



**respond**

**building  
homes,  
improving  
lives.**

Annual Report **2020**



All of our work in 2020 was only possible with the support of our partners, which includes: Local Authorities around the country, the Department of Housing, Local Government and Heritage, the Housing Finance Agency, the Housing Agency, Dublin Regional Homelessness Executive, Tusla, Pobal, Department of Children, Equality, Disability, Integration and Youth and the Health Service Executive (HSE).

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

**Company Registration Number:** 90576

**Charity Number:** CHY 6629

**CRA Number:** 20012625

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

**Auditors:**

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

**Solicitors:**

Beauchamps Solicitors (Dublin)  
Luke House Solicitors (Waterford)

**Bankers:**

Ulster Bank, 97/98 Custom House Quay, Waterford.  
Allied Irish Banks, Lisduggan, Waterford.

**Respond Directors**

John O'Connor (Chair)  
Noel Kelly  
Joseph O'Connor  
Michael Dominick Anglim  
Brendan Cummins (Vice Chair)  
Cathleen Callanan  
Daniel Vincent McCarthy  
Eileen Fitzpatrick  
Olivia McCann

**Date Appointed**

13th December 2016  
26th July 2016  
26th July 2016  
13th June 2017  
11th December 2018  
11th December 2018  
16th February 2018  
27th April 2020  
05th June 2020

**Company Secretary:** Jill Jackman

Respond as a registered charity complies with the Governance Code for community, voluntary and charitable organisations in Ireland, and as an Approved Housing Body complies with the Housing (Regulation of Approved Housing Bodies) Act 2019 issued by the Department of Housing, Local Government and Heritage. In addition, Respond has adhered to the Governments Plan 'Living with COVID-19' with respect to all legislative requirements related to the requirements to prevent the spread of the virus.



Feidhmeannacht um Dhaoiné ar Easpa  
Dídeine Réigiún Bhaile Átha Cliath  
Dublin Region Homeless Executive



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



An Roinn Leanaí, Comhionannais,  
Michumais, Lánpháirtíochta agus Oige  
Department of Children, Equality,  
Disability, Integration and Youth





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## Message from our Chair and CEO

### Responding to housing need and strengthening our capacity



**John O'Connor**  
Chairperson



**Declan Dunne**  
Chief Executive Officer

As Chair and CEO of Respond, we are delighted to welcome you to the 2020 Annual Report.

#### **Working on the frontline**

2020 was an unprecedented year for people across the world and it was no different for us here in Respond. We faced difficult questions about how we could continue to build homes and deliver services for the people who rely on us to do so. However, we had put in place a Covid-19 Response Oversight Group in February of 2020 to prepare as best we could for the unknown. The health and safety of our employees, tenants and services users is the most important thing to us. Thanks to our incredible staff, we were able to keep many of our services open and adapt those that we could not continue to run in the same way. The move to remote working for some of our staff was seamless thanks to the hard work and preparation of our IT team. Our staff, as front line workers, ensured the building of homes continued, reached out to tenants who were isolating and needed help, while our six family homeless services remained open throughout. Our Early Childhood Care and Education services and our Daycare Services for Older People had to close but our staff remained in touch with the children and the older people that they work with, dropping off activity packs and providing Meals on Wheels, all the while staying in touch over the phone and through video.

Covid-19 slowed down our maintenance programme and some aspects were deferred because of the lack of access to homes. We aim to catch up on the deferred works as soon as possible so that there will be no lasting effect on our housing stock. Despite this, over 8,000 repairs and replacements took place over the year.



12,065

Tenants

In January 2020, we merged fully with our sister organisation, Respond Support. While the two organisations have always worked closely together, the merger means that we can collaborate fully and share expertise on a day-to-day basis, resulting in improved services for the communities we serve.



300

Respond now  
have over  
300 staff

### Mid-term review of our Strategic Plan 2019-2023

2021 means we are now half way through our Strategic Plan 2019-2023. With this in mind, our Board of Directors have begun a mid-term review of the plan that is currently underway. Our plan originally included the ambitious target of providing 2,500 homes over the course of 2019-2023. The board have agreed that Respond increase this target to 3,500, in response to the housing crisis. We are now 60% of the way through delivering on this, with over 1,500 homes in construction and on site all around the country, as we write. It is a goal of our Strategic Plan to assist in providing access to housing for the large segment of the population for whom the marketplace is too expensive and who do not qualify for social housing. Accordingly, we are pleased to be participating, on a pilot basis, in the provision of affordable, cost rental homes.

### Looking after our tenants

We are also reviewing how our other services match up to the needs of the post-pandemic world. In a changing world, we are aware that the needs of Respond's tenants and developments are also changing. We are keen to draw on the collective knowledge and experience of staff and tenants to develop our practise so that Respond communities enjoy a good quality of life, empowering them to reach their full potential. To that end, we began a collaboration with the Centre for Effective Services to develop a best practice model for a new tenancy management service, ensuring tenants are at the heart of what Respond do and have a bigger say in how we do it.

### Strengthening our resources

In January 2020, we merged fully with our sister organisation, Respond Support. While the two organisations have always worked closely together, the merger means that we can collaborate fully and share expertise on a day-to-day basis, resulting in improved services for the communities we serve. Respond now have over 300 staff. We have our own in-house multi-disciplinary Development team of 20

Chartered Architects, Quantity Surveyors, Planners, Project Managers, Clerk of Works and Technicians. In the last year, we hired new staff throughout the organisation. We were particularly pleased to welcome Neil Bolton to the Executive Management Team as our Head of Housing. We also created three key new roles, Deputy Head of Development, Deputy Head of Housing (Asset Management) and Deputy Head of Housing (Communities). Despite the pandemic related difficulties that Respond, in common with so many others, encountered, we are pleased that this annual report shows that we ended 2020 on a continuing, sound financial basis.

### Thank you

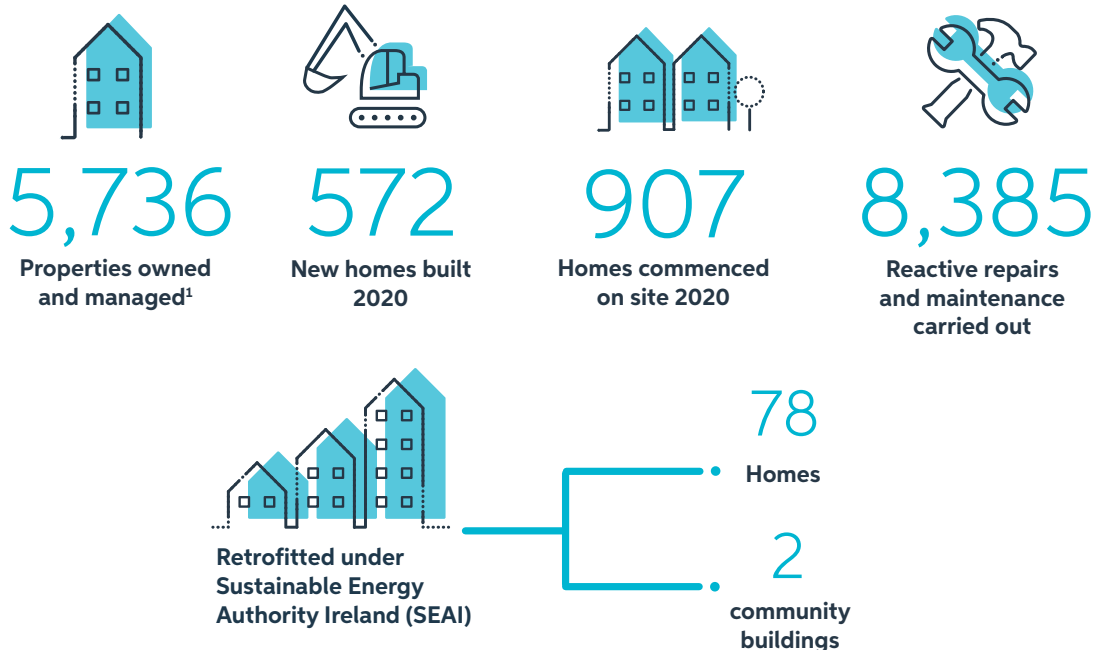
We wish to thank the Directors of the organisation, all of whom give of their time on a voluntary basis in the interest of social justice and our wonderful staff throughout the organisation for their considerable work and commitment. We would like to thank the Department of Housing, Local Government and Heritage, the Housing Agency, Local Authorities, the Housing Finance Agency, the Dublin Regional Homeless Executive (DRHE) and the Health Service Executive (HSE) for their continued support to Respond in achieving our goals for the delivery of additional social housing and provision of homeless and community services. Finally, and most importantly, we want to thank the tenants and service users who put their trust in us every day. We hope that we have served that trust well.

