Saint John of God
Housing Association clg

Hospitality • Respect • Justice • Compassion • Excellence

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Part one: **Building a strategy**

SJOG *Hospitaller* Services Group Corporate Strategy 2019 - 2024

OUR VISION

Inspired by our heritage of Hospitality, we support each individual to reach their full potential

OUR MISSION

Our mission is to identify, respond and support the needs of all individuals, in the manner of St. John of God.

OUR VALUES


Hospitality


Compassion


Respect


Justice


Excellence

OUR STANDARDS

The following standards apply to all entities:

1. The identity and values of Saint John of God and the manner in which he exercised hospitality are maintained, sustained and evidenced to all who come in contact with us.

2. Services and supports are led by the needs of people who attend them, and are consistent with our mission.

3. Services and supports are provided to the highest quality, meet regulatory standards and are based on best international practice.

4. Each entity is to be an employer of choice with a committed and valued workforce, who have the skills, competencies and motivation to support the achievement of its goals and objectives

5. Robust, transparent and comprehensive governance systems and procedures are in place in all entities.

6. All entities are financially resilient and sustainable.

7. Strategic alliances and partnerships are in place to support innovative and creative responses to new and unmet need within all entities.

SJOG Housing Association clg Company Strategy 2019 - 2024

Introduction Profile

Saint John of God Housing Association is an Approved Housing Body established in 2006 by the Hospitaller Order of Saint John of God (Order) to provide housing for people with intellectual disability, for people with mental health issues and for older people. SJOG HA is governed by its own board of directors and is committed to the values of the Saint John of God Group: Hospitality, Respect, Justice, Compassion and Excellence. In December 2018, it provided 405 housing units at a range of locations in the Greater Dublin Area (Counties Dublin, Wicklow, Kildare, Meath and Louth) and in County Kerry. SJOG HA works in partnership with Local Authorities, who nominate residents from their housing lists; with SJOG Community Services (SJOG CS), who provide care for most of the tenants; and with other statutory and voluntary bodies.

Vision Statement

A Hospitable World where Everyone has a Place to call Home

Mission Statement

Our Mission is to have a positive impact on vulnerable adults with individual needs including mental health, intellectual disability, older people and communities by providing high quality homes, supporting independence and creating opportunities.

Our Values


Hospitality


Compassion


Respect


Justice


Excellence

Policy Framework for Social Housing

The current shortage of residential accommodation in Ireland, and associated problems of affordability for purchase and rental, affects all segments of the housing market. For SJOG HA, long Local Authority housing lists add to the delay experienced by SJOG clients in being offered housing. The limited supply of houses in the open market adds to the cost of purchasing units. The Government's policies to address housing shortage and improve affordability were outlined in *Rebuilding Ireland, An Action Plan for Housing and Homelessness (2016)*. This plan prioritises measures to reduce homelessness and to provide houses for households with low income. These initiatives help SJOG HA clients to the extent that they bring greater stability to the housing market. However, *Rebuilding Ireland* says little about the specific needs of people with intellectual disability or mental health issues. Neither does it provide a clear funding framework for supported housing for older people.

The main policies relevant to the specific housing needs of people with intellectual disability and with mental health issues are *Time to Move On from Congregated Settings* (2011) and the *National Housing Strategy for People with a Disability* (2011). These policies support peoples' desire to live in their own homes in the community with the supports that they need. The policy objectives have been affirmed in *Rebuilding Ireland* but the underlying policies were developed at a time when there were severe constraints on Exchequer funding. SJOG HA believes that the policy framework for housing for people with intellectual disability and for people with mental health issues should be revised to take account of the changed circumstances for social housing. A new policy framework should make specific provision for people with intellectual disability and people with mental health issues who are now living with their families but who will need to find alternative accommodation when their parents cannot continue to provide the support that they need. SJOG HA also believes that the strict limit of four residents in one setting should be changed to allow for up to six residents to live in a community setting, with appropriate supports.

Government policy relevant to provision of appropriate housing for older people, including the *National Positive Ageing Strategy* (2013) and *Housing Options for our Ageing Population* (2019), is intended to enable people to age with confidence,

security and dignity in their own homes and communities for as long as possible. Local Authorities promote housing schemes that allow older people to move from large family homes to smaller, more energy efficient homes convenient to services and community facilities. A limited number of housing projects have been developed that offer supported housing for older people who need healthcare and living supports nearby, but who continue to live independently. However, there is not as yet a clear funding framework for AHBs to develop Social Housing schemes of this nature.

Part two: **Strategy in action**

Strategy 2019-2024 Objectives

SJOG HA has increased its stock of housing for residents with varying needs, mostly in response to nominations by SJOG CS. Four fifths of SJOG HA's 405 housing units are for residents with intellectual disability, with the balance shared between residents with mental health issues and older people. The increased housing stock, and the different requirements for each of these categories of housing, suggest the need to commit to specific objectives for each of the three housing categories for the 2019-2024 Strategy.

