhale" tears. Leaving NOVAS is bittersweet. It's been my safety net, my second family, my stepping stone to getting my life back. But I know it's time. Time to start fresh, to build my independence, to turn my new house into a home. To anyone going through this, I want you to know—you're not alone. The road is tough, but with the right support, there's hope. There's always hope.

HOUSING & TENANTS



HOUSING & TENANTS

2024 was a year of significant growth and progress for NOVAS Housing Department. While homelessness is a complex and multifaceted issue, it remains deeply tied to Ireland's ongoing housing shortage and the legacy of a historical housing deficit. Today, more households than ever are experiencing homelessness simply because they cannot access secure, affordable accommodation. For others, homelessness is compounded by additional challenges such as trauma, family breakdown, limited life-skills and precarious living arrangements; all of which are further intensified by the lack of housing supply.

In recognition of these realities, NOVAS expanded its housing stock throughout 2024 to respond to increasing demand. Over the course of the year, 79 new tenancies were added, bringing the total

to 1,419 adults and children living in 340 homes across Kerry, Clare, Tipperary, Limerick, and Dublin. NOVAS housing growth is directly linked to the needs of our clients, with a particular focus on providing long-term homes to those who have previously experienced homelessness.

All housing was delivered in collaboration with local authorities and funded by the Department of Housing. Tenants were nominated through social housing waiting lists, with many coming directly from homelessness or situations where they were at risk of losing their homes.

NOVAS commitment extends far beyond providing bricks and mortar. In 2024, NOVAS continued to strengthen its housing team to ensure proactive, person-centred support for all tenants.





I just want to take this opportunity to say NOVAS provided me and my daughters with our dream home in a dream location nearly 2 years ago. It's the best thing that ever happened to us I cannot thank you enough for what you have done for myself and my family. It felt like NOVAS was the only one there for us when nobody else was. I will forever be grateful to them. Also, I find NOVAS to be extremely professional, caring and understanding of people and their different circumstances. All I can say from the bottom of my heart is thank you NOVAS.

Tenant testimonial



The work that was carried out in my home was a dream come true. I am each and every day so grateful to NOVAS.

Tenant testimonial

The department now includes a Head of Housing, Senior Asset Manager, Senior Tenant Services Manager, Tenant Engagement Manager, Housing Officers, an Estates & Facilities Officer and a Housing Apprentice.

This dedicated team works closely with our Tenancy Sustainment and Resettlement Officers, who play a crucial role in supporting clients as they transition from homelessness into independent living. These interventions are vital in preventing repeat homelessness and in helping people with complex needs to build stable and sustainable homes.

NOVAS remains committed to our vision that everyone should have a safe and secure home of their own. Despite rising levels of homelessness nationally, we firmly believe the crisis is solvable. With continued investment in social housing, strong collaboration and unwavering support for those most affected, together we can build a future where long-term homelessness is a thing of the past.





A DAY IN THE LIFE OF A HOUSING OFFICER



Morning: Review new tenant nominations from local authorities and arrange assessments or property viewings.



Midday: Meet tenants for tenancy training, rent checks, or key handovers.



Afternoon: Carry out home visits, follow up on repairs and monitor property conditions.



Ongoing: Support tenants, attend engagement meetings, and work with Community Gardaí and local authorities to resolve challenges.



Every day is different, but the goal is always the same: helping tenants feel safe, supported, and at home.

TRACY SIBANDA, NOVAS Housing Officer

Hello, my name is Tracy, and I'm a Housing Officer based in the Dublin Regional Office. I recently completed the Housing Officer Apprenticeship, while also studying for a Housing Certificate course at the same time. In July, I proudly stepped into my new role as a Housing Officer with NOVAS covering areas in Dublin and Tipperary.

At NOVAS, my role is all about supporting tenants to settle into their new homes and communities. When a local authority nominates someone for housing, whether in a council-owned or NOVAS property, that's where I step in. I guide tenants through the first steps: carrying out an initial assessment, arranging property viewings, checking rent eligibility and providing tenancy training before they sign their agreements and receive their keys. Where needed, I also help people apply for a move-in grant to make starting out a little easier.

The first six months are especially important, so Housing Officers stay closely involved through regular contact and home visits. This helps us support tenants, monitor the condition of our housing stock and build strong working relationships so if any issue arises the trust has been built to address collaboratively and speedily. We also manage rent reviews, inspections, repairs and respond to issues such as anti-social behaviour.

Equally important, we attend tenant engagement meetings so that tenants have a voice in shaping their community. We work collaboratively with tenants, local authorities, and other services—including Community Gardaí—whose partnership is a huge support to NOVAS and its tenants when challenges arise.

Being a Housing Officer is not just about managing homes—it's about supporting people, building communities, and helping tenants feel truly at home.

FUNDRAISING & VOLUNTEERING



FUNDRAISING & VOLUNTEERING



2024 was a successful year for the fundraising department which saw incredible growth and impact. Together, our supporters helped raise €639,930. These vital funds enable NOVAS to enhance the wellbeing of our clients and tenants by sustaining essential services such as Street Outreach, Counselling and Art Therapy, while also providing for urgent needs including food, sleeping bags, medical equipment, and, in some cases, client funeral costs.

In 2024, we placed a strong emphasis on nurturing relationships and bringing supporters closer to the work of NOVAS.



