




Building homes, improving lives.

Annual Report 2021





In loving memory of our two colleagues Eric Young (Head of HR) and Martina Comerford (Receptionist at High Park), both of whom sadly passed away in 2022. They are very much missed by all of us in Respond and our deepest sympathies are with their families and loved ones.

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

Company Registration Number: 90576

Charity Number: CHY 6629

CRA Number: 20012625

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

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

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

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

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

Respond Directors	Appointed	Resignation
John O'Connor (Chair)	13 th December 2016	
Noel Kelly	26 th July 2016	
Joseph O'Connor	26 th July 2016	
Michael Dominick Anglim	13 th June 2017	
Brendan Cummins (Vice Chair)	11 th December 2018	
Cathleen Callanan	11 th December 2018	
Daniel Vincent McCarthy	16 th February 2018	
Eileen Fitzpatrick	27 th April 2020	14 th September 2021
Olivia McCann	05 th June 2020	

Company Secretary: Jill Jackman

All of our work in 2021 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).



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

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1

2

3

4

5

Introduction



Message from our Chair and CEO

As Chair and CEO of Respond, we are delighted to welcome you Respond's Annual Report 2021. This is an exciting time for our organisation as an Approved Housing Body (AHB) and a provider of services in the community. Respond's current development programme has a value in excess of €1.5 billion with schemes ranging in value from €15 million to €65 million. In 2021, we commenced 778 homes on sites, despite COVID-19 lockdown with the associated disruptions, and had 1,441 homes in construction at end of 2021. We recently opened our seventeenth centre for Early Learning and School Age Care in Middleton, Co. Cork and we have welcomed a small number of refugees from Ukraine to accommodation that has been repurposed for their use. Our Refugee Resettlement teams have valuable experience and we are delighted to be able to support people in need where possible.

Reviewing our Strategic Plan

Since we prepared our Strategic Plan 2019-2023, there have been significant shifts in both our internal and external operating environments. As a not for profit organisation operating in a commercially viable way, it became clear over the course of 2020 that the context in which we were working was changing significantly. This prompted us to undertake a Mid Term Review. As a result in the new Strategic Plan 2022-2025 the Board has agreed that to increase targets

to deliver up to 1,000 social homes and 250 Cost Rental homes per year. This year, working with our partners, we delivered Ireland's first purpose built cost rental homes at Woodside, Enniskerry Road and we look forward to delivering more of these homes later in the year. In addition, a new goal has been added to include Respond's community based services.

A learning organisation

The Covid-19 pandemic has resulted in many challenges but our staff teams with the support of the Board have risen to the occasion and we have maintained service delivery and a strong financial performance. As a learning organisation we are working to ensure that we apply best practice to our work both in terms of evidence and capturing the learning from our experienced staff teams working on the ground. We are partnering with the Global Brain Health Institute (GBHI) in Trinity College to enhance the brain health of Respond's tenants, service users and staff. We are working with the Centre for Effective Services (CES) to redesign how we deliver services to our tenants and are developing a Tenant Engagement Strategy where tenants are actively involved. We are delighted to have achieved the Improving Quality (IQ) Accreditation Standard in 2022. IQ is recognised as a key quality framework for the voluntary sector in the Republic of Ireland and the UK and provides independent

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assurance of the essential areas necessary for the effective management and governance of a charity or other third sector organisation. Run by Community Matters in the UK, IQ addresses all the key areas of organisational life in four elements; accountability, effectiveness, sustainability and welcome (including the involvement of service users, development of staff, equality and diversity).

Thank you

Our work is only possible with the support of our dedicated board, our committed staff and our wide range of partners. We wish to thank the tenants and service users who put their trust in us every day. We hope that we serve that trust well. 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), the Health Service Executive (HSE), Pobal, Tusla, the Department of Children, Equality, Disability, Integration and Youth and the European Union Asylum, Migration and Integration fund for their continued support to Respond, working with us to achieve our shared goals. Finally, we want to thank the Directors of Respond, all of whom give their time on a voluntary basis in the interest of social justice and our dedicated staff for their expertise and enthusiasm.



John O'Connor
Chairperson



Declan Dunne
CEO

Respond 2021

Building Homes



6,503

Properties owned and/or managed¹



624
New homes built



778
Homes commenced on site

10,793

Reactive repairs and maintenance carried out



111 Homes

1 Community Building

2 Group Homes

Retrofitted under Sustainable Energy Authority Ireland (SEAI)

Improving Lives



5,645
Tenancies managed



14,486
Tenants

6

Family Homeless Services

207

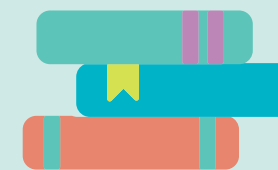
Families Supported in Homeless Services

3

Daycare for Older People services

168

People supported in Daycare for Older People



16

Early Learning and School Age Care services



483

Children supported in Early Learning and School Age Care



302

Engagements with families by Family Support services



406

People supported by Refugee Resettlement Services

1. Information as of 31.12.2021 includes:
Family Homeless Services Respond own and/or manage. / Group homes managed by 3rd parties. / iCare tenancies under management.
/ Small number of units (125) leased from Local Authorities and NARPS. / A number of properties that, due to age, need regeneration or conversion due to new regulations, we are proactively engaging with relevant Local Authorities and the / Department of Housing, Local Government and Heritage on this. / Normal levels of voids including new units in management.
This does not include housing built for Local Authorities which we no longer own



In the new Strategic Plan 2022-2025, the Board has agreed to increase targets to deliver up to 1000 social homes and 250 Cost Rental homes per year.

Respond at a glance

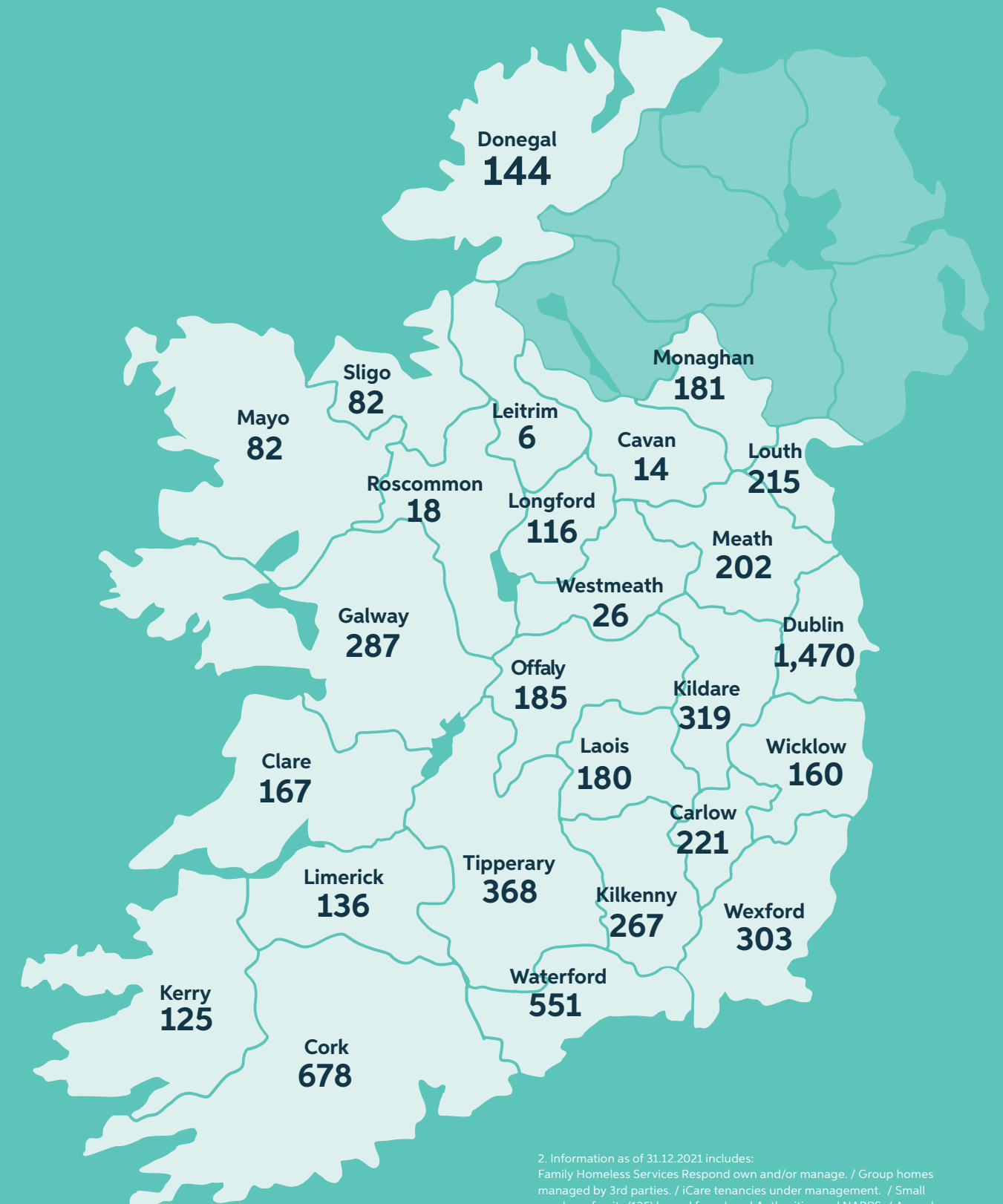




6,503

properties owned, managed
and leased by Respond
in December 2021²

Respond Nationwide



2. Information as of 31.12.2021 includes:
Family Homeless Services Respond own and/or manage. / Group homes managed by 3rd parties. / iCare tenancies under management. / Small number of units (125) leased from Local Authorities and NARPS. / A number of properties that, due to age, need regeneration or conversion due to new regulations, we are proactively engaging with relevant Local Authorities and the / Department of Housing, Local Government and Heritage on this. / Normal levels of voids including new units in management. This does not include housing built for Local Authorities which we no longer own

Vision, Mission and Guiding Principles

Our Vision

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

Our Mission

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

In the last two years, the world has changed considerably. In acknowledgement of this, we have undertaken a mid-term review of our Strategic Plan 2019-2023 to ensure we remain agile in responding to the changing external

environment and have extended the period to 2024. All goals were updated to reflect the changed context and we also added a new goal (Goal 4 Services in the Community) to reflect the additional services that we now provide.

