



**Peter  
McVerry  
Trust**

Opening doors for  
homeless people



# Peter McVerry Trust **Strategic Plan 2021-2025**

## Board of Directors as of January 2021

Fr Peter McVerry - Founder & Secretary

Rod Ensor - Chairperson

Peter Birthistle - Treasurer

Patricia Bourke D'Souza

Denis O'Leary

Deirdre-Ann Barr

Audrey Byrne

Richard Lavelle

Terry McCabe

Ciara O'Sullivan

## Committee Members:

Gilbert Little

Allison Coughlan

Ollie O'Loughlin

Colin Smyth

Sean Downey

Alison Diamond

Adam Ronayne

## Chief Executive Officer:

Pat Doyle

## Registered Office:

Peter McVerry Trust, 29 Mountjoy Square,  
Dublin 1, D01 C2N4.

## Charity Registration Number:

20015282

## Company Registration Number:

98934

## CHY Number:

7256

## Solicitors:

Lavelle Partners, St James' House,  
Adelaide Road, Dublin 2,  
D02 Y017.

## Bankers:

Allied Irish Bank, Bank of Ireland,  
Ulster Bank

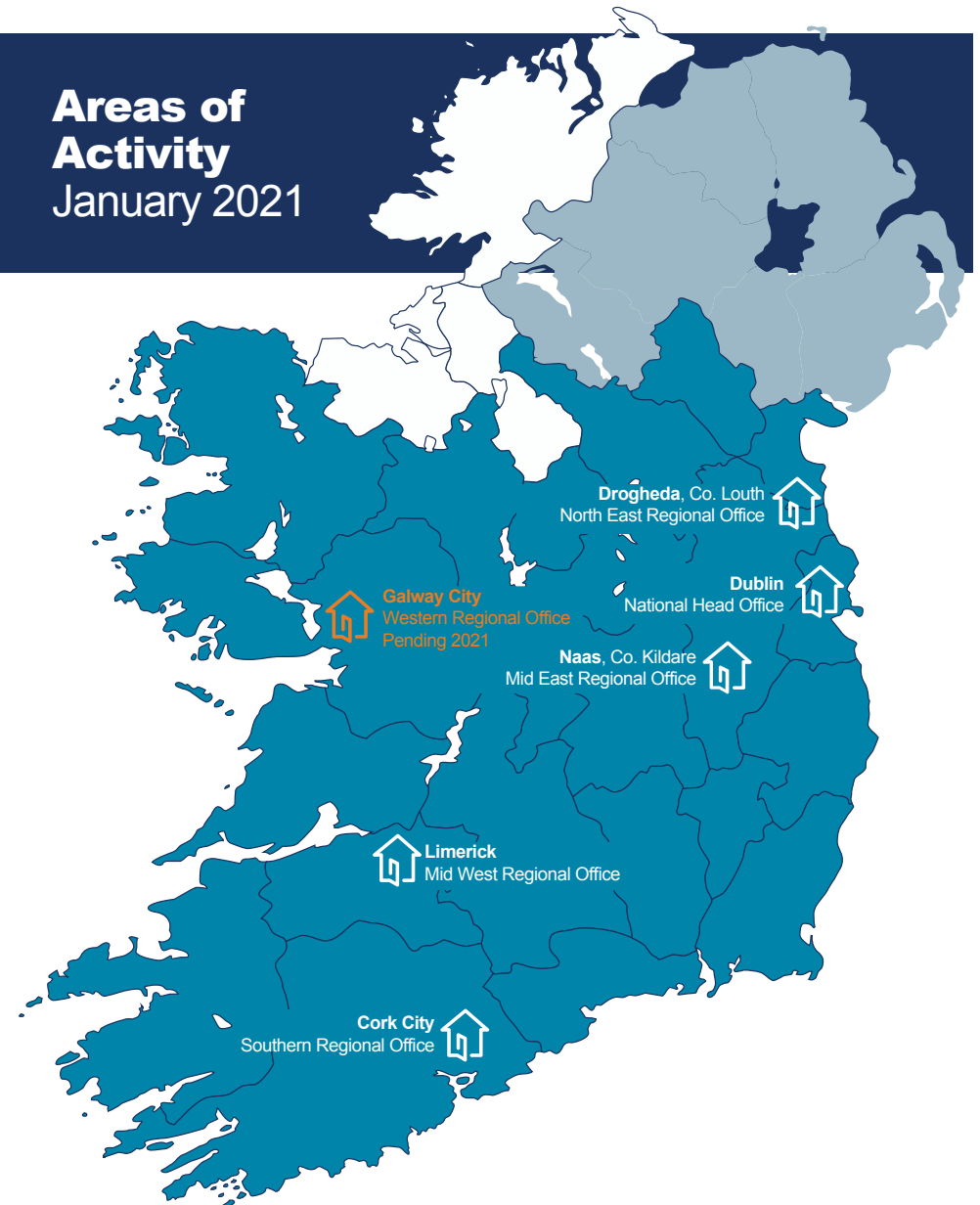
## Auditors:

Donal Ryan & Associates, 34  
Manor Street, Dublin 7.

