



**HAIL**

Housing Association for Integrated Living

# Annual Report **2019**



# Contents

About HAIL	<b>1</b>
Chair and CEO Statement	<b>2</b>
What We Do	<b>5</b>
Overview of 2019	<b>8</b>
Housing	<b>11</b>
Support Services	<b>15</b>
Governance	<b>27</b>
Financial Highlights	<b>33</b>

# About HAIL

**Housing Association for Integrated Living (HAIL)** is a registered charity in Ireland, and is a company limited by guarantee. It was founded in 1985 as a not for profit, Approved Housing Body (AHB). HAIL is governed by an independent Board of Directors who volunteer their expertise, services and time to ensure the highest quality standards of governance. The Board provides strategic direction, leadership and financial and risk management. It delegates day-to-day operations to the Chief Executive. The Board's commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and value for money in all aspects of HAIL's work.

HAIL provides exceptional quality social and affordable rented accommodation for people registered on local authority waiting lists, primarily those with mental health difficulties while supporting them to live in their homes.

## ▲ Our Mission

HAIL's mission is to provide housing and individually tailored services to support people, primarily those with severe and enduring 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 independent and integrated living
- Relationships built on respect and trust with our tenants, clients, partners and staff
- Outstanding services with innovation, passion and integrity
- Highest standards of organisational governance.

# Chair and CEO Statement



HAIL's work to provide secure housing and mental health tenancy sustainment supports to those that are most vulnerable in society has never been needed more. We look back at 2019 as a very successful year for HAIL, where we completed an external independent evaluation of our mental health tenancy sustainment services, and the results of this were very encouraging for both the Board and staff team overall. This report highlighted the importance of our support service to tenants, and concluded that a combined housing and tenancy support approach has a positive effect on the lives of our tenants and clients and is a best practice model for independent living. The excellent contribution that HAIL makes was also recognised by the Minister for Mental Health and Older People, Jim Daly TD at the launch of this report.

We are pleased to report that in 2019, we provided 32 new tenants with keys to their new homes. We provided tenancy sustainment support to 463 people through our wide range of mental health tenancy sustainment projects. All our projects have one key aim, and that is to ensure a safe and secure home for our tenants, helping them to live independently and become part of their community.



In 2019, we acquired 21 new homes and signed contracts for 4 others. We worked hard to lay the ground work to deliver more new homes and have plans to increase our housing stock by 55% over the next 3 years to 2022. We have increased our homes and services in our current areas of operation namely, Dublin, Kildare, Louth, Offaly and Laois and are aiming to add Wicklow, Limerick, Sligo and Longford to our provision in 2020.

We continued with our planned maintenance programme, and in 2019 upgraded boilers, provided new storage heaters and started work on rewiring and fixed wire testing in many of our properties. In total €539,626 was spent on the maintenance of our properties.

We were very happy to start two new support projects, one adding to our homes and support in the Midlands Region, the other providing additional resources to help us grow our Peer Support Programme.

We are also delighted to report that we approved our Strategic Plan for 2020–2022. This plan focuses on four key areas for HAIL; our customers, our growth; our profile and our organisation.

In 2019, we welcomed four new Directors to our Board bringing a wide range of skills and expertise to HAIL. Two of our long serving Directors retired, and we would like to take the opportunity to thank Serena Condon and Kenneth Carroll for all their work and commitment to HAIL over the years.

In order to achieve our goals in 2019, we have worked in partnership with the HSE, the Housing Agency, the Department of Housing, Planning and Local Government (DHPLG), Approved Housing

Bodies (AHBs), lending institutions and local authorities to deliver our homes and services. We are very grateful for everyone's continued support. We would also like to thank our dedicated staff without whom we could not deliver our much needed services.

We are proud to have made a significant contribution to the AHB sector, which provided 41% of the total long term social housing units in 2019. For HAIL, our asks for the future will be that any new Government prioritises;

- increased provision of one-bedroom properties
- the continued supply of social housing by using suitable state land
- adequate funding for the provision of social housing
- increased funding for tenancy sustainment services so as to continue the integration of people with mental health difficulties into the community.
- adequate finance and resources to continue to move those living in congregated settings to independent living.

We look forward to working under the new mental health policy for 2020–2030, *Sharing the Vision – a Mental Health Policy for Everyone*. This new policy along with the review of the National Housing Strategy for People with Disabilities will help shape our work and lay the foundations for us to achieve our objectives over the next number of years, providing quality homes and excellent services to our future tenants and clients.

Michael Hoey  
Chairperson

Martina Smith  
CEO



# What We Do

## Property and Estate Management

HAIL owns and manages over 380 tenancies mainly in the Greater Dublin area. Our Housing Management Team ensures that the highest standards of accommodation are maintained and our tenants are provided with secure tenancies.

The team is responsible for:

- repair and maintenance of our properties
- rent and arrears collection
- lettings to our new properties and
- working in partnership with management companies and other Approved Housing Bodies (AHBs) to manage the areas our tenants live in.

## Support Service

Our team of community based Mental Health Tenancy Sustainment staff provide a wide range of individually tailored services, to support people with mental health difficulties in their own homes to manage their recovery and to integrate and live independent lives in the community.

This service includes but is not limited to:

- assisting new tenants with moving into their homes
- explaining tenancy conditions
- linking into community resources such as opportunities for further education or hobbies
- managing mental health crises and relapse
- arranging training and employment opportunities
- money and budget management
- developing living skills to manage their home
- setting mental health recovery goals.



Without support and integration into their community, our tenants and clients are more vulnerable to relapse and hospitalisation. This can lead to loss of tenancy and in some cases homelessness. HAIL works to reduce this risk by providing housing, home visits and mental health recovery interventions.”