1 Building social housing

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

2

Tenants at the centre of our work

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

3

Homeless services

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

4

Services in the community

Respond will provide high-quality services in the heart of the community, including Family Support, Early Learning and School-Age Care, Day Care for Older People and Refugee Resettlement Services. We will work with partners to explore the future provision of services that address identified needs.

5

Affordable cost rental homes

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

6

Financial sustainability

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

7

Organisational excellence and accountability

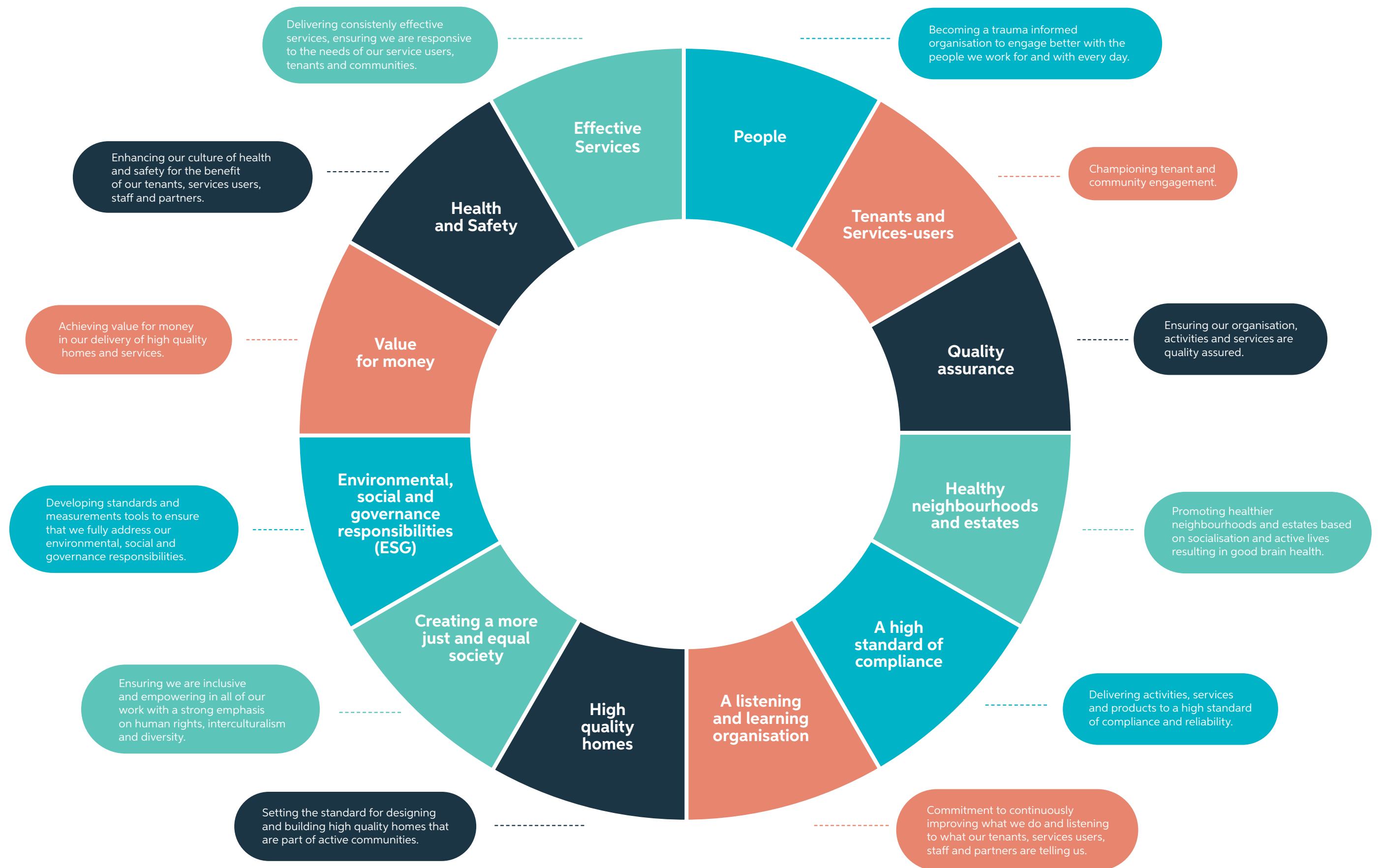
In pursuit of social justice, Respond will be a high-performing, compliant, results-driven and accountable organisation that values our staff and those we work with.

8

Advocates for change

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

Programmes for Continuous Improvement



Building Homes



Development – delivering homes for life

The Development team have overseen construction on 2,850 homes, with just over 90% of this delivery accounting for new construction.

Respond has been delivering homes as part of integrated communities for people across the country for 40 years. Over this time, we have demonstrated our track record for both scale and capacity, to successfully deliver large and complex projects. We are recognised by our partners and multiple stakeholders, across the public, private and voluntary sector, as leaders in collaborating to deliver sustainable targets and innovation. Our current construction schemes range in value from €15 million to €65 million with a total programme value in excess of €1.5billion.

Delivering high quality homes

2021, the second year of the Covid-19 pandemic, was challenging in terms of delivery, managing project risk and ensuring the well-being of those working to deliver new homes for those most in need. This will continue to be a challenge for some time and especially in 2022. Despite these challenges Respond, as an organisation, and the Development team have shown resilience delivering 624 new homes in 2021 and commencing construction on a further 778 new homes. The focus has been to add to the national housing stock by facilitating new construction across the country working in partnership with Local Authorities, the Housing Agency, Department of Housing, Local Government and Heritage, the Housing Finance Agency and Private Sector developers, members of Irish

Home Builders Association, the Construction Industry Federation, and professional design teams. The Development pipeline continues to grow with additional new homes secured in 2021 for both social and cost rental homes which will be delivered over the next 3 years, with the support of Local Authorities.

From 2019, the start of our Strategic Plan, the Development team have overseen construction on 2,850 homes, with just over 90% of this delivery accounting for new construction. These new homes incorporate a mix of houses, apartments and duplex units for general needs housing, older people and people with disabilities. Our choice of new development locations are based on proximity to social and physical infrastructure thus promoting sustainability. Respond is committed to providing future-proofed, energy efficient, well designed and high quality cost efficient homes which benefit our tenants in the long term.

Cost Rental Homes

We were delighted in 2021 to be selected to deliver and manage cost rental homes across three schemes in Dublin and Cork. Respond has already delivered, alongside our partners, 50 cost-rental homes at Enniskerry Road as part of the Cost Rental Pathways project. We look forward to enabling many more cost rental homes to be delivered across upcoming projects.

