



Annual Report 2022

# Building homes, improving lives.



**respond**





**respond**  
building homes,  
improving lives

Respond is a company limited by guarantee and registered in Dublin, Ireland.

**Company Registration Number:** 90576

**Charity Number:** CHY 6629

**CRA Number:** 20012625

**Registered Office:** Airmount, Dominick Place, Waterford, Ireland

**Auditors:** PricewaterhouseCoopers, Chartered Accountants and Registered Auditors, Ballycar House, Newtown, Waterford, Ireland

**Bankers:** Allied Irish Banks, Lisduggan, Waterford  
Ulster Bank, 97/98 Custom House Quay, Waterford  
Housing Finance Agency, 46 St Stephen's Green, Dublin 2

**Solicitors:** Beauchamps Solicitors (Dublin), Luke House Solicitors (Waterford)

Respond as a registered charity complies with the Governance Code for community, voluntary and charitable organisations in Ireland, and as an Approved Housing Body complies with the Housing (Regulation of Approved Housing Bodies) Act 2019 issued by the Department of Housing, Local Government and Heritage.

#### Respond Directors

at 31st December 2022

Appointed

Resignation

John O'Connor (Chair)

13<sup>th</sup> December 2016

Noel Kelly

26<sup>th</sup> July 2016

Joseph O'Connor

26<sup>th</sup> July 2016

Michael Dominick Anglim

13<sup>th</sup> June 2017

Brendan Cummins (Vice Chair)

11<sup>th</sup> December 2018

Cathleen Callanan

11<sup>th</sup> December 2018

Daniel Vincent McCarthy

16<sup>th</sup> February 2018

Olivia McCann

05<sup>th</sup> June 2020

24<sup>th</sup> October 2022

Cathal O'Connell

23<sup>rd</sup> August 2022

#### Company Secretary:

Jill Jackman

31<sup>st</sup> December 2022

John O'Connor retired as Chair of the board on the 31<sup>st</sup> of December 2022 and Noel Kelly was appointed as Chair of the board as of 1<sup>st</sup> January 2023. Olivia McCann succeeded Jill Jackman as Company Secretary.

All of our work in 2022 was only possible with the support of our partners, which includes:



HFA



An Roinn Tithíochta,  
Rialtais Aitiúil agus Oidhreacht  
Department of Housing,  
Local Government and Heritage



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive



In some of the testimonials given within, we have not used real names in order to protect people's confidentiality.

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# Introduction





# Message from our Chair and

## We are delighted to present to you Respond's 2022 Annual Report.

This last year has undoubtedly been a period of significant challenges for this country. We find ourselves grappling with the ongoing housing and homeless crisis, compounded by the profound impacts of the Covid-19 pandemic and the war in Ukraine. These events have left an indelible mark on the lives of countless individuals and families and the repercussions have extended to the realms of inflation, rising costs, and increased cost of living. Throughout this time, Respond have sought to optimise the impact that we can have on the families, individuals and communities that we serve all around the country.

Respond's commitment to adding to the national housing stock sets us apart within the Approved Housing Body sector. We are a construction-led organisation, the majority of homes we deliver would not have been built without Respond's involvement. The dedication of our staff has brought us to a significant milestone, where we are now successfully delivering more homes on sites such as Charlestown (138 homes), Sandyford (200 homes), and Long Mile Road (153 homes). Building upon this momentum, we are pleased to share that our board has recently approved an additional 200 homes on Finglas Road, further solidifying our contribution to addressing the housing crisis.

Respond have been working hard to overcome challenges that the construction industry has experienced in recent times. We understand the importance of ensuring the long-term sustainability and viability of our projects. We have actively engaged with our statutory partners on the reviews of the funding models which facilitate us to deliver social homes (Capital Advanced Leasing Facility (CALF) and Cost Rental homes (the Cost Rental Equity Loans scheme (CREL)). Through these ongoing engagements, we are working to address project viability, reduce risk and directly impact lives by delivering much needed social and Cost Rental homes for families and individuals.

We remain acutely aware of the importance of our community services, now more than ever. Respond has always placed people at the heart of what we do, and this year has been no exception. Our range of services, including Early Learning and School Aged Care, Family Homeless Services, Daycare Services for Older People, Family Support and Refugee Resettlement continue to make a profound impact on the lives of many individuals and families, some of whom you will hear directly from in this report. These crucial services not only improve the lives of individuals; they strengthen the fabric of our communities.

As a listening and learning organisation, we are consistently striving to better understand and meet the needs of our tenants, service users and staff. We have reimagined our housing management model, recognising that all of our tenants and communities are different. This multi-skilled approach enables us to comprehensively address tenants' needs and deliver excellent service. Our housing team comprises professionals from diverse backgrounds, encompassing expertise in housing, property management, community development, and homeless services which greatly enhances not only what we do but how we do it, drawing on collaboration, collective problem solving and psychological safety. We are excited that this year we will be publishing our Tenant Engagement Strategy, further strengthening our commitment to fostering meaningful relationships with our tenants and empowering their voices within our organisation.

In line with our commitment to the well-being of our tenants, services users and staff, we are working towards becoming a Trauma Informed organisation building on a solid evidence base. Over the past two years, this ongoing initiative has transformed the organisation's culture with over 234 staff trained in Trauma Informed Practice (TIP). What this means at an organisational level is understanding the impacts that trauma has on peoples neurological, biological, psychological and social development and working to create a culture

# nd CEO

of healing, avoiding re-traumatisation where possible. This holistic approach ensures that we are trained to respond empathetically, to build trust and safety, and to provide assistance to those who need it most. We are also working closely with our partners in the Global Brain Health Institute, Trinity College Dublin (TCD) on developing the first Brain Health Village in Ireland. Here we seek to develop a framework for establishing a brain health friendly community which will be co-developed with community stakeholders. This initiative will help define and create good practice in the emerging area of brain health and apply it to a housing and community setting.

By leveraging our collective expertise and experience over four decades, Respond continues to develop effective and responsive solutions, creating positive experiences for tenants, service users and staff. We are profoundly grateful for the support of our partners as it is only with their support that we can make a lasting difference in the lives of those we serve.

On behalf of the entire Respond team, we extend our sincerest appreciation for your continued trust and support. Together, we will continue to work to build a brighter future.



**Noel Kelly**  
Chair



**Declan Dunne**  
CEO

# Respond 2022

## Building Homes

7,084



Properties owned and/or managed<sup>1</sup>



484

New homes built

460

Homes started on site

1,453

Homes in construction

12,416

Reactive repairs and maintenance undertaken



96 Homes

2 Community buildings

1 Group home

Retrofitted, partially funded under Sustainable Energy Authority Ireland (SEAI)

<sup>1</sup> As of 31.12.2022, these include:

Family Homeless Services Respond owns and/or manages / Group homes managed by third parties / iCare tenancies under management / 125 units leased from local authorities and NARPS / Some properties that, due to age or new regulations, need regeneration or conversion (we're proactively engaging with relevant local authorities and the Department of Housing Local Government and Heritage on this). / Normal levels of voids including new units in management. It does not include housing built for local authorities and that we no longer own.

## Improving lives



**6,264**

Tenancies managed



**15,991**

Tenants

**6**

Family Homeless Services

**161**

Families supported in Homeless Services

**3**

Daycare Services for Older People

**199**

People supported in Daycare Services for Older People



**17**

Early Learning and School Aged Care Services



**638**

Children supported in Early Learning and School Aged Care Services



**30+**

Programmes and events organised by Family Support Services



**150**

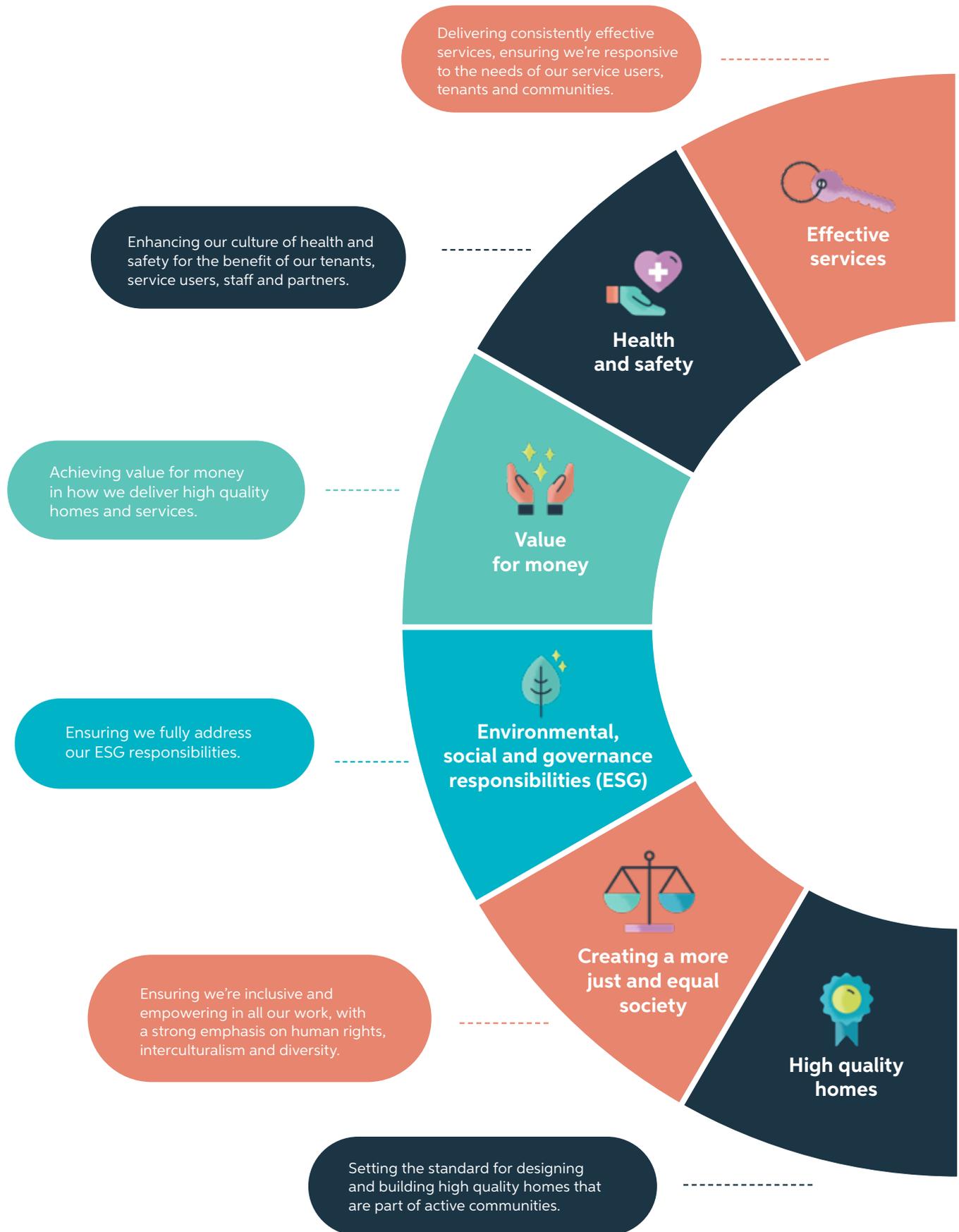
People supported by Refugee Resettlement Services



# Respond at a glance

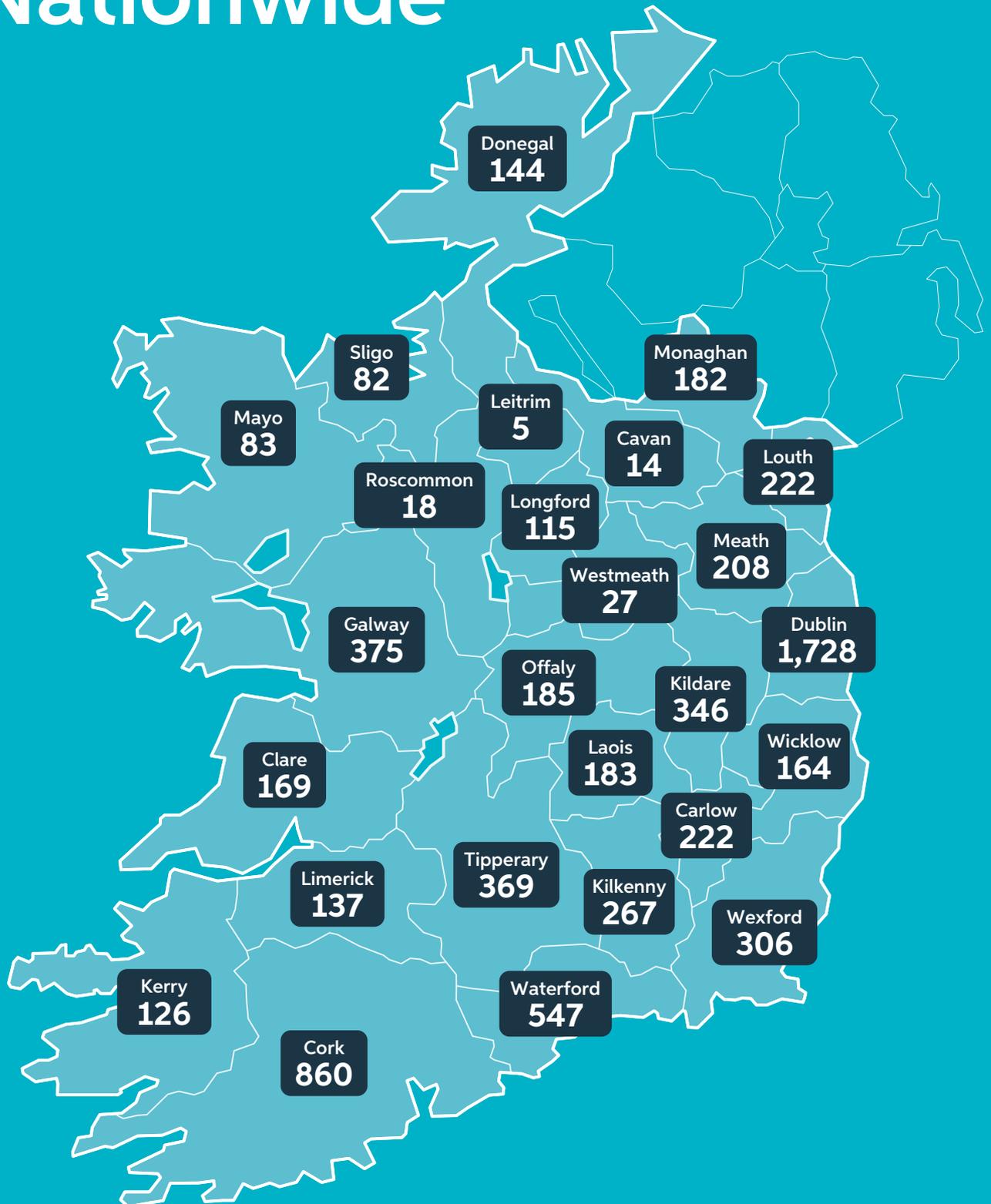


# Programmes for Continuous Improvement





# Providing Homes Nationwide



<sup>2</sup> As of 31.12.2022, these include: Family Homeless Services Respond owns and/or manages. / Group homes managed by third parties. / iCare tenancies under management. / 125 units leased from local authorities and NARPS. / Some properties that, due to age or new regulations, need regeneration or conversion (we're proactively engaging with relevant local authorities and the Department of Housing, Local Government and Heritage on this). / Normal levels of voids including new units in management. It does not include housing built for local authorities and that we no longer own.

