



respond



**Building homes,
improving lives.**

Annual Report 2023



Respond is a company limited by guarantee and not having share capital and registered in Dublin, Ireland.

Company Registration Number: 90576

Charity Number: CHY 6629

CRA Number: 20012625

Registered Office: Airmount, Dominick Place,
Waterford, Ireland X91 A397

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

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

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

Respond, as a registered charity, complies with the Charities Act 2009 and the Charities Governance Code. As an Approved Housing Body, it complies with the Housing (Regulation of Approved Housing Bodies) Act 2019 and the Approved Housing Bodies Regulatory Authority (AHBRA) Standards.

Respond Directors

Noel Kelly (Chairperson)
John O'Connor
Joseph O'Connor
Michael Dominick Anglim
Brendan Cummins (Vice Chair), RIP.
Cathleen Callanan
Daniel Vincent McCarthy
Jennifer Maher
Cathal O'Connell
Aidan Skelly
Marian Keane
Sinead O'Neill
Company Secretary: Olivia McCann

Appointed

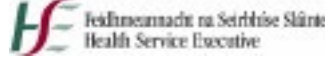
26 July 2016
13 December 2016
26 July 2016
13 June 2017
11 December 2018
11 December 2018
16 February 2018
7 February 2023
23 August 2022
28 March 2023
12 March 2024
12 March 2024
1 January 2023

Resignation

9 February 2024

3 July 2023

Our work in 2023 was only possible with the support of our partners, which include:



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1 Introduction



Message from our Chair and CEO

We are delighted to present Respond’s Annual Report for 2023, a year marked by significant progress in our mission to provide high-quality homes and community services across Ireland. We remain committed to addressing the housing crisis through increasing the national housing stock and providing professional and effective services.

In 2023, we marked the completion of 666 new homes and the commencement of construction on an additional 669 homes. These milestones reflect our commitment as a construction-led Approved Housing Body, ensuring that families and individuals have access to secure, affordable housing. Our achievements are made possible with the collaborative spirit and dedication of our partners, including Local Authorities, the Department of Housing, Local Government and Heritage, the Housing Finance Agency, The Housing Agency and many more.

We continued to develop our Urban Village Placemaking Approach, focusing on creating integrated, pedestrian-friendly communities within larger urban areas. Developments such as Elanora Court on Long Mile Road in Dublin embody this vision, offering tenants not only high-quality homes but also communal spaces that foster a strong sense of community and well-being.

Our history of over 40 years has equipped us with the expertise necessary to navigate the opportunities and complexities of delivering large scale mixed tenure developments. Our expertise ensures these developments are places where people enjoy living and can thrive throughout their lives. This experience has been instrumental in our ability to provide homes and support services that meet the evolving needs of our communities.

Looking forward to 2024, we are excited to embark on the construction of over 2,700 new homes, including both social and cost rental cost rental homes on mixed tenure developments.

This ambitious project, supported by our strong partnerships, positions Respond to make a substantial contribution to addressing Ireland’s housing needs.

We were deeply saddened at the loss of Brendan Cummins, a much valued member of our board and a true friend to Respond. Brendan not only shared his extensive business acumen gained from his remarkable career but was also dedicated to our mission of building homes and improving lives. This was evident in every decision he made and every project he supported. Brendan’s leadership guiding the growth and development of Respond in recent years helped shape the organisation we are proud to be part of today. Ar dheis Dé go raibh a anam.

We extend our deepest gratitude to all our tenants, service users, partners, employees, and supporters who have been integral to our success. Your commitment and collaboration have been crucial in helping us to achieve our goals, improving the lives of those we serve and meeting our strategic goals. We also want to thank the Directors of Respond, all of whom give their time on a voluntary basis in the interest of social justice.

As we move forward, we remain dedicated to our vision: that every family and individual in Ireland will have high-quality housing as part of a vibrant and caring community.



Noel Kelly
Chair



Declan Dunne
CEO

Respond 2023

Building homes

666

New homes built

669

Homes commenced on site

7,761

Properties owned and/or managed ¹

22,366

Reactive repairs and maintenance undertaken

54

Homes retrofitted, partially funded under Sustainable Energy Authority Ireland (SEAI)

Improving lives

92%

Tenant Satisfaction

6,686

Tenancies managed

17,008

Tenants

6

Family Homeless Services

174

Families supported in Homeless Services

15

Early Learning and School Aged Care

507

Children supported in Early Learning and School Aged Care Services

3

Daycare Services for Older People

227

People supported in Daycare Services for Older People

726

Engagements with Family Support Services

173

People supported by Refugee Resettlement Services

¹ As of 31.12.2023, these include:

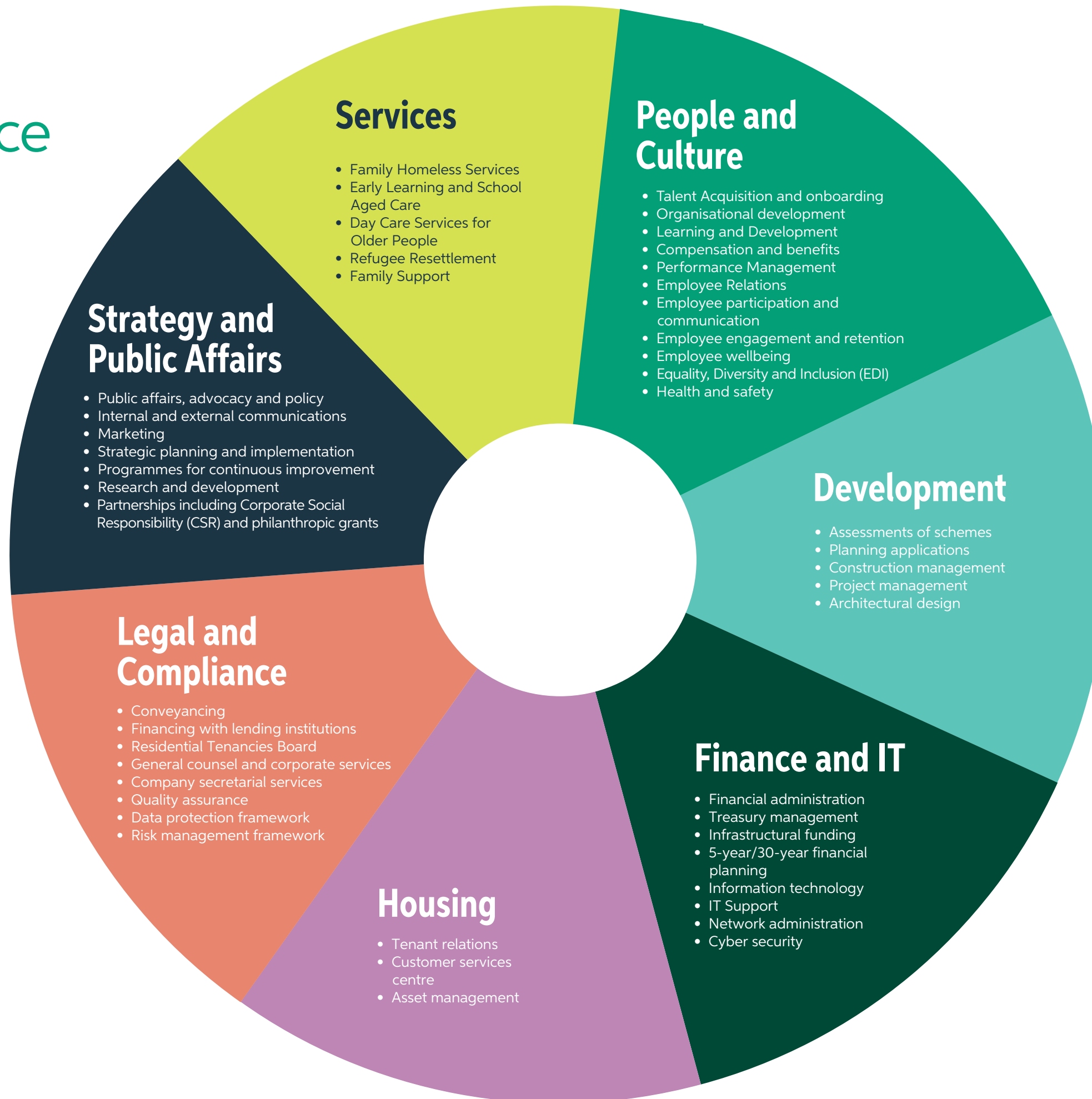
- Family Homeless Services Respond owns and/or manages.
- Group homes managed by third parties.
- iCare tenancies under management.
- 125 units leased from local authorities and NARPS.

• Some properties that, due to age or new regulations, need regeneration or conversion (we’re proactively engaging with relevant local authorities and the Department of Housing, Local Government and Heritage on this)

• Normal levels of voids including new units in management.

It does not include housing built for local authorities and that we no longer own.

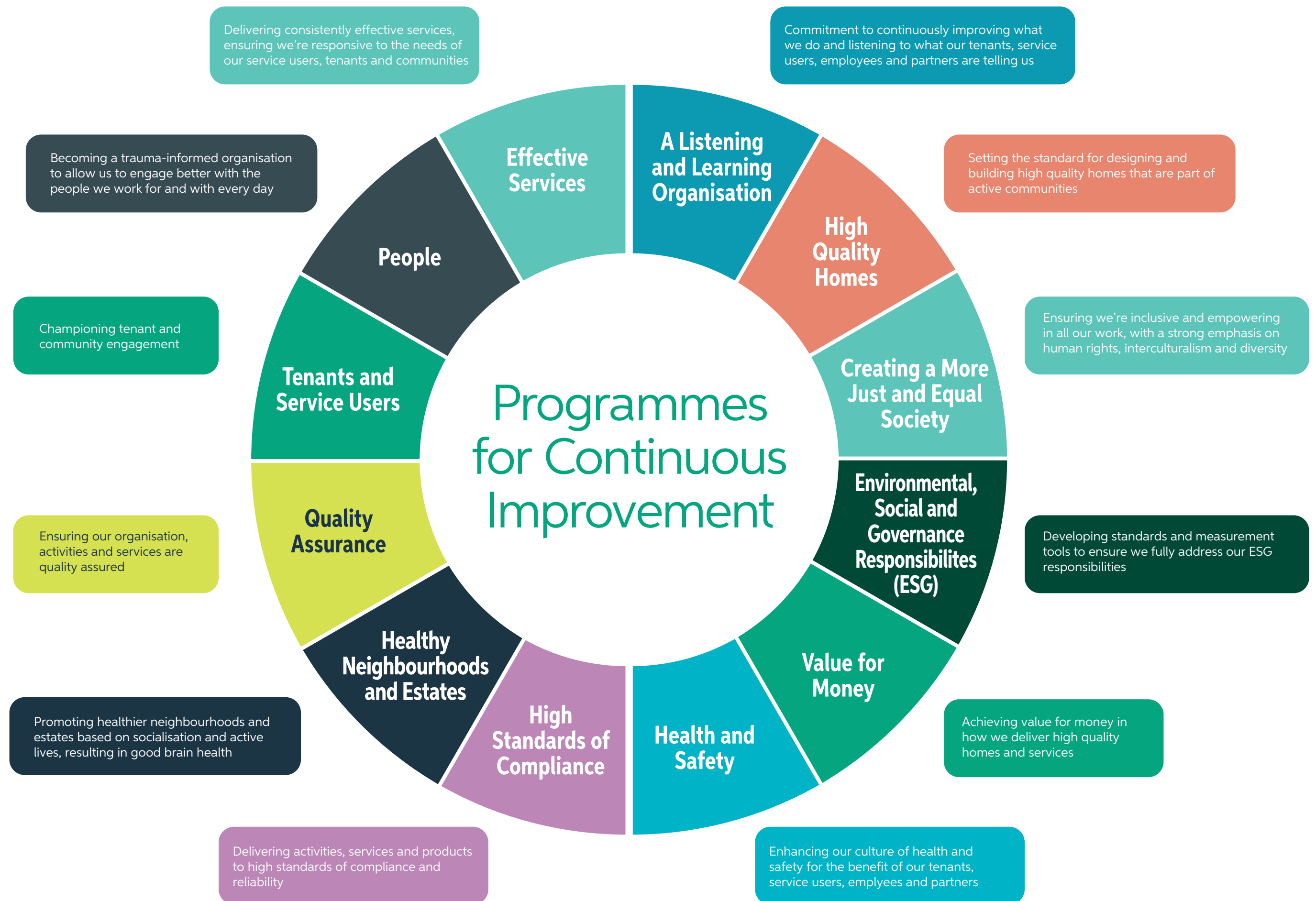
Respond at a glance



Programmes for Continuous Improvement

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

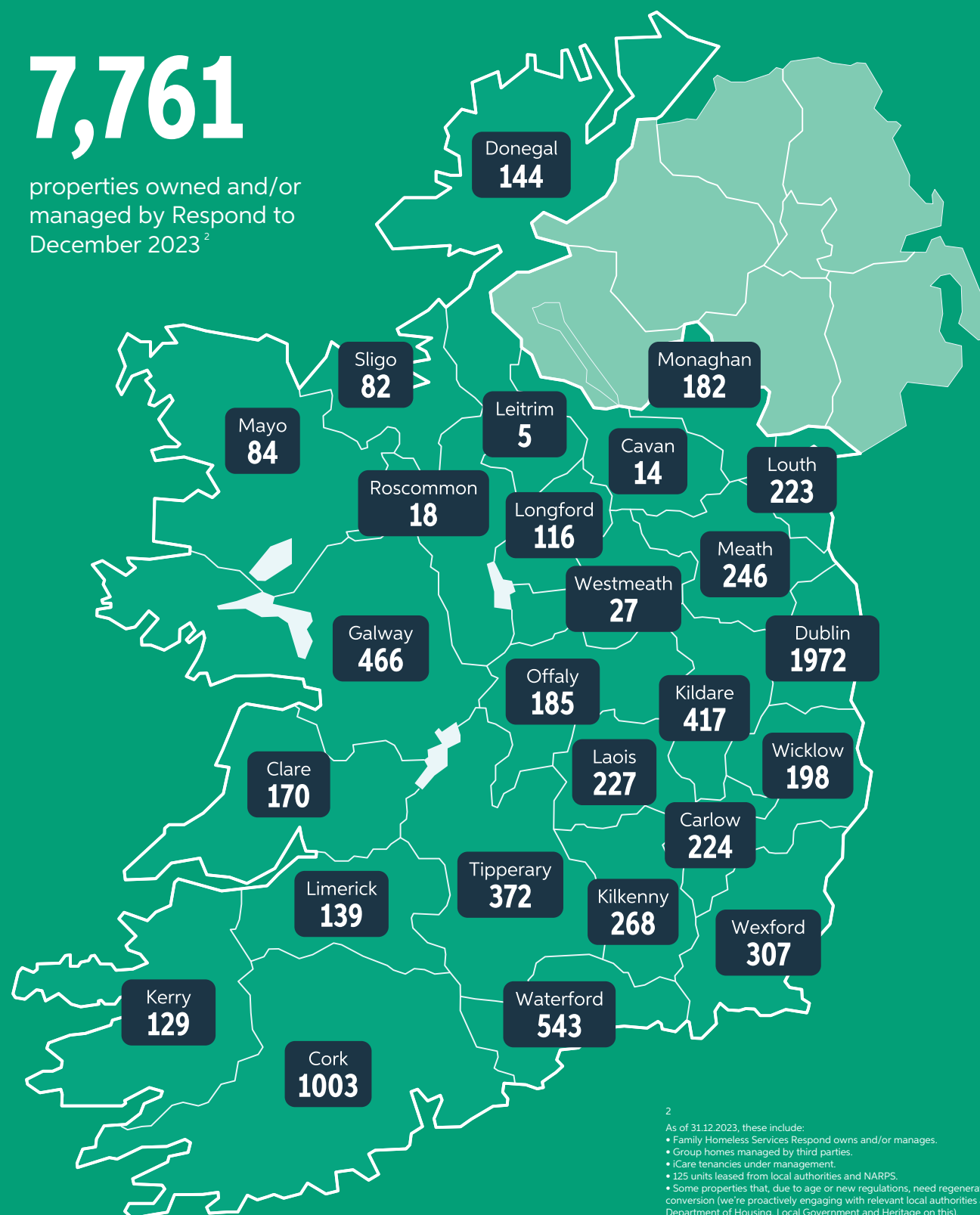




Providing Homes Nationwide

7,761

properties owned and/or managed by Respond to December 2023²



²
As of 31.12.2023, these include:
 • Family Homeless Services Respond owns and/or manages.
 • Group homes managed by third parties.
 • iCare tenancies under management.
 • 125 units leased from local authorities and NARPS.
 • Some properties that, due to age or new regulations, need regeneration or conversion (we're proactively engaging with relevant local authorities and the Department of Housing, Local Government and Heritage on this).
 • Normal levels of voids including new units in management.
 It does not include housing built for local authorities and that we no longer own.



