



**respond**  
building homes,  
improving lives

## Annual Report 2019



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

**Registration Number:** 90576

**Charity Number:** CHY 6629

**CRA Number:** 20012625

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

**Respond Directors**

John O'Connor (Chair)

Brendan Cummins (Vice Chair)

Cathleen Callanan

Noel Kelly

Joseph O'Connor

Michael Dominick Anglim

Daniel Vincent McCarthy

Company Secretary: Jill Jackman

Eileen Fitzpatrick

Olivia McCann

**Date Appointed**

13th December 2016

11th December 2018

11th December 2018

26th July 2016

26th July 2016

13th June 2017

16th February 2018

14th February 2017

27th April 2020

5th June 2020

**Auditors:**

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

**Solicitors:**

Beauchamps Solicitors (Dublin)

Luke House Solicitors (Waterford)

William Fry Solicitors (Dublin)

**Bankers:**

Ulster Bank, 97/98 Custom House Quay, Waterford.

Allied Irish Banks, Lisduggan, Waterford.

Housing Finance Agency, 46 St Stephen's Green, Dublin.

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 "Voluntary Regulation Code for Approved Housing Bodies in Ireland, Building for the Future" issued by the Department of Housing, Planning, Community, and Local Government.

All of our work in 2019 was only possible with the support of our partners, which include the Local Authorities around the country, the Department of Housing, Planning and Local Government, the Housing Finance Agency, the Housing Agency, Dublin Regional Homelessness Executive, Limerick City and County Council and the Health Service Executive.



An Roinn Tithíochta,  
Pleanála agus Rialtais Áitiúil  
Department of Housing,  
Planning and Local Government

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# Playing Our Part

## Responding to housing need and strengthening our capacity

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### Message From Our Chair and CEO



**John O'Connor**  
Chairperson



**Declan Dunne**  
Chief Executive Officer

#### Welcome

As Chair and CEO of Respond, we are delighted to welcome you to the 2019 Annual Report. Working in the context of the housing and homeless crisis, we in Respond continued playing our part in 2019, providing much needed social housing and emergency accommodation for families and growing our capacity.

2019 was a very busy and productive year for Respond. We focused on increasing our activity, completing 357 new homes and commencing a further 717 homes onsite in 2019. Our emphasis remains on new builds, adding to the overall housing stock. Respond is proud to be a national organisation working in each of the 26 counties. Working across the country for 38 years, we know from experience the knock-on effect that the lack of housing has on economic development, employment and quality of life. We therefore welcomed the 2020 Programme for Government commitment to balanced regional development, alongside plans to revitalise our cities, towns, villages and rural areas. We are actively considering how we can play our part in achieving these worthwhile objectives.

In 2019, Respond was delighted to receive planning permission to build 101 apartments on the grounds of our Dublin offices and we are looking forward to seeing building commence in the coming months. Our Development Team has been involved in the architectural design and project management throughout this project, supported by external consultants.



2019 was a very busy and productive year for Respond. We focused on increasing our activity, completing 357 new homes and commencing a further 717 homes onsite in 2019.







Whether people worked with Respond for 25 years or only joined this year, we all share a strong sense of purpose in striving work to improve lives and to assist people in difficulty.



In September, the then Minister for Housing, Planning and Local Government Eoghan Murphy, TD, launched our development in Enniskerry Road at the 'turning of the sod'. This €55million development, consisting of 155 apartments, is the first cost rental model in the State. This scheme will be delivered in partnership with Tuath Housing Association as a joint venture with Dún Laoghaire-Rathdown County Council, the Housing Agency; funded by Department of Housing, Local Government and Heritage and the Housing Finance Agency. As part of the overall development, 50 units will be delivered through a pilot cost rental scheme, alongside 105 social homes. We welcomed the opportunity to work with all of our partners in the development of this innovative Pathway Model. As a learning organisation, we are always looking for new ways to deliver of social and affordable homes for families and individuals who need them.

In 2019, we also completed our Asset Management Strategy (AMS) which builds on the work already undertaken in completing a stock condition survey and a large scale retrofit investment programme across the country jointly funded by Respond and the Sustainable Energy Authority Ireland (SEAI). We look forward to engaging in more retrofitting work and programmes. We continue to strive to provide the best possible service to our tenants and to place them at the heart of our work. We updated our Tenant Handbook to provide our tenants with useful information about being a Respond tenant and how we can

support them in their tenancy. Respond are always conscious of the context within which we are working with a focus on addressing need. The number of families who are homeless remains too high. To address this, in 2019 we opened our sixth homeless service in Santry (Dublin). This Northwood Green service is an 'own door' apartment service, meaning that each family has their own private apartment space where Respond provide 24/7 support for up to 23 families at any given time. We now have six homeless services providing temporary emergency accommodation with 24/7 wraparound support. On average, the families we work with move on to homes of their own after between six and seven months. High quality services with the 24/7 wraparound support of professionals is what the families we work with want, need and deserve while they wait for a home of their own.

### Playing Our Part

2019 was the first year of our five year Strategic Plan, which commits to doubling our housing stock by 2,500 throughout the course the plan. We are also committed to maintaining our existing housing stock and increasing our homeless and support services where there is a need. Building homes so people have the security they need to put down roots within a thriving community is the first part of what we do. However, the journey doesn't stop once the homes are built; it continues when we hand over the keys to our tenants and they embark upon their new lives in their new homes. Improving the lives of

our tenants, our service users, and helping to build communities is the public benefit that Respond exists to address. The experience of those who will live in each social housing estate is central to Respond's considerations; this means ensuring not just the quality of the homes but also the quality of life for the people who will live there. We take our obligations to the 10,000 people already living in our homes very seriously. Our approach to housing provision is holistic, cognisant of design and proximity to services, of housing quality and maintenance and the wider public benefit.

### Strengthening Our Capacity

2020 marked a significant development for Respond where we came together with our sister organisation, Respond Support, as one organisation – Respond. We have always worked very closely together and now the work of both organisations is strengthened by working together as one. We have enhanced our capacity to the benefit of people we all serve; our tenants, service users and communities including Early Childhood Care and Education services, Daycare for Older People, Family Support services and Refugee Resettlement services. All of these vital services are a part of our shared desire to build and support communities around the country.

Respond now employs 300 people. Whether people worked with Respond for 25 years or only joined this year, we all share a strong sense of purpose in striving work to improve lives and to assist people in difficulty. This is the driver for all of us with a focus on professionalism,



Respond is all about people.  
Internally, this is our tenants,  
our service users and our staff.



efficiency and cost-effectiveness in what we do. People want to work in a place they can be proud of and we are very proud of the people we work alongside.

### **2020 – A Year Like no Other**

2020 is a year like no other but notwithstanding Covid-19 we remain confident that we will meet our target of increasing the number of homes we deliver by 2,500 over the lifetime of our Strategic Plan 2019- 2023. While housing delivery has been affected by the pandemic, we have reviewed our situation from both a financial and a human resource perspective. We are confident in our strength to come through this period and deliver on our Strategic Plan commitments. In acknowledgement of the fact that we operate in a fast-paced and rapidly changing environment, we will undertake a mid-term review of our Strategic Plan towards the end of this year.

The health and safety of our employees, tenants and services users is the most important thing to us. Our staff responded proactively to the Covid-19 pandemic, taking on-board the recommendations from the public health authorities and working with our partners in statutory services, in particular Local Authorities and the Health Service Executive. We adapted our approach to different settings, dependent on the nature of the work. Staff across various departments in Respond began remote working and we put systems in place to

ensure continuity of services. While our Early Childhood Care and Education services and our Daycare for Older People services were forced to close, staff kept in touch with all the families and where possible delivered activity packs and meals-on-wheels, as appropriate. Our Family Homeless services remained open throughout and our Housing staff were supporting tenants in our housing across the country, especially those who are vulnerable.

