

10

Social Finance Foundation

CELEBRATING  
A DECADE

# 2016 Annual Report



Social  
Finance  
Foundation



# 2016

## A Review of the Year and the Decade

---



Bank of Ireland 

Danske Bank

EBS



permanent tsb 

 Ulster Bank

Under the Aegis of the Department of Finance



An Roinn Airgeadais  
Department of Finance

## Contents

- 04 Case Studies 1 & 2
- 06 About the Foundation
- 10 Board of Directors
- 12 Chairman & CEO Statement
- 16 Lending Information
- 18 Case Studies 3 & 4
- 20 Financial Information
- 22 Case Studies 5 & 6

# ON THE BALL

## Stella Maris FC

**They've given us John Giles, Gerry Daly, Eoin Hand, Stephen Carr and Eamon Dunphy – all of whom have made a significant impact in top flight English soccer, with John Giles going on to establish himself as a true legend of the global game. They also gave us Ronnie Whelan Senior, father of the former Liverpool captain.**

And if that were not enough, then Stella Maris FC can also claim credit for that Stephanie Roche wonder goal, which saw the young woman nominated for the prestigious 2014 FIFA Puskas award, in which she was runner up to Real Madrid's James Rodriguez.

Quite a catalogue of achievement for a club founded in 1943 in Dublin's North Inner City and based just off Richmond Road.

Not surprisingly, Stella Maris FC has enjoyed some remarkable success at national level and is renowned for the way it nurtures youth talent. A

remarkable 45 club players have been capped for the Republic of Ireland over the years.

In short Stella Maris has made, and continues to make a hugely significant contribution to community life in its own locality and well beyond.

The club's structures, systems and facilities are a treasured social asset that enrich the life and life chances of hundreds of children annually.

John Giles, now the club President speaks warmly of the formative role Stella Maris played in his life and development. "It is a wonderful club. And without Stella and the Dublin Schoolboy League providing football, we wouldn't have been able to go on and achieve what we did in the game."

In recent years, the club embarked on a process of development in order to upgrade the facilities and structures on offer, especially the development of a high quality all-weather pitch.

When Stella Maris approached Clann Credo for loan finance, we immedi-

ately saw the importance of investment in such a vital piece of community and social infrastructure.

In March of 2014, a 3G, all-weather, astro-turf pitch was completed.

"It is of the same standard as you would find in the Premiership and major Spanish clubs," said Club Chairman Derek Mooney.

At the official opening, John Giles said "When we were young, we played football on the street. I would have loved to have played on a pitch like that."

Perhaps in years to come Clann Credo can lay a tiny claim when the next Roche or Giles emerges from the ranks of this fantastic sporting institution.

Social Finance Foundation was pleased to provide the funding to Clann Credo for the project.

# SOCIAL CAPITAL

**Dublin in the 1980s was a city plagued by unemployment, official neglect, social exclusion and drug abuse. But it was also a city characterised by deep wells of communal pride in some of the areas worst affected, allied with a readiness to step in where the state was absent.**

This was the genesis of the North Wall Community Development Project (NWCDP), one of a myriad of local groups that mushroomed around the city in response to the problems in their respective communities.

The NWCDP began life in 1985 as the North Wall Women's Centre and was awarded Community Development Project status in 2007, with a key focus on tackling social exclusion.

Over the intervening three decades, the group has overseen the development of a purpose-built women's centre and currently employs some 50 full time and part time staff.

The NWCDP is now a key part of the social and economic infrastructure

within the communities it serves, providing a range of critical services, including: childcare, community employment, work experience programmes, skills training and healthy lifestyle courses.

It also serves as a focal point for a range of related services and activities.

In late 2014, an unfortunate combination of circumstances saw the organisation suffer a serious financial shortfall that, left unchecked, could have seriously undermined its capacity to continue operating.

The NWCDP turned to Clann Credo for a the financial support required to weather the worst of the financial storm into which it had been plunged.

Given the long-term prospects of the organisation and its critical role in the local community, that support was forthcoming and the NWCDP is now on a more secure financial footing.

Social Finance Foundation was pleased to provide the funding to Clann Credo for the project.

## North Wall Community Development Programme



Main Photo:  
Brendan Whelan, CEO and  
Sheila Nordon, Chairman with  
Minister Noonan at the launch  
of the Foundation's 2015  
Annual Report.



