



**respond**

**building homes,  
improving lives**

# Head of Services Information

## Your Application

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Thank you for your interest in this post. On the following pages, you will find details of the role to assist you in completing your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no more than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no more than three pages;

Please send your application, preferably in MS Word format by email to: [fiona.mckelvey@respond.ie](mailto:fiona.mckelvey@respond.ie)

Applications must be received by 11 February 2019 at 12 noon

If you do not receive confirmation of receipt within 24 hours of sending, please call us on 051840279

If you wish to have an informal discussion about the role and organisation, or if you have any other questions you would like answered to help you decide whether to apply, please call me at the number above for a confidential discussion.



Dear Candidate

Respond is an organisation in transition working hard to build on its solid track record of providing quality housing in Ireland and to meet the ever-changing demands of accommodation in Ireland. A new board and expanded management team has injected new energy into the work of meeting the challenging targets we have set. We want to expand significantly and provide consistent and quality service to our residents.

Respond is poised to play an enhanced role in effectively addressing the specific housing and homelessness crisis in Ireland by expanding and improving the housing services we provide, all the while seeking to maintain our focus on the alleviation of poverty.

Respond as the first developer of family hubs for homeless families are keen to enhance and develop this service. We take great pride in providing a quality service to those whom we serve. We also provide childcare and services to older people which is a key part of our service. We are looking for strong leaders to join our team to help us with this work.

We are at a new phase of our development as an organisation when the need for what we do has never been greater. We are looking to enhance our team to make our ambitious goals a reality as we want leaders with experience and flair, who are team players, working together to achieve our goals.

This is an exciting time and if you have what it takes I invite you to apply for this role as this will be an exciting experience for everyone involved.

*Declan Dunne*

**Chief Executive Officer**

### About Respond

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Respond today is proud to be to the fore of the housing association movement in Ireland. We currently own and manage 4,329 homes or apartments accommodating 8,479 people throughout Ireland. We aim to provide at least 2,500 new social homes over the next 5 years. As our development pipeline continues to increase we are in a solid space to deliver on this ambition. We want our tenants to experience the care and support synonymous with a Respond dwelling from a housing team that really knows how to make a difference.

We pioneered the family hub and currently provide accommodation to 75 families across our 5 hubs. We also offer a range of childcare services in over 20 childcare centres, as well as promoting independent living through our care of older people services in our 3 day care centres supporting 200 older people per week. We take great pride in our services and work hard to ensure quality.

Respond takes a holistic approach to both housing delivery, tenancy management and care services. We do not see our role as solely providing what is traditionally termed social housing but that our housing expertise can be deployed across the continuum of housing needs. The housing and homelessness crisis Ireland currently faces can be overcome. Over the course of the last 36 years Respond has always risen to the challenge. As an approved housing body, we are focused on finding practical solutions, delivering more homes and maintaining comfortable homes for existing tenants. The motto of our new logo reflects both our history and our plans for the future. 'Building homes and improving lives' will be our watchwords to keep us on track and remind us of why we do the work we do. The logo – a house with a stylised thumbprint – represents each individual's need for a home as a human being and for pathways to the wider community. We will continue to pioneer new models, to forge new partnerships across the sector to deliver the best services we can and to learn and adapt as we work to ensure that our impact is demonstrable and real.

Respond intends to play a significant part in reducing housing list and providing decent homes and accommodation for many thousands of people over the coming years. We also support We are looking for capable and enthusiastic people to join us and lead our housing our team and make this a reality. Our people are our ambassadors and it is their competence, commitment and skills that are fundamental to the successful achievement of our goals and most importantly, to creating a positive future for communities.

Since Respond's beginnings in 1982 we had to grow and learn fast. In particular, the last few years have been a busy and dynamic time as well as been a time of significant change. Because, more than ever, changes in our external environment are presenting new challenges if we are to continue to meet the real and ever-changing needs of our clients. Over 130 people work creatively within our framework of shared values and social goals. Our in-house team is spread throughout Ireland and includes architects, accountants, site agents, quantity surveyors, as well as resident support, finance, legal, administrative and IT experts. In addition to this, hundreds of volunteers, whose dedication and vision has been the foundation of our success, freely give their time to the benefit of the community.

