



ANNUAL REPORT 2023

01	ABOUT HAIL	1
02	WHAT WE DO AND HOW WE WORK	2
03	CHAIR AND CEO STATEMENT	5
04	STRATEGIC REPORT	7
05	HIGHLIGHTS OF OUR STRATEGIC PLAN 2020-2023	11
06	OVERVIEW OF 2023	12
07	OUR WORKPLACE CULTURE	13
08	HOUSING	14
09	SUPPORT SERVICES	19
10	GOVERNANCE	26
11	FINANCIAL HIGHLIGHTS	30

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 PURPOSE

To provide the key to independent living.

OUR VISION

To drive excellence in mental health housing support and be the partner of choice for delivering integrated independent living in communities across Ireland.

OUR VALUES

- **Trust:**
Our relationships are built on trust. We work closely with our stakeholders, clients and tenants to achieve the best possible outcomes.
- **Respect:**
We work towards creating an equitable society where all are treated with respect and dignity. We listen with open hearts and open minds as we believe everyone's voice has a right to be heard and respected.
- **Leadership:**
We are leaders in delivering our vision and purpose, courageously and responsibly providing homes and supporting those living with mental health difficulties.

02

WHAT WE DO AND HOW WE WORK

WHAT WE DO

Property and Estate Management

HAIL owns and manages over 470 tenancies across the four Dublin local authority areas: Dublin City Council, South Dublin County Council, Dún 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
- tenant engagement
- lettings to our new properties
- rent and arrears collection
- dealing with Anti-Social Behaviour and tenancy issues
- working in partnership with management companies and other Approved Housing Bodies to manage the areas our tenants live in.

Support Services

HAIL's support services help people with significant and enduring mental health difficulties live independently in their home and community.

Our team of mental health tenancy sustainment officers provide a wide range of individually tailored services to support our tenants and clients. We work in a collaborative way with the HSE mental health services to actively support recovery.

Our services include:

- support with mental health recovery goals
- helping tenants move into their home
- explaining tenancy conditions and rights and responsibilities
- support on household and budget management
- linking into community resources and activities
- maintaining links with family and friends
- support with pursuing employment and education opportunities.

Inhouse Support Service

Our Inhouse Support Service provides mental health tenancy sustainment services for HAIL tenants. Our support model is centred on the belief that a stable and secure home is key to support someone with their mental health recovery.

Our Inhouse Support Service is based on a close working partnership approach between HAIL, the relevant local authority and the local HSE mental health team.

We provide mental health tenancy sustainment services not just to our own tenants but also to people living in private rented accommodation, local authority, and social housing, who have been referred to us for support. In most cases, our clients are referred to us by their local authority or HSE mental health team.

These services we provide include:

- **The Regional Visiting Support Service** - This service provides tenancy support for people with mental health difficulties who are living in private rented, local authority and social housing. 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.
- **The Cara Service** - This nationwide service, was originally established under the National Housing Strategy for Disabled People. The Cara Service supports people who have been residents in HSE accommodation, by providing them with their own home under a HAIL tenancy. The service also provides support to people in local authority and social housing who have a mental health diagnosis and need help maintaining their tenancy.
- **The Prison In-reach Courts Liaison Service (PICLS)** - This service 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 service is funded by the HSE National Forensics Mental Health Service.
- **Slán Abhaile** - This service supports people with significant and enduring 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 Peer Support Project** - This project is delivered by volunteers called Peer Support Volunteers, who all have lived experience of mental health difficulties. Our Peer Support Volunteers are trained by HAIL to provide one-to-one and group support to our tenants and clients based on their own experience of mental health difficulties. This innovative project was first introduced as a pilot in 2016. Since the pilot, we have grown and extended the Peer Support Project and have established ourselves as a model of good practice.

Growth and Development

In 2023, we delivered 23 new homes for HAIL tenants, with a further 13 progressed for delivery in early 2024. 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.

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 provide more homes for the people we support.

29%
General needs tenants

474
homes

71%
Supported tenants

WHERE WE WORK



HAIL Provides Regional Visiting Support Service

HAIL Provides Support Services

Number Of HAIL Homes Per Local Authority

DCC	220
SDCC	65
Fingal CC	64
DLRCC	51
Limerick	25
Kildare CC	18
Laois	13
Longford	10
Offaly	5
Wicklow	2
Louth	1



Michael Morris, Chairperson



Martina Smith, CEO

CHAIR AND CEO STATEMENT

On behalf of Housing Association for Integrated Living (HAIL), we are delighted to present our annual report for 2023.

Last year represented another year of continued growth for our organisation, as we work to provide high quality social housing and support services for people living with mental health difficulties.

In 2023, we provided 23 new homes for our tenants, increasing the number of homes we provide to 474. Of these homes, 7 were delivered under the Tenant in Situ Scheme, which helped prevent families from becoming homeless when their landlord sold their property.

We delivered mental health tenancy sustainment services to a record 694 people last year. These services play a key role in supporting people to live independently in their homes and community. We now provide these services across 16 different local authority areas in Ireland.

We invested over €1.2m into our housing stock last year, ensuring that we continue to be an expert provider of high-quality social housing. Work also included drafting an energy masterplan for our properties.