Top Left:  
Minister Bruton at the launch of  
Microfinance Ireland in 2012.

Bottom Left:  
Minister Leo Varadkar with the  
staff of Meath Street Credit  
Union in 2016 celebrating the  
success of their pilot of the  
Personal Microcredit initiative.



## About the Social Finance Foundation

2017 marks its first decade of promoting a range of unique and expanding loan finance services to community organisations while supporting and managing similar initiatives for micro-enterprises and individuals.



**The Social Finance Foundation was established in 2007 by the Government to address the needs of community organisations and social enterprises for loan funding which was difficult to obtain from mainstream financial institutions. An innovative approach was taken to its establishment involving collaboration between the private, public and social sectors. It was supported by the Department of Finance, funded completely by the Irish Banking Industry and set up as a company limited by guarantee and a registered charity. The funding by the Banking Industry recognised its responsibilities to the social sector in Irish society. It enabled lending to the sector which did not come within Irish Banking's own prudential lending parameters.**

As a "wholesale" funder, working through its partners, Clann Credo and Community Finance Ireland (CFI), over €70m of loan funding has been made available to nearly

700 organisations throughout Ireland. This has enabled them to achieve their goals with important social benefits to the communities in which they operate and/or which they serve. These include community centres, sports facilities, childcare facilities, community enterprise, social housing for elderly and special needs, heritage/ tourism projects, addiction treatment centres, religious communities, local Arts and Radio projects and so on. The funding has enabled many of these projects to avail of grants from European and national bodies, essential to their viability. This "social finance" is provided to organisations which can exhibit an ability to repay it and the staff in Clann Credo and CFI work closely with, and support them, in constructing the proposals for loan finance. Feedback from the community organisations is very positive and the loan loss experience has been excellent. With continuing support from the Irish Banking Industry, lending of €250m to the social sector would be possible in the next ten years.

Adopting the motto of “Finance for Social Good”, the Foundation applied its expertise to other areas as opportunities arose. The 2011 Program for Government (mid crisis) proposed the establishment of a Microfinance Loan Fund. The Foundation was instrumental in the establishment of Microfinance Ireland (MFI) with the Department of Jobs, Enterprise and Innovation (DJEI) in 2012. This was another example of a collaborative approach not only between the public, private and social sectors but also the EU. Its aim was to provide much needed loan funding to individuals (sometimes unemployed) who wished to set up their own business or needed funding to support an existing one. Such start-up lending to individuals is very high risk and mostly outside the risk parameters of mainstream financial institutions. Equity funding was provided by DJEI, competitively priced loan funding was provided by the Banking Industry to the Foundation for on-lending to MFI, an EU loan guarantee scheme provided financial assistance and the Local Enterprise offices acted as an important channel for would-be borrowers and entrepreneurs. As at end 2016, over €19m has been lent, with over 1,000 enterprises and over 2,800 jobs created or supported. Working with all stakeholders, it is planned to achieve support for 7,700 jobs by 2022.

November 2015 saw the launch of a pilot Personal Microcredit Scheme (PMC) for individuals unable to procure such credit from mainstream institutions. This involved many stakeholders coming together under a common mission to deliver a solution which avoids individuals having to resort to moneylending organisations charging interest rates of more than 180%. Chaired by the Department of Social Protection, the institutions involved include the Irish League of Credit Unions, the Central Bank of Ireland, An Post, Citizens Information Board, MABS, Dept. of Finance, St. Vincent de Paul and the Credit Union Development Association. The Foundation played a leading role in the inception and design and is responsible for the implementation of the initiative. At time of writing, the facility is now available in 225 credit union offices across the country, with over 6,000 loans having been issued. It is hoped that by 2018 the credit union movement will have reconfirmed their commitment to serving the needs of local creditworthy customers, avoiding the use of moneylenders.

Social finance can be instrumental in supporting social enterprises. Social enterprises represent an aspect of Irish society which offer significant economic and social

benefits. The sector is under developed relative to other countries but has many examples which would rival the best. The opportunity exists to grow the sector significantly. Again, a collaborative approach with the private, public and social sectors is needed to make this happen. The Foundation, with its social enterprise colleagues, is already in discussions with the Department of Rural Affairs for the development of a national policy, strategy and roadmap for the social enterprise sector in 2017.