# 7,084

properties owned and/or  
managed by Respond  
to December 2022<sup>2</sup>



# Our Vision, Mission, Values and

## Our Vision

That every family and individual in Ireland will have high-quality housing as part of a vibrant and caring community.

## Our Mission

Respond will play an enhanced role in effectively addressing the specific housing and homelessness crisis in Ireland by expanding and improving the housing services we provide.

We will significantly increase our housing stock, while seeking to maintain our focus on alleviating poverty. Respond estates will be well-designed, vibrant communities, with new developments prioritising mixed tenure to ensure true social integration and inclusion.

We will strive to contribute to an Ireland where everyone can have a home to call their own and where individuals, families and communities are empowered to reach their full potential.

# Our Guiding Principles

## Our Guiding Principles

In our work, we're informed and inspired by the following guiding principles:

### A Human Right to Housing

Respond believes that every human being is equal in rights and dignity and has the right to a secure, affordable home that meets their needs throughout their lifetime.

Respond will strive to ensure the services we provide are inclusive and empowering, and value the human rights of the people we work with and support.

### Social Justice

All our initiatives will focus on creating a more just and equal society. We will seek to identify the root cause of social problems and, where we can, seek to address these through the deployment of our resources, expertise and energies.

As a not-for-profit organisation, Respond's wider contribution to the wellbeing of Irish society will be measured by the positive impact we have on the lives of the individuals, families and communities we serve.

# Our Values



## Listening

We will consult with and listen to our tenants, service users and staff. We will reflect their opinions in the planning, design and delivery of housing and housing support services.



## Empathy

In our work, we will try to see the situation from the point of view of the tenant or the community with which we are engaging. We will be non-judgemental, regardless of past or current difficulties. We will listen to and value their stories and experiences and endeavour to have a positive influence on their lives.



## Integrity

Honesty, truthfulness and transparency of purpose and method will be our constant watchwords.



## Sustainability

All our developments will try to enhance the natural world around us and not adversely impact the environment without redress. Through the design of our housing and communities, we will be mindful of our ethical obligations to pursue national goals of sustainable development through energy efficiency and the reduction of carbon emissions.



## Trust

We will aim to be a trusted and reliable social landlord to our tenants and service users, a trusted partner for those with whom we collaborate and a trustworthy employer for Respond employees.



## Value for money

Always conscious that we use state-backed loans and tenants' rental income to finance our building and service-delivery programme, we will ensure that all our expenditure and investment provides clear value for money with evidence-based, testable outcomes.



## Quality design

All our developments will be based on principles of place-making and of creating sustainable and safe living environments. We will seek to follow best practice to deliver integrated housing developments designed to high quality standards capable of being used by all including those with specific needs.



# Our Eight Strategic Goals

1

## Building social housing

Respond will aim to deliver up to 1,000 new social homes each year with support from Government and other partners.

2

## Tenants at the centre of our work

In seeking to improve lives, Respond will place our tenants at the centre of our work, focusing on proactive tenant engagement, tenancy management and asset management to ensure positive outcomes and tenant satisfaction.

3

## Homeless services

Respond will work to prevent and ease homelessness, and to support families and individuals who are homeless on their path back to independent living by providing emergency accommodation with 24/7 wrap-around support.

4

## Services in the community

Respond will provide high-quality services in the heart of the community, including Family Support, early learning and school-aged care, day care for older people and Refugee Resettlement services. We will work with partners to explore the future provision of services that address identified needs.

5

## Affordable cost rental homes

We will aim to deliver up to 250 affordable cost rental homes annually for those for whom the market rents are too high.

6

## Financial sustainability

Respond will maintain a sufficient level of financial health to grow, develop and sustain our planned housing and other services and activities.

7

## Organisational excellence and accountability

In pursuit of social justice, Respond will be a high-performing, compliant, results-driven and accountable organisation that values our staff and those we work with.

8

## Advocates for change

Respond will be an effective voice with, and for, people in housing need, people who are homeless and those using our services in the community to effect positive change in their lives.

There is ongoing monitoring of internal and external factors critical to the success of our goals, facilitating agility, flexibility and change where needed.

2

# Building Homes





# Development – Delivering Homes for Life

For real estate and construction, 2022 was a challenging year. The war in Ukraine accentuated and accelerated the existing risks of material price inflation, supply chain and resourcing capacity. Rising interest rates further shaped the operating context within which our Development team worked to help deliver more homes to those most in need.

## Hundreds of new homes built and under construction

The team's ability to innovate and respond to specific challenges facilitated new opportunities to unlock construction and deliver new homes. In 2022, we delivered 484 new homes and enabled the commencement of 460 new homes to construction stage. Overall, 1,453 new homes were under construction at year-end 2022.

Our development pipeline continues to grow for both social and cost rental homes. This includes large-scale apartment schemes designed for mixed tenure in urban areas.

Our partnerships have facilitated new construction and added to the housing stock. Those we partner with include:

- Local authorities.
- The Housing Agency.
- The Department of Housing, Local Government and Heritage.
- The Housing Finance Agency.
- Private developers.
- Members of the Irish Home Builders Association.
- The Construction Industry Federation.
- Professional design teams.

## Scaling up our development plans

As a direct response to Housing for All, Respond's board set an increased housing delivery target during our mid-term review of our strategic plan.

By the end of 2024, we aim to deliver up to 1,000 social homes and 250 cost rental homes.

Over the past five years, Respond has commenced 3,347 homes with a value of just over €1.03 billion. Our current construction schemes range in value from €15 million to €65 million with a total program value of more than €1.5 billion.

These new homes incorporate houses, apartments and duplex units for general needs housing, older people and people with disabilities. We choose new development locations based on proximity to social and physical infrastructure, which helps to promote sustainability.

Respond stands committed to providing high quality homes that can benefit our tenants in the long term by being:

- Well designed.
- Future-proofed.
- Energy efficient.
- Cost efficient.

The Development team has been working on options to improve efficiency and value for money by using modern methods of construction (MMC) that incorporate volumetric build and 2D panel systems pre-clad with external finish. These will be predominantly in large-scale apartment schemes we plan to deliver in 2024 and beyond.

We were delighted in 2022 to deliver and manage cost rental homes in Ballinglanna in Cork City. We also began building a large scheme of 200 apartments in Leopardstown, Co Dublin. This scheme is delivering 133 social and 67 cost rental homes by using:

- Accelerated CALF (Capital Advance Leasing Facility).
- Accelerated CREL (Cost Rental Equity Loan).
- HFA loan finance.

The Development team also consulted substantially with internal and external stakeholders on its Design Guide publication. This document will set out Respond's vision to deliver high quality homes on principles of sustainability, placemaking and value for money. We look forward to launching this document in 2023.

We're optimistic we can facilitate the delivery of additional homes through collaboration and partnerships with various stakeholders in 2023 and beyond.

**484**

New homes built

**460**

Homes commenced on site

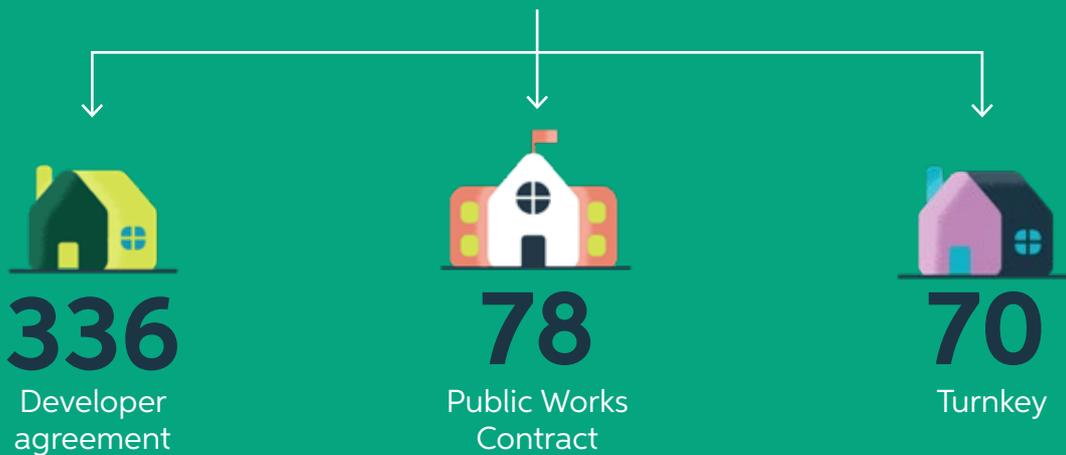
**1,453**

New homes under construction in 2022

# Development 2022



**484** New homes completed nationwide; of these:



**460**  
New homes commenced on site

## Homes completed in local authority areas in 2022

**169**

Cork City Council

**78**

Dun Laoghaire Rathdown County Council

**87**

Galway City Council

**52**

Dublin City Council

**78**

Fingal County Council

**20**

Kildare County Council



#### STAFF PROFILE

## Michael Hamill, Senior Development Manager

"I've been with Respond since 2017. It's been a very fulfilling role and there's been great rewards. You really feel like you're contributing to our ambition of building homes and improving lives. The rewards are felt when we hand over keys to tenants and you see them move in. Their lives have really changed.

In this past two years Respond have delivered well over 1,000 homes, which is really significant. That's a thousand families who are no longer on the

waiting list. A quality home opens up opportunities for all the family and in particular for the children.

It's a big challenge and there's still a lot of work to be done. This work is going to take years to do. There are real opportunities whether it's in tenant services, homeless support, childcare, development or in the many support departments to grow and expand your career and to build homes and improve lives."





# Respond Developments

The following pages show a selection of our 2022 developments. These homes were delivered working in partnership with Local Authorities supported by the Capital Advanced Leasing Facility (CALF) and the Cost Rental Equity Loan (CREL) Scheme from the Department of Housing, Local Government and Heritage and private finance from the Housing Finance Agency (HFA).

# Carrs Lane



Malahide Road,  
Dublin

This development of 30 homes is comprised of 12 one-bedroom apartments and 18 two-bedroom apartments built for general needs housing.

**30**  
new  
homes







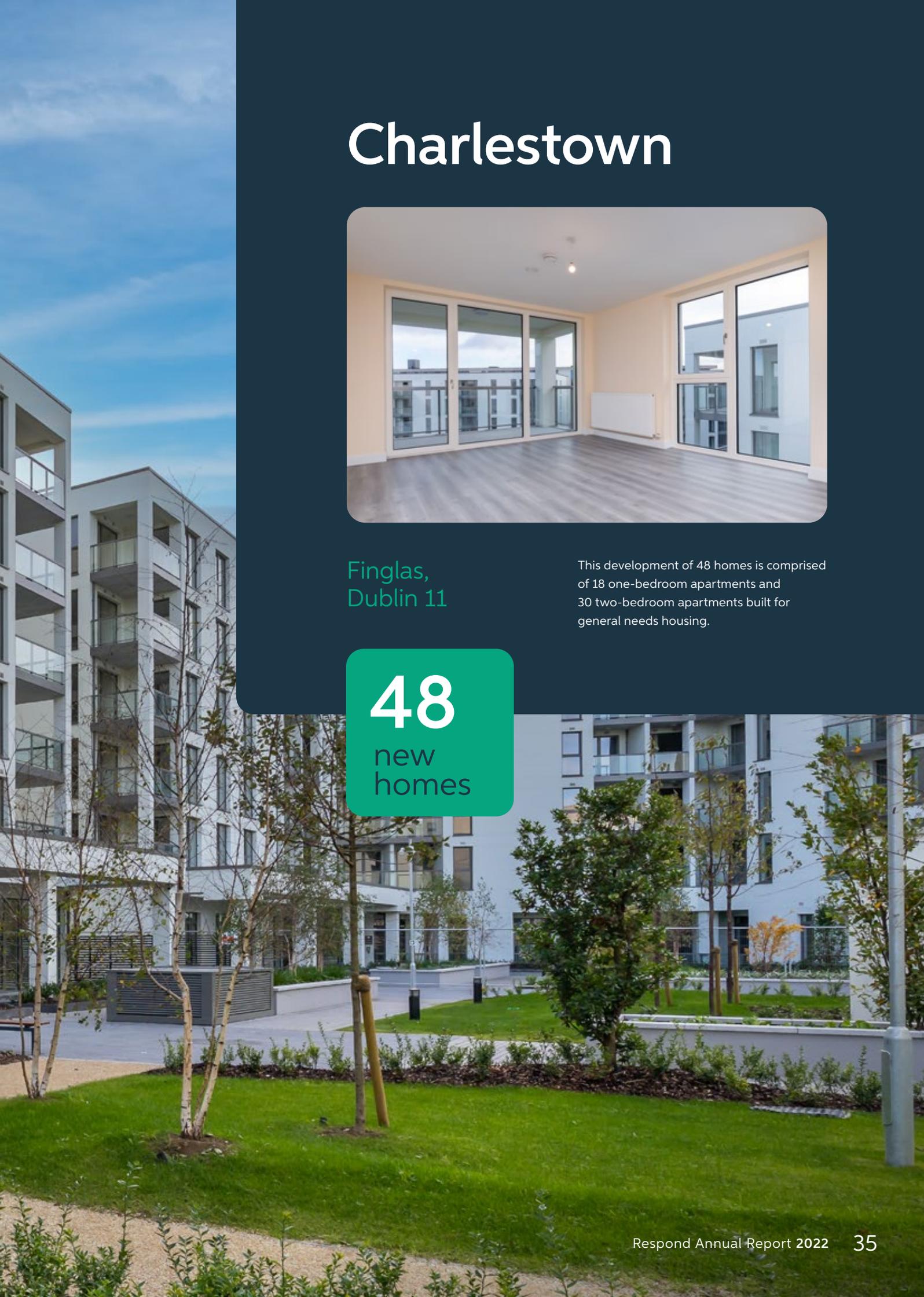
# Charlestown



Finglas,  
Dublin 11

This development of 48 homes is comprised of 18 one-bedroom apartments and 30 two-bedroom apartments built for general needs housing.