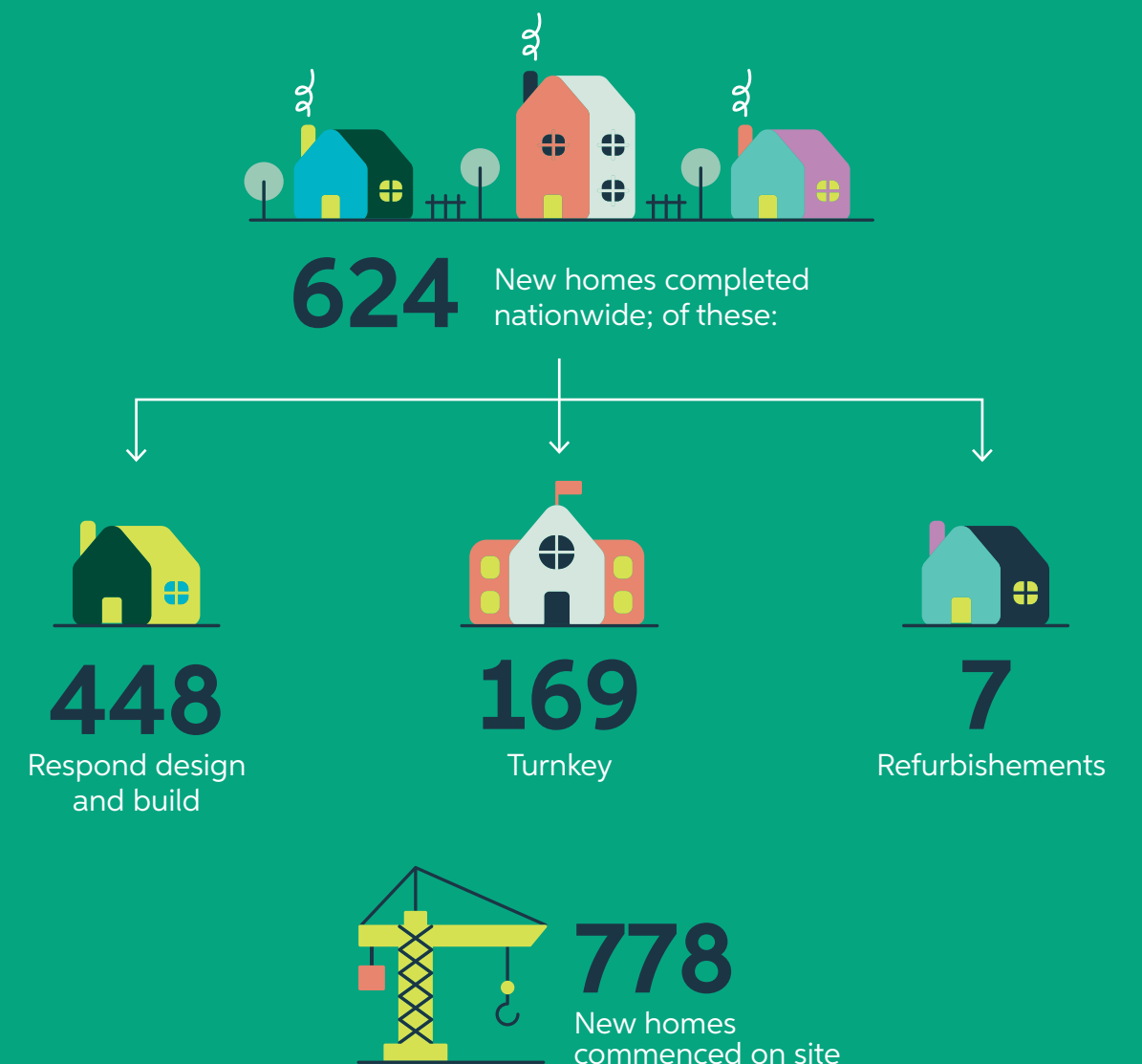
Future Focus

Looking ahead and despite the ongoing pandemic, new challenges around rising costs of new home delivery, high inflation, supply chain issues and labour shortages, we remain optimistic about delivery and sustainable growth. The Housing for All plan published by the Department of Housing sets out pathways to multiple delivery platforms and we remain committed to playing our part in delivery of social and cost rental homes.

In-house expertise

Respond know that housing delivery is a specialist area and our Development department reflect this with a multi-disciplinary team of registered architects, quantity surveyors, planners, clerks of works, technicians and project managers who deal with all aspects of construction and project delivery. The Development team were delighted to welcome Felix McKenna to the role of Deputy Head of Development and Frances Power as Senior Lead Design Architect this year. Both Felix and Frances have a joint experience of over 60 years in the real estate business, design, procurement and asset management.

Development 2021



Respond Developments

The following pages show a selection of Respond 2021 developments. All of these homes were supported by the Capital Advance Leasing Facility (CALF) from the Department of Housing, Local Government and Heritage, private finance from the Housing Finance Agency working in partnership with Local Authorities

Midleton development, Co. Cork



Carrs Lane



29 new homes in Carrs Lane, Malahide Road, Dublin 17

Phase 1 of the development comprises of 29 homes including a mix of one, two and three bedroom apartments. The scheme is located close to a range of retail and public facilities including schools, health services and sports venues.

29
new
homes



Charlestown



90 new homes in
Charlestown, Finglas,
Dublin 11

Phase 1 of the development consists of 90 one,
two and three bedroom apartments.

90
new
homes





Baltinglass



50 new homes in
Baltinglass, Co. Wicklow

50 completed homes within Phase 1 and 2 of the development which comprise of one-bedroom apartments and two and three bedroom houses. It is located within walking distance of the main street in Baltinglass and within close proximity of a variety of schools, employment centres and recreational amenities.

50
new
homes



Finnstown



94 new homes in
Finnstown, Lucan,
Co. Dublin

The development of 94 homes comprises of one, two and three bedroom apartments and three and four bedroom houses. It is located off the Newcastle Road in Lucan and is close to a range of amenities including Lucan Village and Liffey Valley, with easy access to transport links including the M50, the N4 and Adamstown Rail station.

94
new
homes



Westfield



20 new homes in
Westfield, Leixlip,
Co. Kildare

Phase 1 of the development at Westfield, Leixlip, Co. Kildare comprises of 20 two bedroom apartments. The site is within close proximity to a number of amenities including schools, industrial estates, and rail and bus services.

20
new
homes

Redforge Road



19 new homes in Redforge Road, Cork

Phase 1 of the development comprises of 19 homes including one bedroom apartments, two bedroom duplexes and two and three bedroom houses. The site is located on the north side of Cork City and close to Blackpool Retail Park and Blackpool Shopping centre which include a range of shops, supermarkets and restaurants.

19
new
homes





Margarets Field



40 new homes in
Margarets Field, Callan
Road, Kilkenny City

The development of 40 homes in Kilkenny City comprises of two and three bedroom apartment, and duplexes and three and four bedroom houses. The site is located within a short driving distance of the Kilkenny city centre and a number of supermarkets, schools and childcare facilities.

40
new
homes

Kingswood Park



24 new homes in Kingswood Park, Old Ballymount Road, Dublin 24

The development of 24 homes in Kingswood Park, Old Ballymount Road, Dublin 24 comprises of two bedroom apartments and three bedroom houses. A number of amenities including schools, supermarkets and the Ballymount Park are all located within walking distance of the site.

24
new
homes





Old Corduff Road



**27 new homes in
Old Corduff Road,
Blanchardstown,
Dublin 15**

The development of 27 homes comprises of two bedroom apartments and three bedroom duplexes and terrace houses. The site is located close to Blanchardstown Town Centre which boasts a wide range of amenities including a variety of supermarkets, shops and several educational institutions.

27
new
homes



Caireal Mor



81 new homes in
Caireal Mor, Castlegar,
Co. Galway

The development of 81 homes in Caireal Mor, Castlegar, Co. Galway comprises of one and two bedroom apartments and two and three bedroom houses. The site is located within close proximity to Castlegar Village, and a short drive away from Galway City Centre.

81
new
homes





Aylmer Heath



49 new homes in Aylmer Heath, Newcastle, Co. Dublin

The development of 49 homes in Aylmer Heath, Newcastle, Co. Dublin comprises of two and three bedroom houses. The site is located in Newcastle Village and is within close proximity to a variety of retail units, cafes, schools, employment centres, and recreational amenities and a short commute away from Adamstown train station and the Citywest Luas station.

49
new
homes



Ballaghderg



47 new homes in Ballaghderg, Letterkenny, Co. Donegal

The development of 47 homes comprises of two bedroom apartments and three and four bedroom houses. The site is located within a 5 minute drive away from Letterkenny town centre which has a wide range of retail services, including a variety of supermarkets, shopping centre and several educational institutions.

47
new
homes



Highlights 2021





Official Opening of Seville Rise, Margaret's Field, Kilkenny by Minister Darragh O'Brien TD

Minister Darragh O'Brien T.D, launched 40 new Respond homes in Seville Rise, Margaret's Field on the Callan Road (Kilkenny) in September. Respond delivered the homes in partnership with Kilkenny County Council, the Housing Finance Agency and the Department of Housing,

Local Government and Heritage. The sun shone brightly on the official launch and some tenants were sitting outside enjoying the good weather when the Minister stopped to stay hello and wish them well in their new homes.

Pride of Place Awards

It was a great year for our tenants in Ardrew Meadows, Athy who became the winners of the Pride of Place Category 5 (85+ houses) in Kildare County Council Community Awards in November 2021. The tenants have had continued success over the years, winning prizes on an annual basis. The success of this estate is due to the ongoing commitment of the residents, who take great

pride in the upkeep of their estate and running community events in non-Covid times.

Congratulations also to tenants in Killegland, Ashbourne who won first prize in Meath County Council's Pride of Place awards in the Apartment Complex category. This was their first time entering.



It started with a lockdown. It resulted in a community. We came together to manage a precious resource – our outdoor balcony area. We weeded the entire area. We built and painted flower boxes. We planted trees and flowers. We made hanging flower baskets. Trellises were erected. Seats and tables were built. Fences and railings were painted. Bird feeders and bird houses were built.

Our project has given us a sense of purpose and pride of place. We shared challenges, happiness and enjoyment as we built ourselves into a community. Earlier this year we were encouraged to enter our project in the Meath Pride of Place. We were amazed and delighted to be placed first in the Apartment Complex category. Our award is hanging with pride in our communal hallway so all our community can enjoy a sense of worth in what we have all achieved.

- Mairead, Killegland tenant

An inclusive model of childcare provision

Respond School-Age Service, Millenium Court, collaborated with Kilkenny Leadership Partnership to provide a service to children from the Traveller Community who did not have access to a childcare place. This collaboration resulted in ten additional children accessing valuable homework support and a fun programme

of activities after school, every day. This service also welcomed the shared use of the building with Alzheimer's Ireland in 2021. This intergenerational use of the building now reaches wider in to the local community and adds a richness to the experiences of both the children and older adults who attend.

Respond in Action

The goal of our 'Respond in Action' project was to reduce isolation for some of our older tenants and service users, particularly during Covid-19 lockdowns. By providing tablet devices and training on using them, we were able to facilitate greater connectivity and introduce online activities to develop new interests and hobbies amongst participants.

Participants reported how they were able to meet friends and family via regular online calls. They reported how much this eased their sense of isolation and alleviated loneliness.

