



your key to independence

PROMOTING INCLUSIVE COMMUNITIES THROUGH HOUSING

A strategic plan for Banner Housing Association 2014-2018



*Our vision of the service we intend to provide for our tenants
in County Clare over the next five years*



ACKNOWLEDGEMENTS

Promoting Inclusive Communities Through Housing A Strategic Plan for Banner Housing Association 2014 – 2018

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INTRODUCTION

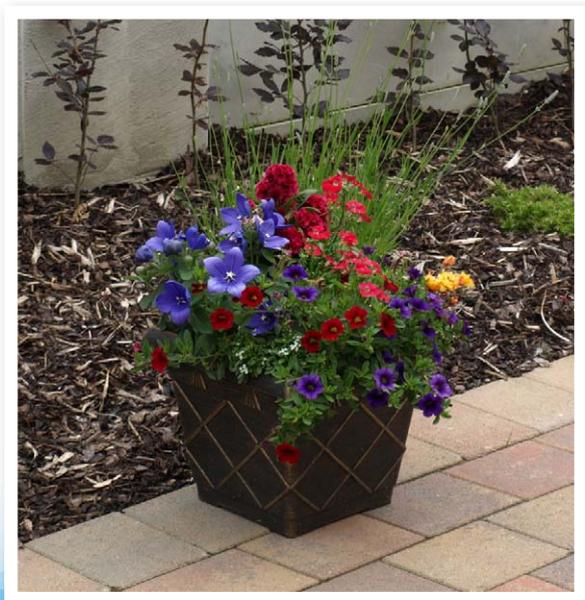
This five year strategic plan was developed from the outcomes of a governance workshop and the desire of the governing body to strengthen the foundations of Banner Housing Association as an independent company. It sets out clear aims and objectives to be prioritised and sets out targets to be achieved by 2018.

Banner Housing Association provides people with an intellectual disability the opportunity to establish their own home providing additional security and rights in their own home through a tenancy agreement.

The document was adopted by the current Board of Directors on June 28th 2014.

History of Banner Housing Association

Banner Housing Association Limited was established in 2002 as a social housing provider, primarily for people with an intellectual disability. The Association is a sister company of the Brothers of Charity Services Clare Ltd and both companies remain closely linked through our desire to support people with an intellectual disability to live full and valued lives. The Board of Directors is governed by a board of ten directors and is operated on a day to day basis by a Housing Officer.



*“Living in my
apartment
gives me more
independence
and space and
I am happy to be
living here”*



Our Vision...

Is of an Ireland where people with an intellectual disability have a right to choose the type of home they wish to live in, in a location of their choice and to choose who they wish to live with.

Our Mission...

Our organisational purpose is to provide a choice of accessible good quality sustainable housing throughout County Clare giving our tenants (primarily people with an intellectual disability) the opportunity to live in the location and home environment of their choosing.

Our Values...

We believe that our company should promote:

- Independence for Tenants
- Inclusiveness in our structure and ensure that we promote inclusive participation in what we do
- Respect and Equality
- Self sufficiency as a limited company
- Quality of service and housing
- Facilitate people on an individual basis
- Stewardship of resources





Banner Housing Association is more than a housing provider.

- We provide high quality housing that meets the needs of our tenants.
- We maintain and improve our housing stock in accordance with best practice.
- We advise our tenants to help them access housing related information and support that they need.
- We provide information and advice for current tenants and anyone who might wish to use our services or is interested in what we do.

Who we serve

Our unique service is primarily for people with an intellectual disability, the people who may share their home, and people who provide their supports to them.





Banner Housing Association is an organisation that achieves its aims and objectives.

During the course of our last strategic plan:

- i. We increased housing stock, so that houses were provided for more tenants who had greater choice of housing units.
- ii. We encouraged tenant participation in decision making processes through development and on-going support for our tenant forum.
- iii. We complied with legal and best practice requirements including the establishment of Banner Housing Association as a stand-alone company and implementation of sustainable building and maintenance practices for all our housing units.
- iv. We formalised our relationship through the implementation of a service level agreement with the Brothers of Charity Services Clare.
- v. We broadened the size, diversity and skillsets on our board so that 40% of board members are independent from our parent organisation the Brothers of Charity Services Clare.
- vi. We maintained the service of a full time employed staff member.





Banner Housing Association listened and responded to the opinions and advice of relevant and appropriate stakeholders.

Banner Housing Association is an integral part of a wider service provision for people with intellectual disabilities and social housing providers. We consulted with our partners and other service providers in developing this strategic plan.

- i. Brothers of Charity Services Clare.
- ii. Irish Council for Social Housing.
- iii. Dr. Padraic Kenna, Associate Head of Research School of Law, College of Business, Public and Law, National University of Ireland, Galway.
- iv. Clare Advocacy Platform, which included tenants from Banner Housing Association.

We also reviewed plans and activities of other similar service providers to ensure that we are aware of developments and emerging issues in the sector.