**Martina Smith,**  
CEO HAIL



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

- A Regional Visiting Support Service, provided in partnership with the HSE and Dublin Regional Homeless Executive (DRHE). This service supports people with mental health difficulties who are living in local authority or private rented accommodation, who are at high risk of losing their tenancies and also require help with social integration.
- A Prison In-reach Courts Liaison Service (PICLS), which provides support and sources accommodation for adult males with mental health difficulties, who are on remand in Cloverhill Prison. This project is run in partnership with the Central Mental Hospital and the Department of Justice and Equality.
- The Slán Abhaile project provided in partnership with the HSE Dublin North City Rehab Teams. This project works with people with severe and enduring mental health difficulties, who are currently living in HSE congregated housing or homeless accommodation, but who are more suited to independent living.

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

In 2019, we worked with 463 tenant 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.”

## Growth and Development

In 2019, we delivered 21 new homes for HAIL tenants. We reviewed our strategic plan and reaffirmed our ambition to continue to grow the organisation both in terms of expanding our services and providing much needed new housing. We plan to increase our housing stock by 55% by end of 2022.

HAIL continues to pursue opportunities for partnership and collaboration with other organisations in order to deliver services to those that need them. We will continue to work in partnership with other Approved Housing Bodies, local authorities, the Housing Agency, the Department of Housing, Planning & Local Government (DHPLG), the Dublin Regional Homelessness Executive (DRHE) and the Health Service Executive (HSE) to deliver on this ambitious programme.

# Where We Work

**67%**

Supported tenants



**33%**

General needs tenants



**Number of Homes per local authority**

DCC	196
SDCC	63
Fingal	48
Kildare	7
DLRCC	50
Laois	11
Offaly	5



Where we currently work



Potential new homes and support services

# Overview of 2019



**380**  
homes  
owned and  
managed by HAIL

**463**  
tenants and clients  
supported  
to live independently & integrate  
into their community

**21**  
new homes  
delivered



Plan in place  
to increase  
housing stock  
by  
**55%**  
by end of 2022



“

HAIL support services are greatly appreciated and valued by tenants, clients and stakeholders. Without HAIL it was felt that many clients would struggle, relapses and hospitalisations would increase and tenancies would break down.”

Stakeholder feedback,  
HAIL External Evaluation Report 2019



I encourage local authorities and the HSE to continue to fund HAIL services, which both prevent and reduce homelessness and support the recovery and inclusion of people with enduring mental health difficulties in local communities.”

**Minister for Mental Health and Older People, Jim Daly TD**, speaking at the launch of an independent External Evaluation of HAIL in October 2019



Shortlisted for the  
**Charity Impact Awards 2019**



Shortlisted for the  
**Irish Council Social Housing Awards 2019**  
in the **Collaboration Initiatives** category

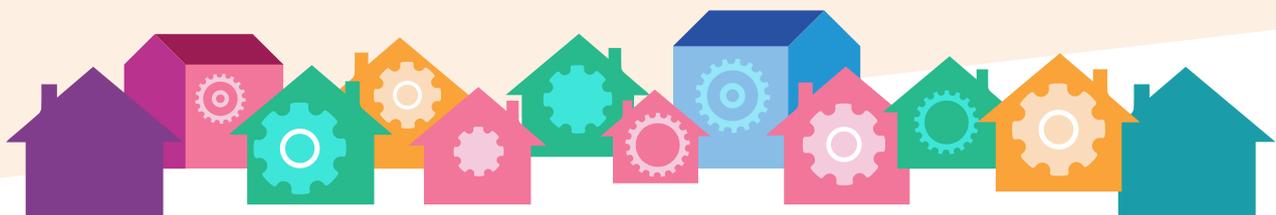
**4%**  
arrears



**97%**  
rent collected

**1,254**  
works orders  
reported

**97%**  
repairs  
completed  
on time





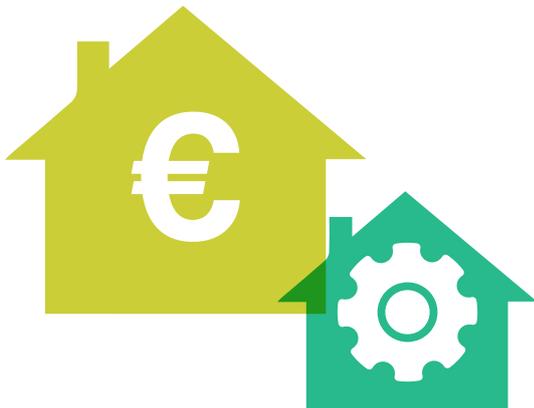
# Housing

## Investment in our Properties

HAIL has a policy of maintaining its properties to a very high standard. Keeping our homes in good order is essential to the delivery of an excellent service to our tenants. Our approach to maintaining and investing in our properties is set out in detail in our Asset Management Strategy.

In 2017, we commenced a rolling stock condition survey which was completed in 2019. Over the 3 years, we surveyed 95% of our properties to assess their condition and carry out any necessary maintenance. The survey results indicate that HAIL will be required to invest approximately €18 million in our current properties over the next 30 years. A detailed planned maintenance programme is now in place to manage this.

We have over the last two years upgraded boilers, provided new storage heaters and started work on rewiring and fixed wire testing in some of our properties. Throughout the year 1,254 works orders were reported and 97% were completed on time. The maintenance cost per unit was €2,252.



## Key Housing Statistics



# €539,626

was spent on the maintenance of our properties in 2019:



## €254,522

was spent on day to day repairs, voids and cyclical maintenance



## €285,104

was spent on planned maintenance



## 1,254

works orders reported



## 97%

of works orders completed on time

## Working in Partnership

HAIL continued to work in partnership this year, undertaking a joint procurement exercise with two other AHBs for the appointment of our day-to-day maintenance contractors. With the spend on day-to-day maintenance in 2019 amounting to €254k, HAIL engaged in this collaborative process to ensure that we provide the best service possible to our tenants, and at the same time achieve the best possible value for our expenditure. This joint project was shortlisted for the 2019 ICSH Allianz Community Housing Awards in the Collaboration Initiatives category. We are delighted that two new contractors are now in place, one for the Dublin region and one for the Midlands region for the next three years.

## Additional Homes

During 2019, HAIL added a further 21 homes to our portfolio, bringing us to a total of 380 tenancies in 357 properties.