Front Cover Image:

Peter McVerry Trust's New Street South apartment scheme, Dublin 8.

## Areas of Activity January 2021







# Table of Contents

Message from our Founder	5
Introduction by CEO	6
Vision, Mission, Aims	7
Structure, Development and Implementation	9
High-Level Strategic Objectives 2021-2025	11
Board of Directors and Organisational Governance	17
Board of Directors and CEO as of January 2021	18
Committee Members	23
Acknowledgements	23

Photo:  
Peter McVerry Trust's apartment scheme at Tuskar House, Wexford Town.





Photo: Representatives of Limerick City Council, Peter McVerry Trust and RBC Modular at the sod turning of 38 rapid build houses in Limerick May 2021

# Message from our Founder



Peter McVerry Trust is committed to meeting the holistic needs of the most marginalised homeless people in Ireland and to the prevention of homelessness.

Our strategic plan for the next five years emphasises the provision of long-term accommodation for homeless people, rather than expanding our hostel services. Hostel provision is a necessary service to help people avoid the very damaging consequences of having to sleep rough, but it ought to be a temporary, and short-term, measure.

The solution to homelessness is to provide people with a home. Since most homeless people today are single, our focus is on expanding the provision of one-bed apartments, which are in very short supply nationally, as rapidly as our resources allow. And for those homeless people with multiple needs, such as addiction, mental health or behaviour issues, we are committed to the Housing First model, which offers such homeless people permanent

accommodation with a high level of support. This model has proved successful in maintaining people in their own home, who otherwise would be left living on the streets for a very long time. Integration into their local community of those homeless people whom we have helped into permanent accommodation is also a priority.

A small minority of homeless people have addiction issues. We will continue to invest in high quality stabilisation, detox and treatment services to help them address their addiction.

We will continue to provide or seek employment and training opportunities for homeless people, and to address educational disadvantage for young people with the aim of preventing them becoming the homeless adults of the future.

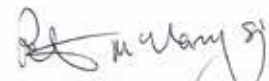
We will continue to advocate for policies which we believe can most effectively and speedily achieve the objective of

reducing and eventually eliminating homelessness – and allow us to go out of business! To achieve that, we will pursue evidence-based research, both through our own resources and through partnership with other research bodies.

To do all this, we will continue to strengthen our governance structures, ensure transparent financial accountability and good communications skills.

All that we do would not be possible without the continued support of our donors and the wider public. We very much appreciate all those who have and continue to support us in our work.

We aim to continue to make a small but significant contribution to reducing homelessness over the next five years and to provide as many homeless people as our resources allow with their basic human right, a place to call home.

  
Fr Peter McVerry SJ





# Introduction from the CEO

I am delighted to bring forward and publish Peter McVerry Trust's Strategic Plan 2021-2025. This document provides a clear framework for the direction and development of the charity for the next five years.

In developing this latest plan we have spent much time reflecting on our ethos, our values and the needs of people with whom we engage and support on a daily basis. I want to thank the substantial number of people who contributed to the development of the plan, including our partners and colleagues in the statutory and voluntary sectors. I am confident that this plan will ensure Peter McVerry Trust remains best-placed to respond to those in need.

From the outset I want to acknowledge our funders, partners and key stakeholders across the wide range of statutory bodies with whom we work on a daily basis. These partnerships form the bedrock of our response and we

gladly acknowledge the importance of our statutory partners to enable us to deliver for vulnerable people.

What sets this strategic plan apart from those which we have developed since our first plan back in 2007 is the significant and strong emphasis on housing and the response of the organisation on a truly national scale. Over the course of our last strategic plan, the charity grew its units significantly and exceeded its housing target by 20%. In this plan we will continue to grow the delivery of homes as a specialist Tier 3 Approved Housing Body. We will deliver an additional 1,200 homes through a sustainable housing development pipeline. We will support distinct groups, with half of new units for rough sleepers and long term homeless people through Housing First, 200 homes for young people leaving care and 400 further units for singles and families with complex needs.

The delivery of housing, with its focus on the delivery of one-bedroom homes, is not an end unto itself. What we are looking to achieve is the creation of more pathways to housing, to ensure

that our work under key models such as Housing First and CAS for Care grows and succeeds and that we are tackling, head on, the issue of single persons in homelessness that has remained stubbornly high in recent times.

Our commitment to the Housing First model remains a core element of our strategy and mission. Our multi-year partnership with Dr Sam Tsemberis, founder of Housing First, together with Pathways Housing First, is a key component of how we measure and monitor our fidelity to the model. This work, which now accounts for 61% of the national total as of January 2021, will continue to grow and evolve and we are committed to playing our role in ensuring it succeeds for people sleeping rough.

This strategic plan also notes the evolution and response of the organisation across education, new communities and addiction. These areas of delivery fully reflect our approach to ensure that we strengthen our efforts to prevent homelessness, ensure that we provide pathways to housing for people in need, and that we offer access to

essential supports for people beyond housing provision.