Corporate donations and partnerships laid the foundation for this growth which was helped by a significant anonymous corporate donation. This donation is being ringfenced for recovery houses which will open in 2025/2026. These houses are part of Annie's Service and will provide appropriate housing for people leaving treatment, preventing repeat homelessness and safeguarding recovery.

2024 marked the first year of a formal, long-term partnership with Engine Lease Finance Corporation. The partnership started with two volunteer days across five different NOVAS services, with more than 50 Engine Lease Finance Corporation employee's rolling up their sleeves and revamping some of our services, making a tangible difference to the spaces where our clients live and receive support.





In Spring 2024, DFS furniture and NOVAS collaborated on a transformation project in McGarry House. With the creative input of designer Joanne Mooney, a calm,

welcoming and safe space was created for women who experience homelessness. The new space provides our female clients with a much-needed sanctuary.



A highlight in 2024 was NOVAS being successful in The AIB Community €1 Million Fund. We were successful in the public and staff vote and had the privilege

of sharing our positive experience with the AIB Board of Directors, Executive Leadership Team and Senior Management at their final board meeting of the year.



The Annual NOVAS Christmas Sleep Out campaign went from strength to strength in 2024. We held a launch event in October to highlight the importance of



getting involved. The event in December was a wonderful success and the campaign raised a total of €44,849.60.

NOVAS received a number of grants in 2024 which provided essential funding for our work. These included The ESB Energy for Generations Fund towards The Recovery Houses Project, The Hospital Saturday Fund towards our Street Outreach Service and the HSE National Lottery funding for medical equipment.

Throughout the year, a variety of community events and fundraising initiatives brought people together in support of our work. Our neighbours at Holy Trinity Church in Rathmines generously dedicated their time and energy to a volunteer project at the Rathmines Women's Service, while The Spotted Dog pub in Limerick organised a charity walk, with NOVAS as the chosen beneficiary. These efforts reflect the compassion and solidarity of our community and we are deeply grateful to everyone who contributed their time, energy and goodwill.

Individual supporters continue to be at the heart of our work. This year, one-time gifts and regular monthly donations have provided steady funding that allows us to respond quickly to urgent needs while also planning long-term support for people experiencing homelessness. Monthly donors, in particular, give us the security to invest in lasting solutions and every individual contribution—large or small—has played a vital role in changing lives.

Each year, we are profoundly moved and humbled by the extraordinary generosity of our donors and supporters. Their unwavering commitment not only sustains our mission but also empowers us to reach further and create meaningful change in the lives of those we support. None of our work would be possible without them, and for that we are immensely grateful. Thank you for standing with us, believing in our vision and continuing to make a lasting impact.

VOLUNTEER IRELAND AWARDS



NOVAS Street Outreach volunteers won the “Outstanding Large Group 2024” award at the Volunteer Ireland Awards, a national recognition for their significant support of people experiencing homelessness and

marginalisation in Limerick. We could not be prouder of the group, and we are delighted to see their hard work and commitment recognised nationally.

Throughout 2024, volunteers remained at the heart of NOVAS Street Outreach Service in Limerick City. As demand for the service continued to grow, their role was vital in delivering a compassionate, humanitarian response to those who needed it most. By offering warm meals and social connection, our volunteers made a lasting difference in the lives of hundreds of people experiencing homelessness or hardship. Over the course of the year, they distributed more than 32,000 meals on the frontline of the homeless crisis.

Beyond outreach, volunteers also played an essential role in our fundraising

efforts. They organised and participated in a wide range of events, most notably our annual Christmas Sleep Out, while helping to build strong connections with generous benefactors and corporate partners. Their contribution of time, energy and commitment not only raised vital funds but also helped expand and sustain frontline services.

We are deeply grateful to every volunteer who gave so generously of themselves in 2024. Their dedication continues to be a cornerstone of NOVAS work and impact.

ADVOCACY & INNOVATIONS

ADVOCACY & INNOVATIONS

At NOVAS, advocacy is central to our mission of improving health and housing outcomes and creating a more equitable society for communities experiencing multiple disadvantage. We engage in both collective and individual advocacy through media campaigns, social media, policy submissions and active involvement in research.

Throughout the year, NOVAS campaigned for greater supports, services and housing for people experiencing homelessness. Our General Election and Programme for Government campaigns called for a revision of existing housing targets, accelerated delivery of homes, stronger prevention measures and a renewed commitment to ending homelessness by 2030.

We recognise the strength of collective action and work alongside partners across the homeless, housing and social care sectors to push for evidence-led reforms. NOVAS is an active member of FEANTSA, the Dublin Homeless Network, the Homeless Policy Group, the Coalition to End Youth Homelessness and the Recovery Academy, ensuring the voices of our clients are represented at every level of decision-making.

Providing low-threshold, harm-reduction supports is at the heart of our work. We are committed to developing innovative, strengths-based programmes that promote recovery, empowerment and sustainable, independent living. These approaches not only respond to the immediate needs of the people we support but also help build long-term pathways out of homelessness.





IRISH HEALTHCARE AWARDS

NOVAS TOPPLE Peer Overdose Prevention Programme won the Best Patient Lifestyle Award at the Irish Healthcare Awards in May 2024. Within a very competitive category of clinical programmes, TOPPLE emerged victorious; a recognition of its strengths-based approach to empowering people who experience homelessness to prevent and respond to overdose.