Social finance will always be a very small sector in the Irish financial landscape. However, for those community organisations which avail of it, those individuals who use it to set up their own businesses and those who can avoid paying usurious rates of interest to moneylenders, it represents a critical lifeline to achieve their aspirations.

## Microfinance Ireland

### Job Creation

7,700 jobs to be created or supported by 2022.



### Progress To Date



Loan Funding



Jobs



## Chronology and Highlights

**Feb 2007**

Minister for Finance publicly launches Social Finance Foundation

**Mar 2007**

Banks provide €25m to Foundation

**Aug 2007**

Loan drawings commence with First Step Microfinance

**Oct 2007**

Loan drawings commence with Clann Credo

**Apr 2009**

Foundation signs Loan Agreement with 12 Banks for additional funding of €72m

**Jun 2011**

Strategy Report on Financial Inclusion published

**Sep 2012**

Microfinance Ireland launched by Minister for Jobs, Enterprise & Innovation Mr. Richard Bruton TD.

**Feb 2014**

Loan drawdowns of €40m exceeded.

**May 2015**

Report published on need for a Personal Microcredit Scheme in Ireland

**Nov 2015**

Launch of pilot Personal Microcredit Scheme with 30 credit unions

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016



Sheila Nordon  
**Chairman**

**Appointed 25th January 2007**  
Independent Non-Executive Director



Aidan Barry  
**Director**

**Appointed 28th August 2015**  
Independent Non-Executive Director



Deirdre Kiely  
**Director**

**Appointed 24th October 2012**  
Independent Non-Executive Director



Mary Brennan  
**Director**

**Appointed 24th October 2012**  
Independent Non-Executive Director



**Garrett Greene**  
**Director**

**Appointed 28th August 2015**  
International Affairs Officer, Limerick  
Institute of Technology



**Pat Horgan**  
**Director**

**Appointed**  
Head of SME Banking - South, Midlands  
and West, Ulster Bank



**Éilish Finan**  
**Director**

**Appointed 24th October 2012**  
Independent Chartered Director



**Pádraig O'Ruairc**  
**Director**

**Appointed 28th August 2015**  
Business Development and Change  
Manager, National Transport Authority

ATTENDANCE  
AT ELIGIBLE  
MEETINGS

Sheila 8/8

Aidan 8/8

Garrett 6/8

Pat 3/3

Deirdre 4/8

Mary 7/8

Éilish 8/8

Pádraig 6/8



“

The Foundation  
now operates with  
the motto “Finance  
for Social Good”.

”

# A message from our Chairman and our CEO

*Sheila Nordon* (Chairman)

*Brendan Whelan* (CEO)

As we review 2016, we need to see it in the context of almost ten years of existence, having been incorporated in January 2007. The years since have seen a dramatic change in the country's fortunes, which reinforced the original *raison d'être* for the inception of the Foundation i.e. to make available loan finance to viable social projects and organisations which find it difficult to obtain it from mainstream lending sources. Over the period, the scope of the Foundation's work has expanded with the inception of Microfinance Ireland and the work on projects such as the Personal Microcredit (PMC) initiative. The Foundation now operates within the structure shown on Page 15, with the motto "Finance for Social Good".

## Finance For Social Good

Progress over the ten years of the Foundation's existence has already been outlined in the report. Here we concentrate on work in the year 2016.

## Loan Funding and Financial Results

In the year 2016, lending of €15.6m was approved (and €7.3m drawn down). Lending volumes increased relative to 2015 with the pick-up in the economy, more marketing of the availability of social finance and the commencement of the new Leader program. Recognising the need to increase awareness of the concept of social finance amongst community organisations and social enterprises, we worked with Clann Credo and Community Finance Ireland to implement a communications program throughout 2016. The increased volumes in 2016 reflect the benefits of this program.

Net interest income amounted to €367k, with administrative expenses totalling €617k, resulting in an operating deficit of €250k. The loan loss charge was a credit of €152k which reflects our policy of working with customers and taking a long-term view when difficulties arise. The Foundation benefitted from a 'one off' gain of €527k arising from an early settlement offer received from one of our lenders. As a result, the overall outcome for the financial year was a net surplus of €429k. This is a very acceptable outcome. It is worth noting that the Reserves of the company at €25.4m have grown marginally since inception, which represents strong financial stewardship.

