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FORENOTE FROM CHAIRPERSON



FROM ÉANNA MCHUGH, CHAIRPERSON, HAIL

I am delighted to present this Strategic Plan for HAIL, covering the period 2015 to 2019.

HAIL has focused on the provision of affordable, supported, high quality housing in the greater Dublin area, predominantly for people with mental health difficulties, for 30 years now. We work closely, as a voluntary housing association, with mental health professionals within the statutory sector to ensure that the needs of our tenants and clients are looked after and that an appropriate package of services can be provided. Our core concern is to ensure that our tenants and clients can be assisted to live a rewarding and independent life, integrated within the community.

We are now, more than ever, seeing a significant increase in demand for our services. The shift towards community-based care for people with mental health difficulties, and greater public acceptance that such people should not be stigmatised, have combined to create additional requirements for our services. At present, we own over 250 properties across Dublin city and county, with more than 260 tenancies: 432 people are currently housed in HAIL properties – 321 adults and 111 children. Around two-thirds of our tenants are also clients of the HSE community mental health services, with the other one-third having general housing needs. Our strategy for the next five years involves increasing, in a measured way, the number of homes we can provide and supporting a larger number of tenants and clients. We will continue to maintain a clear focus on the integrated living model and seeking to meet the specific needs of our tenants and clients with mental health difficulties.

Within this strategic context, we are also very mindful of the wider economic situation and the dynamic nature of the property market. These factors are now tending to increase construction costs and second-hand property prices in the

Dublin area back towards pre-recessionary levels. Recent government announcements in respect of investment in social housing are very welcome. We would expect that these moves will have a positive impact for our tenants and clients. Overall, HAIL will be aiming for a prudent balance between measured growth in Dublin and surrounding counties and maintaining the excellence and dedication of our services to existing tenants and clients. We will therefore continue to do for our tenants and clients what we already do very well, whilst ensuring our future financial sustainability as an organisation.

HAIL will examine opportunities for new developments alongside other approved housing bodies as well as those we may consider independently. We will continue to engage in partnership with other organisations over the next five years. We will engage closely with the statutory sector and with other not-for-profit organisations, to ensure that we maintain our focus on the needs of our core clients. We also recognise the growing requirements for the regulation of approved housing bodies and not-for-profit organisations more generally, and will continue to ensure that we comply with all of the relevant regulatory requirements and standards.

HAIL is quite rightly very proud of what we have achieved in providing opportunities for independent living for those with mental health difficulties – an area which is not well served by voluntary or statutory housing providers. We greatly appreciate the active support of those organisations and individuals who work with us.

On behalf of the Board, I would like to thank our team of professional and committed staff at HAIL; the partner organisations in the statutory and voluntary sectors who work with us; our tenants and clients and their families; and all who have contributed over the last 30 years to helping HAIL become the organisation that it is today. Thank you all.

MESSAGE FROM CHIEF EXECUTIVE OFFICER



FROM PATRICIA CLEARY, CEO, HAIL

Welcome to the Strategic Plan for HAIL for the five-year period from January 2015 to December 2019.

Much of our core focus over the next five years will be to build upon the successes of HAIL over the last three decades as a voluntary housing organisation which is particularly focused on the needs of people with mental health difficulties. This is a vulnerable group which does not easily fit into the housing provision model of statutory or voluntary organisations, and we see it as essential that we continue to facilitate these tenants to live fulfilled and independent lives through a combination of HAIL's supported accommodation and the active involvement of community mental health professionals with whom we work closely.

Over the next five years, HAIL plans to grow its services and to provide housing for an increasing number of tenants, using the integrated model which has worked so well for us. Our core focus will be to continue to provide an excellent service through the hard work and dedication of our very experienced team, with our expansion being measured and centred on Dublin and the counties immediately surrounding the capital. At present, we have just over 430 people living in more than 250 properties, and we would hope to add an extra 10% capacity per annum over the lifetime of this strategic plan.

In setting out our plans for the next few years, our team has undertaken a searching analysis of the work we do, against a backdrop of greater demand, continuing scrutiny on funding and major changes in our regulatory environment. The coming years will see, for example, a review and potential renewal of key government strategy documents, including A Vision for Change, the principal mental health policy, and the National Strategy for

Housing People with a Disability, both of which run to 2016. We also welcome the recent publication of the Social Housing Strategy 2020, which sets out the vision for the provision of large numbers of additional social housing units and the role of Approved Housing Bodies such as HAIL within this. We look forward to playing our part in ensuring increased access to social housing for people with mental health difficulties.