TOPPLE supports homeless people to respond to overdose. Developed in McGarry House in Limerick City in 2015, it has provided clients with skills in first

aid, communicating with emergency responders and supporting people to reduce their drug use and their risk of overdose.

Recognising its impact, the HSE National Social Inclusion Office adopted the programme in 2023, as the national peer-led initiative addressing overdose among at-risk populations. The programme was renamed Circle signifying the connectedness, support.

NATIONAL TRAUMA INFORMED PRACTICE SEMINAR

As a leader in Trauma Informed Practice, NOVAS held its inaugural Trauma Informed Practice Seminar on Friday 25th October 2024.

The seminar explored the value of Trauma Informed Practice when supporting people who have experienced multiple disadvantage, through panel discussions and presentations from those with lived experience, professional practice and academic research on the issue.

Led by keynote speaker, Dr. Katriona O Sullivan, this seminar explored the enduring impact of poverty, exclusion and inequality and highlighted how practitioners can effectively promote the six principles of Trauma Informed Practice. A range of speakers provided insight in the areas of housing, homelessness, migration and inclusion medicine.



GOVERNANCE & FINANCE



GOVERNANCE & FINANCE

NOVAS is fully committed to maintaining the highest standards of corporate governance. We uphold these standards by adhering to principles that promote transparency, fairness and accountability to all our stakeholders, especially those who access our client and tenant services. We believe these values are essential to the long-term sustainability and success of our operations. Our governance practices are aligned with the principles of statutory regulators and best practice guidelines, ensuring that we fulfil our mission to provide quality services, housing and support to our communities.

The board is responsible for providing leadership, oversight of strategy, governance and ensuring effective controls are in place in all areas of our work. The Board has overall responsibility for ensuring that operational functions are in line with best practice and meet legal and statutory obligations. There is

a clear division of responsibilities between the Board and the CEO, with the former having oversight of all legal and financial activity, as well as setting strategic direction. The CEO is responsible for implementing the strategy as delegated by the Board.

The organisation has comprehensive systems in place for providing the Board with key information associated with our financial activity, quality of service provision to clients and tenants and identified risks and associated mitigations.

NOVAS Board and its Sub Committees comprise of volunteers with backgrounds in, finance law, housing, social care, clients’ rights, advocacy, and human resources. For good governance, the Board has established five sub-committees to facilitate their duties (including one which was established during 2024).

BOARD OF DIRECTORS

The directors and secretary who currently hold office, or who held office during 2024 are:

BOARD MEMBER	APPOINTED	ELECTED, RE-ELECTED, RESIGNED
Michael O’Connell	29/04/2021	Re-elected 27/08/2024
Martina Murphy	15/09/2022	Re-elected 28/08/2025
Tracy Leonard	10/12/2020	Re-elected 27/08/2024
Dian Loposso	09/12/2021	Re-elected 25/08/2022
Patrick Claffey	23/01/2020	Resigned 06/08/20025
Greg Maxwell	03/12/2015	Resigned 27/08/2024
Siobhan Wheeler	25/10/2018	Resigned 27/08/2024

BOARD MEMBERS (DURING 2024) – PROFILES

NAME	BRIEF PROFILE
MICHAEL O'CONNELL	Michael is the current Chair of the NOVAS Board. He is a chartered accountant with over 25 years senior management and leadership experience in the public service and higher education. He retired from Limerick Institute of Technology as Vice President for Strategy and External Affairs in 2015. His experience includes leadership in financial planning and control, human resources, strategic planning and development and institutional mergers, restructuring and governance.
MARTINA MURPHY	Martina is the current Company Secretary. She is a principal solicitor in her own law firm in Limerick City suburbs. She is a graduate of the University of Limerick and founded her own practice in 2007. As well as being a solicitor, Martina is also an accredited mediator and has a particular interest in family law, mental health law and education law.
TRACY LEONARD	Tracy Leonard studied Bachelor of Business Studies in University of Limerick. She achieved a Master of Accounting from UCD Michael Smurfit School of Business and is a member of Chartered Accountants Ireland. She joined KPMG in 2012 and is a Director in Audit Practice. She provides audit and assurance services to a wide variety of both private and public clients. Tracy has experience working with listed companies and private Irish family-owned businesses across the Retail, Hospitality, Agribusiness, Manufacturing and Education sectors.
DIAN LOPOSSO	Dian holds an Honours BSc in Food Science and Health and works as a lab technician in a dairy company. She is also a Gospel artist, using her musical talents to inspire others. Originally from the Democratic Republic of Congo, Dian has lived in Ireland for 15 years. She is an active member of her church and volunteers with various organisations. She is passionate about community work and supporting vulnerable individuals.
PATRICK CLAFFEY	Patrick Claffey started as a volunteer with the Dublin Simon Community, later was elected to its board and served as its Chair. Thereafter, he worked in various roles within the Dublin Simon Community and became its Head of Services. He played a critical role in identifying new services and led the way in their introduction. He joined NOVAS when we opened our first service in Dublin and until his retirement played a valued role in the successful development of this service.
GREG MAXWELL	Greg Maxwell has extensive experience of the housing and homeless sectors in Ireland. Former CEO of the Dublin Simon Community, he co-established the Dublin Homeless Network to support efforts in collective advocacy and policy development. Greg was the Chair of NOVAS Board of Directors until 2023.
SIOBHAN WHEELER	Siobhan Wheeler is a trustee and chairperson of The Free Dinner Trust and a Local Preacher with the Methodist Church in Ireland. She graduated from University College Dublin in 1985 with a BA in French and History and from the University of Limerick in 1993 with a MA in European Integration. She taught French for several years and she is currently studying for a MA in Applied Theology through the Irish Bible Institute.