**John O'Connor**  
Chairperson

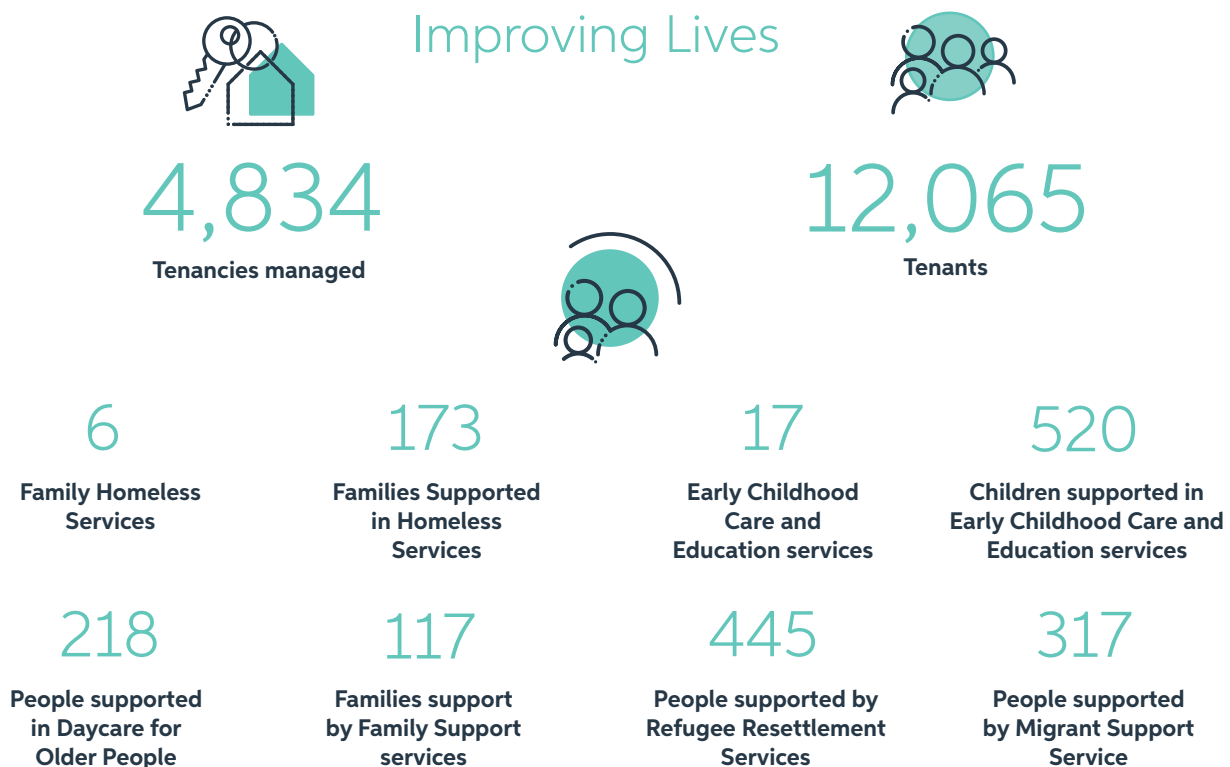
**Declan Dunne**  
Chief Executive Officer

# Respond 2020

## Building Homes



## Improving Lives



1. Information as of 31.12.2020 includes

- Family Homeless Services Respond own and/or manage.
- A number of properties that, due to age, need regeneration or adaption due to new regulations, we are proactively engaging with relevant LA's and the Department on this.
- Normal levels of voids
- iCare tenancies under management

this does not include housing built for Local Authorities which we no longer own.

# 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





**Niamh Randall**  
Head of Advocacy  
& Communications

**Parag Joglekar**  
Head of Property

**Eric Young**  
Head of  
Human Resources

**Neil Bolton**  
Head of Housing



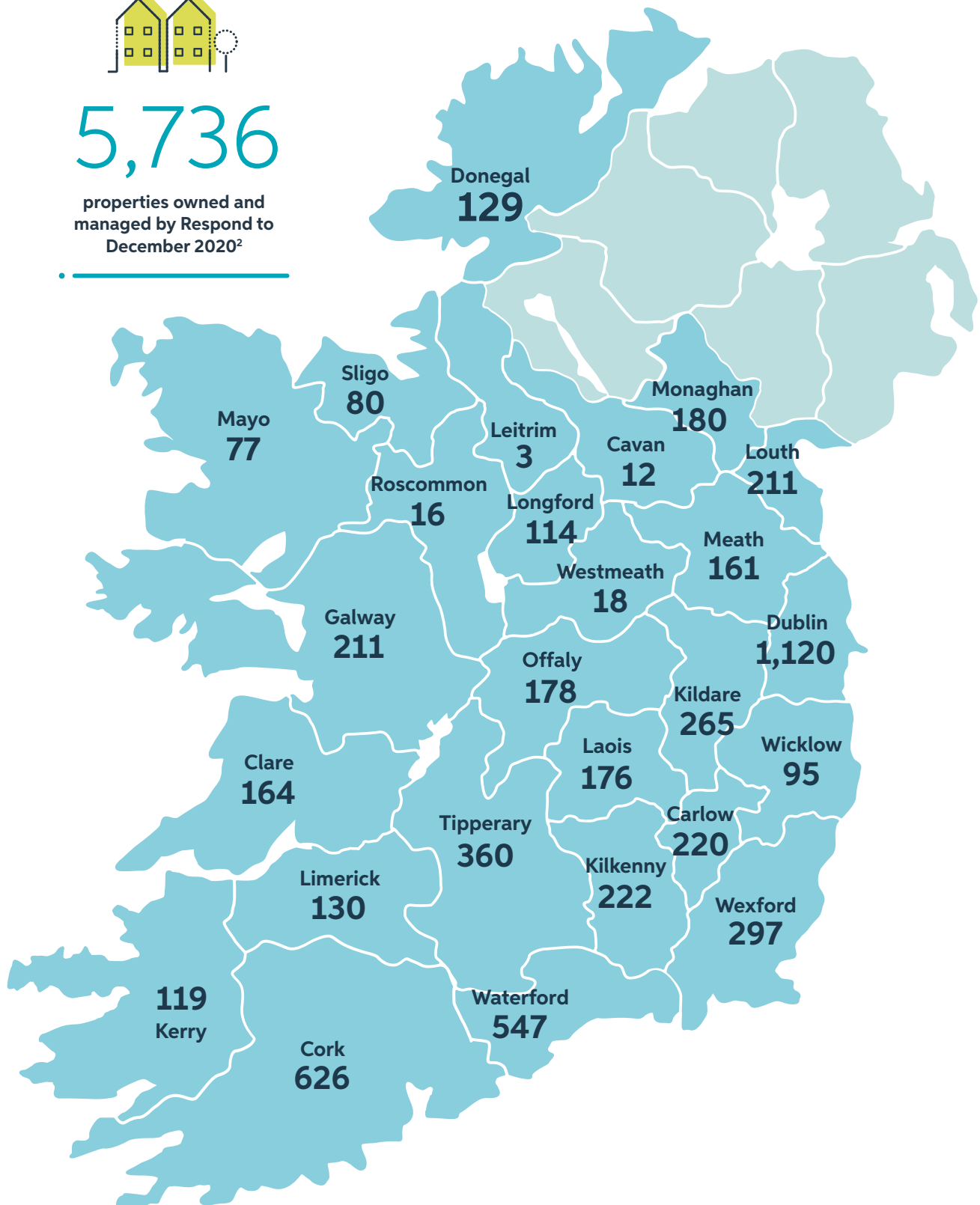


# Respond Nationwide



## 5,736

properties owned and  
managed by Respond to  
December 2020<sup>2</sup>



2. This includes:

- Family Homeless Services Respond own and/or manage.
  - A number of properties that, due to age, need regeneration or adaption due to new regulations, we are proactively engaging with relevant LA's and the Department on this.
  - Normal levels of voids
  - iCare tenancies under management
- this does not include housing built for Local Authorities which we no longer own.