## MFI

2016 also saw the growth of business in our subsidiary Microfinance Ireland (MFI). In 2016 MFI approved €5.4m in loans to 397 micro enterprises and in the process supported 990 jobs. During the year, the Foundation advanced a second €5m loan tranche to MFI. We

welcome the continued support from Government for Microfinance Ireland and wish to acknowledge the additional €10m grant which was paid over to Microfinance Ireland in January 2017. With further growth expected in 2017, we would like to acknowledge the commitment and success of the Board, management team and staff in Microfinance Ireland.

## Initiatives

The Personal Microcredit Initiative (PMC) provides a potential credit solution for individuals unable to borrow from mainstream institutions. The Foundation has played a key role in the design and delivery of this initiative. It continues to do so through its project management role and ongoing significant contribution to the project finances. At time of writing, the PMC loan is available in 225 Credit Union locations and it is planned to increase this number through 2017. Borrowers have described this product as transformative and participating credit unions recognise this as a way to connect with those most vulnerable in their communities.

We continue to lend our support in other areas in the social finance domain. As members of the Social Enterprise Task Force (SETF), we work with Government to make progress in this important area. We are currently working on a project plan to develop a national policy, strategy and implementation roadmap for the social enterprise sector. The SETF and the Foundation will be at the forefront of any initiatives in this area.

## Acknowledgements

It should be noted that without the encouragement of the Department of

Finance and the financial support of the Irish Banking Industry, the Foundation could not discharge its role.

We would also like to express our appreciation to the Banking and Payments Federation of Ireland, the Department of Jobs, Enterprise & Innovation, each Social Lending Organisation and Arthur Cox for their support for the Foundation during 2016.

The voluntary Board of Directors met on eight occasions during 2016 and their record of attendance at Board and sub-committee meetings demonstrated their commitment to the Foundation (see page 11). During the year, three Directors who have served the Foundation since its inception retired having reached the end of their term. We would like to warmly acknowledge and thank Cyril Forbes, Felix O'Regan and Kathleen Prendergast for their unstinting support and commitment to the Foundation since 2007. The Board was delighted to welcome into its ranks, Pat Horgan and look forward to working with him in the coming years.

Finally, we would like to thank our staff. We are only too conscious that without their input, support and energetic enthusiasm, the Foundation would not have achieved the impact that has been delivered so far.



**Sheila Nordon**  
(Chairman)



**Brendan Whelan**  
(CEO)

## Social Impact in 2016

Social impact measures are the best available at this time and will be refined over time. It needs to be recognised that, while expressed in quantifiable terms, it lacks precision for a number of reasons;

- The figures being estimates prior to the project commencing rather than actual when the project has been implemented.
- The role that bridging finance plays in getting a project off the ground, where grants are only paid when expenditure has been incurred.
- Foundation funds may only be a small proportion of the overall project and attributing all the social benefits could be seen as an exaggeration.
- The lack of precision should not however take from the broad thrust of the data, reflecting as it does the social impact of monies lent in 2015.

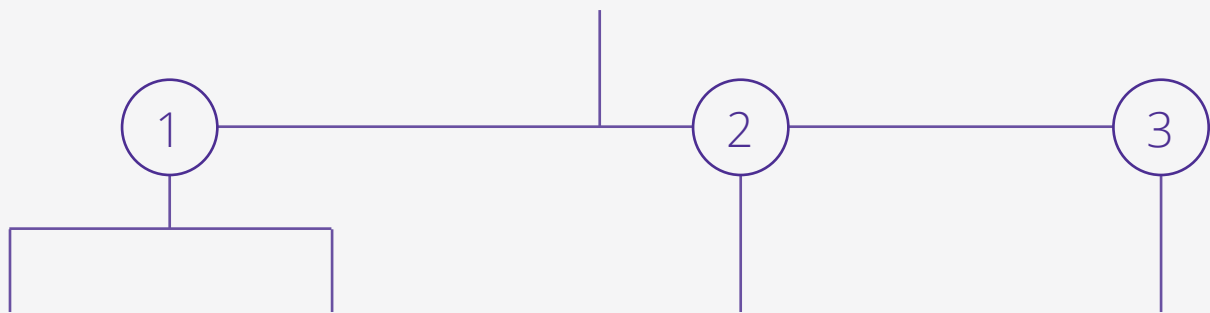
Job Creation - Mostly Temporary	No. of people using community facility	No. of visitors	No. of people using sports facility	No. of children using facility	No. of social care users
500	11,200	34,600	13,700	4,750	3,120