MEETINGS

DEPARTMENTS	
AGM	27/08/2024
BOARD	01/02/2024, 02/05/2024, 01/08/2024, 31/10/2024, 28/11/2024, 12/12/2024
AUDIT & FINANCE	24/01/2024, 18/04/2024, 18/07/2024, 23/10/2024, 06/12/2024
SUB COMMITTEE GOVERNANCE	27/01/2024, 19/04/2024, 17/07/2024, 18/10/2024
SUB COMMITTEE HOUSING & TENANTS	24/01/2024, 18/04/2024, 17/07/2024
SUB COMMITTEE QUALITY CLIENT SERVICES	19/01/2024, 26/04/2024, 26/07/2024, 18/10/2024
SUB COMMITTEE ADVOCACY, COMMUNICATION & FUNDRAISING SUB COMMITTEE	18/04/2024, 11/07/2024, 14/10/2024

DIRECTOR MEETING ATTENDANCE 2024

BOARD MEMBERS	BOARD MEETINGS	AUDIT & FINANCE	GOVERNANCE	HOUSING & TENANTS	QUALITY CLIENT SERVICES	ADVOCACY, COMMS. & FUNDRAISING SUB COMMITTEE
MICHAEL O'CONNELL	6/6	3/5	4/4	3/3		1/3
MARTINA MURPHY	3/6	1/5	3/4			3/3
TRACY LEONARD	4/6	4/5		1/3		
DIAN LOPOSSO	5/6			2/3		1/3
PATRICK CLAFFEY	5/6				3/4	
GREG MAXWELL	1/6					
SIOBHAN WHEELER	2/6					

BOARD COMMITTEES

NOVAS maintains five Sub Committees of the Board to provide effective governance and oversight of key areas of work including compliance, financial management, quality services, human resources management, remuneration, risk management, Board succession planning and recruitment, organisational reputation and public perception or other specific pieces of work as delegated by the Board. Sub Committees report to the board with updates and recommendations. Sub Committees generally meet once per quarter or more frequently if their work requires it.

The following Sub Committees are currently in place:

- > Governance Sub Committee
- > Audit & Finance Sub Committee
- > Quality Client Services Sub Committee
- > Housing & Tenants Sub Committee
- > Advocacy, Communications & Fundraising Sub Committee

Governance Sub Committee

The Governance Sub Committee of the NOVAS Board of Directors provides oversight and governance of the following areas of activity:

Board Governance

- > Identify any skill gaps range of Sub Committee and Board membership and make recommendations to the Chair of the Board for targeted recruitment to fill gaps to enable effective succession planning.
- > Support the induction of new subcommittee or board members.
- > Identify training needs and opportunities for board members.
- > Ensure an effective Board Information Pack is in place for new Board members.
- > Ensure the Constitution and charitable purpose of the organisation is still relevant and up to date.
- > Carry out an annual review of the Boards performance including an appraisal of the Chair and CEO.

Human Resources

- > Recruitment practices, vacancy rates and retention plans.
- > Employee Engagement, communication and satisfaction.
- > Learning & Development: providing effective induction, required and developmental training.
- > Health & Safety risks, mitigations, incidents and compliance.
- > Effective management of Industrial & Employee Relations and performance management concerns and fulfilment of statutory obligations as an employer.
- > Ensuring the effective functioning of a HR department.
- > Reviewing new and revised Human Resources policies and making recommendations to the Board for adoption.
- > Analysing and making recommendations to the Board for any changes to Salary Pay Scales, Compensation & Benefits or any requests for individual salary reviews.
- > Managing the recruitment process when the CEO role becomes vacant and setting remuneration and performance expectations for the role.

Compliance

- > Ensuring compliance and integrity of statements made relating to statutory reporting requirements including:
 - Funder applications and reporting requirements (Section 39 HSE, Section 10 Local Authorities, Section 56 Tusla)
 - Reporting and cooperation with questions from AHBRA (Approved Housing Body Regulatory Authority)
 - Charities Regulators Code of Governance Code, annual self-declaration and register of Directors and cooperation with any other requests for information
 - Companies Registration Office reporting requirements.
- > Advise and make recommendations to the Board relating to Statutory or Regulatory Compliance requirements.
- > Reviewing new and revised Organisational policies and making recommendations to the Board for adoption.
- > Ensure the organisation operates within the framework of its own policies.
- > Ensure awareness of upcoming and changing legislation that relates to our work and review plans for preparedness for same.

Risk Management

- > Ensure an effective Risk Management, Incident Management and Service Continuity Policies are in place.
- > Ensure a comprehensive Organisational Risk Register is in place, interrogate the rationale and completeness of the Risks identified, be assured of the effectiveness of the mitigations in place against risk and seek updates in relation to changes in risks.