The properties were in the following local authority areas:

• Dublin County Council:	<b>4</b>
• Fingal County Council:	<b>7</b>
• South Dublin County Council:	<b>5</b>
• Dun Laoghaire Rathdown:	<b>5</b>

By the end of the year, 4 other apartments were contracted and work is ongoing to deliver an ambitious target of 96 new units in 2020. These homes will be in Dublin, Limerick, Laois, Longford and Offaly. We look forward to working with our partners there to deliver these much-needed homes for our future tenants.

All properties acquired by HAIL in 2019 were allocated to clients with mental health difficulties. One-bedroomed properties continue to be HAIL's preferred option when buying new homes, as this type of accommodation is most suited to our tenants needs. Almost half of HAIL's properties are one-bedroomed apartments.

Our Strategic Plan for 2015–2019 had a target of HAIL owning and managing 400 units by the end of that period. Although by the end of 2019, we were slightly under our target at 380 units, largely due to supply constraints in the Dublin property market, we are confident that the ground work completed will lead to a lot more opportunities for growth. In fact, our Strategic Plan for 2020 to 2022 has a target of increasing our housing stock by 55% by the end 2022.

However, there remains challenges to the delivery of this target, including an ongoing shortage of affordable one-bedroom properties in Dublin and a likely global recession due to the coronavirus pandemic.



## One of the lucky ones: looking forward after chaos of schizophrenia

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# Vincent Geoghan getting the housing and supports he needs



This article by Paul Cullen, was first published in *The Irish Times* on October 10<sup>th</sup> 2019, World Mental Health Day.

Vincent Geoghegan remembers the time before he was diagnosed with schizophrenia as “very interesting”.

“I was experiencing things that were unusual. I was reading the Bible, hearing voices, suffering delusions, things like that. At the time I didn’t know how bad it was, until mam insisted I see a doctor.”

At the time, he was an apprentice printer in his early 20s, and suffering stress. Doctors put him on medication but it didn’t agree with him. “I was putting on weight and I was pacing up and down and falling asleep all the time; that wasn’t very good.”

After being taken off his medication he suffered a psychiatric episode; spells in three different mental hospitals followed over the succeeding months.

What happens then marks Vincent as one of the lucky ones to get help with rehabilitation and make the adjustment again to regular life. A friend put him in contact with the Housing Association for Independent Living (HAIL), a specialist charity that provides housing and other tailored supports for people with mental health difficulties.

### One-bedroom Apartment

In 2008, HAIL housed him in a one-bedroom apartment in Ballymun, where he still lives. And whereas many mental health patients struggle to access support services, Geoghegan was linked to the local mental health team, where he says he has had the same consultant for over a decade and the psychiatric nurse is “brilliant to talk to”.

The resulting stability has helped him live independently, maintain his health, re-enter the workforce and study for a variety of qualifications.

“HAIL has been the cornerstone of my wellness. If I didn’t have it, where would I be?”

A HAIL support worker helped him get to know the area, buy furniture, sort out his finances and also worked with his mental health team on his personal recovery goals.

As a result, he has not been in hospital since. Crucially, even if he were to suffer a relapse and be admitted to hospital, his apartment will be kept for him. “So it’s not like the private rental sector (where he was at the time of his hospital admissions). God forbid if anything happened, I’d still have my tenancy.”

### Diploma

Geoghegan was speaking ahead of World Mental Health Day on Thursday.

Over the past decade, he has studied for a BA in theology and a diploma in drugs awareness, and held down various types of employment. Currently, he’s on a community employment scheme and acts as a peer worker for the charity, supporting other tenants.

With his medication now further reduced, he intends to take further courses.



# Support Services



**463**  
people supported  
to sustain their tenancies

**68**  
remand  
prisoners  
referred to HAIL  
from Cloverhill  
Remand Prison

**18**  
support  
services  
staff

**2**  
new posts  
created



**Tenant Forum**  
established



**Awarded  
Sláintecare funding**  
for a full time  
Peer Support Coordinator



**10**  
Active Peer  
Support Volunteers



**Regional visiting service**  
rolling case load increased from

**40 to 50** ↑



**5** clients housed  
and supported

through a HAIL, Ushers Island  
and Dublin Simon collaboration  
thanks to social inclusion funding



## Support

In 2019, we delivered support services to 463 tenants and individuals with an identified support need. Our tenants and clients include HAIL tenants, those living in private rented/local authority tenancies, those seeking housing in homeless situations and those exiting the Central Mental Hospital and Cloverhill remand prison.

Our core client population are those with severe and enduring mental ill health in order of prevalence:

- Schizophrenia/schizoaffective disorders
- Bipolar
- Depression and bipolar
- Personality and Behavioural Disorders

## Main areas where support was required

- Developing independent living skills
- Managing practical tenancy issues (including hoarding)
- Budgeting and money management
- Mental health recovery goals
- Physical health conditions
- Community integration & support around isolation and loneliness

## Main referrers to our services

- Mental health teams
- Local authorities

Our model of support is firmly focused on preventing homelessness, reducing unnecessary and protracted hospitalisations, harnessing our client's resilience to aid their mental health recovery goals and offering peer-led recovery interventions.

HAIL has been synonymous with an Integrated Living Framework, whereby all of our tenants and clients are provided with the opportunity and tools to create not just a home and a safe space but also a sense of belonging and civic responsibility. Throughout the past 12 months we have delivered new partnerships, new business and new processes. We have improved client outcomes and heard a louder and stronger voice from our tenants and clients in our shared work inputs.



## In-house Service; a Support Service to HAIL Tenants

In 2019, our In-house support team of 5.5 Mental Health Tenancy Sustainment Workers supported 207 tenants across five local authority areas in Dublin and Kildare. Our tenants are nominated to us by a local authority, following a referral from a community mental health team. Those referred typically have an enduring mental health diagnosis and a number of support needs related to their diagnosis. As part of the referral process, the level of support required for a new tenant is indicated and both HAIL and the team agree a partnership approach for working with the person. The tenant is always central to identifying their needs and creating a support plan with their Mental Health Tenancy Sustainment Worker.