Our Peer Support Project continued to excel in 2023. The Peer Support Volunteers play a very important role in our organisation, providing individual and group support to our tenants and clients based on their own lived experience of mental health difficulty. Last year saw the Peer Support Volunteers produce their play 'Awakening Awake'. A superb play about mental health recovery, which was produced with the support of Smashing Times.

Last year represented another year of continued growth for our organisation, as we work to provide high quality social housing and support services for people living with mental health difficulties.

Our Peer Support Worker Vincent Geoghegan was also awarded the prestigious Margaret O'Leary Award for Achievement in Community Housing at the Irish Council for Social Housing Biennial Conference. Vincent deservedly received the award for the outstanding contribution he has made to the social housing sector.

2023 also saw the culmination of our strategic plan 2020-2023. Over the course of the plan, we delivered 96 new homes, supported nearly 600 tenants and clients each year, increased our staff by over 70% from 28 staff in 2019 to 48 in 2023.

As we commence our new strategic plan, we are aiming to provide an additional 300 new homes over the next five years and expand our support services into more communities across Ireland. However, to do this, we need more support from Government.

To increase the supply of social housing for people with mental health difficulties, we would like the Government to ensure that at least 10% of Part V properties are allocated for people with mental health difficulties. We are also calling on the Government to provide an adequate and sustainable funding structure for our mental health tenancy sustainment services. These measures would help to ensure that we can sustain our level of growth and support more people.

The impressive work we delivered throughout 2023 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 that our Peer Support Volunteers make to our organisation. We would like to thank them all for the role they have played in another year of delivery and growth for HAIL.

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 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 difficulties, 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 2023: WE

- Provided mental health tenancy sustainment services to 694 people across all our services.
- Invested over €1.2m into our housing stock last year, ensuring that we continue to be an expert provider of high-quality social housing.
- Continued our best practice approach to maintenance work with a maintenance spend of €1,937 per unit.
- Responded promptly to all repair requests.
- Continued work under our Asset Management Strategy, including all necessary cyclical and planned maintenance to our properties.
- Introduced the Older Person Advocacy and Liaison Service (OPAL). This service is specifically designed to support our tenants as they age.
- Completed the second year of our Tenant Engagement Strategy, showing a significant increase in tenant participation.
- Celebrated Neighbour's Day on two of our estates in May 2023.
- Delivered two tenant's parties in 2022, a summer party and a Christmas party and many other events.
- Continued to embed our Peer Support Volunteers and Tenant's Forum into the delivery of our housing and support services.



GROWTH

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

Grow our housing stock by 28% over the next 3 years.

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 2023: WE

- Delivered 23 new homes for our tenants, increasing the number of homes we provide to 474.
- Provided 7 homes through the Tenant in Situ Scheme.
- Delivered our first home in county Wicklow.
- Increased our staff team to 48.
- Recruited 5 new Tenancy Sustainment Officers to the Cara Service.
- Continued to grow our mental health tenancy sustainment services, with a presence in 16 local authority areas.
- Delivered our first Part V acquisition in Dún Loaghaire Rathdown County Council, providing an effective blueprint for future acquisitions.
- Allocated 54 properties throughout 2023.
- Peer Support Volunteers continue to excel, with 22 active members.
- 414 group sessions were delivered by our peer support volunteers, with 183 tenants and clients engaging in the service.



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 2023: WE

- Achieved extensive national media coverage to promote the publication of our annual report for 2022.
- Secured two high profile interviews on RTÉ Radio 1's Morning Ireland, highlighting HAIL's effectiveness in addressing housing challenges.
- Delivered a briefing in Leinster House to raise awareness of the work HAIL does and the extra funding we need from Government to support our growth programme.
- Produced a new explainer video about HAIL, aimed at our stakeholders in the housing and mental health sectors.
- Shortlisted for two awards at the Irish Council for Social Housing Biennial Conference with Peer Support Worker Vincent Geoghegan, awarded the Margaret O'Leary Award for Achievement in Community Housing.
- Support Services commenced a series of presentations to HSE mental health teams across the country, informing them about the work HAIL does.
- The Peer Support Volunteers produced their play 'Awakening awake'. A superb play about mental health recovery.
- We were represented at various housing and mental health stakeholder events.



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 2023: WE

- Welcomed Professor Anne Doherty to our Board of Directors.
- Concluded our current strategic plan, which represented a significant period of growth for the organisation.
- The Board put in place the new strategic plan 2024 to 2028.
- Conducted an external review of our workplace culture. The results gathered from surveying staff and running focus shops, showed that HAIL has a supportive, caring and inclusive workplace culture.
- Submitted our second annual return to the Approved Housing Bodies Regulatory Authority.
- Expanded our Corporate Services team to enhance our business operation.
- Carried out our ongoing internal review of HAIL's Policies and Procedures.
- Introduced a new performance management system into the organisation.
- Organised regular refresher training for staff on areas relevant to their roles.
- Held staff events including quarterly staff meetings, regular team meetings, social events.