Strategic Aims and Priorities for 2014 to 2018.

Banner Housing Association has set itself 6 Strategic Aims to be achieved within the time frame of the strategic plan. Each aim is discussed in detail in order to reach the targets set by the Board of Directors.

- 1. Housing provision**
- 2. Housing quality**
- 3. Advice and support**
- 4. Building networks and alliances**
- 5. Financial propriety**
- 6. Organisational development**





Objective 1: Banner Housing Association will aim to increase our housing provision.

Banner Housing Association currently manages 24 housing units.

- i. We will strive to increase the number of housing units over the course of this plan.
- ii. We will aim to provide a variety of housing choices to reflect tenant's needs and promote tenants independence in accordance with the level of care supports available.
- iii. A geographic spread of housing stock will be considered to reflect the need and choices throughout Co Clare.
- iv. We will aim to utilise a balanced diversity of funding models to maximise available resources:
 - Commercial borrowing
 - Long term leasing
 - Capital Assistance Scheme
 - Other housing association stock
- v. We will use our expertise to provide an advisory role to other service providers (Brothers of Charity Services Clare and others where appropriate) to access housing for potential clients in local authority stock and the private rental market.
- vi. We will investigate other ownership models and lead the sector in utilising new models that provide for the housing needs of our tenants and potential tenants.



Objective 2: Banner Housing Association will aim to Improve the Quality of our Housing Stock.

Banner Housing Association is committed to providing high quality housing for our existing and potential tenants.

- i. We will take pro active actions to reduce running cost where practicable.
- ii. We will ensure that all housing units are rated BER C or better.
- iii. We will ensure health and safety compliance for all housing units.
- iv. We will complete snag lists/inspections for all housing units annually.
- v. We will develop and complete annual maintenance plans that will address all issues identified in the snagging process, health and safety review and BER ratings.





Objective 3: Banner Housing Association will provide appropriate accessible advice and support for tenants and potential tenants.

- i. We will provide ongoing advice for all tenants in the areas of:
 - Specific maintenance
 - Rent supplement
 - Applications / administration
 - Energy efficiency
 - Re-location options
 - Vacancy availability
- ii. We will support the development and operation of our tenants' association by facilitating twice yearly meetings for the tenants and their supports.
- iii. We will identify and utilize other feedback structures to support maximised participation by our tenants in decision making processes.
- iv. We will promote inclusion (family member or similar) participation role at board level when a vacancy occurs.
- v. We will provide proactive information and advice for prospective tenants, their families and carers in the areas of:
 - Information on Banner Housing Association
 - Housing application process
 - Forms and administration
 - Housing options
 - Direction/ referral to other agencies
 - Open day type events
- vi. We will provide an advisory service on housing matters for other organisations where practicable and where this is in the interest of Banner Housing Association, our tenants and potential tenants.



Objective 4: Banner Housing Association will maintain and develop networks and alliances in the interests of our tenants and potential tenants.

- i. We will at all times promote and develop the organisation and its profile.
- ii. In order to maximise the efficiency of our operations, we will work with public sector bodies including:
 - Clare County Council
 - Department of the Environment, Community and Local Government
 - Irish Council for Social Housing
 - Department of Social and Family Affairs
 - Public representatives
 - Other stakeholders



We will actively participate in the Clare Housing Forum both to strengthen the sector within the county and to enhance our reputation amongst our peer organisations and other organisations as a service delivery leader.

- iii. We will work in co-operation with other community and voluntary sector organisations with a compatible ethos.
- iv. We will enhance the profile and awareness of Banner Housing Association in the media



Objective 5: Banner Housing Association will take all necessary steps to protect and enhance the organisation's financial stability.

- i. We will manage income to reflect increased numbers of houses and tenants.
- ii. We will implement a robust outsourced independent financial management system to a regulated provider.
- iii. We will review alternative sources of finance support in the sector.
- iv. We will endeavour to identify current and future risks to the Association and how they may be dealt with.





Objective 6: Banner Housing Association will adopt best practice in governance and operational independence.

- i. We will take all necessary steps to further enhance Banner Housing Association's operational independence and ongoing viability.
 - We will review all ongoing links with the Brothers of Charity Services Clare to ensure that they are in the best interest of both organisations including formal reviews of the Service Level Agreement.
- ii. We will develop and implement governance structures in line with sectoral best practice
 - We will comply fully with the DECLG, Building for the Future, A Voluntary Regulation Code for Approved Housing bodies in Ireland.
 - We will develop and implement risk management structures and processes.
 - We will review all Banner Housing Association policies with formal adoption and renewal dates.
 - We will continue to implement formal staff reporting structures to the Board.
 - We will proactively monitor potential implications of standards for housing stock being implemented and imposed.
 - We will engage in ongoing training for staff and board members.





Implementation and Monitoring.

The Board of Directors of Banner Housing Association are responsible for the implementation of the strategic plan. The Association will adapt a process to evaluate the progress of the plan by holding review meetings with staff throughout the five year process.





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