Our Vision, Mission, Values 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 we provide.

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

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



Our Values

Listening

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

Empathy

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

Integrity

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

Trust

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

Sustainability

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

Quality Design

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

Value for Money

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

Our Guiding Principles

In our work, we're informed and inspired by the following guiding principles, which 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 that meets their needs throughout their lifetime.

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

Social Justice

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

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



Our Eight Strategic Goals

1

Building Social Housing

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

2

Tenants at the Centre of our Work

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

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.

3

Homeless Services

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

4

Services in the Community

Respond will provide high-quality services in the heart of the community, including family support, early learning and school-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.

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 employees 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.

2 Building Homes



Development – Delivering Homes for Life

Since 2020, the global landscape has undergone significant shifts, particularly affecting the commercial real estate and residential sectors. The year 2023 was marked by rising inflation and interest rates, challenging the viability of traditional funding models for property development. Responding to these challenges, Respond's Development team identified and capitalised on new opportunities, particularly in unlocking large-scale apartment schemes amidst a downturn in Private Rental Sector (PRS) investment activity. In addition, we worked closely with the Department of Housing, Local Government and Heritage in refining the models for delivering social and cost rental homes (CALF and CREL) to adapt to these changed circumstances.

Strategic Responses to a Dynamic Market

In 2023, our Development Team explored and implemented various strategies to unlock viability of cost rental and social housing projects. Our efforts resulted in the delivery of 666 new social and cost rental homes, and we commenced construction on a further 669 homes throughout the course of the year. At the end of the year, we had 1,452 homes under construction.

Our positive partnerships with Local Authorities, Department of Housing, Local Government and Heritage, The Housing Agency, the Housing Finance Agency, the Construction Industry Federation, the Irish Home Builders Association and other stakeholders have been instrumental in planning, construction and delivery of multi-tenure schemes ranging from 50 homes to 720 homes.

Adapting our Development Strategy

Ireland's housing market currently faces a series of unparalleled challenges including:

- The halt of investment in the Private Rental Sector (PRS) has left numerous apartment projects in limbo, primarily due to poor investment returns, high costs of debt financing, inflation, and uncertainties regarding construction costs.
- The market for privately developed homes for sale has significantly contracted, impacted by a scarcity of development funding, escalating building costs, and diminished affordability driven by increasing interest rates.
- The supply in the PRS has reduced to historic lows, exacerbating issues related to rental affordability and homelessness.

These challenges have, however, opened up unique opportunities for Respond to spearhead the provision of social and cost rental housing in urban settings to provide much needed homes for families and individuals in housing need. The developments will be the first large-scale mixed-tenure schemes delivered by an Approved Housing Body with an approximate 50:50 mix between cost rental and social homes responding to acute housing need for both tenures. While we advocate for involvement in large-scale mixed tenure developments to deliver homes, we are acutely aware of the associated risks and the necessity for implementing mitigation strategies, including the adaptation of our procedures to facilitate project delivery and ensuring value for money for the State. In order to

safeguard the long term success of our schemes and create places where people want to live, our focus remains steadfast on investing in communal amenities and ensuring they are supported by a team of skilled housing and services professionals. In 2023, we also focused on the importance of design, place making, sustainability and creating vibrant neighbourhoods and communities. Working along with Levitt Bernstein, our Design guide will be published in 2024.

Looking Ahead: Expanding our Impact

Looking forward to 2024, we have Board approval to commence over 2,700 new homes including communal facilities. This builds on the groundwork laid in 2023 for stakeholder engagement, risk management, and funding acquisition. This ambitious undertaking not only positions Respond but also the broader Approved Housing Body sector for a new era of significant contribution to housing delivery in Ireland. Our comprehensive approach aims to facilitate the delivery of up to 1,000 social homes and at least 250 cost rental homes annually by early 2025.

666

homes built

669

new homes commenced on site

7,761

properties owned and/or managed.



Record of Achievement and Future Plans

Over the past five and a half years, Respond has commenced 4,012 homes valued at over €1.3 billion. Highlights from 2023 include delivering new homes across various Local Authorities, showcasing our commitment to addressing the housing needs across the country.

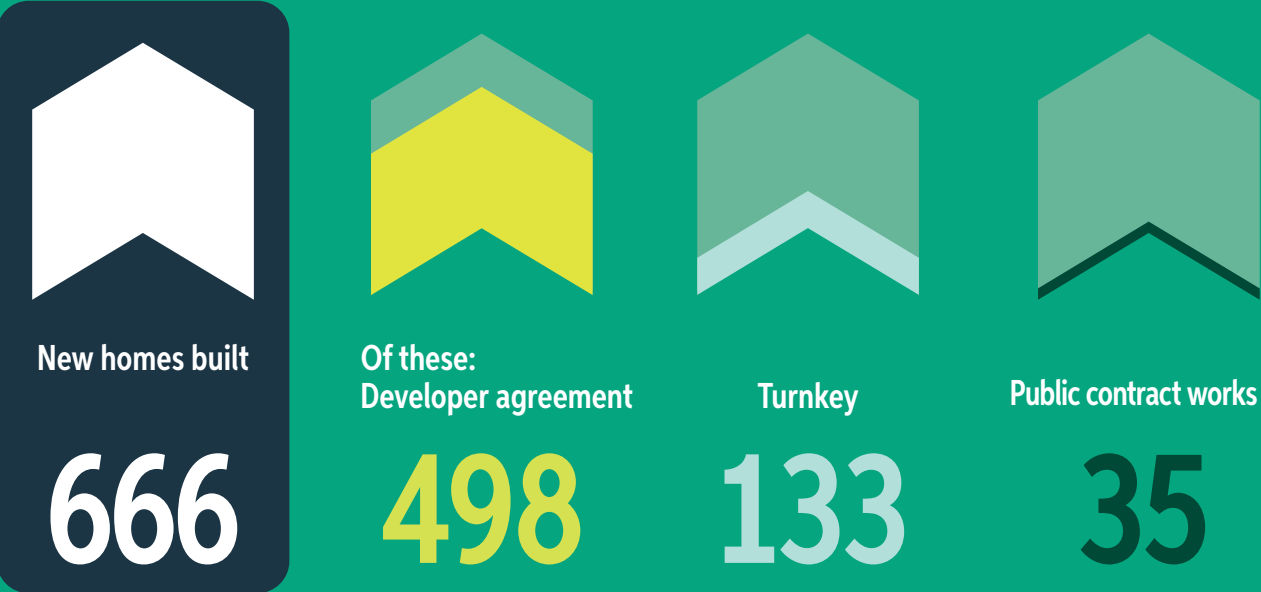
Some of the schemes delivered in 2023 include 153 new social homes at Long Mile Road in partnership with Dublin City Council, 55 cost rental homes at Mariner’s Way, Rush in partnership with Fingal County Council, 89 new homes in partnership with Galway City Council, and 93 new homes in partnership with Cork City Council amongst others for various local authorities.

We remain excited about the numerous opportunities that are currently being assessed for delivering additional new social and cost rental homes across the country through collaboration and active partnerships.

Our Team: The Foundation of our Success

The backbone of these achievements is our dedicated Development Team, consisting of 21 professionals from diverse disciplines within the construction and development sectors. In 2023, we restructured the team to enhance our development, construction, and analytics capabilities. We recruited a new Head of Development, Construction Project Manager, Senior Development Managers, and Clerk of Works and developed the new role of the Director of Investment and Development. Our ongoing commitment to capacity building and evolving the team ensures we are equipped with the expertise necessary to deliver high quality social and cost rental homes.

Development 2023



HOMES COMPLETED IN LOCAL AUTHORITY AREAS				
45	93	159	16	84
Cork County Council	Cork City Council	Dublin City Council	Dun Laoighaire Rathdown	Fingal County Council
89	66	44	34	36
Galway City Council	Kildare Council	Laois Council	Meath Council	Wicklow Council

NEW HOMES COMMENCED ON SITE

669

Employee Profile

Christine Barros, Development Manager

Working with Development, I'm with Respond now over 18 years. What I love about working with Respond is that it's not just me looking at designs or looking at the project. It's the overall picture.

And I suppose what got me interested in all those things is that compared to the private sector, you see what you've delivered in terms of the project where you're being involved in the design, and managing the construction of the project. You see this being handed over to the residents and you see then how they use the facilities or how they use their homes and how you obviously changed their lives, giving them permanent homes for life.

There's various skill sets within the development team. And so there's chartered architects, quantity surveyors, Building Surveyors and technicians. And so it's a well rounded team. So we use the various skill sets in terms of managing the projects from you know, from planning to construction, and even from getting these projects from feasibility and moving it into development.

So one of the things I think that's great is Respond being a nationwide organisation, we are distributed to the various counties. Some of us we have a regional focus and being involved from trying to get funding from the Department and being involved in terms of feasibility studies, place making and all of that, that was something that was for me was really interesting, and it's that constant learning as well. And as well as that is that when you complete the project, and you give keys to the residents who will be moving in. it's a reward, you know, seeing the smile on their face that in your own little way you've made a difference in their lives.



Scan the QR code to
watch the full video.



Respond Developments

The following pages show a selection of our 2023 developments. These homes were delivered working in partnership with Local Authorities supported by the Capital Advanced Leasing Facility (CALF) and the Cost Rental Equity Loan (CREL) Scheme from the Department of Housing, Local Government and Heritage and private finance from the Housing Finance Agency (HFA).



Elanora Court, Long Mile Road, Dublin

153 homes comprising 61 one-bedroom, 85 two-bedroom and 7 three-bedroom homes.

153
NEW HOMES



Sarsfield Road, Wilton, Cork City

Phase 2, 3 & 4

51 homes comprising 28 two-bedroom and 23 three-bedroom homes.

51

NEW HOMES



Ballbanemore Road, Ballybrit, Galway City

Phase 1 & 2

89 homes, in total comprising 100 two-bedroom and 25 three-bedroom homes, alongside communal facilities.

89

NEW HOMES



Ballygannon Road, Rathdrum, Wicklow

36 homes comprising
17 two-bedroom and
19 three-bedroom homes.

36
NEW HOMES



Flinters Field, Athy, Kildare

Phase 1 & Phase 2

35 homes comprising 6 one-bedroom, 18 two-bedroom and 11 three-bedroom homes.

35
NEW HOMES



Redforge, Blackpool, Cork City

Phase 4

11 homes comprising
5 two-bedroom and
6 three-bedroom homes.

11

NEW HOMES



Aylesbury, Ballintemple, Cork City

Phase 2

8 homes comprising
4 two-bedroom homes and
4 three-bedroom homes.

8

NEW HOMES



Athboy Road, Mullaghboy, Navan, Meath

34 three-bedroom homes

34
NEW HOMES



Glenanaar, Boreenmanna Road, Cork City

27 homes comprising 17 one-bedroom, 9 two-bedroom, and 1 three-bedroom homes.

27
NEW HOMES



Harpurs Lane, Portlaoise, Laois

44 homes comprising 16 three bedroom, 24 two-bedroom, and 4 one-bedroom homes.

44
NEW HOMES



Church Hill, Carrigaline, Cork

37 homes comprising of 11 one-bedroom, 1 two-bedroom, 24 three-bedroom and 1 five-bedroom homes.

37

NEW HOMES

Glebelands, Athy, Kildare

Phase 3

20 homes comprising
15 two-bedroom and 5
three-bedroom homes.

20
NEW HOMES



Myrtle, The Coast, Baldoye, Dublin

29 homes comprising 1 three-bedroom, 8 one-bedroom, and 20 two-bedroom homes.

29
NEW HOMES



Bóthar Na nÁirsi Rua
RED ARCHES ROAD

Beechpark, Stillorgan, Dublin

16 homes comprising 10 one-bedroom, 2 two-bedroom and 4 three-bedroom homes.

16

NEW HOMES



Naas Road, Newbridge, Kildare

11 homes comprising 1 two-bedroom and 10 three-bedroom homes.

11

NEW HOMES



Castletownroche, Cork

11 homes comprising 1
two-bedroom and 10
three-bedroom homes.

11
NEW HOMES



Mariner's Way, Rush, Dublin

61 homes comprising 19 one-bedroom, 36 two-bedroom and 6 three-bedroom homes.

61
NEW HOMES



3 Highlights 2023



Trauma Informed Practice

In 2023, Respond continued to lead among Approved Housing Bodies by deepening our commitment to the wellbeing of our tenants, service users, and employees. Our journey towards becoming a Trauma-Informed organisation marked a number of significant milestones:

Enhanced Training

Expansion of our knowledge base with 45 additional employees trained in Trauma-Informed Practice (TIP), alongside 30 non-frontline employees receiving specialised TIP training tailored for their roles.

Strategic Development

The formation of a Trauma Change Group spearheading our pathway to fully integrate trauma-informed principles, ensuring a cohesive and comprehensive approach across all levels of the organisation.

Expert Collaboration

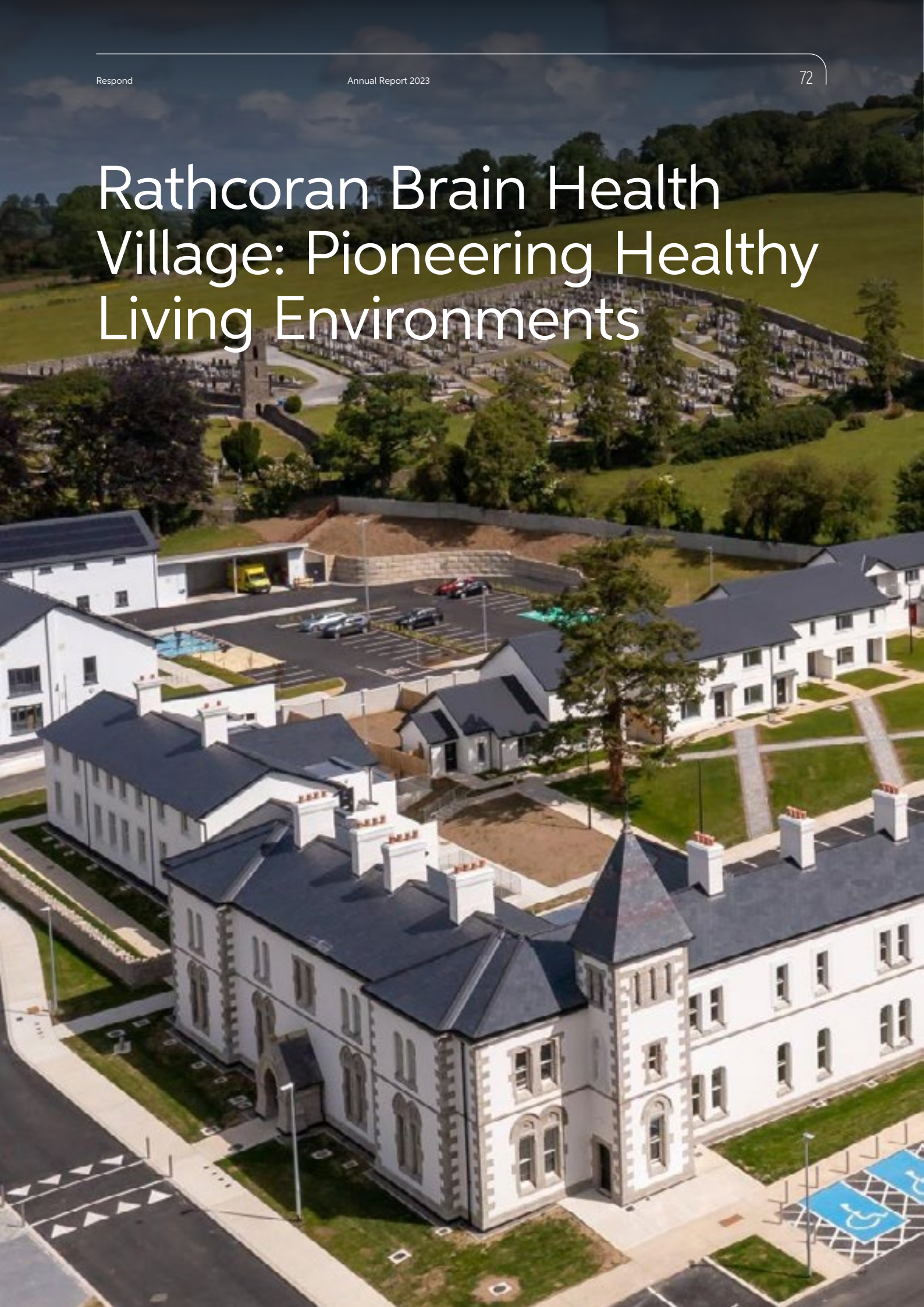
Engaging with leading experts, including Anthony Staines and Liam MacGabhann, enriched our understanding of TIP's broader impacts, including its financial benefits and the essential nature of self-care for employees to sustain trauma-informed care.