We note the role of the Housing Finance Agency in providing access to finance for Approved Housing Bodies, and the requirement for such organisations to obtain approval as a qualified body with the HFA. HAIL will apply for approval and we are confident that the HFA will be an important element in the future financing of HAIL properties.

We take nothing for granted, and we recognise that our funders, our partner organisations and the public expect to see not just good value for money, but also the highest standards of ethical probity from not-for-profit organisations.

HAIL is up to these challenges. We have an excellent team, a strong reputation, and a track record of housing and supporting people with mental health difficulties to enable them to live integrated and independent lives. We look forward to continuing and expanding this valuable work in the coming years.

Of course, in challenging times for not-for-profit organisations and the wider economy, our core priority is to ensure that we are financially stable and that our organisational model is sound.

In conclusion, I wish to thank the Board for its support and vision in developing this strategy, the highly-committed team of staff at HAIL, our statutory and voluntary sector partners, and everyone who has supported us over the years.

ORIGINS AND HISTORY

The Housing Association for Integrated Living (HAIL) was founded in 1985 as a result of an initiative by members of the Housing Committee of St. Brendan's Mental Health Association following the preparation of the report, "Let's Look at Housing".

This report identified the housing needs of mostly single people with experiences of mental illness, many of whom had spent a long period of time in hospitals or institutions consequently requiring support to live independently and integrate into their communities.

Over the past 30 years, HAIL has developed from a small-scale voluntary organisation to a highly skilled and specialist housing association providing exceptional quality housing and support services to our tenants and clients living in other forms of accommodation including private rented, local authority and other housing association tenures.

HAIL have developed an excellent reputation in both the housing and mental health care sectors, where our strength lies in our professionalism and support for those with specific housing needs, primarily mental health difficulties enabling them to live independently and fully integrated in their communities.

The provision of support services is a vital part of HAIL. For many people, particularly those with mental health difficulties, a place to live may not in itself be enough to give them complete security. HAIL offers housing with supports aimed at maximising our tenants' abilities to sustain their tenancies. In recent years, HAIL has expanded its support service to provide mental health supports to those in other tenures in order to prevent homelessness and to source accommodation and offer support to those who are currently living in HSE residential services or those being released from prison.

CURRENT FUNCTIONS - WHAT WE DO

Our Properties:

HAIL currently has over 270 tenancies in more than 250 properties in the greater Dublin area, ranging in size from single accommodation units to large scale, purpose built mixed housing developments.

Some of our properties are in the inner city and have been renovated and refurbished to offer permanent tenancies, housing management and personal supports necessary to maintain them.

Housing Management:

Our Housing Management Team continues to provide a quality housing management service to our tenants ensuring high standards of accommodation are maintained. Tenants' repairs are responded to within timeframes and targets are met. All our maintenance calls are centralised through our Head Office in Dame St and logged on our computerised system. HAIL has a planned maintenance programme in place to ensure that our properties are maintained to the highest possible standards. HAIL's maintenance operative continues to offer a valuable service to the Association's tenants. This service offers tenants additional help with small repairs consequently improving tenancy sustainability, enhanced independence and tenant satisfaction.

HAIL's Housing Management service also ensures that rents, voids and lettings are managed effectively and efficiently. All new tenants participate in comprehensive pre-tenancy training courses which are an essential part of our Housing Management programme.

HAIL Housing Management is supported by our administrative team whose overall aim is to work with colleagues in the provision of an efficient, effective and accessible administrative service to HAIL, its tenants, clients and other stakeholders.



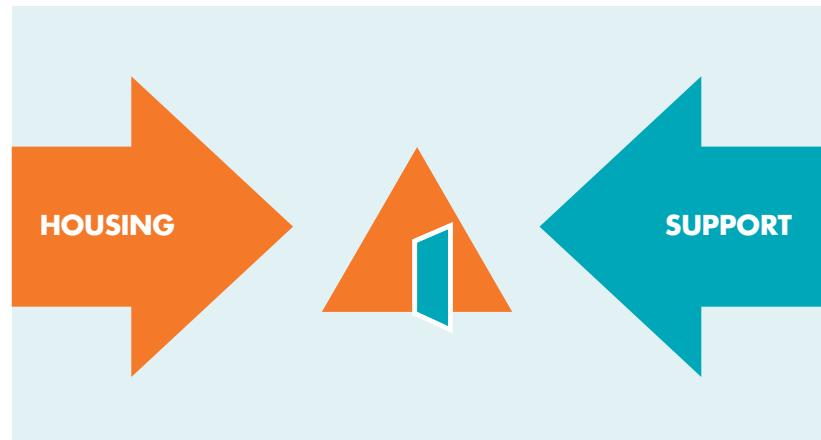
CURRENT FUNCTIONS - WHAT WE DO *continued*