### Respond Senior Management Team

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#### Declan Dunne:

Declan joined Respond as Chief Executive Officer in August 2016. He is an experienced General Manager who built a business over many years and sold to American multi-national and went on to work as their General Manager for Ireland. Declan's last role was as CEO with Sophia Housing Association. He was a non-executive Director of the Ballymun Regeneration Board for ten years, appointed by the Dublin City Council Chief Executive. He was also Chair of its Audit Committee which oversaw the Ballymun Regeneration Masterplan with an expenditure of €1B. He served as a Director of the North Dublin Development Coalition an Economic Development think tank at DCU for nine years and was a Director of Ballymun Whitehall Enterprise Centre for ten years. He served as a Director of Oakfield Trust Director a charitable commercial property development organisation.

He chaired the Homeless Network all of the major Homeless Agencies for two years until December 2017 and was a member of Dublin Statutory Consultative Homeless Forum and the Implementation Advisory Group at the Dublin Region Homeless Executive. Declan has just finished a term as President of the Board of the Ireland United States Alumni Association (IUSA) at the US Embassy.

He served as a ministerial appointee as a Board member for two three year terms at the National Education Welfare Board (NEWB) and also chaired its Audit Committee. He was a member of National Childcare Coordinating Committee in the Department of Children and Youth Affairs for seven years. He chaired the Health Services Executive Child Protection Committee for two years in the Dublin North Central area. He was a founding member of the Dublin City Children's and Youth Peoples Services Committee at Dublin City Council for six years. He was Director and Chair of the Finance Committee at the Axis Arts Centre for 7 years, Director of the Dublin City Childcare Committee for five years which is charged by the Minister for Children and Youth Affairs to deliver the National Childcare Strategy in Dublin. He was a Director and Board member for nine years at the Ballymun Local Drugs Taskforce. Declan is actively interested in education, and family services and is an invited speaker at OECD and other international conferences.

## Head of Services



### Ray Fanning:

Ray is Head of Finance at Respond since May 2010. Prior to joining Respond Ray had been employed in the private commercial sector for over 25 years and held a number of senior finance positions. He previously worked as Financial Controller for ACEC Ireland Ltd / ABB Transformers. He was Group Financial Controller for Fyffes Produce UK, Management Consultant with Kromberg & Schubert (Ireland) Ltd and Group Financial Controller of Avglade Limited. Originally from Waterford, Ray also represents Respond on the Finance Sub Committee of the Irish Council for Social Housing (ICSH).



### Jill Jackman: (Company Secretary)

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



### Parag Joglekar:

Parag is Head of Property and Design with Respond He is a Chartered Architect in Ireland and the UK and holds a Masters degree in Urban Settlements. Parag has worked in both the private and semi-private sector in Ireland, UK and India with extensive experience in Urban Design, Housing, Regeneration, Commercial, Health Care and Civic Buildings. He heads the Property & Design and Overseas projects in South Africa. Parag is a member of the Royal Institute of Architects of Ireland (RIAI) & the Architects Registration Board (ARB) in the UK.



### Julia Carmichael

Julia is the Head of Compliance and Quality Assurance in Respond. She has over 18 years' experience in retail /commercial banking and insurance. She was also recently appointed to the Residential Tenancies Board and Chairs the Audit & Risk Committee there. She works with other not-for profit organisations such as the Sophia Housing Association in her capacity as Director and also with TCD. Her previous roles include CCO for Aviva Group Ireland, Postbank Ireland, Head of Enterprise Risk & Information Security for Ulster Bank RBS Group, Finance administrator & Treasury Manager for Baxter Pharmaceutical and a Senior Manager for Credit & Risk Management for MBNA Europe.



**Niamh Randall**

Niamh is Head of Advocacy and Communications with Respond. She has been working within the field of housing, homelessness and drug use for almost 20 years. Prior to joining Respond she was the Head of Policy and Communications for the Simon Communities in Ireland and the National Spokesperson speaking on behalf of the Simon Communities on national policy, advocacy and strategy matters. Niamh worked with Merchant's Quay Ireland (Homeless and Drugs Services) before this in the areas of policy and communications. She was a member of the National Homeless Consultative Committee (NHCC) from 2008 and the NHCC Data Subgroup which worked to ensure the publication of monthly reports on the number of people in emergency accommodation. She was the Irish Representative on the FEANTSA (European Umbrella group of organisations working on homelessness) Administrative Council from 2011-2013, nominated onto to the FEANTSA Expert Health Working Group 2011-2018, and onto the FEANTSA Homeless and Health Expert Cluster and the Women and Homelessness Expert Cluster in 2018. She also represented the Drug Policy Action Group on the EU Civil Society Forum on Drug Issues from 2006 to 2008.