Across everything that we do as an organisation over the next five years we will continue to set ourselves the highest standards. We fully appreciate the responsibility that we carry. We will ensure close cooperation with the bodies that regulate our work, ensure that we comply with the standards and regulations that are applied to us by the Charities Regulator, Housing Regulator and Company Regulator.

As CEO of Peter McVerry Trust, I want to express my sincere gratitude to Fr Peter McVerry and the Board of Directors for their continued support and guidance as we work together to deliver this latest strategic plan and ensure that people on the margins are heard, seen and supported.

  
**Pat Doyle, CEO**



## Vision

An Ireland that supports all those on the margins and upholds their rights to full inclusion in society.



## Mission

Peter McVerry Trust is committed to reducing homelessness and the harm caused by drug misuse and social disadvantage. Peter McVerry Trust provides low-threshold entry services, primarily to younger persons with complex needs, and offers pathways out of homelessness based on the principle of the Housing First model and within a framework that is based on equal opportunities, dignity and respect.



## Aims

- To target those most marginalised in society and offer a safe, challenging and supportive environment through our service provision.
- To treat participants with warmth and respect and actively encourage them to be involved in all aspects of their own support plan.
- To offer a comprehensive package of support that will provide the best opportunity possible for them and assist them in planning a pathway out of homelessness or drug use, or if they continue to use drugs, to assist them towards some level of stabilisation in order to live a life of dignity, with respect and opportunity.
- To assist each person to re-establish himself or herself in the community and move towards greater independence.

Photo:  
Peter McVerry Trust's apartments in Fermoy, Co. Cork.







Learning Centre - CMS  
Opening doors to education

Education, Training  
and Support for  
Young People

Photo: Peter McVerry Trust's CMS Learning Centre in Dublin city centre.





Photo: (L-R) Fr Peter McVerry (Founder), Pat Doyle (CEO), Rod Ensor (Chairperson) and Minister for Housing, Darragh O'Brien TD at Peter McVerry Trust's social housing scheme at New Street South, Dublin.

## Structure, Development and Implementation

Peter McVerry Trust's Strategic Plan for the period 2021-2025 is designed to ensure that the charity retains its ability to best respond to the needs of vulnerable people across Ireland. As a national organisation that delivers critical and essential supports for people, we are wholly committed to ensuring that the organisation continues to deliver best practice solutions for the many people who rely on our services.

The strategic plan for the period 2021-2025 sets out eight high-level strategic objectives which are each supported by three key drivers. The eight high-level strategic objectives identified in the plan have been chosen to keep the organisation clearly focused on participant needs, increased access to housing, leadership and collaboration, organisational sustainability, best practice in service delivery, effective communications and advocacy, responding to crises and supporting the continuing national roll out of Housing First.

The development of the strategic plan was guided by the Peter McVerry Trust's Research and Services Committee. It was further reviewed and approved by the Board of Directors of Peter McVerry Trust. Two independent facilitators,



Photo: Peter McVerry Trust's New Street South apartment scheme, Dublin 8.

Burtenshaw Kenny Associates, Abate Counselling and EAP Limited were appointed to consult with internal and external stakeholders.

In the development of the strategic plan, consultations were carried out with samples from our stakeholder groups including:

- 18 participants from across our services
- 9 members of our Board of Directors
- 4 members of the Board Sub-Committees
- 21 staff members including the CEO, senior management as well as frontline managers and staff

In addition to the above consultations we also consulted with 20 external stakeholders from both the statutory and voluntary sectors.

As our strategic plan was developed during the Covid-19 pandemic, all consultations were carried out by telephone and one-to-one basis only, in line with public health guidance.

This new plan will set the strategic direction of Peter McVerry Trust over the coming five-year period with annual organisational business plans being formulated in alignment with the eight high-level strategic objectives below. The delivery of the strategic plan will be reviewed by Peter McVerry Trust's Research and Services Committee on a regular basis with annual feedback to our Board of Directors.

