



Annual Report
2008/09

building homes
providing support
creating possibilities

TRIANGLE

Building better futures together

MISSION

To deliver quality housing and appropriate support to people in need, promoting equality and opportunity for all

VALUES

Choice

To provide current, relevant information to assist individuals to make informed decisions with regard to all aspects of their lives

Dignity

To recognise and acknowledge the intrinsic value of people with regard to their personal needs and aspirations

Respect

To develop an attitude and environment towards individual persons self-esteem that promotes the principles of equity and diversity

Empowerment

To enable the development of personal skills equipping individuals to exercise power and control in all aspects of their lives

Inclusion

To promote inclusion and build sustainable relationships through involvement and participation in activities within the local community

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Kathy Mackenzie
Kathy Mackenzie Chairperson



Chris Alexander
Chris Alexander Chief Executive Officer



Introduction

From the Chairperson & Chief Executive

Despite challenges Triangle has continued to grow and diversify as planned during the past year

This has been a challenging year. The voluntary sector has not remained immune from the so called 'credit crunch'. A dramatically reduced new social housing development programme; frozen revenue budgets; the reality of efficiency gains. These external factors along with a changing and ageing tenant profile demanding greater resource inputs will challenge us over the incoming years.

Despite these challenges we are pleased to report that Triangle has continued to grow and diversify as planned during the past year. Our finances show a slightly reduced contribution to free reserves than previous years. This is a reflection of a genuinely challenging financial environment. The association however remains comparatively financially strong and we believe our processes for financial control are robust.

We are continuing to lobby the NI Assembly for the allocation of sufficient resources for the development of supported housing schemes and the 'unfreezing' of the supporting people budget. We have met with individual members of the Assembly as well as the social development and health committees.

We also believe our processes have been strengthened through the introduction of the ISO 9001:2000 quality management system. The tenants and service users as well as the commissioners of services report high levels of satisfaction with the services we provide. We also established more formal processes for service user involvement in the decision-making processes of the organisation during the past year.

Our greatest resource is of course our people and we are pleased to confirm their continued commitment to the tenants and service users and therefore to the success of the organisation. We were pleased to welcome Jenny Muir to our Board of Management during the past year. Having many years of experience within the housing sector, as well as experience lecturing on many housing and planning subjects at Queen's University, she has already added significantly to the board's decision-making processes.

We believe the following record of Triangle's achievements during the 2008 – 2009 year under the themes of stakeholders, people, processes and finance confirm that Triangle remains committed to its vision and can deliver it.



What Does Triangle Do & With Whom?

CURRENT ACTIVITIES

Triangle is a registered Housing Association with the Department for Social Development. It is a not-for-profit organisation and is recognised as having charitable status



Property Development

Managing a capital budget for property development and refurbishment

Housing Management

Managing and maintaining a range of supported housing and general family accommodation sometimes in partnership with other specialist agencies*

Floating Support Services

Assisting people with complex needs to secure and maintain their tenancies, access benefits and other services

Supported Living / Residential and Community Services

Providing individualised housing and care support to people with a learning disability and / or complex needs in dispersed properties. Also home based community support promoting integration into communities

Progression to Employment Adult Services

Providing support for individuals with a range of disabilities to enter or re-enter work activities; supporting individuals to develop required job related skills; and the provision of ongoing support as required

Progression to Employment Transition Services

Providing support for young adults with a range of special needs in preparation for leaving school, through delivery of capacity building and supported job placements within a range of work environments

Social Enterprise

Enabling adults with learning disabilities to participate in an enterprise – focused programme that will result in active progression towards their engagement in a employment environment

Research and Innovation

Completing a range of research projects and subsequently creating a series of new initiatives. For example, a CD ROM training tool kit for staff to make social inclusion a realistic goal for people with learning disabilities.

Partnerships

Causeway Women's Aid

Services for women and children suffering domestic violence

Simon Community NI

Services for people who are homeless

Positive Futures

Services for people with a learning disability

Barnardos

Services for young people leaving care

Downe Residential Project

Services for people with a learning disability

Autism Initiatives

Services for people with Autistic Spectrum Disorders

Prospects

Services for people with a learning disability

Ulster Supported Employment Ltd

Services for people with a range of disabilities

CoRE

Triangle has been working with partners to test the feasibility of a Centre of Real Excellence (CoRE) to support organisations in the development of high quality services for people with learning disabilities in Northern Ireland. We have been sharing our knowledge of business improvement and have carried out a benchmarking pilot for providers of learning disability services.