She has a degree in Sociology and Social Policy (UCD); a Master's of Science in Drug and Alcohol Policy (TCD), a CIH/ICSH Certificate in Housing, and has recently been awarded the IHREC/IPA Professional Diploma in Human Rights and Equality (2018).



**Eric Young**

Eric is the Head of HR for Respond previously he was Assistant Director for the Irish Medical Organisation (IMO) and held a number of HR management posts. Eric has over 20 years diverse human resources and management experience with extensive hands-on experience leading HR initiatives including policy development and implementation, compensation and benefits, performance management, recruiting, compliance reporting, employee relations, training and development, and health & safety. Eric earned his MBA in 2002 from Dublin City University, he earned his MA in Industrial Relations from Keele University in 1992. Eric is a Chartered Fellow member of Chartered Institute of Personnel and Development.

## Board of Directors

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The Board of Directors includes



### John O'Connor (Chairperson)

John O'Connor joined Respond Board of Directors in December 2016 and was appointed chairman with effect from 1st January 2017. John is 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 was appointed to the Board in Jan 2017. He 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 chemicals company headquartered in Switzerland. During his executive career he worked for many years at 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 70's and went on to hold many senior international positions in locations including Switzerland, China, UK, Hong Kong and Singapore. He is currently a non-executive director of Ashland Inc., a global speciality chemical company quoted on the New York Stock Exchange where he is also a member of The Ashland Audit Committee and Chair of The Nominations and Governance Committee. Brendan also serves as a non executive Board Member of The Perstorp Group Headquartered in Sweden and is a member of the Remuneration Committee. In addition, he is the Senior Non executive Director of the Nanoco Group, Chairs that company's Remuneration Committee and is a member of The Audit Committee. He is also a strategy advisor to several Irish enterprises.





**Noel Kelly**

Noel is Senior Director Nypro Healthcare Pharmaceutical delivery systems. He is an experienced professional Engineer with a higher diploma in applied finance. He has over 28 years' experience in the global manufacturing and business environment having held leadership roles with Waterford Crystal, Honeywell and Nypro Healthcare. He is currently in a senior global management position with Nypro Healthcare a worldwide manufacturer of complex drug delivery devices.



**Joseph O'Connor**

Joe qualified as a Chartered Accountant with PWC and worked in various roles in AIB Capital Markets, a consistently successful Division of AIB, over an extended period. (Capital Markets business 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 H. R. and Chief Credit Officer, at different times. Joe was recalled from retirement in 2010 and served on the AIB Group Executive for a number of years. Currently Joe is Chairman of the Irish AIB DB Pension Fund, which has a membership of c17,000, and is one of the largest Pension Funds in Ireland.



**Cathleen Callanan**

Cathleen 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 child care 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 Ph.D 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.

### Michael Dominick Anglim



Michael joined the Respond Board of Directors in June 2017. Michael worked with McInerney's from the early 60s to mid-80s in various departments. He became a Director in early 1970s. Michael left McInerney's mid-1980s to join Gannon Homes. Later he was appointed a Director in the Company. He worked with Gannon Homes for 31 years. Michael is a past Chairman of Irish House Builders Association. He also served as a Director of Workers Pension Scheme. Presently Michael is a Trustee of C.I.F. where he has been an active member over a long period of time.

### Daniel Vincent McCarthy



Vincent Mc Carthy is the Co-founder & 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 also the incoming 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.

## Service profile

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Respond provides services through 5 family hubs catering for homeless families, 19 Childcare centres providing Early Years Education and 3 local Day Care Services for older people.

### Family Hubs

Family Hubs are a caring new model of accommodation for families experiencing homelessness. They include wrap around services to help families to be in a better position to move into their own home in the short term . Designed as a better alternative to commercial hotels and B&Bs they are being rolled out by Respond in other locations in partnership with local authorities



### Childcare

Respond supports the development and delivery of affordable, accessible, Early Years education and care for all families. Respond works hard to progress our core objectives of promoting Early Years education and care, social inclusion and access to quality Early Years and out-of-school services for all.

### Day Care Centres

Respond supports older people to remain at home by providing quality, local Day Care Services in their communities. The Day Care Centres constitute an important part of the multidisciplinary community-based care supports offered to older people to maintain and encourage independent living in their home for as long as possible. The Day Care Centres are in Baldoyle, Finglas and Blackpool in Cork.