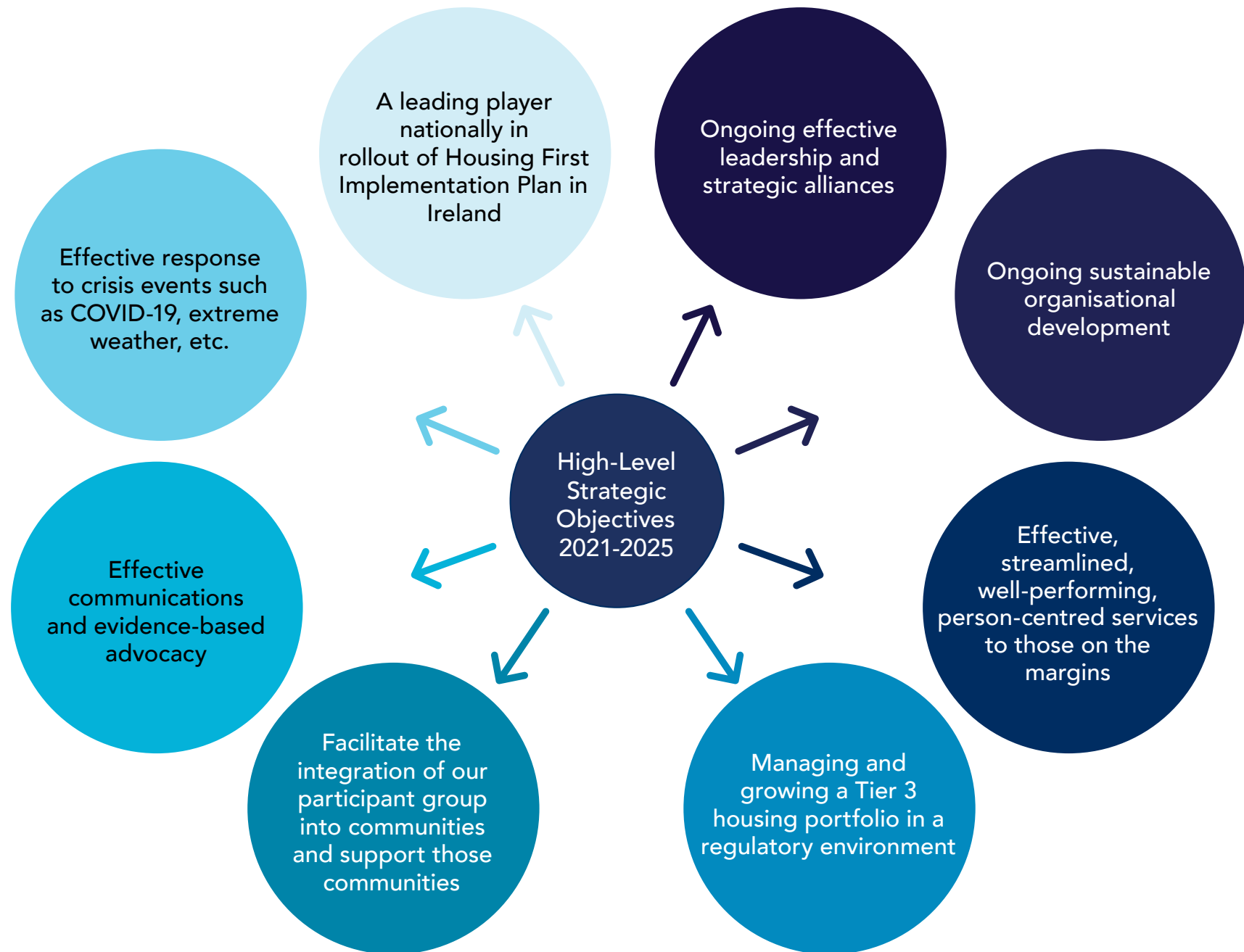




Photo: Peter McVerry Trust's social housing scheme at Ravenswood, Fingal.



# Peter McVerry Trust's High-Level Strategic Objectives 2021-2025



# Key Drivers for Delivery; Outcomes & Timescales 2021-2025

HIGH-LEVEL STRATEGIC OBJECTIVES	KEY DRIVERS FOR DELIVERY	OUTCOMES AND TIMESCALES 2021-2025
<p>Ongoing effective leadership and strategic alliances</p>	<ul style="list-style-type: none"> <li>• Developing and maintaining Strategic Alliances</li> <li>• Developing Key Partnerships</li> <li>• Governance and Quality</li> <li>• Leadership and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to be a key driver of Housing First in Ireland (2021-2025)</li> <li>• Continue to develop our relationships with our Housing First partners in Philadelphia, New York, Washington DC and Vermont (2021-2025)</li> <li>• Continue to develop our participation and representation on a European and International Level: Feantsa, Irish American Partnership, Pathways Housing First USA, etc. (2021-2025)</li> <li>• Develop and maintain strategic alliances with the Irish Council for Social Housing, its members and key stakeholders (2021-2025)</li> <li>• Continue to develop key strategic alliances with statutory and voluntary sector organisations (2021-2025)</li> <li>• Continue to develop key strategic alliances with private sector organisations and bodies (2021-2025) at regional, national and international levels, to support the sustainable development and delivery of housing, activation, employment and education initiatives.</li> <li>• Continue to ensure that our governance policies and procedures are in line with best practice (2021-2025)</li> <li>• Continue to explore new and innovative ways of working with young people at risk and young people in care (2021-2025)</li> <li>• Continue to explore ways to address employment activation for disadvantaged young people (2021-2025)</li> <li>• Continue to explore ways to address educational disadvantage for young people (2021-2025)</li> <li>• Continue to explore innovative ways of supporting participants in relation to addiction and recovery (2021-2025)</li> </ul>



## HIGH-LEVEL STRATEGIC OBJECTIVES

### KEY DRIVERS FOR DELIVERY

### OUTCOMES AND TIMESCALES 2021-2025

#### Ongoing sustainable organisational development

- Adapting organisational structure and strategy to a more competitive environment
- Establishing and consolidating an effective presence across the regions
- Funding for sustainability
- Actively preserving the Peter McVerry Trust ethos

- Ensure that all new staff continue to receive a comprehensive induction on Peter McVerry Trust ethos from both the founder and CEO (2021-2025)
- Ensure regional offices are established in the South and West to reflect service provision (2021-2022)
- Further develop an integrated communication system across all Peter McVerry Trust regions and locations to ensure seamless communication (2021-2025)
- Continue to enhance and resource Peter McVerry Trust management structures to ensure sustainable development (2021-2025)
- Continue to develop relationships with statutory funders (2021-2025)
- Roll out new Time Management System (2021-2022)
- Continue to resource the Peter McVerry Trust fundraising team in the most cost-effective manner (2021-2025)
- Review and progress actions to improve the environmental sustainability of our activities in light of the global climate emergency.