We also work collaboratively with a range of other agencies including Health and Social Services Trusts / Boards, various educational establishments and a range of other statutory agencies.

Triangle now employs over 223 staff to deliver these services.

Stakeholders

My home is fully accessible and an excellent layout for those with mobility difficulties

Triangle tenant with a physical disability

Year	No. of Compliments	No. of Complaints	Stage Resolved / Actioned		
			1 Internal	2 CE/Board	3 External
2004/05	-	0	0	0	0
2005/06	-	6	6	0	0
2006/07	16	15	15	0	0
2007/08	43	40	40	0	0
2008/09	176	48	48	0	0

Compliments and Complaints

(1)

DURING THE PAST YEAR

Our tenants, commissioners of services and other partners were satisfied with the services and accommodation we provided ^(i,ii,iii)

We surveyed all of them and mostly exceeded the more stringent targets established within our annual plan. We are a top quartile performer among housing associations and other voluntary providers of support services in most key areas. We received good reports from the various regulatory inspections through the year, in particular those from the Regulation, Quality and Improvement Authority with regards to our care services and the Northern Ireland Housing Executive's 'Supporting People' team with regards to many of our housing support services.

The needs of our tenants are changing significantly with many now ageing within their own accommodation. We are negotiating with one of our Health Trusts and the Northern Ireland Housing Executive to re-model some of our larger shared accommodation to create more lifetime home options and to increase the staff compliment required to adequately support individuals.

Our targets in regard to response and planned maintenance were also exceeded. We have now completed a condition survey of all of our properties. All of them comply with the government's definition of a Decent Home. We have created a structured planned maintenance programme to maintain the properties at a high standard. We completed 8 disabled adaptations with all being completed within the standard priority target of 52 weeks from the date of the Occupational Therapist's report. Our average completion time for these adaptations was 6.37 weeks. The tenants who responded to our surveys confirmed their overall satisfaction with the accommodation was high.

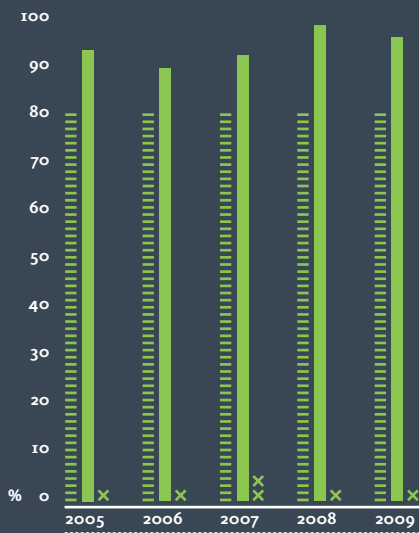
We allocated our accommodation within the rules of the Common Selection Scheme and within identified timescales ^(iv)

All of our 38 allocations to permanent accommodation through the Common Selection Scheme were achieved within our target timeframe.

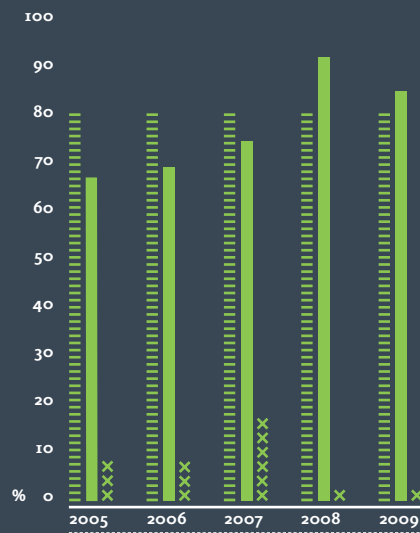
We continued to promote tenant and service user involvement in the decision making processes of the organisation

The Tenants Advisory Group continued to meet on a monthly basis. For the first time a tenant reported directly to our Support Services Committee at each of its meetings. Our tenants continued to be involved in the recruitment process for staff to support them as well as editing the Tenants' Newsletter. We completely revised our complaints process during the year and issued a range of more accessible literature about the organisation for those with a learning disability. Our independent travel training programme continues to promote independence for service users and we have actively implemented our social inclusion plan for those with learning disabilities.

