



# HAIL STRATEGIC PLAN 2020 – 2022



# CONTENTS

INTRODUCTION	03
OUR HISTORY	04
WHERE WE WORK	05
PURPOSE, VISION, VALUES	06
WHAT WE DO	07
CHALLENGES AND RISKS	08
EXTERNAL ENVIRONMENT	09
STAKEHOLDER FEEDBACK	10
TENANT SATISFACTION SURVEY	11
OUR STRATEGIC PRIORITIES	12
1. CUSTOMERS	12
2. GROWTH	12
3. PROFILE	13
4. ORGANISATION	13
DELIVERING OUR STRATEGIC PLAN	14
BY THE END OF THIS PLAN	15



**Michael Hoey**  
Chairperson, HAIL



**Martina Smith**  
Chief Executive Officer, HAIL

“ Our tenants and clients are at the heart of what we do. Our main aim is to ensure that they are supported and empowered to live rewarding and independent lives, integrated within their community. ”

# INTRODUCTION

We are delighted to present this Strategic Plan for HAIL, covering the period 2020 to 2022.

For 35 years, HAIL has focussed on the complementary delivery of high quality social homes and specialist mental health tenancy support. From its humble origins, HAIL has grown and now owns and manages over 375 tenancies, primarily in the Greater Dublin area. Our tenants and clients remain at the heart of what we do. Our main aim is to ensure that they are supported and empowered to live rewarding and independent lives, integrated within their community.

Over time HAIL has earned an excellent reputation for the services that we provide. In advance of this strategic planning process, we commissioned an independent stakeholder survey which confirmed that our funders, partners and colleagues like the work that HAIL does, and want to see us do more of the same and indeed to grow in scale and to increase our geographical spread. Furthermore, a tenant satisfaction survey in late 2018 found that there are high levels of satisfaction both with our housing and estate management services and with the support services that we provide.

HAİL takes great encouragement from this feedback, the output of which provides reassurance that the fundamentals of our business are sound. Therefore, the emphasis throughout the Strategic Plan is on evolution and refinement, with a commitment to continuous improvement in everything that we do. Furthermore, HAIL will seek to leverage our capabilities and resources to the fullest extent possible through partnership with our stakeholders and partners.

The Dublin property market in particular continues to present challenges to HAIL and the AHB sector in general with insufficient development of appropriate housing stock, in particular one-bed apartments. This supply constraint is limiting our potential for growth in the Dublin area. However, the shift towards community-based care for those with mental health difficulties is continuing, leading to increasing demand for HAIL's services across the country. HAIL has embraced these opportunities and is now committed to delivering services in Sligo, Limerick, Longford, Offaly and Laois. This geographical expansion will continue, albeit in a controlled and balanced manner.

As a Tier 3 Approved Housing Body, HAIL appreciates the changing and more rigorous regulatory environment that we, and indeed all not-for-profit organisations, operate in. We will continue to embrace these challenges and are committed to our governance responsibilities for all our stakeholders.

HAİL is proud of the significant contribution it has made in providing opportunities for independent living for those with mental health difficulties. We are confident that the successful execution of this Strategic Plan will ensure that this contribution continues and increases.

On behalf of the Board, we would like to thank our team of professional and committed staff at HAIL; the partner organisations in the statutory and voluntary sectors who work with us; our tenants and clients and their families; and all who have contributed over the last 35 years to helping HAIL become the organisation that it is today.

**Michael Hoey** Chairperson, HAIL

**Martina Smith** Chief Executive Officer, HAIL

# OUR HISTORY

Housing Association for Integrated Living (HAIL) is a company limited by guarantee. It was founded in 1985 as a not-for-profit, Approved Housing Body. HAIL is governed by a Board of Directors who volunteer their expertise, services and time to ensure the highest quality standards of governance and oversight of the organisation.

HAIL was founded by members of St. Brendan's Mental Health Association following the preparation of the report, "Let's Look at Housing". This report reviewed the housing needs of people experiencing mental illness, many of whom had spent long periods of time in hospitals or institutions. It was identified that people experiencing mental health difficulties, required support to live independently and to integrate into their communities.

Over 35 years on, HAIL is continuing to strengthen and grow, providing exceptional high-quality social homes and specialist tenancy sustainment support to our tenants and clients. We pride ourselves in having an excellent reputation in both the housing and mental health care sectors. Our strength lies in our professionalism and support for those with specific housing needs, primarily mental health difficulties, enabling them to live independently and fully integrated in their communities.