In-House Support Service:

HAIL's In-House Support Service has been reconfigured in recent years (as part of our previous Strategic Plan) to meet the ongoing and changing needs of our tenants. HAIL delivers a support service tailored to the needs of tenants, including crisis management. The Tenant Support Liaison Service provides a service to those who are more settled, whose mental health needs are well managed and who may only want contact to ensure all is well or to assist with particular issues, information and signposting advice. This means that every tenant with support needs has planned contact with our support service on a regular basis. Our in-house support service is coordinated by our support workers, based on an individual's needs. People may be referred within and across the service as their needs change.

Regional Mental Health Visiting Support Service:

The service works across the four Dublin local authorities with clients living in local authority, private rented and housing association tenures with a diagnosis of mental ill health. The service aims to prevent homelessness, to reduce hospital admissions and to help clients integrate more fully into their community. The Regional Mental Health Visiting Support Service offer visiting support of 3, 6 and 9 months duration to clients in their own homes. The team support them in overcoming a crisis or in their recovery, with the goal of relapse prevention. Clients of this service have been assisted to maintain their tenancy and prevented from becoming homeless with the attendant risks to their mental health recovery.



Genio Projects¹:

HAIL's partnership with mental health services in Dublin has attracted grants for two three-year initiatives from 2014 - 2016 inclusive. HAIL's experience of housing, community integration, tenancy sustainment, supporting people with mental health difficulties, partnership working with mental health services and housing agencies is fully utilised and expanded to achieve recovery goals for people needing support to establish themselves in independent living in the community.

- **Slán Abhaile project:** supporting people moving from congregated mental health settings and linking them into their communities.
- **PICLS (Prison Inreach and Court Liaison Service) project:** supporting people with mental health difficulties being released from remand prison to source accommodation and appropriate support services.

Further detail on our forward strategy in respect of each of these areas of work is presented later in this Strategic Plan.

¹ Genio is a public funding initiative for smart social investment, and provides innovation funding to mental health projects in partnership with the HSE and the Department of Health. Genio is also supported by Atlantic Philanthropies in this work.

STRUCTURES AND GOVERNANCE

HAIL strives to achieve high quality standards of performance for the governance and management of the organisation. We operate a management process that ensures the Board has timely and accurate information to aid its decision-making. It is essential that HAIL constantly seeks to identify current and future risks to the Association and how they will be dealt with. A key aim of the Board and Management is to ensure the financial viability of the Association and to maximize funding opportunities.

Governance and transparency issues have been high on HAIL's agenda for many years. We follow the Code of Practice for Good Governance for Charitable Organisations and comply with the Statements of Recommended Practice (SORP) for Charities where appropriate. We have signed up to, and are complying with, the Voluntary Regulation Code for Approved Housing Bodies issued by the Department of Environment, Community and Local Government. We have also registered with the Charities Regulatory Authority.

The Board of Directors of HAIL currently comprises:

Chairperson	Éanna McHugh
Vice Chairperson	Kenneth Carroll
Finance Director (non-executive)	Michael Hoey
Other Directors	Con Buckley Vincent Keenan Dr Serena Condon Seosamh M. O Ruairc Dr. Sylvia Finley Nicola Palmer Kieran Gallagher Clare Tuohy

The Senior Management Team of HAIL consists of:

Chief Executive Officer	Patricia Cleary
Services Manager	Sean Megahey
Finance Manager	Cliodhna O'Leary
Project Leader	Sandra Fox
Team Leader, Slán Abhaile	Paula McNulty