## Vision, Mission and Guiding Principles

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### Vision

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

### Mission

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

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. In 2020, the Board of Directors agreed to revise this target upwards to 3,500.
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

# Development

## Delivering homes for life

The year 2020 has been like no other. With COVID-19, there was huge uncertainty in the early period and especially in March 2020 and we wondered what the activity for the year would be, especially in the delivery of housing. We wondered how we were going to navigate these uncertain times and conduct business working from home to deliver our housing target.

### Meeting the challenge

Upon reflection, the construction industry has coped extraordinarily well with the Covid-19 crisis, leading the way in developing new safe operating procedures and risk management for getting construction sites operational in May 2020.

The response from Construction Industry Federation and Irish Home Builders Association, the Department of Housing, Local Government and Heritage, the Royal Institute of Architects Ireland, Engineers Ireland, Irish Planning Institute and Society of Chartered Surveyors Ireland and other stakeholders has impressed but not surprised us. Historically, periods of regional and global recession have impacted the sector and its workforce badly. Despite this, it has always been resilient and unafraid to evolve and innovate. The uncertainty of Covid-19 has again demonstrated that the sector, as a collective, is questioning existing work

practices and putting forward new ideas and solutions for the people and communities who will benefit from it. This is visible through some new IT systems, construction technology, space standards and design ideologies that are being deliberated upon and piloted.

The existing IT platforms and infrastructure have been key in facilitating business within Respond and with external stakeholders. The Development team successfully utilised the infrastructure to secure new projects, funding, finalise contracts and monitor existing projects, in conjunction with Legal, Finance and Housing teams.

### Adding to the national housing stock

In 2020, Respond commenced construction of 907 homes and 2 community buildings. In addition to this, our development pipeline, as approved by Respond Board, increased by 1,659 new homes.

Over a period of 32 months until December 2020, Respond commenced construction of 2,088 homes. This accounts for 60% of our delivery target of 3,500 homes by 2023, as committed under the current 5-year strategic plan. It is the policy of Respond to add to the national housing stock, rather than buying up homes; 91% of our delivery in 2020 was in newly constructed homes. The Development team have worked hard in collaboration with all internal and external stakeholders to help deliver homes in a safe manner.

New staff with complimenting skillsets and substantial experience joined the Development Team in 2020, with further appointments due in 2021. Despite the challenges that COVID-19 will pose for some time to come, the Development team is looking forward to working with our partners in the private sector and public sector to deliver not only social housing but also Cost Rental homes.



# 3,500

Homes to be  
built 2019-2023

“It is the policy of Respond to add to the national housing stock, rather than buying up homes; 91% of our delivery in 2020 was in newly constructed homes.”

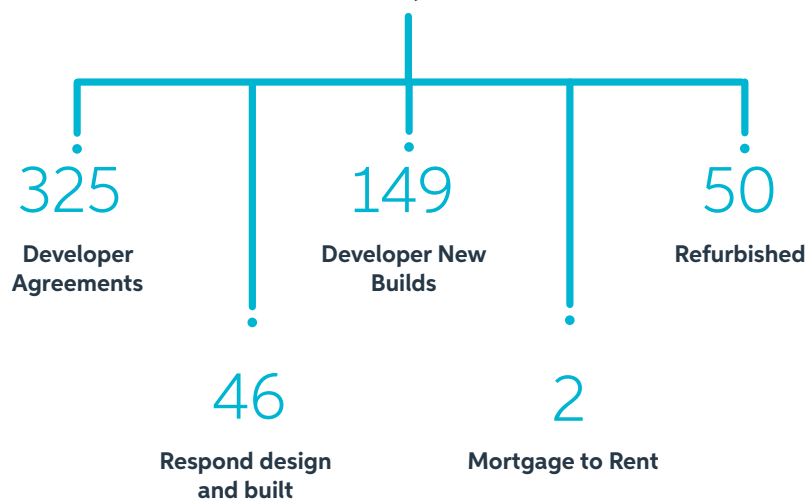


## Development 2020



572

New homes completed nationwide; of these:



907

New homes commenced on site



681

Additional homes owned and managed

**In-house multi-disciplinary Development Team includes** Registered Architects, Quantity Surveyors, Planners, Project Managers, Clerk of Works and Technicians.

# Respond Developments

These are a selection of Respond 2020 developments. All of these homes were supported by the Capital Advance Leasing Facility from the Department of Housing, Local Government and Heritage, private finance from the Housing Finance Agency and in partnership with Local Authorities.

55   
New homes



## Northwood Avenue

**55 new homes in Northwood Avenue, Ballymun Cross, Santry, Dublin**

The development of 55 homes is a mix of one, two and three bedroom apartments built for general needs housing. The homes are located at Santry Demesne, near Ballymun town centre, and are a short distance from Dublin city centre. The homes come with parking and two private garden areas. These homes are a partnership with Fingal County Council.



42

New homes

1

Community Building



## Market Green

**42 new homes and a community building in Market Green, Knockgriffin, Midleton, Co. Cork**

The development of 42 homes and 1 community building is a mix of two and three bedroom houses, all built for general needs housing. It is near to Midleton Town Centre. These homes are a partnership with Cork County Council.





# 69

New homes



## Kilbarry

### 69 new homes in Kilbarry, Waterford City, Waterford

The development of 69 homes is a mix of one and two bedroom apartments and two and three bedroom houses. The site is close to the City Centre and a wide range of amenities such as health care, schools, food and retail outlets. These homes are a partnership with Waterford City & County Council under Rebuilding Ireland.







## Coolroe

### 44 new homes in Coolroe, Ballincollig, Co. Cork

The development of 44 homes is a mix of one and two bedroom apartments, two and three bedroom houses and three bedroom duplexes. The development is close to a range of amenities including supermarkets, restaurants and schools. These homes are a partnership with Cork County Council and Cork City Council.

# 15

New homes



## Caireal Mor

### 15 new homes Caireal Mor, Castlegar, Co. Galway

The development of 15 homes is a mix of two, three and four bedroom houses. The site is close to Castlegar Village and a short drive away from Galway City Centre. These homes are a partnership with Galway City Council.





# 10

New homes



## St Johns

### 10 new homes in St Johns, Oldcourt Road, Firhouse, Dublin 24

The development consisting of 10 homes is comprised of two and three bedroom apartments. The site is close to a wide range of amenities, including a leisure centre, community centre, sports clubs and food and retail outlets. The houses are also close to a number of childcare facilities, primary and secondary schools and Firhouse Community College. The homes are a partnership with South Dublin County Council.



# 46

New homes

# 1

Community Building



## Duntahane

### 46 new homes and a community building in Duntahane, Fermoy, Co. Cork

This Respond led development was undertaken through Part VIII planning process, in collaboration with Cork County Council and the Housing Agency. The scheme consists of 46 homes and one community building and is a mix of two bedroom apartments and two, three and four bedroom houses. It is located South West of Fermoy town centre. The homes provide general needs housing, housing for persons with disabilities and older persons housing.





18  
New homes



## Maudelins Brook

**5-16 & 18-25 Maudelins Brook, Duleek, Co. Meath (Phase 1)**

The development of 18 homes within phase 1 of the development is comprised of 20 three-bedroom houses. The site is located within Duleek town centre, a short walk away from Main Street, and situated close to a range of amenities including restaurants, libraries and health care facilities. The homes are a partnership with Meath County Council.





## Burgage Gardens

### 40 new homes in Burgage Gardens, Newcastle, Co. Dublin

The development, consisting of 40 homes, is a mix of three bedroom houses, two bedroom apartments and three bedroom duplexes in Newcastle Village, within close proximity to St. Finian's National School. The homes are a partnership with South Dublin County Council.





## Nuncio Road

### 50 new homes in Nuncio Road, Deansground, Kilkenny (phase 1)

The development of 50 homes comprises of one and two bedroom apartments and three and four bedroom houses. The site is a short distance from Kilkenny City Centre, within close proximity to a number of schools, sporting facilities, supermarkets and retail outlets. Phase 1, comprising of 28 homes, was delivered in 2020 and the remainder homes in Phase 2 are scheduled for delivery in Q4-2021. The homes were a partnership with Kilkenny County Council under Rebuilding Ireland.