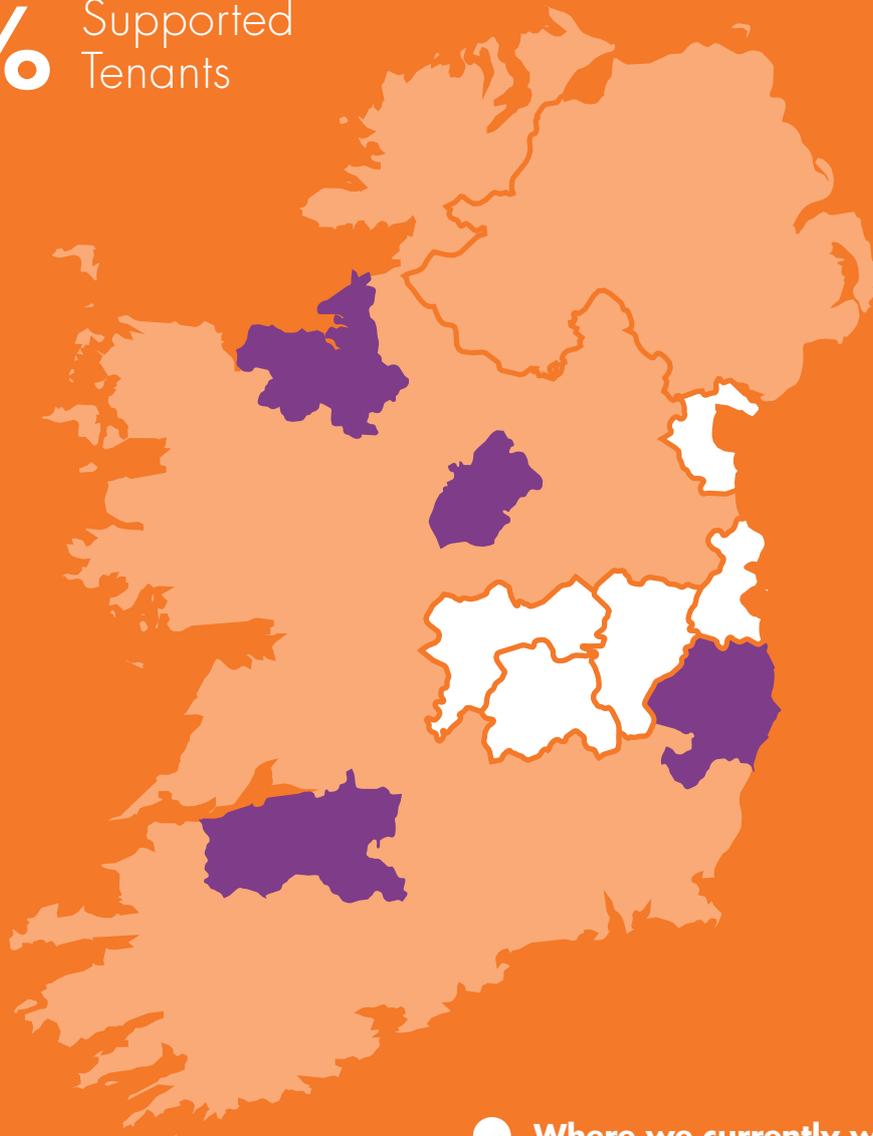
HAIL currently owns and manages over 375 units of accommodation, mainly in the greater Dublin area. Currently the percentage of our homes for general needs tenants is 32%, with 68% for people with mental health difficulties. We have acquired homes for families and general needs tenants over the years too, creating mixed communities where we can.



# WHERE WE WORK

**32%** General Needs Tenants

**68%** Supported Tenants



● Where we currently work

● Potential new homes and support services - Wicklow, Limerick, Sligo, Longford

# PURPOSE, VISION, VALUES



## OUR PURPOSE

HAIL's mission is to provide housing and individually tailored services to support people, primarily those with mental health difficulties, to integrate and live independent lives in the community.

## OUR VISION

HAIL's vision is to be the provider of choice for housing and support for people with mental health difficulties, enabling them to achieve and sustain independent living in the community by having secure, quality, affordable accommodation with appropriate support services tailored to their needs.



## OUR VALUES

- Equality of access to good quality housing
- Empowerment of people with mental health difficulties to achieve independence and integrated living
- Relationships built on respect and trust with our tenants, clients, partners and staff
- Outstanding service with innovation, passion and integrity
- Highest standards of organisational governance.