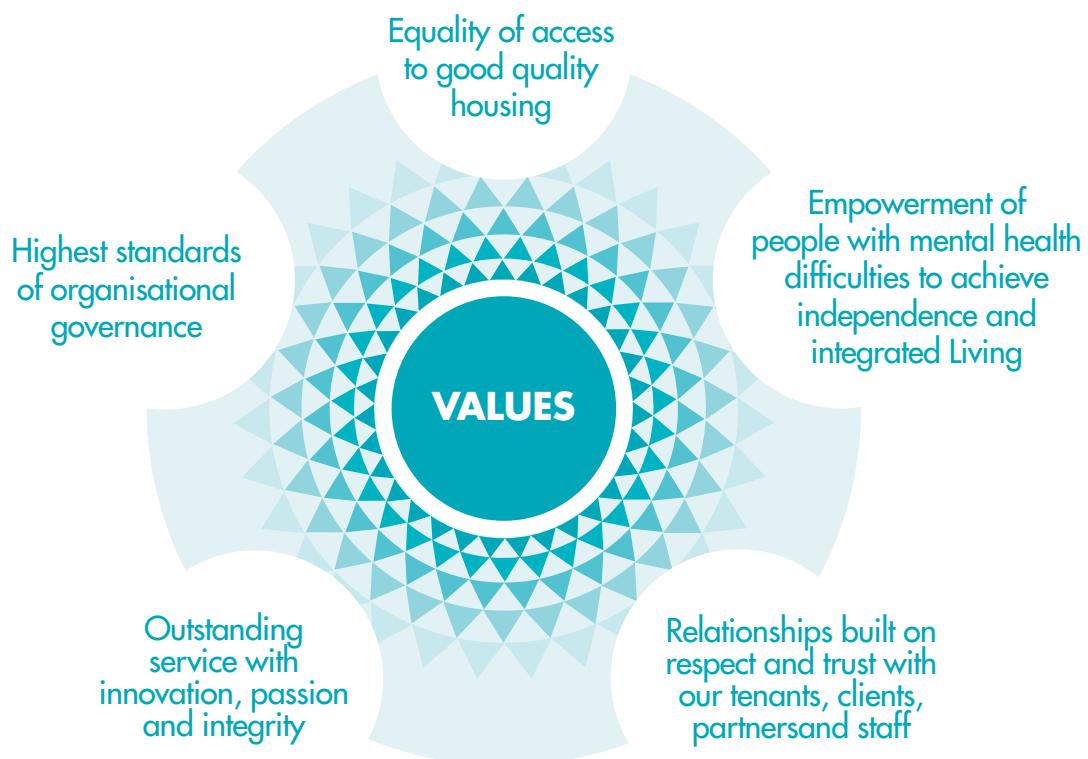
MISSION, VISION AND VALUES



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



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.



CONTEXT FOR STRATEGIC PLAN

HAIL operates within a multi-faceted national policy and strategy context. Our position as an Approved Housing Body (AHB) places us within the realm of social housing policy, while our focus on mental health means that mental health policy is highly relevant, as is the housing strategy for people with disabilities, under which housing for people with mental health difficulties is addressed. HAIL's work in tenancy sustainment is also a contributor to the prevention of homelessness. Key policy documents include:

A Vision for Change:

a substantial mental health policy document published in 2006, comprising a report from an expert group, the members of which were drawn from all the mental health professions, from voluntary groups, and from service users, in order to reflect all the stakeholders in mental health. It places responsibility for the provision of social housing to people with mental health difficulties on the local authorities, and makes recommendations on independent housing and support. Despite setting out a very clear and comprehensive policy for the organisation and delivery of mental health services, there has been a substantial shortfall in implementation and key aspects of the policy remain unexecuted. It, like the National Housing Strategy for People with a Disability, runs to 2016 and will require substantial review to assess how a future strategy can be more effectively implemented. Our work aligns with A Vision for Change's recommendations across a number of areas.

National Housing Strategy for People with a Disability 2011-2016:

a key policy document in respect of the provision of social housing for people with mental health difficulties, who are included within the definition of disability within this strategy document. Strategic Aim 5 of this document is focused on people with mental health disabilities and sets out commitments to moving people with low and medium support needs from mental health facilities to more appropriate community-based housing. The document cites HAIL as a case study in respect of the provision of accommodation and support. The housing needs of people with mental health difficulties are considered in the context of the overall national mental health policy, as referenced in this document, in the form of the report "A Vision for Change". The National Housing Strategy for People with a Disability has not been fully implemented according to its planned timeframe, and its review or renewal is due in 2016, the outcome of which will be important for HAIL.

CONTEXT FOR STRATEGIC PLAN *continued*

Social Housing Strategy 2020:

a new social housing strategy published in December 2014. This sets out a clear strategy, with actions, responsibilities, and timelines, for the provision of a large number of new social housing units, provision of support within the private rental sector, and the reform of social housing supports. It aims to deliver 35,000 new units and support 75,000 households through the private rental sector over a period of six years. From HAIL's perspective, the first pillar of the new strategy, "Provision of New Social Housing Supply" is most relevant, with the third pillar, "Reform Creating More Flexible and Responsive Social Housing Supports" also likely to have an impact, dealing as it does with governance and regulation of AHBs among other issues.