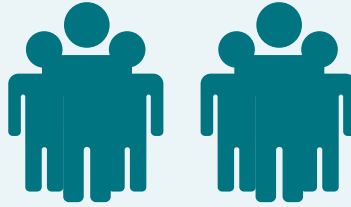
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HIGHLIGHTS OF OUR STRATEGIC PLAN 2020-2023

2023 saw the culmination of our strategic plan 2020-2023. This period saw us grow significantly as an organisation and provide more homes and support services for the people we support. Here are some of the key highlights of what we delivered:



96
new homes
delivered



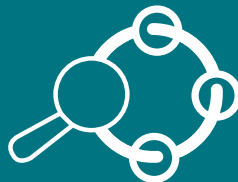
600+
tenants and clients
supported each year



increased our staff
team from 28 to 48 and
structure in place to
support this growth



launched our
Cara Service



completed Changing Needs Analysis,
to help ensure our properties and
services adapt to the changing profile
of our tenant base



launched our
Tenant Engagement
Strategy

expanded our
Mental Health Tenancy
Sustainment Services in

16
local authority areas

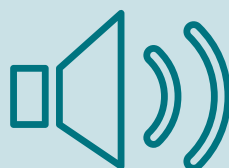
won a prestigious award
from ICSH award for our
Peer Support Project



conducted a review
of our workplace
culture



22
Peer Support
Volunteers



PR campaigns to raise
public awareness

welcomed our new
Chairperson and our
new Vice-Chairperson





new homes
delivered increasing
the number of
homes we provide
to 474



homes
provided through
the Tenant in Situ
Scheme



delivered our first
Part V acquisition
in Dún Laoghaire-
Rathdown
County Council

694

delivered mental
health tenancy
sustainment
services to a record
people last year

maintained our

99%

tenancy
sustainment rate



introduced the
Older Person
Advocacy and
Liaison Service



properties were let
to HAIL tenants



invested over
€1.2m
into our housing
stock last year



completed an
Energy Masterplan
of our properties

88%

of maintenance
orders were
completed on time



conducted an external
review of our
workplace culture



68

media pieces delivered
to promote HAIL



22

Peer Support
Volunteers

OUR WORKPLACE CULTURE

As part of our Strategic Review in 2023, we commissioned Campbell Tickell to conduct a CultureScan of our workplace culture, engaging with our staff, peer support volunteers and board directors to get their feedback on our culture.

The results of the feedback were very positive. A key strength shown is how it feels to work for HAIL – employees feel safe, cared for and that they are making a difference in the world.

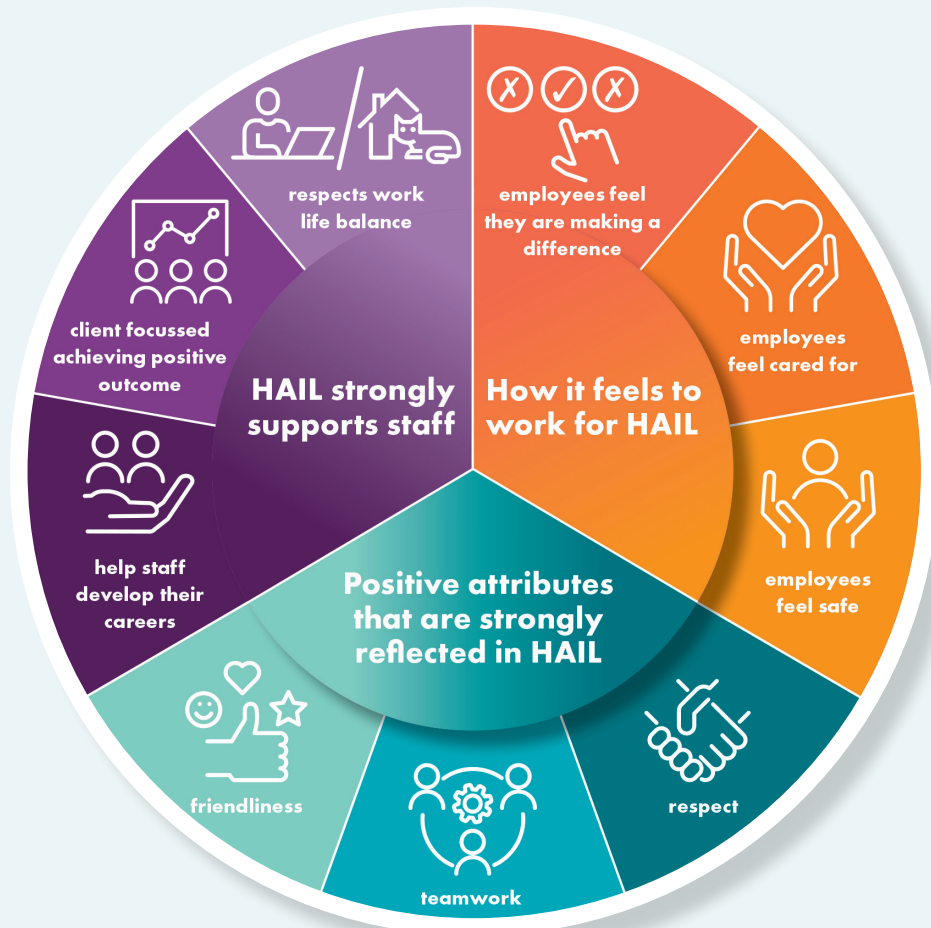
At the beginning of the survey, respondents were asked to select three positive attributes that they see as being most strongly reflected in HAIL.