### **Partnership and Collaboration**

Respond is all about people. Internally, this is our tenants, our service users and our staff. It is also about the people we partner with, without whom we could not deliver the homes and services that we provide. We work collaboratively with our partners in Local Authorities, Government departments, development companies, institutional investors, contractors and external design teams and consultants to deliver homes for people who need them. We look forward to handing over keys to those families and individuals who need and deserve a secure place to call home. We are very grateful to our statutory partners; which include Local Authorities, the Department of Housing, Local Government and Heritage, the Housing Agency, the Housing Finance Agency and the Health Service Executive for their continued support. They are essential to the work of Respond in achieving our goals for the delivery of additional social

housing and provision of services. We are dedicated to playing our part, building homes throughout the country and providing services for families and individuals who need them.

### **Thank You**

Respond is a learning organisation driven by the needs of the people that we work with. We wish to thank our voluntary board of directors Board of Directors for their continued hard work and commitment to delivery, social justice and improving society in Ireland. We were delighted to welcome Eileen Fitzpatrick and Olivia McCann to the Board of Directors and Denise Murray to our Development Committee in 2020. The staff of Respond go above and beyond each and every day and we are most grateful to them. We also wish to thank our partners for their continued support and collaboration in helping us achieve our goals and targets. Most importantly, we wish to thank our tenants and services users for their trust, support, and engagement in the work that we do.

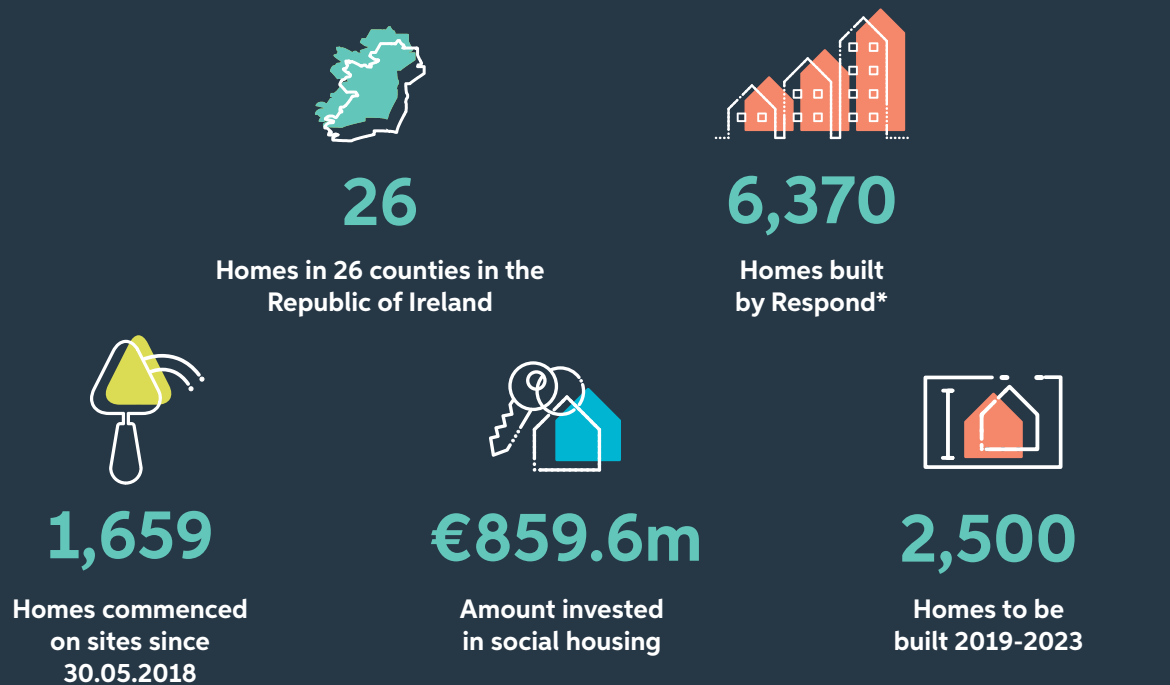
**John O'Connor**  
Chairperson

**Declan Dunne**  
Chief Executive  
Officer

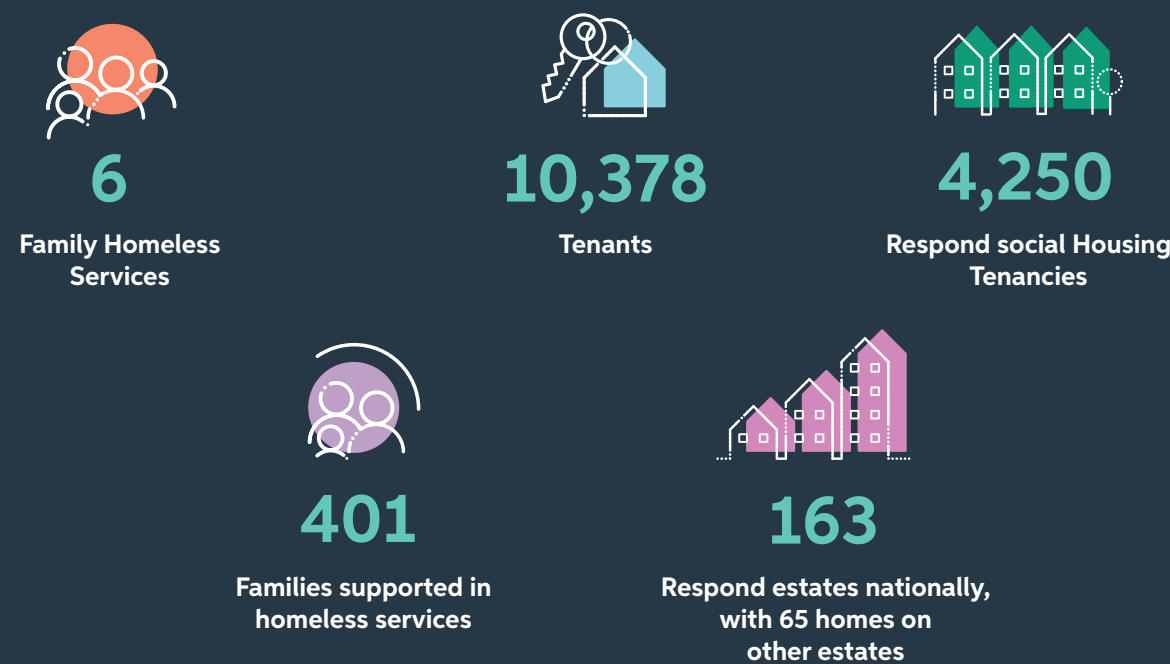


# Respond 2020

## Building homes



## Improving lives



Information as of 30.06.2020  
\*This includes social housing, affordable housing for Local Authorities, Community Buildings and Group Homes



# Respond at a Glance



**Ray Fanning**

Head of  
Finance & IT

**Declan Dunne**

CEO

**Louisa Carr**

Head of Services

**Jill Jackman**

Head of Legal  
Services and  
Company Secretary



Missing from this photo is **Julia Carmichael**, Head of Compliance & Quality Assurance.