Key changes in relation to AHBs set out in the document include multi-annual funding programmes; priority funding for AHBs who deliver on specific policy commitments, including disability; streamlined funding process encouraging a move to non-statutory financing; promotion of collaboration between AHBs and local authorities; and advances in the regulation of the sector.

Implementation Plan on the State's Response to Homelessness:

published in May 2014, this plan focuses on delivering housing solutions for homeless households (the Social Housing Strategy, intended to address all social housing needs, was not yet published at this time). Mental health is specifically addressed in Section 5.8, but it refers to the programme set out within A Vision for Change, based on community mental health teams, and the actions identify the HSE as the lead responsible agency in this area.

Regulation:

another key policy area to be cognisant of in the coming years is the increased emphasis on regulation and governance. Approved Housing Bodies are intended to be subject to regulation on a statutory basis from 2016. The Housing Agency's "Building for the Future - A Voluntary Regulation Code for Approved Housing Bodies in Ireland" has been established as a precursor to statutory regulation; we have signed up to this code. This is intended to be expanded and amended in the lead-up to the introduction to formal regulation.

As a not-for-profit organisation, HAIL will also be subject to the new charity regulation arrangements being put into place.

KEY CHALLENGES FOR 2015 – 2019

Set against the strategy context on page 9, we see our key challenges for 2015-2019 as follows:

• Building upon existing strengths:

it is imperative that HAIL should maintain the quality and integrity of our existing work and should seek to preserve its expertise and focus. HAIL's existing strengths – our **team**, our **reputation for excellence**, and our **willingness and capacity to work in partnership** with others – provide the foundation on which the five-year strategy is developed.

• New opportunities:

the publication of the social housing strategy, the housing needs of people with mental health difficulties being moved out of congregated residential settings, the renewed focus on the homeless crisis, and the perception that the worst of the economic downturn is over suggest that the coming five years hold considerable opportunities for social housing providers and for HAIL in particular. The challenge arises in identifying the most appropriate opportunities, and ensuring we have the capacity to avail of these for the benefit of tenants, clients, and the organisation.

• Support service:

there appears to be considerable potential for HAIL in continuing to deliver our support service to non-HAIL tenants as well as those housed in our properties. There is considerable demand for tailored, expert support services to sustain the tenancies of those with mental health difficulties, and with opportunities arising from the proposed moves in relation to congregated settings, this is an area in which it is felt we can expand our presence.

• Niche specialism:

HAIL's focus on the needs of people with mental health difficulties plays a vital role within the provision of social housing and associated support services. We should ideally continue to focus on our niche service area as it is a space where we can and do make a real difference as a result of our specialist expertise.

• Choice:

HAIL has a number of choices in where we could position ourselves in the coming years, for example whether to expand the general needs properties or remain more tightly focused on mental health, whether we expand geographically, and at what scale. HAIL can look to build incrementally on our strengths, or adopt a more ambitious strategy. The important issue is for us not to attempt to achieve more than we are actually capable of doing, and not to put at risk existing strengths by trying to do too much.

KEY CHALLENGES FOR 2015 – 2019 *continued*

- **Partnership working:**

the future for HAIL, in particular as a mid-sized AHB with a niche specialism, is likely to involve partnership, both formal and informal, with other AHBs, local authorities and the HSE for future developments: this may represent a way for us to expand in a manageable fashion without taking on projects that are outside our area of focus or capacity. However, there is a need to ensure any partnership or collaboration comes from a position of strength and serves the HAIL mission.

- **Changing funding environment:**

the shift in funding mechanisms for the provision of social housing brings challenges to all approved housing bodies, in particular smaller organisations like HAIL. This will shape some of the strategic decisions facing us as an organisation and will be of considerable significance in how we move forward. Additionally, funding mechanisms to maintain and develop our support services will present challenges.



OUR STRATEGIC OBJECTIVES

CORE STRATEGIC OBJECTIVES FOR HAIL

Taking into account our key challenges for the next five years, we have identified a small number of core objectives on which the organisation must focus. We have deliberately kept these few in number, in order that we concentrate our energies on reaching these objectives, all of which are critical for our future, and for our stakeholders. Each of these objectives is carried forward into our specific service plans by functional area, as presented in the next section of this strategic plan.