## Royal Canal Park

### 46 new homes in Royal Canal Park, Dublin 15

The development of 46 Part V homes is a mix of one, two and three bedroom apartments. The site forms part of a bigger scheme and is located near Tolka Valley Park, within close proximity to a number of schools, supermarkets and public transport systems, with Dublin bus and Luas Cross City services providing access into Dublin city centre. These homes are a partnership with Dublin City Council.





# Highlights 2020



# Highlights 2020

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## Sensory rooms for our homeless services



**We were successful in securing a very generous grant from the Community Foundation for Ireland and Early Childhood Ireland. This funding is to develop sensory rooms in five of our Family Homeless Services.**

Over the past couple of years it has become evident that a significant number of children accessing our Family Homeless Services are presenting with additional needs and would hugely benefit from such a space. A sensory room is a space which uses all the 5 senses – through lighting effects, textures and sounds to provide a calming and safe space for children with additional needs. By October 2020 two of these sensory rooms were completed in our Firhouse and Springfield services, with plans in progress for three others for 2021.

“A sensory room is a space which uses all the 5 senses – through lighting effects, textures and sounds to provide a calming and safe space for children with additional needs.”





## An Taoiseach visit to Carr's Lane



We welcomed An Taoiseach, Michael Martin T.D., the Mayor of Fingal, Cllr David Healy, and the Minister for Housing, Local Government and Heritage, Darragh O'Brien T.D, to a new development in north County Dublin where 59 homes are under construction at Carr's Lane, Malahide Road.

The development will consist of a mix of 22 one-bedroom apartments; 30 two-bedroom apartments and 7 three-bedroom apartments with associated car parking and cycle parking spaces. The scheme is located close to a range of retail and public facilities including schools, health services and sports venues. We were delighted to welcome our visitors and look forward to welcoming new tenants when the time comes.



# 22

one-bedroom  
apartments

# 30

two-bedroom  
apartments

# 7

three-bedroom  
apartments







## Staff Townhall

**Our first All Staff Townhall saw 170 Respond staff come together in our High Park offices in February 2020.**

The event was an acknowledged success with staff from across Respond presenting to their colleagues about the work that they do every day. Our Chair John O'Connor and our CEO Declan Dunne thanked staff for their hard work and dedication. People were able to meet and talk with colleagues from across the country and enjoy a networking lunch provided by the High Park catering team. Later in the year, we moved this event online with 172 staff participating remotely due to public health restrictions.



# 300

**Respond now  
have over  
300 staff**

“The event was an acknowledged success with staff from across Respond presenting to their colleagues about the work that they do every day.”

## Cost Rental Pilot Project

**Works were ongoing in 2020 on our Cost Rental pilot project in Enniskerry Road, Dublin.**

This project 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.



## An Garda Síochána Youth Awards

**A workshop delivered by the Resettlement Team in Longford during the summer of 2019 won an award for Community Safety in the 2020 An Garda Síochána Youth Awards.**

The three-day workshop sought to raise awareness of the plight of the many displaced people who have fled from their homeland in search of safety across the globe, and the arrival of Syrian Refugee families to Ireland, and in particular to County Longford. In the lead up to the awards, James Patrice from RTÉ visited Granard where young people who participated in the workshop had the opportunity to share with him learnings from their participation and their experience of refugee resettlement in their community. This aired on the RTÉ Today Show in September 2020.

## Compliance and Quality Assurance

**Respond takes its responsibility as an Approved Housing Body (AHB), particularly with respect to legislative and compliance requirements, very seriously.**

To that end, Respond established a Compliance and Quality Assurance department, the first of its kind in the industry to lead out on the implementation of four core assurance programmes. This has supported Respond in delivering on its regulatory and compliance requirements and enhancing the compliance culture within the Company. It is a journey, which will continue as regulatory requirements set new standards in the AHB sector.







# Improving Lives





# Housing Services

## Supporting tenants and growing communities

### Providing Housing Services during a pandemic

Like all other organisations, our year has been defined by the Covid-19 pandemic, and the need to rapidly adapt our service to continue to meet the needs of our tenants whilst ensuring staff and tenants were not exposed to undue risk. It was a cross-organisational challenge but due to the preparedness of our IT team, and the determination of our staff, we were able to move seamlessly to home working almost overnight.

Various levels of restrictions affected all our tenant-facing services during the year but throughout we were determined to ensure that we were there for those who needed us most. We continued to provide essential repairs and maintenance services to our tenants, including the completion of emergency repairs and essential safety servicing work. We continued to let homes to those in emergency housing need and moved from regular home visits for those in most need to regular telephone check-in calls. Our frontline staff teams have gone above and beyond in maintaining core services and keeping in close contact with tenants who were more isolated or cocooning due to the pandemic. Our tenants have been so supportive of us during this period and supportive to one another. We have seen the strengthening of communities as they have come together to support each other during these unprecedented times.

### Tenant Relations Team

Our Tenant Relations Officers (TROs) would be the most familiar staff to our tenants and would normally spend a large proportion of their time on estates. They were the most impacted by the pandemic and yet were the team that our tenants would reach out to first. As the first lockdown arrived with very little warning, we had to hastily review our procedures and working practices to ensure tenant and staff safety. Overnight our TROs, normally ever-present on the estates, had to move

to on-line and telephone working; the familiar faces became the familiar voices to those tenants in most need. They made regular 'check in' calls to tenants who needed support, and ensured that those unable to get out to shops were connected into local community services, making sure they got food and medicines delivered as well as any social support. Many TROs shopped for tenants themselves.

Our TROs play a key role in allocating new homes to people and we recognised the need to continue housing people who might be homeless or have an emergency housing need. We worked with our local authority partners to identify those in most need and reworked our move in processes to ensure that tenants could move into their new homes, whilst both they and our staff remained safe. Our staff responded to the challenge, adopting new approaches and introducing essential extra steps to make sure tenants could complete their moves safely.

Alongside tenant led events, our TROs continued to organise events, in line with Government guidance, to reduce the possible impact of social isolation. There were nature walks, gardening events, tree planting, music evenings and so much more; for one of our estates in Liscarroll, County Cork, the tenants even designed and delivered a 9-hole putting green!

### Rents Team

This has been a financially challenging time for many of our tenants as businesses reduced their services or closed. Our Rents team continued to work with any tenants experiencing financial difficulties, reviewing and adjusting rent levels for those who had lost their jobs or were living on reduced incomes. It was important to us that we supported everyone through this difficult time. During 2020, we reviewed over 240 rents, reducing rents in 197 cases.



12,065

Tenants

“Our TROs play a key role in allocating new homes to people and we recognised the need to continue housing people who might be homeless or have an emergency housing need.”







We regularly contacted tenants by text and social media, encouraging them to contact us if they were experiencing financial hardship. Equally important was the need to ensure that tenants did not fall into arrears as opportunities to pay rent reduced. It is a credit to the efforts of our three Rent Control Officers that the overall impact on the rental income was minimal, with rent levels at the start of 2021 being similar to those at the start of the pandemic.

### Customer Service Centre

Our Customer Services Centre (CSC) team are used to the environment of a very busy Service Centre, where the phones constantly ring and the team focus on meeting the needs of our tenants. With all the Customer Service Advisers (CSAs) working in the same office, they are able to support each other as the phone calls numbers peak at the height of the day. As the open plan office was no longer a safe environment for our team to work in, the CSAs had to move to remote working. We introduced a new remote telephone solution. Staff continued to address tenant queries – for many of our tenants, the CSC is our first point of contact and it was essential that we were there for the tenants through this difficult time, addressing the new array of concerns people had.

### Asset Management

The main reason that tenants contact us is to report a repair in their home. During the pandemic, it has not been possible for us to respond to all repair requests, it was essential that we continued to complete any emergency repairs that presented real health and safety concerns. Working in peoples' homes during a pandemic carries inherent risks and it was essential that both our staff and contractors were able to work safely, in line with government guidance. Throughout the pandemic, our Technical Services Officers (TSOs) made themselves available to carry out essential repairs to empty properties to allow new tenants to move in, taking them away from potentially unsafe living conditions. They also responded to tenant concerns and liaised with the contractors as necessary.