Pillar I: Housing for People with Intellectual Disability

- SJOG HA plans to increase its stock of housing for people with Intellectual Disability from 325 units in 2019 to 425 by 2024.
- SJOG HA intends to partner with intellectual disability care agencies, in addition to SJOG CS, to provide housing services to complement their care services.
- SJOG HA will seek opportunities to provide appropriate housing in the community for people with intellectual disability now living with their families. It will work with care organisations to seek the statutory funding for care services that would make such housing in the community feasible.
- SJOG HA will work with care organisations to define Pathways for Ageing for adults with intellectual disability so that residents and their families can have confidence that plans are in place for residents' long-term housing needs.
- SJOG HA will commit management time to advocating for increased housing provision for adults with intellectual disability. It will give specialist input to future policies on housing needs. It will host a conference on the specific housing needs of adults with intellectual disability that will bring together the various housing and care providers in the sector and set an agenda for appropriate housing for this community.

Pillar II: Housing for People Mental Health Issues

- SJOG HA plans to increase its stock of housing for people with mental health issues from 44 units in 2019 to 80 by 2024.
- SJOG HA intends to partner with mental health care agencies, in addition to SJOG CS, to provide housing services to complement their care services.
- SJOG HA will seek opportunities, within the Housing First policy framework, to provide long-term housing for people with mental health issues, who have experienced homelessness.
- SJOG HA will commit management time to advocating for appropriate housing provision for adults with mental health issues, including people with acquired brain injuries. This advocacy will focus on issues such as the length of time that single adults with mental health issues remain on Local Authority housing lists and the adequacy of care in the community.

Pillar III: Supported Housing for Older People

- SJOG HA plans to increase its provision of supported housing for older people. It provided 39 units in 2019 where the residents' support needs are very limited. The rate of growth in housing units will depend on the complexity of the needs to be met and the funding framework for new housing projects.
- SJOG HA will prepare a Feasibility Study for a Supported Housing Project for Older People, within the policy context of *Housing Options for an Ageing Population*. The Feasibility Study will build on analysis prepared by the SJOG Research Department and the wider resources of the SJOG Group. Having established an appropriate model for housing for older people, SJOG HA will seek to partner with statutory, voluntary and commercial agencies to agree an implementation plan.

Approach to Delivery

SJOG HA commits to the ethos and values of the Hospitaller Order of St John of God.

- SJOG HA is a specialist housing association with its own board and decision-making structures. However, it remains fully committed to the ethos and values of the St John of God Group: Hospitality, Compassion, Excellence, Justice and Respect.
- SJOG HA ensures that induction and training for all staff and volunteers includes introduction to the ethos and values of the Group.
- SJOG HA will develop its volunteer programme to offer opportunities for members of the public to commit time and skills to support social housing.

SJOG HA works with statutory, voluntary and private partners

- SJOG HA recognises that appropriate housing needs to be integrated with provision of wider care for residents. It is committed to working with statutory bodies including Local Authorities, the Department of Housing, and the Housing Agency; with other voluntary agencies including care providers, Approved Housing Bodies and advocacy groups; and with private partners including developers and lenders.
- SJOG HA recognises that changes in governance for AHBs are likely to lead to consolidation and merger. It will seek opportunities to work with AHBs with a shared ethos, with a view to collaboration or merger.
- SJOG HA is a member of the Irish Council for Social Housing (ICSH). It will continue to participate actively in ICSH governance to ensure that the housing needs of people with intellectual disability, people with mental health issues and older people are given full consideration in representation on behalf of Social Housing.

SJOG HA manages its resources prudently and invests in its people

- SJOG HA will ensure that the size and skills of its executive team are appropriate to implement this strategy and to meet residents' housing needs.
- SJOG HA has systems in place to ensure that its assets are protected for the long term and that it manages its finances prudently. It will review the adequacy of these systems for a larger scale of activities and for circumstances where SJOG HA leads new developments.
- SJOG HA will consider all alternative sources of finance for its capital and operating needs, including lease instruments, structures for borrowing by a pool of AHBs and project equity.

SJOG HA is committed to excellence in governance

- SJOG HA will build on the governance structures developed since its establishment and will comply with all relevant statutory and voluntary codes for AHBs and for registered charities.
- SJOG HA is committed to transparency in decision-making and to communicating in an accessible way with its tenants and other stakeholders.

Strategy Approval

In preparing this Strategy, the Board and Management of SJOG HA consulted tenants and their families, statutory agencies and Social Housing providers, and advocacy bodies for intellectual disability and mental health. The process was supported by an external facilitator. The Board of SJOG HA approved the Strategy on 2nd August 2019.