Our **core objectives** are as follows (in no particular order):



To reaffirm HAIL's commitment to its current tenants and clients, and to ensure that the standards of housing and support services provided are maintained at the highest level



To continue and expand the provision of a personalised support service to people with mental health difficulties, both HAIL and non-HAIL tenants, in order to help them to manage their tenancy and live independently in the community



To actively seek out, evaluate, and pursue opportunities for partnership and collaboration with other organisations to further the capacity of HAIL to meet the needs of its tenants and clients



To consider new opportunities to develop HAIL's services and capacity to fulfil its mission and vision



To influence policymakers in the area of housing and mental health in relation to the provision of services to support recovery



To ensure the financial sustainability of HAIL as an organisation and of its services to people with mental health difficulties



To acquire additional housing, mainly in the greater Dublin area and adjoining counties, primarily for people with mental health difficulties, and to ensure that our existing housing stock is maintained in accordance with best practice



To ensure the organisation is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements

OUR STRATEGIC OBJECTIVES *continued*

TRANSLATING OUR STRATEGIC OBJECTIVES INTO SERVICE DELIVERY – THE BALANCED SCORECARD

To measure our corporate performance over the period 2015-19, HAIL will use the Balanced Scorecard system, which sets out our key objectives and timescales over four quadrants, representing the main areas of our focus as an organisation – our commitments to our funders and stakeholders; our plans for learning and developing as an organisation; our responsibility to maximise the value of the work we undertake; and our arrangements for sound financial management and good governance. Use of the scorecard provides both HAIL and our external stakeholders with a clear and straightforward mechanism for measuring our performance in the areas which are of greatest strategic importance.

The Core Strategic Objectives presented earlier in this document have been grouped under themes within the four quadrants (depicted above), with a short series of targeted activities and outputs, alongside clear timescales, in order to facilitate ongoing monitoring of progress and measurement of our performance.





OUR STRATEGIC OBJECTIVES *continued*

SCORECARD BREAKDOWN

Responding to the challenges set out above, the strategic objectives for HAIL in 2015 to 2019 against each of the quadrants of the balanced scorecard are as set out below – progress on each of these items will form part of our annual report, and will be scrutinised on a regular basis by our Board:

Scorecard Quadrant	Objectives and Activities	Output	Timescale
Tenants, Clients, and Stakeholders	 <p>To reaffirm HAIL's commitment to its current tenants and clients, and to ensure that the standards of housing and support services provided are maintained at the highest level</p> <ul style="list-style-type: none"> Regularly review and evaluate support service provision, incorporating the views of tenants and clients, to ensure its quality and appropriateness Ensure existing housing stock continues to be fit for purpose and high-quality, and meets tenant expectations Evaluate quality of housing management services Establish a tenant/client forum to ensure the voice of the client is heard and taken into account 	<ul style="list-style-type: none"> Three-yearly evaluations of each of the support services, including client/tenant feedback Tenant feedback exercise carried out annually Rolling inspection cycle to ensure quality and standard of housing Use HAPM data to generate report demonstrating quality of housing service Tenant/client forum established with clear schedule and terms of reference 	<ul style="list-style-type: none"> Review/evaluation of one support service each year Annually Rolling cycle over life of strategy Annually By end 2015
Tenants, Clients, and Stakeholders	 <p>To actively seek out, evaluate, and pursue opportunities for partnership and collaboration with other organisations to further the capacity of HAIL to meet the needs of its tenants and clients</p> <ul style="list-style-type: none"> Continue to work with other AHBs and seek out opportunities for further partnership working Liaise with other organisations providing complementary services to people with mental health difficulties Further develop relationships with key decision-makers in relation to services HAIL can offer to complement the work of the mental health services 	<ul style="list-style-type: none"> Development of additional housing units in collaboration with other AHBs by 2019 to contribute to achieving number in objective 4 Engagement with other key organisations in the mental health sector, and signing of Memoranda of Understanding in relation to complementary work / joint projects Regular engagement and quarterly "strategic contact" report by the CEO to the HAIL Board 	<ul style="list-style-type: none"> End of 2019 Ongoing over life of strategy Quarterly report to the Board

