


ANNUAL REPORT 2022





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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 delegates HAIL's day-to-day operations to the Chief Executive and provides strategic direction, leadership, financial and risk management. It's commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and value for money in all aspects of HAIL's work.

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.



02

WHAT WE DO AND HOW WE WORK

WHAT WE DO

Property and Estate Management

HAIL owns and manages over 450 tenancies across the four Dublin local authority areas: Dublin City Council, South Dublin County Council, Dun Laoghaire Rathdown County Council and Fingal County Council. We also provide homes in Kildare, Laois, Offaly, Longford and Limerick. Our Housing and Property 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
- dealing with Anti-Social Behaviour and tenancy issues
- tenant engagement
- lettings to our new properties
- working in partnership with management companies and other Approved Housing Bodies (AHBs) to manage the areas our tenants live in.

Mental Health Tenancy Support Services

Our team of community based Mental Health Tenancy Sustainment Officers 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.

These services include, but are not limited to:

- assisting new tenants with moving into their homes
- explaining tenancy conditions
- linking into community resources such as education, employment, training and social opportunities
- managing mental health crises and relapse
- money and budget management
- household management
- setting mental health recovery goals.

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

These services include:

- **The Regional Visiting Support Service** - This service supports people with mental health difficulties who are living in private rented, local authority and social housing who need support to maintain their tenancy. It is provided across the four Dublin local authority areas and in Wicklow, Sligo, Louth and Meath. It is funded by the HSE, Dublin Regional Homeless Executive and the relevant local authority.
- **Slán Abhaile** - This project supports people with severe mental health difficulties who are currently living in HSE congregated housing, homeless accommodation, insecure accommodation or in the family home, but who are more suited to independent living. The service is delivered in partnership with the HSE's Dublin North City Rehabilitation Teams.
- **The National Mental Health Transfer Project (now called CARA project)** - This nationwide project, established under the National Housing Strategy for Disabled People, involves the transfer of both HSE and Local Authority owned properties and tenancies to HAIL. HAIL is currently working across six Community Health Organisations: CHO 1, CHO 3, CHO 6, CHO 7, CHO 8 and CHO 9.
- **The Prison In-reach Courts Liaison Service (PICLS)** - Provides help sourcing accommodation for men and women with mental health difficulties who are on remand in Cloverhill Prison and/or serving sentences in Mountjoy Prison and Dóchas Women's Prison. This project is run in partnership with the Central Mental Hospital and the Department of Justice and Equality.
- **Peer Support Project** - The Service was introduced in 2016 and is delivered by volunteers called Peer Support Volunteers, who all have lived experience of mental health difficulty. The Peer Support Volunteers are trained by HAIL to provide one-to-one and group support based on their own experience of mental health difficulty.

Growth and development

In 2022, we delivered 29 new homes for HAIL tenants. We continue to remain committed in our ambitions to grow the organisation both in terms of expanding our services and providing much needed new housing. We plan to continue to increase our stock in the coming years in line with our ambitions in our Strategic Plan.

HAIL continues to pursue opportunities for partnership and collaboration with other organisations in order to deliver homes and services to those that need them. We will continue to work in partnership with other Approved Housing Bodies, developers, local authorities, the Department of Housing, Local Government and Heritage, the Dublin Regional Homelessness Executive and the HSE to deliver on this ambitious programme.

30%
General needs tenants

452
homes

70%
Supported tenants

WHERE WE WORK



Hail Provides Regional Visiting Support Service

Hail Provides Support Services

Number Of Hail Homes Per Local Authority

DCC	218
DLRCC	49
SDCC	65
Fingal	62
Laois	12
Longford	10
Kildare	15
Limerick	15
Offaly	5
Louth	1



Michael Morris, Chairperson



Martina Smith, CEO

CHAIRPERSON AND CEO STATEMENT

The Housing Association for Integrated Living (HAIL), is delighted to present our annual report for 2022.

Last year represented another year of significant growth for our organisation, as we continue to play a key role in addressing housing issues in our society, particularly for people living with mental health difficulties.

Throughout the year, we grew our housing stock, expanded our services and recruited more staff. We also saw the retirement of our longstanding chairperson Michael Hoey. We would like to thank Michael for the outstanding contribution he made to our organisation.

Despite working in a challenging economic environment, we delivered 29 new homes in 2022. These new homes are located in Dublin, Kildare and Limerick. We plan to continue to increase our stock in the coming years in line with our ambitions in our Strategic Plan. This plan represents our ambition to grow and provide more housing for the people we support.

17 of the new homes provided by HAIL in 2022, were delivered through our HSE Stock Transfer Project. This project supports people transitioning from HSE congregated settings into independent living. The success of this project is an example of strong collaborative working between the HSE, local authorities and HAIL, to deliver positive outcomes for at-risk people in our society.

Mental health tenancy support services are central to our work as a specialist housing association. We provide these services to our own tenants and also to people with mental health difficulties living in private rented, local authority and social housing, who have been referred to us



**Looking forward,
the focus for HAIL
remains on securing
sustainable funding
to support our
organisational
growth and the
services we provide.**

for support to help them sustain their tenancy. In 2022, we provided these services to a record 589 number of people. Our Peer Support Volunteers and Tenant's Forum also became more embedded in our organisation in supporting the delivery of our services. We were delighted to see our Peer Support Volunteer team increase to 22 during the year.

We also saw our mental health tenancy support services expand in 2022. We were successful in receiving 7 new Tenancy Sustainment Officer positions under the Government's National Housing Strategy for Disabled People. These new roles which are jointly funded by the Housing Agency and the HSE, will be located in Dublin, Kildare, Wicklow, Cavan, Monaghan and the Midlands area, which reflects HAIL's expansion as a nationwide organisation.

Last year, we completed the first year of our Tenant Engagement Strategy, which is being overseen by our Housing and Property Team. The strategy has recorded great success so far in providing more opportunities for our tenants to engage with HAIL to ensure that we deliver the highest quality service to our tenants.

The Housing and Property Team also oversaw significant investment in our properties last year to deliver planned maintenance works. Their vital work helps to ensure that HAIL remains at the forefront in providing high-quality social housing.

The impressive work we delivered throughout 2022 would not have been possible without our excellent staff, the support of our board directors, the strong relationships we have with our stakeholders and the important contribution our Peer Support Volunteers make to our organisation. We would like to thank them all for the role they have played in helping to make 2022 another year of excellent delivery and growth for HAIL.