The results of this exercise indicate that staff within HAIL perceive it as a place where teamwork is encouraged. Furthermore, it was revealed that the atmosphere within the organisation is characterised by friendliness and respect.

Our staff also highlighted that they are proud to work for HAIL due to its purpose and empowerment of our tenants and clients. A positive trend throughout the survey responses showed that HAIL is client-focused throughout our work and committed to achieving positive outcomes for our tenants and clients.

The level of engagement in the process was also incredibly positive, with 100% of staff responding to the survey.

We are delighted with the results of the CultureScan, as promoting our workplace culture is vitally important to us as we continue to grow. We believe that promoting a workplace culture where employee wellbeing is truly valued, is like a golden thread that runs through the organisation, right through to the homes and support services we provide.





HOUSING

As an expert provider of social housing, we pride ourselves on continually maintaining our homes and estates to ensure our tenants live in high quality homes.

We continued to invest in our housing stock in 2023 with a total €1,245,712 (incl. capital planned and excl. acquisitions capital) invested in our assets.

Our best practice approach also continued with a maintenance spend of €1,937 per unit in 2023 while also ensuring the 1,201 repair requests were completed promptly.

Work continued under HAIL's Asset Management Strategy throughout 2023, including all necessary cyclical and planned maintenance to HAIL's properties. Works commenced on fire compliance upgrades in one of HAIL's apartment complex's which aligned with our planned maintenance programme with new kitchens and bathrooms being replaced at the same time.

We also completed an Energy Masterplan, to support us in our aim of providing energy efficient homes for our tenants.

A further round of stock condition surveys was also completed in 2023, and 19% of our stock were surveyed; which aided our review of our stock's data. HAIL investment projections over the next 30 years of €52 million, include a component replacement schedule, cyclical maintenance schedule as well as void and response repair service to HAIL's properties.

Allocations and Lettings 2023

Out of the 54 properties which were void in 2023, 21 of these units were newly acquired properties, which on average took 15 weeks to let.

In terms of properties being re-let; these totalled 24 throughout 2023, taking HAIL on average 23 weeks to re-let the property from start to finish and 29 weeks in shared properties. HAIL invested €134,069 into these properties in 2023 to bring these properties up to our letting standards.

All new HAIL tenants were nominated through the relevant local authority and are settling in well into their new surroundings.

Tenant Engagement Strategy 2021 - 2024

HAIL entered the third year of its Tenant Engagement Strategy with great success in 2023. 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.

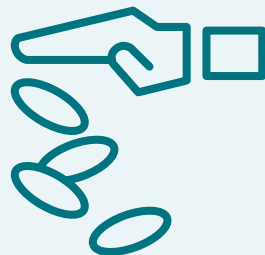
The social impact of our strategy in its third year has been assessed, and we will be building on this in 2024:

- **Tenant's Forum** - The Tenant's Forum attracted more members during 2023 and had 12 members attending throughout the year. HAIL further developed the gardening group and communications panel during this time. The Tenant's Forum and the communications panel now hold bi-monthly meetings.
- **Housing Finance Agency Grant: Benefits for tenants** - This grant was used to fund a greenhouse for our tenants, as well picnic benches and hanging baskets.
- **Social Events** - The Tenant's Forum met for our annual lunch in January 2023. Neighbours' Day was celebrated on two of our estates in May 2023. Two tenant's events took place during 2023, a summer information event and a Christmas party. In total there were 164 attendees at HAIL events during 2023.
- **Gardening Group** - The Gardening group hosted a project in St. John of God's service in Tallaght. Our tenant Aodhán gave classes on how to make hanging baskets to 12 service users.
- **Community Enhancement Fund** - Seven Community Enhancement Fund Applications were awarded in 2023; including the planting of a Tree of Hope for an estate anniversary.
- **Education Bursary** - Two tenants were awarded the education bursary in 2023.
- **Networking** - Registered with 2 networking groups, Tenant Participation Practitioner's Network and the Irish Tenant Engagement Network.

KEY HOUSING STATISTICS 2023



rent roll €2,570,890,
an increase of
€274k from 2022



3.9%
rent arrears



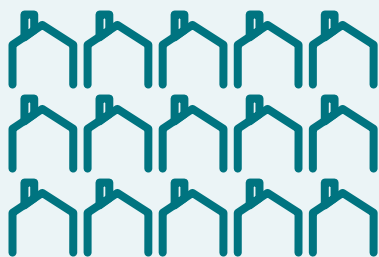
54
properties allocated
26 were let in 2023



HAIL added to our
housing and
property team



Tenant Engagement Strategy
significant increase
in participation



474 units
in 2023



339 units are
supported



2023 MAINTENANCE SPENDS:



€235,346

on response repairs



€1.25m

total spend on
maintenance



€70,728

on cyclical maintenance



€134,069

on void maintenance



€805,569

on planned maintenance
including works that were capitalised
and excluding acquisitions

MAINTENANCE PERFORMANCE 2023:



88%

of maintenance orders
were completed on time

1,201 works orders
raised in 2023



increase of
over 100
work orders

Housing Growth and Development

HAIL delivered 23 new homes for our tenants in 2023, with a further 13 homes progressed for delivery in Q1 of 2024.