Resource Development

Compiling a resource library of case studies from across our services. This initiative fosters reflective practice and shares valuable insights, further embedding trauma-informed principles into our culture.



Rathcoran Brain Health Village: Pioneering Healthy Living Environments



In 2023, Respond embarked on an innovative journey as part of our ongoing partnership with the Global Brain Health Institute (GBHI) Trinity College Dublin to create a Brain Health Village, situated in our Rathcoran development in Baltinglass, Wicklow. This development, featuring 56 homes adjacent to a Primary Care Centre, serves a diverse community including individuals, families, and refugees from Iraq and Syria, integrating them into the Refugee Resettlement Programme.

The project's initial phase focused on embedding the concept of 'Brain Health' within the Rathcoran community.

Objectives included:

Educating and Engaging

Introducing tenants, employees, and the local community to the principles of brain health, fostering an environment conducive to mental and physical well-being.

Framework Development

Establishing a blueprint for creating brain health-friendly communities, aiming to incorporate these principles into the fabric of Rathcoran and beyond.

Initiative Identification

Pinpointing immediate and future opportunities to enhance community brain health, setting the stage for sustainable, health-oriented living spaces.

Through workshops and collaborative efforts in 2023, this initiative not only aims to enhance the well-being of the Rathcoran community but also sets a new standard for health-focused housing developments.



Recognition for High Quality Homes

Respond's commitment to high quality social and cost rental homes was nationally recognised:

ICSH Allianz Community Housing Awards

Our Woodside, Enniskerry Road development, a collaborative project delivering 155 homes (50 cost rental and 105 social housing), was celebrated as the overall winner. This honour, along with the 'Embedding Affordability' award, highlights our effective partnership with Dun Laoghaire Rathdown County Council, the Department of Housing, Local Government and Heritage, the Housing Finance Agency, and the Housing Agency and Tuath Housing,

KPMG Industry Excellence Awards Nomination

Our Charlestown development's nomination in the Ireland Housing Award section at the KPMG Industry Excellence Awards 2023 further exemplifies our commitment to excellence in housing development.

Architectural Recognition

Carr's Lane, a development of 59 lifetime social homes, not only featured in the Irish Architecture Foundation Open House Dublin Festival but was also shortlisted for the Royal Institute of the Architects of Ireland (RIAI) Public Choice Awards. This recognition celebrates our commitment to architectural excellence and community-focused design.



Grant Funding for Much Needed Assessments

Respond was awarded €70,000 grant funding from the RTE Toy Show Appeal, through our ongoing partnership with Community Foundation Ireland.

The funding allowed us to provide access to private clinical assessments and support for children from low-income families where a child has a disability or their parents suspect they might have a disability and they are on the waiting list for a public assessment. Early assessment and intervention can make a significant difference to the lives of children and their families.

This initiative has enabled 34 children, previously on long public health system waiting lists, to access vital assessments. All of these children will receive complimentary supports including referrals to subsequent therapies and home multi-sensory kits so families continue to support their children. The project addresses the urgent need for early diagnosis and intervention, which is crucial for children's development and well-being. It also facilitates better support in their education by informing teachers and schools about their needs. We extend our gratitude to Community Foundation Ireland and the supporters of the RTE Toy Show Appeal for making a significant difference in these children's lives.



Case Study

Christina Coffey and her daughter, Millie

“Millie (4) is in preschool here in Respond. She’s been here since she was two and a half and she loves it. I felt at about 18 months that Millie wasn’t hitting the targets she should have been hitting. She was referred then to the area medical officer, who then referred her on for the CDNT in Waterford waiting for an assessment.

We heard about the funding that was made available to Respond, that we could put our daughter’s name down for it. We were delighted when she was chosen. Once that was done it all happened very quickly, within a couple of weeks. She was seen in early May and we had a diagnosis the same day which was brilliant. If we hadn’t got the funding with Respond, we would still be on a waiting list and have no diagnosis yet, as she gets older.

To deal with the hospital and anyone else we have to deal with, having the assessment, people are listening more to us and especially here [in Respond Early Learning] the girls are great, everyone knows her and her own ways and how to deal with her now. So it’s brilliant.”

Scan the QR
code to watch
the full video.



Housing Finance Agency Social Investment Funding

Respond secured funding from the Housing Finance Agency's Social Investment Fund for a project at Woodside, Enniskerry Road, Co. Dublin. This initiative aimed to foster a Pro-Social Approach to Community, supporting individuals and families from diverse backgrounds to come together and shape a vibrant, inclusive community. The Woodside development stands out for its mix of 50 cost rental and 105 social homes, managed collaboratively by Respond and Tuath Housing.

2023 saw Barry Williams taking on the significant role of Community Support Worker, implementing inclusive strategies to strengthen community bonds. This role has been instrumental in:

Enhancing Community Engagement

By focusing on relationship-building with tenants, partners, and stakeholders, we've identified and prioritised community needs, fostering a sense of belonging and mutual support.

Facilitating Collaborative Programmes

Our partnerships with organisations such as Barnardos, TUSLA, Crosscare, and Dun Laoghaire Rathdown County Council (DLRCC) have enabled a diverse range of activities. From afterschool sports and seasonal camps to wellness classes, these initiatives have actively involved tenants in community life.

Empowering Tenant-Led Initiatives

Encouraging tenant participation has led to the creation of art workshops and health sessions, further enriching our community fabric.

Promoting Environmental Stewardship

Collaboration with Dun Laoghaire Rathdown County Council's Biodiversity Officer has engaged young tenants in environmental conservation, emphasising our commitment to sustainable living and care for green spaces.



Barry Williams, Community Support Worker, Enniskerry Road

"The goal of the [activities] is to try and build community spirit, trying to get neighbours involved in activities in the community. Try to build a sustainable community. My engagement with the community needs analysis constantly to just ask what they would want next?"

What's on in the area, and we can link in with other areas just in case any of the families in the estate need anything. Someone might say, Michael or John isn't going to school, or there's bullying going on and I can say okay, I have a link in Barnardos, I have a link with the Child or Family Support Network.

At the moment we have new landscapers on the estate and we're trying to plant boxes around the apartments, we're trying to get a biodiversity programme up and running.

I also contacted a man, he's a beekeeper, he's going to come in and give a talk about what plants we can do in the area, what pollen – what's good for bees, what's good for butterflies, stuff that's good for the environment. That sort of biodiversity, pollinating programme is what we're trying to get up and running by the spring.

And again, trying to build biodiversity community, greener community, and trying to get kids involved in that as well. Because that's the idea... people are taking part in activities and getting involved with things in the estate.

The kids take a bit of ownership, a bit of pride in their estate, they're more inclined to get involved in stuff and not be pulling the trees up or kicking balls at the windows.

I come in and work every day but then I go home to my own community. So working with the people here, it's to build a sense of pride and community. It's building that intergenerational pride for the kids and their kids because the kids here will be the future parents."

Employee Conference

The Employee Conference, held on October 12th at the Newpark Hotel in Kilkenny, marked a significant milestone in our journey towards strengthening our organisational culture. This event, the first large-scale gathering of Respond employees since 2020, brought together 263 of our employees and Board members. The conference underscored our commitment to:

Fostering Organisational Purpose

Through engaging discussions and collaborative sessions, we deepened our collective understanding of Respond's mission and the critical role each team member plays in our success.

Celebrating our Work

The overwhelmingly positive feedback, with 84% of attendees rating the experience as "excellent" and a further 16% as "very good/good," reflects the pride and satisfaction our team finds in their work.

Building Camaraderie

The event provided a unique opportunity for employees from various regions and roles to meet, mingle and forge stronger connections, reinforcing the sense of community within Respond.

Looking Forward

The unanimous interest in similar future conferences, with 100% of employees saying they would recommend the event as one to attend, speaks to the event's success.





Pioneering Large Scale Mixed Tenure Developments

In a landmark decision, the Respond Board of Directors agreed in 2023 to move forward with the construction of large scale mixed tenure developments, with Respond the first Approved Housing Body in Ireland to do so. This ambition means we will commence the construction of over 2,700 social and cost rental homes in 2024, significantly enhancing our housing portfolio and addressing the critical need for affordable homes for families and individuals.

The Growth of Cost Rental Homes

In 2023, Respond capitalised on the momentum of our Enniskerry Road Pathfinder project, furthering our commitment to providing secure and affordable housing. We proudly introduced 86 new Cost Rental homes across Ireland, in strategic locations including Cork (Glanmire), Dublin (Swords and Rush), and Kildare (Leixlip). The launch of these homes met with exceptional demand, as evidenced by the 2,943 applications received through our lottery-based system. This overwhelming response highlights the critical need for affordable rental options.

Strategic Expansion

The addition of 86 Cost Rental homes in key urban areas demonstrates Respond's strategic approach to expanding affordable housing solutions.

Meeting Demand

The significant number of applications received for these homes illustrates the pressing need for affordable rental options in Ireland.

Community Impact

By offering these homes, Respond continues to make a tangible difference in the lives of individuals and families seeking quality, affordable living spaces.



4

Improving Lives





Housing Services: Supporting Tenants and Growing Communities

As Respond's housing stock grows in size and diversity, our Housing Team has expanded its range of duties to manage individual street homes, traditional housing estates, and increasingly, apartments in larger estate complexes. Recognising the unique needs of each family and community, we have developed more flexible and tailored services to meet the diverse requirements of the communities and estates we serve.

Adapting to Changing Needs

In response to the evolving needs of our tenants and communities, we have continued to review and expand the core skills within our team. Efforts have been intensified to ensure tenant safety, including the appointment of a Fire Safety Manager within our technical compliance team, alongside additional health and safety roles. Our Communities Team has welcomed its first National Tenant Engagement Coordinator, community support employee, and an OMC Manager to work alongside Owner Management Companies (OMC) on multi-tenure estates. The inclusion of employees with diverse social care backgrounds has strengthened our regional tenancy management teams, ensuring our services continue to evolve and improve.



Spotlight on New Roles

Tenant Engagement

Darren Hudson, our first national Tenant Engagement Coordinator, is leading the delivery of the 'Stronger Together' Tenant Engagement Action Plan, leveraging his extensive community work experience to enhance tenant engagement and develop ongoing engagement models. Darren has spent his first few months in his role working with colleagues across Respond to develop a better understanding of the importance of tenant engagement and developing a model for ongoing engagement.

Fire Safety

Respond have legal and moral obligations to ensure all our tenants remain safe in their homes and over the last couple of years we have centralised our building safety programmes to ensure better co-ordination and compliance. Paul McGrath, our inaugural Fire Safety Manager, collaborates with various teams to ensure all homes meet fire safety standards, bringing a wealth of building safety knowledge to the role. Paul has worked for Respond for many years and brings a wealth of building safety knowledge as well as knowledge of Respond homes.

Owners Management Company Manager

Following our desire for Respond to provide homes in mixed tenure developments, there are additional legal obligations which fall upon us as members of Owners Management Companies. Eadaoin Finnegan, with a strong background in private sector property management, supports our participation in Owners Management Companies (OMCs), ensuring tenants' needs are met and that OMCs fulfil their legal obligations whilst getting value for money.

Elanora Court, Long Mile Road, Dublin

Late in 2023 we were delighted to take the stunning Elanora Court into management.

Elanora Court is a beautifully designed and executed development boasting 153 high quality homes on Long Mile Road, Dublin. Our dedicated local team had been diligently preparing for months in advance, ensuring everything was in place to warmly welcome our new residents and help them settle into their new homes. This team, inclusive of scheme-based staff, is committed to working hand-in-hand with our tenants, supporting them in creating a thriving new community. The development has a beautiful amenity space that we hope will become an oasis of calm for all our tenants in the bustling heart of Dublin 12. Additionally, the development will feature a community hub, designed as a gathering place for tenants to meet, socialise and engage in various activities, further enriching their living experience.

We are immensely proud of Elanora Court and we believe this sentiment will be shared by our tenants, who will find not just a place to live but a place to call home. Respond's Urban Village Placemaking Approach focuses on creating small, integrated neighbourhoods within larger urban areas. These "urban villages" are designed to be pedestrian-friendly, diverse and self-contained, with a mix of residential, commercial, and public spaces. Elanora Court embodies this ideal, offering accessibility to amenities and services that enhance the quality of life for its residents.

We have built a new team around Elanora Court, with a focus on instilling and maintaining that sense of pride. Each team member brings their own skills and experience to the development, united by a shared goal to ensure Elanora Court remains a great place to live.



Improving Homes

With over 40 years of history, Respond recognises the need to ensure all our homes remain safe, warm and secure. With many homes now over 30 years old, we also recognise that what may have been acceptable housing standards in the past, is no longer the case. We are also acutely aware of the significant cost of living increases over the last two years, and the continuing climate crisis impacting us all.

Energy efficiency and providing warm, affordable homes continues to be one of our main priorities. In 2023, we invested €2 million in the upgrade of our properties. Our energy retrofit programme received a €1 million boost, with an equal match from the Sustainable Energy Authority of Ireland (SEAI), elevating our total annual investment to over €3.09 million. Over the past 11 years, our commitment to energy retrofitting has surpassed €36 million.

Key projects included the energy-efficient refurbishment of 54 homes in Westlands, Wexford, featuring renewable heating systems and the upgrade of windows, doors and insulation. Additionally, we upgraded windows and doors in 56 homes across two estates for €570,000, and replaced doors in another 56 homes for €62,000. Our efforts also extended to the replacement of 110 heating systems and 167 kitchens, costing an additional €1.9 million. Further, we invested €824,000 in sustainability enhancements, such as updating fascia, soffit, and rainwater systems in 111 homes across three estates, and installing a new roof on a large apartment block.



Tenant Safety

Ensuring tenant safety remains a top priority. Our Asset Management team has implemented comprehensive servicing programmes for gas boilers and mechanical and electrical services, improving efficiency and safety across our properties.

Thinking Differently

At Respond, we are always thinking about new ways of working with our communities. 'Think differently' is our mantra, and we are always trying to look at our services from our tenants' perspective. We recognise that one size does not fit all and that we need to be adaptive to meet the changing needs of our communities and schemes.