**48**  
new  
homes



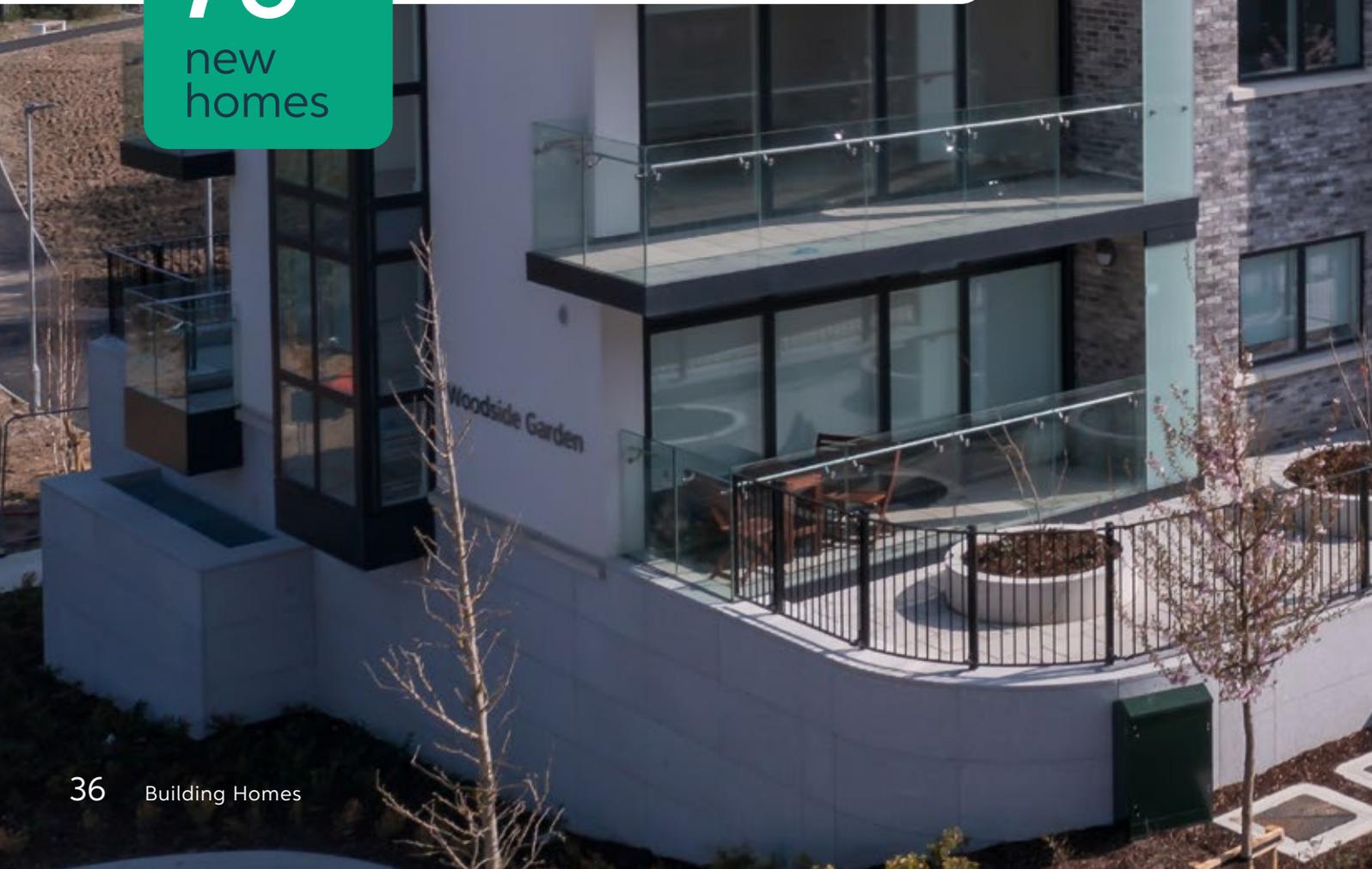
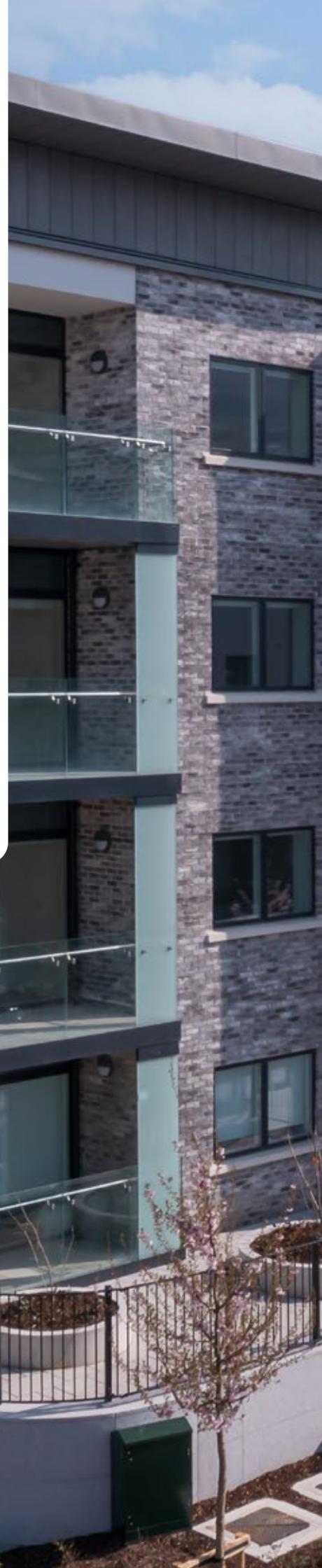
# Enniskerry Road



Stepaside,  
Dublin 18

This development of 78 homes is comprised of 16 one-bedroom apartments, 34 two-bedroom apartments, 10 two-bedroom duplexes, 4 two-bedroom houses and 14 three-bedroom houses built for general needs housing. The scheme includes 25 cost rental homes.

**78**  
new  
homes







# Gaelcarrig



Newcastle,  
Galway

This development of 83 homes is comprised of 12 one-bedroom units, 52 two-bedroom units and 19 three-bedroom properties built for general needs housing.

**83**  
new  
homes



# Aylesbury

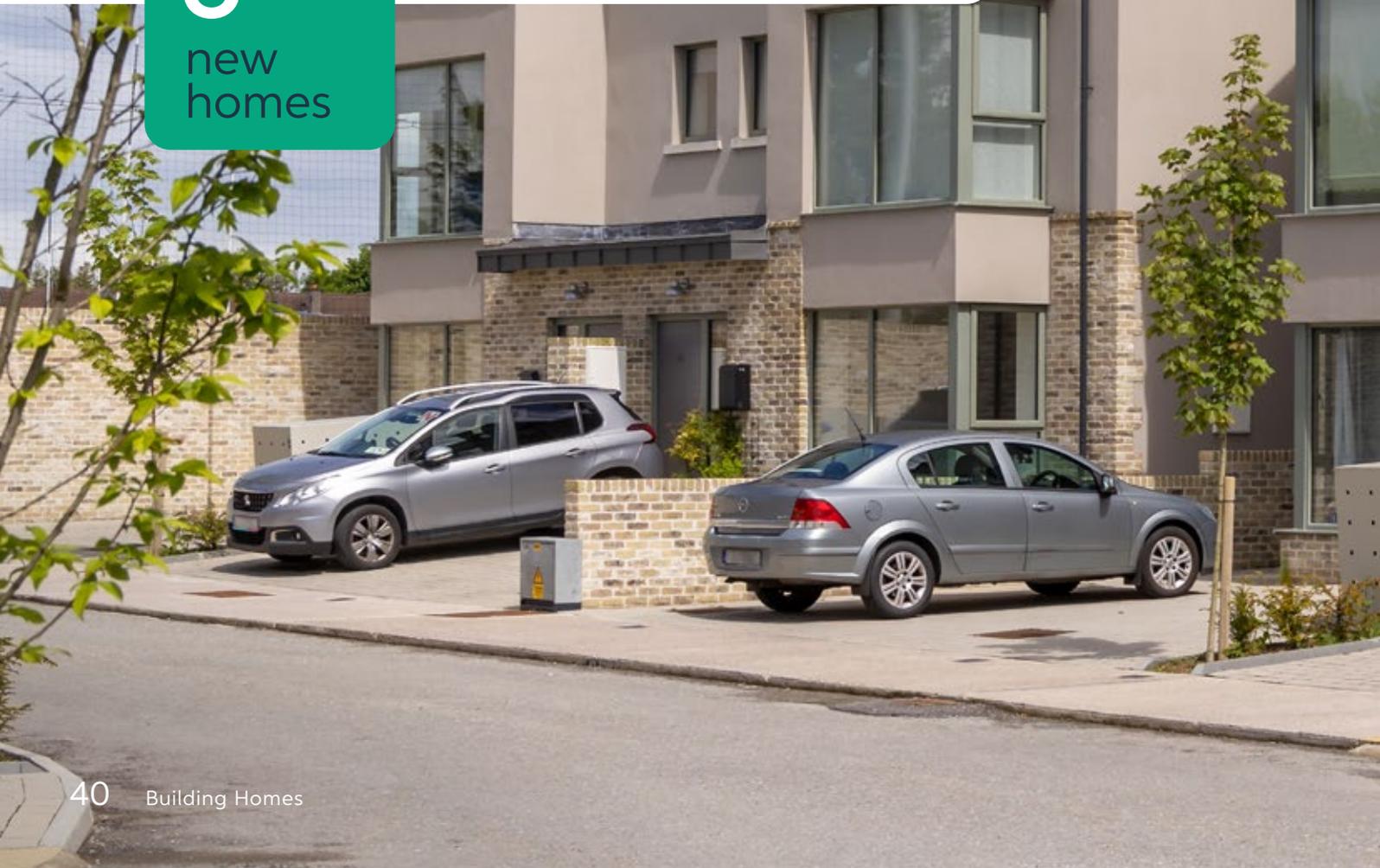


Ballintemple,  
Cork City

This development of 8 homes is comprised of 4 three-bedroom duplex units and 4 two-bedroom apartments built for general family needs housing.

8

new  
homes







# Ballinglanna



Glanmire,  
Cork City

This development of 32 cost rental homes is comprised of 8 one-bedroom apartments, 8 two-bedroom duplexes, 8 two-bedroom houses and 8 three-bedroom houses built for general family needs housing.

**32**  
new  
homes

# Bluebell Avenue



Dublin 12

This development of 52 homes is comprised of 12 one-bedroom apartments, 32 two-bedroom apartments and 8 three-bedroom apartments built for general needs housing.

**52**  
new  
homes







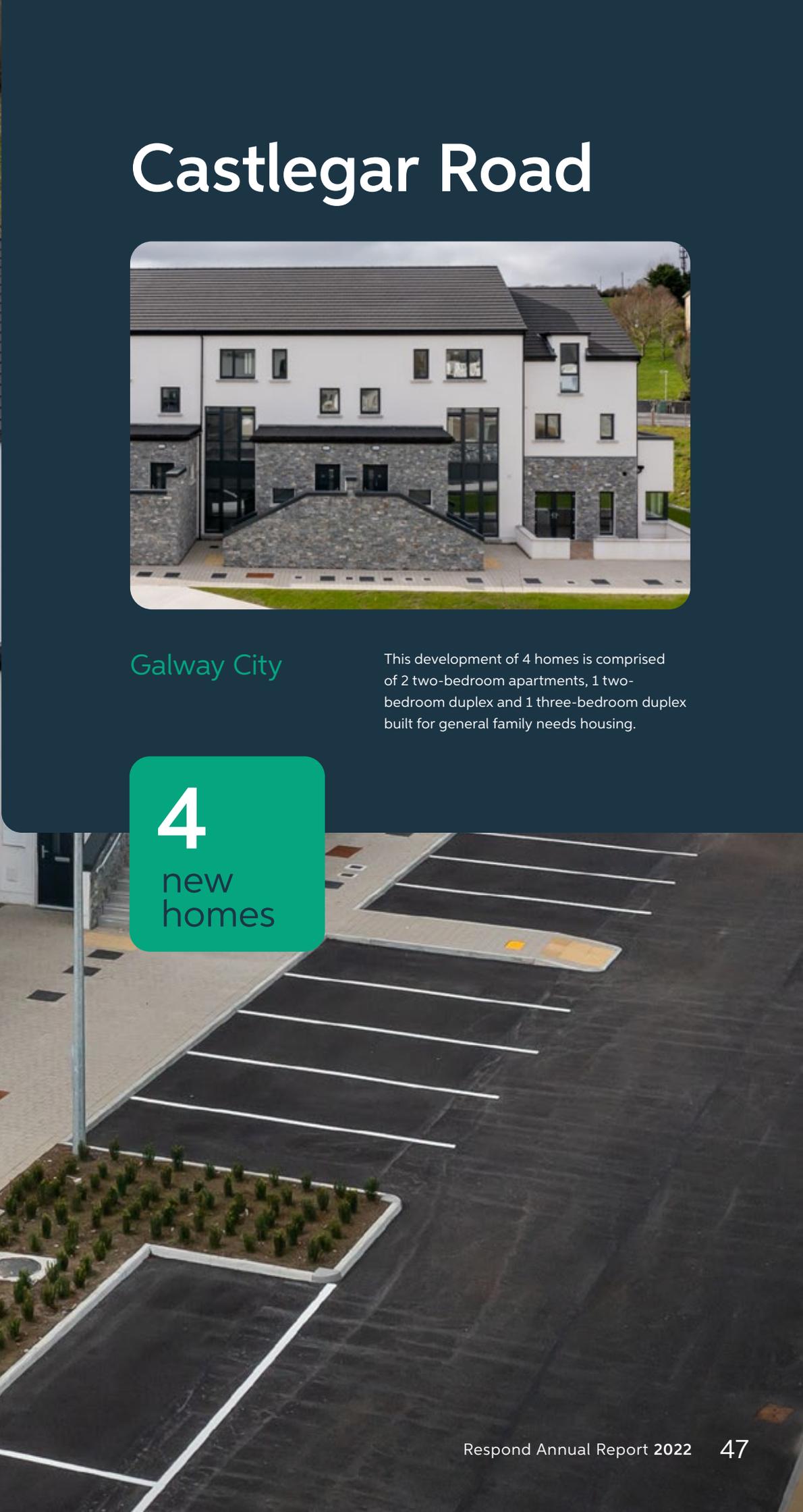
# Castlegar Road



Galway City

This development of 4 homes is comprised of 2 two-bedroom apartments, 1 two-bedroom duplex and 1 three-bedroom duplex built for general family needs housing.

4  
new  
homes



# Evergreen Road



Ballyphehan,  
Cork City

This development of 28 homes is comprised of 23 two-bedroom apartments and 5 one-bedroom apartments built for general family needs housing.