These 23 new HAIL homes were delivered in Dublin, Limerick, Kildare and Wicklow reflecting our planned service expansion outside of Dublin.

- 14 homes were a mix of CAS and CALF funded units in Dublin, Limerick, Kildare & Wicklow
- 7 homes were delivered through the Tenant-In-Situ scheme in Limerick
- 2 homes were delivered working with the HSE through stock transfer facilities also in Limerick.

Ongoing development work completed during 2023 provided HAIL with an ambitious development schedule for 2024, with a strong pipeline of projects established in Dublin, Kildare, Wicklow and Limerick to complete in 2024.

The Future

We are actively pursuing more partnership opportunities with property developers, local authorities, estate agents, other approved housing bodies and state agencies such as the Land Development Agency to support us provide more homes.

We are primarily seeking development partners to deliver new build acquisition (turnkey) opportunities; sustainable new builds, repurposed, refurbished projects and PART V partnerships.

We offer our partners an extensive track record and expert resources to deliver projects efficiently and collaboratively. 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**](mailto:development@hail.ie).



SUPPORT SERVICES

Inhouse Support Service

Our Inhouse Support Service provides support to HAIL tenants, to help them maintain their tenancy and live independently in their home and community. In 2023, the Inhouse team maintained their tenancy sustainment rate of over 99%.

Our support model is firmly focused on preventing homelessness, reducing unnecessary and protracted hospitalisations and harnessing our tenant's 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 Inhouse 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.

In 2023, the Inhouse team worked with 121 tenants. The team logged a total of 4,273 tenant contacts throughout the year. These contacts included, phone calls, one to one visits, attendance at care plan reviews, attending social welfare and doctor appointments.



99%
tenancy
sustainment rate

Tenant Liaison Service



305

face to face
meetings

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. The result of developing such a service is that since 2019, 98% of people who are referred to HAIL's Inhouse model sustain their tenancies.

In 2023 our TLS worked with 135 tenants throughout the year. In 2023 the TLS support worker recorded 305 face to face meetings with our lower supported tenants in their homes.

National Forensic Mental Health Service



263

support
visits

Older Person Advocacy and Liaison Service

In 2023, we introduced the Older Person Advocacy and Liaison Service (OPAL). This service is specifically designed to support our tenants as they age, ensuring that they have the appropriate supports in place in their home and community.

Last year, OPAL worked with 16 tenants over the age of 60. In 2023, our OPAL support worker recorded 438 tenant contacts in the final 6 months of the year (this role commenced mid 2023). These contacts included face to face meetings, meetings with primary care teams, mental health teams, meetings with home helps, along with phone calls and emails sent on behalf of the tenant.

National Forensic Mental Health Service

In 2023, HAIL continued its partnership with the National Forensic Mental Health Service. This 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 maintaining this.

Since the commencement of this project in 2016, 18 people have been successfully housed, of which 11 are living independently in HAIL tenancies.

In 2023 there were 263 support visits to tenants. 15 tenants are linked into meaningful activity, whether that be education, employment, social groups or other groups through HAIL. The project has maintained its 100% tenancy sustainment rate.

Regional Visiting Support Services (Mental Health Tenancy sustainment support to non- HAIL tenants)

The Regional Visiting Support Service supported 155 clients throughout 2023. 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 2023, we supported 102 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 (in order of most common) depression, schizophrenia, unknown diagnosis and bipolar disorder.

Louth

In 2023, HAIL supported 8 clients in Louth. All the clients we supported in Louth had complex mental health difficulties. The Louth Project is a collaborative project between Drogheda Homeless Aid (DHA) and HAIL. This project is funded by Louth County Council and focuses on clients with mental health difficulties who are homeless or at risk of homelessness.