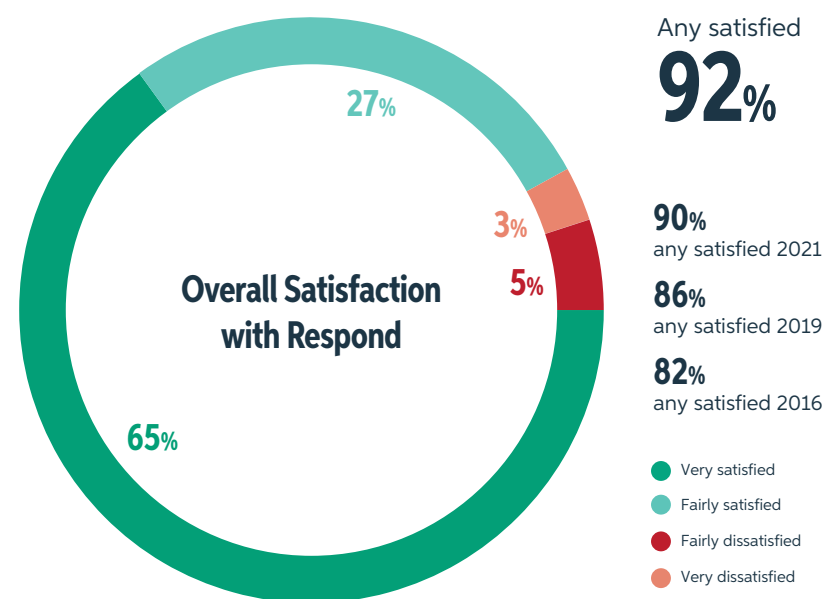
Respond is dedicated to innovative approaches in community engagement, from becoming trauma-informed to developing Ireland's first Brain Health Village. Our 'Urban Village' approach to managing large urban developments reflects our commitment to keeping tenants at the heart of our decision-making. We recognise that although we don't get everything right first time, we need to keep talking to our tenants, listening to what they say, and making the changes needed. An extensive tenant survey conducted early in 2023 has provided valuable insights, guiding our continuous improvement and adaptation to meet tenant needs.



Tenant Satisfaction Survey 2023

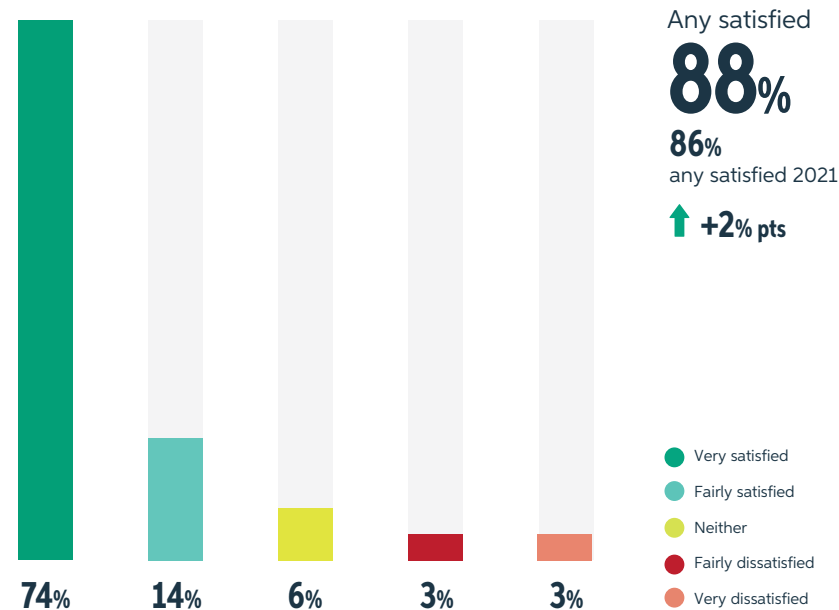
Overall Satisfaction

Our Tenant Survey was undertaken independently by Behaviour and Attitudes (B&A) in 2023. We were delighted with the headline findings revealing that an impressive 92% of tenants who responded are satisfied with the service provided by Respond. This marks a 2% increase since our last national survey in 2021 and a significant 10% rise since 2016. Such positive feedback underscores our commitment to continuous improvement and tenant satisfaction.



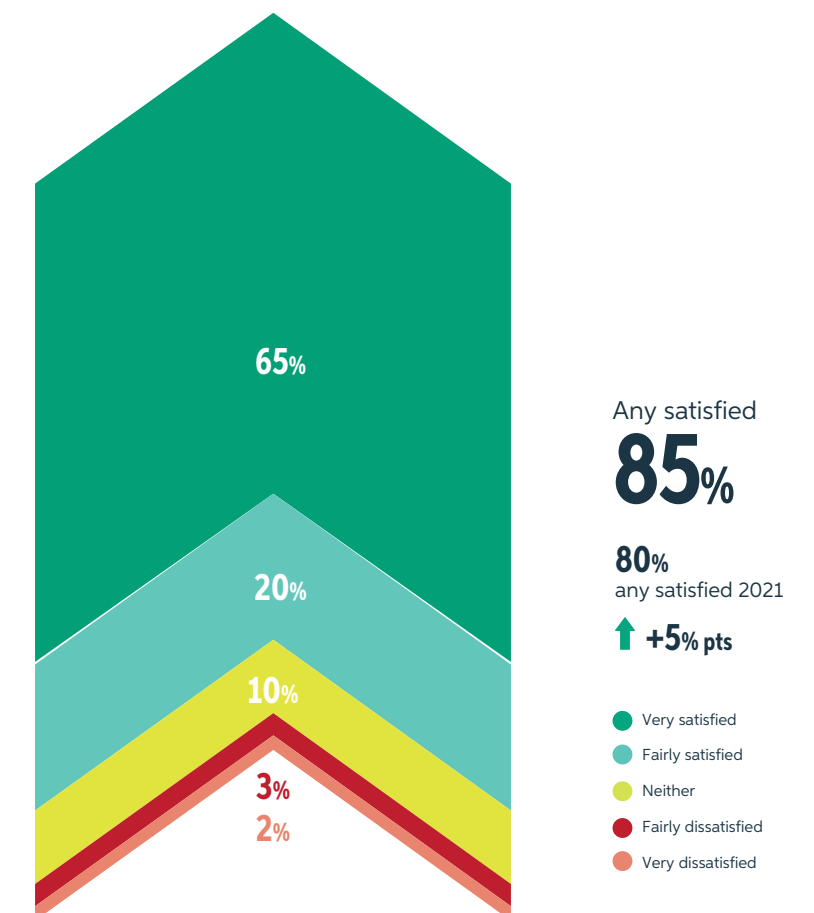
Feeling Safe and Secure

Ensuring that tenants feel safe and secure within their homes is a paramount concern for us. We are pleased to report that 88% of survey respondents feel safe and secure, a 2% increase from 2021. This positive feedback motivates us to continue our efforts in making every Respond home a safe haven for its occupants.



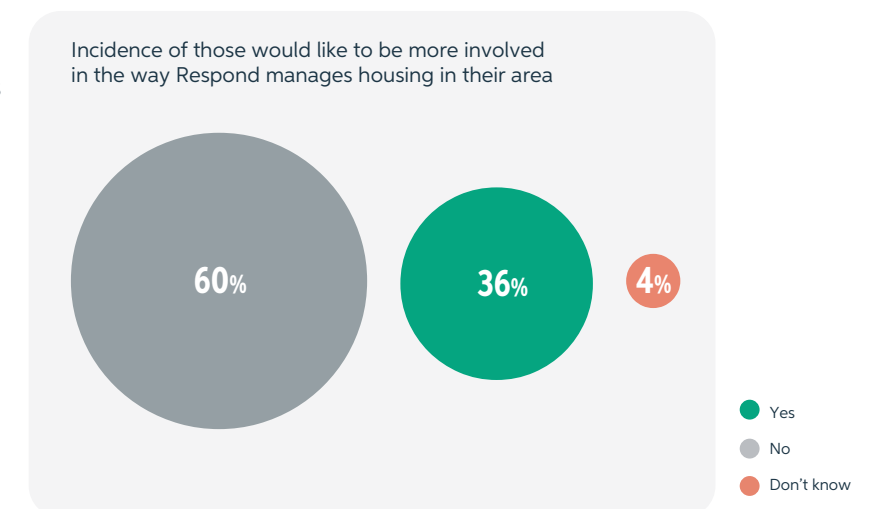
Quality of Homes

Our efforts to enhance the quality of our homes have been met with increasing tenant satisfaction, which rose from 80% in 2021 to 85% in 2023. We were particularly pleased to note a 6% increase in satisfaction among tenants residing in their Respond homes for over ten years, as these are often tenants residing within our older homes. This improvement reflects our dedication to maintaining and upgrading our housing stock to meet and exceed tenant expectations.



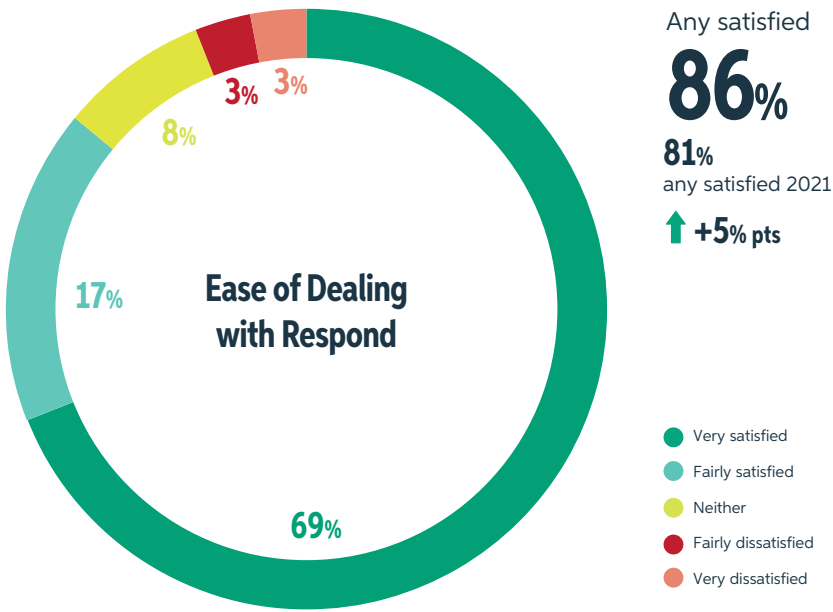
Tenant Engagement

The survey also revealed a strong desire among tenants for greater involvement in how Respond manages housing in their areas, with more than one in three expressing interest in such opportunities. This enthusiasm is encouraging, and we anticipate offering more engagement opportunities as we implement our Tenant Engagement Strategy in the coming year.



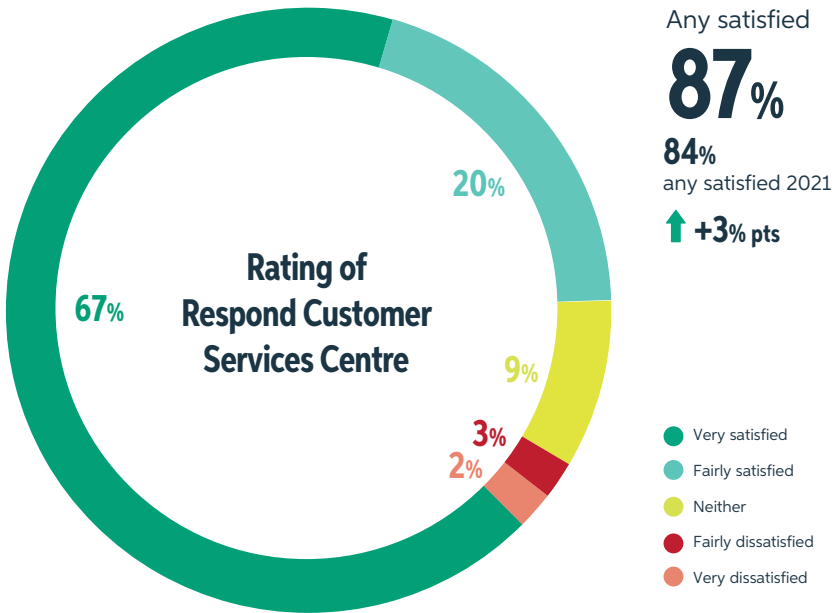
Ease of Interaction

Feedback indicates that tenants find Respond easy to deal with, noting a 5% increase in satisfaction since 2021, up to 86%. This improvement is a testament to our efforts in enhancing tenant communications and service accessibility.



Customer Service Centre Satisfaction

We were also pleased to see satisfaction rates with our Customer Services Centre improve, rising 3% to 87% since 2021. Our team work hard to get things right first time wherever possible. Learning from instances where we fall short is a priority, and we are focused on addressing these areas in 2024.



Continuous Improvement and Anti-Social Behaviour (ASB)

While we celebrate the strides made in various areas, we acknowledge the need for ongoing improvement, particularly in addressing Anti-Social Behaviour (ASB). Although satisfaction in tackling ASB has increased it remains an area of concern for some. We recognise the importance of this issue and are committed to intensifying our efforts to improve our response to ASB, ensuring a safe and harmonious community for all our tenants.



Tenant Profile Stephanie O'Callaghan

"I'm a Respond resident around the last 18 years. I have one son who is now 22. God, that makes me feel old. And I'm in Waterford College of Further Education at the moment doing social care.

I was a hairdresser all my life. The big thing about me and it's not my whole life, but a part of me, I'm in recovery from alcoholism, and have struggled for many years. At the moment, things are really good. I'm coming up to two years sober. Deirdre McCarthy, my Tenants Relations Officer called to me one day and I was in an awful state. And she came in and sat down with me at the kitchen table with me and said, is there anything I can do for you? And I was actually even quite scared opening the door and allowing her in because I felt like I'm going to be thrown out of my house because of this. I can't

believe I didn't say this to her but part of me was like, I can't believe you're interested in me. And you want to help.

And then I think she may have mentioned Niamh, but possibly a week and a half later, I got a call from Niamh Flavin, a warm call, you know, and we kind of formed a relationship. She checked in with me and she said is there anything you'd like to do? I was really at a crossroads in my life. I said I wouldn't mind doing something course wise to get me back into normal living. So Niamh looked up courses for me. I had done FETAC Level 5 years previous, so I decided on Level 6. So then Niamh helped me and I started September last year.

Niamh, even the first year, would meet me every two months or every month for a coffee and check in and she was delighted

when I was doing well. I told her about my struggles about using the laptop and getting assignments done. So then we kind of came up [a group for] women in their 50s plus, possibly menopausal even, that don't do anything for themselves.

So our first attempt was - because I'm a hair stylist - we offered a coffee morning, blow dry, nails, and it kind of progressed from there then. And I love the Friday mornings.

Niamh as a Family Support Worker has been amazing. She checks in with me every week. It makes me feel like I'm part of helping her on this. She's offered, even if you have struggles with some of your assignments, just message me. So I always feel there's a link with her."

Housing 2023

Properties

7,761
Properties owned and/or managed³

6,686
Housing tenancies managed

6,630
Social housing tenancies

56
Cost rental tenancies

9 WEEKS
Average turnaround for voids

³ As of 31.12.2023, these include:

- Family Homeless Services Respond owns and/or manages.
- Group homes managed by third parties.
- iCare tenancies under management.
- 125 units leased from local authorities and NARPS.
- Some properties that, due to age or new regulations, need regeneration or conversion (we're proactively engaging with relevant local authorities and the Department of Housing, Local Government and Heritage on this)
- Normal levels of voids including new units in management.

It does not include housing built for local authorities and that we no longer own.