#### Effective, streamlined, well-performing, person-centred services to those on the margins

- Ensuring well-functioning, high performing, person-centred services
- Staying in tune with the needs of those at risk and on the margins
- Adapting to the changing face of the participant group
- Adapting service provision in line with international best practice

- Ensure all Peter McVerry Trust staff are inducted in the Housing First Training Manual and have a full understanding of the fidelity to the Housing First model (2021-2025)
- Review and enhance current participant feedback mechanisms across Peter McVerry Trust services (2021-2022)
- Continue to review and enhance Management Information Systems to support service delivery (2021-2023)
- Review and enhance Peter McVerry Trust data collection systems to support evidence-based research (2021-2022)
- Ensure that Peter McVerry Trust is both a contributor and a receiver in respect of national and international research proposals (2021-2025)

HIGH-LEVEL STRATEGIC OBJECTIVES	KEY DRIVERS FOR DELIVERY	OUTCOMES AND TIMESCALES 2021-2025
<p>Managing and growing a Tier 3 housing portfolio in a regulatory environment</p>	<ul style="list-style-type: none"> <li>Continuing to meet housing regulatory requirements</li> <li>Managing risks associated with developing the housing portfolio</li> <li>Ensuring organisational capacity to implement Peter McVerry Trust asset management strategy</li> <li>Ensure annual growth within our housing pipeline is sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver a sustainable, high-quality pipeline of social housing at 20% annual growth, adding a further 1,200 homes by the end of 2025. This is to be made up of 600 units for Housing First, 200 units for care leavers and 400 units for single and family households with complex needs</li> <li>Maximise all avenues to secure one bedroom units for Housing First (2021-2025)</li> <li>Continue to build our Housing Regulatory team to ensure we continue to meet the standards of regulation</li> <li>Continue to build our Housing Development team</li> </ul>
<p>Facilitate the integration of our participant group into communities and support those communities</p>	<ul style="list-style-type: none"> <li>Supporting participant integration into local communities</li> <li>Addressing intergenerational homelessness within communities</li> <li>Using a Housing First approach to support participants with complex needs</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop our annual targets to increase our Housing First presence in communities across Ireland (2021-2025)</li> <li>To continue to increase annually our Housing First tenancies to ensure that more Peter McVerry Trust participants are receiving a Housing First response than a STA response (2021-2025)</li> <li>Develop a model of support that connects participants with the communities in which they live (2021-2025)</li> <li>Establish an evidence-based model that captures the learning from tenancy breakdowns (2021-2025)</li> <li>Continue to support and invest in the local schools and communities from which our participant group originates (2021-2025)</li> <li>To explore and implement credible activation programmes to enhance participants' integration into communities (2021-2025)</li> </ul>



HIGH-LEVEL STRATEGIC OBJECTIVES	KEY DRIVERS FOR DELIVERY	OUTCOMES AND TIMESCALES 2021-2025
<p><b>Effective communications and evidence-based advocacy</b></p>	<ul style="list-style-type: none"> <li>• Managing the importance of traditional and online media</li> <li>• Positive communication that informs and educates about Peter McVerry Trust and homelessness</li> <li>• Strong advocacy based on evidence-based research</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop Peter McVerry Trust's profile and presence across all media (2021-2025)</li> <li>• Continue to resource a dedicated research team in Peter McVerry Trust (2021-2025)</li> <li>• Enhance our advocacy strategy by publishing evidence-based research from Peter McVerry Trust services (2021-2025)</li> <li>• Explore innovative ways of using communication tools to enhance the outcome for clients</li> </ul>
<p><b>Effective response to crisis events such as COVID-19, extreme weather, etc.</b></p>	<ul style="list-style-type: none"> <li>• Responding to the need for crisis event-related service provision</li> <li>• Managing the operational and financial impact of COVID-19</li> <li>• Managing the operational and financial impact of other crisis events</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to respond to calls from our statutory partners to respond to crisis events (2021-2025)</li> <li>• To ensure that all possible measures are in place to protect our client group and staff in relation to the impact of COVID-19 (2021-2025)</li> <li>• To continue the prudent management of finances to reduce the impact of COVID-19</li> <li>• To ensure we rapidly put in place any necessary measures to ensure viability in the face of a crisis event (2021-2025)</li> <li>• Ensure effective reserves are in place to withstand the impact of any unforeseen events (2021-2025)</li> </ul>

## HIGH-LEVEL STRATEGIC OBJECTIVES

## KEY DRIVERS FOR DELIVERY

## OUTCOMES AND TIMESCALES 2021-2025

Ongoing effective leadership nationally in the roll out of the Housing First Implementation Plan