HAIL also operates a Client Engagement Service (CES) for our tenants who have already accomplished their support goals, and are living independent lives in the community without the requirement of weekly or fortnightly contact from HAIL. This service promotes participation in social activities, training and employment opportunities and identifies and maps the changing needs amongst our more settled tenants. It is designed to promote independence, self-advocacy, community engagement and ongoing positive mental health.

In 2019, 38 HAIL tenants were considered high support at any one time and required weekly support visits, 51 were considered medium support and 118 were considered to need a low level of support and/or were part of our Client Engagement Service (CES).

## In-house Service at a Glance



207

HAIL tenants received support services. Of these:

18%

High support needs

25%

Medium support needs

57%

Low support needs and/or Client Engagement



98%

of tenancies sustained



5.5

of staff working across Dublin and Kildare



22

Average active case load per worker







## Social Groups

A key aim of our tenant support service is to encourage our tenants to integrate into their community. Research has shown the importance of social interaction and engagement to mental wellbeing and recovery. HAIL ran 6 social groups in 2019 including the HAIL United football team, a weekly pool group, a women's group and a walking group. In addition, we established a book club and music group. We also ran 5 one-off events including a Christmas party, a Neighbours' Day BBQ, a Summer Sports day, a fishing trip and a hike in Wicklow.

Overall, at least 75 HAIL tenants attended at least one social group or outing this year.



## Tenant Forum

In 2019, we set up a Tenant Forum to provide an opportunity for tenants to input into HAIL's policies and how they work. The Forum has 11 active members that meet monthly with HAIL staff. The Forum is a space for tenants to raise issues and make recommendations on matters such as property management, anti-social behaviour, rent management, tenant communication and community development.



## Regional Visiting Support Service: a Service to Other Tenancies

The Regional Visiting Support Service is a collaborative project funded by the Dublin Regional Homeless Executive (DRHE) and the HSE. The service aims to sustain tenancies and reduce the risk of homelessness, and to support mental health recovery in a community context. It runs across the four Dublin local authority areas.

Clients can be residing in private rented, local authority or Approved Housing Body accommodation i.e. they are not HAIL tenants. Visiting support is typically offered for up to nine months. Clients are visited in their homes and support is provided on a one-to-one basis.

By the second half of 2019, this service was operating at full capacity or 50 clients on a rolling basis.

## Louth & Wicklow

In Louth, our Regional visiting service entered its second year of operation. Louth County Council referred 12 homeless cases to HAIL in 2019, some of which presented with additional complex needs such as being a victim of domestic violence, addiction or learning disabilities. Stable housing was sourced and sustained for all people referred.

HAIL is also currently working with Wicklow County Council and the HSE to expand our regional style model of support to the greater Wicklow area.

## Regional Visiting Support Service at a Glance



**101**  
individuals supported



Getting a tenancy was only the first step, not the last one, as what do you do when you close the door... that is only the start. HAIL helped me to get settled and create a home.” ”

**HAIL Regional Service client**



## Tina HAIL tenant who used the Peer Support Service.

"Una was my support worker during one of the most difficult times of my life so far. We started together just to help me get out of the house and to walk as far as the local church. Over a number of weeks, we became very good friends. She helped me reach my goals and more.

During the time she supported me, I lost my father-in-law. Her kindness and understanding during this time were invaluable.

I called her my little bottle of energy. Our meetings were the reason I looked forward to Mondays. She helped me stay strong and I will always be grateful to her for that.

“

Our meetings were the reason I looked forward to Mondays. She helped my stay strong and I will always be grateful to her for that.”

Today, I am still strong and thank HAIL and Una for the time she gave to me. I will always regard Una very highly, not only as a HAIL peer worker but as a friend.”



## Peer Support Service

Our Peer Support Volunteers (PSVs) are trained individuals who engage with people with mental health issues on an equal basis by listening and working together to identify and achieve meaningful life goals, as part of their recovery process. Our PSVs have all gone through their own process of recovery and wish to use this experience in a positive way to support other people with mental health issues.

In 2019, we had 10 active PSVs who met on average with 3 individuals on a 1:1 basis at least once a week. This amounted to approximately 45 tenants engaging with Peer Support Volunteers on a 1:1

basis throughout the year. Peers also help run our many social groups and coordinate one off HAIL events, such as the annual fishing trip and Sports Day in the Phoenix Park.

In 2019, HAIL completed another round of peer recruitment and delivered a training course in partnership with Crosscare College. Eleven people 'graduated' from the course with six opting to come and work with HAIL and five returning to work with Crosscare. HAIL also received funding from Sláintecare for a full-time Peer Co-ordinator post to develop this programme further in 2020.

## PICLS & Mountjoy Pilot Project

Our Prison In-reach Courts Liaison Service (PICLS) project continues to provide a much needed service supporting adult males with mental health difficulties to find accommodation whilst on remand in Cloverhill Prison.

In 2019, our PICLS service received 68 referrals. The majority of referrals were for those males with a dual diagnosis, typically schizophrenia or schizoaffective, Bipolar with chronic drug or alcohol misuse. Over 90% of those referred were homeless upon committal to prison.

HAIL provides support such as liaison with legal professionals and court attendance, sourcing of accommodation and transport, social welfare reactivation, medical card application, housing applications, referral to community and voluntary services and post-release psychosocial support.

Our Prison In-Reach Housing Support Worker typically sources accommodation and provides post-release support to approximately 25 per cent of referrals received. Outcomes for the remainder of those referred, vary from sentencing and transfer to another prison, hospitalisation, residential drug treatment or family reunification. In 2019, the HAIL Support Worker carried an active rolling case load of approximately 15 clients.

## Mountjoy and Dóchas

In 2019, HAIL ran a short pilot project in the Mountjoy and Dóchas prisons to support individuals with mental health difficulties on their release from custody to the community. This support was available to a person for up to three months from release. We received 5 referrals to this pilot programme and we hope to secure funding to continue this much needed service in 2020.