Looking forward, the focus for HAIL remains on securing sustainable funding to support our organisational growth and the services we provide. We will also explore more opportunities to support our development objectives with our partners in the home building sector, estate agents and local authorities. We will start developing our new strategic plan, which will set our growth targets for the next 5 years whilst also ensuring that HAIL maintains its unique culture and values.

Finally, we would like to thank our funders: the HSE, the Housing Agency, the Department of Housing, Local Government and Heritage, Dublin Regional Homeless Executive, The Housing Finance Agency and the local authorities where we work. Your continued support makes our work possible.

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.

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.

SOME OF WHAT WE DID IN 2022: WE

- Provided mental health tenancy support services to 589 people across all our services.
- Grew our Peer Support Volunteer team to 22 to support the delivery of our services.
- Completed the first year of our Tenant Engagement Strategy with great success in 2022.
- Added two new staff to our housing and property team.
- Produced a suite of information leaflets for tenants in areas of tenancy sustainment, community and tenant engagement.
- Invested in our housing stock with a total €879,623 invested in our homes in areas such as: upgrading fire alarm systems, fitting new kitchens and bathrooms and replacing doors.
- Continued with a maintenance spend of €2,133 per unit in 2022.
- Commenced a further round of stock condition surveys, completing 21% of our housing stock in 2022.
- Completed 86% of works orders on time.
- Celebrated Neighbours' Day on two of our estates in May 2022, organised by the Tenant's Forum, reaching out to 75 tenants in HAIL.
- Delivered two Tenant's parties in 2022, a summer party and a Christmas party, with an attendance of approximately 70 at each event.
- Further embedded our Peer Support Volunteers and Tenant's Forum in our organisation.
- Commenced our Changing Needs Analysis, to help ensure our properties and services adapt to the changing profile of our tenant base.
- Launched our out of hours call centre service to support tenants outside of standard office working hours.
- Rolled out a new phone system to bring about improvements for our tenants and clients to contact us.



GROWTH

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

Grow our housing stock.

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.

SOME OF WHAT WE DID IN 2022: WE

- Delivered 29 new homes. These new homes are located in Dublin, Kildare and Limerick – we have a further 10 homes contracted for delivery in 2023.
- Were successful in receiving 7 new Tenancy Sustainment Officer positions under the Government's National Housing Strategy for Disabled People for our CARA project. This was delivered in partnership with the HSE and the Housing Agency.
- Expanded our Regional Service to Meath.
- Allocated 64 properties throughout 2022.
- Expanded our staff team to 43.
- 4 Peer Support Volunteers completed their placement with HAIL on the Certificate in Peer Support in Mental Health in DCU.
- Delivered 426 group sessions by the Peer Support Volunteers.
- Engaged 150 client/tenants in the peer community through our group supports.
- Received funding for two additional posts in the services team: 1 providing support to our own tenants and 1 supporting other tenancies.

HAIL STRATEGIC PLAN 2020-2023

PROFILE

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

Actively demonstrate the impact of our work.

Enhance our profile in both the housing and mental health sectors.

Be part of the policy for a influencing and informing best practice through user led experience and professional evidence.

Be the lead voice for the housing needs of people with mental health difficulties.

Be the trusted partner in jointly providing 'homes and support services'.

SOME OF WHAT WE DID IN 2022: WE

- Launched our annual report for 2021 with the Minister for Housing, Local Government and Heritage Darragh O'Brien TD.
- Met with Minister of State for Mental Health Mary Butler TD, to highlight the role HAIL plays in supporting people living with mental health challenges.
- Delivered widespread national media coverage to promote the impact of our work, including coverage on: RTÉ Radio 1 Drivetime, Newstalk, The Irish Times and the TheJournal.ie.
- Briefed members of the Dublin City Council Housing Strategic Policy Committee on our work in the council area.
- Produced new brochures aimed at those in the local authority and property development sectors.
- Secured local media coverage in Limerick and Wicklow, as part of local media campaign to support our development targets.
- Spoke at key sectorial events in the housing and mental health sectors.
- Participated in key sector wide working groups including four of the Irish Council for Social Housing's (ICSH) Committees.
- Represented people with mental health challenges on 8 Local Authority Disability Steering Groups.
- Continued our membership of the Homeless Network, highlighting HAIL's prevention-based services for the homeless sector.
- Actively involved feeding back on local area plans, the new Housing Strategy for Disabled People and Housing for All.



ORGANISATION

Continue to be an exceptionally well governed and managed organisation.

Have motivated, engaged and professional staff.

Be an employer of choice.

Strive to achieve best practice in Human Resources Management.

Have a diverse workforce and Board.

Maintain our robust governance structures and systems.

Achieve ongoing regulatory compliance in governance and risk management.

Consider environmental sustainability in our decision-making process.

Have effective governance structures that allow us to deliver our Strategic Plan in a transparent and accountable manner.

Maintain current excellent financial standards and controls.

Secure adequate resources to be effective, efficient and financially stable.

Demonstrate Value for Money in our services.

Explore alternative funding sources to achieve our strategic aims of growth and service improvement.

SOME OF WHAT WE DID IN 2022: WE

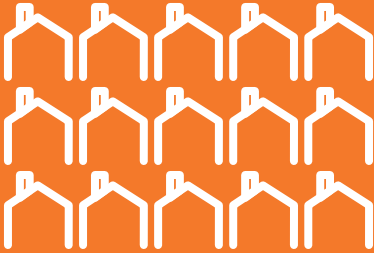
- Welcomed our new Chairperson Michael Morris and our new Vice-Chairperson Josephine Ryan.
- Submitted our first annual return under the newly formed Approved Housing Bodies Regulatory Authority.
- Carried out our ongoing internal review of HAIL's Policies and Procedures.
- Completed a review of our Risk Management Strategy.
- Held staff events including quarterly staff meetings, regular team meetings, social events, and staff and board events.
- Held a Board Staff Away Day.
- Conducted a review of staff appraisals.
- Carried out an internal audit on performance management leading to improvements in our systems.
- Delivered a comprehensive training and development programme in a wide range of areas for staff and peer support volunteers.
- Sent representatives from the Peer Support Programme to a Stage of Mind event in Spain.
- Enhanced our Internal Communications Working Group.
- Worked hard to ensure rent arrears remained at 3% of the annual rent roll.