- Housing First as key response to homelessness nationally
- Ensuring fidelity to the Housing First Model
- Establishing Housing First in rural settings
- Developing international partnerships
- Ensuring appropriate levels of supply of one-bedroom units to support delivery of Housing First

- Continue to support the National Office of Housing First in the roll out of the Housing First National Implementation Plan (2021-2025)
- Ensure all Peter McVerry Trust staff are inducted in the Housing First Training Manual and have a full understanding of the fidelity to the Housing First model (2021-2025)
- Extend the existing partnership with Dr. Sam Tsemberis for continued international accreditation for fidelity to Housing First (2021-2025)
- Continue to deliver on the Housing First targets secured by Peter McVerry Trust in Dublin, the Mid-East, the North-East and the Midlands (2021-2023)
- Continue to deliver on the Criminal Justice strand of Housing First (2021-2023)
- Develop the roll out of the enhanced health supports pilot to Housing First participants in the Dublin region (2021-2022)
- Continue to explore activation opportunities and ensure all Housing First participants have individual support plans (2021-2025)
- Continue to develop our relationships with Housing First partners in Philadelphia, New York, Washington DC and Vermont (2021-2025)
- Continue to lead on the supply of one-bedroom units for Housing First ensuring a minimum of 50% of all Peter McVerry Trust annual housing targets are one-bedrooms (2021-2025)



# Board of Directors and Organisational Governance

The charity believes that setting and maintaining these high standards is a key element in demonstrating accountability to all stakeholders, funders and supporters. It also ensures that Peter McVerry Trust continues to provide the highest quality service to those in our care.

Our Board of Directors comprises of ten directors with backgrounds in business, finance, risk, law, social inclusion, health and pastoral care. All members of the Board of Directors are voluntary and receive no remuneration. Fr Peter McVerry is a founding company director and holds the office of company secretary.

The board meets a minimum of six times per year and has its AGM in May each year. It has overall responsibility to ensure that the governance of the organisation is in line with best practice and that all operational functions meet all requirements under current legislation, charitable and company law, and health and safety standards.

There are four committees that also report directly to the Board of Directors on a regular basis, these are:

- Finance, Audit and Governance
- Research and Services
- Human Resources (includes Remuneration)
- Housing Development

The Board of Directors mandates the CEO and Senior Management Team to bring before it an annual health and safety statement and annual risk audit for its approval and to carry out regular reviews of all policies and procedures.

## Accounts and Audits

The Board of Directors views the financial governance of Peter McVerry Trust as one of its central functions and has a strict code of practice in relation to all fundraising practices and all income and expenditure within Peter McVerry Trust. The board also

produced a financial procedures manual and corporate governance document, both of which are reviewed annually. In January 2019, Peter McVerry Trust established the position of internal auditor and the organisation's first internal auditor was appointed. This position will further strengthen the financial practices and procedures within the organisation. Peter McVerry Trust publishes its accounts on an annual basis and makes annual returns to the Company Registration Office (CRO). The charity's accounts and financial reports also comply with the principles of the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP), a legal standard for UK charities which number of service-level agreements with several government departments and is required to make quarterly and annual returns for funding received.

Peter McVerry Trust is a company limited by guarantee Registration Number 98934 and its Registered Charity Number is 20015282. For Revenue purposes, our CHY number is CHY7256.



# Peter McVerry Trust – Board of Directors and CEO as of January 2021



**Fr Peter McVerry SJ**  
*Founder & Secretary*

Fr McVerry grew up in Newry, Co. Down and was educated at the Abbey Christian Brothers' Grammar School in Newry and at the Jesuit school at Clongowes Wood College in Co. Kildare. In 1962, he entered the Jesuit Order and was ordained in 1975. Peter has worked in Dublin's north inner city since 1974, where he came into contact with young people who were sleeping on the streets because of their home situation.

In 1979, he opened a hostel for homeless boys aged 12-16, this subsequently became his life-time work. In 1980, Peter moved to Ballymun in north Dublin, and by the end of 1983 he had founded the Arrupe Society, a charity to tackle homelessness. This charity, which was subsequently renamed the Peter McVerry Trust, has progressed from a three-bedroom flat in Ballymun to becoming

one of the country's leading organisations responding to the issue of homelessness.

As a social activist, Peter is a strong advocate for those who have no voice in society. He has written widely on issues relating to young homeless people such as accommodation, drugs, juvenile justice, the Gardaí, prisons and education.

Peter is leading advocate for the rights of vulnerable groups and has played a key role in advancing the rights of children and leading on the campaign on the right to housing.

Peter was awarded the Freedom of Dublin in 2014, becoming the 77th recipient of the award since 1876.



**Rod Ensor**  
*Chairperson*

Rod Ensor has been chairperson of the Peter McVerry Trust since 2018 having previously been a founding member of the fundraising committee and charity known as Welcome Home which raised money for the work of Fr Peter McVerry for over 35 years.