## Foundation Structure



Social Finance Foundation

Finance For Social Good



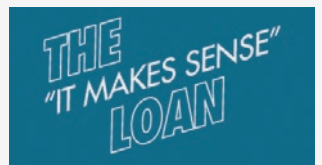
**COMMUNITY FINANCE IRELAND**  
Financing Social Enterprise

Loan funding via affiliates to communities and social enterprises



**Microfinance Ireland**  
Small Business Loans

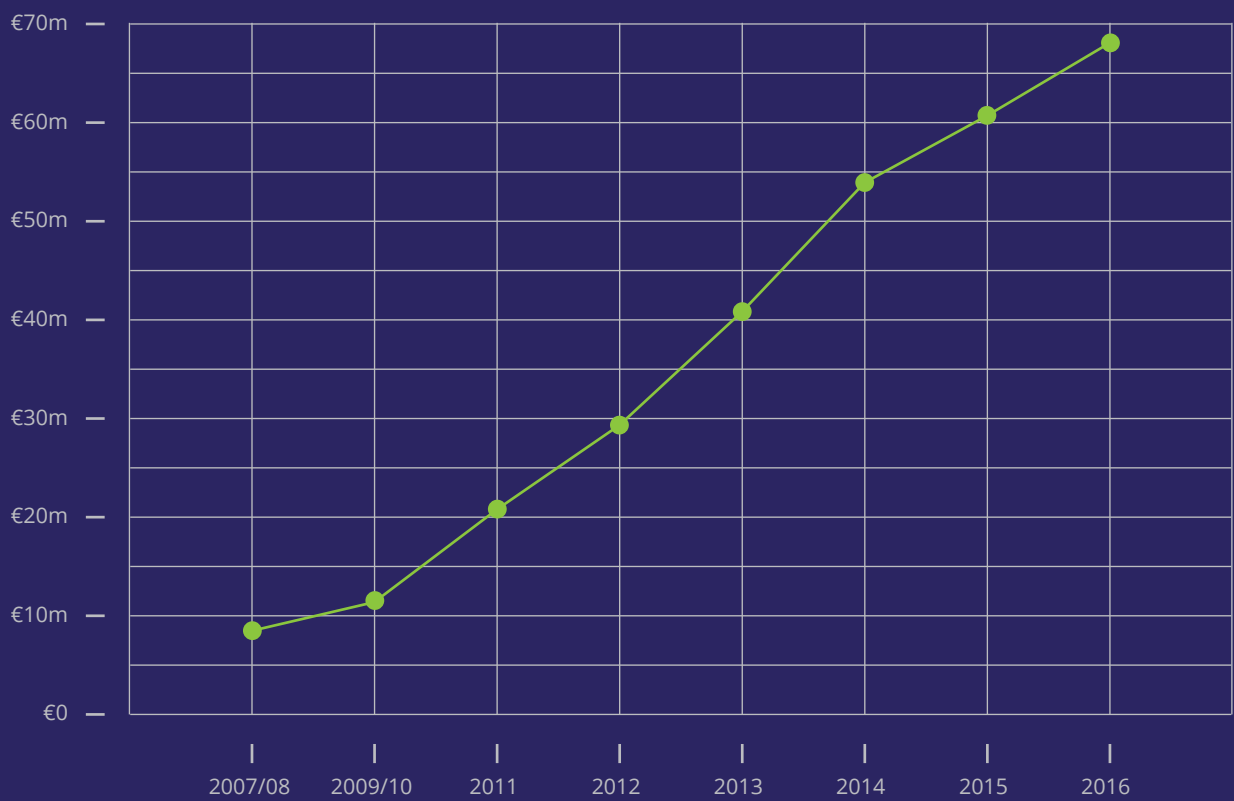
Loan funding via MFI to micro-enterprises (<25K)