05. OVERVIEW OF 2022

452

homes owned
and managed



new homes
for HAIL
tenants

17

of HAIL's new homes
delivered through our
HSE Stock Transfer Project
in collaboration with the
HSE and Local Authorities



7

new Tenancy Sustainment
Officer positions under the
Government's National
Housing Strategy for
Disabled People



589

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



SEAI grant funding
awarded to
complete an Energy
Masterplan for
HAIL's assets

99%

Tenancy Sustainment

OVERVIEW OF 2022

22

Peer Support
Volunteers



426

Group sessions
and social
groups

Grew our staff base
by 4.9% to 43 staff



4.9%



Investment of

€879,623

in our homes

Suite of
information
leaflets produced
for tenants



62.5%

properties allocated were
newly acquired

Maintenance
Performance 2022:

1079

works orders raised

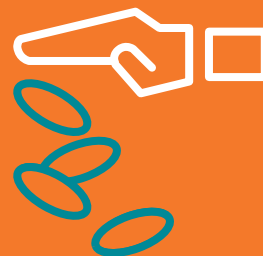
86%

of works orders were
completed on time



7%

increase in
rent collected



3%

rent arrears



HOUSING

Throughout 2022, HAIL continued to invest in our housing stock with a total €879,623 invested in our homes.

HAIl's proactive approach also continued with a maintenance spend of €2,133 per unit in 2022, while also ensuring the 1,079 repair requests were responded to as soon as possible with 86% of these repair requests responded to on time.

All elements of HAIL's Asset Management Strategy continued to be delivered throughout 2022. All necessary, planned and cyclical maintenance were completed, inclusive of works which were put on hold during the pandemic; reflecting the maintenance spend. Fire safety upgrade works were identified in one of our blocks and work commenced immediately to tender for a contractor to complete the upgrade works in 2023.

HAIl was also awarded grant funding from the SEAI to complete an Energy Masterplan. This will help us to set out our plans to make all our properties energy efficient in line with our sustainability responsibilities.

We commenced a further round of stock condition surveys, completing 21% of our housing stock in 2022.

As we are constantly reviewing and updating our stock data, HAIL completed an annual review of our investment projections over the next 30-years of €37.9 million, including a component replacement schedule.

ALLOCATIONS AND LETTINGS 2022

Out of the 64 properties which HAIL allocated throughout 2022, 40 of these units were newly acquired properties, which on average took 10 weeks to let.

In terms of properties being re-let; these totalled 24 throughout 2022, taking HAIL on average 15 weeks to re-let the property from start to finish and 17 weeks in shared properties. HAIL invested €102,057 into these properties in 2022 to bring these properties up to HAIL's letting standards.

HAIl's new tenants were nominated through the relevant local authority and are settling in well into their new surroundings.

Tenant Engagement Strategy 2022 - 2024

Our first year of the Tenant Engagement Strategy was delivered with great success. The Strategy highlights the opportunities for tenants to engage with HAIL to ensure that we deliver the highest quality service to our tenants and clients, an important part of our overall strategic objectives.

The social impact of our strategy in its first year has been assessed, and we will be building on this into 2023 and 2024:

- **Improved Information** HAIL produced a suite of information leaflets in 2022 for tenants in areas of tenancy sustainment, community and tenant engagement.
- **Rent Arrears** Total rent arrears stood at 3.1% at the end of 2022. This is down from 3.6% at the end of 2021.
- **Complaints** 7 complaints were received and dealt with during 2022.
- **Social Events** Neighbours' Day was celebrated on two of our estates in May 2022, organised by the Tenant's Forum, reaching out to 75 tenants in HAIL. Two tenant's parties took place during 2022, a summer party and a Christmas party, with an attendance of approximately 70 at each event.
- **Gardening Group** The gardening group transformed 3 communal gardens during 2022, meeting up 5 times in 2022. Daffodil planting took place in the Autumn of 2022 across 6 of our estates, reaching out to over 100 tenants in HAIL.
- **Good Neighbour and Tenant Awards** 8 tenants received prizes in 2022.
- **Education Bursary** 2 tenants were awarded the education bursary in 2022, totalling €1,300 being awarded to our tenants.

Tenant's Forum

HAIL's Tenant's Forum continued throughout 2022, playing an integral role for tenant participation and feedback on our services.

Our members showed their dedication to each other and to HAIL with the set-up of various groups as well as rolling out different initiatives throughout the year; examples being HAIL's gardening group, HAIL's Communications Panel, translation service, website review... to name but a few.

We look forward to seeing what the Tenant's Forum bring in 2023.

HOUSING SERVICES:



Total Income Rent Roll
of €2,296,349
increase of over €150k
from 2021

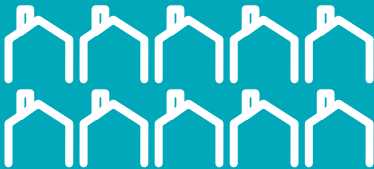
Rent Arrears are 3%
of the rent roll



HAIL completed the first year
of its Tenant Engagement
Strategy, showing a
significant increase in tenant
participation

452
homes

70% supported
30% general needs



64 properties
to allocate

51 were let

11

Tenant Forum meetings
Gardening Group
Communications Panel
Translation Service
established
3 events organised



15

staff in housing and
corporate services

2022 MAINTENANCE SPENDS:



€209,327

on response repairs



€787,491

total spend on
maintenance



€104,938

on cyclical maintenance



€102,057

on void maintenance



€371,169

on planned maintenance

MAINTENANCE PERFORMANCE 2022:



86%

of maintenance orders
were completed on time

1,079 works orders
raised



by over 500

from 2021

HOUSING GROWTH AND DEVELOPMENT

HAIL delivered 29 new homes for our tenants in 2022, with a further 10 homes progressed for delivery in Q1 of 2023.

These 29 new HAIL homes were delivered in Dublin, Limerick and Kildare reflecting our planned service expansion outside of Dublin. 17 new homes were delivered working with the HSE through stock transfer facilities, while the remaining 12 new units were a mix of CAS and lease in Dublin and Limerick. Ongoing development work completed during 2022 provided HAIL with an ambitious development schedule for 2023, with a strong pipeline of projects already established in Dublin, Kildare, Wicklow and Limerick to complete in 2023.

THE FUTURE

Our focus remains on our key strategic objective of increasing the number of new homes for our future tenants in our main strategic areas.