They also reported how they were able to develop new interests and enjoyed this new way of keeping up to date with news, sport and societal matters. Kathleen, a service user of our Day Care Centre for Older People, Baldoyle stated -

“ I'm not very techy but I am learning and use it to watch Mass every day and I love watching a nature livestream of nesting birds and the fledglings learning to fly.”

- Kathleen, a service user of our Day Care Centre for Older People



Tenant Engagement

2021 saw us embark on our journey to develop a Tenant Engagement Strategy. We were determined to ensure that tenants took a lead and worked with us to create a practical and sustainable document that we could all be proud of. We started the year by meeting a small number of tenants to share some ideas and introduce the concept of a co-designed strategy. Supporting Communities were selected to work with us on this project and one of the

members of the tenant group was involved in the selection process. Supporting Communities is an independent organisation that champions tenant and community participation by developing groups, supporting active citizenship and building cohesive communities. There are now six tenants participating in ongoing workshops working to develop the Strategy. We are really excited to see how this work develops.

Upgrading of Suaimhneas Family Homeless Service

There were a number of elements to this upgrade at our Family Homeless Service in Limerick over the course of 2021. A new, modern double kitchen was fitted, including new appliances. This upgraded the health and safety of the service whilst providing a pleasant, homely space for families to prepare meals and eat together. Suaimhneas was awarded €17,000 in

2021 for the installation of a new, state of the art, outdoor play frame. This will provide more space for the children to play, learn and grow. This nicely complemented the grant from Limerick City Council for the installation of a covered garden gazebo. This provides a comfortable, sheltered space for families to sit outdoors.

Sensory Rooms in High Park and Suaimhneas Family Homeless Services




2 Family homeless services that provide sensory rooms

Sensory rooms were provided in two of our family homeless services, High Park and Suaimhneas. This has helped children developmentally through engagement with sensory items. A particular favourite are the bubble tubes. Children are learning words by naming the fish and their colours.

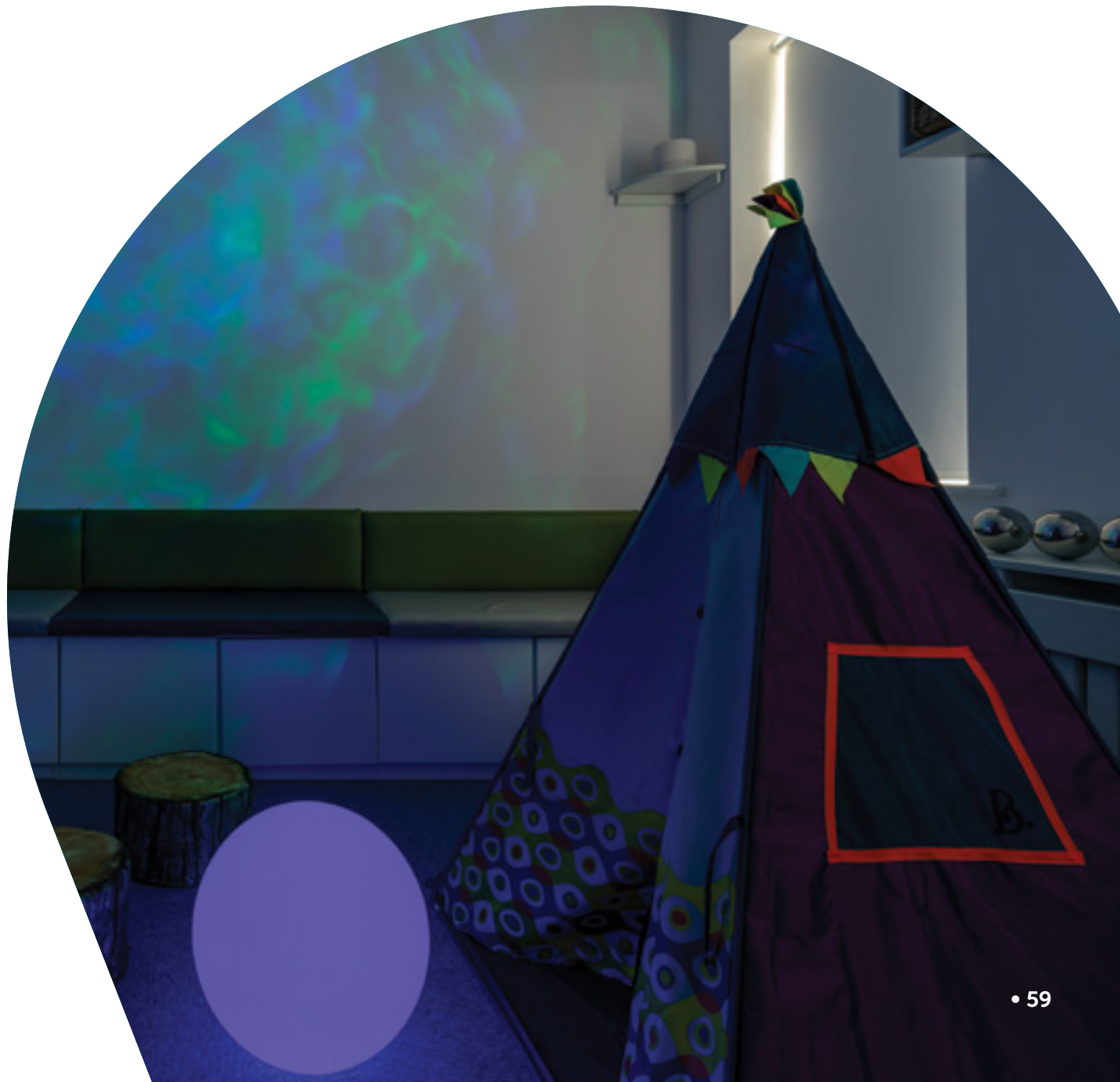
Parents are increasingly using the space as a relaxing area for them and their children. Similarly, children having trouble with self-regulation have responded well to the calmness afforded by the space. Parents have given very positive feedback, saying that this space is a sanctuary in times of distress and overload.

Brain Health and Housing seminars with partners the Global Brain Health Institute (GBHI)

In 2021, GBHI and Respond began a series of online seminars, bringing together leading brain health and housing experts. The partnership between the GBHI and Respond aims to examine our understanding of brain health and how this can be applied to housing design and the provision and development of sustainable communities. Two seminars took place during the year, *Design for Ageing* (June) and *Creativity, Connection, Community* (November), bringing together leading brain health and housing experts. There were 259 attendees across the two seminars, with participants logging in from 26 countries across the world.



259 attendees to the Brain Health and Housing seminars



Improving Lives



Housing Services – supporting tenants and growing communities

Providing Housing Services during a pandemic

2021 proved to be another difficult year for delivery of services with the impact of the pandemic being felt across the country for the second year. We were pleased to continue seeing communities coming together and supporting each other at this time. We continued to adapt and adjust our services in light of the changing Government and public health advice and were grateful to tenants working with us in that constantly changing environment.

As restrictions eased, it was welcome to return to a level of normality with an increasing presence of Respond staff across our estates once again, making a nice change from remote engagement.



90%
tenants were satisfied with the overall service provided by Respond

Tenant Satisfaction Survey

The most important way for us to understand how we are performing is by asking our tenants. During 2021, we completed a National Tenant Satisfaction Survey, our first since 2019. We asked a range of questions about the quality of our homes and estates and the services we provide. We were pleased to see some positive results with a general improvement on the satisfaction levels compared to 2019. We also identified clear areas for further improvement and this will shape our work programme for 2022.

Of the tenants who participated in the survey, 90% were satisfied with the overall service provided by Respond, this was up by 4% since 2019. When asked about the quality of their homes 80% of participants were satisfied and similarly, 80% were satisfied with how we dealt with repairs.

Whilst we were pleased to see strengthening results, there were clearly areas where tenants said we could and should do better. We are aware that people are more likely to be satisfied with the quality of their home if it is a newer property, showing the need for us to ensure that we continue to plan and deliver improvements to our older homes. Although we saw a slight improvement in dealing with anti-social behaviour from 2019, this remains an area of concern for tenants and we need to ensure that we respond more effectively.

Continuously improving services for our tenants is core to our work, and we will be using the findings to work with our tenants and ensure we continue to make progress. We are in a far stronger position than we were in 2019 to achieve this, having established a National Tenants' Forum and Regional Forums.

Enhancing our services for tenants

In 2021, we focused on developing a new Tenant Engagement Strategy. For such a strategy to work, we are aware that tenants need to be at the heart of improving our services through formal and informal opportunities for engagement. Developing a strong tenant voice will ensure that we have a better understanding of the tenant experience of our services, and what improvements they would like to see. We appointed Supporting Communities to work with our tenants and staff to co-create a new strategy. So far we have held regular meetings with our tenant representatives and consulted with our staff, Board and Executive Management Team (EMT). We look forward, with excitement, to the launch of the strategy in 2022.

We are keen to ensure that all the services we provide help us realise our vision and meet the needs of our tenants and communities. Being able to develop and enhance our services means not only ensuring that we are connected to local communities but that we understand the impact of our work. By adopting an evidence based approach, we will begin to quantify and understand the real impact of our work.