Audit & Finance Sub Committee

The Audit & Finance Sub Committee of the NOVAS Board of Directors provides oversight and governance of the following areas of activity:

Financial Sustainability

- > Reviewing and making recommendations to the Board on an annual budget of income and expenditure prepared by the Head of Finance and CEO including annual adjustments to Reserves and Sinking Funds.
- > Reviewing Management Accounts on a quarterly basis in relation to income & expenditure, balance sheet and assumptions as prepared and presented by the Head of Finance and to report to the Board budget and perceived risks.
- > Discuss plans to ensure future financial sustainability and growth of the organisation and ensure the organisation makes the necessary financial preparations to fulfil the commitments of its strategic plan.
- > Decide on any prudent investment strategies that will support the financial suitability of the organisation.

Financial Audits

- > Reviewing every year whether the services of an internal auditor needs to be secured.
- > Reviewing every three years whether to tender for the services of an external auditor or retain the current provider.
- > Engage the External Auditors to commence the Annual External Financial Audit and support the requirements of the process through to receiving the report of and actions arising from the Audit.
- > Engage effectively with any external auditors appointed by statutory funders of regulatory authorities with responsibility for oversight of our work.
- > Ensure open action items from all financial audits are tracked and monitored in the Audit & Finance Sub Committee Report through to completion.

Finance Controls

- > Reviewing the Finance Department Risk Register and interrogating the mitigations in place to manage risks and the completeness of the register.
- > Reviewing new and revised Organisational policies relating to Financial Management and making recommendations to the Board for adoption.
- > Ensure adequate controls and monitoring of finance records are in place and effective.
- > Monitor the integrity of Annual Financial Statements and produce an accompanying Directors Report.
- > Ensure a Protected Disclosures policy is in place to provide arrangements by which staff of the organisation may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters and ensuring that there are arrangements for independent investigation of such matters and for appropriate follow-up action.
- > Ensuring compliance with the expenditure of income in accordance with statutory funder service level agreements or donors wishes.

Quality Client Services Sub Committee

The Quality Client Services Sub Committee of the NOVAS Board of Directors provides oversight and governance of the following areas of activity:

Client Support

- > Ensuring the voice of the client is foremost in decision making.
- > Reviewing and interrogating data relating to the support provided to clients, with particular focus on monitoring volume of clients supported to progress into sustainable independent living or supported to avoid entry into homelessness.
- > Reviewing other metrics that measure relevant outcomes for clients including the key areas of life skills.
- > Review of any clients of particularly high vulnerability and plans in place to provide appropriate support.

Quality of Service

- > Review and interrogate results and recommendations of internal quality audits of services, based on the National Quality Standards Framework, and compliance with expectations relating to risk assessments, consent, care planning and management, incident management, environment maintenance and health & safety.
- > Review of new or revised Operational Policies and making recommendations to the Board for adoption for the furtherance of safe and effective services to clients.

Risk Management

- > Review of Operational Risk Register and interrogation of completeness of identified risks, effectiveness of mitigations identified and any resulting impacts.
- > Review of outcome from any Client Complaints.
- > Review of significant incidents and resulting changes in practice or mitigations.

Funder Engagement

- > Review of funding applications to statutory funders and any matters arising.
- > Overview of recent engagement with funders, in particular where deficits exist and any agreements or progress towards eradicating deficits.
- > Review of reports from funder annual service level review meetings and implications for the organisation.

Service Development

- > Review of potential new opportunities for proposals or tenders for new services and an overview of the resources required and planned next steps.
- > Oversight of any risks to continued operation of any service due to funding shortfalls or other reasons.

Housing & Tenants Sub Committee

The Housing & Tenants Sub Committee of the NOVAS Board of Directors provides oversight and governance of the following areas of activity:

Property Acquisition

- > Ensuring the organisation has sufficient and sustainable financial planning to meet the goals for growth in housing stock outlined in the organisational strategic plan.
- > Review of proposed properties for acquisition or construction, reviewing the individual cases for financial viability and quality to prospective tenants of each scheme and providing approvals to proceed with purchase or construction to Head of Housing & Development.
- > Ensuring adequate due diligence is in place for the assessment of each scheme and associated compliance and risk considerations.
- > Report of current property portfolio by location against targets.

Asset Management

- > Oversight of emergency planned and cyclical maintenance works.
- > Oversight of stock condition survey completion and associated external evaluation with connected sinking fund allocation.
- > Review of completion against environmental sustainability target through retrofitting programme.

Tenant Services

- > Ensuring the voice of the tenant is foremost in decision making.
- > Monitoring tenant engagement and satisfaction programmes and evaluations.
- > Review of tenancies of high concern and planned actions.
- > Review of formal complaints arising from tenants or neighbours.

Compliance

- > Review of new or revised Housing Management Policies and making recommendations to the Board for adoption for the furtherance of safe and effective services to clients.
- > Review of annual AHBRA (Approved Housing Body Regulatory Authority) annual report.
- > Oversight of Health & Safety and building regulation compliance on all units.
- > Overview of Residential Tenancy Board (RTB) registration compliance.

Risk Management

- > Review of Housing Department Risk Register and interrogation of completeness of identified risks, effectiveness of mitigations identified and any resulting impacts.