To do this, HAIL continues to expand, engage and build relationships with property developers, builders, estate agents and landowners. HAIL continues to work closely with relevant local authorities, other approved housing bodies, the Housing Finance Agency, the Department of Housing, Local Government and Heritage and the HSE to widen our reach and promote our unique services.

HAIL has an experienced development team that work on the sole focus of providing new homes to meet tenant needs. They work closely with our Housing and Support teams to identify suitable homes for clients and explore new property acquisition potential wherever possible. We continue to acquire off the shelf properties but wish to renew our pursuance of newly built schemes. To do this, we are keen and open to look at opportunities for partnership and collaboration with other organisations such as property developers and investors.

If you have a potential opportunity for HAIL or know of one – please do get in touch by contacting the development team on development@hail.ie.



MENTAL HEALTH TENANCY SUPPORT SERVICES

IN-HOUSE SUPPORT SERVICE (MENTAL HEALTH TENANCY SUSTAINMENT SUPPORT FOR HAIL TENANTS)

In 2022 we facilitated the development and completion of support goals with 127 of our own HAIL tenants.

We are delighted that in 2022 we recorded a 99% tenancy sustainment rate across our Inhouse Support service. Our In-house support service operates across the four local authorities of Dublin (Dublin City Council: Dun Laoghaire Rathdown County Council, South Dublin County Council, Fingal County Council) and in Kildare and Louth.

Our support model is firmly focused on preventing homelessness, reducing unnecessary and protracted hospitalisations and harnessing our tenants resilience to aid their mental health recovery goals.

HAIL's key strength is offering life-long tenancies where tenants have the opportunity to create their own home and integrate into the community, while progressing their own recovery goals.

Our In-house service is based on a partnership approach between the relevant local authority, HSE Mental Health Services, our Mental Health Tenancy Sustainment Service and our internal Housing Services.

The Service primarily works with people with an identified mental health diagnosis. Referrals, once approved by the local authority, come directly from rehabilitation and community-based mental health services.

HAIL provides a flexible, client centred approach to ensure the risk to a tenancy and the reduction of hospital admissions, can be kept to the forefront of our service delivery. Our In-house service also works directly with community-based services, such as clubhouses, recovery colleges, employment programmes and educational services to help promote community integration.

99%
Tenancy
Sustainment



Worked with
598
People

The main areas of support include:

- developing independent living skills
- managing practical tenancy issues including those directly related to mental health difficulties such as hoarding and patterns of anti-social behaviour
- development of mental health recovery goals in conjunction with the clinical team
- budgeting and money management
- community integration and support around isolation and loneliness.

DIAGNOSTIC PROFILE OF IN-HOUSE TENANTS:

As referrals for In-house come through community mental health and rehabilitation teams (following approval from the local authority), each nomination will have a mental health diagnosis.

At present, the two most common presenting diagnoses are Bipolar Disorder and Schizophrenia. An emerging trend we are seeing for the people we support is dual diagnosis where there are mental health difficulties and addiction issues.

TENANT LIAISON SERVICE

Our Tenant Liaison Service (TLS) engages with tenants who are settled in their tenancy, integrated into their community and not requiring a formal or intense level of support.

The TLS maintains an active relationship with community mental health teams, to ensure that if an intervention is ever required, the clinical team are fully aware of who is the point of support for the tenant in the community.

In 2022, 148 tenants received support through the TLS and 42 tenants were referred back to HAIL's In-house service due to increased support needs. These issues involved mental health deterioration, age related support needs, physical health issues or additional support around community integration. From the 42 referred back to In-house, 65% required support for no greater than 3 months.

42
tenants
were referred
back to HAIL



65%
required support
for ≤ 3 months

NATIONAL FORENSIC MENTAL HEALTH SERVICE

In 2022, HAIL continued its partnership with the National Forensic Mental Health Service (NFMHS), supporting patients to further integrate into the community, and progress their mental health recovery in independent living.

At the core of this project, is the value that stable accommodation with a wraparound support model is the foundation to ongoing mental health recovery.

The project has three key aims:

- to support patients, transition into a lower support model of housing as a specific part of their recovery care plan
- to support patients, develop the skills they will require to live independently and to integrate back into their community
- to support patients, obtain permanent housing in the community and to support them in establishing and maintaining this.

Since January 2016, HAIL has supported clients of this project to transition into permanent homes of their own. As a result of the partnership approach with the rehabilitation and recovery teams, 100% of tenants who have transitioned into an independent home of their own have successfully maintained their tenancy.

In 2022, we supported 12 people under this project. This included one to one visits in the community, group meetings and meetings with external support services to have a co-produced care plan.

REGIONAL VISITING SUPPORT SERVICES (MENTAL HEALTH TENANCY SUSTAINMENT SUPPORT TO NON- HAIL TENANTS)

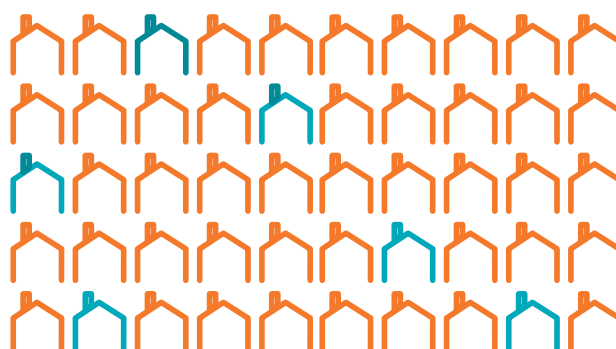
The Regional Visiting Support Service supported 128 clients throughout 2022 – including assisting 34 clients in Dublin move out of homelessness into their own tenancy.

2022 was a busy year for the HAIL Regional Visiting Support Service. This service supports people with mental health difficulties who are living in local authority, social housing or private rented accommodation, who are at high risk of losing their tenancies. It is provided by HAIL across the four Dublin local authorities and in Meath, Louth, Sligo and Wicklow.

Dublin

In Dublin in 2022, we supported 96 clients maintain their tenancies and integrate into their community.