Tenants⁴



5,832 **11,176**
Children Adults

92% **1,542**
Tenant satisfaction rate New Tenants

3.91%
Rent arrears

⁴ Including iCare tenants

Asset management

22,366
Reactive repairs

179
Void units repaired

199
Kitchens and bathrooms replaced

117
Gas and oil boilers replaced

4
Home adaptations carried out

11,658
Health and Safety Checks carried out (chimney cleaning, gas boiler servicing, heat pump servicing, oil boilers servicing, fire alarm servicing, domestic detector testing)

Customer service centre

57,904
Inbound calls

29,996
Post processed

1,203
Application forms processed

13,973
Emails handled

Sustainability

3,085
Respond homes meeting BER B1 or above

54
Homes retrofitted, partially funded under Sustainable Energy Authority Ireland (SEAI) Funding. Window and door replacements

Employee Profile

Darren Hudson, Tenant Engagement Co-ordinator

"I started with Respond in early January 2014, I was employed originally as a Youth Development Coordinator, setting up structures and identifying gaps for needs for young people across the Dublin/Louth/Meath regions.

An opportunity came up to lead the Dublin and the East Tenant Relations Teams so I applied for that post, was successful and became the Tenant Relations Co-ordinator for the Dublin East region. I did that for five years and then recently, the Tenant Engagement Co-ordinator role came up.

It's very different. You've switched from a very practical role to a very strategic role. The primary aim is to really immerse the organisation in the culture of tenant engagement. There's been concerns in the past in terms of a power imbalance between tenants and staff and what we're trying to do is lessen that power imbalance. So I suppose the ultimate aim for me over the next number of years and over the lifespan of the tenant engagement strategy is to really immerse ourselves in that culture.

I joined this organisation because I have lived experience of social housing myself, I came up in a very disadvantaged area. I was brought up there all my life and I saw how services were delivered. I felt the best way to make change is to get involved and see what's actually going on in the background. So when I joined the organisation, there was always a purpose going on. I'm very grounded in the values of social justice and human rights and I work from a base of principles such as respect, and being open and honest with people, you know, having conversations and discussions with people in a very dignified space."



Scan the QR code to
watch the full video.

Family Homeless Services

In 2023, Homeless Services began to reclaim vitality in the aftermath of the COVID-19 pandemic. A significant milestone was reached in April with the lifting of mask mandates within services, marking a return to business as usual. This change brought a palpable sense of relief and freedom to both employees and families, another step forward in our journey of recovery and resilience.

Trauma Informed Practice: A Core Commitment

Respond's commitment to Trauma Informed Practice (TIP) remained at the forefront of our efforts. We dedicated ourselves to embedding TIP into every aspect of our work, prioritising the wellbeing, dignity and empowerment of our service users. Through a comprehensive TIP implementation plan, we equipped our employees with the necessary knowledge and skills to support people affected by trauma.

This approach has deepened our understanding of the complex needs of those we work with, enabling us to offer a more empathetic and compassionate support. It has cultivated a more supportive team environment, strengthening our ability to respond to challenges with sensitivity and empathy.

Adherence to National Quality Standards Framework (NQSf)

2023 was a landmark year with three of our Family Homeless Services successfully audited under the National Quality Standards Framework. These audits confirmed our commitment to excellence and continuous improvement in care and support for families experiencing homelessness. This achievement is a testament to the hard work and dedication of our employees, ensuring the highest standard of care for families.

Summer and Festive Highlights

Our family events provided great experiences, from pet farm visits with Woolly Farm to enjoying pizza and ice cream. One little piglet with a passion for pizza attempted a swift getaway with a slice clutched firmly in its trotter leading a group of giggling children who decided to join the chase. With squeals of delight and pepperoni flying, the summer came to a very memorable close.

The year culminated in a festive event at our High Park service, transformed into a winter wonderland. The highlight was a special visit from Santa, Mrs. Claus, reindeer, and elves, creating a great atmosphere. Santa's Grotto, was unveiled in all its glory on the big day and when the doors to the Grotto swung open, the gasps from the children were music to our ears. With Santa's and Mrs Claus's warm welcome, it was a moment that brought the meaning of Christmas to life.

Fun Events for Families and Employees

Throughout the year, our employees went above and beyond to bring some fun to the lives of families during what is a challenging and stressful time for them. We organised a series of events tailored to families and children, celebrating significant occasions including International Women's Day, St. Patrick's Day, Easter, Eid, Pride festivities and Christmas. These events provided much fun and a sense of community for families.

Quotes

“Thanks is such a little word. It doesn't seem to be anywhere near big enough for all you have done for me.”
— **Yan**

“You have made me become the person I am today, with all your help and all the good times and support, thank you so much.”
— **Claire**

“You do a fantastic job helping homeless move from the hard time to a new good life. Thank you for the bright smile and the fantastic attitude that we get from all Respond staff.”
— **Bakhta**

“Thank you for all the late nights, sitting up listening to me and getting me through the nights, you are the best.”
— **Rachel**

“You've given me hope that I haven't had in years, I'll always be so, so grateful to you.”
— **Beverly**

“All the staff at Firhouse, just want to let you all know how grateful we are for all the help and support you all showed us during our stay there.”
— **Ann & Tyrone**

“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. I am so grateful and will remember you all fondly.”
— **Kate**

“We would like to say thank you for everything you have all done for myself and my children. We will be forever grateful and we will never forget our experience there. Thank you for making things so comfortable for us! You were all amazing and we will miss you all.”
— **Kim**

“Thank you is simply not enough! You guys are a blessing, to have had you there when we needed you the most is a part of my life I will never forget. All our love.”
— **Elizabeth**

Family Homeless Services

6

Family Homeless Services

174

Families provided with emergency accommodation and 24/7 support

240

Adults

250

Children under 18 years

70

Babies under the age of 1

19

Adult dependents

40

Pregnant women who accessed services

35

Newborn babies discharged from maternity hospital to a Respond service with their parent

57

Families supported to move on

12.7 MONTHS

Average length of stay

Support needs of families:

- Support to source long term accommodation
- Support plan
- Social work involvement
- Mental health
- Addiction support
- Accessing PPS number
- Accessing medical card
- Wellbeing/risk assessment



Scan the QR code to watch the full video.



Employee Profile

Aaron Galbraith, Homeless Service Manager

"We have a real opportunity when we work with vulnerable people to step inside people's worlds in a way that we normally probably don't experience, in our day to day lives.

Having a skillset where you can support people to overcome barriers, when they're experiencing certain crisis, brings a real loveliness and satisfaction to the work that you do. And I think it's that that really keeps me in the work that I do.

The very basic service that we provide is trying to support people to access more stable accommodation. And people often come with a number of different complexities, be that addiction, mental health support or parenting support. We're very needs lead so everyone has an individual care plan, and the support we provide is based on those individual needs.

For me really, it's the value and the culture within Respond. It's very evident as soon as you start working here, the passion that people have for the work, and the care really that's shown towards the people that we work with.

A really positive example of that, for me is that people who may move on from our service here, they're still in difficulty, we get phone calls very regularly from families wanting to come back here that may be in other services and maybe not experiencing the same level of care and compassion that they get in Respond.

The main role for me as a manager is supporting the staff that we work with. It has to be recognised that the staff work in an environment [where] continually they're experiencing other people's trauma and quite often

high levels of trauma. Respond is in the process of becoming a trauma informed organisation. And part of that is also how do we support our staff. That's a really, really important piece to that. And we do supervision with staff to ensure that they're comfortable in their roles, that they're not bringing things home with them. And we also do bring in external Supervisors to give the staff an opportunity to voice some of the difficulties that they do come across. I think it's really important that we acknowledge for staff that it is a very difficult environment to work in, obviously we're in a housing crisis, but also the level of complexity that the staff essentially come in and hold really, it's really important that staff have an opportunity to process that and a safe space to do that as well.

I'm really passionate and I believe that everyone has an opportunity to have a home they just need sometimes a bit of support overcome the barriers."

Early Learning and School Aged Care

Respond recognises the critical role of community-based services in fostering sustainable, thriving communities. Our commitment to providing high-quality, inclusive Early Learning and School Aged Care (ELSAC) services is guided by a value-based approach, driven by the needs of the communities we serve.

Vision and Approach

Our vision, “every child knows their value and discovers their magic”, is at the heart of our mission. We strive to create warm, safe, nurturing, and stimulating environments that cater to the individual needs of each child, fostering a sense of belonging and connection to their community. Our services, catering to children from 9 months to 12 years, include a comprehensive suite of early education programmes, from full-day care to school-age care.

In 2023, we operated 17 services until the third quarter, when we bid a fond farewell to two of our long standing school-age services in Waterford and Clonmel. These closures were a response to the evolving needs of our communities and a natural decline in demand. The dedicated employees at these services had contributed over 15 years to supporting young people’s transition from primary to secondary education.

Innovative Practices and Outcomes

A key focus in 2023 was enhancing outcomes for children across our services. We introduced an online childhood assessment tool, Cor Advantage, administered by Kaymubu, to support this goal. This tool allows our practitioners to track each child’s progress across nine developmental areas, facilitating the creation of personalised lesson plans. The introduction of Cor Advantage has significantly improved our practice, providing our teams with accurate data to enhance our learning and development programs. Additionally, its family engagement feature has fostered stronger relationships with parents by enabling the sharing of real-time learning moments.

Access and Inclusion Model (AIM) Programme

Our early years services saw an 18% increase in children accessing the Access and Inclusion Model (AIM) targeted support programme in 2023. AIM assists children with additional needs to fully participate in their Early Childhood Care and Education (ECCE) programme. Aware of the lengthy waiting times for assessments of need, we collaborated with our Partnerships team to secure funding for private assessments through the RTE Toy Show Appeal.

Early intervention is crucial for maximising the benefits of targeted supports for children with additional needs. This initiative has enabled us to facilitate clinical assessments for 24 children in 2023, significantly impacting their outcomes and the well-being of their families. By providing timely access to assessments, we have helped families’ secure secondary supports, such as speech and language therapy, play therapy, occupational therapy, and access to school Special Needs Assistants (SNAs).



Case Study Shauna Shannon and her daughter Ellie B

“Ellie’s dad does evenings and I’m doing a degree course, it goes on late in the evenings so I don’t get back until a little bit later. She’s always very well looked after so it’s definitely made it a lot easier.

I was looking for a place for Ellie to start preschool and it is obviously so important to pick the right place where it’s going to suit you and we had heard so many amazing things from other parents that their kids are gone through the [Respond] service and all the fun and exciting things they got to do.

We first started back in 2018 when Ellie B was only three. She started her first school of preschool here and then continued on to her second. And then we took a little bit of a break for a while because I was at home myself. She was absolutely delighted to hear she was coming back so she was. She’s been back now three years since her little break, she loves every day of it.

If she has a day off or whatever you land at the school to pick her up and it’s ugh am I not going to afterschool? She can have more fun up here. So she’s delighted so she’s been back now.”

Ellie B: “Going outside is my first favourite thing. My second favourite thing is drawing and colouring. Third probably... drawing. Actually, cooking is my favourite thing.”

Scan the QR code to watch the full video.



Early Learning and School Aged Care

15

Early Learning and School Aged Care Services

507

Children accessing Early Learning and School Aged Care Services

42

Children living in Respond homes

Education and Support Needs of Children

32

Children accessing services through the Access and Inclusion Model (AIM)

33

Children from Traveller and Roma communities

43

Children referred by the National Childcare Scheme (NCS)

12

Asylum seeker and refugee children

14

Children awaiting needs assessment

2

Children in unsuitable accommodation (such as emergency accommodation)

85

Children for whom English is an additional language

Case Study Gillian and Thomas

"We're involved with the service since my first daughter, Amy, she's 26 now, started preschool and stayed with the service until she hit 12 or 13, when she went to secondary. And then we had Thomas who is now 12. And I automatically, when I knew the service was still up and running, put Thomas's name forward for when he got to an age where he could go to preschool. And we're kind of coming to the end of it now. He's 12 he's going into first year in September so it'll be his last year this year and last summer camp as well."

Thomas: "The service is a nice place to come to make friends and I made a lot of friends over the years. And they've all just been friendly to me and having fun in that."

Gillian: "The staff were fantastic. And Sandra is kind of like part of the family at this stage. She's like his second mammy. That's what he calls her, second mam."

Thomas: "We do, things that we do our camp we do like arts and crafts, we go outside sometimes we go on like field trips to like Dublin and go like to bouncy arenas and all that stuff."

Gillian: "I would recommend the service to anybody, regardless of financial [circumstances], it's affordable. And it's not a pressure to send your child to someplace that he's so looked after. And like we've had a couple of things, Thomas is dyslexic. And the girls have been very helpful with that, on advice of where I can get help, and with stuff through school and organisations and things like that as well. So it's not just an after school or homework club."

Thomas: "The staff have helped me with my homework, like, having fun with me and all that fun stuff."

Gillian: "Well, it's been a great experience to be involved with Respond for all of these years. In having our first child through it. It's kind of like the end of an era for us because Thomas is the last baby in our house. It's bittersweet. Bittersweet. And we would just like to thank them for all their help over the years with both guys. So we're thrilled. We're thrilled. And hopefully they'll be here for a long time to come. They're all like family. We'll have a few tears."



Scan the QR code to watch the full video.



Daycare Services for Older People: Enhancing Independence and Wellbeing

Our Daycare Centres located in Blackpool (Cork), Finglas and Baldoye (Dublin) play a pivotal role in supporting older people to live independently in their own homes. By addressing barriers to societal participation, we ensure that older adults remain actively involved in social activities, which is crucial for their physical health and mental well-being.



Client-Centred Support

We are dedicated to providing client-centred support that caters to the social, recreational, health, and therapeutic needs of older people. Our services extend significant benefits to carers and next-of-kin, offering them peace of mind knowing their loved ones receive person-centred care and social engagement. This, in turn, provides carers with much-needed respite, acknowledging the vital role they play in the lives of older individuals.



Adaptable and Responsive Services

In response to community needs identified during COVID-19, we introduced a Meals-on-Wheels service for residents of the St Francis Gardens complex in Cork. The continued demand for this service underscores its success and highlights our Daycare Services' flexibility and responsiveness to evolving community needs. This initiative exemplifies our commitment to adapting our services to meet the specific requirements of the communities we serve, ensuring that older people receive the support they need to maintain their independence and quality of life.

Our mother was "officially" diagnosed with dementia about 7 years ago. As part of her care plan it was recommended that she should look at Nethercross Day Centre. Our mother was also suffering from loneliness and depression since the passing of our father. We cannot put a value or a measure on what the Nethercross Centre has done for our mother. They genuinely have given her a reason to get up in the morning, they have given her a sense of purpose and independence. The care she receives from David, Susan and the rest of the team is simply outstanding. She loves the place! We 100% believe the Nethercross Day Centre has significantly delayed the advancement of her dementia. We couldn't speak highly enough about Nethercross and the top class team, nor could we ever thank them enough for what they have done and continue to do. What can you say? Excellent care at its very best!

Regards,
Martin

Refugee Resettlement Services: Integration and Community

In response to the global refugee crisis Respond has continued its partnership with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), the Irish Refugee Protection Programme (IRPP), and Local Authorities. Our role as an Implementing Partner focuses on the integration of Programme Refugees from Syria and Afghanistan into Irish communities.

Active Partnerships and Looking Ahead

Throughout 2023, we served as the implementing partner in both Clare and Meath, working closely with 173 individuals.

Programme Goals and Achievements

The primary aim of our Resettlement Programmes is to assist families in integrating, adapting, and becoming active members of their new communities. We strive to promote independence and self-sufficiency among refugees, which includes supporting them with language skills and assisting in their employment search. Our team plays a crucial role in identifying community needs and facilitating necessary training and awareness programmes.

A testament to the success of these efforts is the active participation of many refugees in local life, including:

- Joining local sports clubs.
- Participating in men's and women's groups.
- Engaging with community initiatives such as local Tidy Towns projects.