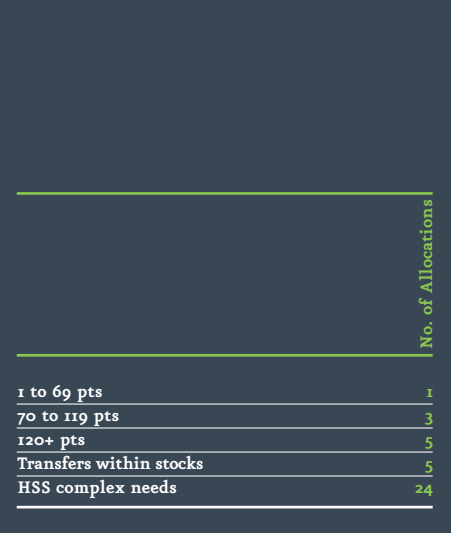
We also held our second tenants conference for those with learning disabilities. Many Tenants Advisory Group members participated and we all enjoyed the music and dancing afterwards.



Combined overall satisfaction with Triangle services
 Legend: Target (hatched), Satisfied (solid green), Dissatisfied (solid red)
 (ii)



Combined satisfaction with involvement in decision making
 Legend: Target (hatched), Satisfied (solid green), Dissatisfied (solid red)
 (iii)



Allocations
 (iv)



Stakeholders

We continued to measure the outcomes of all of our services

We have been involved in a pilot exercise with the Northern Ireland Housing Executive and have developed an outcomes assessment tool for those receiving services from our floating support teams. This assessment tool will form part of revised contract monitoring processes with the NIHE. We also continue to measure outcomes with regard to our learning disabled services. The measurement of outcomes influences the nature of services we provide to individuals as well as the learning and development activities associated with staff.

We provided more accommodation and services

Despite the cuts in the new social housing development programme and various complicated legal issues associated with procurement under European legislation that have impacted the social housing development programme significantly, we managed to complete a new build scheme for ten people with learning disabilities relocating from Muckamore Abbey hospital. Support to the individuals is provided by Positive Futures NI.

Refurbishment of a property for six persons with learning disabilities also relocating from Muckamore Abbey was completed at Alan Close in Newcastle and is managed by our partner Autism Initiatives NI. We also completed the purchase and renovation of a property on the Mullaghcarron Rd in Lisburn for three persons with learning disabilities. This scheme will also be managed by Autism Initiatives NI.

We are pleased to be at the centre of providing accommodation and services to meet the recommendations of the Barnford Review into the needs of people with learning disabilities and hope that the required additional financial resources to implement the reviews recommendations shall be allocated, in particular, to the housing budget.

We also purchased four properties to meet general housing need in Dunloy. Our commitment to rural areas remains unabated and we plan to develop more accommodation in such areas in the near future.

The purchase of eight two bedroom apartment units on the North Road in East Belfast for general families, the investment in a development site for general families on the Hollywood Road in East Belfast and the purchase of three former social housing units for general families in Clough, Coleraine and Ballymena made the past year a busy time for our development team.

Our progression to employment services continued to support over 230 clients in real work environments. Feedback from employers on the contribution of the service and the employees has been very positive.

Our social enterprise firms operating as 'Alternative Angles' and offering alternatives to day care for people with learning disabilities continue to grow and develop. The new services in Ballymena and Coleraine have been operating very successfully. The firms continue to offer services to many business, government departments and voluntary agencies. If you would like to view the services offered please do visit the new website alternativeangles.org.uk.

We continued to promote good relations and equality of opportunity

We completed equality impact assessments on our care and support and recruitment and selection functions. We have also been implementing the agreed action plan associated with our Disability Action Plan. The board also approved a good relations framework.

We extended our partnerships to deliver value for money ^(v)

As well as the continued successful measured term maintenance contract in partnership with three other housing associations Triangle has actively participated with four other housing associations in the creation of Accord, a joint procurement vehicle for new social housing development. This procurement group has been established to create 10% cash efficiency savings in the new build social housing development process along with a wide range of non-cashable benefits, particularly the promotion of environmental sustainability over the next five years.