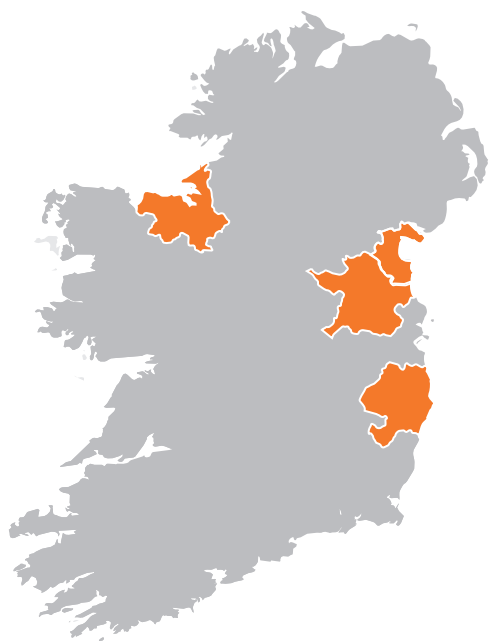
**In Dublin
96
clients maintain
their tenancies and
integrate into their
community**



Most clients were referred to HAIL for support by their community mental health team or their local authority.

The most common mental health diagnoses at referral were schizophrenia, depression and personality disorder.

During the year, we assisted 34 clients to move out of homelessness into their own tenancy – the vast majority of such moves were into private rented accommodation. We also supported 12 clients with dual diagnosis - a mental health diagnosis and active substance misuse - to maintain their tenancy.



Louth: HAIL supported 6 clients in Louth and DHA supported a further 2.

Sligo : worked with 5 clients and assisted 2 of these clients to source private accommodation.

Wicklow: worked with 21 clients of which 11 had a resettlement support need.

Meath: work is ongoing in the county to raise the profile of the new service.

Louth, Sligo, Wicklow and Meath

The Louth Project is a collaborative project between Drogheda Homeless Aid (DHA) and HAIL.

This project is funded by Louth County Council and supports clients with mental health difficulties who are homeless or at risk of homelessness. In 2022, HAIL supported 6 clients in Louth and DHA supported a further 2. All of the clients we supported in Louth had complex mental health difficulties.

The Sligo Project is funded by the Housing Finance Agency. The project supports people who are clients of their mental health team, who need housing and have spent time in the acute unit. In 2022, we worked with 5 clients in Sligo and assisted 2 of these clients to source private accommodation.

The Wicklow Project is funded by the HSE and Wicklow County Council. In 2022, we worked with 21 clients in Wicklow. The most common presenting need was resettlement which was the main support need for 11 clients. Other support needs included developing independent living skills, addiction supports, safeguarding, education/employment and budgeting.

The Meath project launched in late 2022 and work is ongoing in the county to raise the profile of the service with stakeholders.

Slán Abhaile

The Slán Abhaile team support people to move from mental health congregated settings into independent living in the community.

The aim of the service is to source accommodation and offer support to those living in HSE residential services to move to independent living. The team provides a specialised floating support service aimed at facilitating tenancy sustainment and community integration.

The project is a collaboration with the HSE's Mental Health Teams in Dublin North City. The team work with 3 high support rehabilitation teams, 13 local community mental health teams and a homeless team across Dublin North City.

In 2022 we:

- worked with 61 clients
- received 33 referrals
- moved ten people into their own accommodation. Four into HAIL properties, two into DCC properties, three into other housing association tenancies, and one into private rented accommodation.

The project's tenancy sustainment record remains strong, with no tenants relinquishing their accommodation during 2022.



The Prison In-reach Courts Liaison Service (PICLS)

The Prison In-reach Courts Liaison Service (PICLS) aims to ensure that no person is released from prison without temporary accommodation in place or access to appropriate support.

PICLS clients are among the most vulnerable in society and will commonly suffer from severe and enduring mental health problems. They may also have long-standing substance addiction problems and a history of homelessness.

Key highlights from 2022 include:

Cloverhill:

- 65 referrals received.
- 39 of referrals had a diagnosed major mental illness.
- 32 placements were secured throughout the year – 10 referrals were sentenced and the remainder were still in custody as of December 31st 2022.

Mountjoy/Dochas Project:

- 33 referrals in total received to the project.
- 19 of overall referrals had a diagnosed major mental illness.
- 25 out of the 33 total referrals had some form of substance misuse history.
- 25 placements were secured throughout the year – 3 referrals still in custody as of December 3rd 2022.
- All placements sustained and no referrals returned to rough sleeping.

National Mental Health Transfer Project / CARA Project

2022 saw the continuation of the National Mental Health Transfer Project under the National Housing Strategy for Disabled People (2022-2027) across three Community Healthcare Organisations: CHO 3, CHO 7 and CHO 8.

This nationwide project involves the transfer of HSE or Local Authority-owned low to medium supported accommodation to Approved Housing Bodies, the refurbishment and upgrading of the properties and the provision of secure independent tenancies to the residents.

HAIL now supports 52 tenancies in 19 properties covering counties Dublin, Kildare, Offaly, Laois, Longford and Limerick.

Leading on from the success of the National Mental Health Transfer Project, the CARA Project was set up in 2022 as part of a nationwide service established under the National Housing Strategy for Disabled People 2022-2027, to provide visiting tenancy support to people who may be experiencing a mental health difficulty.

HAIL successfully tendered for 7 Tenancy Sustainment Officer (TSO) positions over 13 counties under the project. The TSO's will work in close collaboration with local authorities, local mental health teams, other Approved Housing Bodies and engage with local voluntary and statutory agencies to ensure tenants have access to appropriate community supports to facilitate independent living.

The successful tenders for the project also saw HAIL's presence expand into the following new counties: Cavan, Donegal, Monaghan and Westmeath and into CHO 1, CHO 6 and CHO 9.

The Project is administered by the Housing Agency who jointly fund it with the HSE.