Advocacy, Communications & Fundraising Sub Committee

The Advocacy, Fundraising & Communications Sub Committee of the NOVAS Board of Directors provides oversight and governance of the following areas of activity:

Research

- > Oversight of planned approach to new programmes of research determined by trends emerging within NOVAS service provision and more generally within the sector.
- > Review of outcomes from research conducted by NOVAS or in collaboration with partners in the sector and academia to promote better public policy and governmental supports for our clients.

Advocacy

- > Review of planned and completed public policy change lobbying efforts, including submissions relating to proposed policy and legislative change, commentary on government budgets and activity relating to election campaigns, referendums and other political activity.
- > Review of collective advocacy work with peer not-for-profit organisations in the sector.

Fundraising

- > Review of Fundraising Campaigns income and planned next steps of development in each area.
- > Oversight of new fundraising campaign themes, messages, images and calls to action.
- > Ensuring adequate resources (people, skills and funds) are available to the organisation to effectively deliver the agreed fundraising initiatives.
- > Oversight of congruency of messaging through research, advocacy, fundraising campaigns and communications work.
- > Review and updates about possible contacts and introductions.

Public Relations, Messaging & Communications

- > Responsibility for protecting the good name and reputation of the organisation.
- > Review of the resources and capacity of NOVAS to effectively reach our required audiences.
- > Overview of activity to expand name recognition and brand awareness.
- > Overview of recent media engagement and representation.
- > Review of connections and opportunities arising from NOVAS representation on relevant networks and forums.

Risk Management

- > Review of Advocacy & Communications Department Risk Register and interrogation of completeness of identified risks, effectiveness of mitigations identified and any resulting impacts.
- > Review of Fundraising Department Risk Register and interrogation of completeness of identified risks, effectiveness of mitigations identified and any resulting impacts.

COMPLIANCE

NOVAS is registered as an Irish Charity with the Charity Regulator providing support to those at risk of or experiencing homelessness. Our Charity Regulator Number is 20041533. The Revenue Commissioners have allocated us a Charitable Tax Exemption Number of CHY 13390. NOVAS is compliant with the Charities Regulators Code of Governance. NOVAS is also an active member of the Wheel, the umbrella organisation for not-for-profit organisations in Ireland.

NOVAS is registered as an approved housing body (AHB) with the Approved Housing Body Regulatory Authority (AHBRA) providing social housing to people on local authority housing lists. Our AHB number is AHB-02763. NOVAS operates in compliance with the four AHBRA Standards and participates in annual monitoring returns and audits.

NOVAS is registered with the Companies Registration Office as a Company Limited by Guarantee. Our Company Registration Number is 330018.

NOVAS honours the intentions of our donors and collects and distributes fundraised monies in compliance with the Charities Institute of Ireland guidelines of best practice for fundraising. NOVAS is an active member of the Charities Institute of Ireland.

NOVAS participates in an external audit of our financial records each year as well as participating in any audits that are commissioned by funders or regulators. Following the completion of our external audit NOVAS publishes our audited financial statement and directors report each year on our website.

NOVAS operates a suite of policies, processes, and procedures internally, supported by highly secured systems that enable us to maintain compliance with all legislation in this jurisdiction. We comply with all reporting requirements.

NOVAS partners with and receives funding from Local Authorities, HSE organisations, TUSLA and other statutory funders to deliver a range of services and housing.

OPERATIONAL AND REGULATORY STANDARDS

NOVAS Bellevue house is a residential childcare facility that is registered with TUSLA, and it is periodically inspected under the National Standards for Children's Residential Centres (HIQA). NOVAS Homeless Services are measured against the National Quality Standards Framework for Homeless Services.

All services that receive state funding have a Service Level Arrangement in place and reviews are carried out on an annual basis.

RISKS AND MITIGATIONS

RISK AREA	RISK SUMMARY	MITIGATING ACTIONS
Sustainable funding of Client Services	In sufficient funding is provided to some services that does not meet the full cost of running the service. This could impact the organisation's ability to maintain that service sustainably in the future	Annual budget setting accurately projects costs and income. Costs are carefully managed. Ongoing negotiations to review funding levels underway with statutory funders. Contingency plans for reducing services to meet income under consideration.
Viable government schemes to increase housing	A slow down appears to have occurred in government policy that does not seem to take advantage of the capacity in the AHB sector to deliver housing in Ireland to its full potential.	Consolidating work on any outstanding property schemes. Engaging with partners in government to seek the re-establishment of an AHB – Dept of Housing working group. Evaluating carefully where our capacity can be deployed with the most impact.
Cost of compliance	NOVAS welcomes the increased compliance and governance requirements implemented in recent years but without funding this work it is unsustainable.	Regulators and government partners informed of gap in funding to enable the high level of compliance work. Consideration of compliance workload now a decision making factor in new work areas.
Client wellbeing	The Clients we support experience multiple disadvantages and are at higher risk of injury or death as a result.	Risk assessments are kept up to date. Active case management in place and care plans codeveloped with the client. Key workers support accessing health, housing and other services to reduce risk and improve outcomes for clients.
Severe event impact	The organisation faces increased risk from extreme weather events, politically charged rhetoric against marginalised groups, cyber-attacks in addition to more routine service continuity risks.	Risks are regularly assessed. Health & Safety Advisor provides support to plan mitigations. Leadership Team meets monthly and reviews risk. Winter emergency team in place. Local service continuity plans in place taking account of newly emerging threats.
Reputational Damage	Negative publicity on social or traditional media could harm the organisation.	Communication spokesperson in place. Active monitoring of social and traditional media. Active engagement with journalists where beneficial.