We have been working extensively with the Centre for Effective Services (CES) to develop such an evidenced based approach and will be piloting new approaches in 2022. We believe that this work will lead to radical changes in how we deliver services; like most other AHBs, we currently offer a standard level of services across our communities. Whilst it is important that we have consistency, it is also important that we recognise that the needs of our various communities can be very different. Our aim is to tailor our services to best meet those needs. This may be through building additional skills into our local teams or through partnership, working with existing service providers. Ultimately, we need to design services to meet the differing needs of each community and critically, to be adaptable to these changing needs over time.

As Respond has been growing rapidly over recent years, it is essential that we have the staff structures in place to best meet the needs of our tenants. 2021 saw the arrival of two new Deputy Heads of Service; Ciaran Andrews for Asset Management and John O'Sullivan for Communities. Working closely together,

As restrictions eased, it was welcome to return to a level of normality with an increasing presence of Respond staff across our estates once again, making a nice change from remote engagement.

but with a clear individual focus on Asset Management and Tenancy Management respectively, the new Deputies have begun to make great inroads to further develop services. By working with their teams, they will ensure that we maintain an unwavering focus on improving homes and services for all tenants, whilst ensuring that we have the right structures in place to deliver services effectively.

During 2021, we also created a Quality and Performance team to help support our frontline team. The team leads on performance reporting, data analysis and conducting tenant insight surveys.



Asset Management

The Asset Management team completed its first extensive Stock Condition Survey programme in 2021, the findings of which will inform our future investment programmes (e.g. heating, window, door and kitchen replacements). Once these findings have been analysed, we will begin developing detailed annual programmes. Planning the long term maintenance of our homes is an essential area of our work to ensure that our homes remain in good condition.

The tenant satisfaction survey showed us that those in the older homes generally have lower levels of satisfaction and issues such as old windows are a cause for concern for many. Whilst we have already invested over €31 million in energy improvements and component replacement over the last 8.5 years, addressing 1,924 homes on our older estates, we still have more to do and will continue our focus on creating warm and energy efficient homes.

During 2021, we carried out further deep retrofit programmes to estates in Kilkenny, Waterford and Galway, partnering with the Sustainable Energy Authority Ireland (SEAI) to deliver energy improvements to 111 homes, 1 Community Building and 2 Group Homes. Works included renewable heating, windows, doors and insulation upgrades.

In addition, we made an additional €947,000 available to replace older windows across three schemes in Dundalk, Limerick and Bray, improving 129 homes.

COVID meant the cancellation of many activities and opportunities for children to get outside, be active and socialise were very limited. Our Tenant Engagement Fund subsidised places on a local summer camp for children in our new development of Millard Square, Cork. Here is what one child had to say:

“

My name is Dexter and I am 9 years old. I just finished a week at the Mardyke Arena Summer Camp.

We done so many different games every day like swimming, tennis, colour bulldog, hockey and rock climbing... that was my favourite. Our team leader was very nice to all of us and great fun. Every day my mum

collected me, I talked all the way home about what we had done. Mum says I was out like a light when I went to bed. I can't wait to go again next year.

I would like to say thank you to Respond who sent my mum a leaflet and asked if I wanted to go.

Thanks Respond,"

- Dex

Housing 2021

Properties

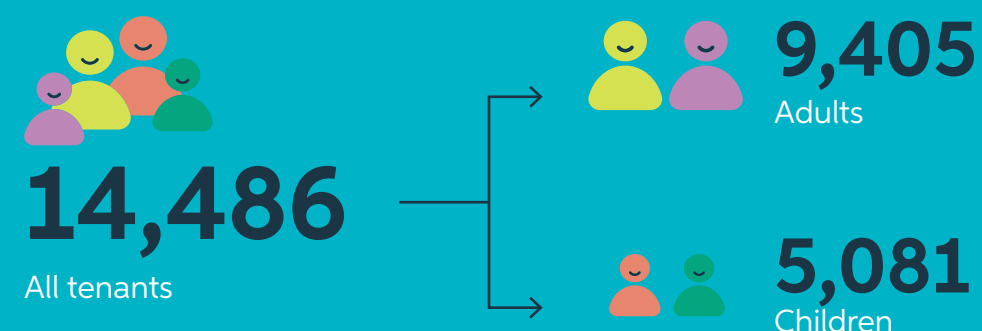


6,503

Properties owned and/or managed in 2021³



Tenants⁴



2,811 New tenants in 2021 (including iCare)

³ Information as of 31.12.2021 includes:
Family Homeless Services Respond own and/or manage. / Group homes managed by 3rd parties. / iCare tenancies under management.
/ Small number of units (125) leased from Local Authorities and NARPS. / A number of properties that, due to age, need regeneration or conversion due to new regulations, we are proactively engaging with relevant Local Authorities and the / Department of Housing, Local Government and Heritage on this. / Normal levels of voids including new units in management.
This does not include housing built for Local Authorities which we no longer own

⁴ Including iCare tenants

Customer Service Centre



35,783

Inbound calls



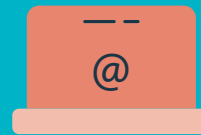
30,677

Post processed



1,195

Application forms processed



10,113

Emails handled

Asset Management



10,793

Reactive repairs

176

Void units repaired

57

Kitchens replaced

122

Gas and Oil boilers replaced

Sustainability



111

Homes retrofitted under Sustainable Energy Authority Ireland (SEAI)



129

Window and door replacements



1

Community Building

2

Group homes

Retrofitted under SEAI



1,981

Respond homes meeting BER B1 or above

Tenant Satisfaction



86%

in 2019



90%

in 2021



Family Homeless Services



6
Family Homeless Services

207
Families provided with emergency accommodation and 24/7 support

277
Adults



319 Total number of children under 18 years

0-5 years	6-10 years	11-15 years	16-18 years
200	58	42	19

15
Adult Dependents

79
Pregnant women accessed services

126
Families supported to move on

6.9 months
Average Length of stay

Support needs of families included

- Housing
- Mental and physical health supports
- Support accessing services
- Birth registration/certs
- Budgeting
- Drug and alcohol support
- Domestic Violence Support
- Training and Education
- School/Crèche Placements

Respond is committed to supporting families and individuals experiencing homelessness on their path back to independent living. We provide supported temporary emergency accommodation with 24/7 wraparound support. 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.

In 2021, we provided emergency accommodation with support for 207 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 and assistance in relation to accessing housing, mental and physical health services, family or parenting support and a range of other issues.

During 2021 and throughout the pandemic, we had many concerns for the families and children we work with and our staff. Even though 2021 presented such uncertainties, we are proud that that all six of our Homeless Services kept their doors open for families in need working with our partners. While offices shut and staff moved to remote working, our services remained open, looking at innovative ways of collaboration with addiction, mental health and family support services. Advocacy work is a core part of our role - we worked diligently during this time, building up relationships within our services via phone and online meetings to ensure the needs of families were met. Over the course of the year 40 plus staff worked on the ground, on-site day and night to support and ensure the safety of our service users.

Supporting 740 families

Where possible we have tailored our Homeless Services, including facilities for cooking, laundry washing and facilitating access to family and communal space. We have supported 740 families in our services since our first service opened. We continue to work with families once they have moved-on to help them to sustain their new accommodation





The beginning of the new normal

As we moved into year two of the pandemic, all six of our Homeless Services have continued to keep their doors open for families in need. As vaccines become available, staff supported service users to make informed choices about whether they would like to receive vaccinations. Here staff provided information in numerous different languages, explaining the process and providing impartial advice. To make the uptake of the vaccine more accessible staff arranged travel and organised childcare on vaccination day.

December 2021 saw onsite visits to our services under HSE CHO Area 9 from the Covid-19 Response Team. Information sessions and vaccinations were provided on site. This will continue into 2022.

We would like to acknowledge our service users, and the challenges faced by them with a second year of restrictions and Covid-19 protocols onsite. Respond believe that everyone deserves their own home and the pandemic has really reinforced this and the need for our services for those who don't have a home of their own. The staff have kept going with passion and dedication supporting, listening and smiling with their eyes through a mask throughout the year, despite all the challenges and barriers.

“

I want to thank you all for all the help you have given me and my daughter. The chats, the comfort and just making this difficult time for me a little easier. If it wasn't for the staff here

I believe everyone would be less happy. Thank you for the gifts we have received in our time here. I am so grateful and will remember you all fondly."

- Kate, Service User, Clontarf Family Homeless Service.

Early Learning and School Aged Care



16 Early Learning and School Aged Care services

4 Full Day Care Services

3 Pre School Services

6 School Age Services

4 Combined Pre-School & School Age Services



483 Children accessing services:

0-2 years

47

3-5 years

230

6-8 years

94

9-12 years

112

Education and support needs of children included



26

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

32

Children sponsored by the National Childcare Scheme (NCS)

81

Children for whom English is an additional language

9

Asylum seeker and refugee children

25

Children awaiting Assessment of Need

34

Children from Traveller/Roma Community

19

Children in unsuitable accommodation (e.g. emergency accommodation)

“My educators are very nice and I like my friends.”

- Bianka, child attending Respond Early Learning and School Age Care, Carrickmacross.

Our vision is that every child knows their value and discovers their magic. To achieve this we strive to create services that are high quality, value-based, inclusive and most importantly, accessible to all families. We offer a wide range of programmes from full day care, preschool and school age that focus on child-led enquiry based learning facilitated through play. All our work with children is guided by evidence-informed practices that nurture meaningful outcomes for children and their families. Our goal is to positively contribute to social systems that work towards social inclusion and narrowing educational inequalities. Throughout 2021, we provided over 450 Early Learning and School Age Care places to children and families across sixteen communities.