Peer Support Service

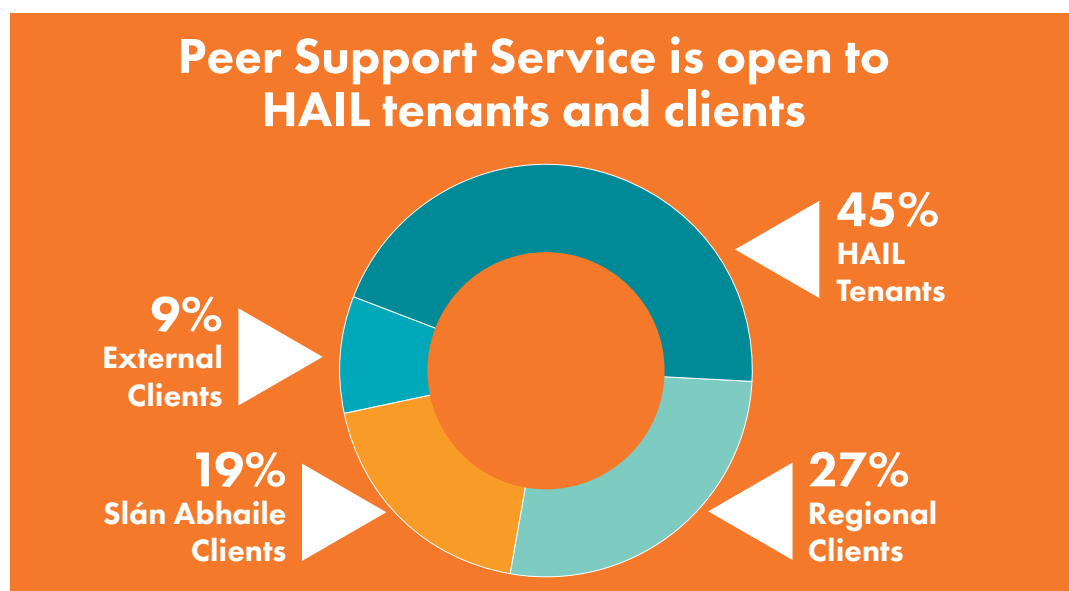
Our Peer Support Volunteers (PSVs) are trained by HAIL to provide one-to-one and group peer support based on their own lived experience of mental health difficulties.

PSVs complement the work of HAIL staff by helping our clients with their mental health recovery by supporting them develop the skills to live independently and sustain their tenancy.

The PSVs also run a programme of social activities to provide a social support network for people who may be feeling isolated in their community. The activities include: the HAIL United football team, a music group, a book club, a walking group, a women's group and a drama group.

The team grew to 22 PSVs in 2022, with 4 students completing their placement with HAIL on the Certificate in Peer Support in Mental Health in DCU.

The peer support service is open to HAIL tenants, clients and those referred by HSE mental health teams. 45% of those engaging in peer support are HAIL tenants, 27% are Regional clients, 19% are Slán Abhaile clients and 9% are external clients.



The service was extended to clients of the PICLS service in 2022. It was also extended to support clients and tenants while they were in hospital to support their recovery in anticipation of release.

Building on the innovative practices used during the Covid-19 pandemic, the peer support service has developed a framework of support both in person and remote; online, by phone or text.

In 2022, PSVs individually engaged with 3 to 5 people on a one-to-one basis at least once a week. Over 78 clients or tenants engaged in one-to-one peer support. Key themes arose around isolation, stigma related to mental health and a lack of purpose, impacting recovery for peer clients.

Last year, 426 group sessions were delivered by the PSVs. These covered areas from self-care and recovery, to positive psychology and personal development in addition to groups and events drawing on specific social interests including sports and the arts. Larger group events returned and the PSVs hosted events for International Women's Day, World Peer Support Day and Christmas events.

2022 also saw the launch of an exciting pan-European collaborative project with mental health organisations from Ireland, Spain and Greece to produce a play highlighting mental health recovery. The PSVs are representing Ireland, producing a play of their own. The project is co funded by EU Erasmus+, FINTRAS and Smashing Times.

Overall in 2022, 150 clients/tenants engaged in the peer community through our group supports. These groups were co-produced with staff, were peer led and delivered primarily in-person. This blended approach of online and in-person, made the community accessible to as many clients as possible to support their recovery and integration.

GOVERNANCE

08

BOARD OF DIRECTORS ATTENDANCE						
Attendance	Members	AGM	Meetings			
85%	12	1	5			
2022						
	28/02	23/05	08/08	24/09	12/12	TOTAL
Mike Hoey	✓	✓	✓	✓	✓	5/5
Michael Morris	✓	✓	✓	✓	✓	5/5
Kieran Gallagher	✓	✓	✓	✓	✓	5/5
Kevin O’Sullivan	✓	✓	✓	✓	X	4/5
Keith Blizzard	✓	✓	✓	X	✓	4/5
Jack Lee	✓	✓	✓	✓	✓	5/5
Rose-Marie Kennedy	✓	✓	X	✓	✓	4/5
Josephine Ryan	X	✓	✓	✓	✓	4/5
Áine Myler	✓	✓	X	✓	✓	4/5
Ned Brennan	✓	✓	✓	✓	X	4/5
Marie Lynch	✓	X	✓	✓	✓	4/5
Cathal Callan	✓	✓	✓	✓	✓	5/5

The Board meets regularly as required. It met five times during 2022 as a well a strategic away day. HAIL is governed by a voluntary Board of Directors who provide their time and expertise 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.

There are five Committees of the Board:

Audit and Risk Committee

Finance Committee

Properties Committee

Support Services Committee

Nominations 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 is regulated by the Approved Housing Body Regulatory Authority (AHBRA) providing annual returns. HAIL is also registered with the Charities Regulator and under the Lobbying Acts.

AUDIT AND RISK COMMITTEE

Attendance	Members	Meetings
81%	4	5

FINANCE COMMITTEE

Attendance	Members	Meetings
95%	4	5

PROPERTIES COMMITTEE

Attendance	Members	Meetings
68%	5	5

SUPPORT SERVICES COMMITTEE

Attendance	Members	Meetings
55%	5	4

NOMINATIONS COMMITTEE

Attendance	Members	Meetings
100%	3	3



MICHAEL MORRIS CHAIRPERSON

Michael is an experienced investment and finance professional, with many years' experience advising Boards and large institutional investors. In his executive career, Michael ran industry teams for the equities businesses of HSBC, JPMorgan and Amundi Asset Management in the UK and Ireland.

Michael was Chair of the Finance Committee and Nominations Committee before he took up the role of Chairperson in October 2022.



JOSEPHINE RYAN VICE CHAIRPERSON

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

Josephine is Chair of the Support Services Committee and Vice Chairperson of the Board from October 2022.



KEITH BLIZZARD DIRECTOR

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.



NED BRENNAN DIRECTOR

Ned has over 30 years' experience in the local government and social housing sectors. He worked for over 10 years as chief operations officer with one of Ireland's largest Approved Housing Bodies and was the architect of the 'Family Hub' model for the provision of accommodation and support services for homeless families. Ned currently works in a senior management role in human resource management in Cork County Council.



CATHAL CALLAN DIRECTOR

Cathal is a Fellow of the Chartered Association of Certified Accountants and is the Finance Director at Concern Worldwide. He has an extensive financial and general management background spanning thirty plus years in the charitable and social housing sectors.