Initiatives in the social finance domain such as Personal Microcredit

# Loan Growth

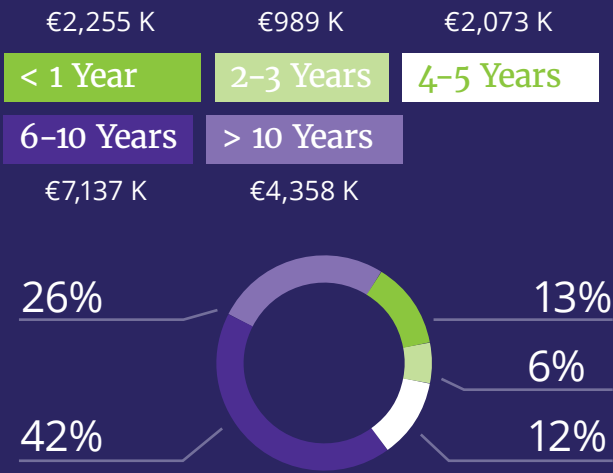
Cumulative Loans in €m



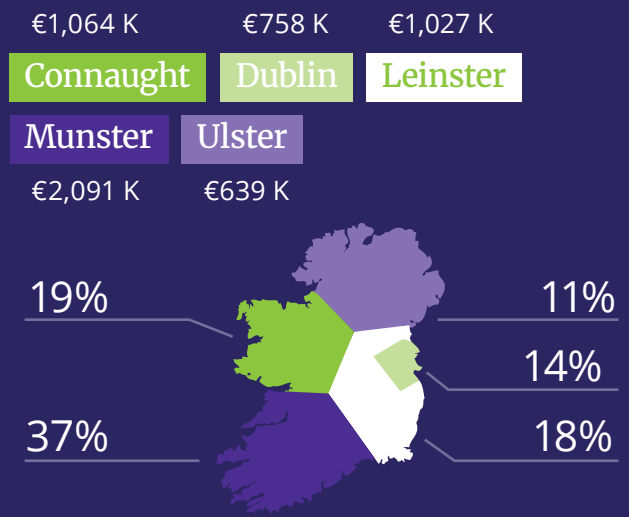
Figures in millions of euro.



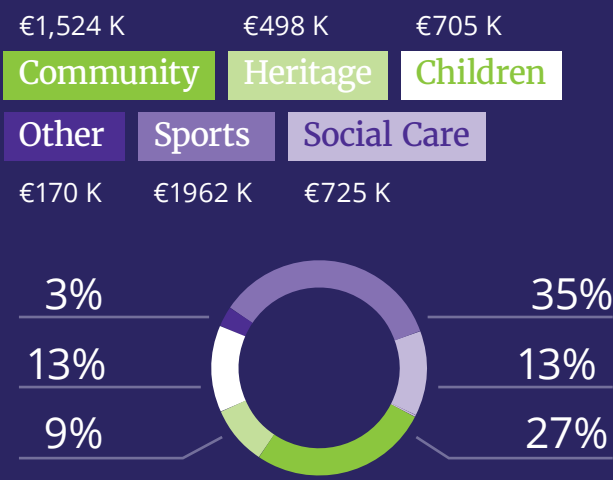
### Maturity Profile of all Loans



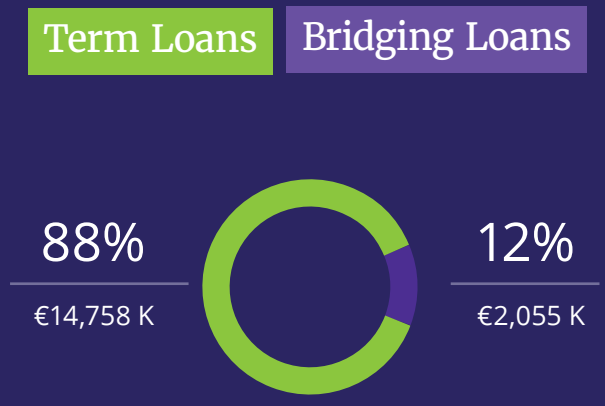
### Lending in 2016 by Geography



### Breakdown of Loans in 2016



### Types of Lending – All Loans



# INTO ACTION

**Over 40 years ago, a number of secondary school students in Rathmore, County Kerry, moved to tackle the disadvantage and social exclusion in their midst.**

Under the guidance of history teacher Jeremiah O'Donoghue, the concerned students established the Rathmore Social Action Group.

In 1975, their goal was to establish a laundry service that would aid the elderly and the more disadvantaged in their community.