In 2021, our services continued to operate under the cloud of Covid-19. Sixteen services remained open during the worst phase of the pandemic, providing a valuable relief to families and a stable routine and learning programme for children. Despite the additional workload imposed by the pandemic, our staff team's commitment to high quality service provision never wavered, as they engaged in various collaborations over the year.

We worked with Better Start, the National Early Years Quality Development Service, under their Access and Inclusion Model (AIM) programme, which provides targeted support to children in preschool who have additional needs. Through engaging in this programme we gained access to specialist's educators that provided our staff with support, training and resources. This enabled us to enhance our learning environments and allow children with additional needs to meaningfully participate in their pre-school programme. In 2021, we secured funding to support 17 children with additional needs to attend their free pre-school year, with their peers, in their own community.

Our school-age service in Mallow partnered up with Kinia – Learning for life to take part in the Creative Tech Fest which supports young people through stream and digital creativity. This collaboration provided the service with a suite of IT resources and tools to explore digital creativity projects. The young people learned all about video creation and production and even created their own dance video to showcase their newly acquired skills in digital technology.

“My child loves going to the setting every day she has the best time and loves all the girls there taking care of her. They are amazing and tend to every child's need and give their full attention to the children.”

- Shauna Shannon, Parent, Carrickmacross.



Daycare for Older People Services



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

We do this by removing barriers to their participation, ensuring their continued involvement in their social activities 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.

The year posed many challenges for our Daycare services as they were severely impacted by the Covid-19 pandemic. However, the physical closure of services until July 2021, did not mean

that we stopped providing vital services. The first half of the year saw our focus shift to providing a Meals on Wheels service, home visits, wellness calls and delivering care in the community. This personal engagement meant that even while isolating, our service users were never isolated.

In preparation for reopening we carried out rigorous safety checks and risk assessments and installed a sanitisation system in each service. We reopened on a phased basis in July and both we, and our service users, are glad to be back 'in house' providing a range of care and social activation programmes.

“

I can't quite put into words what the service at La Verna has done for my grandparents. The benefits run far deeper than a simple day out for my grandfather, who suffers with dementia. It has become a ritual for him, something to look forward to and a much needed regular social outing that provides stimulation. We as a family have seen the far-reaching benefits this has had on his illness, especially

after he comes home from his day in the service. As importantly, La Verna has also given my grandmother, his primary care-giver, a much needed and well deserved break. Anyone who is a full time carer will know the importance and rejuvenating properties of those few hours to yourself. We are eternally grateful for the staff and their work at La Verna and what it has done for our family."

- Tom, Family Member.



Supporting Refugees

“ When I was sick they stayed helping me till after midnight.

- Anonymous, Refugee.

Refugee Resettlement

In response to the humanitarian crisis in Syria, the Department of Justice and Equality established the Irish Refugee Protection Programme in 2015. During 2021, in conjunction with the relevant Local Authority, Respond were the implementing partners of the Refugee Resettlement Programmes in counties Longford, Laois and Wicklow, Meath and Clare.

The main aim of the programme is to support families to integrate and become part of their new communities. While being supported to adapt, they are also supported to ensure their independence and self-sufficiency. Additionally, the team identify needs within the community and facilitate necessary training, awareness programmes and community meetings.

Many individuals have joined and become key members of their local sports clubs, men's and women's groups and community groups such as the local Tidy Towns. Families are supported to improve their language skills and to seek employment.

The programmes in Longford, Laois and Wicklow successfully concluded in 2021, while the programmes in Meath and Clare began this year.



5

Refugee
Resettlement
services

“ They give us a lot of help. They help us at the hospital, at the school and with a lot of translation. Thank you so much for your help and I hope you stay with us.”

- Anonymous, Refugee.

Family Support

Our focus in the Family Support team is to support families and individuals to maximise their well-being. We operate from a philosophy of prevention and early intervention, partnership and participation applying a strengths based approach to work with families, where services are offered based on need. Our Family Support services are available to all of our tenants and service users, whether they are part of a family unit or an individual.

Throughout 2021, we primarily worked remotely by providing online programmes including a suite of Parents Plus programmes, personal development, self-care and wellness, family learning, budgeting and community enhancement on some of our estates.

The staff facilitated online parent and toddler groups, activity groups, parenting information webinars, managing stress webinars and positive parenting programmes. In addition a number of seasonal activities were facilitated on estates. The team provided vital one-to-one support to 27 individuals who required more intensive intervention. There were 302 attendees at the various programmes with some availing of more than one programme. Two hundred and eighty-four event packs, centred on family engagement, were delivered for events such as St Patrick's Day, Easter, Christmas and the estate based 'Respond to the Challenge' which saw families take on challenges during Covid-19 imposed restrictions.

“

I would like to let you know that I will be completing my counselling sessions next week. These sessions were a very welcome opportunity having previously completed the Stress Management Programme. I was delighted you

recommended me to Coisceim and so relieved that Respond subsidised my 10 sessions, all of which I attended without fail. I am very grateful to Respond. I have done a lot of work with the counsellor and this has been hugely beneficial."

- Kathryn, Service User, Cork.



“ I would like to emphasize that you did a great job and I am so grateful for that. I can handle tough situations now with a calm manner and feeling my kids are way closer to me. She made a big difference in our life. Thank you"

- Laura, Service User, Cork.

“ Huge appreciation for the staff for their care and understanding, fantastic presentation, organisation and amazing support. I'm so grateful to have had the opportunity to better my skills as a mother. Thank you."

- Siobhan, Service User, Waterford.

Services

Daycare for Older People



3 Daycare for Older People Services

168

People worked with

2, 993

Meals on Wheels delivered

Supports provided

- Meals on Wheels
- Home visits
- Daily 'check-in' phone calls
- Physio exercise routine delivered to service users at home to combat lockdown induced Sarcopenia
- Chiropody
- Hairdressing
- Respite care provision
- Wellness checks including wound care, blood pressure, blood sugar monitoring, bathing
- Exercise programme
- Activities programme
- Health monitoring
- Community Multi-Disciplinary Teams liaison and referral

Family Support



302

People supported by Family Support

Supports / Programmes provided

- Parents Plus Adolescent Programme
- Caring for our Wellbeing Programme
- Parents Plus Children's Programme
- Online Parent and Child Activity Group
- Parenting info session -Transition to Primary school
- Parenting info session -Transition to Secondary School
- Parenting info session- Self Care and Me
- Managing Stress in our Daily Lives Programme
- Parenting info session- Managing Tantrums Positively
- Parents Plus Early Years Programme
- Parenting info sessions e.g. Potty Training and Speech and Language
- Weaning workshops for parents
- Homework Club Charleville
- Summer Camp
- Seasonal initiatives
- One-to-one support sessions.

Refugee Resettlement



5

Refugee Resettlement services



406

People worked with



92

Families worked with



193

Adults



213

Children, including ten babies born after arrival in Ireland.

Supports / Programmes provided

Supported orientation to Irish society and systems – facilitated workshops:

- The Irish education system
- The role of the HSE
- How to fill out application forms
- How to apply for citizenship

Provided videos explaining:

- Christmas in Ireland
- Early childhood education
- Referrals to CTB and other services
- Advocate for refugee families

Received funding from external agencies which enables us to:

- Provide hampers to newborn babies
- Provide additional mental health supports
- In addition, we also provided a range of wellbeing, psychotherapy and counselling, employment and financial supports.

Partnerships

As we continued to support our tenants and service users through another challenging year we were grateful for the wide range of support from a number of committed partners.

The following are some examples of such support:

- RTE Toy Show Appeal in conjunction with the Community Foundation for Ireland who supported our 'Responding to new-born babies basic needs' project, through which we are able to provide hampers of essential baby items for mothers in our Homeless Services and Refugee Resettlement Programme.
- Housing Finance Agency who supported Respond with the appointment of a Community Engagement Facilitator for estates in South County Dublin.
- Limerick County Council who kindly funded the installation of an outdoor meeting area for residents at our Family Homeless Service at Suimhneas, Limerick.
- An anonymous supporter who co-funded the purchase of a new wheelchair adapted minibus for our Elderly Day Care Centre at La Verna, Baldoyle.

- Shapoorji and Whinsfield, Carne Group, DCU Raising and Giving Society, Talent Garden and Wilson Auctioneers all generously supported our Christmas Family Gift Appeal for families being supported across our Family Homeless Services.

We look forward to completing various projects over the coming year that will enhance our existing work with tenants and service users. Examples of some of the planned projects include the replacement of the outdoor play station for young children at our Family Homeless Service at Suimhneas, Limerick and upgrade work at our Day Care Centres for Older People in Baldoyle, Co. Dublin and Blackrock, Co. Cork.

Across our network of community buildings, Respond are delighted to continue supporting a wide range of organisations who are delivering vital community services. Among those utilising our community buildings to deliver their services are Enable Ireland, Youth Work Ireland, Brothers of Charity Disability Services and various Local Area Partnerships. We recognise the value of the work of these organisations and we wish them continued success.





Growing and developing our team

Delivering for our tenants, service users, children and our partners is what brings our team to work every day. They bring the combination of their qualifications, skills and commitment to deliver at their best.

We are particularly pleased with the level of activities and supports we were able to provide in what was the second challenging year of the Covid-19 pandemic. Our housing stock increased and more households moved into their forever homes, our homeless services continued to support our service users and our childcare, family support, refugee resettlement services and day care services for older people maintained their services over the course of the year. We are particularly proud of our staff on the frontline and all that they have managed to achieve, with the support of their colleagues. A

team is really forged when it is challenged and tested and we are very proud of our performance and what we delivered.