Whilst it was difficult to complete many planned programmes due to the restrictions, we were still able to replace boilers and kitchens that had reached the end of their economic life. We were also successful in completing major retrofit programmes to 78 homes and 2 community buildings in Tullamore and Edenderry, replacing windows, doors and heating systems, as well as improving the levels of insulation. Sustainable Energy Authority Ireland (SEAI), the utility companies and Respond jointly funded this retrofit programme. We felt it was essential to continue this programme, as it is a

way of significantly reducing fuel poverty, improving the energy efficiency of homes and reducing the negative impact on the environment, focusing on some of our oldest and less energy efficient homes.

### Looking Beyond Covid-19

Although Covid-19 and our response to Covid-19 dominated 2020, we did manage to focus on a number of service improvements and new initiatives that will help us to continue to improve our services.

We reviewed our senior housing management structure, recruiting our first Head of Housing in September and creating a new structure with two new Deputy Head positions to lead on Asset Management and Communities respectively. We also created a Quality and Performance Manager role to support the team in enhancing our systems, reporting and service quality.

Tenants must be at the heart of all that we do and during 2020, we took the first steps towards creating a tenant engagement model by creating Respond's first national Tenants Forum. Whilst in its early stages of formation, we see this as a major opportunity for us to

radically enhance and develop our services, informed by the lived experiences of tenants living in Respond homes and estates.

We have great ambitions for the development of our tenancy management services using an evidence-based approach. Towards the end of 2020, we appointed the Centre for Effective Services to support us over the next 12 months on this journey.

We invested in our staff teams with extensive training programmes including the practical management of anti-social behaviour to support our work on the estates as well as training all front-line staff in Trauma Informed Care, strengthening our teams' understanding of the potential impact of our services on individuals.

2020 has been challenging for all of us, but we have been pleased with the response of both our staff and our tenants during these difficult times. With the strengthening of our management capacity and the continuing investment in our staff and services, we believe that 2021 will be an exceptional year for our Housing teams and for our tenants.



**I would like to say thank you for your help, you are all doing a great job. Your contractors are nice and polite people who are always helpful and quick to respond. I am delighted to live in a Respond house with my kids, you make a single mum's life way easier and I really appreciate that.**

Deirdre, Tenant, Beechmount

**I've been 10 years waiting and hoping for this, I'm going to grab it with both arms.**

Margaret, Tenant, Glebelands

**Thank you so much, finally a place I can call home.**

Helen, Tenant, Baltinglass

# Housing 2020



5,736

Properties owned and managed in 2020<sup>3</sup>



4,834

Housing tenancies managed in total;

4,580

Respond social housing tenancies

254

iCare tenancies



12,065

Tenants (including 711 iCare tenants)

8,464

Adults

3,601

Children

2463

New tenants in 2020

3. Information as of 31.12.2020 includes

- Family Homeless Services Respond own and/or manage.
  - A number of properties that, due to age, need regeneration or adaption due to new regulations, we are proactively engaging with relevant LA's and the Department on this.
  - Normal levels of voids
  - iCare tenancies under management
- this does not include housing built for Local Authorities which we no longer own.



## Customer Service Centre:



37,554

inbound calls



20,516

post processed



742

application forms  
processed



6,692

emails handles

## Asset Management



8,385

Reactive  
repairs

175

Void units  
repaired

51

Kitchens  
replaced

83

Gas Boilers and  
14 Oil Boilers  
replaced

## Sustainable Energy Authority Ireland (SEAI)



Retrofits  
Ave BER (starting): E1  
Ave BER (completion): 53 A3 + 25 B1

78

Homes

2

community  
buildings

# Family Homeless Services

---

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. In 2020, 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.

## Supporting 533 families

We also continue to work with families once they have moved on to ensure they sustain their new accommodation. We have tailored our Homeless Services for use with facilities for cooking and washing with family and communal space. We have supported 533 families in our services since our first service opened. In line with housing and health policy, we implement a model of care for homeless families with complex and multiple needs, as part of an integrated housing and health response.

During these last 12 months throughout the pandemic all six of our Homeless Services have kept their doors open for families in need.

This has involved 40 plus staff working on the ground onsite day and night to ensure the safety and security of our service users. At the beginning for most of us there was concern regarding how to social distance and keep doing what we do. A nervousness around the unknown and ensuring that we were careful at all times.



“ Homeless services would also like to acknowledge those for whom this year has been the greatest challenge and that is our service users.”


#### **Navigating the unknown, together**

It went against all our instincts to have to take a step away from, instead of towards, a vulnerable adult or child who needs to feel safety and warmth and our support. However, ensuring families and staff remained healthy become our number one priority.

While families were self-isolating, we moved to telephone support offering re-assurance and calm to someone who is experiencing anxiety as they are self-isolating. The job has involved bringing meals and shopping to service users in that position or just a phone call with them to ensure they are ok. Key working did not stop; it happened through a screen, while maintaining that personal and much needed connection for our service users. Service users worked with us and together we navigated our way through unknown territory.

Homeless services would also like to acknowledge those for whom this year has been the greatest challenge and that is our service users.

At a time when the whole country, in fact the whole world, were being asked to stay at home they, because of their circumstances, find themselves in a position where that is very hard to do. To some extent, their home is a shared space and that had made everything asked of us so much more difficult for them to do. If anything this pandemic has really brought home why we all do what we do because everyone deserves their own home and their own front door. Staff kept going, supporting, listening and smiling throughout the year despite of all the challenges and barriers.



**I couldn't put into words how much you always believed in me no matter what, seeing the good in me when I couldn't see it myself.**

Service User, Suaimhneas service, Limerick

**From myself and B, thank you so much for everything you have done for us throughout our short but pleasant stay. You guys are amazing for what you do for the families that come in and out of here. Thank you so much. Not all heroes wear capes!**

Service user, Clontarf service, Dublin

**I never knew that there was somewhere like here that gives this type of support**

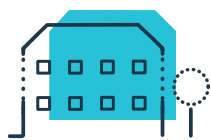
Service User, Firhouse service, Dublin

**I was able to breathe.**

Service user, Springfield service, Dublin



## Family Homeless Services 2020



6

Family Homeless  
Services



173

Families provided with  
emergency accommodation  
and 24/7 support



215

Adults

271

Children under 18 years



156

0-5 years



63

6-10 years



33

11-15 years



19

16-18 years



19

Adult Dependents



21

Pregnant women  
accessed services



115

Families supported  
to move on



5.54 Months

Average Length  
of stay



### Support needs of families included

- > Housing
- > Mental and physical health supports
- > Support accessing services
- > Birth registration/certs
- > Budgeting
- > Addiction support
- > Domestic Violence Support
- > Training & Education
- > School/Crèche Placements
- > Interagency collaboration





# Early Childhood Care and Education

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Respond is committed to the delivery of high quality, affordable Early Childhood Care and Education for children and families.

We provide warm, safe, nurturing learning environments and opportunities that supports each child to be their best, while promoting a culture of lifelong learning. We achieve this through the provision of full day care, preschool and school age programmes that focus on enquiry based learning that is child-led and facilitated through play. Our primary goal is to positively contribute to social systems that work towards alleviating poverty and narrowing educational inequalities. To achieve this, we situate our services in the heart of communities where we believe we can have the greatest impact. Throughout 2020, we provided over 520 Early Years and school places to children and families across seventeen communities.

## Shared Learning through Covid-19

Many sectors of the economy were severely affected by the Covid-19 pandemic and the early years and school age sector was one of them. In March 2020, we closed our 17 services in line with government guidelines, not to reopen until June 2020. Overnight, a new service delivery model had emerged in the way of remote

learning. Our staff teams rose to the many challenges that this new approach presented with humility, humour and creativity. They seized the opportunity to promote the value of co-learning between home and setting and to acknowledge the natural education parents provide daily.

Our services continued to deliver their curriculum programme through sending weekly learning activity packs to parents, weekly videos to children and connecting virtually through the various communication platforms. Our team's adaptability and innovative mind-set sustained the relationships between setting and home throughout the closure, which allowed for a smoother transition for children when services reopened in June.

In Respond, we are committed to the ongoing professional and personal development of our staff as we recognise it as essential to maintaining high standards of quality provision. The closure of services in March created a significant opportunity for our staff teams to engage in professional development. Throughout the year, we delivered an extensive continuous professional development programme in a variety of ways ranging from in-service training, peer-learning workshops, seminars and engaging in reading and research related to practice. In a sector that faces a continuously growing administrative burden at all levels of practices, having the time to engage in deep learning proved to be one of the positive impacts of the Covid-19 pandemic.