**Niamh Randall**  
Head of Advocacy  
& Communications

**Parag Joglekar**  
Head of Property

**Eric Young**  
Head of  
Human Resources

**Neil Bolton**  
Head of Housing







Chapman

Park Convent



respond

respond

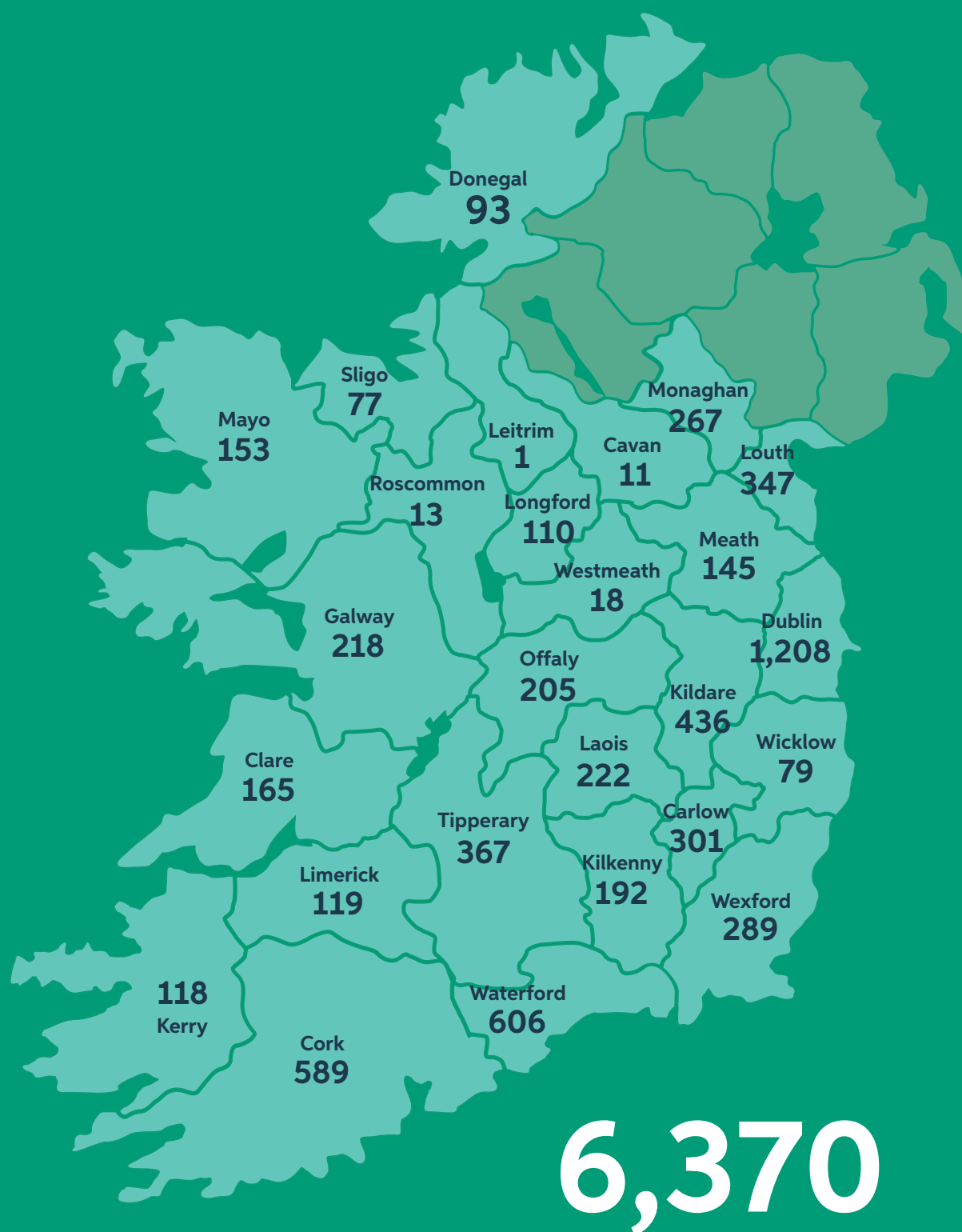
Health Centre

First Floor Plan - 1st Floor

| Room | Area | Notes                      |
|------|------|----------------------------|
| 1.1  | 100  | 1st Floor Plan - 1st Floor |
| 1.2  | 100  | 1st Floor Plan - 1st Floor |
| 1.3  | 100  | 1st Floor Plan - 1st Floor |
| 1.4  | 100  | 1st Floor Plan - 1st Floor |
| 1.5  | 100  | 1st Floor Plan - 1st Floor |
| 1.6  | 100  | 1st Floor Plan - 1st Floor |
| 1.7  | 100  | 1st Floor Plan - 1st Floor |
| 1.8  | 100  | 1st Floor Plan - 1st Floor |
| 1.9  | 100  | 1st Floor Plan - 1st Floor |
| 1.10 | 100  | 1st Floor Plan - 1st Floor |



# Respond Nationwide



Properties built by  
Respond to date\*

\*This includes social housing, affordable housing for Local Authorities, Community Buildings and Group Homes.\*

# Vision, Mission and Guiding Principles

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## Vision

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

## Mission

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

We will significantly increase our housing stock, all the while seeking to maintain our focus on the alleviation of 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.

# Guiding Principles

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**In all of our work within Respond the following guiding principles inform and inspire us:**

## **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, which meets their needs throughout their lifetime. Respond will strive to ensure that the services we provide are inclusive, 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 well-being of Irish society will be measured by the positive impact we have on the lives of the individuals, families and communities we serve.

## **Our Seven Strategic Goals:**

- 1. Building Social Housing:** to increase the number of social homes by 2,500.
- 2. Placing Tenants, residents and service users** at the centre of our work.
- 3. Supporting people experiencing homelessness** on their journey back to independent living.
- 4. Delivering affordable housing** for those for whom market rents are too high.
- 5. Financial Sustainability:** maintaining a strong and prudent financial foundation.
- 6. Accountability:** To be a high performing, accountable organisation which values staff and those we work with.
- 7. Advocates for change:** an effective voice with and for people to effect positive change in their lives.

# Building Homes

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# Development

## Delivering homes for life

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**The Development Department is delivering one of the key strategic objectives set out in the Respond's Strategic Plan - to increase our housing stock by over 50% through the provision of 2,500 new social homes nationwide over the five years of our Strategic Plan 2019-2023.**

Our overall goal is to deliver high quality homes, based on principles of place-making and creating sustainable and safe living environments that will transform people's lives and represent value for money.

Respond has an in-house multi-disciplinary Development team comprising of 18 staff members of which include: Registered Architects, Quantity Surveyors, Planners, Project Managers, Clerk of Works, Technicians.

This team has a vast and varied range of experience in Development projects including:

- Business development
- Feasibility studies and project development
- Risk management
- Cost control
- Procurement
- Project management and contract administration
- Planning
- Architectural design
- Developing whole life cycle costings and financial modelling.

The Development Team seek and enhance opportunities across the country and Respond have homes in 26 counties nationwide. The team, led by the Head of Development, focus on innovation and delivering homes through strengthening our existing relationships and building new relationships with government departments, Local Authorities, developers, contractors, investors, Approved Housing Body sector and other stakeholders.

Our primary focus in 2019 was creating a substantial development pipeline of 5,785 homes. A combination of new build, acquisition, lease and refurbishment projects will deliver these homes. We also explored other opportunities for delivery through Public Private Partnerships (PPPs), NAMA and receiver appointed schemes/ NARPS leasing, lands procured through LAGS and Religious Orders, Family Homeless Services, low cost delivery models, and the provision of affordable rental and social housing.

## Development 2019

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**1,192**

New homes in construction commenced between Q2 2018 and Q4 2019



**357**

Homes built nationwide up to end of 2019



**717**

New homes commenced on-site 2019



**529**

Increased number of units owned and managed in 2019

### **In-house multi-disciplinary Development Team includes**

Registered Architects, Quantity Surveyors, Planners, Project Managers, Clerk of Works and Technicians.

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# Respond Developments

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## Mountjoy Square Dublin City

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Respond acquired the 31 homes situated at numbers 1 and 2 Mountjoy Square North and 69 Upper Gardiner Street in Dublin 2019 from the developer Rothmount. This 200-year-old building is located in one of five Georgian squares in Dublin, and lies on the north side of the city centre just under a kilometre from the River Liffey.

The building consists of 31 apartments (four studio apartments, three large studio apartments, sixteen one-bedroom apartments and eight two-bedroom). Respond acquired the homes through Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with Dublin City Council under Rebuilding Ireland.





## Kingscourt Road

### Carrickmacross, Co. Monaghan

The development Kingscourt Road, Carrickmacross, Co. Monaghan consists of 50 homes (thirty-eight three-bedroom semi/terraced houses, six four-bedroom semi/detached houses and six two-bedroom terraces). In late 2019, Respond acquired the completed development. The site is located close to Carrickmacross town centre.

These homes have been delivered under family housing category. Respond acquired them through Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with Monaghan County Council under Rebuilding Ireland.