We are also very pleased at the growth our team with 62 additional staff recruited this year. We were happy to grow the leadership and management team; they enhance our capacity to deliver and manage the growth of a developing organisation. The enhanced team is working more closely than ever to drive the organisation forward towards even greater delivery and performance. The pursuit of our mission requires ongoing learning and development of staff, so we can be adaptable and deliver on challenging performance targets needed in a growing and evolving organisation. The health safety and wellbeing of our employees is a priority for the organisation as we work to increase our capacity.

Delivering for our tenants, service users, children and our partners is what brings our team to work every day.

Employee growth

158
in January 2018

318
in January 2022

Staff salary bands for 2021

< €60,000	259
€60,001 - 70,000	13
€70,001 - 80,000	11
€80,001 - 90,000	4
€90,001 - 130,000	5

Finance & Governance



Business Review and Financial Performance for 2021

Respond delivered another strong operating and financial performance for the year to December 2021.

Turnover for the financial year amounted to €43.5m compared to €32.8m for the year ended 31 December 2020 and profit for the financial year was €7.8m (2020: €8.8m).

Other Operating Income of €0.4m (2020: €3.4m) represents the net amortisation of government mortgages and grants over the depreciation of social housing assets.

The organisation invested €236m (2020: €240m) in housing units during the year and increased the number of units under ownership/management by 767 housing units in 2021 (2020: 681), which were funded primarily by the drawdown of additional CALF & HFA funding of €218.9m which now stands at €738.1m on the balance sheet.

The company has a healthy aggregate bank balance of €39m (2020: €42m) held primarily in investments and short term deposits. 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 €7.8m year on year and the overall reported equity figure at 31st December 2021 is €157.5m.

Respond has 6,503 housing units (2020: 5,736) under its ownership/management at the balance sheet date and continues to invest in housing through its development program. We have ambitions to deliver a significant number of additional units over the next 5 years in support of the Government Program Housing for All – A New Housing Plan for Ireland.

The total number of Family Homeless Services in operation by Respond at the balance sheet date is 6 (2020: 6), with the capacity to accommodate 91 families.

Since the balance sheet date, Ireland and the rest of the World has been impacted by the fall out of the Russian invasion of Ukraine. The economic environment within the EU has become more challenging with high inflation, increases in the cost of living and potential raw material shortages expected to have an adverse impact on utility costs, construction materials and maintenance costs.

Given the uncertainty around the duration/ further escalation of the war, it is not yet possible to determine the full impact on results for the coming financial year. The organisation will continue to monitor the situation and take appropriate measures to ensure that key services continue to be delivered, in so far as possible, to all of our tenants and service users. At this point in time Respond expects to deliver satisfactory results for 2022.

The Board expects that the war in Ukraine will have some impact on our results for the next financial year, but are of the view based on the information to hand at this point in time, that any impact will be manageable. The organisation is currently well resourced in terms of employees and finance and is ready to adapt to the challenges posed by this crisis.

The average cost of social housing units constructed or acquired by Respond nationally in the year to December 2021 was €304,595 (2020: €279,103).

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 regularly throughout the year, and for this current reporting year the board met on 9 occasions. John O'Connor was appointed Chair of the Board in December 2016.

While the Board is responsible for the overall strategy and governance in the organisation, the day-to-day management is delegated to the Chief Executive Officer, 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.

Respond as a registered charity complies with the Charities 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. The Approved Housing Body Regulatory Authority (AHBRA) was established under the 2019 Act and is the regulator of all Approved Housing Bodies in Ireland.

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

Finance, Risk and Audit Committee

Development Committee

Remuneration, Succession and Nominations Committee

Community Support, Research and Advocacy Committee

Profit & Loss Account

For the financial year ended December 2021

	Year ended 31 December 2021 (€)	Year ended 31 December 2020 (€)
Turnover	43,481,245	32,850,054
Cost of sales	-	-
Gross profit	43,481,245	32,850,054
Administrative expenses	(27,485,327)	(22,579,723)
Other operating income	417,591	3,413,743
Operating profit	16,413,509	13,684,074
Interest receivable and similar income	-	-
Interest payable and similar charges	(8,655,468)	(4,861,091)
Profit before taxation	7,758,041	8,822,983
Tax on profit	-	-
Profit for the financial year	7,758,041	8,822,983

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 of 31st of December 2021

	31 December 2021 (€)	31 December 2020 (€)
Fixed assets		
Intangible assets	71,909	82,613
Tangible assets	1,091,256,785	865,157,795
Current assets		
Debtors	10,527,296	10,142,986
Investments	815,213	818,888
Cash at bank and in hand	37,858,496	41,235,674
	49,201,005	52,197,548
Creditors: amounts falling due within one year	(26,869,954)	(20,456,244)
	(26,869,954)	(20,456,244)
Net current assets	22,331,051	31,741,304
Total assets less current liabilities	1,113,659,745	896,981,712
Less:		
Creditors: amounts falling due within one year	(956,140,620)	(747,220,628)
Net assets	157,519,125	149,761,084
Capital and reserves		
Reserves	157,519,125	149,761,084
Total equity	157,519,125	149,761,084

Cashflow Statement

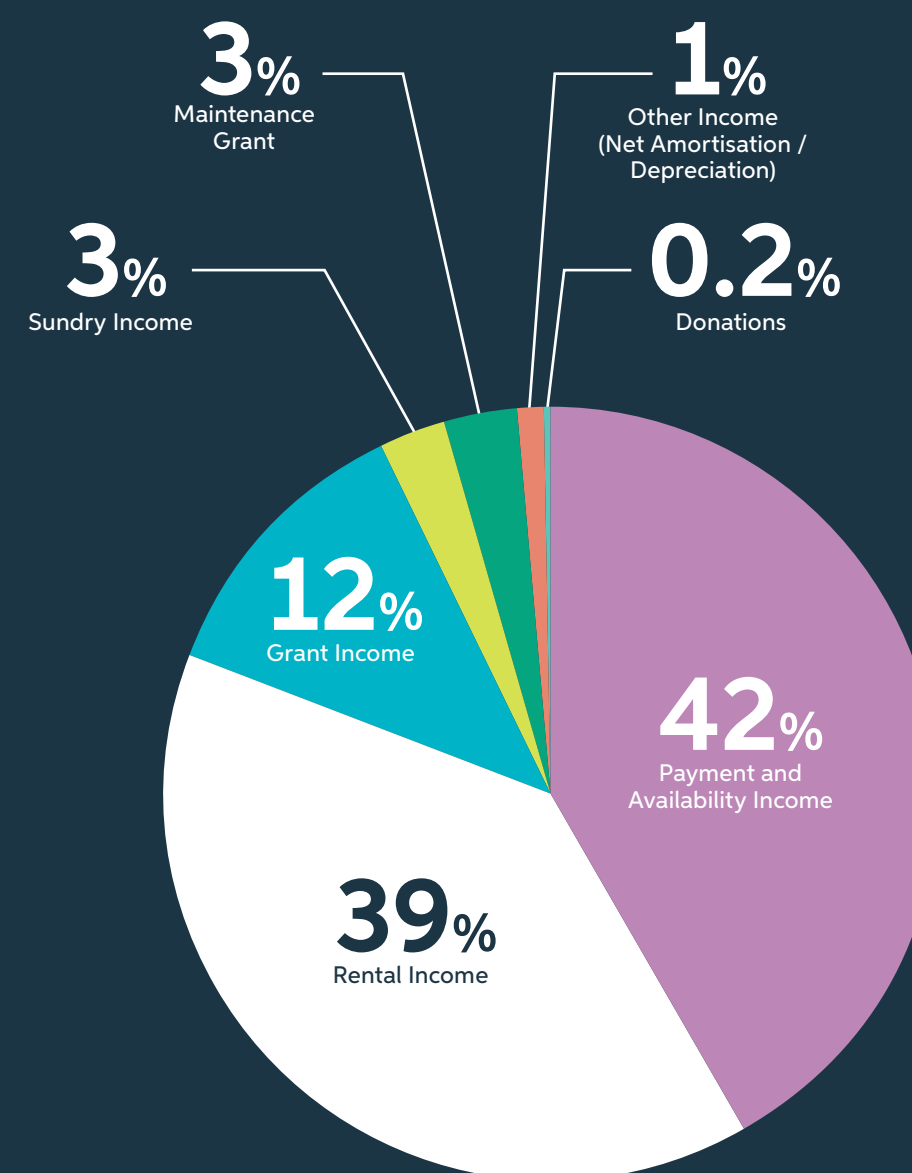
For the financial year ending 31st of December 2021

	Year ended 31 December 2021 (€)	Year ended 31 December 2020 (€)
Cash from operations	21,090,508	21,701,641
Income taxes paid	-	-
Net cash generated from operating activities	21,090,508	21,701,641
Cash flows from investing activities		
Purchase of tangible fixed assets	(234,840,630)	(235,629,520)
Purchase of intangible fixed assets	(31,915)	(26,239)
Decrease in investments	3,731	4,130
Net cash used in investing activities	(234,868,814)	(235,651,629)
Cash flows from financing activities		
Mortgages	3,221,543	1,701,422
CALF loans	49,458,080	75,351,202
HFA loans	169,411,198	147,059,320
Capital grants	2,338,462	1,969,070
Interest paid on HFA loans	(10,771,761)	(7,091,700)
Capital repayments of HFA loans	(3,256,338)	(4,125,024)
Net cash generated from financing activities	210,401,184	214,864,290
Net (decrease)/increase in cash and cash equivalents	(3,377,122)	914,302
Cash and cash equivalents at beginning of financial year	41,239,902	40,325,600
Cash and cash equivalents at end of financial year	37,862,780	41,239,902
Cash and cash equivalents		
Cash at bank and in hand	4,225,500	4,356,974
Short-term deposits (included in current asset investments)	33,637,280	36,882,928
Cash and cash equivalents	37,862,780	41,239,902