# WHAT WE DO

## PROPERTY AND ESTATE MANAGEMENT

HAIL owns and manages over 375 tenancies mainly in the Greater Dublin area. Our Housing Management Team ensure that the highest standards of accommodation are maintained and our tenants are provided with secure tenancies.

The team is responsible for:

- repairs and maintenance of our properties
- planned maintenance programmes to ensure our properties are looked after in the longer term
- rent and arrears collection
- allocating tenants to properties
- working in partnership with management companies and other AHBs to manage the areas our tenants live in.

## SUPPORT SERVICE

Our team of community based Mental Health Tenancy Sustainment Workers provide a wide range of individually tailored services to support people with mental health difficulties to integrate and live independently in the community.

This service includes, but is not limited to:

- assisting new tenants move into their homes
- explaining tenancy conditions
- linking into community resources
- helping with links into education
- arranging training and employment opportunities
- money and budget management
- developing living skills to manage their own home
- setting mental health recovery goals.

In addition to supporting our own tenants, we provide services to other clients i.e. people living with mental health difficulties who do not live in HAIL properties. These services include:

- A Regional Visiting Support Service, which supports people with mental health difficulties who are in danger of losing their tenancies and are residing in Local Authority or private rented accommodation. This service is run in partnership with the HSE and DRHE.
- Working with people with mental health difficulties who are currently living in HSE congregated housing or homeless accommodation. This project, Slán Abhaile, is in coordination with the HSE Dublin North City Rehab Teams.
- Providing an in-reach accommodation support service to adult males with mental health difficulties who are on remand in Cloverhill Prison. This project PICLS (Prison In-reach Courts Liaison Service) is in partnership with the HSE.

HAIL has trained Peer Support Volunteers, who are tenants or clients with lived experience of mental health difficulties. They complement our support services, offering one to one social, emotional and practical supports to our tenants and clients.

**In 2018, we worked with 419 tenants and clients through our combined support services.**

**Our Peer Support Volunteers are fully trained tenants with lived experience of mental ill health who complement our support services, offering one to one social, emotional and practical supports to our tenants and clients.**

# CHALLENGES AND RISKS



As part of the process of drafting this Strategic Plan a review of the internal and external environment was undertaken.

The main challenges and risks identified were:

- Increasing demand for our services
- Tenants and clients' needs are changing and becoming more complex
- Continued challenges with stigma attached to our tenant and client group
- Raising awareness of what HAIL does whilst managing the privacy of our tenants and clients
- Statutory funding for mental health tenancy sustainment support services is unlikely to be increased within the term of this Strategy
- Annual funding cycle for support services creates uncertainty and business planning difficulties
- Managing HAIL's growth while maintaining the same high-quality standards
- Retaining qualified and experienced staff in a buoyant labour market
- Meeting regulatory requirements efficiently and effectively with limited resources
- Changing government priorities and funding commitments impacting the delivery of the Strategic Plan
- Uncertainty around the impact of the reclassification of the larger Approved Housing Bodies as 'bodies controlled by government' on funding for our future housing growth programme.

# EXTERNAL ENVIRONMENT



HAIL conducted a review of the external environment likely to affect HAIL's work over the next 3 years. We found the following key government and strategy documents to be of significance:

## SLÁINTECARE (August 2018)

This 10 year government programme sets out a vision to transform Ireland's health and social care services with actions for the first three years. It focuses on establishing the building blocks for a significant shift in the way in which health and social care services are delivered in Ireland.

## REBUILDING IRELAND, ACTION PLAN FOR HOUSING AND HOMELESSNESS (July 2016)

This government plan aims to deliver 50,000 social housing units by 2021. Approved Housing Bodies (AHBs) have an important role to play in achieving this target. In 2018, AHBs delivered 4 out of 10 social homes via purchase, lease and new build; 38% of the national total (3,219). There is an estimated 8,000 AHB homes in the delivery pipeline.

## NATIONAL HOUSING STRATEGY FOR PEOPLE WITH A DISABILITY 2011 – 2016

(July 2012)

This strategy was affirmed by Rebuilding Ireland and extended to 2020. One of the aims is to address the specific housing needs of people with a mental health disability. It includes the development of frameworks to facilitate housing in the community, for people with low and medium support needs moving from mental health facilities. There are a number of specific priority actions relating to housing.