Integration and Community Support

At the heart of our Resettlement Programmes is the goal of seamless integration of refugees into local communities. Equally important is our commitment to preparing and supporting these communities to welcome and embrace their new neighbours. This dual approach ensures a harmonious and mutually beneficial integration process, enriching both the lives of the refugees and the communities that receive them.



“

The resettlement team were always at the end of the phone/email over the last 18 months and I relied on their help and advice on numerous occasions. The speakers that they organised for over 300 students, were very powerful and created huge awareness, amongst a large cohort of our students, of the challenges facing migrants.

Year Head, Clare Secondary School

“

You gave us power to face our new life.

Drogheda family

Family Support Team

At Respond, our Family Support team operates from a philosophy of early intervention and prevention to maximise wellbeing, serving both families and individuals with a focus on partnership, participation, and a strengths-based approach. We tailor our services to meet the needs of all our tenants and service users, ensuring accessible support for everyone, regardless of their household composition.



Diverse Support and Engagements

In 2023, our team facilitated a blend of online and in-person programmes, alongside one-on-one supports, resulting in 726 engagements with individuals throughout the year. Many participants benefited from multiple programmes or events, and we provided crucial one-to-one support for 67 people. Highlights of our programmes included:

Parents Plus Programme (Online)

Offering separate Adolescent and Children's programmes with 12 participants across Dublin, Laois, Kildare, Waterford, and Cork. These evidence-based programmes empower parents of 11-18 year olds to manage conflict, build self-esteem, and foster positive family relationships.

Irish Heart Foundation

Our Limerick-based Family Support worker, in collaboration with our Housing team, arranged for the Irish Heart Foundation mobile unit to visit our estate in Distillery View, benefiting 18 people with health checks.

Cookery Programme

In partnership with Waterford and Wexford Education and Training Board (WWETB) and Waterford Area Partnership, we provided a cookery programme to 14 participants, focusing on healthy, nutritious, and affordable family meals.

Confidence Building Programme

A special initiative in Limerick saw a group of women develop, design, and market their own 'Hope' candles, symbolising the programme's impact on their self-confidence and entrepreneurial skills. Feedback from the programme underscores its value:

- "It got me out of the house"
- "It was fun and enjoyable"
- "It gave me an opportunity to be creative"
- "It was great to be in a group and meet with other people"

Collaborative Success

Our success in Family Support is deeply rooted in collaboration with families, individuals, and stakeholders. A notable partnership in 2023 involved Cork County Council, Ballyhoura Development Company, and TUSLA, delivering a community response programme in Charleville. This initiative supported 14 Respond tenants directly and saw 69 people participate in 9 programmes and events, demonstrating the power of partnership in fostering community well-being.



Services

Daycare Services for Older People

3

Daycare Services for Older People

227

Service users worked with

Supports Provided

- Home visits
- Physio exercise
- Chiropody
- Hairdressing
- Respite care provision
- Wellness checks, including wound care, blood pressure, blood sugar monitoring and bathing
- Exercise programme
- Activities programme
- Health monitoring
- Community multi-disciplinary teams liaison and referral

1,634

Meals-on-wheels delivered

Family Support

726

Engagements with Family Support Services

59

Family Support Services

Programmes Provided

- A range of Parenting Programmes for all ages and situations
- A range of Parenting
- Physical Fitness Programmes
- Cookery and Healthy Eating Programmes
- Family and Community Events
- Gardening and DIY Skills
- Easter and Summer Camps
- Reading and Literacy Skills
- World Book Day Events
- Personal Development programmes
- Digital Skills
- Arts and Crafts Programmes
- Mental Health Programmes
- Life skills Programmes
- Homework Club

67

One-to-one intensive personalised support

Refugee Resettlement Services

2

Refugee Resettlement Services

173

Service users worked with

78

Adults (including adult dependents)

95

Children

Supports and Programmes provided

All service users received:

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



People and Culture

Our work in Respond is all about people. Our vision is that every family and individual in Ireland will have high quality housing as part of a vibrant and caring community. We work to provide services and opportunities that support people to achieve their goals and reach their full potential. This commitment extends to our workplace where we strive to create a culture that enables our people to thrive.

Strategic Commitment to Organisational Excellence

Our Strategic Plan for 2022-2024, under the goal of “Organisational Excellence and Accountability”, reflects our commitment:

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

We aim to be a professional, caring and purpose-led organisation, where people can make a significant impact, improve lives and contribute to a fairer future. It’s more than a career.

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

Employee Engagement

In 2023, Respond made significant strides in key areas such as employee engagement and retention. Our Employee Engagement Survey in Q3 revealed an 8.1 employee engagement score with a 72% participation rate. Our Employee Net Promoter Score (eNPS)⁵ of 42 further underscores our commitment to creating a satisfying work environment.

Engagement Driver Strengths

Management Support 8.8
Goal Setting 8.7
Meaningful Work 8.6

⁵ Employee Net promoter Score (eNPS) is a scoring system designed to help employers measure employee satisfaction and loyalty within their organisation. eNPS scores can, theoretically, range from +100 (every employee is a Promoter) to -100 (every employee is a Detractor) so to get your eNPS = %Promoters – %Detractors = eNPS. A good eNPS score is between 10 and 30; above 30 is excellent.

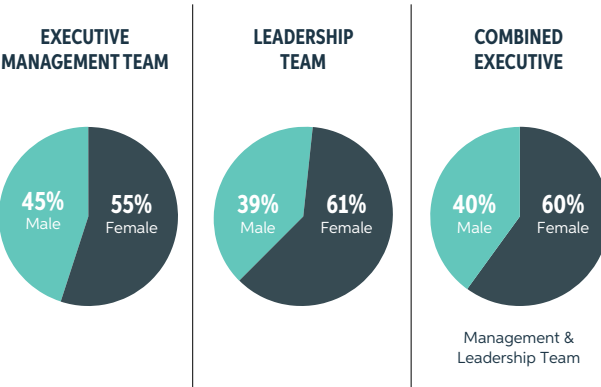
Respond Gender Pay Gap

Our second Gender Pay Gap Report, published on December 1, 2023, shows a decrease in our Mean GPG % from 22.59% in 2022 to 20.47% in 2023. This progress is particularly noteworthy considering that 59% of our workforce is in funded roles with predetermined pay rates.

We also calculated our GPG % for all employees in non-funded roles which reports a Mean GPG % of 10.65% in comparison to the CSO GPG figure of 9.6% for all sectors in 2022.

Gender Balance

As of June 2023, our team comprised 28% male and 72% female employees, totalling 380 employees. This gender distribution is reflected in our leadership, with the Executive Management Team and Leadership Team showing strong female representation. Our Executive Management Team has achieved a noticeable increase in female representation, rising to 55% from the previous year’s balanced ratio of 50%.



Enhancing Benefits

In 2023, we introduced additional employee benefits, including an extra annual leave day, 100% maternity benefit, and access to the DCM Learning Platform for all employees. These improvements are part of our commitment to fostering a supportive and inclusive workplace.

Advancing Equality, Diversity, and Inclusion at Respond

At Respond, our commitment to fostering an inclusive and diverse workplace remains unwavering. We acknowledge the ongoing need to enhance our efforts in this critical area. Both the Respond Board and Executive Management Team (EMT) are deeply committed to this cause, actively driving a range of initiatives aimed at promoting Equality, Diversity, and Inclusion (EDI) across our organisation:

- **Introduction of 100% Paid Maternity Leave:** In 2023, we proudly implemented fully paid maternity leave, affirming our support for working parents.
- **Transition to Permanent Contracts:** We have shifted from fixed-term to permanent contracts wherever feasible, enhancing job security and attractiveness as an employer.
- **Monitoring Internal Promotions:** Our monthly Board Report now transparently tracks the gender breakdown of internal promotions, ensuring equity in career advancement opportunities.
- **Diversity and Inclusion Strategy:** Our Strategic Plan includes a firm commitment to the development and execution of a comprehensive diversity and inclusion strategy, highlighted by the establishment of the EDI Working Group.
- **Flexible Working Initiatives:** Recognising the importance of work-life balance, we have embraced flexible working arrangements and upgraded our systems to support a performance-based, flexible working culture. This approach is designed to accommodate the diverse needs of our employees throughout their careers and life stages.
- **Respond Employee Conference:** October 2023 marked the hosting of an in-person employee conference, a highly successful event that brought together our entire workforce. The conference focused on employee wellbeing and provided ample opportunities for networking and engagement through various enjoyable activities.
- **Sector Advocacy:** We actively advocate for enhanced employment terms and conditions within the Early Learning and School Aged Care Sector, as well as for organisations under Sections 39, 56, and 10, leveraging various platforms including our Pre-Budget Submission for 2024.
- **Intercultural Diversity and Inclusion Group:** In collaboration with other Approved Housing Bodies, this group is dedicated to devising and implementing strategies to bolster diversity, inclusion, and equality within the sector and beyond.

Through these initiatives, Respond is steadfast in its mission to create a workplace where every employee feels valued, supported, and empowered to contribute to our collective success.

Internal Communications

We continuously work to improve internal communication and information flows across the organisation, engaging with our employees about Respond's objectives, purpose and journey as an organisation. With an ethos of continual improvement, Respond is a professional, caring and purpose led organisation, offering a great place to learn, develop and grow.

Townhalls and Employee Conference

In line with our dedication to bolstering employee communications, Respond organised two online Town Hall Events in 2023. Additionally, we hosted an all-employee in-person conference at the Newpark Hotel in Kilkenny in October, which was met with enthusiastic participation from across the organisation. The primary goal of these gatherings was to foster improved communication and strengthen the sense of camaraderie among our team members. Given the geographical diversity of our teams and the adoption of hybrid work models, these events played a crucial role in facilitating meaningful interactions and ensuring all employees feel connected and engaged with our collective mission.

Partnership Forum

Our Partnership Forum remains active and provides an important and valued voice for our employees, working in a collaborative format to promote greater communications and understanding across our teams.

Fostering Employee Retention and Growth

At Respond, our mission is to provide a stable and meaningful workplace for our colleagues, one where they can significantly impact the communities we support. Our goal is to empower individuals to contribute to a brighter, more equitable future. In recognition of their dedication, 24 employees received long service awards in 2023, celebrating their commitment to their work.

Employee Turnover Insights

In 2023, we experienced an employee turnover rate of 17.20%, equivalent to 68 valued team members moving on. While we bid farewell to these colleagues, we remain focused on understanding and addressing the factors contributing to turnover, ensuring Respond continues to be a place where people feel valued and supported.

Strategic Recruitment and Growth

Over the last four years, Respond has seen a remarkable doubling in our employee numbers, reflecting our dynamic growth and the expanding scope of our work. In 2023 alone, we recruited 82 employees and introduced 30 new roles, underscoring our commitment to developing and enhancing our team. These roles are integral to our ongoing efforts to embody and advance our Mission, Vision, Guiding Principles, and Values, ensuring that we continue to meet the evolving needs of the communities we serve and uphold our commitment to social justice and excellence.

Internal Promotion and Learning Opportunities

In 2023, Respond demonstrated its commitment to employee growth and development by celebrating 22 internal promotions, underscoring our dedication to recognising and advancing the careers of our team members. We continued to invest in the skills and capabilities of our employees by introducing an online customised learning hub in the third quarter. This platform is designed to provide our employees with more opportunities and resources to further develop their skills, ensuring equitable access to career development opportunities across the organisation.



Wellbeing initiatives

Throughout 2023, we worked towards enhancing employee well-being by offering a comprehensive series of health and wellness sessions. These initiatives included:

- **Menopause Awareness:** The year kicked off with "Menopause and Me," a session led by Nicola Wolfe of Menopause Maze on January 25th, inviting not only employees but their family members as well. This was complemented by a subsequent in-person session to delve deeper into the subject.
- **Mental Health Focus:** On February 22nd, "Minding Your Mental Health" was presented by Susan Crowley from the Cork Mental Health Foundation, emphasising the importance of mental well-being.
- **Heart Health Education:** Aileen Gillic from the Irish Heart Foundation hosted a session on March 28th titled "Heart Health – How to Look After Yours," focusing on cardiovascular wellness.
- **Financial Wellbeing:** An online session with Joe Nevin from MABS (Money Advice and Budgeting Service) on June 21st provided valuable financial management insights.
- **Mindful Summer Wellness:** During July and August, DCM hosted a series of wellness sessions, including "Summer Unplugged, a Digital Detox" on July 21st, "Rise & Shine, Improving Your Sleep" on August 11th, and "Relaxation Tour on Relaxation Techniques" on August 18th.
- **Summer Socials:** Employee summer barbeques were held on September 8th across High Park, Airmount, and Oranmore, fostering community and relaxation among employees.
- **Women's Health Awareness:** An online session focused on "Women's Health – Focusing on Breast, Cervical, and Ovarian Cancer Awareness" took place on October 25th, highlighting critical aspects of women's health.

These varied sessions reflect Respond's holistic approach to employee well-being, covering a wide range of topics from health and wellness to financial stability and social engagement.

Employee Profile

Lisa Carroll, Health and Safety Manager



Scan the QR code to watch the full video.

“My enjoyment of my work comes from the variety of work that I come across on a day to day basis. No two days are ever the same in Health and Safety, particularly here in Respond. I’d be working with the Tenancy team on the houses, another day I could be working with Homeless Services. Another day we could be working with the Childcare. Even though the legislation is black and white, how you apply that legislation, how you work with that legislation across those very different disciplines is completely different day to day. That’s what I enjoy most... the variety and fulfilment out of that as well.

Here in Respond, you’re following a job right through to completion, you’re making a recommendation, then it’s also up to you to work with the managers to follow through to completion; to make sure it’s implemented properly, to make sure it’s effective, and that it’s practical for the teams you’re working with as well because no one procedure would work the same across Homeless Services, across our Childcare, across our Housing. They all have to be made specific to each one.

So with the Childcare, with the Daycare for Elderly, with the Homeless Services, the training that comes with that varies from your general Health and Safety, your induction training, your manual handling training, we will do a lot of lone working training because our staff are on the frontline. So we will be very cautious with them going out, just making sure they’re fully protected... that they know the policy procedure for their proper aids for working alone as well and lone working alarms. So again from the Accident Incident side of it, we do a lot of training with them on that too.

Fire Safety for all of our buildings is massive because with our Homeless Services, we’ve got accommodation 24/7. So it’s a very, very high priority for us. It’s not just a generic evacuation procedure that goes into every building. Every single building has to have its own site specific procedure, dependent on its size and type environment.

We’re very lucky in Respond that we’ve had a great group effort in getting our Health and Safety management systems up and running and that makes life so much easier for myself and the Health and Safety team. The level of buy in that we have gotten from the management teams, the board and staff themselves since we have really started this programme two and a half years ago has been huge. There’s been a massive welcome for it. They’ve come on board with every single suggestion that we’ve made, every policy or procedure we brought in.”



Advocacy and Communications

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

We work with key influencers and decision makers promoting our public affairs and advocacy agenda including ministerial offices, departmental officials, local authorities, government agencies and our colleagues in the sector. In 2023, our many partners whom we collaborated with to effect positive change included Department of Housing, Local Government and Heritage, The Housing Agency, Housing Finance Agency, Local Authorities, Dublin Region Homeless Executive, Health Service Executive, Department of Children, Equality, Disability, Integration and Youth, Tusla, Pobal, Housing Alliance, Irish Council for Social Housing (ICSH), Chartered Institute for Housing (CIH), Homeless Network, Early Childhood Ireland and many others.



Leading the Discussion on Quality Homes and Supports

Respond always aims to provide thought leadership. Throughout 2023, we contributed to national and local discussions and debates.