**28**  
new  
homes









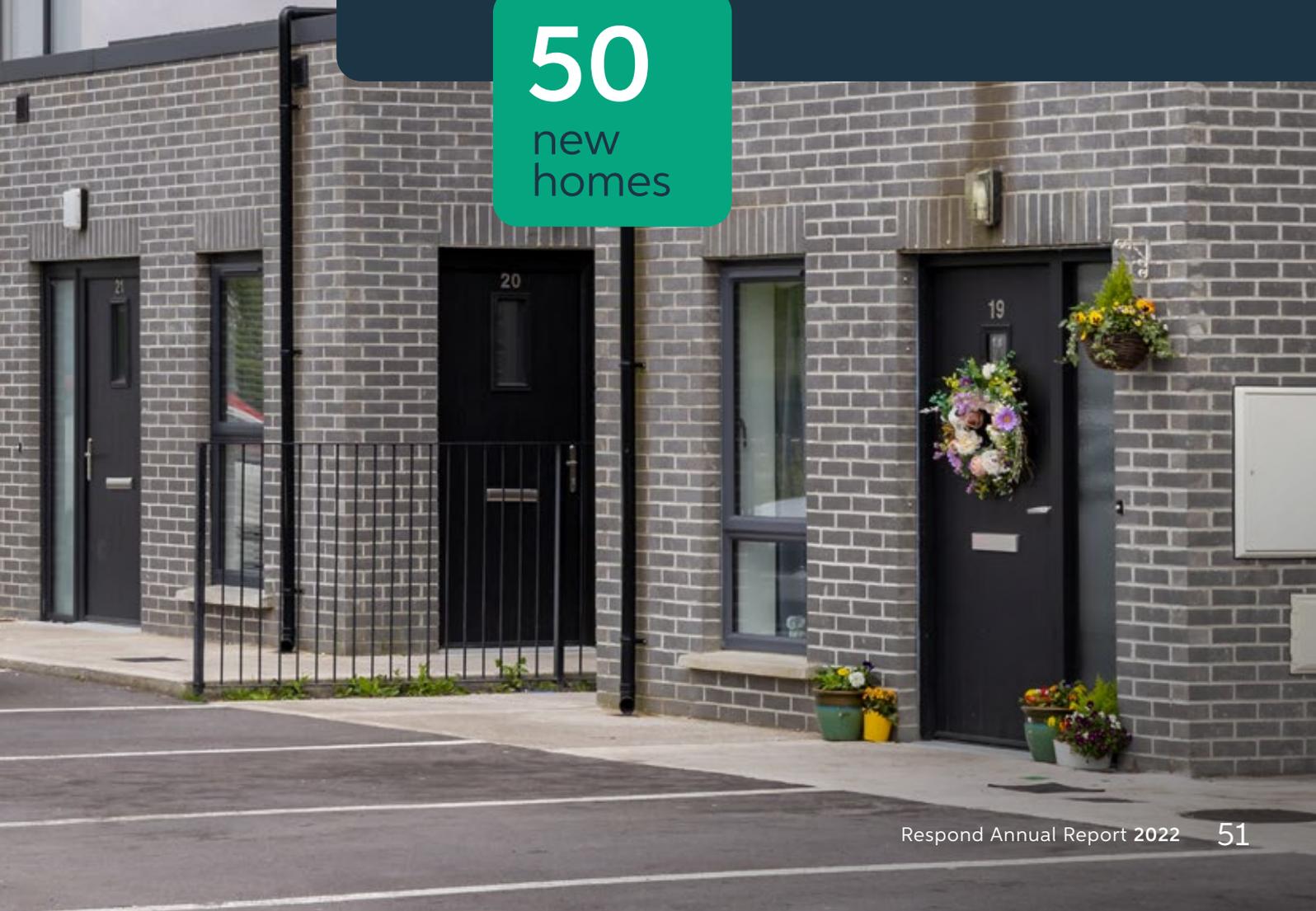
# Redforge



Blackpool,  
Co. Cork

This development of 50 homes is comprised of 25 two-bedroom apartments and 25 three-bedroom apartments built for general needs accommodation.

**50**  
new  
homes



# Sarsfield Road



Wilton,  
Co. Cork

This development of 22 homes is comprised of two-bedroom duplexes and two-bedroom apartments built for general family needs housing.

22  
new  
homes







# Ballymacthomas Street



Cork City

This development of 19 homes is comprised of 4 one-bedroom apartments, 11 two-bedroom apartments and 4 three-bedroom apartments built for general needs housing.

**19**  
new  
homes



# Winters Hill



Blarney Street,  
Cork

This development of 10 homes is comprised of 8 three-bedroom units, 1 one-bedroom unit and 1 two-bedroom unit built for general family housing needs and persons with disabilities.

**10**  
new  
homes







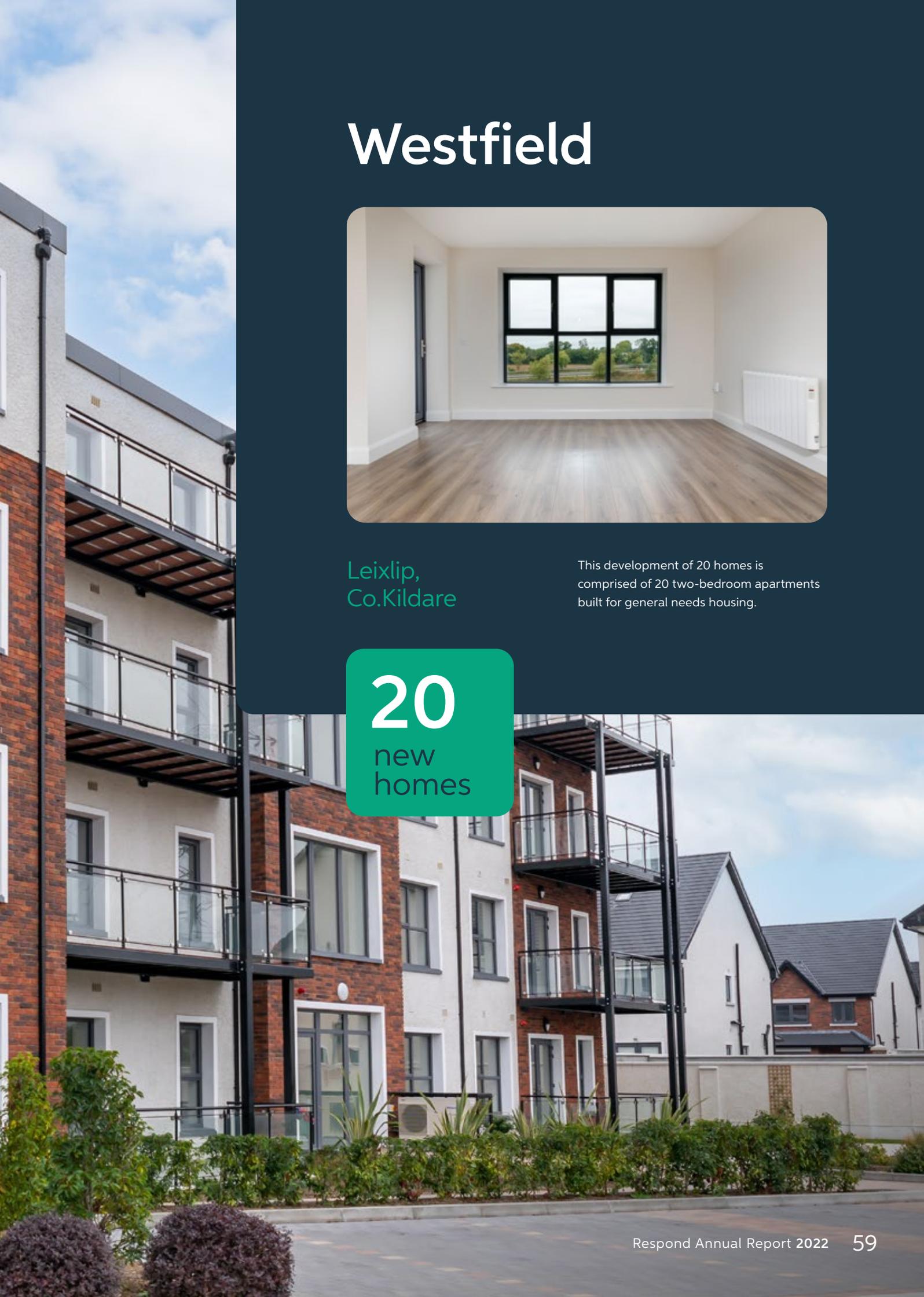
# Westfield



Leixlip,  
Co.Kildare

This development of 20 homes is comprised of 20 two-bedroom apartments built for general needs housing.

20  
new  
homes



3

# Highlights 2022





# Launching New Developments

## Welcoming Cork's Lord Mayor and An Taoiseach to Ballincollig

In May 2022, Respond welcomed Cork's Lord Mayor Colm Kelleher and An Taoiseach Micheál Martin, T.D, to the opening of Westview, our new social housing development in Ballincollig, Cork. We delivered this development in partnership with:

- Cork City Council.
- Cork County Council.
- The Housing Finance Agency.
- The Department of Housing, Local Government and Heritage.

We had a wonderful day, with the children from the development taking a strong lead by organising a clean-up before the visit, and providing a great sense of fun and excitement on the day itself!





## Ireland's first purpose-built cost rental homes

In April 2022, the Minister for Housing Darragh O'Brien TD and An Cathaoirleach, Cllr Lettie McCarthy officially opened Ireland's first purpose-built cost rental homes. Respond and Tuath delivered the scheme of 155 homes (50 cost rental and 105 social housing) in partnership with:

- Dun Laoghaire Rathdown County Council.
- The Department of Housing.
- The Housing Agency Ireland.
- The Housing Finance Agency.

# Supporting Children and Families

## Opening a new Early Learning and School Aged Care Service

In June 2022, Respond opened a new Early Learning and School Aged Care service in Carraig Liath, Midleton, Co Cork, which caters for 1 to 12 year-olds.

Respond has over 20 years' experience in delivering high-quality Early Learning and School Aged Care. The Midleton service is our 17<sup>th</sup> across 11 counties. Of these, 12 are early year services and 5 are standalone school aged care services.

We provide a broad range of services from full day care, part-time care, pre-school and school aged care, and more than 500 children access our services daily.

**17** Early Learning and School Aged Care Services

**638** Children supported in Early Learning and School Aged Care Services

## Additional support funding from RTE Toy Show Appeal

In June 2023, Respond secured funding of €70, 000 from the RTE Toy Show Appeal, in association with the Community Foundation of Ireland. This funding is supporting a limited number of families with children and young people who link in with our services and have or appear to have additional support needs. Some may already be on waiting lists for assessments.

Through this programme, we offer access to a private clinical assessment and subsequent therapeutic support sessions. These supports would be outside the financial reach of many families. The funding also enables us to provide at-home kits for children who are awaiting assessment and appear to have additional support needs.







# Strategy and Governance

## Midterm review of our Strategic Plan

Since we prepared our Strategic Plan 2019-2022, our internal and external operating environments have shifted significantly. During this mid-term review, which we launched in October 2022, we engaged in a comprehensive process, engaging key stakeholders and consulting staff and external experts.

The resulting Strategic Plan 2022-2024<sup>3</sup> sets out our direction and how we will focus our efforts over the next three years.

## Achieving the Improving Quality (IQ) Accreditation Standard

In August 2022, Respond achieved the Improving Quality (IQ) Accreditation Standard. This standard is built on four quality elements that are vital for voluntary and community organisations:

- Effective management.
- Compliance.
- Quality-assured service delivery.
- Good corporate governance.

<sup>3</sup> Available on our website at [www.respond.ie/wp-content/uploads/2022/10/Respond-Strategic-Report-2022-2024.pdf](http://www.respond.ie/wp-content/uploads/2022/10/Respond-Strategic-Report-2022-2024.pdf)

# Improving our Operations

## Launching Workday-Peakon in Respond

In January 2022, we launched a new staff engagement platform, Workday-Peakon. It involves inviting our staff to complete a confidential (anonymised) employee survey regularly. The latest survey took place in Q4, with a participation rate of 88%, and resulted in:

- **An 8.1 staff engagement score**

This is the average score given by survey respondents out of a possible 10. Engagement is a measure of how committed to and enthusiastic employees are about their work and the organisation.

When people are engaged, they feel more comfortable being themselves at work. Different factors contribute to employee engagement, including organisational culture, work environment, work relationships, and development opportunities.

- **An employee Net Promoter Score (eNPS)** is an alternative way of measuring employee satisfaction levels. The number represents the balance of employees who are 'promoters' versus being 'detractors'. It's based on NPS methodology, which is used to measure customer loyalty. A score of 45 puts Respond in the top 25% of the sector.

## Becoming a trauma-informed organisation

Respond has been on the journey towards becoming a trauma-informed organisation since 2019. 234 staff were trained in Trauma Informed Practice (TIP) over the past 18 months.

Throughout our organisation, engaging in TIP benefits our tenants, service users and staff. Over 2022, we developed a robust trauma-informed care pathway and action plan with key milestones.

In November, we were delighted to present at the Trauma Informed Practice Ireland conference 'In from the Margins: Trauma-Informed Practice as a Driver for Inclusion' on our journey so far.

We are now taking the next steps to embed the model at every level of the organisation.

## Awards

We were delighted to win two awards in 2022 for Woodside, Enniskerry Road. These were 'Best Social Housing Development' at the National Property Awards and 'Working in Partnership' at the Chartered Institute of Housing Awards. Both awards were achieved with our partners, Tuath Housing, Dun Laoighaire Rathdown County Council, the Housing Agency, the Housing Finance Agency and the Department of Housing, Local Government and Heritage.

234

Staff trained in Trauma Informed Practice (TIP)

2

awards won by Respond in 2022

4

# Improving Lives



# Housing - Supporting Tenants and Growing Communities

Seeing tenants collect their keys for their new forever homes is always the highlight of the work that we do.

The year proved to be a busy one for the housing teams, and with a strong pipeline of new homes, we look forward to welcoming hundreds of new families to their forever homes during 2023. With a number of exciting initiatives continuing, alongside the roll out of the Tenant Engagement Strategy, 2023 will be transformative.

This group met regularly for just over a year, first online and then in person. Finally, in September 2022, Respond's board of directors approved the strategy.

Through the hard work and dedication of these tenants, we have an ambitious strategy and delivery plan that will benefit tenants across the country.

## Tenant engagement: together we are stronger

Respond has a long tradition of tenant engagement, but we decided to refresh our approach in 2022. With the support of an experienced team of tenant engagement experts, Supporting Communities, a group of committed Respond tenants worked with our staff to co-create a new strategy. Uniquely in Ireland, our tenants drafted the strategy in their own words.

## Tailoring services to meet tenants' needs

We recognise different tenants and communities have varied and changing needs, and we must be able to adapt our services to meet those needs. We continue to develop our unique approach to delivering services for tenants, which involves moving away from standard services to matching services to individual and community needs.

**7,084**  
Properties owned  
and/or managed in 2022<sup>4</sup>



<sup>4</sup> As of 31.12.2022, these include: Family Homeless Services Respond owns and/or manages. / Group homes managed by third parties. / iCare tenancies under management. / 125 units leased from local authorities and NARPS. / Some properties that, due to age or new regulations, need regeneration or conversion (we're proactively engaging with relevant local authorities and the Department of Housing, Local Government and Heritage on this.) / Normal levels of voids including new units in management. It does not include housing built for local authorities and that we no longer own.



We are doing this by expanding our evidence-based approach, which we developed working with the Centre for Effective Services (CES). We are very excited to have launched three pilots in late 2022, two in Dublin and one in Limerick.

We are also partnering with the Global Brain Health Institute to develop an exciting concept – Ireland’s first ever Brain Health Village. The local community will be at the heart of the initiative, with support from stakeholders and wider community.

## Apartment living

With the move towards high density living in urban centres such as Dublin and Cork, more of our new homes are within apartment complexes.

Working with our Development team, we delivered three new apartment blocks beside the Charlestown shopping centre in Dublin. This meant we supported 138 families to move into new homes. Due to the scale of the scheme, we worked closely with Fingal County Council in managing and speeding up the process from nomination to ‘move in’ day.

We also developed and supported the tenant selection process for cost rental tenants as part of our new Woodside development in Enniskerry Road. The development, Ireland’s first purpose-built mixed tenure scheme includes both cost rental and social housing homes.

As well as supporting the tenants during their move in, the team has continued to engage with the local community. This has included holding a family social event, with games and a petting zoo.

We believe these radically different approaches to service delivery will lead to improved wellbeing and greater tenant satisfaction, while reinforcing our vision of creating thriving communities.

## Maximising energy efficiency and warm homes

Our Asset Management team completed a second year of an extensive stock condition survey programme in 2022. We're using its findings to inform and refine our future investment programmes for building components such as heating systems, windows, doors and kitchens.

A significant proportion of our stock is over 25 years old, meaning we must maintain and improve these homes so our tenants can continue to enjoy them.

Energy efficiency and providing warm, affordable homes continue to be our main priorities. In 2022, we invested €7.3m in the upgrade of our properties. This included an investment of €1.6m in our energy retrofit program which was matched by €2.2m from the Sustainable Energy Authority Ireland (SEAI) to raise the overall investment in the year to over €3.8m million. This brings the total energy retrofit investment to over €34 million over the last 10 years.