**I am a primary school teacher working quite a distance away and I can always relax, safe in the knowledge that my children are being cared for to the highest standard. Both children loved their time in Tir na Siamsa and I felt that their individual personalities and strengths and weaknesses were always catered for.**

Parent, Tir na Siamsa service, Respond

**You all create an environment that the kids love going to and make them feel at ease and you are all so loving, caring and supportive. Charli has had the best time being with you the last 6 years and from the bottom of my heart I want to thank you for that. She is so sad not to be back next year I'm sure that won't stop her visiting and filling you in on everything!**

Parent, Ard an Ghleanna service, Respond

**Even though we come from different backgrounds and religions, Acorn's Early Years Centre is a wonderful considerate place for my boy. All of the staff are so considerate of his needs, particularly his meals, as we have strict rules as Muslims. I am happy for my son to be there.**

Parent, Acorn's Early Years, Respond



# Early Childhood Care and Education



17

Early Childhood Care  
and Education Services

4

Full Day Care  
Services

3

Pre School  
Services

6

School Age  
Services

4

Combined  
pre-school & School  
Age Services



520

Children accessing  
services:



62

0-2 years



228

3-5 years



115

6-8 years



115

9-12 years

Education and support needs of children included

20

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

1

child supported  
through the Meitheal  
Intervention Model



# Daycare for Older People Service

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Our Day Care Centres in Blackpool (Cork), Finglas and Baldoyle (Dublin) support older persons to remain living independently in their own homes as they age.

We do this by removing barriers to their participation, ensuring their continued involvement in their social development and support their physical health and mental well-being. We provide client centred supports to meet the social, recreational, health and therapeutic needs of the individual.

2020 will be remembered for the impact that the Covid-19 had across societies. The impact on our Day Care services was enormous but we continued to

provide our services through innovation and in a 'home care' setting instead of in our centres, in line with public health protocols. Our services adapted to ensure that service users continued to receive hot meals, social interaction, physical exercise, mental stimulation and that they remained connected. Our service in Blackpool adapted to the establishment of a Meals on Wheels service that saw the preparation and delivery of, on average, 124 meals to service users and older people in the community each week.

Staff also assisted the HSE with the delivery of Meals on Wheels and well-being calls to HSE services.

“ We provide client centred supports to meet the social, recreational, health and therapeutic needs of the individual.”



218

People supported  
in Daycare for  
Older People





**My dad misses you all and thank you for the phone calls and beautiful card you sent him. He was very touched, as were all the family, for your kindness and thoughtfulness.**

Service User's Daughter, Cork

# Supporting Refugees and Migrants

## Refugee Resettlement

In response to the humanitarian crisis in Syria, the Department of Justice and Equality established the Irish Refugee Protection Programme in 2015 and subsequently the Government committed to receiving 4,000 Syrian refugees to Ireland between 2015 and 2019. Respond are the implementing partners of the refugee resettlement programmes in counties Kilkenny, Longford, Laois and Wicklow in 2020.

The role of the programme is to support the participation and integration of the families we work with into their communities and wider society, ensuring independence and self-sufficiency. Additionally, the team identify needs within the community and facilitate necessary training, awareness programmes or community meetings.

Perhaps the greatest challenge of 2020 was encouraging families to integrate to their local communities while at the same time encouraging them to 'stay home and stay safe'. The priority became to keep families engaged in their communities, education and personal development through remote and online activities.

Video is one of the platforms the Resettlement team used to make links with the local communities. Christmas is not celebrated in Syria but our refugees knew this was an important time of year for the local Community so they recorded a video to thank their people for the welcome they had received and wish them a happy Christmas. They were delighted to receive written responses from students at a local secondary school:



Welcome to Ireland. Everyone here is equal and you can feel safe and welcomed here. We hope you have a great time and feel included in all the activities.

I am very glad that you felt welcomed into our country and I hope that stays forever. I am very happy that you are happy and content in Ireland. I know it must be hard missing your home but I hope within time you come to love Ireland more and more. You have also opened my eyes to see how lucky I am so thank you for that.

I hope you get to return to your country to see friends and family one day. Until then you are a part of our community and we want you to feel at home.

Thank you for reminding us that we can be hopeful throughout this Covid 19 pandemic. We all have things to be thankful for.



### **Migrant Support Service**

In August 2020, Respond began a partnership with Laois County Council to deliver a Migrant Support Service in the county. There are almost 100 nationalities represented in County Laois, which comprises 10% of the county's population. There are over 57 languages spoken.

The role of the Migrant Support worker has been closely aligned to meeting the goals of the Laois Integration Strategy 2019-2023. The Strategy is based on 4 Themes:-

- > Language Skills and Education.
- > Employment and Enterprise.
- > Social Inclusion.
- > Active Participation and Inclusive Communities.



# Family Support

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Family Support focuses on early intervention to promote and protect the health, well-being and rights of all children, young people and their families. At the same time, particular attention is given to those who are vulnerable or at risk.

Respond operates from a philosophy of prevention and early intervention, partnership and participation with a strengths based approach to working with families, where services are offered based on need. Our Family Support services are available to all of our tenants and service users.

Respond supported 117 families with a range of evidence based Family Support Programmes throughout 2020. These included Parents Plus parenting programmes, personal development, Family Learning, budgeting advice and a community enhancement programme on one of our estates in Cork in partnership with the Local Authority, TUSLA and Ballyhoura Local Development Company.

Throughout the pandemic, our Family Support Staff continued to provide one-to-one support to those in crisis online. This year saw us expanding and adapting the Family Support service to offer online support, reaching out to more than the local catchment area as we provided programmes online for the first time.

Facilitating parenting programmes and parent and toddler groups, along with one to one support, have proven to be effective in supporting families during the difficulties of the crisis by keeping families engaged and supported.



**Like I always say, 'no parent is perfect'. Most of the topics [on this course] serve as a reminder of things I have been doing and stop doing....but this course refreshes my brain towards that. [It] also makes me know the importance of taking care of myself as a parent, giving myself at least 10mins in a day, which really works for me.**

Parent, Family Support Programme



117

families supported with a range of evidence based Family Support Programmes throughout 2020

---



## Services



### Daycare for Older People Services



218

People worked with

#### Supports provided

- > Physical and cognitive assessments
- > Leisure activities
- > Therapies
- > Exercise
- > Hot meals
- > Dressings Clinic
- > Outings
- > Transport
- > On site Hairdresser
- > On site Nail Technician

Services moved to providing an in home care service during the Covid-19 pandemic.



425

425 meals to 46 service users in Cork monthly

## Family Support



117

Families worked with



117

Adults



54

Children



1

Homework club

#### Supports / Programmes provided

- > One 2 One Support
- > Managing Stress
- > Summer Camp
- > Homework Club
- > Parenting Support
- > Seasonal Programmes
- > Healthy Cities Initiative
- > Personal Development
- > Spellings & Sponge cakes
- > Cook It
- > Community Food Initiative





## Refugee Resettlement services



445

People worked  
with



93

Families worked  
with



197

Adults



248

Children

### Supports / Programmes provided

- > Supports accessing and availing of schooling, medical needs, home maintenance, services.
- > Women's group
- > Podcasts on life in Ireland & support issues
- > Translation & Interpretation Service
- > Mental Health Workshops
- > Children's Activity Camps
- > Adult Craft Programmes
- > Inter County Quiz
- > Domestic Violence Awareness Programme
- > Befriender Programme
- > Intercultural training and awareness programmes

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## Migrant Support



317

People worked  
with



115

Families worked  
with



206

Adults



111

Children

### Supports / Programmes provided

- > Social housing
- > Immigration
- > Social inclusion
- > Education
- > Sport
- > Health and Health Education
- > Family Bake
- > Garda Question & Answer
- > Session with domestic violence services
- > Art & Mindfulness
- > World Football Training
- > Basketball session

# Partnerships

Respond can only continue to improve the lives of our tenants and our service users with the ongoing support of our partners.

2020 was an exceptionally challenging year for our tenants and our service users. Covid-19 and associated lockdowns were particularly hard for those who did not have homes of their own or who were already struggling. Thankfully, we received various levels of support from a wide range of supporters all of whom helped make life a little easier for those we support. We are most grateful to all who supported our work throughout 2020. The following are some examples of such support:

- > The Loreto Foundation sponsored the refurbishment of homeless services accommodation in Tallaght.
- > McCann Fitzgerald, members of Business in the Community, provided toys for children of 74 families in our Refugee Resettlement Programme to help break boredom of lockdown.
- > The Community Foundation for Ireland and Early Childhood Ireland sponsored the creation of children's multi-sensory rooms in our five homeless services.