## Somerton

### Lucan, Co. Dublin

The thirty-two Part V homes located at Somerton, Lucan, Co. Dublin are comprised of 26 three-bed houses and six four-bed bed houses. The homes are located off the Newcastle Road in Lucan. The site is close to a range of amenities including Lucan Village and Liffey Valley.

Respond acquired the Part V homes in Q4-2019 through Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with South Dublin County Council under Rebuilding Ireland



## Market Green

### Knockgriffin, Midleton, Co. Cork

The development Market Green, Knockgriffin, Midleton, Co. Cork consists of forty-two homes (eighteen two-bedroom houses and twenty-four three-bedroom houses), all built for general needs housing. The first phase of 20 homes was completed and acquired by Respond in Q4-2019, and the remaining homes are scheduled for completion in 2020. It is situated near to Midleton Town Centre, and to the west of Market Green.

Respond acquired these homes through Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with Cork County Council under Rebuilding Ireland.



## Golf Links Road

### Kilkenny

These recently completed fifty-four homes are located at Golf Links Road, Kilkenny and are a mix of one, two and three bedroom houses built for general needs and housing for older persons.

The development has been funded through Capital Assistance Scheme (CAS), Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with Kilkenny County Council under Rebuilding Ireland.



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



### **Dublin Road, Dundalk, Co. Louth**

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The development at Glenview, Dublin Road, Dundalk consists of thirty-one homes (11 three-bedroom house, six four-bedroom houses, seven two-bedroom apartments, and seven three-bedroom apartments). The site is located close to Dundalk town, and situated within a 10-minute walk of Dundalk Institute of Technology.

The homes have been built for general needs housing and have been acquired through Capital Advanced Leasing Facility from the Department of Housing, Planning and Local Government funding and private finance from the Housing Finance Agency, and in partnership with Louth County Council under Rebuilding Ireland.





# Highlights 2019

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# Highlights 2019

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## ICSH Allianz Community Housing Awards

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Martanna House, located at the entrance of our offices at High Park (Dublin), was shortlisted for the ICSH Allianz Community Housing Awards 2019.

This new-build two-storey apartment building with private gardens and a communal garden consists of 8 apartments for older people and people with disabilities designed for independent living. To achieve this, 6 units are fully wheelchair friendly including a fully accessible kitchen, bathroom and levelled durable flooring throughout the units. The remaining 2 units are ambulant accessible and include a bathroom to suit the needs and contain the same durable flooring as the other units. Each unit has a private terrace with garden or balcony with levelled access. It was shortlisted under the category of Housing for Older People.



## Northwood Family Homeless Service

In April 2019, Respond opened its sixth homeless service in Santry (Dublin) in conjunction with Fingal County Council. Respond have responsibility for the onsite operation and day-to-day management of 23 own door apartments. The Northwood green service has the capacity to support up to 23 families at any given time. The staff team include Manager, project workers and night contact workers. Respond has developed this service, using the learning from our other homeless services, and own door model of accommodation is how we envisage any further services we may open.



## Tenant Handbook

We produced an updated version of our Tenant Handbook this year. This provides our tenants with useful information about being a Respond tenant and how we can support them in their tenancy. It also explains the responsibilities of Respond as a landlord, and the responsibilities of our tenants. We see this as a useful resource and invited feedback from our tenants on it. The Tenant Handbook is available for viewing on our website.



## Energy Upgrade Works 2019

Respond has an established programme of energy upgrades for its least energy efficient stock, prioritising those with the lowest energy rating first. During 2019, Respond completed energy upgrade works to 56 homes in total, including 18 homes in Clashmore, Co Waterford and 38 homes in Arklow, Co Wicklow. Respond undertook this work in partnership with the Sustainable Energy Authority of Ireland (SEAI), Electric Ireland and Envirobead.

The works consisted of insulating cavity walls and increasing attic insulation levels, installing new uPVC windows/door, provision of energy efficient air to water heat pumps and the installation of wood burning stove. The upgrade works on these estates brought the homes up to a BER energy rating a minimum B2, reducing energy costs, reducing greenhouse gas emissions and increasing comfort and warmth of homes.





Artists impression of the proposed site

## 101 Homes to be Built at High Park

Respond was granted planning permission by An Bord Pleanála for 101 residential units and associated site works at High Park, Grace Park Road, Drumcondra, Dublin 9. This is a Strategic Housing Development under Section 4 of the Planning and Development (Housing) and Residential Tenancies Act 2016. This development is the first social housing scheme granted planning permission through SHD process.



## First Cost Rental Launch in Ireland

Minister for Housing Eoghan Murphy, TD, launched the first ever Cost Rental development in the State in September. This is the Cost Rental pilot project under Rebuilding Ireland is the result of an innovative collaboration between Dún Laoghaire-Rathdown County Council, the Housing Agency, the Housing Finance Agency, the Department of Housing, Planning and Local Government, Respond and Tuath Housing Association. Respond are the main employers in this scheme and we are working with Tuath to deliver 155 social and affordable homes, in partnership with Dún Laoghaire Rathdown County Council and the Housing Agency. Duggan Brothers Contractors Ltd. have been appointed as main contractor and work commenced on site at the end of June 2019.





## Irish Public Bodies Pride of Place 2019

In November 2019, Ardrew Meadows estate, (Athy) were announced as the overall winners in the *All Ireland Pride of Place* competition. Ardrew Meadows is a multi-tenure estate comprising of 87 homes managed by Respond and Kildare County Council. Operating out of the excellent Community Building on site, the Residents' Association, supported by the Respond tenant relations team, work tirelessly to promote numerous community activities and maintain the estate to a very high standard. They run Family Fun days, regular clean-up days and celebrate the achievements of their Residents.



## Mental Wellbeing/Wellness Awareness Week

The Dublin City North CYPSC Mental Wellbeing/Wellness Awareness Week took place the week of October 7th. Under the theme of the 5-A-Day Framework, the "5 Days, 5 Ways" week was an opportunity for communities to generate and participate in activities and events that inspire children, young people and families to Connect, Be Active, Take Notice, Keep Learning, and Give.

On October 11th Respond hosted Mental Wellbeing/Wellness Awareness day in High Park (Dublin). The event was opened up to the whole community and workshops were held onsite for everyone to participate in.



## Backpack Initiative in Conjunction with St Pats (DCU)

Over July and August, the staff team in St Pats Drumcondra organised school bags for the children in our Dublin homeless services. This had a significant impact on relieving some of the costs of going back to school for parents in our services.

All of the children in our services were surprised and pleased with new bags and accessories. The little touches of books, teddies, lunchboxes and stationery supplies showed the thought, care and team spirit that went in to organising this for the children and we were deeply appreciative of all the effort.



# Improving Lives

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# Family Homeless Services

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**Respond is committed to supporting families and individuals experiencing homelessness on their path back to independent living. We provide safe and secure short-term housing in the form of supported temporary emergency accommodation with 24/7 wraparound support. In 2019, we provided emergency accommodation with support for families who are homeless in six services.**

Our goal is to support families to move into secure homes as quickly as possible, leaving homelessness behind. Our experience indicates that families experiencing homelessness often need ongoing, wraparound support in relation to accessing housing, mental and physical health services, family or parenting support and a range of other issues. We also continue to work with families once they have moved on to ensure they sustain their new accommodation.

We have tailored our Family Homeless Services for use with facilities for cooking and washing with family and communal space. Four hundred and eighty (486) families have been supported in our services since we opened a homeless hub service in 2016. In line with housing and health policy, Respond implements a model of care for homeless families with complex and multiple needs, as part of an integrated housing and health response.