These included presentations at:

- Green Party Conference.
- Fianna Fail Ard Fheis
- Chartered Institute of Housing Policy Conference
- Construction Industry Federation (CIF) Conference
- Irish Council for Social Housing Annual Conference
- Beauchamps 'Accelerate 2023' Housing Conference
- Supporting Communities Tenant Engagement Conference
- Housing Practitioners Conference

We also attended other discussion forums:

- Leadership meeting hosted by the Housing Agency and the Chartered Institute of Housing
- Inside Housing 'Housing Communications' Conference
- Chartered Institute of Housing policy conference in Dundalk (headline sponsor)
- Labour Party Conference (attendee)
- Fine Gael Ard Fheis (attendee)
- Sinn Féin Ard Fheis (attendee)

We also ensured we shared our practical experience and expertise in delivering housing and services to influence national and local policy through ongoing engagement and making submissions. Some of our 2023 submissions included:

- Social Housing Income Eligibility Thresholds
- Submission on Debt Levels in the AHB Sector
- Pre Budget Submission 2024



Programmes for Continuous Improvement and Developing the Evidence Base

Respond was involved in a number of research projects during 2023 supporting our programmes for continuous improvement and our approach to developing evidence-informed policy and practice:

Measuring the Social Impact of an AHB Tenancy in Ireland (in partnership with Clúid and Circle VHA) was completed and launched in October 2023.

An **Evaluation of Respond's Services** and the development of a related **Good Practice Guide**.

The Impact of Cost Rental Housing on Social Inclusion and Wellbeing; Affordability, Security and Community in partnership with Clúid Housing and Tuath Housing, and funded through the Housing Agency Research Support Programme led by Dr Mick Byrne of UCD.

Evaluation of the Brain Health Village Pilot Project, in partnership with Global Brain Health Institute (GBHI), Trinity College Dublin.

Strategic initiatives

- **Cost Rental Model:** Ongoing work with the State to develop a sustainable and replicable Cost Rental Model to help provide much needed affordable rental homes for those who are not in a position to buy a home of their own and are often struggling to pay rent in the Private Rental Sector (PRS).
- **Equality, Diversity and Inclusion (EDI) Working Group:** Recognising the importance of inclusivity and diversity, the Advocacy and Communications team lead an internal working group dedicated to these principles among our employees driving the Investors in Diversity accreditation process. This effort underscores our commitment to creating an environment where all employees feel valued and empowered, reflecting the diverse communities we serve.
- **Urban Village Placemaking Concept:** Developing an urban village placemaking concept for Respond's large-scale developments working internally with cross departmental teams and other stakeholders. This initiative aims to create inclusive, sustainable communities that go beyond housing to include services and amenities that enhance the quality of life for our tenants.
- **Partnership Global Brain Health Institute (GBHI):** Throughout 2023 we maintained our regular, structured engagement with GBHI to ensure that our collaborative projects align closely with both organisations' strategic goals. Our ongoing partnership with GBHI aims to examine our understanding of brain health and how it can be applied to housing design and to the provision and the development of sustainable communities. This approach inherently touches on social justice and equity, reflects both Respond and GBHI's core mission and identity. Housing and the built environment can impact on brain health and cognitive development and having a home can contribute significantly to an individual's well-being, quality of life and their capacity to recover from illness and adversity.



Strategic Communications and Marketing

Our Strategic communications work is designed to promote our projects and services and enhance the profile of Respond. By effectively managing our communications, the team play a crucial role in supporting the organisation's mission to provide secure, affordable housing and to build resilient communities across Ireland. The team has also been instrumental in managing Respond's reputation. Our approach involves proactive risk assessment, swift and transparent communication and a focus on stakeholder engagement. This ensures that Respond maintains its standing as a trusted and reliable service provider.

Communications with our Tenants and Service Users

Our communications with tenants and service users are crafted with care, ensuring that we listen, engage, and are responsive. This two-way communication is vital for building trust and understanding, which are the cornerstones of our relationship with the communities we serve. We also work with our tenants and service users to share their stories with a view to influencing change. We created over 40 videos that were used on social media, conferences and exhibitions over the course of 2023.

Sharing our Work with Stakeholders

Our Advocacy and Communications team co-ordinated events throughout the year to welcome stakeholders to our developments, allowing us to share our work with them, including:

- The tenants of 'Canal Bridge' in Dublin were thrilled to welcome Minister Darragh O'Brien TD to the opening of their new development.
- Minister Darragh O'Brien TD visited our construction site for 153 new homes on the Long Mile Road in Dublin.
- The Board of the Housing Finance Agency (HFA) visited our well-established development and community centre in Midleton, Co Cork.
- Minister of State Neale Richmond TD visited our site at Whinsfield in Dublin's Sandyford. This site will be home to 65 new homes when completed.
- Respond and Tuath Housing jointly hosted an international group of Housing experts to our social and Cost Rental development in Woodside.

In 2023, we also reached thousands of people through significant media coverage, which included hundreds of mentions across print, online and broadcast media outlets in 2023, an increase of 12% on the previous year.

Internal Communications and Capacity Building

With over 380 dedicated employees, ensuring alignment and awareness of our collective efforts is crucial. The Advocacy and Communications team spearheads this through leading an inter-departmental group, organising both online townhalls and an in-person Employee Conference to keep employees informed, engaged, and connected, regardless of their location. These platforms are essential for sharing updates, celebrating milestones, and planning future directions. We work closely with our People and Culture team on employee communications to ensure messages are clear, consistent and accessible.

Employee Conference

Our Employee conference on October 12th at the Newpark Hotel in Kilkenny marked a significant moment, being the first large-scale gathering since 2020. It successfully brought together 263 employees and Board members, receiving overwhelmingly positive feedback, with 84% rating it as "excellent." This underscores our commitment to fostering a strong, informed, and cohesive team, empowering them to contribute to our mission of providing secure, affordable housing and supportive community services.

These initiatives are more than just events; they are a testament to our commitment to building a strong, informed, and cohesive team. By prioritising internal communications and capability building, we ensure that our employees are not only aware of what is happening across the organisation but are also empowered to contribute to our mission of providing secure, affordable housing and supportive community services across Ireland.

Recruitment Campaign

To enhance our team and operational capabilities, in Quarter 1 2023 the Advocacy and Communications team led a recruitment campaign targeting five senior positions within our Development and People and Culture teams. This campaign, utilising targeted marketing and media strategies, not only highlighted the unique opportunities at Respond but also significantly amplified our reach and impact. The high quality of applications received and the extremely positive feedback from employees and external stakeholders attest to the campaign's success in attracting skilled professionals, thereby reinforcing Respond's commitment to excellence, innovation, and community service.

This recruitment campaign is a prime example of how strategic communications and a well-executed marketing strategy can serve broader organisational goals, including talent acquisition and brand positioning. By effectively profiling and promoting Respond, we not only filled essential senior roles with highly capable individuals but also reinforced our standing as an organisation committed to excellence, innovation and community service.



Enabling Progress through Partnerships

Corporate Social Responsibility, Philanthropic Grants, Community Buildings and Group Homes

Respond continues to garner support from a wide range of philanthropic partners and grant funding opportunities, enabling us to provide additional supports, and introduce projects informed by engagement with our tenants and service users. Our Partnership Team, part of our Advocacy and Communications Team, worked with a wide range of partners in 2023 and we would like to thank all of our partners who so generously supported our work in 2023.

Examples of such partnerships include:

ESB Energy for Generations Fund

The ESB Energy for Generations Fund supported two key projects with a total funding of €23,424.

- **Outdoor gym equipment at Johns College, Waterford:** Encouraging greater health, wellbeing and tenants interaction with a contribution of €10,750 from ESB.
- **IT equipment upgrade for Early Learning and School Aged Care Services:** Enhancing educational support with technology, especially for children without home access. ESB contributed €12,674 for this project.

Housing Finance Agency

The Housing Finance Agency granted Respond funding of €29,475 for the creation of a Community Pavilion at Rathcoran, Baltinglass, Co. Wicklow. The pavilion will be a wonderful addition to the estate, encouraging increased socialising among tenants resulting in a greater sense of community, facilitating ongoing social activities and encouraging tenants to take ownership of their estate. This facility will also play a central role in our Brain Health Village and our work with the Global Brain Health Institute.

Hospital Saturday Fund

The Hospital Saturday Fund kindly supported our planned upgrade of our Day Care Centre for older people in Baldoyle with a donation of €3,000 towards the cost of works. These works will assist in future proofing the service so that we can continue to provide much needed care and respite.

Respond Supporting Other Service Providers in the Community

Utilising our network of Community Buildings and Group Homes, we are delighted to support other organisations that provide vital community services. These organisations complement Respond's own work and therefore bring added benefit to our estates and tenants. Examples of these organisations include various Family Resource Centres, branches of the Alzheimer Society of Ireland and Youth Work Ireland and numerous disability service providers such as KARE, Enable Ireland, Cheshire Ireland and Carriglea Cairde Services amongst others.

5

Finance and Governance





Business review and financial performance for 2023

Respond delivered another strong operating and financial performance for the year to December 2023. Turnover for the financial year amounted to €67.5m compared to €56.9m for the year ended 31 December 2022 and profit for the financial year was €8.5m (2022: €8.9m).

Other Operating Expenses of €4.7m (2022: Other Operating Income of €2.3m) represents the net amortisation of government mortgages and grants and the depreciation of social housing assets.

The company invested €259m (2022: €190m) in housing units during the year and increased the number of units under ownership/management by 677 (2022: 581), which were funded primarily by the drawdown of additional CALF, CREL & HFA funding of €261.4m which now stands at €1,162.6m on the balance sheet.

The company has a healthy aggregate bank balance of €63.9m (2022: €31.3m) 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 €8.45m year on year and the overall reported equity figure is €174.9m.

Respond has 7,761 housing units (2022: 7,084) under its ownership/management at the balance sheet date and continues to invest in housing through its development programme. Respond delivered 666 newly constructed homes in 2023, 611 new social homes and 55 new cost rental homes.

The average cost of social and cost rental homes constructed or acquired by Respond nationally in the year to December 2023 was €339,169 (2022: €335,787). We have ambitions to deliver a significant number of additional units over the next 5 years in support of the Government programme "Housing for All – A New Housing Plan for Ireland".

The total number of Family Hubs in operation by Respond is 6 (2022: 6) at the balance sheet date, with the capacity to accommodate 91 families.

Corporate Governance

For the reporting year, the Board comprised nine non-executive members drawn from a wide background, bringing together professional, commercial, local and international experience. The Board aims to meet regularly throughout the year, and for this current reporting year it met 11 times. Noel Kelly is Chair of the Board.

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

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

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

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



Regulatory Compliance

As a registered charity, Respond is regulated by the Charities Regulatory Authority and must comply with the Charities Act 2009 and the Charities Governance Code.

Respond is also regulated by the Approved Housing Body Regulatory Authority (AHBRA) which was established under the Housing (Regulation of Approved Housing Bodies) Act 2019 to protect housing assets owned or managed by approved housing bodies. Respond must also comply with the new AHBRA standards published in 2022. Respond is also regulated by Pobal, Tusla, HSE, and DRHE in relation to the services it offers its tenants and service users.

Board Induction

Respond is committed to and provides comprehensive induction training for all its new Board members. Respond has implemented a formal Board Induction Policy and it is reviewed every two years or is amended to take account of any external regulatory changes, best practice guidance or internal organisational changes as necessary. All Board members have access to the Respond training portal. Regular legislative and regulatory updates are deployed to Board members through this portal.

Conflict of Interest

The Respond conflict of interest policy is reviewed every two years or is amended to take account of any external regulatory changes, best practice guidance or internal organisational changes as necessary. Any conflicts with agenda items are declared at the beginning of every Executive Management Team, Sub-Committee and Board meeting.

Risk Management

Respond has established a risk framework for the effective management of risk across all of its functions. Over the last four years it has developed and implemented robust processes and procedures to ensure that risk management is firmly embedded across all departments in order to primarily protect its tenants, service users and employees as well as ensuring compliance with its legal and regulatory requirements. Respond's Corporate Risk Register is reviewed by the Executive Management Team, Finance, Risk and Audit Committee (FRAC) and Board on a quarterly basis. Risk appetite metrics are set and monitored in relation to the top 10 risks listed in the Corporate Risk Register. Board Risk Workshops are held in March and September every year.



Profit and Loss Account

For the financial year ended 31st December 2023

	Year ended 31 December 2023 (€)	Year ended 31 December 2022 (€)
Turnover	67,452,492	56,897,261
Cost of sales	-	-
Gross profit	67,452,492	56,897,261
Administrative expenses	(38,593,049)	(32,820,575)
Other operating (expense)/income	(4,747,088)	(2,328,830)
Operating profit	24,112,355	21,747,856
Interest payable and similar charges	(15,653,640)	(12,818,745)
Profit before taxation	8,458,715	8,929,111
Tax on profit	-	-
Profit for the financial year	8,458,715	8,929,111

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

Balance sheet

As at 31st December 2023

	31 December 2023 (€)		31 December 2022 (€)	
Fixed assets				
Intangible assets		95,550		96,900
Tangible assets		1,502,700,429		1,263,348,385
Current assets				
Debtors	9,750,472		9,915,663	
Investments	815,442		814,917	
Cash at bank and in hand	63,040,592		30,477,470	
	73,606,506		41,208,050	
Creditors: amounts falling due within one year	(43,845,077)		(27,922,157)	
Net current assets		29,761,429		13,285,893
Total assets less current liabilities		1,532,557,408		1,276,731,178
Less:				
Creditors: amounts falling due after more than one year		(1,357,650,457)		(1,110,282,942)
Net assets		174,906,951		166,448,236
Capital and reserves				
Reserves		174,906,951		166,448,236
Total equity		174,906,951		166,448,236