- > Cully and Sully provided soups and meals that formed part of our meal packs for tenants and service users during Covid-19 lockdowns.

## Looking to the future

We are looking forward to some exciting new projects that will further enhance our work such as our Respond in Action project, which will see isolated tenants and service users provided with technology that will enable them to connect with friends, family and Respond staff who can help them with their tenant needs. We are also excited for the introduction of safe, sheltered outdoor play areas at our 17 childcare services. In particular, we thank the Community Foundation for Ireland and the Marist Fathers for their very generous support of these forthcoming projects.

Across our network of Community buildings, we continue to support the work of other organisations who deliver vital community services including -disability service groups such as the Brothers of Charity, elderly care groups such as the Alzheimer Society of Ireland and community support groups such as Laois Partnership. We truly value their work and are proud to be associated with them as they continue to deliver their essential services.



## Growing and developing our team



Our people at Respond connect on a daily basis with our tenants, service users, children and our partners to deliver on the mission of Respond. The combination of the committed, qualified and skilled individuals who make up our team work together to leverage our strength to deliver to those who rely on us.

This was particularly evident in the last year when we managed to maintain our services and supports through the significant challenges of the Covid-19 pandemic. Furthermore, our ICT systems were up to the challenge of continuing services thanks to the great work of our IT team. We are committed to delivering our services in the safe way that protects all our stakeholders. Thank you to our Covid-19 Response Team and Covid-19 Roadmap Oversight Group who worked hard to keep staff and those we serve protected by consistent assessment of the risk and ongoing

activities to ensure we continued to deliver services in a safe way. We have worked well to stay connected together through regular staff and manager contact, ongoing staff online events and supporting each other like all good teams.

In line with our strategy, we continue to challenge ourselves to improve and be a high performing team. This involves focusing on our performance and the learning and development of new skills to meet the challenges we have undertaken. We are working at understanding and meeting the needs of those we serve through our Trauma Informed Care training and other learning and development initiatives.

Our team is expanding at a strong pace. We welcome our new team members who are joining us on our mission and look forward to the challenges ahead.

Staff salary bands for 2020 were:

< €60,000	232	70,001 - 80,000	11	90,001 - 130,000	4
60,001 - 70,000	10	80,001 - 90,000	2		

We are working at understanding and meeting the needs of those we serve through our Trauma Informed Care training and other learning and development initiatives.







A young girl with brown hair in two pigtails is sitting in a wooden chair. She is wearing a white short-sleeved shirt with pink trim and a pink floral skirt. She is pointing her index fingers to her ears. The background is a blurred indoor setting with wooden shelves and a blue wall. A yellow vertical bar is on the right side of the image.

# Finance & Governance

# Business Review and Financial Performance for 2020

Respond delivered another strong operating and financial performance for the year to December 2020. Turnover for the financial year amounted to €33.4m compared to €23.6m for the year ended 29 December 2019 and profit for the financial year was €8.8m (2019: €12.3m).

Other Operating Income of €3.4m (2019: €5.3m) represents the net amortisation of government mortgages and grants over the depreciation of social housing assets.

The company invested €240m (2019: €195.4m) in housing units during the year and increased the number of units under ownership/management by 681 housing units in 2020 (2019: 529), which were funded primarily by the drawdown of additional CALF & HFA funding of €224.4m which now stands at €518.5m on the balance sheet.

The company has a healthy aggregate bank balance of €42m (2019: €41.4m) 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 €8.8m year on year and the overall reported equity figure is €149.8m.

Respond has 5,736 housing units (2019: 5,055) under its ownership / management at the balance sheet date and continues to invest in housing through its development program. The average cost of social housing units constructed or acquired by Respond in the year to December 2020 was €279,103.

During the prior 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 was 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 the strike off occurred on the 8th November 2020.



# Corporate Governance

For the reporting year the Board was comprised of nine 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 10 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, Local Government, and Heritage.

# Profit & Loss Account

For the financial year ended 31 December 2020

	Year ended 31 December 2020	Year ended 29 December 2019
	€	€
Turnover	33,402,263	23,629,142
Cost of sales	-	-
<b>Gross profit</b>	<b>33,402,263</b>	<b>23,629,142</b>
Administrative expenses	(23,131,932)	(18,780,440)
Other operating income	3,413,743	5,316,498
<b>Operating profit before exceptional items</b>	<b>13,684,074</b>	<b>10,165,200</b>
Exceptional item	-	4,236,201
<b>Operating profit</b>	<b>13,684,074</b>	<b>14,401,401</b>
Interest receivable and similar income	-	627
Interest payable and similar charges	(4,861,091)	(2,058,085)
<b>Profit before taxation</b>	<b>8,822,983</b>	<b>12,343,943</b>
Tax on profit	-	-
<b>Profit for the financial year</b>	<b>8,822,983</b>	<b>12,343,943</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

For the financial year ended 31 December 2020

	31 December 2020		29 December 2019	
	€	€	€	€
<b>Fixed assets</b>				
Intangible assets		82,613		116,703
Tangible assets		865,157,795		636,051,514
<b>Current assets</b>				
Debtors	10,142,986		13,860,711	
Investments	818,888		822,962	
Cash at bank and in hand	41,235,674		40,321,428	
	<u>52,197,548</u>		<u>55,005,101</u>	
<b>Creditors:</b> amounts falling due within one year	<u>(20,456,244)</u>		<u>(14,174,144)</u>	
	<u>(20,456,244)</u>		<u>(14,174,144)</u>	
<b>Net current assets</b>		<u>31,741,304</u>		<u>40,830,957</u>
<b>Total assets less current liabilities</b>		<u>896,981,712</u>		<u>676,999,174</u>
<b>Less:</b>				
<b>Creditors:</b> amounts falling due after more than one year		<u>(747,220,628)</u>		<u>(536,061,073)</u>
<b>Net assets</b>		<u>149,761,084</u>		<u>140,938,101</u>
<b>Capital and reserves</b>				
Reserves		<u>149,761,084</u>		<u>140,938,101</u>
<b>Total equity</b>		<u>149,761,084</u>		<u>140,938,101</u>



# Cashflow Statement

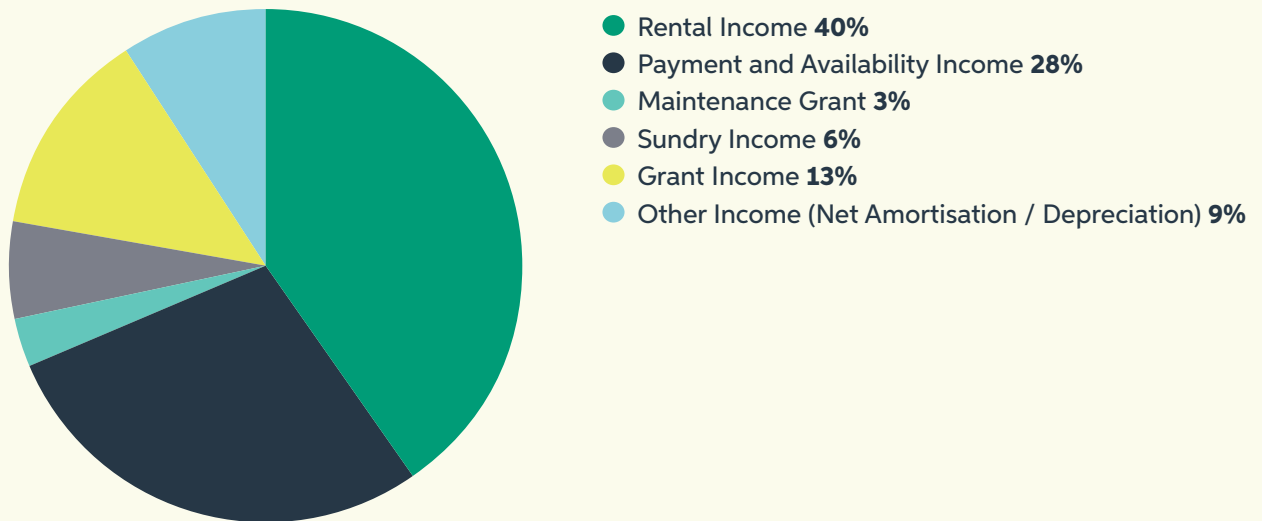
For the financial year ended 31 December 2020