## Family Homeless Services



Total number of Family Homeless Services



Total number of families provided with emergency accommodation & support



Total number of adults

346

Total number of children (under 18 years)



184

0-5 years



95

6-10 years



45

11-15 years



22

16-18 years



12

Total adult dependents



25

Number of pregnant women accessing services



9

Number of women with newborn babies



79

Number of families supported to move on



6.7 months

Average length of stay



Support needs of families included:

- Housing
- Childcare
- Social Welfare Supports
- Mental Health
- Health
- Literacy/Language classes
- Budgeting and finance
- Family support
- Education and employment
- Legal Support

# Housing Services

## Supporting tenants and growing communities

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**The Housing Services Department comprises of three teams with 51 staff, including the Customer Services Centre, the Asset Management team and the Tenant Relations team, led by the Head of Housing. Our commitment is to deliver excellent services and quality homes for Respond tenants.**

### Tenant Relation Services

The Tenant Relations team are the face of Respond, working in communities supporting tenants through their tenancy journey; from their original nomination for housing through to supporting them to maintain their tenancy, where needed, for as long as the tenants wish to remain in their homes. Tenant Relations staff are also actively involved in community development on their estates working with individuals, tenant groups and the wider community to help develop and sustain thriving communities. In addition, the team manages our landlord duties ensuring that both Respond and our tenants meet our regulatory and contractual obligations. 2019 saw an increase in our housing stock and we welcomed 418 new families into their Respond homes. Respond does not maintain its own waiting list, relying on each Local Authority to make suitable nominations in line with their own tenant nominations processes. As a new development nears completion, or an existing home becomes vacant, we contact the local authority and seek suitable nominations for the type of homes available.

Committed to the continuous improvement of our services, we undertook an independent tenant survey during the year, as we were keen to hear the views of our tenants. This was the first such survey carried out by Respond and using the information, we have initiated a programme to address the issues raised.

We were pleased to get positive feedback from tenants with overall satisfaction with Respond at 86%. Other highlights included:

**89%** believe Respond keep them informed.

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**83%** rate the call centre service as good.

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**80%** satisfaction with their contact over the last 12 months.

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**80%** satisfaction with Tenancy Relation Officers.

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In 2019 we welcomed 418 new families into their Respond homes.





The survey also gave us a good insight into areas that our tenants would like to see improved. Top priorities are maintenance issues being addressed and resolved quickly when they arise. Other areas include how we handle queries/complaints, repairs services and our effectiveness in dealing with Anti-Social Behaviour. We are now working towards enhancing our services in these areas to ensure that we deliver the services that our tenants want and deserve.

### Customer Services Centre

Our Customer Services Centre (CSC) is at the first point of contact for all our tenants as well as any other general caller. The team deal with the vast range of tenant enquiries, focusing on successfully

resolving all queries at the first point of contact. This then allows site based staff across the country to focus their time working on the estates and within communities. The CSC provides continuous service during business hours, ensuring a consistent level of service to all Respond tenants and callers nationally. The CSC hours of operation are from 08:30 – 17:45 Monday to Thursday and 08:30 – 16.45 on Friday, contactable on 051 840200/ 018087700 and email [info@respond.ie](mailto:info@respond.ie). Respond also operate an out of hours services where we can be contacted should an emergency arise.

In 2019, the Customer Services Centre resolved 85% of the following queries at first point of contact:

- Rent enquiries and all other associated queries such as replacement of payment card, requests for statements, transaction queries, and arranging repayment agreements for low level arrears where required.
- The CSC process annual rent reviews for all tenants who are subject to a review. Each February in excess of 2,800 rent reviews are returned to CSC.
- Arranging routine reactive repairs, following up with contractors and tenants should any queries arise.
- Responding to enquiries from potential housing applicants providing forms, information and support as required.

## Asset Management

The Asset Management team are responsible for the ongoing repair and maintenance of Respond's housing stock, family homeless services, community buildings, offices and group homes. The team respond to the day-to-day reactive maintenance repairs reported by our tenants, staff and service users and they also carry out proactive planned and cyclical maintenance programmes. When tenants report repairs to our Customer Service Centre (CSC), they are logged via our Active H Management System and the appropriate team member is tasked with addressing the issue. Due to the nature of the work, the Asset Management team are in daily contact with our tenants, contractors and our work colleagues, ensuring we address issues in a timely manner.

Some of the cyclical tasks that the Asset Management team undertake include the scheduling of the annual servicing of heating systems, chimney cleaning, testing

of domestic smoke alarm, gutter cleaning, testing of communal fire alarms and emergency lighting. This essential work ensures the ongoing comfort and safety of our tenants, as well as compliance under relevant legislation requirements.

During the year, we completed over 8,000 repairs to almost 3,200 of our homes. In addition, we undertook void repair works to 197 homes and replaced 47 kitchens and 77 gas and oil boilers across the country.

## Asset Management Strategy

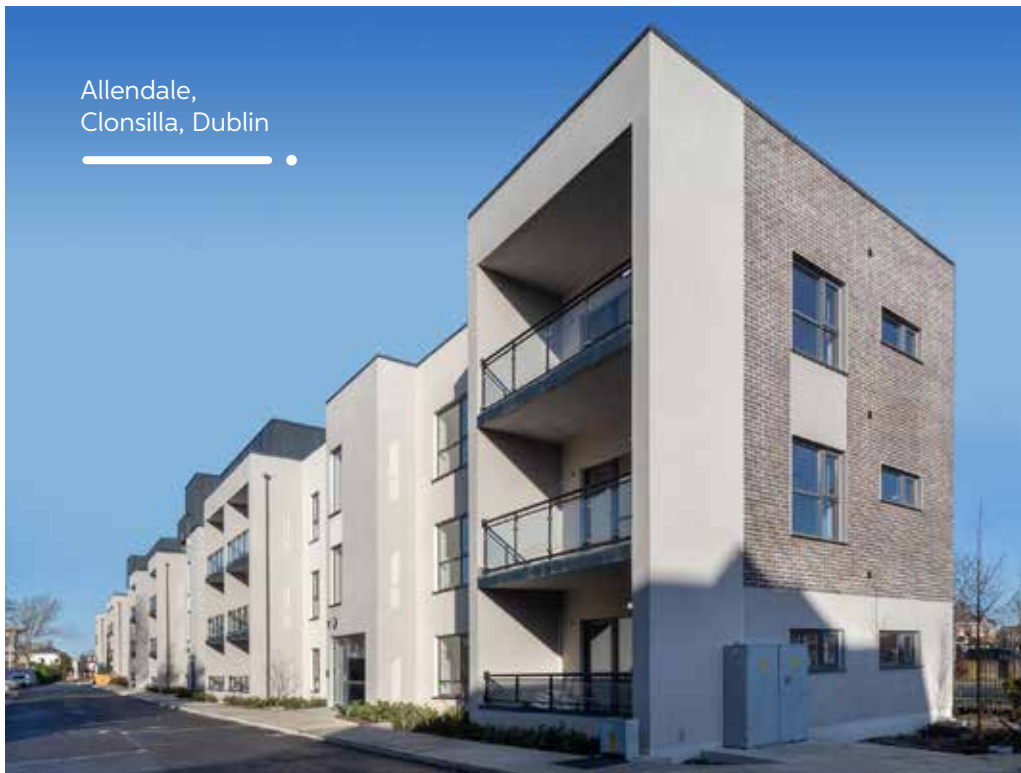
In 2019, Respond completed its Asset Management Strategy (AMS), developed through a consultative process involving members of the Executive Management Team as well as key staff in the Tenancy Relations and Asset Management teams. It builds on the work already undertaken in completing a stock condition survey and a large-scale retrofit investment programme across the country jointly funded by Respond and the SEAI.

The strategy reflects the priorities of the organisation over the next 3 years. It is a key document underpinning the Business Plan and our Strategic Plan 2019 - 2023. It is strongly aligned to the vision, and values of the organisation and contributes to the ongoing mission.

We have adopted a wider view of asset management, other than simply being about bricks and mortar. We will continue to offer



During the year, we completed over 8,000 repairs to almost 3,200 of our homes.