During the year, we completed energy upgrade work on 96 homes, two Community Buildings and one Group Home across three estates:

- Daphne View, Enniscorthy, Co Wexford.
- Birch Grove, Portlaoise, Co Laois.
- Beechgrove, Newmarket on Fergus, Co Clare.

Improvements in our retrofit programmes included renewable heating, windows, doors and insulation upgrades.

We also replaced windows, doors, fascia and soffits in 141 homes across 4 estates at a cost of €1.75m.

Moreover, we spent an additional €1.8m on replacement heating systems, kitchens and other components.

## Maintenance to ensure safe homes

Tenant safety is hugely important and in 2022, our Asset Management team continued to strengthen its compliance team to ensure we keep people safe in their homes. We appointed a new Safety, Health, Environment and Quality (SHEQ) Manager to oversee our safety compliance programmes. We also:

- Improved our IT systems significantly, so we can deliver safety programmes more efficiently to our tenants.
- Serviced almost 2,000 gas boilers and cleaned almost 3,000 chimneys as part of our annual safety programmes.







## TENANT PROFILE

# Maya, Ballincollig, Cork

“Myself and my daughter, who is 13, live together in an apartment in Ballincollig.

My daughter goes to the local community school nearby. She usually walks to school with my neighbour’s daughter. It’s a really great set up, my neighbour has a daughter the same age as mine, they are best friends now. It makes me very happy.

Before moving into my Respond home, I used to rent a house with HAP (Housing Assistance Payment) but my rent was still too expensive. I have a beautiful apartment which is great. My apartment has a giant balcony; it gets a lot of sun in the summer time. I have lots of flower pots now so I have my own little garden.

When I got the phonecall from Respond offering me my home, I was shocked and started crying.

I had been on the housing list for 10 years, and that time was very tough. It’s a long time, so when I got the call I started crying. I told myself now it’s going to be easier.

My TRO (Tenant Relations Officer) Val was so helpful from the start. I was worried about having to buy lots of furniture to fill the apartment but he told me not to worry, everything would be fine and he helped me out.

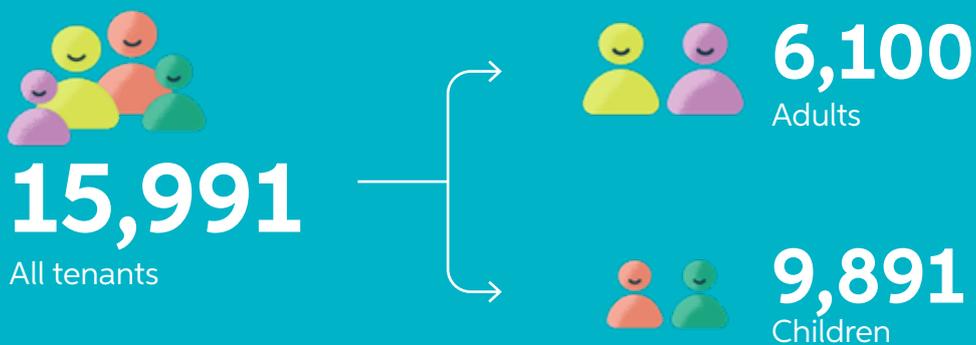
I’ve made good friends with my neighbours. I can depend on them and they can depend on me. If one of us needs something, we always help each other out. Me and my daughter have made great friends in the apartment block and there’s a great sense of community. We’re both very happy here.”

# Housing 2022

## Properties



## Tenants<sup>5</sup>



<sup>5</sup> Including iCare tenants.

## Asset management



**12,416**  
Reactive repairs

**135** Void units repaired

**82** Kitchens replaced

**122** Gas, oil boilers, heat pumps replaced

## Customer service centre



**42,580**  
Inbound calls



**8,025**  
Post in

**18,368**  
Post out



**947**  
Application forms processed



**13,952**  
Emails handled

## Sustainability



**96**

Homes retrofitted under Sustainable Energy Authority Ireland (SEAI)



**2**

Community buildings

**1**

Group home

↑  
↑  
Retrofitted under SEAI



**3,167**

Respond homes meeting BER B1 or above

## STAFF PROFILE

# Amy Mulligan, Tenant Relations Officer, Housing team

My role involves managing tenancies and giving people keys to their new homes, organising viewings and dealing with everything that comes after that, including support and linking in with them on any issues that might arise in terms of tenancy management.

My favourite part is giving people the keys to their new homes. There's nothing better than seeing people's faces when they get the keys to their brand-new home. It's amazing.

I am currently progressing to a new role as a Community Support Worker

within the Housing team. I studied social and community development so it was a natural transition. We need someone who can organise and link in with supports and different stakeholders in different communities. It could be anything from mental health supports or counselling or addiction services.

My role will be to figure out what's in the community and what supports the tenant already has, and then helping to create a tailored approach. I really enjoy supporting tenants in their tenancy and working with communities on bigger issues they might be experiencing."



# Family Homeless Services

As high-level Covid-19 restrictions wound down in 2022, service users and staff welcomed the effect this had on Respond's six homeless services. A significant, positive change was our return to longer, in-person, key-working sessions. These allow for more substantive, emotional and listening support for service users.

The addition of in-house counselling services for families with our new team member psychotherapist Maebh Fitzpatrick has proved invaluable to our services. It complements the support we offer through:

- Parenting and baby/child groups.
- Education.
- Linking families to external services that support social and emotional wellbeing and growth.

"I was delighted with my first impression when I saw the back garden and room size. They could not have helped me more. It's better than any other service."

- Andrea, Clontarf service

"I got very good help, everyone helped especially my key worker Jacqui. I was understood and my needs were met; I got help with everything I needed help with."

- Ifaax, Clontarf service

"I love coming down to the sensory room to play with my child. She loves to look at the fish there. "

- Sharyl, Highpark service

“For me and my child I believe we were lucky to be able to avail of the service. It has saved me in more ways than one. We need more places like this for homeless families.”

- Sophie, Firhouse service

“Stephen [CYD Worker] is great fun, he has lots of great ideas and sometimes I give him ideas for fun stuff we can do!”

- Charlotte, child service user, High Park service

“Honestly all staff are amazing, my children felt safe and at home. We loved our little walks around the grounds. The toddler group brought my little boy on. My keyworker always made me feel positive.”

- Leah, family of 3, Firhouse service

### Limited accommodation supply proves challenging

Unfortunately, over the course of the year, the challenge of accessing move-on accommodation grew significantly for the families we work with. Despite intensive support provided by our experienced staff team, there are few options available.

This is especially true in the private rental sector (PRS), to which many families move, supported by the Housing Assistance Payment (HAP) or the Homeless Housing Assistance Payment (HHAP). The limited supply meant families stayed in our services for an average length of 11.3 months in 2022, up from 6.9 months in 2021.

### Fun events arranged for families and staff

Our staff members work hard to make holidays special for families during a difficult time in their lives. All services organised events for families and children, which included lots of outdoor activities in the spring and summer. We made sure to celebrate significant calendar events such as: International Women’s Day, St Patrick’s Day, Easter, Christmas or other culturally significant celebrations for families using the services.

Events for staff at our services included end-of-summer BBQs across the country. All staff were encouraged to attend and they enjoyed meeting new colleagues from across our services and all parts of the organisation.



## Family Homeless Services 2022



\* (This increased by almost 4.5 months in 2022 due to limited housing move-on options available for families)

## Support needs of families

- Holistic needs assessment
- Assigned key worker
- Accessing PPS number
- Accessing medical card
- Wellbeing/risk assessment
- Support for accommodation
- Support plan
- Social work involvement
- Mental health
- Addiction support

# Early Learning and School Aged Care

Our settings provide warm, safe, nurturing learning environments that create opportunities for each child to be their best, while promoting a culture of collaborative learning.

**Respond is committed to delivering high quality, affordable Early Learning and School Aged Care (ELSAC) for children and their families. We offer a full range of services, including full day care, preschool and school aged programmes catering from 9 months up to 12 years.**

In the first quarter of 2022, our ELSAC services were still recovering from the pandemic and learning to coexist with Covid-19. This affected staffing levels significantly and posed a serious challenge throughout the year. Despite this, we increased our service provision from 16 to 17 services, when we opened a new full day early years service in Carraig Liath, Midleton.

## Expanding our early years care

We also expanded some of our services to cater for under 3s to support the shortfall in places for this age group across the sector. Our services in Carrickmacross and Drogheda each opened an additional baby room, offering full time places for babies from nine months.

Our services in Ennis and Tramore opened a new toddler part-time session that caters for children from 1-2 years. A further two part-time early years services, Hilltop in Killenaule and Stonecourt in Ennis, achieved full day care certification, providing additional full day care places for their communities.

All areas of growth contributed to a 29% increase in the number of childcare places being accessed across the services, up from 450 to 638.

## Rewarding and upskilling our staff

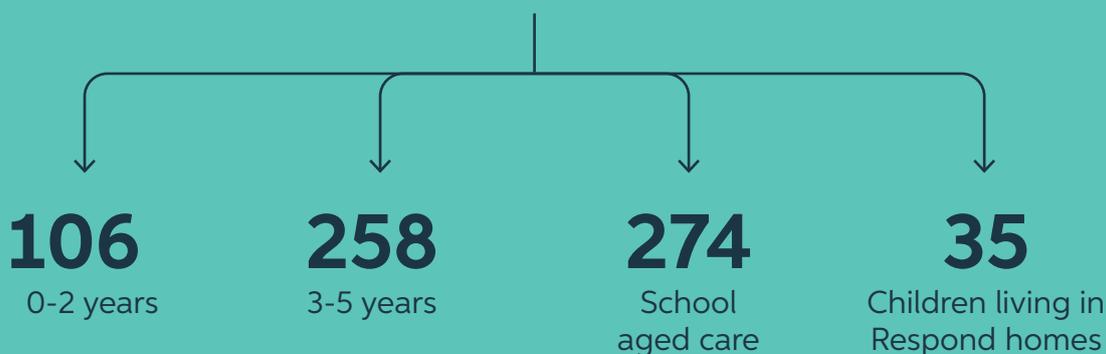
As an organisation, we were delighted by the Department of Children, Equality, Disability, Integration and Youth's commitment to invest in more sustainable funding for ELSAC. We fully implemented the salary recommendations set out in the Core Funding and Employment Regulation Order. It was hugely rewarding to see our ELSAC staff be recognised for their valuable contribution to the lives of children and families, and to supporting a thriving economy.

Our staff are central to our delivery of quality services. This additional funding has allowed us to enhance our learning and development programme and to create career progression opportunities. In 2022, 23% of our senior staff upskilled to higher education degrees.





## Early Learning and School Aged Care 2022



## Education and support needs of children



**27**

Children attending preschool through the Access and Inclusion Model (AIM)

**37**

Children sponsored by the National Childcare Scheme (NCS)

**80**

Children for whom English is an additional language

**16**

Asylum seeker and refugee children

**28**

Children awaiting needs assessment

**28**

Children from Traveller and Roma Community

**2**

Children in unsuitable accommodation (such as emergency accommodation)

# Daycare Services for Older People

Our day care centres in Blackpool (Cork), Finglas and Baldoyle (Dublin) support older people to remain living independently in their own homes. We do this by removing barriers to their participation in society, ensuring their continued involvement in social activities, and supporting their physical health and mental well-being.

Our client-centred supports aim to meet their social, recreational, health and therapeutic needs. These services also really benefit carers and next of kin. They are assured their older relative is receiving person-centred care and social engagement, while they get some much-needed respite.

Although still operating within the HSE guidelines relating to Covid-19, which restricted the number of daily users, our day care centres once again became hives of activity in 2022. One of the positives of the pandemic was that we developed new ways of working. We have continued to provide meals-on-wheels where needed, and we call service users to check on them when they are at home.

## Letter to staff at Respond's Daycare for Older People Centre in Cork.

My mother Anne has only been with you for the last month, but the difference it has made not only to my beautiful mother but to us as a family has been amazing. Mam was diagnosed with dementia at the young age of 65 and we are living with this awful disease for three years. We feel very fortunate that my mam was able to get a place with you.

My mam's dementia is rapid, and we found this led to a lot of days where mam was non-verbal and not very engaged. Mam was very involved in the

community, knitting baby cardigans for the neo natal babies, baking for the elderly in the community and sewing all the school uniform adjustments for all the avenue. Mam was the go-to person who always helped her neighbours.

Now the days that Mam goes to you, she is very engaged with my Dad, and she is more herself. We as a family cannot thank you enough for your wonderful staff and service.

Warmest regards,  
Hartnett Family





# Refugee Resettlement Services

Having long supported those seeking protection and safety in Ireland, we responded to the call for support for Ukrainian refugees in 2022 by repurposing rooms in one of our buildings in Waterford to provide safety and a home for four families.

Our focus has remained on working with local authorities and the Irish Refugee Protection Programme. Over the last number of years, we have acted as an implementing partner for their resettlement programmes in several counties. In 2022, we acted as implementing partner in both Clare and Meath.

The programme aims to support families to integrate, adapt and become part of their new communities. It helps them become independent and self-sufficient, with a focus on improving English language skills and seeking employment. Our team also identifies community needs, and facilitates any training and awareness programmes needed. Many refugees have joined and become key members of:

- Local sports clubs.
- Men's and women's groups.
- Community groups such as the local Tidy Towns.

“Respond’s programme was a resettlement programme in every sense of the word. It helped us move from feeling lost to settled.”

- Turkia, from Syria, who resettled from Lebanon to County Clare with her husband and their four children.

“Respond has been a cross-cultural bridge. They have helped us ease the suffering of alienation.”

- Choukri and Amina, from Syria, who resettled from Lebanon, along with their three daughters. In 2022, they welcomed a baby boy into their family.

“Words aren’t enough to express our gratitude. Respond was our mentor, guardian and guide in Ireland. We will never forget their support and kindness.”

- Fouad and Mona, from Syria, resettled from Lebanon to County Clare, with four of their children.

# Family Support Services

Our Family Support team operates from a philosophy of prevention and early intervention with both families and individuals.

We focus on partnership and participation, applying a strengths-based approach to work with people, offering our services based on need.

All our tenants and service users can access this support, whether they are part of a family unit or an individual.

Throughout 2022, the team provided both online and in-person programmes and one to one supports, including:

- A suite of Parents Plus programmes.
- Online parent and toddler groups.
- Activity groups.
- Parenting information webinars.
- Managing stress webinars.
- Positive parenting programmes.
- Seasonal activities on estates.

These focused on topics such as:

- Personal development.
- Self-care and wellness.
- Family learning.
- Budgeting.
- Parent support groups.

We had 519 engagements with individuals during the year, with many attending more than one programme or event. We also gave vital one-to-one support to 47 people who needed more intensive intervention. Some of our programmes included the following.

## Mindfulness programme (online)

Our first online introduction to mindfulness programme ran in April 2022 for four weeks, with seven people taking part. The programme was very well received, with participants setting up a group at the end that has continued to meet twice a month.

## Health, wellbeing and empowerment programmes (Cork and Waterford)

The Family Support team and the Tenant Relations team collaborated to run two successful eight-week programmes exploring health, wellbeing and empowerment for older adults in Youghal, Co Cork and St John's College in Waterford.