Sligo

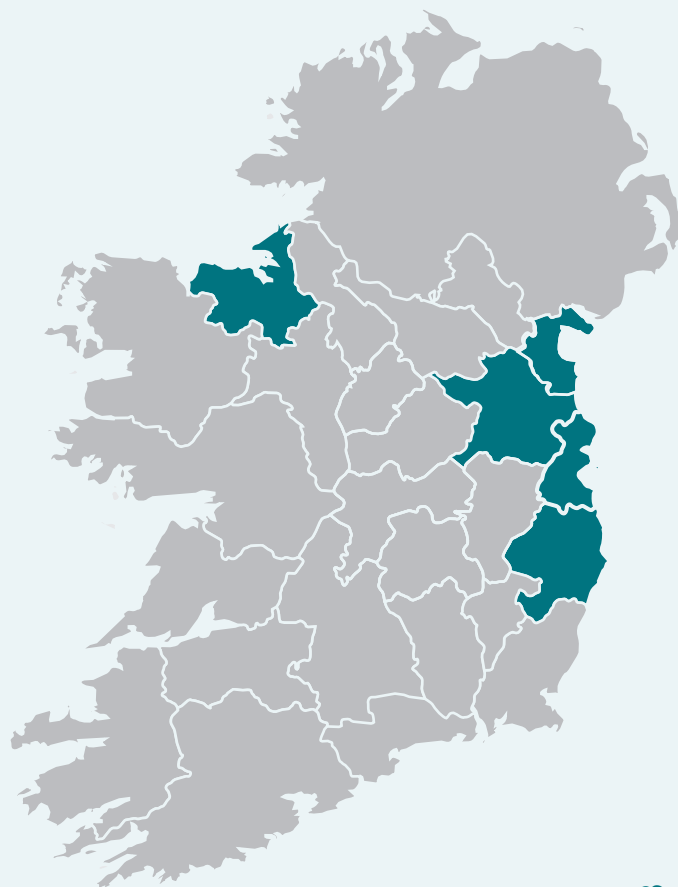
In 2023, we worked with 11 clients in Sligo and assisted 4 of those to source private rented accommodation. The project supports people who are engaged with mental health services, in need of housing, some of whom have spent considerable time in acute services.

Wicklow

In 2023, we worked with 25 clients in Wicklow. The most common presenting need was assistance with resettlement. Other support needs included developing independent living skills, addiction supports, safeguarding, education/employment and budgeting. The Wicklow Project is funded by the HSE and Wicklow County Council.

Meath

The Meath Project had a very successful year in 2023 – we worked with 9 clients in the county and assisted them in maintaining their tenancies and integrating into their community.





92

**clients received
tenancy support
from Cara
during 2023**

The Cara Service

Leading on from the success of the National Mental Health Transfer Project, the Cara Visiting Tenancy Support Service was established in partnership with the Housing Agency, HSE & Local Authorities under the National Housing Strategy for Disabled People (2022-2027).

The National Mental Health Transfer Project involved the transfer to HAIL of HSE or local authority-owned low to medium supported accommodation, the refurbishment and upgrading of these properties and the subsequent provision of secure independent HAIL tenancies to the residents.

HAIL now supports 58 Transfer Project tenancies in 21 properties in counties Dublin, Kildare, Offaly, Laois, Longford, and Limerick. The final properties are expected to transfer to HAIL in 2024 with 2 further in Dublin and 4 in Limerick, with 18 associated tenancies.

Following on from the Transfer Project, HAIL has in place 7 posts under the Cara Service. Cara has two functions: firstly, ongoing support to tenants who transferred to HAIL under the Transfer Project. Secondly, the Cara Service provides a Visiting Tenancy Support Service to people in local authority and social housing who have a mental health diagnosis and need help maintaining their tenancy.

Cara's Tenancy Support Officers (TSOs) 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.

Key highlights from 2023 for the Cara Service:

- 56 support requests were accepted in total throughout the year
- 42 of these referrals were to support clients who were being nominated to a new social housing tenancy
- 14 of the referrals were for clients who required support in an existing tenancy
- Clients were supported in 13 local authority areas over 11 counties
- Together with the 36 Transfer Project tenants who also received support during the year, a total of 92 clients received tenancy support from Cara during 2023
- In addition, 5 new TSOs were recruited, bringing the team size to 7.



3

people moved into
HAIL properties



6

people moved into
local authority
properties



6

people moved into
other housing
association tenancies



1

person moved into
private rented
accommodation

Slán Abhaile

The Slán Abhaile service supports people move from mental health congregated settings into independent living in the community. The team worked with 61 clients throughout 2023.

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 works with 3 high support rehabilitation teams, 13 local community mental health teams and a homeless team across Dublin North City.

In 2023 we:

- Worked with 61 clients
- Received 36 referrals
- Moved 16 people into their own accommodation. 3 into HAIL properties, 6 into local authority properties, 6 into other housing association tenancies, and 1 into private rented accommodation.

The project's tenancy sustainment record remains strong, with only one tenant relinquishing their accommodation during 2023.



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 will commonly have significant and enduring mental health difficulties. They may also have long-standing substance addiction problems, and a history of homelessness.

Key highlights from 2023 include:

- 71 referrals received
- 42 of those referrals had a diagnosed major mental illness
- Of the referrals received during 2023 – 40 were placed by HAIL
- 7 were sentenced with an additional 5 remaining in custody leading into 2024
- 2 were transferred to the Midland's Prison
- 1 was diverted to the Central Mental Hospital and remains there leading into 2024
- 1 was repatriated
- 1 returned to his Approved Housing Body home
- 5 returned to rough sleeping despite a placement being offered
- 6 returned to family/friends
- 3 are unknown having been released from custody early and whose whereabouts are unknown.



Peer Support Project

The Peer Support Project had another busy and productive year in 2023, providing a valuable contribution to our organisation offering support to our tenants and clients based on lived experience.

2023 saw the Peer Support Volunteers produce their play 'Awakening Awake'. This was part 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 project was co funded by EU Erasmus+, INTRAS and Smashing Times.