Allendale,  
Clonsilla, Dublin





# Housing 2019



5,055

Properties  
owned and  
managed\*

4,056

Respond  
Social Housing  
Tenancies

128

ICare  
tenancies

361

Properties/units  
in group home  
settings leased  
to third parties



4,056

Respond Social  
Housing Tenancies



9,480

Individuals in  
those tenancies



6,177

Adults



3,303

Children



883

Tenants  
over 65 Years

## Customer Service Centre:



**33,056**

Inbound calls



**8,627**

Post processed



**786**

Application forms  
processed



**21,632**

Emails handled

## Asset Management:



**8,000**

Repairs

**197**

Void repair  
works

**47**

Replaced  
Kitchens

**77**

Replaced Gas  
and oil boilers



**56 homes**

Upgrade works under the Sustainable  
Energy Authority of Ireland (SEAI) Deep  
Retro Fit Pilot scheme

\* Information as of 31.12.2019 includes:

- Family homeless emergency accommodation Respond own and or manage.
  - A number of properties that, due to age, need regeneration or adaptation due to new regulations, we are proactively engaging with relevant LA's and the Department on this.
  - Normal level of voids and newly completed homes awaiting allocation.
- We have 84 Community Buildings in various estates around the country.

# Growing and Developing Our Team

**The people who work in Respond are our single biggest resource and who take great pride in their work. We set ourselves an ambitious challenge to make a meaningful impact on the homelessness and housing crisis and supporting communities in Ireland.**

This requires an experienced, skilled and committed staff team. Our strategic goals require us to transform and enhance how we work together to deliver our services. As we increase our output and activity, we are focusing on managing our talent, strengthening our team and enhancing our abilities to ensure we meet the challenges we have set.

We are also introducing new talent to our existing team, ensuring that we are meeting the needs and growth of the organisation. In 2019, the Human Resources Team introduced a Workplace Health and Wellbeing Initiative, which included many lunch and learn events on various topics such as stress management, trauma, nutrition and a musical workshop. Research has proven that introducing conventional wellness strategies in organisations may help alleviate some work-related distress, enhance employee well-being and ultimately drive positive business outcomes for the organisation as a whole.

The Human Resources Team continued to maintain the recently implemented Performance Management System. This helps the organisation to meet the agreed goals and to identify the skills needed to plan proactively for the future, as a high performance, results driven organisation. This forms the basis of our approach to Learning and Development, which is vital in the development of our people and the enhancement of our service towards the achievement of our goals. We take great pride in the growth we have achieved to date and are confident that it will further increase the impact of Respond.

Staff salary bands for 2019 were:

|        |           |          |           |         |           |          |           |
|--------|-----------|----------|-----------|---------|-----------|----------|-----------|
| 0-20k  | <b>34</b> | 31k -40k | <b>40</b> | 51k-60k | <b>12</b> | 70k-100  | <b>10</b> |
| 21-30k | <b>42</b> | 41k-50k  | <b>20</b> | 61k-70k | <b>9</b>  | 100k-120 | <b>4</b>  |

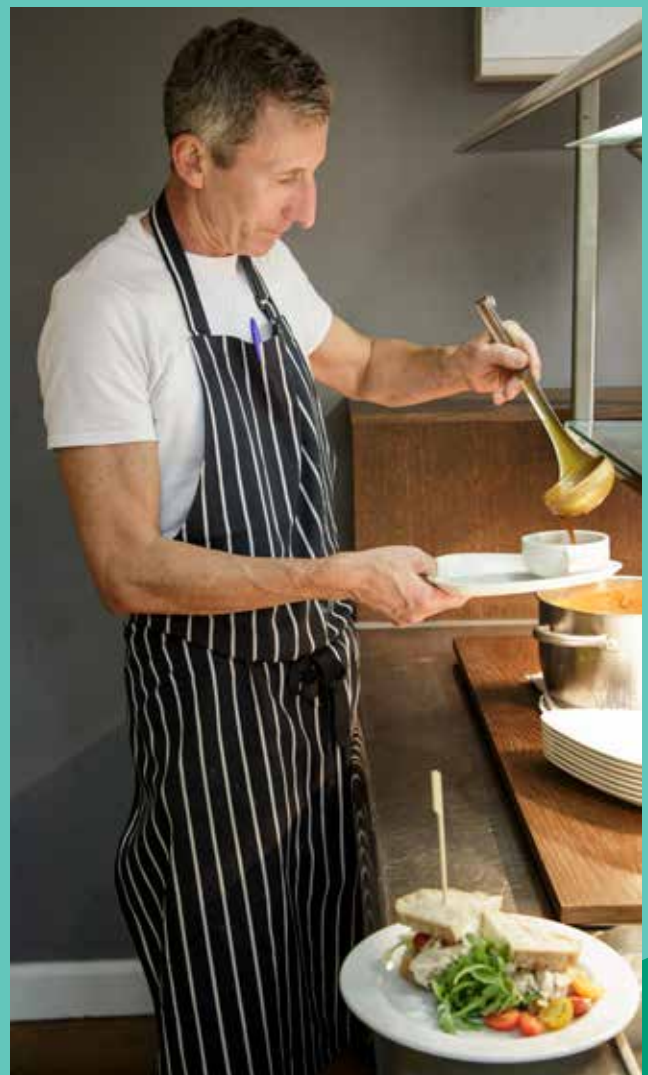




“

As we increase our output and activity, we are focusing on managing our talent, strengthening our team and enhancing our abilities to ensure we meet the challenges we have set.

”



# Finance & Governance

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# Business Review and Financial Performance for 2019

Respond delivered another strong operating and financial performance for the year to December 2019. Turnover for the financial year amounted to €23.6m compared to €18.7m for the year ended 30 December 2018 and profit for the financial year was €12.3m (2018: €7.9m).

Other Operating Income of €5.4m (2018: €5.4m) represents the net amortisation of government mortgages and grants over the depreciation of social housing assets.

The company invested €195.4m (2018: €69.9m) in housing units during the year and delivered 529 additional housing units in 2019 (2018: 197), which were funded primarily by the drawdown of additional CALF & HFA funding of €203.7m which now stands at €297.8m on the balance sheet.

The company has a healthy aggregate bank balance of €41.1m (2018: €22.6m) held primarily in investments and short term deposits and these funds will be utilised to facilitate ongoing reinvestment in our existing stock and growth in the supply of new housing units over the coming years.

Reserves increased by €12.3m year on year and the overall reported equity figure is €140.9m.

During the year, the directors of Respond and Respond (Support) Ltd. (a related company) agreed to merge both companies with effect from 29th December 2019 and to transfer the assets, liabilities and business activities of Respond (Support) Ltd to Respond for no consideration. The value of the assets transferred is reflected as an exceptional item in the Profit and Loss Account. As there will be no further activity in Respond (Support) Ltd, the directors of that Company have applied to the Registrar of Companies to strike off the company and they expect this to happen in the first half of 2020.

**Note:** Our full Audited Financial Statement is available on our website [www.respond.ie](http://www.respond.ie) in the publications section



# Corporate Governance

For the reporting year the Board was comprised of seven non-executive members, who are drawn from a wide background, bringing together professional, commercial and local and international experience.

The Board aims to meet formally at least ten times a year, and for this current reporting year the board met on 13 occasions. John O'Connor was appointed Chair of the Board in December 2016.

While the Board is responsible for the overall strategy and policy of the organisation, the day-to-day management is delegated to the Chief Executive Officer, 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 that 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

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 "Voluntary Regulation Code for Approved Housing Bodies in Ireland, Building for the Future" issued by the Department of Housing, Planning, Community, and Local Government.