Cathal is Chair of the Finance Committee.



KIERAN GALLAGHER DIRECTOR

Kieran is a retired Architect with over 35 years' experience in the public and private sectors. He worked in two Dublin Local Authorities and served as the Deputy City Architect in Dublin City Council for over 10 years where he was responsible for the architectural delivery of social housing.

**MICHAEL HOEY DIRECTOR**

Resigned 12th December 2022

Michael is an experienced finance professional with over 25 years' experience in a range of sectors including retail, financial services and asset management. Michael was a senior manager in the National Asset Management Agency, and is a member of the Chartered Institute of Management Accountants.

**ROSE-MARIE KENNEDY DIRECTOR**

Rose is the EU Regulatory Relations Lead for Wells Fargo Bank. Prior to this, Rose was 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 from UCD.

Rose is Chair of the Audit and Risk Committee.

**JACK LEE DIRECTOR**

Jack is an experienced professional with over 17 years' experience in finance, risk management and sustainability with corporates and financial services companies. He has experience in portfolio management, real estate, risk management, internal controls and sustainability. He currently works for MUFG Investor Services as a product development director and previously worked at Deloitte leading the sustainability reporting and assurance team. Jack is a Fellow Chartered Accountant, holds a degree in business and finance and is certified in a number of sustainability reporting frameworks.

Jack is Chair of the Nominations Committee.

**MARIE LYNCH DIRECTOR**

Following her career as an occupational therapist, Marie has worked for over 30 years in senior management roles in the voluntary sector, with experience in disability, hospice and homeless sectors. She now works as a consultant with a number of not-for-profit organisations.

**ÁINE MYLER DIRECTOR**

Áine is CEO of Charities Institute Ireland, the representative body for Ireland's leading charities. Her work includes advocating on the important issues affecting the charitable sector, providing training and guidance on governance and business standards and helping charities manage their property portfolios efficiently and effectively.

During her career as a Chartered Surveyor and Business Director, spanning over 30 years of industry and Board experience, Áine advised a wide range of not-for-profit organisations and public sector bodies. In a previous role, she was the Director General of the Society of Chartered Surveyors Ireland, the professional standards body for the property and construction sectors in Ireland.

Áine is Chair of the Properties Committee.

**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.

RISK AND CHALLENGES

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

The Boards' audit and risk committee carries out robust assessments of the key risks and control measures in place on a quarterly basis and reports to the Board.

The main risks identified by HAIL and managed in 2022 were:

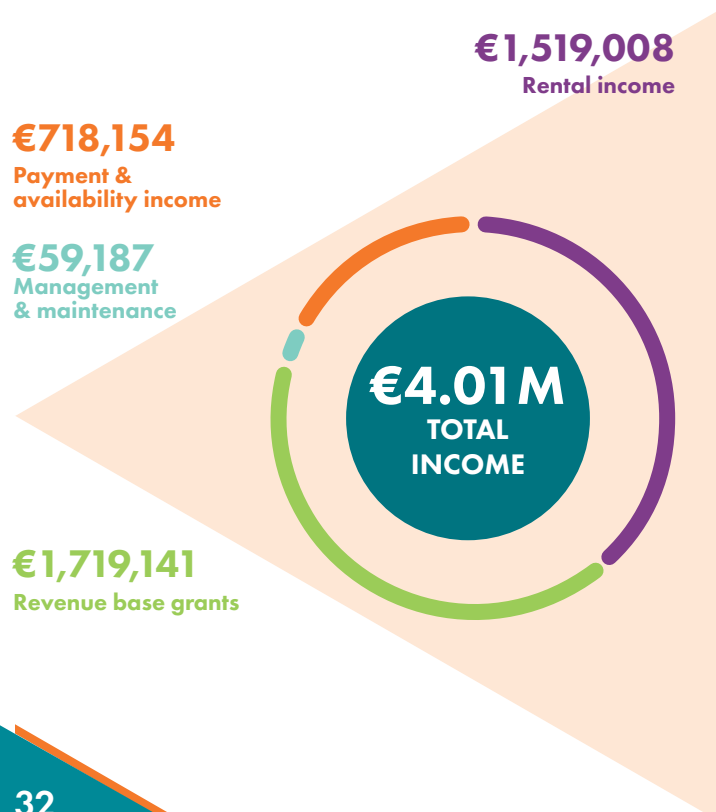
RISKS	MITIGATING ACTIONS
The increase in running costs of the organisation not matched by income stream leading to an unsustainable deficit, insufficient cash flow:	<ul style="list-style-type: none"> • Regular financial monitoring and management • Regular monitoring of the delivery of the development and growth programme. • Seeking adequate and sustainable funding for our support services function.
The mental health and wellbeing of our tenants and clients:	<ul style="list-style-type: none"> • Ongoing case management and risk assessment of our tenants and client's mental health, with support action plans in place. • Tenancy Sustainment Workers continuing to visit and linking in with HSE teams. • Updating suite of tenant/client centred policy and procedures. • Peer Support Volunteers running a wide range of social events.
The mental health and wellbeing of our staff:	<ul style="list-style-type: none"> • Programme of wellbeing and support for staff. • Good supervision and support of the Leadership Team. • Good communication and internal communications working group in place. • Assistance with the continually changing work environment, clear policies and procedures in place. • Review of performance management framework.
Insufficient capacity and resources to deliver on the Strategic Plan including failure to deliver on housing growth programme:	<ul style="list-style-type: none"> • Good financial planning. • Rental income management. • Ensure adequate staffing structure in place for the delivery of growth and development plan. • Programme in place to retain qualified and experienced staff in a buoyant labour market. • Recruitment of Development Manager focussed on the delivery of our housing growth plan.
Expansion of the organisation is not properly managed or controlled, either strategically or operationally:	<ul style="list-style-type: none"> • Strong vision and strategy. • Good functioning Board and good governance practice. • Development and growth plan in place for key business areas. • Adequate resources allocated to annual business plan. • Staff training and development programme.

RESULTS

There was a net income for the financial year of €778K (2021 €403K). The incoming resources includes the amortisation of local authority mortgages of €1,828K (2021 €1,677K) and the expenditure includes depreciation on properties of €1,044K (2021 €1,209K). Both the amortisation of mortgages income and the depreciation of properties charge are non-cash items. These two non-cash items account for €783K (2021 €468K) of the net income for the financial year.