Last year also saw a new Hearing Voices Group established in partnership with the Hearing Voices Network Ireland. This was the first uniquely peer led Hearing Voices Group in the country. The HAIL Peer Support service delivered a peer designed summer programme including day trips, creative and wellbeing workshops and yachting/fishing trips in partnership with the Rinn Voyager.

Other key highlights for the Peer Support Project in 2023 included:

- In total in 2023, 183 tenants and clients engaged in the peer community through our group supports
- 47% of those engaging in peer support in 2023 were HAIL tenants, 27% were Regional clients, 15% were Slán Abhaile, 1% PICLS, 1% Cara and 9% were external clients
- Our peer support volunteers engaged with 3 to 4 individuals on a one-to-one basis at least once a week
- Over 86 tenants or clients 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
- 414 group sessions were delivered by our peer support volunteers. 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.

GOVERNANCE

HAIL is governed by a voluntary Board of Directors who provide their time and expertise to ensure the highest quality standards of governance. In 2023 the Board put in place the new Strategic Plan 2024 to 2028. The Board reviews the delivery of the Strategic and Business plans and approves the annual budgets and 30 year long-term financial plans. It also monitors company policies, performance and approves capital expenditure and investment decisions. Directors commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and value for money in all aspects of HAIL's work. The Board meets regularly as required. It met five times during 2023.

There are five Committees of the Board:

Audit and Risk Committee

Finance Committee

Properties Committee

Support Services Committee

Nominations Committee

BOARD OF DIRECTORS ATTENDANCE						
Attendance	Members		AGM		Meetings	
85%	12		1		5	
2023						
	27/02	29/05	14/08	23/10	11/12	TOTAL
Michael Morris	✓	✓	✓	✓	✓	5/5
Kieran Gallagher	✓	✓	✓	x	✓	4/5
Kevin O’Sullivan	x	x	x	x	x	0/5
Keith Blizzard	✓	x	x	✓	✓	3/5
Jack Lee	x	✓	✓	✓	x	3/5
Rose-Marie Kennedy	✓	✓	x	✓	✓	4/5
Josephine Ryan	✓	✓	✓	✓	✓	5/5
Áine Myler	x	✓	✓	✓	✓	4/5
Ned Brennan	x	✓	✓	✓	x	3/5
Marie Lynch	✓	✓	✓	✓	✓	5/5
Cathal Callan	✓	✓	✓	✓	✓	5/5
Anne Doherty	n/a	n/a	✓	✓	✓	3/3

HAIL complies with the Charities Regulators 'Charities Governance Code' and with the Statements for Recommended Practice (SORP) for Charities where appropriate.

HAIL is registered with and regulated by the Approved Housing Body Regulatory Authority (AHBRA) providing annual returns. In 2023 HAIL completed an annual assessment of compliance with the approved standards and the regulatory assessment outcome was: compliant with improvements.

We are also registered with the Charities Regulator and under the Lobbying Acts.

Profile of Directors



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.



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.



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.**



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.



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.



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.

**NED BRENNAN DIRECTOR****Resigned 12th February 2024**

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.

**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.

**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.

**ANNE DOHERTY DIRECTOR****Joined 29th May 2023**

Anne is the Head of Subject – Psychiatry - and Associate Professor in University College Dublin and a Consultant Liaison Psychiatrist in the Mater Misericordiae Hospital Dublin. She has previously held positions at Kings College Hospital London and at Galway University Hospitals, and her research interests are in suicidality and in the intersection of mental and physical health difficulties.

**KIERAN GALLAGHER DIRECTOR****Resigned 11th December 2023**

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.

**KEVIN O'SULLIVAN DIRECTOR****Resigned 11th December 2023**

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.

Risks, Challenges and the Future

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 2023 were.

RISKS	MITIGATING ACTIONS
Delivery of the housing growth programme.	<ul style="list-style-type: none"> • Development and Growth Plan in place along with a focused Communications Plan to increase our profile. • Exploring partnership arrangements for delivery of new properties. • Continue to develop relationships with current funders and developers. • Expansion of the Development Team, to aid focus on larger new developments.
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 including 6-month forecasting. • Regular monitoring of the delivery of the development and growth programme. • Seeking adequate and sustainable funding for our support services function. • Detailed analysis of all future projects including staffing implications.
The financial sustainability of the support services function and insufficient funding for real staffing costs.	<ul style="list-style-type: none"> • Monitoring and reporting of KPI's/ SLA requirements and attending annual SLA review meetings. • Highlighting the importance of our support services and how that positively impacts our tenants and add clear value to our funders. • Continue to highlight and lobby for the need for funding for our business case for a sustainable support structure at national level.
Ongoing sustainability of the staffing structure including: The capacity to deliver on our strategic plan, ensuring our human infrastructure is able to deliver. Insufficient capacity and resources to deliver on the Strategic Plan and risk of staff burnout stress.	<ul style="list-style-type: none"> • Ensure the good results of the recent culture review remain embedded in the organisation as we grow and subsequent actions to be applied to improve staff retention and recruitment. • Benchmarking salary scales and benefits against sector standards. • Continue to review viability of our funding models (e.g. CAS) and work with relevant bodies to increase income. • Ongoing discussion with the HSE to ensure adequate and sustainable Section 39 funding. • Expanding partnership work and capitalising on our position within the sector. • Ensure excellent HR and Health & Wellbeing policies and procedures remain in place.