## National Forensic Mental Health Project

Our National Forensic Mental Health project, in partnership with the Central Mental Hospital (CMH) continued to grow in strength in 2019. This project supports people under the care of the National Forensic Mental Health Service, to reintegrate into the community and progress toward their recovery focused goals. The project supports the transition from a 24-hour model of care to a step-down level of support in the community prior to moving into independent living. This service operates across evenings and weekends.

Throughout 2019, HAIL supported 4 tenants living in a transitional property and 4 living in independent units in the community. Of these, 6 were engaged in employment, 2 in education and 3 were working in their community through volunteering. All 8 were actively engaging in support around their ongoing recovery and successfully managing their move to a more independent way of living.

## National Mental Health Transfer Project

Under the National Mental Health Transfer Project, HAIL continued to work in partnership with the HSE, local authorities and the Housing Agency. This project transfers both HSE and local authority owned properties and residents to HAIL. In 2019, HAIL provided 5 new tenants with their own independent tenancies and tenancy sustainment support.



## Slán Abhaile

Our Slán Abhaile project, in partnership with the HSE Dublin North City Rehab Teams, works with people with mental health difficulties who are currently living in HSE congregated housing, homeless accommodation or are long-stay residents in acute hospitals. This work involves sourcing appropriate permanent housing to meet an individual's needs, liaising with individuals and their families on their support plans and assisting them to acquire and practice the skills for managing a tenancy.

Overall 2019 was a steady if somewhat challenging year for the project. There were some significant successes, such as one person who successfully transitioned to living in their own home after 17

years in a hostel, and another who moved into their first ever settled home thanks to an effective Slán Abhaile partnership with Housing First. In total, 7 people moved into their own accommodation.

The project's tenancy sustainment record remained strong with no tenants relinquishing their accommodation. In addition, Slán Abhaile welcomed two Peer Support Volunteers to the team, who are working alongside paid staff to provide peer support to clients and are providing a positive example of recovery in action. The challenges faced were largely due to a lack of suitable accommodation in desired areas, making it difficult to find homes for people in places where they wanted to live.



“

If I have difficulties, if I'm feeling down, I know the support is there. I know I can ring and ask for help.”

## Bernie Feirtéar

This interview was given by Bernie to journalist Emily Hourican and was first published in *The Irish Independent* on October 7<sup>th</sup> 2019.

Bernie Feirtéar, a native Irish speaker, came to Dublin from Co Kerry to study teacher training, and, after what she describes as 'a breakdown' at the age of 25, was diagnosed with bi-polar disorder.

Now 51, she has been hospitalised seven times, usually for six weeks or so, although her last in-patient stay was four months. Each time, she says, stress has been the trigger factor. "I was working as a substitute teacher, and that was erratic and stressful. Maybe if I had done less of it, I wouldn't have had the breakdown?"

Stress would lead her to a manic phase, which would then be followed by debilitating lows. Both aspects made it very difficult to sustain any kind of regular working life.

She gave up teaching and worked as a care assistant for a year, as part of a CE scheme, and later did a diploma in Irish-English translation in a bid to find employment that suited her better.

However, the bi-polar episodes continued, and after each spell in hospital, Bernie would find herself starting over in terms of her living accommodation. "If you get another hospital admission, that could be anything from six weeks to five years.

Sometimes, she would return to the family home in Kerry, but that was only ever temporary. "It was difficult, problematic and stressful," she says, of the entire process.

### Home

She first came across HAIL when she was referred to them in 2017. At that time, Bernie was living in a HSE-run hostel in Dublin with an on-site rehab team.



By the time she was referred to HAIL, Bernie no longer needed the on-site care. She was managing independently, although still in need of support.

After an interview with Bernie, HAIL moved her into a bright one-bedroom apartment in a complex of seven one-bedroom units, all owned by HAIL, and all carefully assessed in terms of support requirements.

What did Bernie think of the apartment when she first saw it? "I thought it was lovely. I was very pleased with it," she says. Together with her care worker, Bernie set up payment paths for her utility bills and rent (the way it works is that her rent allowance goes straight to HAIL, while the proportion Bernie pays herself comes out of her bank account on a standing order), meaning that should another hospital stay be required, the bills will continue to be paid, and Bernie will have a home to return to.

### Support

"If I have difficulties, if I'm feeling down, I know the support is there. I know I can ring and ask for help." There are also peer mentors, those who have been through the system and have been trained to give back, who organise weekly activities including walks, cinema and theatre visits.

Bernie's last hospital stay was 10 years ago. These days, she manages her medication well, lives a full, independent life and says, "I'm happy here. I'm well here."



## External Evaluation/ Stakeholder Survey

During 2019, HAIL commissioned Eustace Patterson Ltd to carry out an independent evaluation of its support service to HAIL tenants and Regional Visiting Support Service to non-HAIL tenants, demonstrating our commitment to providing the best level of service possible. A wide range of tenants and stakeholders including HSE mental health teams were interviewed. The feedback was overwhelmingly positive with mental health teams reporting that they believed HAIL's work has led to reduced cases of relapse and hospitalisation. All feedback from the Evaluation and Stakeholder survey was considered in detail throughout the drafting of our new Strategic Plan 2020–2022. The results of the evaluation were published and a launch event was held in Dublin in October, attended by the Minister for Mental Health and Older People, Jim Daly TD. The full report is available on our website. [http://www.hail.ie/\\_fileupload/Documents/HAIL%20Strategic%20Plan%202020%20to%202022%20FINAL%20Screen%20single%20page.pdf](http://www.hail.ie/_fileupload/Documents/HAIL%20Strategic%20Plan%202020%20to%202022%20FINAL%20Screen%20single%20page.pdf)



This External Evaluation report shows how HAIL's work not only benefits our tenants and clients but also helps to deliver Government priorities in terms of the provision of housing, sustaining tenancies, preventing homelessness and empowering people to live independently in the community.”