Funded by National Lottery grants, the programmes covered:

- Ageism and the attitudes in society towards older people.
- The achievements and losses in life
- Active citizenship.
- Planning for the future.

Both groups really enjoyed the social interaction and lively discussion, and planned to regroup for follow-up programmes.



## Adolescent Parents Plus programme (online)

We were delighted to see renewed demand for the Parents Plus Adolescent programme – eight parents attending over five weeks.

Parents Plus Adolescent Programme is an evidence-based, practical and solution-focused programme for parents of 11–16-year-olds. It supports parents of adolescents to:

- Manage and resolve conflict.
- Build self-esteem and confidence.
- Create warm connected relationships.
- Positively discipline their adolescent.
- Negotiate rules.
- Solve problems together.

“This programme helps me get out of the house with my anxiety. That is hard for me, but everyone in the group understands me. It makes me feel good and gives me relief from my anxiety.”

- Participant on the ‘Time for me’ personal development programme, Moyross, Limerick

“It helped me to implement self-care in my daily routine again. The staff presented the information in a clear and gentle manner, which made the information easy to absorb and to apply.”

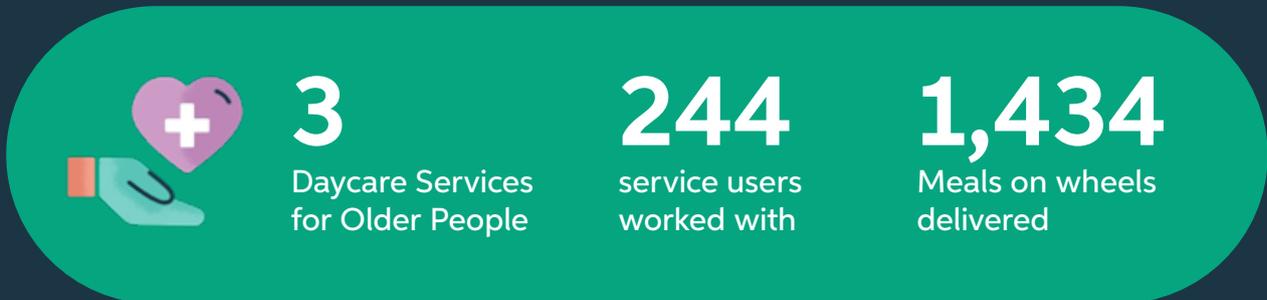
- Participant in the World Mental Health Day workshop run by the Family Support team to promote mental health awareness and practical self-care sessions.

“My experience with Respond has been incredible so far. Wonderful, helpful staff who go out of their way for one’s needs ... I am eternally grateful to Respond.”

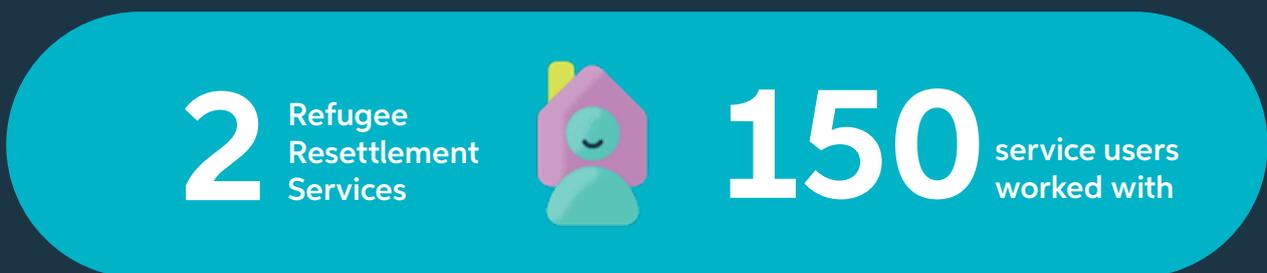
- Jenny, service user

# Services

## Daycare for Older People

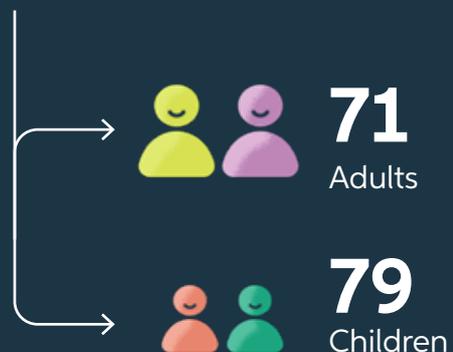


## Refugee resettlement

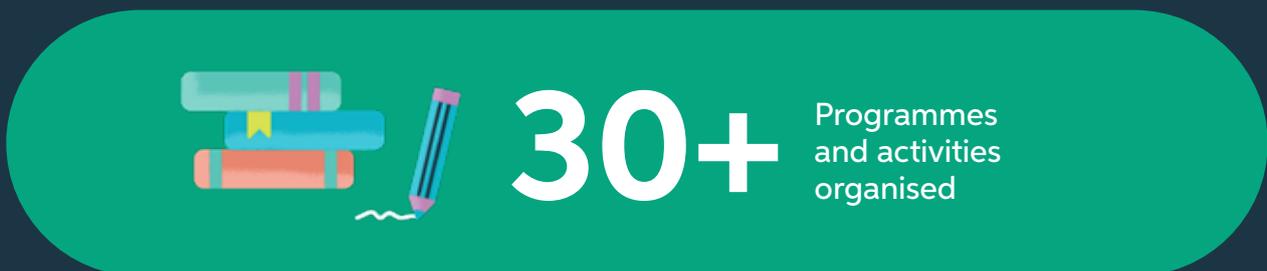


All service users received:

- A needs assessment
- Mental health supports
- Supported orientation to Irish society and systems, including support with applying for PPS and medical cards



## Family Support Services





#### TENANT PROFILE

## Delia, Convent View, Ballybunion, Kerry

“In 2005, I had broken my hip and was living in an upstairs apartment, so getting up and down the stairs was difficult. And that’s how I applied for a home with Respond. I needed something on the ground, so Respond was able to give me my ground floor apartment.

I’ve been here for the past 18 years now. It’s a lovely ground floor apartment on the corner. I feel very lucky. I’ve never had any problems in the 18 years I’ve lived here, no mould or anything like that. It’s nice and comfortable.

I am in the Active Retirement group and the writing group, and I even wrote my own book last year. I am also in the art group and computers group. I’m in everything!

My lovely neighbour who came from Zimbabwe started the Active Retirement group, so we developed our own little community. There is a great group of us, all over the age of 60 and who all worked all our lives. Every Christmas, we have a party for all the residents and everyone gets a present.”

# Progress through Partners

Respond is grateful to all our partners who supported our work in 2022, enabling us to better meet the needs of our tenants and service users, and to provide additional services and initiatives.

## RTE Toy Show Appeal

In June 2023, Respond secured funding of €70,000 from the RTE Toy Show Appeal, in association with the Community Foundation of Ireland. This funding is supporting families with children and young people who have or appear to have additional support needs. Some may already be on waiting lists for assessments.

Through this programme, we offer access to a private clinical assessment and subsequent therapeutic support sessions. These supports would be outside the financial reach of many families. The funding also enables us to provide at-home kits for children who are awaiting assessment and appear to have additional support needs.

## ESB Energy for Generations Fund

The ESB Energy for Generations Fund provided €10,000 to enable us to provide Welcome Packs for children coming to live at one of our six homeless services. The packs are age-specific, aim to ease the trauma these children experience and allow our staff to give them an even warmer welcome.

## Pobal

Respond secured funding of €11,000 to make over the Community Building at Andrew Meadows, Athy. The residents' group is very active there, running local support groups and winning community awards such as Pride of Place. Based on its feedback, we sought funding to:

- Improve storage capacity.
- Install a smart TV for use in group sessions and training.
- Replace blinds on windows to allow greater privacy, which was a concern for participants and meant arts and crafts classes could continue.
- Paint the interior.

## Anonymous donor

One unnamed donor has supported 16 projects benefitting both tenants and service users. These projects supported our Housing team and Service teams across the country and included:

- An upgrade of communal area and kitchen at Suaimhneas family homeless service.
- The appointment of a psychotherapist for our Family Homeless Services.
- Upgrade work at both La Verna and St Francis Gardens: Daycare Services for Older People centres.
- Part-funding the Family Support programme in Charleville for two years.
- Replacement of outdoor play station at Suaimhneas family homeless service.
- Improve outdoor facilities for early learning and school aged care centres to enable outdoor activities regardless of weather.

# hips

## Community buildings & group homes – supporting other service providers

By engaging with like-minded service providers, we help ensure everyone can access services that improve their lives. Some of our Community Building tenants include branches of Youth Work Ireland and various Family Resource Centres, whose work compliments the work of our Housing and Services teams, adding value to the overall support of our tenants.

Other examples of such engagements include the Alzheimer Society of Ireland or Enable Ireland who run day care centres for older people and people with a disability respectively.

**16**

project supported by an anonymous donor

**€70,000**

secured from the RTE Toy Show Appeal

**€11,000**

to make over the Community Building at Andrew Meadows, Athy

# Developing and Engaging our Team

Our work in Respond is all about people. We work to provide services and opportunities that support people to achieve their goals and reach their full potential. As an employer, Respond is committed to creating a workplace culture that also enables our staff to reach their full potential.

An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for tenants, service users, the communities we work with. Remaining connected to our vision for social justice and quality homes in caring, connected communities, unites us and makes our work meaningful.

## Engaging our employees

Respond continues to invest in our staff. We made significant progress in 2022 around several key metrics, including staff engagement and retention. Our Q4 staff survey showed an 8.1 staff engagement score, a participation rate of 88% and employee Net Promoter Score (eNPS) of 45.

“In pursuit of social justice, Respond will be a high-performing, compliant, results-driven and accountable organisation that values our staff and those we work with.”

- Goal 7 - Respond Strategic Plan 2022-2024

## Respond gender pay gap

Our first gender pay gap report, published in December 2022, is available on our website<sup>6</sup>. Respond is committed to a salary and performance system that is fair, objective and transparent. Respond is a listening and learning organisation – understanding the gender pay gap allows us to understand how to address it.

Analysing the numbers is only part of our approach. We strive to promote inclusion and diversity in all its forms, while recognising there is more we can and should do in this area. Respond’s Board and Executive Management Team (EMT) are committed to understanding the drivers of our gender pay gap and working to address them with some ongoing initiatives.

## Improving our internal communications

We continuously work with our Advocacy and Communications team to improve and enhance communication and information flows across our organisation, engaging with our staff about our objectives, purpose and journey. With an ethos of continual improvement, Respond is a professional, caring and purpose-led organisation. It’s a great place to learn, develop and grow.

We strive to attract and retain colleagues who want a secure place of work where they can make a difference to the communities we serve, improve lives and build a fairer future. Seventeen staff members received long service awards in 2022.

6. [www.respond.ie/wp-content/uploads/2022/12/Responds-Gender-Pay-Gap-Report-.pdf](http://www.respond.ie/wp-content/uploads/2022/12/Responds-Gender-Pay-Gap-Report-.pdf)

Respond headcount gender split - July 2022

28%  
male

72%  
female

### Gender representation at leadership level

Executive Management Team

50%  
male

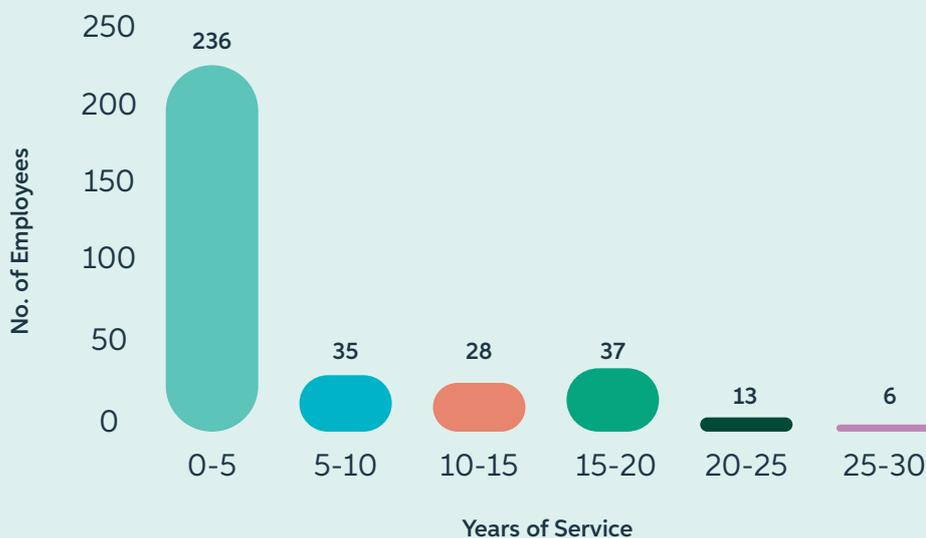
50%  
female

Leadership Team

42%  
male

58%  
female

### Employee length of service



## Town hall events

To enhance communication and camaraderie, we held three town hall events in 2022. A staff committee produces these successful events, which support employee communication due to the wide geographical spread of our teams and our hybrid working arrangements.

## Partnership Forum

Our Partnership Forum has staff representatives from across the organisation and remains active, providing an important and valued voice for our staff. Staff work collaboratively to promote greater communications and understanding across our teams.

## Cost of Living working group

We formed a Cost of Living working group during the year with representation from across the organisation, in direct response to the inflation challenges seen in 2022. From that, we agreed some cost-saving initiatives with local businesses.

## Enabling learning and development

Respond has doubled its staff over the past four years. We recruited 73 staff in 2022, and we're progressing several programmes for continuous development and improvement across the organisation.

Continued investment in our staff's skills and capabilities is paramount, and we continue to develop our talent to ensure everyone has an equal opportunity to avail of our career development opportunities. Existing staff filled 19 positions in 2022, while our employees also benefitted from over 400 individual training initiatives, both external and internal.

**33%**  
Health and safety

**16%**  
Technical skills

**5%**  
Soft skills

**3%**  
Leadership

**43%**  
Specialist training

## Boosting staff wellbeing

Research has proven that introducing conventional wellness strategies in organisations may help alleviate some work-related pressures, enhance employee well-being, leading to a more positive working environment. Our workplace health and wellbeing initiatives continued throughout 2022, including:

- Online staff coffee mornings.
- Online scavenger hunt.
- Meditation body scan.
- Yoga.

## Promoting more flexible working

Flexible working is a key enabler of diversity and is critical to enabling better work-life balance, we have invested in our systems to enable a more flexible and performance-based working culture. We aim to support our diverse staff base throughout their life and career.

## Improved staff benefits in 2022

- Two additional annual leave days.
- Introduction of subsidised maternity leave pay.



#### STAFF PROFILE

## Maebh Fitzpatrick, Psychotherapist

'I am the first psychotherapist in Respond, working with Family Homeless Services. I am in the role around a year now and loving it. The referrals are coming in hard and fast, which just shows the need for the role.

Coming from private practice, I've had to adjust to working within an organisation. There have been lots of surprises along the way, but they've been interesting and valuable. Everyone who has been referred to me has absolutely needed the referral. It can be sad to see the service of counselling is so needed.

It's fantastic that Respond is a trauma-informed organisation. For me as a therapist, everything is confidential, but I know I can rely on the key workers and managers to follow that trauma-informed approach through, reinforcing my work.

I used to work with adolescent and young single mothers, and they have always been important to me. Now I still get to support them in the homeless services and see them develop and reach their full potential.'