Four decades later, that simple initiative has evolved into one of the most sophisticated community service providers of its kind anywhere in the country.

Today, Rathmore Social Action Group operates sheltered housing units for older adults, along with a day care centre to provide for their nutritional and social needs. In addition, it runs a comprehensive 'meals on wheels' facility in the local community, as well as the original laundry service.

The group also operates a significant community and youth facility, Teach Íosagáin, to meet some of the sporting, social and recreational needs of the area's young population. There is also a wonderful relationship between the young and old through the Rathmore Social Action Group.

Hardly surprising, that the Social Action Group's relationship with Clann Credo stretches back over almost 20 years, to 1997, when Clann Credo loan finance helped with the purchase of the site for the day care facility.

So when the group embarked recently on another ambitious venture - the renovation of an old convent to provide homes for the elderly - they turned once again to Clann Credo for support.

The required Community Impact+ Loan was provided as the venture makes clear social and economic sense.

Social Finance Foundation were pleased to provide the funding to Clann Credo for the project.

## Rathmore Social Action Group

# THIRD SPACE

**Third Space Smithfield was set up for people to have a space that was not living space, not working space, but a Third Space.**

It opened its doors in 2012 and has since replicated its business model in the YMCA building on Aungier Street.

It is a social business venture to open and run eating and meeting places in the areas of Dublin that lack community hubs. With a simple and great menu and an informal friendly environment, they offer a creative buzz that connects into the varied life of a modern Dublin neighbourhood.

The Gift of Space can have a lasting impact. One customer wrote on Twitter: "I was going to leave Smithfield when my lease was up but Third Space has changed my mind". The gift of space can make that difference. In a city where life can get crowded, pressured, and hurried – a little bit of space can make a lot of difference.

The following initiatives are among its varied product offering:

- The Square Meal: A monthly event on the last Friday. Anyone

who lives/works in the area is invited to come and eat together - different food theme monthly. You meet someone new and are encouraged to chat to people sitting near you. You pay whatever you think the meal is worth at the end of the evening.

- Socrates Café: A monthly gathering where the place is filled after hours and people discuss a specific question. Though living in a very sectioned society, people check the baggage, grab the coffee, sit down and maybe for the first time are confronted with someone whose worldview and life experience is different from anything that they've come face to face with.

The group accessed investment from Community Finance (Ireland) to assist with cash flow, replace personal volunteer loans, and fund capital upgrades for additional storage to meet the needs of their physical expansion to the unit on Aungier St.

Social Finance Foundation were pleased to provide the funding to Community Finance Ireland for the project.

## Smithfield, Socrates Café and The Square Meal

## Income & Expenditure Account For the year ended 31<sup>st</sup> December 2016

	2016	2015
	€'000	€'000
Income	367	508
Loan Loss Credit	152	625
Administrative expenses	(617)	(590)
(Deficit) / Surplus on ordinary activities before Taxation	(98)	543
Gain on Loan Settlement	527	-
Surplus for year	429	543
Reserves at beginning of year	24,999	24,456
Surplus on ordinary activities before Taxation	429	543
Reserves at end of year	25,428	24,999

The financial information shown does not constitute full accounts within the meaning of the Companies Acts. This information has been extracted from the audited financial statements of the Social Finance Foundation for the years ended 31 December 2016 and 31 December 2015.

Financial statements for the years ended 31 December 2016 and 31 December 2015 have been delivered to the Registrar of Companies in Dublin.

## Balance Sheet as at 31<sup>st</sup> December 2016

	2016	2015
	€'000	€'000
<b>Fixed assets</b>		
Tangible fixed assets	4	13
<b>Current assets</b>		
Loans and advances to SLOs net of provisions	14,837	12,066
Loans to subsidiary	8,484	4,499
Cash and Cash equivalents	26,945	32,339
Other debtors	245	277
	<b>50,511</b>	<b>49,181</b>
Creditors - (amounts falling due within one year)	(3,836)	(3,418)
<b>Net current assets</b>	<b>46,675</b>	<b>45,763</b>
<b>Total assets less current liabilities</b>	<b>46,679</b>	<b>45,776</b>
Creditors - (amounts falling due after more than one year)	(21,251)	(20,777)
<b>Net assets</b>	<b>25,428</b>	<b>24,999</b>
<b>Capital and reserves</b>		
Reserves	25,428	24,999
	<b>25,428</b>	<b>24,999</b>

The auditors, BDO, Chartered Accountants and Registered Auditors, Beaux Lane House, Mercer Street Lower, Dublin 2 have given unqualified audit reports in respect of each of the said periods.