## A VISION FOR CHANGE (2006)

This government strategy document sets out the direction for mental health services in Ireland. It promotes a holistic view of mental illness and recommends an integrated multidisciplinary approach. It proposes a person-centred treatment approach with special emphasis on the need to involve service users and their families and carers at every level of service provision. It states that interventions should be aimed at maximising recovery from mental illness and building on the resources within service users and within their immediate social networks to allow them to achieve meaningful integration and participation in community life. A review of this strategy document is due to be published in 2020.

# STAKEHOLDER FEEDBACK

## STAKEHOLDER SURVEY

Over the course of the strategic planning process, we commissioned an independent stakeholder survey seeking feedback from those that work with us: Local Authorities, the HSE, the Housing Agency, the Irish Council for Social Housing, our funders and other AHBs.

Responses from this survey were considered in detail during the drafting of this plan.

All respondents rated HAIL's customer services as either excellent or good. Our mental health support to clients was rated as our key area of strength. Our experience and participation in the AHB sector and our reputation were also viewed as strengths. Our work on acquiring units and integrating tenants back into communities was praised.

Stakeholders said they would like to work more closely with HAIL, working on joint projects and developments.

In the lifetime of this Strategy stakeholders would like HAIL to:

- Continue to deliver a high-quality service and not lose focus on our core vision
- Continue to provide our specialist niche service of support to people with mental health issues
- Grow in scale and increase our geographical spread.

Other feedback included that we need to build schemes (via partnership) and we needed to raise our profile and the awareness of our work within the sector. It is important to ensure our growth is sustainable and allows us to retain our focus on the provision of support to tenants.



**Our mental health support to clients was rated as our key area of strength by stakeholders**

**Stakeholders said they would like to work more closely with HAIL, working on joint projects or developments**



# TENANT SATISFACTION SURVEY

In autumn 2018, we carried out a tenant satisfaction survey seeking feedback on our services.

In summary, there are high levels of satisfaction with our housing management, estate management and repairs and maintenance service. In addition, there are high levels of satisfaction with the Support Services provided to individuals.

Overall, tenants were very pleased with how we communicate with them and generally felt that staff are helpful and knowledgeable and can address their queries quickly and efficiently.

Of those that replied, 97% were very satisfied or satisfied with the overall quality of their home. Of those who moved into their home in the last 3 years, 95% felt that the support they received was good or very good.

Areas identified for improvement were completing repairs first time (83% satisfaction rate) and carrying out repairs within the timescale (79% satisfaction rate). The latter may also point to improving how we communicate the timescales to tenants at the point of ordering the repair.

Feedback from both surveys is fully incorporated into this plan and underpins our strategic priorities.

## 97%

**of tenants surveyed said they were very satisfied or satisfied with the overall quality of their home**



## 95%

**of tenants who moved into their home in the last three years, felt that the support they received was good or very good**

# OUR STRATEGIC PRIORITIES

## 1 CUSTOMERS

- **Continue to provide high quality homes for all our tenants**
- **Continue to provide specialist tenancy sustainment service to our tenants and clients with mental health issues, enabling mental health recovery and integration into the community.**

The needs of our supported tenants, our general needs tenants and the people who receive our support services are at the heart of everything we do. We will strive to deliver the best service possible and to continuously improve. In doing so, we will actively engage with our customers to ensure current and emerging needs are met.

### **We will:**

- Ensure current property standards are continuously improved
- Ensure current high-quality specialist support and housing services are maintained
- Listen to and involve our tenants and clients in the delivery, management and improvement of our services
- Provide services that meet the changing needs of our tenant profile
- Continue to develop effective partnerships with other organisations to provide best outcomes for our tenants and clients.

## 2 GROWTH

**Expand our model of housing and mental health tenancy sustainment services.**

There is growing demand for our housing and support services. We will aim to achieve balanced growth by expanding in our current areas of operation as well as geographically into other local authority areas. We will continue to partner with others to achieve the best outcomes for our future tenants and clients.

### **We will:**

- Grow our housing stock by 55% by 2022
- Grow our niche specialist support services
- Develop further strategic partnerships to deliver on our growth plans
- Explore new ways of meeting the changing needs of clients and new tenants
- Embed and continue to develop our Peer Support Volunteer programme.

### 3 PROFILE

**Be the recognised leading expert provider of housing with mental health tenancy sustainment services in Ireland.**

HAIL has specialist expertise in providing housing and support to people experiencing mental health difficulties. We want to leverage our professional experience and extend our reach to bring about positive change to the lives of people with mental health difficulties.