Income

HAIL's total income for the year is €5.84M (2021 €5.15M) which, if non-cash amortisation is excluded, equals €4.01M (2021 €3.47M). Our income of €4.01M is made up as follows:



Excluding these non-cash items, the operating deficit for 2022 was €5K (2021: deficit €65K).

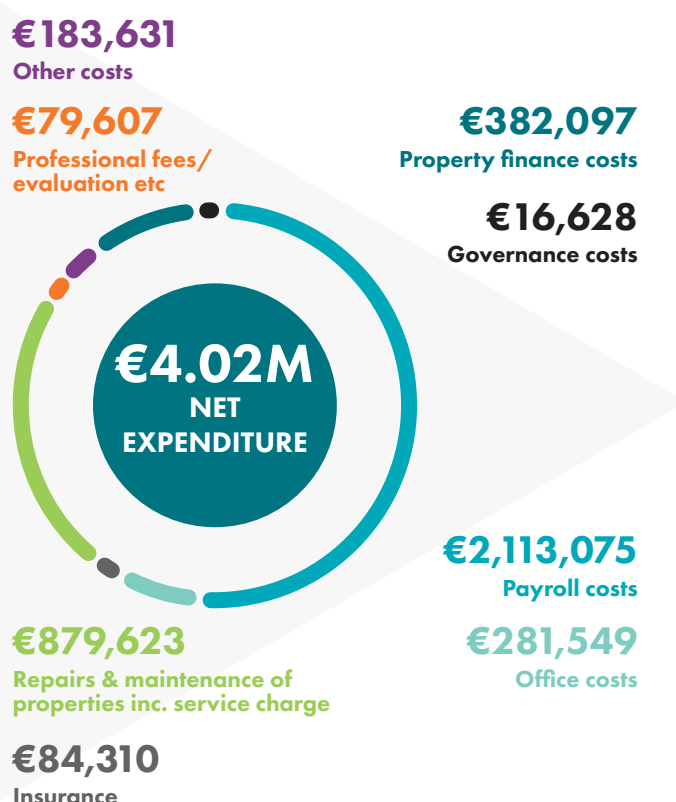
The deficit can be split between our restricted funds activities, mainly our support services surplus of €28K and our housing section deficit of €33K.

The Directors expect that the level of activity will increase in future years to meet the demands of both the individuals and families we support and those of our future tenants.

Expenditure

HAIL has a total expenditure of €5.06M (2021 €4.7M) which, if depreciation is excluded, equals net expenditure of €4.02M (2020 €3.5M), of that, €2.1M relates to payroll costs representing 52% of our costs, excluding depreciation. We benchmark our staff payroll and remuneration against sector payroll reports – National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations.

A breakout of our expenditure is as follows:



STATEMENT OF FINANCIAL ACTIVITIES

INCORPORATING THE INCOME & EXPENDITURE ACCOUNT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	RESTRICTED FUNDS €	UNRESTRICTED FUNDS €	2022 TOTAL €	2021 TOTAL €
INCOME				
Rental income	-	1,552,018	1,552,018	1,457,555
Rental void loss	-	(33,012)	(33,012)	(22,949)
Amortisation of local authority mortgage loans	-	1,828,090	1,828,090	1,677,476
Rental payments from local authorities	-	718,154	718,154	620,135
Management & maintenance allowance	-	59,187	59,187	59,187
Revenue based grants	1,719,141	-	1,719,141	1,357,185
Bank interest	-	2	2	2
Other income	-	-	-	-
TOTAL INCOME	1,719,141	4,124,439	5,843,580	5,148,591
EXPENDITURE				
Housing management services	81,592	3,334,809	3,416,401	3,389,856
Support services	1,632,350	-	1,632,350	1,342,768
Governance	8,287	8,341	16,628	13,455
TOTAL EXPENDITURE	1,722,229	3,343,150	5,065,379	4,746,079
NET (EXPENDITURE)/INCOME	(3,088)	781,289	778,201	402,512
Accumulated funds at beginning of year	-	9,916,628	9,916,628	8,643,910
Funds Transfer	-	-	-	-
Transfer of property from the HSE	-	-	-	870,206
ACCUMULATED FUNDS AT END OF YEAR	(3,088)	10,697,917	10,694,829	9,916,628

All accounts relate to continuing operations.

There was no other comprehensive income for 2022 (2021: €NIL).

A copy of the Directors' Report and the audited financial statements for the financial year ended 31 December 2022 are available on our website www.hail.ie. or you can contact the registered office for a copy.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

	2022 TOTAL €	2021 TOTAL €
FIXED ASSETS		
Tangible Assets	49,418,622	47,721,045
	49,418,622	47,721,045
CURRENT ASSETS		
Debtors and prepayments	275,739	291,209
Cash at bank	3,455,707	3,582,630
Financial - Prize Bonds	20,000	20,000
	3,751,441	3,893,839
CURRENT LIABILITIES		
Creditors and accruals	921,275	562,102
Capital assistance mortgage loans	1,111,528	960,915
Capital loan & subsidy mortgage loans	716,562	716,609
Bank loans	134,930	143,626
Housing Finance Agency loans	28,907	56,883
	2,913,202	2,440,135
NET CURRENT ASSETS	838,239	1,453,704
TOTAL ASSETS LESS CURRENT LIABILITIES	50,256,861	49,174,749
LONG TERM LIABILITIES		
Capital assistance mortgage loans	22,705,341	21,586,608
Capital loan & subsidy mortgage loans	7,743,663	8,460,177
Capital advance leasing facility	1,594,148	1,565,261
Bank loans	1,792,090	1,918,356
Housing Finance Agency loans	1,655,224	1,656,156
	35,490,466	35,186,558
NET ASSETS	14,766,395	13,988,193
RESERVES		
Reserves and Accumulated funds	14,766,395	13,988,193
TOTAL RESERVES	14,766,395	13,988,193

Approved by the board on 29th May 2023.

And signed on behalf of the board by:

Michael Morris
Director

Cathal Callan
Director



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Seirbhís Sláinte
Níos Fearr
á Forbairt

Building a
Better Health
Service



An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreacht
Department of Housing,
Local Government and Heritage



Feidhmeannacht um Dhaoine ar Easpa
Oidíne Réigiún Bhaile Átha Cliath
Dublin Region Homeless Executive



Irish Council
for Social Housing



HAIL

Housing Association for Integrated Living

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