	Year ended 31 December 2020	Year ended 29 December 2019
	€	€
<b>Cash from operations</b>	21,701,641	4,370,695
Income taxes paid	-	-
<b>Net cash generated from operating activities</b>	21,701,641	4,370,695
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(235,629,520)	(193,101,945)
Purchase of intangible fixed assets	(26,239)	(43,583)
Decrease in investments	4,130	3,574,180
Interest received and similar income	-	627
<b>Net cash used in investing activities</b>	(235,651,629)	(189,570,721)
<b>Cash flows from financing activities</b>		
Mortgages	1,701,422	1,750,673
CALF loans	75,351,202	58,620,193
HFA loans	147,059,320	145,050,504
Capital grants	1,969,070	1,820,770
Interest paid on HFA loans	(7,091,700)	(3,259,042)
Capital repayments of HFA loans	(4,125,024)	(893,951)
Transfer of cash and cash equivalents	-	4,190,607
<b>Net cash generated from financing activities</b>	214,864,290	207,279,754
<b>Net increase in cash and cash equivalents</b>	914,302	22,079,728
Cash and cash equivalents at beginning of financial year	40,325,600	18,245,872
<b>Cash and cash equivalents at end of financial year</b>	41,239,902	40,325,600
<b>Cash and cash equivalents consists of:</b>		
Cash at bank and in hand	4,356,974	9,810,724
Short-term deposits (included in current asset investments)	36,882,928	30,514,876
<b>Cash and cash equivalents</b>	41,239,902	40,325,600

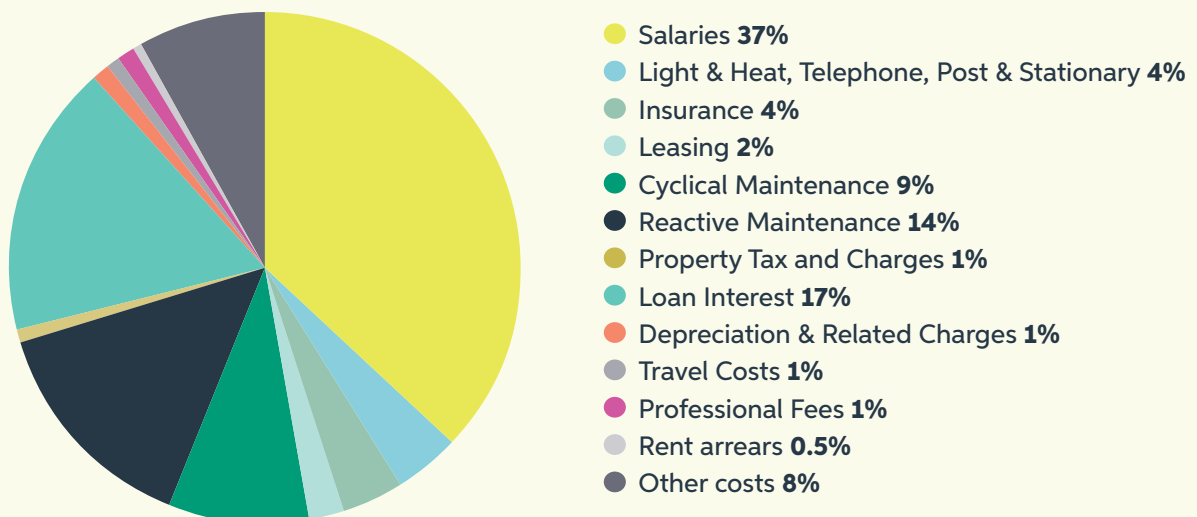
# Current Expenditure and Funding

For the financial year ended 31 December 2020

## Income



## Expenditure



# Capital Funding and Maintenance Expenditure

For the financial year ended 31 December 2020

<u>Capital Funding</u>	<u>AFS 2020</u>	<u>AFS 2019</u>	<u>Increase Year on Year</u>
	€	€	€
Capital Assistance Scheme (CAS)	179,310,454	177,671,156	1,639,298
Capital Loan & Subsidy Scheme (CLSS)	260,523,965	260,461,841	62,124
Other Government Grants	37,006,404	35,037,334	1,969,070
Capital Advance Leasing Facility (CALF)	175,824,487	97,977,552	77,846,935
Housing Finance Agency (HFA) Loans	342,715,338	199,781,043	142,934,295
<b>Total:</b>	<b>995,380,648</b>	<b>770,928,926</b>	<b>224,451,722</b>

## Respond Total Maintenance Expenditure

### Cumulative Years from 2016 to 2020

No. of Years:	5.5	1	1	1	1.5	1
	12 Mths to Dec 2020	12 Mths to Dec 2019	12 Mths to Dec 2018	18 Mths to Dec 2017	12 Mths to June 2016	
<b>Maintenance Expenditure:</b>						
Reactive Maintenance	12,523,186	3,064,919	2,706,434	2,029,085	3,741,446	981,302
Cyclical Maintenance	10,927,116	2,529,787	2,867,205	2,304,210	2,511,378	714,536
Void Maintenance	3,650,026	855,455	776,947	556,086	982,634	478,904
<b>Subtotal Maintenance Expensed to P&amp;L</b>	<b>27,100,328</b>	<b>6,450,161</b>	<b>6,350,586</b>	<b>4,889,381</b>	<b>7,235,458</b>	<b>2,174,742</b>
Planned Maintenance Capitalised to Balance Sheet	12,841,374	1,582,522	985,234	1,004,252	4,589,376	4,679,990
<b>Total Expenditure by Respond</b>	<b>39,941,702</b>	<b>8,032,683</b>	<b>7,335,820</b>	<b>5,893,633</b>	<b>11,824,834</b>	<b>6,854,732</b>
Planned Maintenance SEAI Grants Received	8,028,808	0	610,091	1,050,717	3,636,000	2,732,000
<b>Total Investment in Maintenance / Property Upgrades</b>	<b>47,970,510</b>	<b>8,032,683</b>	<b>7,945,911</b>	<b>6,944,350</b>	<b>15,460,834</b>	<b>9,586,732</b>
No. of Units on which SEAI Works Carried Out	1,264	80	56	52	430	646





## 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.

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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.

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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.

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## Noel Kelly

Noel is the Principal and Founder of ILSS (Inspired Leaders Shape Success), a business focused on Executive Coaching and Business Improvement Initiatives. A professional Engineer with a Higher Diploma in Applied Finance, Noel has more than 30 years' experience as a Global Business Leader, most recently as Senior Business Unit Director in Jabil Healthcare responsible for a global \$200M complex medical device manufacturing business. He has held senior leadership roles with Jabil Healthcare, Nypro, Honeywell and Waterford Crystal.

A dynamic, passionate and forward-thinking leader, with a strong track-record of success. A fast-moving career in Business, Engineering, Operations and Supply Chain, with a proven history in the development and leadership of high-performance teams, to deliver superior performance.



## Joseph O'Connor

Joe qualified as a Chartered Accountant with PWC and worked in various roles in AIB Capital Markets, 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. Joe was Chairman of the Irish AIB DB Pension Fund, one of the largest pension funds in Ireland, between 2003 and 2020.



## Michael Dominick Anglim

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

Daniel Vincent McCarthy is the Co-founder and CEO of The Festival of Curiosity, which is Dublin's annual international festival of science, arts, design and technology with over 45,000 attendees each year. Vincent previously was the Curator of Dublin City of Science 2012 at the Irish Office of the Chief Scientific Adviser. He worked with the Irish Department of Foreign Affairs as a consultant on science and technology projects in Mozambique. He was a contributor for RTÉ Young Peoples on Science and Technology and features regularly on Irish radio shows. Vincent was 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.



## 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.



## Olivia McCann

Olivia McCann is a highly committed and experienced solicitor with 28 years of 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, 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.



Jill Jackman  
(Company Secretary)  
(CIS Affiliated)

Jill is Head of Legal Services at Respond. Jill 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.

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During the prior 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.

# List of Sub-Committees and Members

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## Remuneration, Succession and Nominations Committee (RSN)

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

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

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

## Finance Risk and Audit Committee (FRAC)

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

## Development Committee

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



## Notes

## Notes







# respond

building homes,  
improving lives

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