OUR STRATEGIC OBJECTIVES *continued*

Scorecard Quadrant	Objectives and Activities	Output	Timescale
Tenants, Clients, and Stakeholders	 <p>To influence policymakers in the area of housing and mental health in relation to the provision of services to support recovery</p> <ul style="list-style-type: none"> • Develop relevant strategic relationships with public sector policymakers • Undertake and publish material in the area of housing and mental health, e.g. examining the evidence base and using HAIL outcomes to support this • To raise the profile of HAIL as an organisation • Annual evaluation of peer support service outcomes facilitated by an external party 	<ul style="list-style-type: none"> • Participate in committees and join networks in relevant activity areas • Tenant feedback exercise carried out annually • Rolling inspection cycle to ensure quality and standard of housing • Use HAPM data to generate report demonstrating quality of housing service • Tenant/client forum established with clear schedule and terms of reference 	<ul style="list-style-type: none"> • Quarterly report to the Board • Ongoing over life of strategy • By Q3 2015 • Minimum 4 per year as above • Annually after introduction of full peer support service in 2016
Service Delivery	 <p>To acquire additional housing, mainly in the greater Dublin area and adjoining counties, primarily for people with mental health difficulties, and to ensure that our existing housing stock is maintained in accordance with best practice</p> <ul style="list-style-type: none"> • Acquire additional housing in the greater Dublin area and surrounding counties by means of: <ul style="list-style-type: none"> - Developing in partnership with other AHBs - Developing in partnership with local authorities / HSE - Acquiring properties (HAIL working independently) • Maintain existing and expanded property stock to the highest standards <ul style="list-style-type: none"> - Quality of buildings maintained at highest level - Ongoing inspection and review condition of our housing units, and technical surveys as required - Carry out planned, preventive, and reactive maintenance work 	<ul style="list-style-type: none"> • Annual addition of housing units, to increase our stock by approximately 60% to c. 400 units by the end of 2019 • Expansion of our housing team commensurate with service delivery needs • Annual report on the condition of our housing units, and technical surveys as required • Quality of buildings maintained at highest level 	<ul style="list-style-type: none"> • Ongoing / annual increases in housing units • Annual review of staff capacity to meet service requirements • Annual report / property inspections ongoing over life of strategy

OUR STRATEGIC OBJECTIVES *continued*

Scorecard Quadrant	Objectives and Activities	Output	Timescale
Service Delivery	 <p>To continue and expand the provision of a personalised support service to people with mental health difficulties, both HAIL and non-HAIL tenants, in order to help them to manage their tenancy and live independently in the community</p> <ul style="list-style-type: none"> Provide HAIL's in-house support service to those tenants who require it Continue to provide the Regional Mental Health Visiting Support Service Continue the Genio-supported projects to 2016 and seek mechanisms to secure sustainable funding for a continuation of these or similar support services Document support service model and review this to consider best and most cost-effective way to support tenants and clients To establish and offer Peer Support to HAIL's tenants and clients as a complementary pathway of support 	<ul style="list-style-type: none"> HAIL tenants supported and service expanded in tandem with the increase in the number of tenancies requiring support Clients supported by means of the Regional Service, with an ongoing caseload of 42 at any one time Support provided to clients via the Genio projects to 2016 Support provided to clients in future projects Documented service model with alternative service delivery options considered Initial conceptual framework involving all parties Developed model of peer support Pilot peer support initiative Review and evaluation of pilot Implementation of full peer support service 	<ul style="list-style-type: none"> Ongoing over life of strategy Ongoing over life of strategy 2016 for Genio-supported projects 2020 for continued service provision with alternative sources of funding End of 2015 Q3 2015 <ul style="list-style-type: none"> Q1 2016 Q2 2016 Q4 2016 Q1 2017
Service Delivery	 <p>To consider new opportunities to develop HAIL's services and capacity to fulfil its mission and vision</p> <ul style="list-style-type: none"> Establish contacts with local authorities in counties surrounding Dublin to identify opportunities for HAIL to acquire properties Develop a service model for the HSE and local authorities in relation to the needs of people with mental health difficulties 	<ul style="list-style-type: none"> Development of additional housing units in collaboration with local authorities outside Dublin by 2019 to contribute to overall growth in objective 4 Defined service model to HSE and local authorities developed 	<ul style="list-style-type: none"> End of 2019 End of 2015

OUR STRATEGIC OBJECTIVES *continued*

Scorecard Quadrant	Objectives and Activities	Output	Timescale
Financial and Corporate Management	 <p>To ensure the financial sustainability of HAIL as an organisation and of its services to people with mental health difficulties</p>		
	<ul style="list-style-type: none"> In order to focus on the sustainability of HAIL as a whole, we will assess the breakeven position of each of our main activities on an annual basis 	<ul style="list-style-type: none"> HAIL tenants supported and service expanded in tandem with the increase in the number of tenancies requiring support 	<ul style="list-style-type: none"> Q3 / Q4 of each year, in line with annual business planning process
	<ul style="list-style-type: none"> So that we may ensure our future financial sustainability, diversify our income streams and establish new revenue sources, we will develop an Income Generation Plan for approval by the Board 	<ul style="list-style-type: none"> Income Generation Plan with clear revenue targets from each of our identified activity areas 	<ul style="list-style-type: none"> Sign-off of Income Generation Plan by HAIL Board no later than end of 2015, and each succeeding year on an annual basis.
	<ul style="list-style-type: none"> Continue the Genio-supported projects to 2016 and seek mechanisms to secure sustainable funding for a continuation of these or similar support services 	<ul style="list-style-type: none"> Completion and submission of approval process to HFA Identify and secure the necessary skills and readiness for other opportunities including tendering, through training Produce template tender documents 	<ul style="list-style-type: none"> HFA Q3 2015 Ongoing during the duration of the plan as opportunities arise By end 2015