RESULTS

There was a net income for the financial year of €534K (2022 €778K). The incoming resources includes the amortisation of local authority mortgages of €1,857K (2022 €1,828K) and the expenditure includes depreciation on properties of €1,360K (2022 €1,044K). Both the amortisation of mortgages income and the depreciation of properties charge are non-cash items. These two non-cash items account for €497K (2022 €783K) of the net income for the financial year.

Income

HAIL's total income for the year is €6.31M (2022 €5.84M) which, if non-cash amortisation is excluded, equals €4.45M (2022 €4.01M).

Our income of €4.45M is made up as follows:

€816,629
Payment & availability income

€227
Other

€59,187
Management & maintenance

€1,880,986
Revenue base grants

€1,694,847
Rental income

€4.45M
TOTAL
INCOME

Excluding these non-cash items, the operating surplus for 2023 was €37K (2022: deficit €5K).

The surplus can be split between our restricted funds activities, mainly our support services surplus of €2K and our housing section surplus of €35K.

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 €5.78M (2022 €5.06M) which, if depreciation is excluded, equals net expenditure of €4.42M (2022 €4.02M). Of that, €2.4M relates to payroll costs representing 55% 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:

€206,118
Other costs

€281,352
Office costs

€57,236
Professional fees costs

€16,495
Governance costs

€4.42M
NET
EXPENDITURE

€2,429,727
Payroll costs

€412,829
Property finance costs

€1,011,466
Repairs & maintenance
of properties

STATEMENT OF FINANCIAL ACTIVITIES

INCORPORATING THE INCOME & EXPENDITURE ACCOUNT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	RESTRICTED FUNDS €	UNRESTRICTED FUNDS €	2023 TOTAL €	2022 TOTAL €
INCOME				
Rental income	-	1,724,908	1,724,908	1,552,018
Rental void loss	-	(30,060)	(30,060)	(33,012)
Amortisation of local authority mortgage loans	-	1,857,046	1,857,046	1,828,090
Rental payments from local authorities	-	816,629	816,629	718,154
Management & maintenance allowance	-	59,187	59,187	59,187
Revenue based grants	1,880,986	-	1,880,986	1,719,141
Bank interest	-	227	227	2
Other income	-	-	-	-
TOTAL INCOME	1,880,986	4,427,937	6,308,923	5,843,580
EXPENDITURE				
Housing management services	85,371	3,856,908	3,942,279	3,416,401
Support services	1,818,900	-	1,818,900	1,632,350
Governance	9,944	4,262	14,205	16,628
TOTAL EXPENDITURE	1,914,215	3,861,170	5,775,384	5,065,379
NET (EXPENDITURE)/INCOME	(33,229)	566,767	533,539	778,201
Accumulated funds at beginning of year	4,429,919	10,336,476	14,766,395	13,988,194
Funds Transfer	-	-	-	-
Transfer of property from the HSE	-	-	-	-
ACCUMULATED FUNDS AT END OF YEAR	4,396,690	10,903,243	15,299,934	14,766,395

All accounts relate to continuing operations.

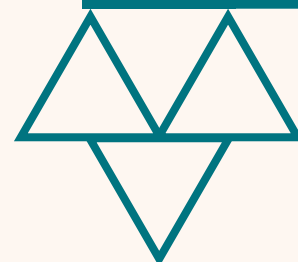
There was no other comprehensive income for 2023 (2022: €NIL).

A copy of the Directors' Report and the audited financial statements for the financial year ended 31 December 2023 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 2023

	2023 TOTAL €	2022 TOTAL €
FIXED ASSETS		
Tangible Assets	53,124,682	49,418,622
	53,124,682	49,418,622
CURRENT ASSETS		
Debtors and prepayments	548,359	275,734
Cash at bank	2,322,067	3,455,707
Financial - Prize Bonds	20,000	20,000
	2,890,426	3,751,441
CURRENT LIABILITIES		
Creditors and accruals	1,492,340	921,275
Capital assistance mortgage loans	1,140,484	1,111,528
Capital loan & subsidy mortgage loans	716,562	716,562
Bank loans	128,730	143,626
Housing Finance Agency loans	122,434	56,883
	3,600,550	2,949,874
NET CURRENT LIABILITIES / ASSETS	(710,124)	801,567
TOTAL ASSETS LESS CURRENT LIABILITIES	52,414,558	50,220,189
LONG TERM LIABILITIES		
Capital assistance mortgage loans	22,863,242	22,705,341
Capital loan & subsidy mortgage loans	7,027,100	7,743,663
Capital advance leasing facility	2,212,252	1,594,148
Bank loans	1,669,560	1,783,394
Housing Finance Agency loans	3,342,470	1,627,248
	37,114,624	35,453,794
NET ASSETS	15,299,934	14,766,395
RESERVES		
Reserves and Accumulated funds	15,299,934	14,766,395
TOTAL RESERVES	15,299,934	14,766,395



Approved by the board on 29th May 2023.

And signed on behalf of the board by:

Michael Morris
Director

Josephine Ryan
Treasurer





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