Rod is also currently a non-executive director of the Mater Misericordiae University Hospital (MMUH) on Eccles St. in Dublin.

Rod is a retired partner in Matheson solicitors and currently carries out mediation work as chair of an appeals panel relating to tracker mortgages. Previously, Rod sat on the Board of Gonzaga College for 5 years and was also a member of the board of the UCD Law Faculty.



**Peter Birthistle, FCA, FCG, MBA**  
*Treasurer and Chair of the Finance,  
Audit and Governance Committee*

Peter is a Chartered Accountant who was admitted to the Institute of Chartered Accountants Ireland in 1988. He is also a Fellow of the Chartered Governance Institute and holds a Master of Business Administration. Peter serves as a member of the Institute of Chartered Accountants regulatory board.

Peter has worked in industry since 1992. He has worked and gained various business experience in logistics, property and engineering consultancy industries and is currently working in the chemical industry.

Peter joined the board of Peter McVerry Trust in 2012 and currently is Treasurer. Peter acts as Chairman of the Finance, Audit and Governance Committee and also serves on the HR Committee.



**Deirdre-Ann Barr**  
*Chair of the Human Resources Committee*

Deirdre-Ann is a solicitor and a notary public, with many years' experience of dealing with and resolving complex and contentious issues.

Deirdre-Ann is an independent non-executive director of the Irish Blood Transfusion Service, Peter McVerry Trust and The Royal Hospital Donnybrook.

Each of the appointments is an active engagement, where Deirdre-Ann is a member of one or more committees established by the board. She has a Diploma in Company Direction from the Institute of Directors.

Until May 2019, Deirdre-Ann was General Counsel and Head of Risk in Matheson, a leading Irish law firm where she established the risk management function in 2009. During the previous ten years, Deirdre-Ann was a solicitor, then partner, in Matheson's Corporate Department, advising on Irish company law and governance issues.



**Patricia Bourke D'Souza**  
*Chair of the Research and Services Committee*

Patricia has 30 years' experience within corporate, statutory, voluntary, educational, community and mental health sectors in Ireland and abroad. Patricia began her career as an electrician with the ESB. She has worked in Intel, Dublin City Council, the Dublin Regional Homeless Executive, Mental Health Ireland and First Fortnight where she worked in the areas of housing, homelessness, mental health and refugee/asylum seeking.

Patricia is an accredited Counsellor, Psychotherapist (MIACP, MIAHIP) and Supervisor (MIACP) and accredited Somatic Trauma Therapist, Trainer and Supervisor. Patricia assisted Babette Rothschild on her international training tours in 2016-2017 and has provided Trauma Informed Practice training workshops for a wide range of national and international organisations including Médecins Sans Frontières (Athens), The Academy of Human Development (Singapore) the Belfast Trust, and the HSE.

Since 2015, as part of her roles with Mental Health Ireland and First Fortnight, she has worked in partnership with the National Concert Hall in managing the implementation of the Music in Mind Programme in mental health settings, for refugee and asylum seeker populations and for children and young people at risk of or experiencing homelessness.





**Denis O'Leary**

*Chair of the Housing Development Committee*

Denis has worked in the insurance industry for almost 40 years, starting with Hibernian Insurance through to Aviva for 30 years, during which time he held a number of senior management roles in their Irish and European operations. He has worked for FBD Insurance in Dublin since January 2012 as their Head of Broker Business.

Denis completed his ACII insurance examinations in 1990 and then went on to complete the Certified Diploma in Accounting and Finance (through ACCA) in 1992. He joined the Council of the Insurance Institute of Dublin in 2016 and also serves as a member of the National Council of the Insurance Institute of Ireland. Denis was elected President of the Insurance Institute of Dublin 2020/2022.

He served as a Director and former Chairman of Stepping Stone, a Dublin-based housing charity, for over 10 years until 2011. In 2017, he was invited back to Stepping Stone to support the CEO and Board in a strategic review of the charity, which culminated in the successful merger of Stepping Stone into Peter McVerry Trust in 2018. Denis joined the Board of Peter McVerry Trust in January 2020.



**Dr. Richard Lavelle**

Dick has been involved in supporting Fr McVerry and Peter McVerry Trust since the very earliest days and is a founding member of the Wexford Cycle, the longest running fundraising event that benefits Peter McVerry Trust. Dick was also a founding member of Welcome Home, a charity set up to raise funds for Fr McVerry's work.

Dick has worked as a small animal vet in Ireland and the UK for almost forty years. He established his current practice, Sandymount Pet Hospital, in 1998.

Dick graduated from UCD in 1982 and after two years each in Horse Practice and Large Animal Practice, he gravitated back to smaller animals and was drawn to both London and Dublin. During his time in these major cities, he became conscious of the growing issue of homelessness.

Dick is currently in his second period on the Board of Directors at Peter McVerry Trust.



**Terry McCabe**

Terry has worked in the Community & Voluntary sector for 23 years and is committed to community-led local development and supporting marginalised people to make decisions affecting their lives.

She retired as Chief Executive Officer of Blanchardstown Area Partnership in December 2016. The company employed over 160 staff and delivered a wide range of social inclusion programmes. She worked with the company for 20 years and during that time developed and managed several National and European Social Inclusion projects.