**Martina Smith, HAIL CEO**, speaking at the launch of the External Evaluation of HAIL's In-House and Regional Visiting Support Services, Oct 2019

## HAIL Way of Working



The HAIL way of being and working with their clients is considered an important signature strength. This was described as being collaborative, informal, person-centred, natural and non-medical. Having access to a non-medical support worker that understands mental health was considered particularly important by mental health teams as part of the network of supports surrounding a person who is experiencing mental ill health and/or related challenges.”

**Stakeholder feedback** HAIL External Evaluation Report 2019.

# Governance

HAIL is governed by a voluntary Board of Directors who provide their expertise, and time to ensure the highest quality standards of governance. The Board reviews and approves the strategic direction, annual budgets and long-term financial plans. It also monitors company policies, performance and approves capital expenditure and investment decisions. Its commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and value for money in all aspects of HAIL's work.

The Board meets regularly as required. It met eight times during 2019. There are four sub-committees of the Board:

Finance, Audit and Risk Sub-Committee

Properties Sub-Committee

Support Services Sub-Committee

Nominations Sub-Committee

HAIL follows the Code of Practice for Good Governance for Charitable Organisations and complies with the Statements for Recommended Practice (SORP) for Charities where appropriate. HAIL complies with the Voluntary Regulation Code for Approved Housing Bodies issued by the Department for Housing, Planning and Local Government. HAIL is also registered with the Charities Regulator and under the Lobbying Acts.

## Profile of Directors

During the year, Michael Hoey took over as Chairperson and Michael Morris as Vice Chair and Finance Director.



### **Michael Hoey** Chairperson

Michael is an experienced finance professional with over 20 years' experience in a range of sectors including publishing, retail and financial services. Michael is a senior manager with NAMA and is a member of the Chartered Institute of Management Accountants.



### **Con Buckley** Director

Con is a retired Community Mental Health Nurse with a particular interest in resettlement and rehabilitation, service user advocacy and Peer Support. In recent years, Con was involved in the development of Recovery based models of care in the mental health services.



### **Michael Morris** Vice Chairperson & Finance Director

Michael is an engineer turned investment banker and portfolio manager. He has many years of experience advising Boards and large institutional investors on strategy, finance, valuations, governance, growth and business efficiency.



### **Kenneth Carroll** Vice Chairperson

Retired December 2019

Kenneth comes from a background in hospitality, management and marketing and is currently the managing director of his own independent contract catering company.



### **Keith Blizzard** Director Appointed 25 March 2019

Keith is a qualified Barrister and currently works as a Director with a legal firm advising on specialist contract negotiations for derivatives and capital markets. He has worked previously as a transaction manager and lawyer in the banking industry bringing both legal and financial experience to the Board. Keith has also lectured for the Law Society of Ireland and is a published author.



### **Dr Serena Condon** Director Retired 22 July 2019

Serena worked as Clinical Director in St Brendan's Hospital. She also worked in Forensic Psychiatry with the Central Mental Hospital. Serena was appointed by the Mental Health Commission to the Consultant Psychiatrist post for mental health tribunals and continues to do locum work.



### **Kieran Gallagher** Director

Kieran is an experienced architect and has worked in both the private and public sectors and held a number of senior posts in two Dublin Local Authorities. Kieran is retired and currently provides architectural consultancy services to Local Authorities.



### **Éanna McHugh** Director

Éanna is a retired Chartered Accountant. Since his retirement, Éanna has served as a director and chairperson on many Boards, including a number of financial services companies and not-for-profit organisations.



### **Rose-Marie Kennedy** Director Appointed 21 October 2019

Rose is a Director in Deloitte's Risk Advisory Department with over 15 years of experience working in financial services. Rose specialises in regulatory advisory in all aspects of financial services regulation advising a wide range of financial institutions, including credit institutions, investment firms, payment institutions and insurance companies. Rose is a Fellow Chartered Accountant and holds a Bachelor degree in Commerce.



### **Heather Musgrave** Director

Heather is a registered mental health nurse and is currently Head of Operations for a Private Home Care organisation. She has extensive experience in the care sector both here and in the UK.



### **Kevin O'Sullivan** Director

Kevin is a qualified Civil Engineer with over 20 years' experience in property and infrastructure development, including delivering projects and programmes across Ireland, Europe and the Middle East.



### **Jack Lee** Director Appointed 21 October 2019

Jack is an experience professional with over 14 years' experience working in finance with financial services companies leading audits in portfolio management, real estate, internal controls analyses and advisory projects. Jack is a Director in Deloitte and is a member of the Institute of Chartered Accountants in Ireland.



### **Josephine Ryan** Director Appointed 21 October 2019

Josephine is Chief Operations Officer in the Mater Misericordiae Hospital (MMUH) in the Emergency Department/Specialty Medicine Directorate. She is part of the senior management team responsible for delivering key operational and strategic objectives and ensuring effective management and development of Directorate services.



## Risks, Challenges and the Future

HAIL has in place a strong risk management process that identifies the critical risks to which it is exposed, and ensures that appropriate risk mitigation measures are taken. The Board and Management Team maintain a risk register detailing the key current identified strategic risks. Each item is analysed with regard to its potential impact along with actions to mitigate that risk.

The Board and the Finance, Audit and Risk Sub Committee along with senior management carry out robust assessments of the key risks and control measures in place on a quarterly basis.

The table opposite describes the main challenges and risks identified in 2019, along with examples of our approach in managing them.

## Impact of Coronavirus

In March 2020, the world as we know it changed dramatically with the impact of the coronavirus pandemic. As an organisation, HAIL reacted very quickly and in line with government guidance. We are now planning the return of our services in line with the Government's four phase, 'Roadmap for reopening businesses and services'. Throughout this period, we are monitoring on a regular basis our risk register, our budgets and cash flow, so as to ensure we can continue to provide the high-quality services we always have.

We have made sure that our tenants and clients, who remain at the heart of everything we do, have been supported as best we can through this difficult time.

This period of change, post Covid-19 is an opportunity for the new Government to really look at the issues facing mental health in Ireland, and provide the support and adequate resources to help those that need it. Perhaps having all ourselves lived in isolation for a while, this will give us the insight and understanding as to what it can be like for some people with mental health difficulties on a daily basis.