Copies of the full audited financial statements can either be obtained by writing to the Head of Finance of Social Finance Foundation at 40 Eastmoreland Lane, Dublin 4; Send an email to [rheadon@sff.ie](mailto:rheadon@sff.ie); or from the Companies Registration Office at their website [www.cro.ie](http://www.cro.ie).



# NEWKD

**NEWKD is an integrated development company implementing a variety of social and economic programmes across the North East and West of Kerry. A number of local development companies were formed during the 1990s, but through various processes, NEWKD now incorporates territory previously served by 5 Development Companies and 2 Community Development Projects.**

It delivers 2 Anchor programmes, i.e. Social Inclusion & Community Activation Programme (SICAP) and LEADER, with a vast array of other programmes being also delivered to complement this work

Historically NEWKD operated from 3 locations in Listowel. Community Finance (Ireland) invested €260,000 in NEWKD to match fund Group Equity and Corporate Sponsorship from the Kerry Group, toward the purchase of the Old Post Office in Listowel and the subsequent required Capital Works to establish it as a fully functioning suite of offices.

The premises will now serve as an important focal point for local services, bringing together the provision of advice and services into a single location. It offers a one stop shop to individuals and communities who seek assistance across a vital range of areas, such as social supports, enterprise and rural development.

NEWKD currently employs over 320 people and has an annual turnover of €3m

Photo: Frank Hayes, Kerry Group, Rural Development Officer Pat Spillane, John Stack, Chairman, NEWKD and Jimmy Deenihan pictured at the official opening of NEWKD.

Social Finance Foundation were pleased to provide the funding to Community Finance Ireland for the project.

## NEWKD Integrated Development Company

# JOHN F KENNEDY TRUST

## The John F Kennedy Trust operate the Dunbrody Famine Ship and Visitor Centre in New Ross, Co. Wexford.

- The Dunbrody is a three-masted wooden barque (sailing ship), built in New Ross as a replica of the original 19th century Dunbrody (famine ship), and launched on 11th February 2001. She was towed to the quayside in New Ross and opened to visitors on the 1st May that year. The ship is a tourist attraction with education content, provides a world-class interpretation of the famine emigrant experience, has welcomed over 500,000 visitors to date, and is one of the highest profile tourist attractions in the South-East. The quarters on the ship are fitted out exactly as they were for a voyage of that time with a mix of reproduction and authentic artefacts. Dunbrody is open to the public 364 days a year (9-6pm) and has full access for disabled visitors.
- The activities of the JFK have broadened to include running the Kennedy Homestead, running the Tea Rooms at the Arboretum, supporting start-up and small

business (<http://www.dunbrody.com/risingtide/>), and bring New Ross and the Irish America connection to a more diverse audience with the Kennedy Summer School.

The Visitor Centre also houses a charming river-view cafe and the Irish America Hall of Fame. The Hall of Fame commemorates the critical contribution of Irish men and women to US history, as well as acknowledging the continuing contribution of contemporary Irish-Americans. Each year the Hall of Fame inducts new members; most recently Donald Keough, Michael Flatley and Maureen O'Hara.

Community Finance (Ireland) assisted the group by investing in various capital upgrades both aboard the ship and within the Visitor Centre, with a view to further enhancing the visitor experience at this premier tourist attraction.

Social Finance Foundation was pleased to provide the funding to Community Finance Ireland for the project.

## Dunbrody Famine Ship and Visitor Centre

## Finance For Social Good

**Social Finance Foundation is a company (No. 433581) limited by guarantee and qualifies for charitable tax exemption - No. CHY 17272 Charity Registration Number 20063900**

Social Finance Foundation  
40 Eastmoreland Lane,  
Dublin 4.

Email  
[info@sff.ie](mailto:info@sff.ie)

Phone  
+353 (0)1 685 3495

Web  
[www.sff.ie](http://www.sff.ie)

**Brendan Whelan**  
Chief Executive Officer

**Ronan Headon**  
Head of Finance

**Margaret Concannon**  
Head of Credit

**Celia McCarthy**  
Accountant