Current Expenditure and Funding

Respond Income & Expenditure for year ended 31st December 2021

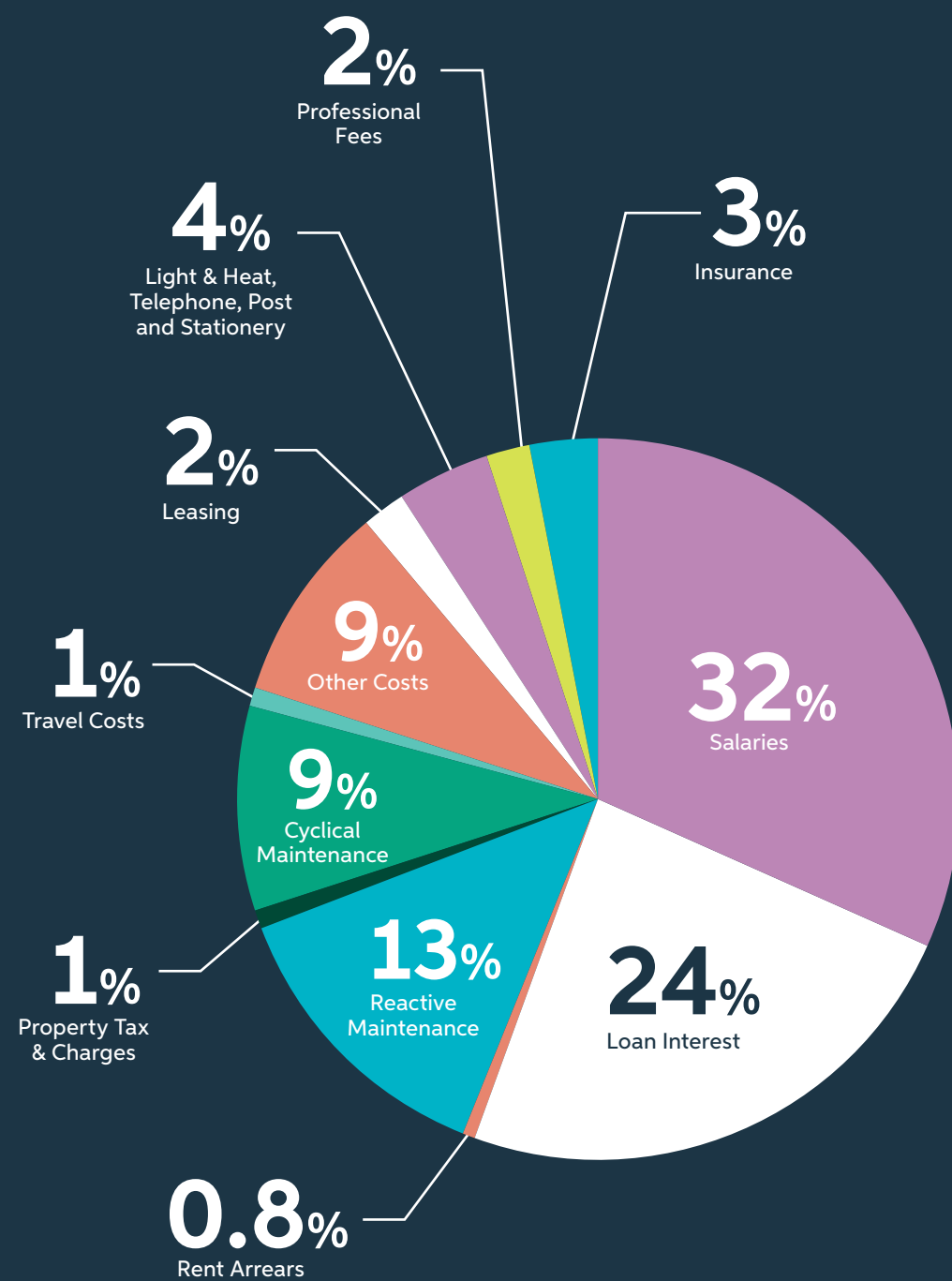
Income



Current Expenditure and Funding

Respond Income & Expenditure for year ended 31st December 2021

Expenditure



0% Depreciation
and related charges

Capital Funding and Maintenance Expenditure

Capital Funding

	AFS* 2021 (€)	AFS 2020 (€)	Increase year on year (€)
Capital Assistance Scheme (CAS)	182,531,997	179,310,454	3,221,543
Capital Loan & Subsidy Scheme (CLSS)	260,523,965	260,523,965	-
Other Government Grants	39,344,866	37,006,404	2,338,462
Capital Advance Leasing Facility (CALF)	229,202,210	175,824,487	53,377,723
Housing Finance Agency (HFA) Loans	508,870,198	342,715,338	166,154,860
Total	1,220,473,236	995,380,648	225,092,588

*Annual Financial Statements

Respond Total Maintenance Expenditure

Cumulative Years from 2017 to 2021

No. of Years:	5.5	1	1	1	1	1.5
	Totals	12 mths to Dec 2021	12 mths to Dec 2020	12 mths to Dec 2019	12 mths to Dec 2018	18 mths to Dec 2017
Maintenance Expenditure						
Reactive Maintenance	15,096,966	3,555,082	3,064,919	2,706,434	2,029,085	3,741,446
Cyclical Maintenance	13,323,234	3,110,654	2,529,787	2,867,205	2,304,210	2,511,378
Void Maintenance	4,206,054	1,034,932	855,455	776,947	556,086	982,634
Subtotal Maintenance Expensed to P&L	32,626,254	7,700,668	6,450,161	6,350,586	4,889,381	7,235,458
Planned Maintenance Capitalised to Balance Sheet	10,852,514	2,691,130	1,582,522	985,234	1,004,252	4,589,376
Total Expenditure by Respond	43,478,768	10,391,798	8,032,683	7,335,820	5,893,633	11,824,834
Planned Maintenance SEAI Grants Received / Contributed	8,173,824	1,709,457	1,167,559	610,091	1,050,717	3,636,000
Total Investment in Maintenance & Property Upgrades	51,652,592	12,101,255	9,200,242	7,945,911	6,944,350	15,460,834
No. of Units on which SEAI Works Carried Out	732	114	80	56	52	430

Board of Directors



**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

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.



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.



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 is the former President of the Ireland United States Alumni Association, which helps promote U.S.-Irish relations; he is the Chair of the International School of Dublin and a member of the Smart Dublin Advisory Network. Vincent has a Joint Honours BSc in Physics and Mathematics from University College Cork and an MA in International Relations from Dublin City University.



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.



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.

List of Sub-Committees and Members

Remuneration, Succession and Nominations Committee (RSN)

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

Community Support, Research & Advocacy Committee (CSRA)

Members:	Cathleen Callanan	Chair and Board Member
	D. Vincent McCarthy	Board Member
	Prof. Cathal O'Connell	External Sub-Committee member
	Anthony Kerr	External Sub-Committee member (from April 2022)
Assisted by:	Declan Dunne	CEO
	Niamh Randall	Head of Advocacy and Communications
	Louisa Carr	Head of Services
	Neil Bolton	Head of Housing

Finance Risk and Audit Committee (FRAC)

Members:	Brendan Cummins	Chair and Board Member
	Joe O'Connor	Board Member
	Noel Kelly	Board Member
	Eileen Fitzpatrick	Board Member - Resigned 14 September 2021
	John Murphy	External Sub-Committee Member
Assisted by:	Declan Dunne	CEO
	Ray Fanning	Head of Finance and IT
	Robert Murray	Senior Accountant
	Nessa Aylmer	Head of Compliance

Development Committee

Members:	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
Assisted by:	Declan Dunne	CEO
	Parag Joglekar	Head of Development

In Memoriam



Eric Young, RIP

Friend, Colleague and Head of HR at Respond.

It was with much sadness that we received the news of the death of our colleague, friend and Head of Human Resources, Eric Young on the 25th of May 2022. Eric supported Respond through huge growth and change. Eric was also involved extensively in volunteer work outside of Respond including youth services, school boards, Sea Scouts and providing bereavement counselling on a weekly basis. Most of all we will remember Eric's kindness and his love of a good joke. He will be dearly missed.

Our deepest sympathies go to Eric's family and loved ones.

Ar dheis Dé go raibh a anam.



Martina Comerford, RIP

Friend, Colleague and Receptionist in High Park.

It is with much sadness that we received the news of the death of Martina Comerford, our colleague, friend and Receptionist in High Park on the 4th of August 2022. Martina was such a warm character and a friendly face to all of us when we arrived in High Park welcoming services users, staff and visitors alike. She was also involved in volunteer work outside of Respond in the area of animal rescue especially rescuing dogs. We will miss Martina's welcoming smile, the interest she showed in everyone, and her kindness.

Our deepest sympathies go to Martina's family and loved ones.

Ar dheis Dé go raibh a hanam.



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improving lives

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