# Profit and Loss Account

For the financial year ended 29 December 2019

|  | Year ended<br>29 December 2019 | Year ended<br>30 December 2018 |
|--|--------------------------------|--------------------------------|
|  | €                              | €                              |
| Turnover   | 23,629,142                     | 18,722,945                     |
| Cost of sales                                    | -                              | -                              |
| <b>Gross profit</b>                              | <b>23,629,142</b>              | <b>18,722,945</b>              |
| Administrative expenses                          | (18,780,440)                   | (15,196,483)                   |
| Other operating income                           | 5,316,498                      | 5,365,430                      |
| <b>Operating profit before exceptional items</b> | <b>10,165,200</b>              | <b>8,891,892</b>               |
| Exceptional item                                 | 4,236,201                      | -                              |
| <b>Operating profit</b>                          | <b>14,401,401</b>              | <b>8,891,892</b>               |
| Interest receivable and similar income           | 627                            | 8,657                          |
| Interest payable and similar charges             | (2,058,085)                    | (935,641)                      |
| <b>Profit before taxation</b>                    | <b>12,343,943</b>              | <b>7,964,908</b>               |
| Tax on profit                                    | -                              | -                              |
| <b>Profit for the financial year</b>             | <b>12,343,943</b>              | <b>7,964,908</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

As at 29 December 2019

|  | 29 December 2019    |                      | 30 December 2018   |                      |
|--|---------------------|----------------------|--------------------|----------------------|
|  | €                   | €                    | €                  | €                    |
| <b>Fixed assets</b>  |                     |                      |                    |                      |
| Intangible assets  |                     | 116,703              |                    | 140,254              |
| Tangible assets  |                     | 636,051,514          |                    | 449,900,099          |
| <b>Current assets</b>  |                     |                      |                    |                      |
| Debtors  | 13,860,711          |                      | 9,719,491          |                      |
| Investments  | 822,962             |                      | 8,689,882          |                      |
| Cash at bank and in hand                                       | 40,321,428          |                      | 13,888,667         |                      |
|  | <u>55,005,101</u>   |                      | <u>32,298,040</u>  |                      |
| <b>Creditors:</b> amounts falling due within one year          | <u>(14,174,144)</u> |                      | <u>(8,043,363)</u> |                      |
|  | (14,174,144)        |                      | (8,043,363)        |                      |
| <b>Net current assets</b>                                      |                     | <u>40,830,957</u>    |                    | <u>24,254,677</u>    |
| <b>Total assets less current liabilities</b>                   |                     | <u>676,999,174</u>   |                    | <u>474,295,030</u>   |
| <b>Less:</b>   |                     |                      |                    |                      |
| <b>Creditors:</b> amounts falling due after more than one year |                     | <u>(536,061,073)</u> |                    | <u>(345,700,872)</u> |
| <b>Net assets</b>  |                     | <u>140,938,101</u>   |                    | <u>128,594,158</u>   |
| <b>Capital and reserves</b>                                    |                     |                      |                    |                      |
| Reserves   |                     | <u>140,938,101</u>   |                    | <u>128,594,158</u>   |
| <b>Total equity</b>  |                     | <u>140,938,101</u>   |                    | <u>128,594,158</u>   |
| <b>On behalf of the board</b>                                  |                     |                      |                    |                      |
| O McCann                      N Kelly                          |                     |                      |                    |                      |
| <b>Date: 16 June 2020</b>                                      |                     |                      |                    |                      |

# Cash Flow Statement

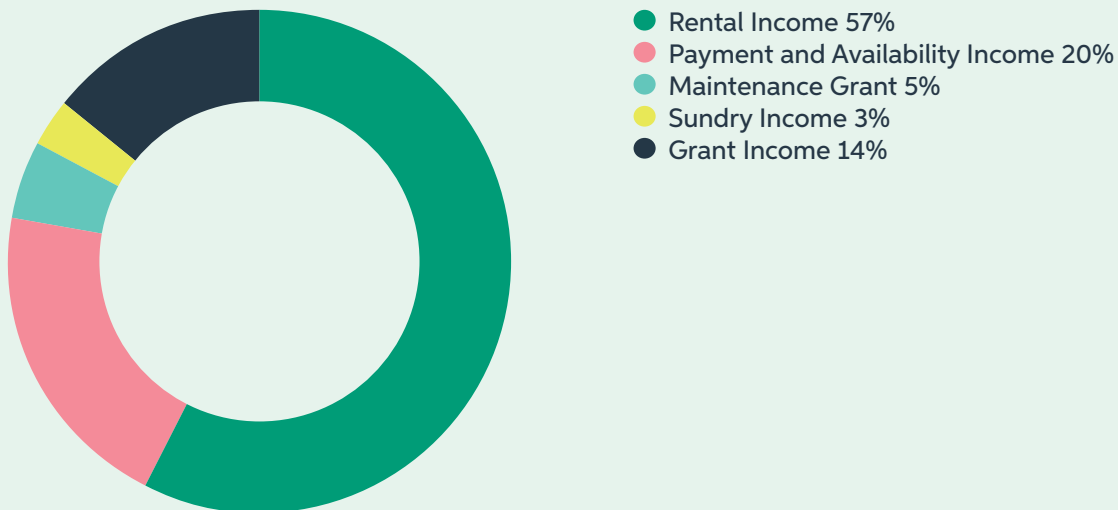
For the financial year ended 29 December 2019

|   | Year ended<br>29 December 2019 | Year ended<br>30 December 2018 |
|---|--------------------------------|--------------------------------|
|   | €                              | €                              |
| <b>Cash from operations</b>                                 | 4,370,695                      | 5,640,391                      |
| Income taxes paid   | -                              | -                              |
| <b>Net cash generated from operating activities</b>         | 4,370,695                      | 5,640,391                      |
| <b>Cash flows from investing activities</b>                 |                                |                                |
| Purchase of tangible fixed assets                           | (193,101,945)                  | (69,907,595)                   |
| Purchase of intangible fixed assets                         | (43,583)                       | (70,272)                       |
| Decrease/(increase) in investments                          | 3,574,180                      | (11,218)                       |
| Interest received and similar income                        | 627                            | 8,657                          |
| <b>Net cash used in investing activities</b>                | (189,570,721)                  | (69,980,428)                   |
| <b>Cash flows from financing activities</b>                 |                                |                                |
| Mortgages   | 1,750,673                      | 5,112,488                      |
| CALF loans  | 58,620,193                     | 32,066,438                     |
| HFA loans   | 145,050,504                    | 35,712,704                     |
| Capital grants  | 1,820,770                      | 1,560,757                      |
| Interest paid on HFA loans                                  | (3,259,042)                    | (817,259)                      |
| Capital repayments of HFA loans                             | (893,951)                      | (627,804)                      |
| Transfer of cash and cash equivalents                       | 4,190,607                      | -                              |
| <b>Net cash generated from financing activities</b>         | 207,279,754                    | 73,007,324                     |
| <b>Net increase in cash and cash equivalents</b>            | 22,079,728                     | 8,667,287                      |
| Cash and cash equivalents at beginning of financial year    | 18,245,872                     | 9,578,585                      |
| <b>Cash and cash equivalents at end of financial year</b>   | 40,325,600                     | 18,245,872                     |
| <b>Cash and cash equivalents consists of:</b>               |                                |                                |
| Cash at bank and in hand                                    | 9,810,724                      | 13,888,667                     |
| Short-term deposits (included in current asset investments) | 30,514,876                     | 4,357,205                      |
| <b>Cash and cash equivalents</b>                            | 40,325,600                     | 18,245,872                     |