# Advocates for Change

Respond aims to be an effective voice with and for people in housing need, people who are homeless and those using our services in their communities.

To deliver on this aim, we work with key policy influencers and decision makers, including ministerial offices, departmental officials, local authorities, government agencies and our colleagues in the sector. In 2022, partners with which we collaborated to effect positive change included:

- The Global Brain Health Institute (GBHI) in Trinity College Dublin.
- The Housing Alliance.
- The Irish Council for Social Housing (ICSH).
- The Chartered Institute for Housing (CIH).
- The Homeless Network.

## Sharing our work with stakeholders

Our Advocacy and Communications team co-ordinated events throughout the year to welcome stakeholders to our developments, so we could share our work with them.

- The tenants of 'Westview' in Ballincollig, Cork were thrilled to welcome An Taoiseach Micheál Martin TD to the opening of their new development.

- Minister Darragh O'Brien, T.D. visited two of our construction sites in Galway and joined us at Carr's Lane, our new development in Dublin, where he spent time talking to tenants.
- Minister O'Brien also opened the first purpose build cost rental homes in Enniskerry Road, where we were joined by tenants and our partners in the project.
- The board of the Housing Finance Agency (HFA) visited our well-established development and community centre in Midleton, Co Cork.

## Leading the discussion on homes and supports

Respond always aims to provide thought leadership. Throughout 2022, we contributed to national and local discussions and debates. These included presentations at:

- The Green Party conference.
- The Fianna Fail Ard Fheis.
- The CIH Women in Housing seminar.
- The ICSH Finance Conference.
- The Housing Commission Working Group on the Regulation of Rented Housing and Quality.
- The Eolas Housing Conference.

We also attended other debate forums: the first Chartered Institute of Housing policy conference in Derry (headline sponsor), the Fine Gael Ard Fheis (attendee), the Sinn Féin Ard Fheis (attendee).

Respond also made submissions during 2022 to ensure we shared our practical experience and expertise in delivering housing and services to influence national and local policy. These included submissions on:

- The Government Policy Framework on Children and Young People in Ireland.
- An Garda Síochána's Older Persons Strategy.
- The 2023 Pre-Budget Submission.



## Developing and sharing knowledge

Respond became involved in three research projects during 2022 to support our approach to developing evidence-informed policy and practice:

- Measuring the social impact of an AHB social housing tenancy in Ireland in partnership with Clúid and Circle VHA.
- Evaluation of Respond's Services and Good Practice Guide.
- The impact of cost rental housing on social inclusion and wellbeing; affordability, security and community (in partnership with Dr Mick Byrne UCD, Clúid Housing and Tuath Housing, and funded through the Housing Agency Research Support Programme).

Our Advocacy and Communications team works with our tenants and service users to share their stories with a view to influencing change. We created over 30 videos that were used on social media, conferences and exhibitions.

In 2022, we also reached thousands of people through significant media coverage, which included hundreds of mentions across print, online and broadcast media outlets in 2022, an increase of 16% on the previous year.

During the year, Respond also partnered with the Global Brain Health Institute Advisory Group to co-host a series of seminars chaired by Áine Kerr aimed at advancing our understanding of brain health as it applies to housing design, care provision and homeless service.

These included:

- Understanding the past: trauma and adverse childhood experiences, which examined the impact of both on education, life trajectory and adult health, and how we can understand and manage this impact to support communities and protect brain health.
- Digital Technologies, Housing and Brain Health, which examined the impact of digital technologies on our health, brain health and communities.

## Building internal communications and capacity

In 2022, the Advocacy and Communications team led the review of our Strategic Plan and the drafting of the new Strategic Plan 2022-2024. The team also focused on:

- Our quarterly tenant newsletter.
- The Meath Refugee Resettlement booklet.
- The marketing of our newest early Learning and School Aged Care Service (Carraig Liath, Cork).
- The applications process for our new cost rental homes in Enniskerry Road, Dublin and Ballinglanna, Cork.

Finally, with over 350 staff, we work hard to ensure staff know what is happening across the organisation. The Advocacy and Communications team led an internal working group to produce three town hall online events, hosted by the Head of Advocacy and Communications in February, May and October of 2022. Staff from across the organisation spoke about the work they do. These events were well attended with extremely positive feedback, which was reflected in the Workday Peakon staff survey.

respond



5

# Finance & Governance









# Business Review and Financial Performance for 2022

Respond delivered another strong operating and financial performance for the year to December 2022.

Turnover for the financial year amounted to €56.9m compared to €43.5m for the year ended 31 December 2021 and profit for the financial year was €8.9m (2021: €7.8m).

Other Operating expenses of €2.3m (2021: Other Operating Income of €0.4m) represents the net amortisation of government mortgages and grants and the depreciation of social housing assets.

The company invested €190m (2021: €236m) in housing homes during the year and increased the number of homes under ownership/management by 581 (2021: 767), which were funded primarily by the drawdown of additional CALF, CREL and HFA funding of €162.3m which now stands at €900.9m on the balance sheet.

The company has a healthy aggregate bank balance of €31.3m (2021: €38.7m) and these funds will be utilised to facilitate ongoing reinvestment in our existing stock and growth in the supply of new homes over the coming years.

Reserves increased by €8.9m year on year and the overall reported equity figure is €166.5m.

Respond has 7,084 homes (2021: 6,503) under its ownership / management at the balance sheet date and continues

to invest in housing through its development programme.

We have ambitions to deliver a significant number of additional homes over the next 5 years in support of the Government Programme “Housing for All – A New Housing Plan for Ireland”. The total Family Homeless Services in operation by Respond is 6 (2021: 6) at the balance sheet date, with the capacity to accommodate 91 families.

Ireland and the rest of the World has been impacted by fall out of the Russian invasion of Ukraine. The economic environment within the EU has become more challenging with high inflation, increases in the cost of living and potential raw material shortages expected to have an adverse impact on utility costs, construction materials and maintenance costs. The Board expects that the war in Ukraine will have some impact on our results for the next financial year, but are of the view based on the information to hand at this point in time, that any impact will be manageable. The Company is currently well resourced in terms of personnel and finance and is ready to adapt to the challenges posed by this crisis.

The average cost of social housing homes constructed or acquired by Respond nationally in the year to December 2022 was €335,787 (2021: €304,595).

# Corporate Governance

For the reporting year, the board comprised nine non-executive members drawn from a wide background, bringing together professional, commercial, local and international experience.

The board aims to meet regularly throughout the year, and for this current reporting year it met 13 times. John O'Connor retired as Chair of the board on the 31st of December 2022 and Noel Kelly was appointed as Chair of the board as of 1st January 2023.

While the board is responsible for the overall strategy and governance in the organisation, the day-to-day management is delegated to the chief executive officer (CEO), who is not a member of the board. Declan Dunne was appointed as CEO in August 2016.

The CEO chairs regular management meetings throughout the year to deal with all major management issues and decisions of the organisation. Additional meetings are held to discuss corporate issues that do not fit with the scheduled meetings.

The Board has established four sub-committees to assist it in carrying out its responsibilities:

- Finance, Risk and Audit committee.
- Development committee.
- Remuneration, Succession and Nominations committee.
- Community Support, Research and Advocacy committee.

## Regulatory compliance

As a registered charity, Respond is regulated by the Charities Regulatory Authority and must comply with the Charities Governance Code for community, voluntary and charitable organisations in Ireland.

Respond is also regulated by the Approved Housing Body Regulatory Authority (AHBRA) which was established under the Housing (Regulation of Approved Housing Bodies) Act 2019 to protect housing assets owned or managed by Approved Housing Bodies. Respond must comply with the new AHBRA standards published in 2022.

Respond is also regulated by Pobal, Tusla, HSE, and DRHE in relation to the services it offers its tenants and service users.

## Conflict of interest

The Respond Conflict of Interest policy was board approved in December 2021 and it is company policy to review internal policies every two years. Any conflicts with agenda items are declared at the beginning of every Executive Management Team, Sub-Committee and Board Meeting.

## Board induction

Respond is committed to and provides comprehensive induction training for all its new board members. All board members have access to the Respond training portal. Regular legislative and regulatory updates are deployed to board members through this portal.

## Risk management

Respond has a formal risk management policy and framework in place since April 2020. The Corporate Risk Register is reviewed by the Executive Management Team and Finance, Risk and Audit Committee (FRAC) quarterly. Risk appetites are set and monitored in relation to the top 10 risks listed in the Corporate Risk Register.

**13**

meetings throughout  
the year

**9**

non-executive  
members

# Profit & Loss Account

For the financial year ended December 2022

	Year ended 31 December 2022 (€)	Year ended 31 December 2021 (€)
Turnover	56,897,261	43,481,245
Cost of sales	-	-
<b>Gross profit</b>	56,897,261	43,481,245
Administrative expenses	(32,820,575)	(27,485,327)
Other operating (expense)/income	(2,328,830)	417,591
<b>Operating profit</b>	21,747,856	16,413,509
Interest payable and similar charges	(12,818,745)	(8,655,468)
<b>Profit before taxation</b>	8,929,111	7,758,041
Tax on profit	-	-
<b>Profit for the financial year</b>	<b>8,929,111</b>	<b>7,758,041</b>

The company had no recognised gains or losses in the financial year other than those included in the profit and loss account above and therefore no separate statement of comprehensive income has been presented.

# Balance Sheet

At 31<sup>st</sup> December 2022

	31 December 2022		31 December 2021	
	(€)	(€)	(€)	(€)
<b>Fixed assets</b>				
Intangible assets		96,900		71,909
Tangible assets		1,263,348,385		1,091,256,785
<b>Current assets</b>				
Debtors	9,915,663		10,527,296	
Investments	814,917		815,213	
Cash at bank and in hand	30,477,470		37,858,496	
	<b>41,208,050</b>		<b>49,201,005</b>	
<b>Creditors:</b> amounts falling due within one year	(27,922,157)		(26,869,954)	
<b>Net current assets</b>		13,285,893		22,331,051
<b>Total assets less current liabilities</b>		1,276,731,178		1,113,659,745
<b>Less:</b>				
<b>Creditors:</b> amounts falling due after more than one year		(1,110,282,942)		(956,140,620)
<b>Net assets</b>		<b>166,448,236</b>		<b>157,519,125</b>
<b>Capital and reserves</b>				
Reserves		166,448,236		157,519,125
<b>Total equity</b>		<b>166,448,236</b>		<b>157,519,125</b>

# Cashflow Statement

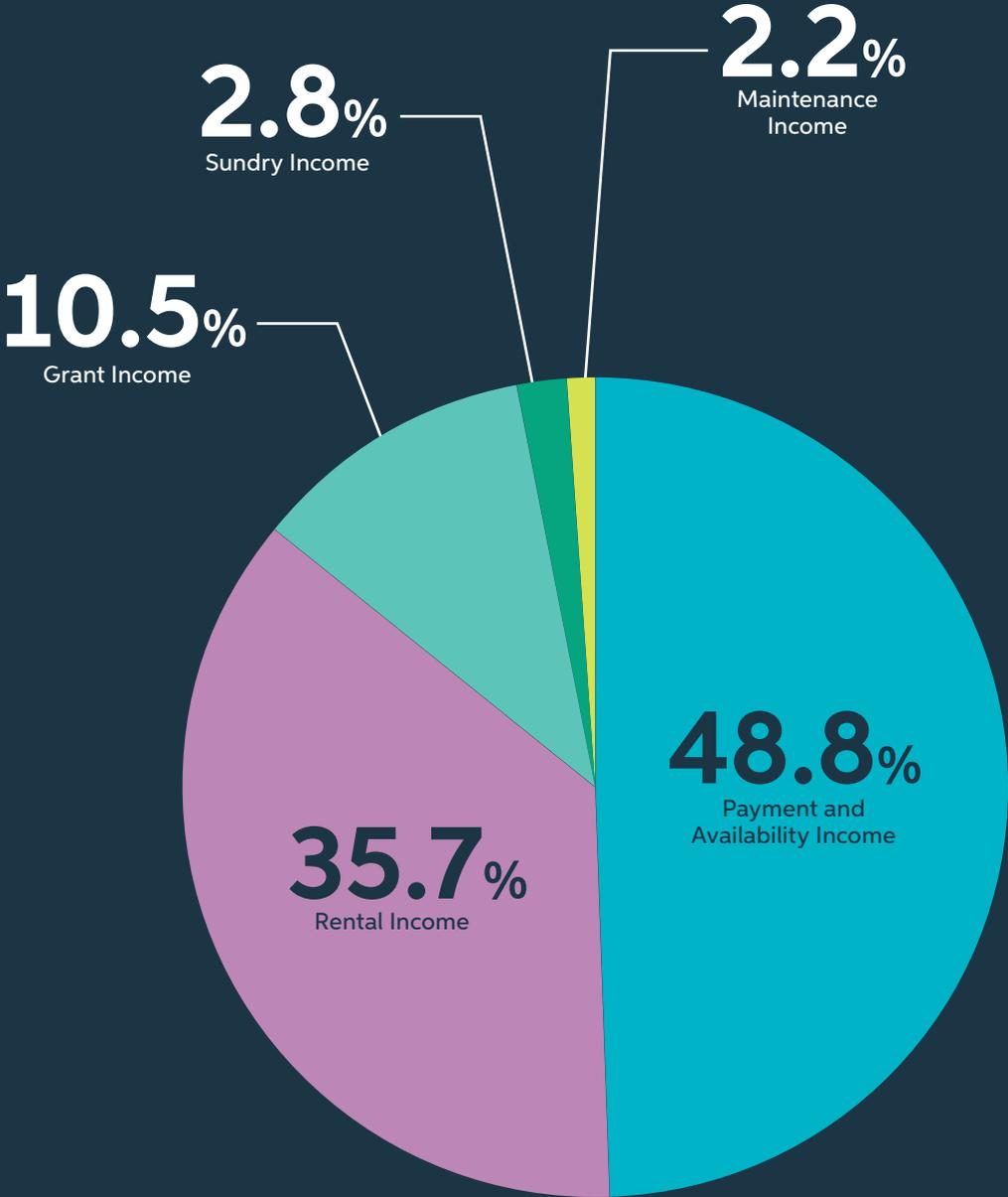
For the financial year ended December 2022

	Year ended 31 December 2022 (€)	Year ended 31 December 2021 (€)
<b>Cash from operations</b>	<b>25,961,895</b>	<b>21,090,508</b>
Income taxes paid	-	-
<b>Net cash generated from operating activities</b>	<b>25,961,895</b>	<b>21,090,508</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(183,969,780)	(234,840,630)
Purchase of intangible fixed assets	(66,728)	(31,915)
Decrease in investments	345	3,731
<b>Net cash used in investing activities</b>	<b>(184,036,163)</b>	<b>(234,868,814)</b>
<b>Cash flows from financing activities</b>		
Mortgages	5,900,000	3,221,543
CALF loans	24,552,970	49,458,080
CREL loans	7,710,772	-
HFA loans	130,108,908	169,411,198
Capital grants	499,280	2,338,462
Interest paid on HFA loans	(13,924,195)	(10,771,761)
Capital repayments of HFA loans	(4,154,445)	(3,256,338)
<b>Net cash generated from financing activities</b>	<b>150,693,290</b>	<b>210,401,184</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(7,380,978)</b>	<b>(3,377,122)</b>
Cash and cash equivalents at beginning of financial year	37,862,780	41,239,902
<b>Cash and cash equivalents at end of financial year</b>	<b>30,481,802</b>	<b>37,862,780</b>
<b>Cash and cash equivalents consists of</b>		
Cash at bank and in hand	30,477,470	4,225,500
Short-term deposits (included in current asset investments)	4,332	33,637,280
<b>Cash and cash equivalents</b>	<b>30,481,802</b>	<b>37,862,780</b>