**We will:**

- a. Actively demonstrate the impact of our work
- b. Enhance our profile in both the housing and mental health sectors
- c. Be part of the policy fora influencing and informing best practice through user led experience and professional evidence
- d. Be the lead voice for the housing needs of people with mental health difficulties
- e. Be the trusted partner in jointly providing 'homes and support services'.

### 4 ORGANISATION

**Continue to be an exceptionally well governed and managed organisation.**

We value our staff and their contribution to HAIL. We are committed to our governance responsibilities for all our stakeholders.

**We will:**



People

- a. Have motivated, engaged and professional staff
- b. Be an employer of choice
- c. Strive to achieve best practice in Human Resources Management
- d. Have a diverse workforce and Board



Governance

- e. Maintain our robust governance structures and systems
- f. Achieve ongoing regulatory compliance in governance and risk management
- g. Consider environmental sustainability in our decision-making process
- h. Have effective governance structures that allow us to deliver our Strategic Plan in a transparent and accountable manner



Finance

- i. Maintain current excellent financial standards and controls
- j. Secure adequate resources to be effective, efficient and financially stable
- k. Demonstrate Value for Money in our services
- l. Explore alternative funding sources to achieve our strategic aims of growth and service improvement.

# DELIVERING OUR STRATEGIC PLAN

## PLANNING

This plan contains the strategic priorities and objectives which will guide the direction of HAIL over the next 3 years. It is the responsibility of our Board of Directors and our Senior Management Team to deliver the plan by the end of 2022.

Our Annual Business Plan sets out how we will deliver on the strategic priorities and objectives each year. It sets out the key performance indicators, targets and actions which will be monitored and managed within our Performance Management Framework.

## RESOURCES

Our Long-Term Financial Plan confirms the financial viability of HAIL to deliver on our objectives, including the resourcing of our all important management and staff team.

## RISKS

As part of our strategic and ongoing business planning, we have identified key risks to the organisation and how we intend to mitigate them. This is underpinned by our Risk Management Framework which is continuously updated, reviewed and monitored by our Board.



# BY THE END OF THIS PLAN

By the end of 2022 we will have:

## CUSTOMERS

- ✓ improved on our housing and property KPIs (voids, repairs completion rate, rent arrears and re-let times)
- ✓ reviewed the condition of our properties by means of ongoing external validation (Stock Condition Surveys) and further reviewed our Asset Management Strategy and Long Term Financial Plan with this data
- ✓ delivered our planned maintenance programme improving the condition of our tenants' homes
- ✓ remained compliant with all property related regulations and legislation
- ✓ updated our Housing and Support policies and procedures and conducted staff training on them
- ✓ an active Tenants Forum in place providing a platform for tenant feedback and involvement

## GROWTH

- ✓ assessed the changing needs of our tenants and have a plan in place for assisting tenants to be housed in properties appropriate for their needs
- ✓ valuable partnerships in place delivering on new support projects and on our growth programme
- ✓ increased the number of our homes for our future tenants by 55%, also delivering in our strategic areas of growth outside Dublin
- ✓ an established Peer Support Volunteer Programme in line with international and national best practice standards providing support to our tenants

## PROFILE

- ✓ evaluated our support services, recorded the outcomes and benefits, and shared relevant parts with key partners
- ✓ been an active participant in the sector influencing policy and decision making
- ✓ raised awareness of issues particular to housing and mental health, of the work that HAIL is doing and the services that HAIL provides

## ORGANISATION

- ✓ been communicating effectively with all our staff teams in all aspects of change
- ✓ in place a health and well-being support structure for all staff
- ✓ ensured our staff teams help shape the plan to make HAIL a great place to work
- ✓ completed an annual audit programme linked to the Risk Register
- ✓ risk and performance management central to our decision making process
- ✓ continued to maintain sound financial management and reporting
- ✓ embedded the value for money policy in the organisation.





Join the conversation!

 Follow us on Twitter: @HAILHousing



**HAIL**

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HAIL is an approved housing body, providing high quality social housing and individually tailored services to support people, primarily those with mental health difficulties, to integrate and live independently in the community.

  
**Rebuilding  
Ireland**



Seirbhís Sláinte  
Níos Fearr  
á Forbairt

Building a  
Better Health  
Service



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

**Sláintecare.**