Risk	Examples of Mitigation Action
<p><b>Mental health deterioration of our tenants and clients leading to tenancy issues</b></p>	<ul style="list-style-type: none"> <li>• Ongoing risk assessment of tenants and clients' mental health. Action plan in place to deal with any issues</li> <li>• Ongoing contact and partnership working with HSE colleagues around risk management and emergency planning</li> <li>• Policies and procedures in place</li> </ul>
<p><b>Failure to deliver on housing growth programme</b></p>	<ul style="list-style-type: none"> <li>• Property Development Plan in place</li> <li>• Actively pursuing funding sources and partnerships to ensure continuity of property acquisition</li> <li>• Appropriate resources to deliver the plan</li> </ul>
<p><b>Annual funding cycle for support services creating uncertainty and business planning difficulties</b></p>	<ul style="list-style-type: none"> <li>• Highlighting the importance of our tenancy sustainment service at every opportunity, using key experiences and data</li> <li>• Actively pursuing funding sources to ensure continuity of support services</li> <li>• Regular performance meetings under each Service Level Agreement</li> </ul>
<p><b>Changing government priorities and funding commitments impacting the delivery of the Strategic Plan</b></p>	<ul style="list-style-type: none"> <li>• Advocate to ensure ongoing funding is available for the provision of new homes and ongoing tenancy sustainment support</li> </ul>
<p><b>Insufficient capacity and resources to deliver on the Strategic Plan</b></p>	<ul style="list-style-type: none"> <li>• Good financial planning</li> <li>• Rental Income management</li> <li>• Ensure adequate staffing structure in place for delivery of the plan</li> </ul>
<p><b>Expansion of the organisation is not properly managed or controlled, either strategically or operationally</b></p>	<ul style="list-style-type: none"> <li>• Strong vision and strategy</li> <li>• Good functioning Board and good governance practice</li> <li>• Adequate resources allocated to annual Business Plan for delivery</li> <li>• Management and staff development programmes in place</li> <li>• Programme in place to retain qualified and experienced staff in a buoyant labour market</li> </ul>



HAIL STRATEGIC PLAN  
2020 – 2022

## New Opportunities and Partnership Working

HAIL is actively seeking new opportunities for the provision of social housing by working in partnership with the HSE, local authorities, developers and other AHBs to purchase off-the-shelf properties or new build properties. Although, the Dublin property market is especially challenging due to the insufficient development of appropriate housing stock, particularly one-bedroom apartments, HAIL is committed to growing our housing stock and tenancy support service. The shift towards community-based care for those with mental health difficulties is continuing, leading to an increase in demand for HAIL services. HAIL has embraced this opportunity and is actively pursuing partnerships with the HSE and other organisations to deliver more housing and tenancy sustainment services not only in Dublin but also Sligo, Limerick, Longford, Offaly and Laois.

## New Strategic Plan 2020–2022

As HAIL's old strategic plan expired at the end of 2019, the Board undertook a full review of its objectives and priorities for the next three years. This was facilitated by an external consultant and was completed in consultation with staff and the company's key stakeholders. The new strategic plan has been published and is now available on our website [www.hail.ie](http://www.hail.ie).

The Strategic Plan outlines our priorities for the next three years as follows:

### 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

### Growth

- Expand our model of housing and mental health tenancy sustainment services

### Profile

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

### Organisation

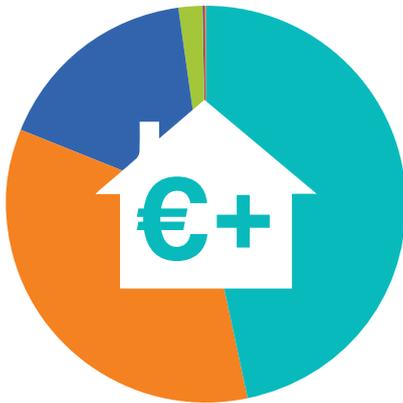
- Continue to be an exceptionally well governed and managed organisation.

# Financial Highlights 2019

## Income

HAIL's total income for the year is €4.4M which, if the non-cash amortization of local authority mortgages is excluded, equals €2.9M (2018 €2.7M).

**Our income of €2.9M is made up as follows:**

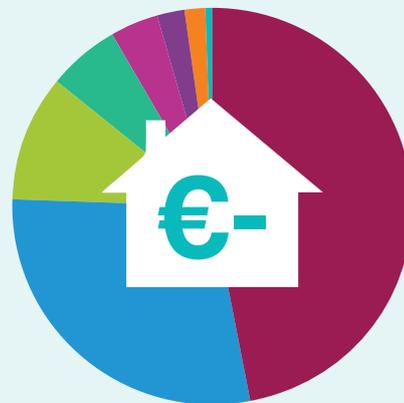


Rental income	<b>€1,357,711</b>
Revenue base grants	<b>€999,945</b>
Payment and availability income	<b>€476,878</b>
Management and maintenance allowance	<b>€59,187</b>
Other income	<b>€2,617</b>
Bank interest	<b>€1,556</b>

## Expenditure

HAIL is a people orientated company that recognises and values the important role and contribution of its employees to achieving its objectives. HAIL has a total expenditure of €3.9M which, if depreciation is excluded, equals net expenditure of €2.9M. Of that, €1.4M relates to payroll costs, representing 48% of our costs, excluding depreciation. Staff payroll and remuneration is benchmarked against sector payroll reports – National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations.