FINANCIAL REPORT

In 2024, the total income generated by Arlington Novas Ireland CLG was €15.913M (an increase of 7.7% from 2023). Revenue based grants received by our organisation from the HSE, Department of Housing, Planning and Local Government and various local authorities amounted to €13.666M (5.6% increase from previous year). This represented 85.9% of our total income. The increase from 2023 was due to a number of factors, including some funding increases, income related to the 2023 WRC pay agreement and the extension of services.

The funding environment continued to be problematic during the year, but we continue to engage with our funders to meet service deficits, where possible. There has been some improvement with the recruitment and retention of staff and we are hopeful that this will continue into the future.

Other operating income was €2.247M (an increase of 22.3% from 2023). This other income consists of contributions from our clients and tenants, development levies, return on investments, donations, legacies

and fundraising. There was an increase in fundraising and donations, and we are hopeful of building on this in the future. Collection of client contributions proved difficult throughout the year.

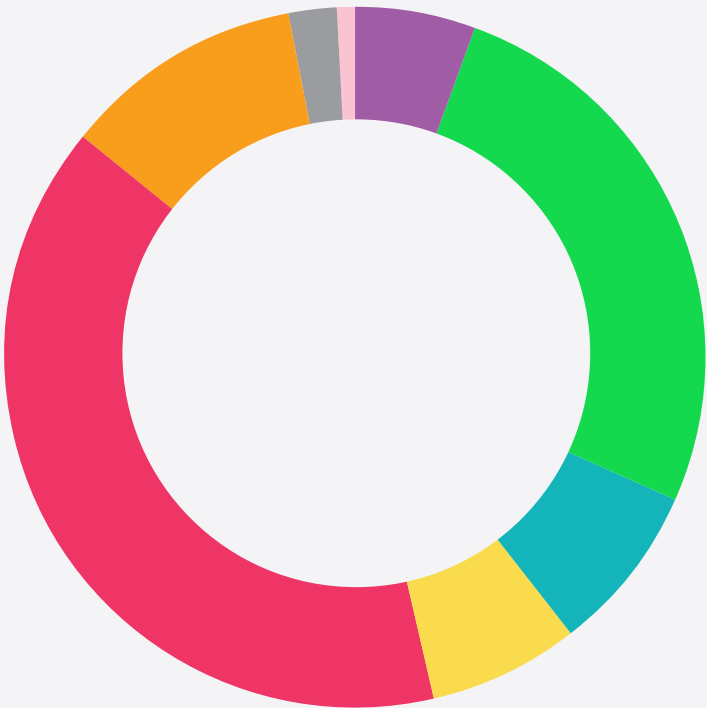
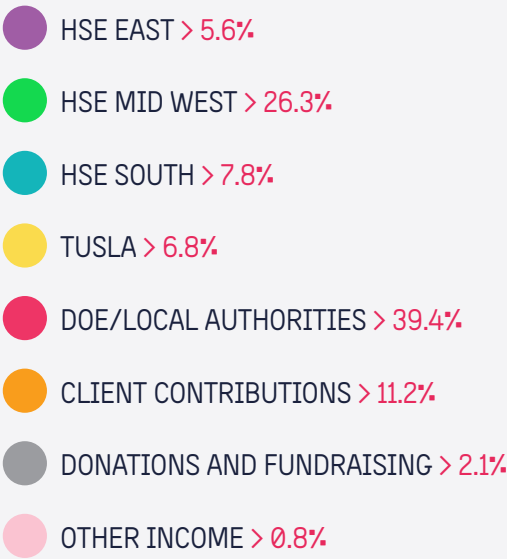
Other income was €1.612M (an increase of 47.4%). This other income consists of amortisation of Capital Assistance Scheme (CAS) and other loans.

There was a change in accounting policy in 2023. CAS loans are now being amortised over the life of the loan, usually 30 years. This also includes a ringfenced donation of €300k for a specific purpose.

We remain extremely grateful to all our funders and donors, whose continued support and generosity has enabled us to maintain the high standards of services provided to our clients.