Financial and Corporate Management	 <p>To ensure the organisation is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements</p>		
	<ul style="list-style-type: none"> We will continue to strengthen the Board and our governance arrangements, including introducing new Board members with skill sets and experience which can add real value 	<ul style="list-style-type: none"> New Board members to be added as current members reach the end of their terms of office, and Board makeup to be kept under review 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> We will move to full compliance with the new regulatory arrangements for AHBs and for charities 	<ul style="list-style-type: none"> Quarterly compliance report to HAIL Board by CEO 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> To ensure that the organisation has effective reporting, internal control and accounting systems 	<ul style="list-style-type: none"> Review and reports on the systems of internal control, reporting and accounting to ensure that they are sufficient to support the organisation to the best standards 	<ul style="list-style-type: none"> Initial report Q4 2015 followed by a bi-annual review

OUR STRATEGIC OBJECTIVES *continued*

Scorecard Quadrant	Objectives and Activities	Output	Timescale
Learning and Growth	<p>8b</p> <p>To ensure the organisation is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements</p>		
	<ul style="list-style-type: none"> • Development and implementation of a Succession Plan for key HAIL staff 	<ul style="list-style-type: none"> • Succession Plan approved by HAIL Board 	<ul style="list-style-type: none"> • End of Q2 2015 – development of plan • Ongoing during 2015 and 2016 – implementation of plan
	<ul style="list-style-type: none"> • We will enhance the training and development of Board directors, management, and staff and volunteers 	<ul style="list-style-type: none"> • Training and Development Plan 	<ul style="list-style-type: none"> • Annual submission to HAIL Board for approval by end Q4 in each year
	<ul style="list-style-type: none"> • Develop management information system for strategic decision-making 	<ul style="list-style-type: none"> • Improved data collection mechanisms identified and developed that can improve delivery or affect services 	<ul style="list-style-type: none"> • End of 2015
	<ul style="list-style-type: none"> • Safe and supportive working environment for HAIL staff 	<ul style="list-style-type: none"> • Staff feedback mechanism • Provision of adequate and appropriate supervision 	<ul style="list-style-type: none"> • To be implemented by end 2015 and ongoing over life of plan • Ongoing



RISK MANAGEMENT

The strategic objectives included within our Balanced Scorecard set out the priorities for HAIL between now and the end of 2019, and reflect the ambition and intent of the Board and Management Team to deliver on its mandate. In preparing this Strategic Plan, a range of significant / strategic risks facing HAIL were identified. This is detailed in our formal Risk Register, and the risks presented below address the challenges as outlined in the Strategic Plan.

Risk Type	Nature of Risk
Budgetary and financial resources	Insufficient or inadequate budgets to meet service delivery costs in context of service plans and funds required
Changes in funder requirements	One or more funders change their service requirements (e.g. cessation of service, major changes in nature of the work required, etc) which results in HAIL having to discontinue service provision and downsize our service offerings / staff resources
Reputational	The current indications are that an increasing proportion of potential opportunities will be commissioned by means of competitive tendering, a process with which HAIL has not engaged substantially to date and which therefore represents a risk in relation to the capacity of the organisation to respond to and secure relevant opportunities.
Personnel	Impairment or loss of reputation of HAIL, or loss of confidence of the public, in the work of HAIL as a result of any failure to deliver effective services
Inter-agency relationships	Changing requirement in level of staff knowledge, skills and competencies required to meet changing client needs, statutory and funder requirements
Policy and operational	Failure to achieve joined up approaches to address cross-cutting issues within the fields of mental health services and housing provision / tenancy support. For HAIL to be fully effective, we need to foster robust relationships with the HSE, local authorities, other State agencies, partner organisations, and external stakeholders.
	Failure to ensure that the strategic and operational policies of HAIL are properly developed and implemented, and that targets are met.

HAIL will, over the life of this Strategic Plan, evaluate the above risks and will ensure that all actions and initiatives undertaken manage these challenges proactively, with risk mitigation / minimisation actions being identified and implemented without delay, so that our mandate to our tenants and stakeholders can be pursued and effectively delivered.

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