**A breakout of our expenditure is as follows:**



Payroll costs	<b>€1,385,315</b>
Repairs and maintenance of properties including service charge	<b>€835,450</b>
Property finance costs	<b>€305,211</b>
Office costs	<b>€165,406</b>
Other costs	<b>€120,469</b>
Insurance	<b>€65,700</b>
Professional fees/evaluation etc	<b>€44,202</b>
Governance costs	<b>€13,608</b>

## Housing Association for Integrated Living

**STATEMENT OF FINANCIAL ACTIVITIES**

For the financial year ended 31 December 2019

		€	€	2019 €	2018 €
	Note	Restricted Funds	Unrestricted Funds	Total	Total
<b>Income</b>					
Rental income		–	1,357,711	1,357,711	1,204,497
Amortisation of local authority mortgage loans		–	1,544,066	1,544,066	1,473,551
Rental payments from Local Authorities	1	–	476,878	476,878	463,244
Management & maintenance allowance		–	59,187	59,187	59,187
Revenue based grants	2	999,945	–	999,945	938,108
Bank interest		–	1,556	1,556	3,034
Other income		–	2,617	2,617	8,826
<b>Total income</b>		<b>999,945</b>	<b>3,442,015</b>	<b>4,441,960</b>	<b>4,150,447</b>
<b>Expenditure</b>					
Housing management services	3	56,136	2,890,310	2,946,446	2,746,680
Support services	4	974,162	–	974,162	872,203
Governance	5	6,853	6,755	13,608	13,691
<b>Total expenditure</b>		<b>1,037,151</b>	<b>2,897,065</b>	<b>3,934,216</b>	<b>3,632,574</b>
<b>Net income</b>		<b>(37,206)</b>	<b>544,950</b>	<b>507,744</b>	<b>517,873</b>
Accumulated funds at beginning of year		4,849	7,465,313	7,470,162	6,422,620
Funds Transfer		32,357	(32,357)	–	–
Transfer of property from the HSE	7	–	–	–	300,000
Amortisation Adjustment	11	–	–	–	229,669
<b>Accumulated funds at end of year</b>	17	<b>0</b>	<b>7,977,906</b>	<b>7,977,906</b>	<b>7,470,162</b>

A copy of the Directors' Report and the audited financial statements for the financial year ended 31 December 2019 are available on our website [www.hail.ie](http://www.hail.ie). or you can contact the registered office for a copy.

## Housing Association for Integrated Living

**STATEMENT OF FINANCIAL POSITION**

As at 31 December 2019

	Note	2019 €	2018 €
<b>Fixed assets</b>			
Tangible assets	7	40,819,122	38,628,806
		<b>40,819,122</b>	<b>38,628,806</b>
<b>Current assets</b>			
Debtors and prepayments	8	644,566	233,678
Cash at bank		3,718,305	4,049,237
Financial – Prize Bonds		20,000	20,000
		<b>4,382,871</b>	<b>4,302,915</b>
<b>Current liabilities</b>			
Creditors and accruals	9	485,811	444,094
Capital assistance mortgage loans	10	827,536	756,988
Capital loan & subsidy mortgage loans	11	716,530	716,562
Bank loans	13	138,727	130,093
Housing Finance Agency loans	14	47,755	47,754
		<b>2,216,359</b>	<b>2,095,491</b>
<b>Net Current assets</b>		<b>2,166,512</b>	<b>2,207,424</b>
<b>Total assets less current liabilities</b>		<b>42,985,634</b>	<b>40,836,230</b>
<b>Long term liabilities</b>			
Capital assistance mortgage loans	10	18,183,109	16,065,909
Capital loan & subsidy mortgage loans	11	9,893,426	10,609,924
Capital advance leasing facility	12	1,118,613	903,939
Bank loans	13	1,071,819	1,023,151
Housing Finance Agency loans	14	669,194	691,578
		<b>30,936,161</b>	<b>29,294,501</b>
<b>Net assets</b>		<b>12,049,473</b>	<b>11,541,729</b>
<b>Reserves</b>			
Development & maintenance reserve	16	4,071,567	4,071,567
Accumulated funds	17	7,977,906	7,470,162
<b>Total reserves</b>		<b>12,049,473</b>	<b>11,541,729</b>

## Key Financial Statistics



Turnover

**+7%**

increase in Turnover

2019: €4,441,960

2018: €4,150,447



Total Spending  
on Maintenance  
of Properties

(including service charges)

2019: €835,450

2018: €708,670



Support Services  
Funding

**+7%**

increase in Funding

2019: €999,945

2018: €938,108

Split of 2019:

HSE €743,030

DRHE €230,915

Louth CC €25,000

Other €1,000

## Private Finance to Date

HFA

€716,949

(HAIL has Certified Body  
Status with the HFA)



Bank of Ireland

€1,210,546

As at 31 December 2019  
the Company held  
reserves totalling

€12,049k

2018: €11,542k

This reflects the Company's continuing  
growth. The reserves are split as follows:

**34%**

Development & Building  
Maintenance Reserve  
(€4,071k)

**66%**

Accumulated  
Funds Reserve  
(€7,978k)



## Acknowledgements

We would like to thank our partners and funders without whom we could not provide our housing and tenancy sustainment services: the HSE/Sláintecare, the Dublin Region Homeless Executive, Dublin City Council, South Dublin County Council, Fingal County Council, Dun Laoghaire Rathdown County Council, Kildare County Council, Louth County Council, Laois County Council, Offaly County Council, the Housing Agency and the Department of Housing, Planning and Local Government. We would also like to thank the Housing Finance Agency, AIB and Bank of Ireland for their continued assistance in facilitating us to deliver new homes. We remain committed to working with all our partners and funders in the future to ensure we deliver much needed housing and support services.

We would like to thank our voluntary Board Directors for their continuing leadership and their commitment to the highest standards of corporate governance. We would like to thank the management team and all our staff and peers for their dedication and contribution to the achievements of 2019.

A company limited by guarantee and not having a share capital

Registered in Ireland No. 109465

Registered Charity No. 20013394

CHY No. 6796

**Member of the Irish Council for Social Housing**



# HAIL

Housing Association for Integrated Living



[www.hail.ie](http://www.hail.ie)

## HAIL

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 [@HailHousing](https://twitter.com/HailHousing)



Irish Council  
for Social Housing



Seirbhís Sláinte  
Níós Fearr  
& Forbairt

Building a  
Better Health  
Service

Sláintecare.



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

  
Rebuilding  
Ireland  
Action Plan for Housing and Homelessness