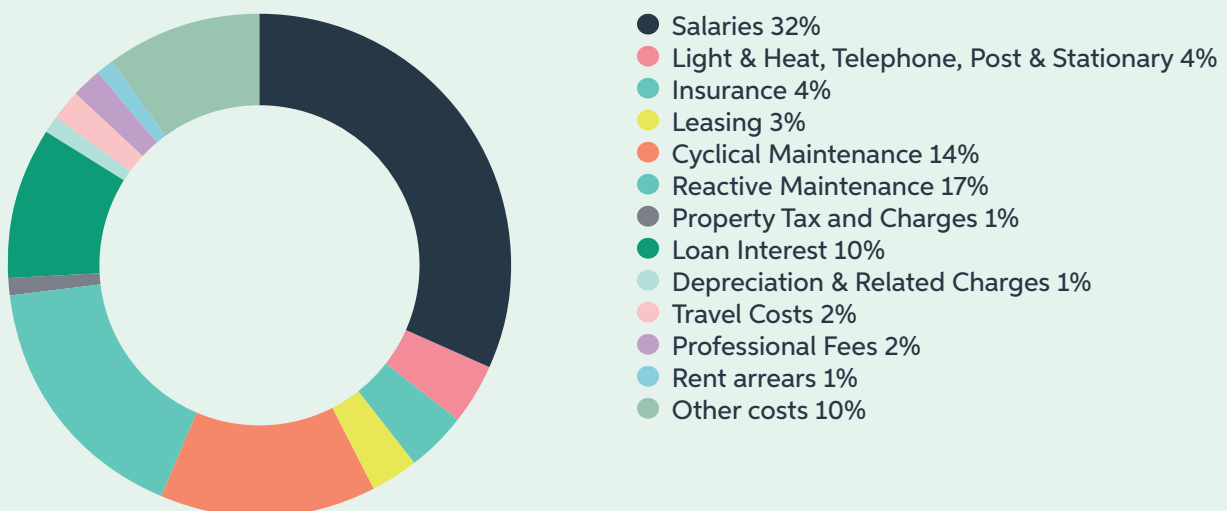


# Current Expenditure and Funding

## Income



## Expenditure



| <b>Capital Funding</b>                  | <b>AFS 2019 €</b>  | <b>AFS 2018 €</b>  | <b>Incr. Yr on Yr €</b> |
|---|--------------------|--------------------|-------------------------|
| Capital Assistance Scheme (CAS)         | 177,671,156        | 175,920,483        | 1,750,673               |
| Capital Loan & Subsidy Scheme (CLSS)    | 260,461,841        | 260,461,841        | -                       |
| Other Government Grants                 | 35,037,334         | 33,216,564         | 1,820,770               |
| Capital Advance Leasing Facility (CALF) | 97,977,552         | 38,126,503         | 59,851,049              |
| Housing Finance Agency (HFA) Loans      | 196,081,043        | 55,624,488         | 140,456,555             |
| <b>Total</b>                            | <b>767,228,926</b> | <b>563,349,879</b> | <b>203,879,047</b>      |

## Respond - Total Maintenance Expenditure

| <b>No. of Years:</b>                                       | <b>6.5</b>        | <b>1</b>                     | <b>1</b>                     | <b>1.5</b>                   | <b>1</b>                      | <b>1</b>                      | <b>1</b>                      |
|--|-------------------|------------------------------|------------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Maintenance Expenditure:</b>                            | <b>Totals</b>     | <b>12 months to Dec 2019</b> | <b>12 months to Dec 2018</b> | <b>18 months to Dec 2017</b> | <b>12 months to June 2016</b> | <b>12 months to June 2015</b> | <b>12 months to June 2014</b> |
| Reactive Maintenance                                       | 11,317,855        | 2,706,434                    | 2,029,085                    | 3,741,446                    | 981,302                       | 903,748                       | 955,840                       |
| Cyclical Maintenance                                       | 9,969,141         | 2,867,205                    | 2,304,210                    | 2,511,378                    | 714,536                       | 895,491                       | 676,321                       |
| Void Maintenance   | 3,641,223         | 776,947                      | 556,086                      | 982,634                      | 478,904                       | 481,284                       | 365,368                       |
| <b>Subtotal Maintenance Expenses to P&amp;L</b>            | <b>24,928,219</b> | <b>6,350,586</b>             | <b>4,889,381</b>             | <b>7,235,458</b>             | <b>2,174,742</b>              | <b>2,280,523</b>              | <b>1,997,529</b>              |
| Planned Maintenance Capitalised to Balance Sheet           | 13,439,322        | 985,234                      | 1,004,252                    | 4,589,376                    | 4,679,990                     | 1,541,722                     | 638,748                       |
| <b>Total Expenditure by Respond</b>                        | <b>38,367,541</b> | <b>7,335,820</b>             | <b>5,893,633</b>             | <b>11,824,834</b>            | <b>6,854,732</b>              | <b>3,822,245</b>              | <b>2,636,277</b>              |
| Planned Maintenance SEAI Grants Received                   | 10,197,235        | 610,091                      | 1,050,717                    | 3,636,000                    | 2,732,000                     | 2,027,000                     | 141,427                       |
| <b>Total Investment in Maintenance / Property Upgrades</b> | <b>48,564,776</b> | <b>7,945,911</b>             | <b>6,944,350</b>             | <b>15,460,834</b>            | <b>9,586,732</b>              | <b>5,849,245</b>              | <b>2,777,704</b>              |
| No of Units on which SEAI Works carried out                | 1,730             | 56                           | 52                           | 430                          | 646                           | 342                           | 204                           |

# Board of Directors

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**John O'Connor**  
(Chairperson)

John O'Connor joined Respond Board of Directors in December 2016 and was appointed chair with effect from 1st 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 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.



**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 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.



**Noel Kelly**

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Senior Director Nypro Healthcare Pharmaceutical delivery systems. Noel 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**

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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.



**Michael Dominick Anglim**

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Michael Anglim joined the Respond Board of Directors in June 2017. Michael worked with McNerney's from the early 60s to mid-80s in various departments. He became a Director in early 1970s. Michael left McNerney'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**

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Daniel Vincent McCarthy 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 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.





**Olivia McCann**

Olivia McCann is a highly committed and experienced solicitor with 28 years experience dealing with complex commercial matters both in Ireland and the UK. She specialises in commercial property and business law including advising on shareholder agreements, franchise arrangements, company law, business acquisition and commercial agreements in a variety of business sectors and all aspects of residential property and landlord and tenant law. She qualified with McCann FitzGerald, Solicitors, Dublin in 1992 and in the UK in 1998 subsequently working with London Law Firm, Clifford Chance and Canary Wharf Group plc as Legal Counsel specialising in large commercial property transactions. She now works in Waterford with McCann Morrissey Clarke. She was a volunteer coach U13-U15 team at Bohs FC, Waterford 2015-2018 and a founding member and current manager of the Waterford Bohs FC Football for All Team 2018 to date. Her interests include walking (climbed Carrauntoohil last summer), Pilates, Yoga and reading.



**Eileen Fitzpatrick**

Eileen's career was spent in Capital Markets and she has extensive experience at Senior Executive level in Investment Banking, Asset Management, and Stockbroking. She was previously Chief Executive of AIB Investment Managers and more recently a Director of the National Treasury Management Agency (to 2019) where she headed up NewEra which provides commercial and financial advice to ministerial shareholders in Commercial Semi-State companies. In addition to her role in Respond she currently has non executive director roles at Bank of Ireland Group, KKR in Ireland and Urbeo Residential Limited.



**Jill Jackman**

Company Secretary (CIS Affiliated)

Jill is Head of Legal Services at Respond. She 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 (1983 to 1999). Jill Joined Respond in 1999.

# List of Sub-Committee and Members

## Remuneration, Succession and Nominations Committee (RSN)

|                     |  |  |
|---------------------|--|--|
| <b>Members:</b>     | John O'Connor<br>Brendan Cummins<br>Joe O'Connor<br>Noel Kelly | Chair and Board Member<br>Board Member<br>Board Member<br>Board Member |
| <b>Assisted by:</b> | Declan Dunne<br>Eric Young<br>Jill Jackman                     | CEO<br>Head of HR<br>Company Secretary                                 |

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

|                     |   |   |
|---------------------|---|---|
| <b>Members:</b>     | Cathleen Callanan<br>D. Vincent McCarthy<br>Cathal O'Connell  | Chair and Board Member<br>Board Member<br>External Sub-committee Member                             |
| <b>Assisted by:</b> | Declan Dunne<br>Niamh Randall<br>Louisa Carr<br>Dolores Grady | CEO<br>Head of Advocacy and Communications<br>Head of Services<br>National Tenant Relations Manager |

## Finance Risk And Audit Committee (FRAC)

|                     |  |   |
|---------------------|--|---|
| <b>Members:</b>     | Joe O'Connor<br>Brendan Cummins<br>Noel Kelly<br>Clair Grant     | Chair and Board Member<br>Board Member<br>Board Member<br>External Sub-committee Member |
| <b>Assisted by:</b> | Declan Dunne<br>Ray Fanning<br>Julia Carmichael<br>Robert Murray | CEO<br>Head of Finance and IT<br>Head of Compliance<br>Senior Accountant                |

## Development Committee

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





**respond**  
building homes,  
improving lives

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Grace Park Road,  
Drumcondra,  
Dublin 9.  
D09 N2N7

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