# Current Expenditure and Funding

Respond Income & Expenditure for year ended 31<sup>st</sup> December 2022

## Income

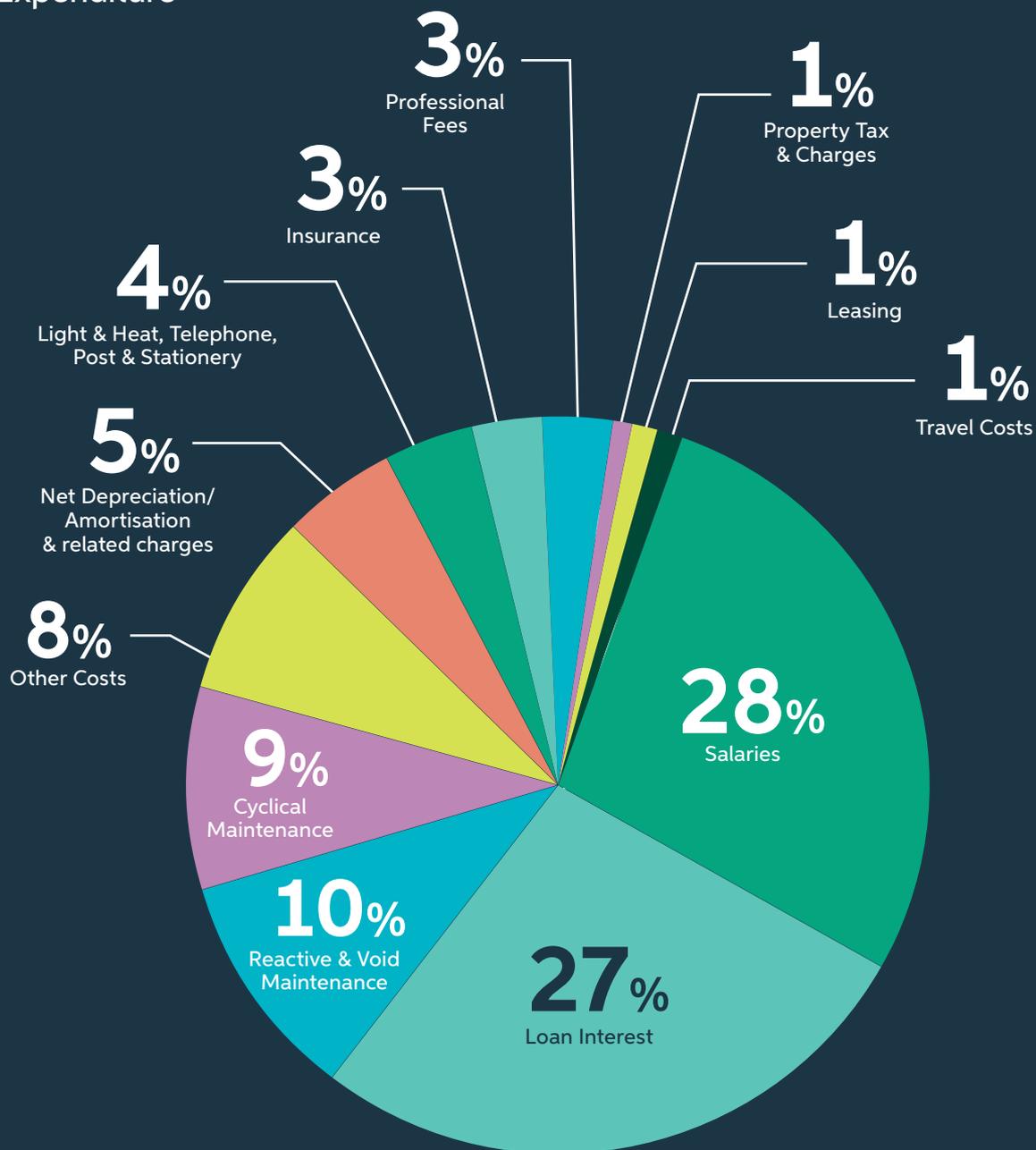


0% Other Income (Net Amortisation / Depreciation), for 2022 percentage included under Current expenditure and funding  
0.1% Donations

# Current Expenditure and Funding

Respond Income & Expenditure for year ended 31<sup>st</sup> December 2022

## Expenditure



0.4% Rent Arrears Provision

# Capital Funding and Maintenance Expenditure

## Capital Funding

	AFS* Dec 2022 (€)	AFS Dec 2021 (€)	Increase Year on Year (€)
Capital Assistance Scheme (CAS)	188,431,997	182,531,997	5,900,000
Capital Loan & Subsidy Scheme (CLSS)	260,523,965	260,523,965	-
Other Government Grants	39,844,146	39,344,866	499,280
Capital Advance Leasing Facility (CALF)	258,344,130	229,202,210	29,141,920
Cost Rental Equity Loan Scheme (CREL)	7,714,104	-	7,714,104
Housing Finance Agency (HFA) Loans	634,824,659	508,870,198	125,954,461
<b>Total</b>	<b>1,389,683,001</b>	<b>1,220,473,236</b>	<b>169,209,765</b>

\*Annual Financial Statements

## Respond Total Maintenance Expenditure

### Cumulative Years from 2018 to 2022

No. of Years:	5	1	1	1	1	1
	Totals	12 mths to Dec 2022	12 mths to Dec 2021	12 mths to Dec 2020	12 mths to Dec 2019	12 mths to Dec 2018
<b>Maintenance Expenditure</b>						
Reactive Maintenance	15,266,327	3,910,807	3,555,082	3,064,919	2,706,434	2,029,085
Cyclical Maintenance	14,954,961	4,143,105	3,110,654	2,529,787	2,867,205	2,304,210
Void Maintenance	4,225,928	1,002,508	1,034,932	855,455	776,947	556,086
<b>Subtotal Maintenance Expensed to P&amp;L</b>	<b>34,447,216</b>	<b>9,056,420</b>	<b>7,700,668</b>	<b>6,450,161</b>	<b>6,350,586</b>	<b>4,889,381</b>
Planned Maintenance Capitalised to Balance Sheet	11,362,645	5,099,507	2,691,130	1,582,522	985,234	1,004,252
<b>Total Expenditure by Respond</b>	<b>45,809,861</b>	<b>14,155,927</b>	<b>10,391,798</b>	<b>8,032,683</b>	<b>7,335,820</b>	<b>5,893,633</b>
Planned Maintenance SEAI Grants Received / Contributed*	6,727,815	2,189,991	1,709,457	1,167,559	610,091	1,050,717
<b>Total Investment in Maintenance / Property Upgrades</b>	<b>52,537,676</b>	<b>16,345,918</b>	<b>12,101,255</b>	<b>9,200,242</b>	<b>7,945,911</b>	<b>6,944,350</b>
No. of Units on which SEAI Works Carried Out	401	99	114	80	56	52

\* Figures represent a combination of actual grant monies received and/or monetary value of SEAI contribution to energy upgrade work.

# Board of Directors

Respond's Board of Directors at December 31<sup>st</sup> 2022



## John O'Connor (Chairperson)

John O'Connor joined Respond's Board of Directors in December 2016 and was appointed chair with effect from 1<sup>st</sup> January 2017. From 2013 to 2019, John was also Chairperson of the Board of EirGrid, the electricity transmission market operator for the island of Ireland. He served as Chairman of the Pyrite Resolution Board from 2013 to 2016. From 2000 to 2011, he was the Chairperson of An Bord Pleanála, the independent national tribunal for the determination of planning appeals and strategic infrastructure projects. Prior to that, he served for 35 years as a civil servant in the Department of the Environment where he occupied senior positions as Finance Officer, Principal Housing Policy and Finance and Assistant Secretary in charge of the Planning and Water Services Division. He has also served as director of three commercial State Bodies: the Housing Finance Agency, Temple Bar Properties and the Dublin Docklands Development Authority. He holds a Diploma in Public Administration from UCD.



## Brendan Cummins (Vice Chairperson)

Brendan is a seasoned industry executive with 40 years of industry and leadership experience. Formerly, he was Chief Executive Officer of Ciba Inc. the major international specialty chemicals company headquartered in Switzerland. During his executive career, he worked for many years with the Ciba-Geigy Group and then at Ciba Inc., which was formed in 1998 when Ciba-Geigy separated its chemical and pharmaceutical interests. He joined Ciba-Geigy in Ireland in the early 1970's and went on to hold many senior international leadership positions in locations including Switzerland, China, UK, Hong Kong and Singapore. He is currently non-executive director of Ashland Inc, a global US based specialty chemical company where he is also Chair of the compensation committee. Brendan also, until recently, served as a non-executive Board member of The Perstorp Group headquartered in Sweden and was a member of their Remuneration Committee. Formerly, he was also the lead non-executive director of the Nanoco UK Group, chair of their remuneration committee and a member of the audit committee. Today, he is engaged as a strategy advisor to several Irish enterprises.



## Cathleen Callanan

Cathleen Callanan has a background in social work and social policy. Since the 1980s, she has worked as a social worker, as a probation officer, and as a lecturer in social work and social policy. She also holds a qualification to teach social work. Cathleen has held a number of managerial posts in the voluntary and statutory sector such as director of a voluntary adoption agency, and childcare manager with the Health Service Executive (HSE). She was an Area Manager for the Health Information and Quality Authority from 2009 until 2014, when she left to establish a private consultancy for social service organisations. Cathleen holds a Masters in Social Service Administration and a PhD. in Social Policy. She has had a long-standing interest in the complexities of homelessness having been responsible for the young people out of home service while a child care manager with the HSE.



### Noel Kelly

Noel is the Principal and Founder of ILSS (Inspired Leaders Shape Success), a business focused on Executive Coaching and Business Improvement Initiatives. A professional Engineer with a Higher Diploma in Applied Finance, Noel has more than 30 years' experience as a Global Business Leader, most recently as Senior Business Unit Director in Jabil Healthcare responsible for a global \$200M complex medical device manufacturing business. He has held senior leadership roles with Jabil Healthcare, Nypro, Honeywell and Waterford Crystal. A dynamic, passionate and forward-thinking leader, with a strong track-record of success, he has had a fast-moving career in business, engineering, operations and supply chain, with a proven history in the development and leadership of high-performance teams, to deliver superior performance.



### Joseph O'Connor

Joe qualified as a Chartered Accountant with PWC and worked in various roles in AIB Capital Markets over an extended period. (Capital Markets included the treasury, corporate banking and investment banking operations of AIB Group). Joe was a board member of that division for 16 years and his roles included Head of Banking, Head of Risk Management, Finance Director, Head of HR and Chief Credit Officer. Joe was recalled from retirement in 2010 and served on the AIB Group Executive for some years. He was Chairman of the Irish AIB DB Pension Fund, one of the largest pension funds in Ireland, between 2003 and 2020.



### Daniel Vincent McCarthy

Vincent McCarthy is the co-founder and CEO of The Festival of Curiosity, which is Dublin's annual international festival of science, arts, design and technology with over 45,000 attendees each year. Vincent previously was the curator of Dublin City of Science 2012 at the Irish Office of the Chief Scientific Adviser. He worked with the Irish Department of Foreign Affairs as a consultant on science and technology projects in Mozambique. He was a contributor for RTÉ Young Peoples on Science and Technology and features regularly on Irish radio shows. Vincent is the former President of the Ireland United States Alumni Association, which helps promote U.S.-Irish relations. He is the Chair of the International School of Dublin and a member of the Smart Dublin Advisory Network. Vincent has a Joint Honours BSc in Physics and Mathematics from University College Cork and an MA in International Relations from Dublin City University.

# Board of Directors

Respond's Board of Directors at December 31<sup>st</sup> 2022



## Michael Dominick Anglim

Michael Anglim joined Repond's board in June 2017. Michael worked with McInerney's from the early 1960s to the mid 1980s in various departments. He became a director in the early 1970s. Michael left McInerney's in the mid-1980s to join Gannon Homes, where he worked for 31 years and was eventually appointed a director. Michael is a past Chairman of the Irish House Builders Association. He also served as a director of the Workers Pension Scheme. Presently Michael is a Trustee of the Construction Industry Federation, where he has been actively involved for many years.



## Professor Cathal O'Connell

Prof Cathal O'Connell is a staff member of the School of Applied Social Studies and is Vice Head of College for Teaching and Learning in the College of Arts Celtic Studies and Social Science, University College Cork. He has served on a wide range of school, faculty, college and university committees. He is a member of the Academic Standards Board of (ACE) Centre for Adult Education UCC agus tá sé ina mbáil de Bord na Gaeilge, Coláiste na h-Ollscoile Chorcaigh. In December 2020, he was appointed Independent Chair of the Traveller Interagency Services Group (TIG) which oversees the delivery of services to the Traveller Community by statutory and state funded bodies. His main research and publication interests are in Irish social policy development, housing policy and housing management and urban regeneration. He joined Respond's board in September 2022.



## Jill Jackman (Company Secretary) (CIS Affiliated)

As Head of Legal Services at Respond, Jill is responsible for legal and administration matters including conveyance, litigation and the insurance portfolio. With more than 35 years' legal experience, Jill previously worked with Nolan, Farrell & Goff Solicitors (1976 to 1983) and with Kinsella Heffernan & Foskin Solicitors (1983 to 1999). Jill joined Respond in 1999.

# List of Sub-Committees and Members

## Remuneration, Succession and Nominations Committee (RSN)

<b>Members:</b>	John O'Connor	Chair and Board Member
	Brendan Cummins	Board Member
	Joe O'Connor	Board Member
	Noel Kelly	Board Member
<b>Assisted by:</b>	Declan Dunne	CEO
	Bonnie O'Sullivan	Acting Head of HR
	Jill Jackman	Company Secretary

## Community Support, Research & Advocacy Committee (CSRA)

<b>Members:</b>	Cathleen Callanan	Chair and Board Member
	D. Vincent McCarthy	Board Member
	Prof. Cathal O'Connell	Board Member
	Anthony Kerr	External Sub-Committee Member
<b>Assisted by:</b>	Declan Dunne	CEO
	Niamh Randall	Head of Advocacy and Communications
	Louisa Carr	Head of Services
	Neil Bolton	Head of Housing

## Finance Risk and Audit Committee (FRAC)

<b>Members:</b>	Brendan Cummins	Chair and Board Member
	Joe O'Connor	Board Member
	Noel Kelly	Board Member
	John Murphy	External Sub-Committee Member
	Roma Burke	External Sub-Committee Member
<b>Assisted by:</b>	Declan Dunne	CEO
	Ray Fanning	Head of Finance and IT
	Robert Murray	Senior Accountant
	Nessa Aylmer	Head of Compliance

## Development Committee

<b>Members:</b>	John O'Connor	Chair and Board Member
	Michael Anglim	Board Member
	Kevin Duke	External Sub-Committee Member
	Denise Murray	External Sub-Committee Member
<b>Assisted by:</b>	Declan Dunne	CEO
	Parag Joglekar	Head of Development

# Notes



# Notes





# respond

building homes,  
improving lives



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