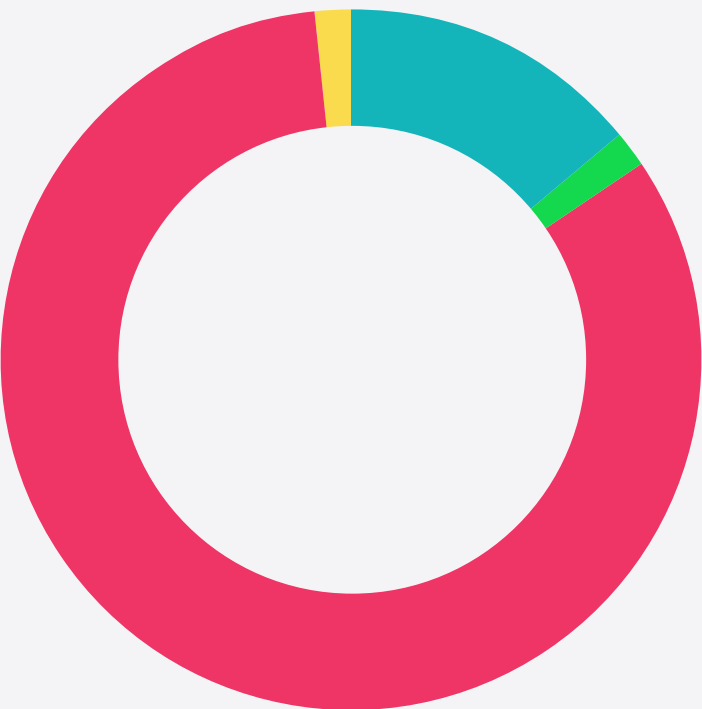
Set out below is a breakdown of our income for 2024 by source.

BREAKDOWN OF
INCOME 2024

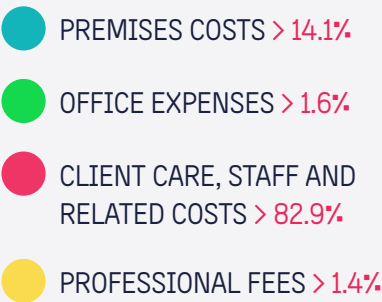


We have continued to manage expenditure as prudently as possible, with the support of our staff and suppliers. Client Care, Staff and Related Costs comprised almost 83% of our overall expenditure, while costs associated with housing, both-long term and short-term, accounted for 14%. Our outgoings continued to be impacted by increased cost of living, in particular in the areas of energy, food, subsistence, cleaning and maintenance.

Set out below is a breakdown of the expenditure for 2024.



BREAKDOWN OF
EXPENDITURE 2024



STATEMENT OF COMPREHENSIVE INCOME

For the Financial Year ended 31 December 2024

	2024	AS RESTATED 2023
	€	€
INCOME	15,913,415	14,777,509
ADMINISTRATIVE EXPENSES	(16,208,613)	(14,692,115)
OPERATING (DEFICIT)/SURPLUS	(295,198)	85,394
OTHER INCOME	1,601,809	1,108,569
INTEREST RECEIVABLE AND SIMILAR INCOME	9,954	2,288
INTEREST PAYABLE AND SIMILAR EXPENSES	(83,836)	(85,235)
SURPLUS BEFORE TAX	1,232,729	1,111,016
SURPLUS FOR THE FINANCIAL YEAR	1,232,729	1,111,016
OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		
UTILISATION OF DESIGNATED FUNDS	-	(29,113)
OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR	-	(29,113)
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR	1,232,729	1,081,903

There were no recognised gains or losses for 2024 and 2023 other than those included in the statement of comprehensive income.

All amounts relate to continuing operations

The financial statements were approved by the board and signed on its behalf by:

MICHAEL O'CONNELL
(CHAIRPERSON)
Director

MARTINA MURPHY
Director

Date: 2 September 2025

Date: 2 September 2025

ARLINGTON NOVAS IRELAND COMPANY LIMITED BY GUARANTEE

BALANCE SHEET

As at 31 December 2024

	2024	AS RESTATED 2023
	€	€
FIXED ASSETS		
TANGIBLE ASSETS	30,026	36,026
TANGIBLE ASSETS - HOUSING PROPERTIES	63,995,721	48,988,911
	64,025,747	49,024,937
CURRENT ASSETS		
DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	1,459,500	1,315,791
CASH AT BANK AND IN HAND	3,423,709	3,917,123
	4,883,209	5,232,914
CREDITORS : AMOUNTS FALLING DUE WITHIN ONE YEAR	(2,128,595)	(2,106,688)
NET CURRENT ASSETS	2,754,614	3,126,226
TOTAL ASSETS LESS CURRENT LIABILITIES	66,780,361	52,151,163
CREDITORS : AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	(44,951,543)	(31,546,751)
GRANTS	(2,010,177)	(2,037,711)
PROVISIONS FOR LIABILITIES		
OTHER PROVISIONS	(163,879)	(144,678)
	(163,879)	(144,678)
NET ASSETS	19,654,762	18,422,023
CAPITAL AND RESERVES		
DESIGNATED FUND	4,488,117	3,966,103
PROFIT AND LOSS ACCOUNT	15,166,645	14,455,920
	19,654,762	18,422,023

The financial statements were approved by the board and signed on its behalf by:

MICHAEL O'CONNELL
(CHAIRPERSON)
Director

MARTINA MURPHY
Director

Date: 2 September 2025

Date: 2 September 2025

In summary, there was an operating deficit of €295k in expenditure over income, compared to a surplus of €85 in 2023.

The remuneration of the CEO for the year was €93,571 (2023 - €87,750). The company also made contributions at the standard rate to the company pension scheme in respect of the CEO.

We are committed to managing our costs as tightly as possible and ensuring that the

vast majority of our expenditure continues to be spend in directly supporting our clients and tenants.

The Finance and Audit Committee met on five occasions during 2024.

In 2025, we will continue to purchase and develop properties to provide long-term housing for individuals and families, as indicated in our strategic plan.

NOVAS

Housing | Health | Recovery

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