## Role profile

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## JOB DESCRIPTION

Respond is the largest housing association in Ireland providing social housing and homeless services. We are building our team of people with ambition and ability to achieve our aim to meaningfully address the housing and homelessness crisis Ireland. The provision of Early Education and Day care service for older people is an important part of our service.

<b>Role:</b>	<b>Head of Services</b>
<b>Location:</b>	<b>High Park , Dublin</b>
<b>Reporting to:</b>	<b>Chief Executive Officer</b>
<b>Job Purpose:</b>	<b>To lead, manage and develop our rapidly expanding care services (predominantly homeless family hub, Early Education, and Day Care services) to an excellent standard. The successful applicant will have experience in homeless and childcare services. They will be grounded in social care and possess strong commercial and people management skills</b>

### Responsibilities

#### 1. Social Care Service Management

- a. Develop and implement Care Services strategy for Homeless, Childcare and other relevant services to and on board approval ensure efficient and effective service. .
- b. Determine and monitor standards of performance through the implementation of the National Quality and Regulatory Frameworks namely EQUASS/ PQASSO/ QSF/Tusla/Síolta and Aistear.

- c. Understand and contribute to the existing and emerging national policy on homelessness and childcare
- d. Hold overall responsibility for the effective implementation of Children First; National Guidance for the protection and welfare of children.

### **2. Customer Service**

- a. Establish resident and childcare needs and ensure they are met and determine the best channel of delivery
- b. Ensure high quality of resident, childcare, and other relevant facilities with a positive and proud environment in all facilities.
- c. Ensure an integrated resident service experience supported by a strong resident service ethos.
- d. Ensure all Early Education services comply with the National Regulatory and Best Practice Standards.
- e. Achieve a proactive resident focussed approach to service delivery with regular innovation
- f. Achieve regulatory, statutory and voluntary code KPIs.
- g. Set and maintain by measurement high Resident, Childcare and other relevant service standards in each facility ensuring competent care relevant to needs to agreed quality standards.
- h. Maximise external networks of support to facilitate independent living and childhood development.
- i. Develop strategies and systems for maximum resident, and service user engagement.
- j. Maximise positive resident outcomes using social impact assessment and other methodologies

### **3. Financial**

- a. Set and manage the service budget in consultation with the CEO and with board approval.
- b. Ensure value for money in service delivery.
- c. Enable innovation through monitoring, reviewing and reporting on all resident, childcare and other relevant services to ensure that they are effective and responsive whilst meeting the demands and aspirations of customers, and services deliver value for money

### 4. Management

- a. In line with National Pathway to Home Strategy, implement and manage the holistic needs assessment model with a comprehensive care and case management model.
- b. In line with the Affordable Childcare Scheme and First Five Government Strategy identify and implement objectives that focus on quality improvement and assurance.
- c. Plan and organise resources to ensure delivery of strategic objectives
- d. Provide leadership at every level so the homeless services team achieves its full potential
- e. Facilitate the management and development of the talent in the team.
- f. Provide effective support to all staff ensuring safety and well-being at all times
- g. Participate as an effective member of the senior management team

### Skills Required

- 3rd level qualification in Social Care, Social Work, Psychology, Childcare or equivalent in relevant discipline
- Masters Degree in Management or equivalent
- Substantial strategic and operational management experience of the provision of homeless/ childcare services
- Comprehensive knowledge and experience of current and evolving homeless service and childcare landscape.
- Proven record of delivery of cost effective services to residents, delivering a comprehensive and expanding range of services to meet customer needs.
- Proven leadership skills and experience with a record of achievement
- Developing and successfully managing relationships with partners, external stakeholders and funders.
- Empathy and reflective practice
- Proven leadership skills with the ability to inspire change, motivate and develop staff at all levels, and to deliver consistent success
- Established ability to manage and develop services to establish and meet needs of clients
- Excellent organisational and planning skills. Ability to deal effectively with competing demands.
- Excellent influencing with strong verbal and written communication skills.
- Proven ability of reporting and analysis to ensure effective budget control and value for money
- Ability to manage and analyse data to drive effective decisions and innovation
- Proven ability to handle volatile and challenging situations.

### **Competencies Required**

- Strategic Thinking
- Analysis and Planning
- Leadership Capability
- Communicating and Influencing
- Results focussed
- Client Focus
- Commercial Orientation
- Homeless Services Management

Indicative Organisation profile