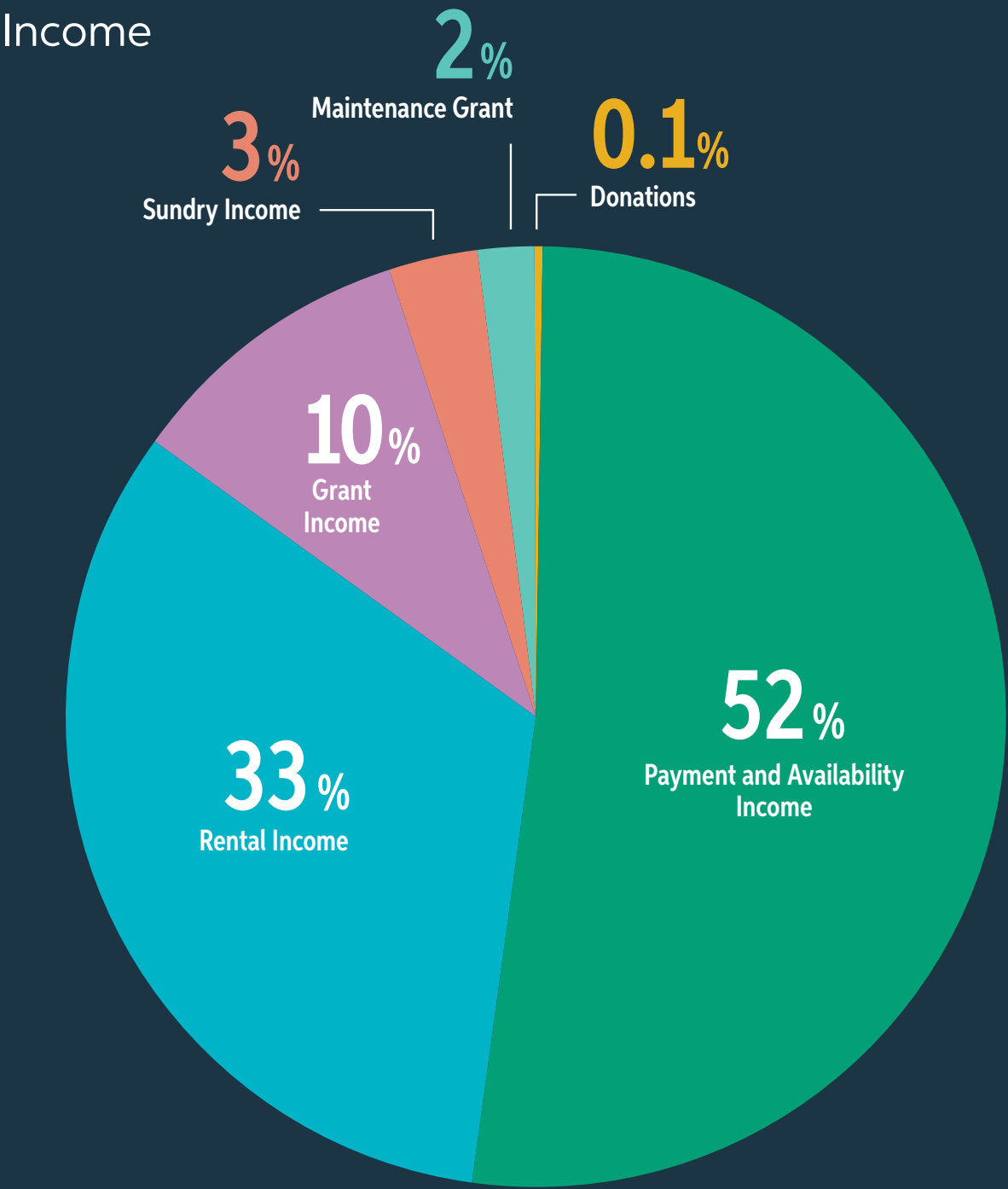
Cash Flow Statement

For the financial year ended 31st December 2023

	Year ended 31 December 2023 (€)	Year ended 31 December 2022 (€)
Cash from operations	36,920,355	25,961,895
Income taxes paid	-	-
Net cash generated from operating activities	36,920,355	25,961,895
Cash flows from investing activities		
Purchase of tangible fixed assets	(247,272,345)	(183,969,780)
Purchase of intangible fixed assets	(41,418)	(66,728)
(Increase)/decrease in investments	(525)	345
Net cash used in investing activities	(247,314,288)	(184,036,163)
Cash flows from financing activities		
Mortgages	3,396,677	5,900,000
CALF loans	65,568,889	24,552,970
CREL loans	20,108,248	7,710,772
HFA loans	175,692,568	130,108,908
Capital grants	1,069,196	499,280
Interest paid on HFA loans	(17,860,542)	(13,924,195)
Capital repayments of HFA loans	(5,017,978)	(4,154,445)
Net cash generated from financing activities	242,957,058	150,693,290
Net increase/(decrease) in cash and cash equivalents	32,563,125	(7,380,978)
Cash and cash equivalents at beginning of financial year	30,481,802	37,862,780
Cash and cash equivalents at end of financial year	63,044,927	30,481,802
Cash and cash equivalents consists of:		
Cash at bank and in hand	63,040,592	30,477,470
Short-term deposits (included in current asset investments)	4,335	4,332
Cash and cash equivalents	63,044,927	30,481,802

Current Expenditure and Funding

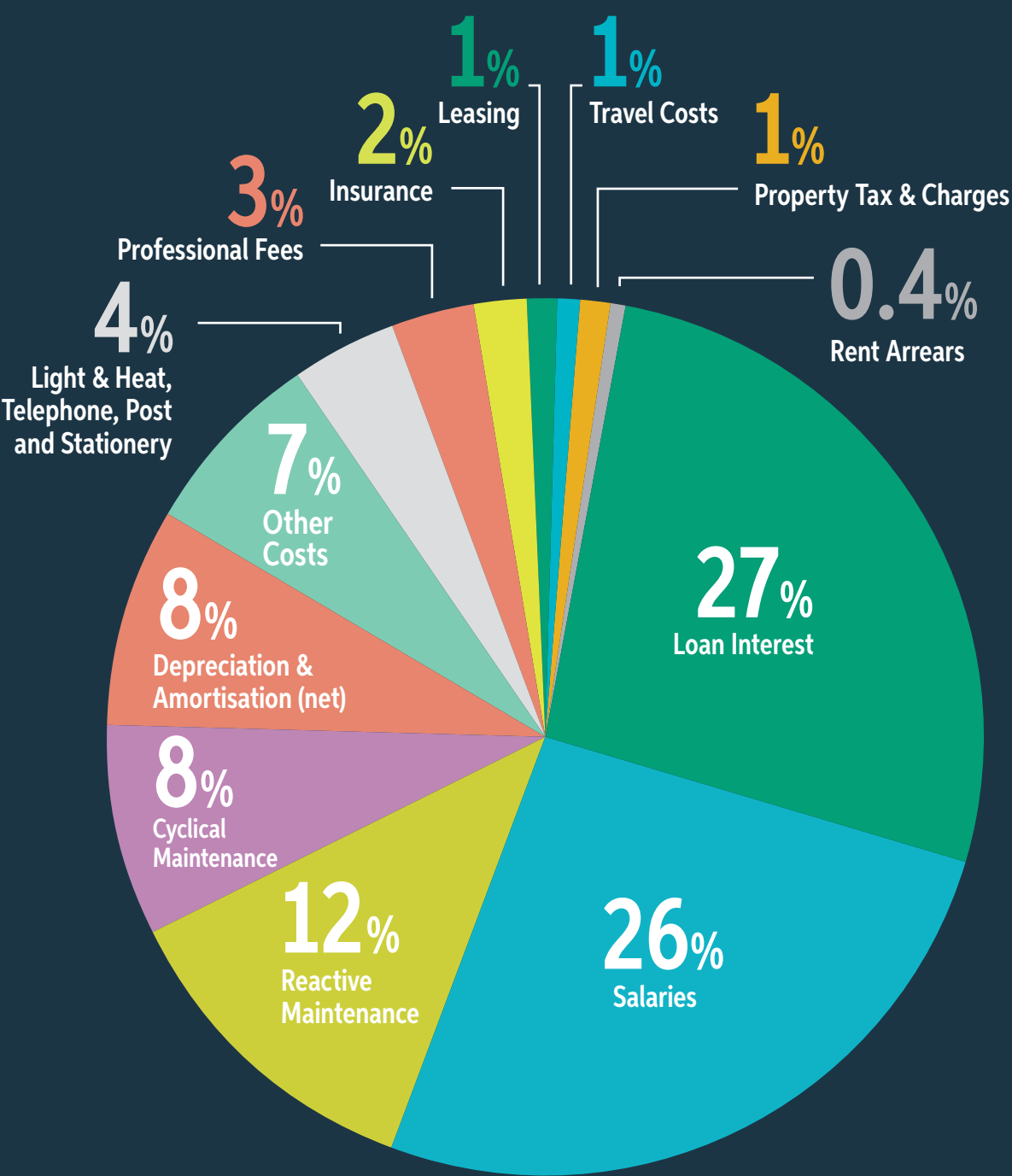
Respond Income & Expenditure for year ended 31st December 2023



Current Expenditure and Funding

Respond Income & Expenditure for year ended 31st December 2023

Expenditure



Capital Funding and Maintenance Expenditure

Capital Funding

	AFS* Dec 2023 (€)	AFS Dec 2022 (€)	Increase Year on Year (€)
Capital Assistance Scheme (CAS)	191,828,674	188,431,997	3,396,677
Capital Loan & Subsidy Scheme (CLSS)	260,523,965	260,523,965	-
Other Government Grants	40,913,342	39,844,146	1,069,196
Capital Advance Leasing Facility (CALF)	329,135,177	258,344,130	70,791,047
Cost Rental Equity Loan Scheme (CREL)	27,929,304	7,714,104	20,215,200
Housing Finance Agency (HFA) Loans	805,499,229	634,824,659	170,674,570
Total	1,655,829,691	1,389,683,001	266,146,690

*Annual Financial Statements

Respond Total Maintenance Expenditure

Cumulative Years from 2019 to 2023

No. of Years:	5	1	1	1	1	1
	Totals	12 mths to Dec 2023	12 mths to Dec 2022	12 mths to Dec 2021	12 mths to Dec 2020	12 mths to Dec 2019
Maintenance Expenditure						
Reactive Maintenance	18,902,079	5,664,837	3,910,807	3,555,082	3,064,919	2,706,434
Cyclical Maintenance	17,659,752	5,009,001	4,143,105	3,110,654	2,529,787	2,867,205
Void Maintenance	4,960,033	1,290,191	1,002,508	1,034,932	855,455	776,947
Subtotal Maintenance Expensed to P&L	41,521,864	11,964,029	9,056,420	7,700,668	6,450,161	6,350,586
Planned Maintenance Capitalised to Balance Sheet	15,877,683	5,519,290	5,099,507	2,691,130	1,582,522	985,234
Total Expenditure by Respond	57,399,547	17,483,319	14,155,927	10,391,798	8,032,683	7,335,820
Planned Maintenance SEAI Grants Received / Contributed*	6,764,302	1,087,204	2,189,991	1,709,457	1,167,559	610,091
Total Investment in Maintenance / Property Upgrades	64,163,849	18,570,523	16,345,918	12,101,255	9,200,242	7,945,911
No. of Units on which SEAI Works carried out	403	54	99	114	80	56

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

Respond Board of Directors



**Noel Kelly
(Chairperson)**

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



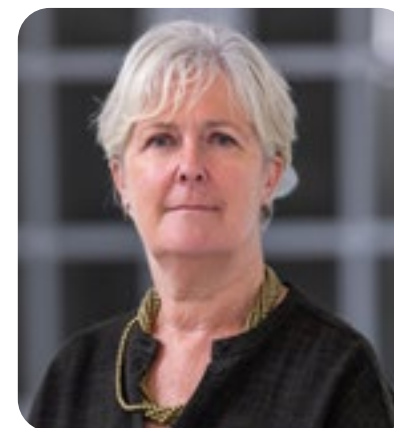
**Brendan Cummins, RIP.
(Vice Chairperson)**

Formerly, Brendan was Chief Executive Officer of Ciba Inc, the major international chemicals company headquartered in Switzerland. During his executive career, Brendan 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 1970s and went on to hold many senior international positions in locations including Switzerland, China, UK, Hong Kong, and Singapore until January 2024. Brendan was a non-executive director of Ashland Inc, a global specialty chemical company quoted on the New York Stock Exchange, where he had previously also been a member of The Ashland Audit Committee and Chair of the Nominations and Governance Committee and the Compensation Committee. Brendan also served as a non-executive Board Member of The Perstorp Group headquartered in Sweden and was a member of the Remuneration Committee. In addition, he was the Senior Non-Executive Director of the Nanoco Group, chaired that company's Remuneration Committee, and was a member of the Audit Committee. Brendan was also a strategy advisor to several Irish enterprises.



John O'Connor

John O'Connor joined Respond's Board of Directors in December 2016 and was chair from 1st January 2017 until 31 December 2022. 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.



Dr. Cathleen Callanan

Dr. 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 managerial posts in the voluntary and statutory sector such as director of a voluntary adoption agency, and childcare manager with the Health Service Executive (HSE). She was an Area Manager for the Health Information and Quality Authority from 2009 until 2014, when she left to establish a private consultancy for social service organisations. Cathleen holds a Masters in Social Service Administration and a PhD in Social Policy. She has had a long-standing interest in the complexities of homelessness, having been responsible for the young people out-of-home service while a childcare manager with the HSE.



Joseph O'Connor

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



Sinead O'Neill

With a career spanning 30 years as the owner of her private limited company, a four-year tenure as CEO, and Associated Vice President with a Fortune 500 company, Sinead O'Neill has mastered the art of steering organisations through the ebbs and flows of business landscapes. Her journey has been one of relentless pursuit of excellence, deeply rooted in the belief that effective change within organisations and teams is not just possible but imperative for sustained growth. Her expertise lies in strategic business planning and growth, underscored by a robust management background specialising in budget management, growth, leading, and supporting large teams. As a qualified coach in executive, team, and business contexts, she brings a holistic approach to mentorship, drawing from a broad spectrum of experiences across various business sectors. At the core of her consultancy practice is a fascination with the human aspect of business – the mindset of leaders and teams. She believes that the key to unlocking business potential lies in understanding and harnessing the power of our collective mindsets. This belief drives her approach to consultancy and mentorship, focusing on creating a culture of leadership and development that transcends traditional business metrics.



Marian Keane

Marian joined the Respond Board of Directors in 2024, having recently retired from AIB Bank after dedicating over 40 years to a variety of roles within the organisation. Her career spanned from being a Branch Manager in Retail Banking to Regional HR Manager, Private Banking Manager, and finally, as the Head of Mortgages for Kilkenny, Tipperary, and Waterford. Marian's wealth of experience in different areas of the banking sector allowed her to show versatility in taking on new roles along with building up her expertise in the financial services industry. Marian is presently a part time Business Consultant, supporting a newly set up Mortgage and Life Brokerage business. Currently, she serves as a Trustee of South Eastern Cancer Foundation (Solas Cancer Support Centre), a charity she helped co-found 20 years ago. In her present role as Finance Officer, Marian oversees the financial aspects of the organisation, ensuring compliance with regulations, and maintaining policies and procedures at the standards set by the Charity Regulator.



Professor Cathal O'Connell

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



Aidan Skelly

Aidan Skelly joined the Board of Respond in 2023. He is also a non-executive director of AirNav Ireland and of Transport Infrastructure Ireland (TII). He retired from EirGrid plc in 2022, having served as Chief Financial Officer since 2005. He was Finance Director of Waterford Stanley from 2002 to 2005, and from 1987 to 2002 held a number of finance and commercial roles with Waterford Crystal in Ireland and the UK. He trained as a Chartered Accountant with PWC and holds a B.Comm from UCD and an MBS in Corporate Leadership from DCU.



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.



Michael Dominick Anglim

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



Olivia McCann (Company Secretary) (Solicitor Ireland, England and Wales)

Olivia McCann was appointed Director of Legal and Compliance and Company Secretary of Respond in December 2022. She had previously served as a Director on the Board of Respond for two and a half years. She is 32 years qualified as a solicitor and has worked in the UK and Ireland both in private practice and in-house dealing with complex commercial matters. Prior to joining Respond she specialised in commercial property, corporate and business law advising a variety of business sectors. Her work also included 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 in London as a Senior Lawyer with International Law Firm, Clifford Chance and Canary Wharf Group plc. For fourteen years prior to December 2022 she worked in general private practice in Waterford with Dublin law firm A. McCann & Co.

List of Sub-Committees and Members

Remuneration, Succession and Nominations Committee (RSN)

Members:	Noel Kelly	Chair and Board Member
	Brendan Cummins	Board Member (resigned 2024)
	Joe O'Connor	Board Member
	John O'Connor	Board Member
Assisted by:	Declan Dunne	CEO
	Jacqui Synnott	Director of People and Culture
	Olivia McCann	Director of Legal and Compliance and Company Secretary

Community Support, Research & Advocacy Committee (CSRA)

Members:	D. Vincent McCarthy	Chair and Board Member
	Cathleen Callanan	Board Member
	Prof. Cathal O'Connell	Board Member
	Anthony Kerr	External Sub-Committee Member
Assisted by:	Declan Dunne	CEO
	Niamh Randall	Director of Strategy and Public Affairs
	Louisa Carr	Director of Services
	Neil Bolton	Director of Housing

Finance Risk and Audit Committee (FRAC)

Members:	Aidan Skelly	Chair and Board Member
	Brendan Cummins	Board Member (resigned 2024)
	Joe O'Connor	Board Member
	John Murphy	External Sub-Committee Member
	Roma Burke	External Sub-Committee Member (resigned 2024)
Assisted by:	Declan Dunne	CEO
	Ray Fanning	Director of Finance and IT
	Pio Murtagh	Head of Finance
	Nessa Aylmer	Executive Head of Compliance

Development Committee

Members:	John O'Connor	Chair and Board Member
	Michael Anglim	Board Member
	Kevin Duke	External Sub-Committee Member
	Denise Murray	External Sub-Committee Member (resigned 2023)
Assisted by:	Declan Dunne	CEO
	Parag Joglekar	Director of Investment and Development
	Olivia McCann	Director of Legal and Compliance and Company Secretary



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improving lives



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