Terry has been a member of the Peter McVerry Trust Research & Services committee since May 2017 and she joined the Board of Peter McVerry Trust in 2019.



**Audrey Byrne**

Audrey is a Partner in McCann FitzGerald's Litigation Department, whose practice focuses on complex commercial, online content, taxation disputes and investigations, often with an international dimension. Audrey co-heads the firm's Diversity and Inclusion Committee and is lead partner for the vision and implementation of the firm's policies and programmes.

Audrey is a CEDR accredited mediator and has participated in many mediations involving a variety of disputes, both as mediator and advisor.

Audrey became a member of the Finance and Audit Committee to the Board of Peter McVerry Trust in January 2015, and joined the Board of Peter McVerry Trust in 2019. Audrey is also a board member of the Irish Women Lawyer's Association, and a member of the Women in White Collar Crime Defence Association.



**Ciara O'Sullivan**

Ciara is Head of Reimbursement with Vhi Healthcare and has worked with the organisation since 2000. In her roles at Vhi, Ciara has integrated comparative insurance overseas experience with her work in procurement and reimbursement.

Prior to joining Vhi, she worked in the intellectual disability sector with roles in the HSE and the Hospitaller Order of St. John of God.

Her qualifications include a Masters in Sociology (UCD), Diploma in Strategy, Innovation and Change (UCD Smurfit Graduate Business School) and a Diploma in Project Management (UCC).

Ciara has participated in several volunteer initiatives in Zambia, Ethiopia, India and closer to home.



**Pat Doyle**  
CEO

Pat Doyle was appointed CEO of Peter McVerry Trust in late 2005.

Pat has a Higher Diploma and a Master's in Education and over 30 years' experience in the community and voluntary sector. During this time, Pat has worked in the area of social inclusion, managing a range of initiatives, projects and organisations that work with marginalised young people at risk of homelessness and addiction and those within residential care settings and criminal justice institutions.

Pat is the current President of the Irish Council for Social Housing. Pat is also a member of the Department of Housing's High-Level Housing Delivery Group and the High-Level Taskforce on Homelessness.

He was appointed to the Judicial Conduct Committee by the Government in July 2020. He is a former member of the Court Services Board and is the current chair of SICAP in Kildare.

Pat is also a member of the Kildare Housing SPC, Mideast Homeless Forum and Dublin Joint Homelessness Consultative Forum.



Photo: Peter McVerry Trust Residential Community Detox in Fingal, Co. Dublin.



# Peter McVerry Trust

## Committee Members

There are four committees that also report directly to the Board of Directors on a regular basis. These are:

Finance, Audit and Governance  
Research and Services  
Human Resources  
Housing Development

Each committee is chaired by a Director of the Board and, in addition, the committees are also supported by a range of members with specific specialties including legal, governance and risk, business and finance, housing and real estate, construction and development, local government. Current committee members are as follows:

- **Gilbert Little** (appointed May 2018)
- **Allison Coughlan** (appointed January 2020)
- **Alison Diamond** (appointed September 2020)
- **Ollie O'Loughlin** (appointed July 2020)
- **Colin Smyth** (appointed July 2020)
- **Sean Downey** (appointed July 2020)
- **Adam Ronayne** (appointed March 2021)

## Acknowledgements

Peter McVerry Trust would like to acknowledge the following organisations for their continued support.

- Department of Housing, Local Government and Heritage
- Department of Children, Equality, Disability, Integration and Youth
- Department of Health
- Department of Justice, Equality and Law Reform
- Department of Social Protection
- Department of Education and Skills
- Dublin Region Homeless Executive
- Health Service Executive
- Tusla

- National Housing First Office
- Genio
- Irish Prison Service
- Irish Probation Service
- South West Regional Drug and Alcohol Task Force
- Capuchin Day Centre
- GMQ Medical
- Safetynet
- Pobal
- Irish American Partnership
- Jesuit Refugee Service
- Little Company of Mary
- Rethink Ireland
- St Patrick's Mental Health Services
- Cavan County Council
- Carlow County Council
- Clare County Council
- Cork City Council
- Cork County Council
- Dublin City Council
- Dun Laoghaire Rathdown County Council
- Fingal County Council
- Galway City Council
- Galway County Council
- Kerry County Council
- Kildare County Council
- Laois County Council
- Limerick City and County Council
- Longford County Council
- Louth County Council
- Meath County Council
- Monaghan County Council
- Offaly County Council
- Roscommon County Council
- South Dublin County Council
- Westmeath County Council
- Wexford County Council
- Wicklow County Council



**Peter  
McVerry  
Trust**

Opening doors for  
homeless people

Peter McVerry Trust,  
29 Mountjoy Square, Dublin 1, D01 C2N4.

T: +353 (0)1 823 0776 E: [info@pmvtrust.ie](mailto:info@pmvtrust.ie) W: [www.pmvtrust.ie](http://www.pmvtrust.ie)

Reg Charity No: 20015282 CHY No: 7256 CLG No: 98934