Year	Emergency 1 Day %		Urgent 4 Day %		Routine 20 Day %	
2004/05	85	87	85	88	80	93
2005/06	85	88	85	86	80	93
2006/07	85	89	85	77	80	95
2007/08	85	98	85	92	80	97
2008/09	85	98	85	89	80	93

Maintenance response target

✗ Target ✗ Performance

(v)



People



**Triangle has the
needs of the customer
at the heart of
everything it does**

DURING THE PAST YEAR

We implemented a health and well being strategy for our people

A representative staff group was formed and met on a number of occasions to discuss work life balance and health and well being initiatives within the organisation. The 'Employer of Choice Award' provides the framework for the activities of this group. Healthy eating was discussed at the staff corporate planning day and information on how to manage stress in the workplace along with many 'stress busting' and fun activities that also raised funds for deserving charities were undertaken.

We implemented the recommendations from the board of management self-appraisal process

Training was implemented to reflect the identified needs of board members. A range of other process improvement recommendations, predominantly associated with communication were also implemented.

Our people confirmed they were mostly satisfied in their jobs ^(1,11)

Our annual staff survey confirmed satisfaction levels exceeded the target. Staff turnover at 8.03% was significantly lower than previous years. While the absence rate at 5.7% is within the top quartile of comparable performance it has slightly increased from the previous year. Our people receive formal supervision and a personalised operational plan. We continued to consult with staff through corporate planning days, surveys, team meetings and supervisions.

We implemented an improved and extensive training programme

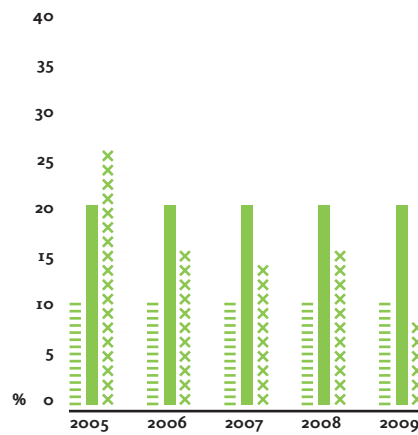
The requirements of the Northern Ireland Social Care Council and the Regulation, Quality and Improvement Authority were implemented in regard to induction, other mandatory training and ongoing learning and development associated with key competency requirements. A revised policy and procedure for learning and development was issued during the year for the support services function within the organisation along with an associated training calendar. The Association now employs a dedicated Training Manager for Support Services. We are confident the creation of this post will ensure even more robust training delivery outcomes.

Year	Communication		Job Satisfaction	
	%		%	
2004/05	59	14	65	18
2005/06	67	17	90	3
2006/07	69	4	82	4
2007/08	84	7	83	5
2008/09	89	11	81	20

Staff Attitude Survey

x Satisfied
 x Dissatisfied

(1)



Employee turnover

▨ Min Target
 ■ Max Target
 x Turnover

(11)

A photograph of two men in business suits, smiling, positioned at the top of the page. The image is overlaid with a semi-transparent green filter. The man on the left is wearing glasses and a dark tie, while the man on the right is wearing a patterned tie. The background shows an office setting with windows.

Processes

⊕

Triangle is clearly a successful organisation as demonstrated in turnover, increase in housing units managed and service user growth

DURING THE PAST YEAR

The board of management completed a full strategic review of Triangle's activities

As well as its traditional strategy weekend away in January the board also met for a further planning day in June.

We secured accreditation under the ISO 9001:2000 quality management system

This was a major achievement for the organisation. Our processes, especially our internal audit system is more robust than ever. The quarterly management team review meeting has been revised to reflect the practise of this system and now we feel collects additional and consistent information for analyses that improves organisational decision-making processes.

We retained our Northern Ireland Quality Award Prizewinner Status

We remain committed to using the European Foundation for Quality Management Model (EFQM) as a framework for all our activity. The Centre for Competitiveness assessed our compliance with the model and confirmed our Prizewinner Status. This means we are a role model organisation.

We compared our services more systematically with other organisations

We continued to participate in the Centre of Real Excellence (CORE) partnership with five other organisations who work in the field of learning disabilities. We compared many of our existing processes and our outcomes with others in the group as well as best practice organisations outside of the group. We also collected comparative housing performance and other key performance data for analyses. We also completed the Northern Ireland wide pilot benchmarking scheme for providers of supporting people services. We demonstrated top quartile comparative performance on most key performance indicators.

We introduced 'in house' health and safety advice for the organisation

For the first time the organisation employed an 'in house' health and safety specialist. This is a reflection of its commitment to the health and safety. A management plan with an associated range of initiatives has been developed.

We piloted further outcomes measurement processes with our commissioners

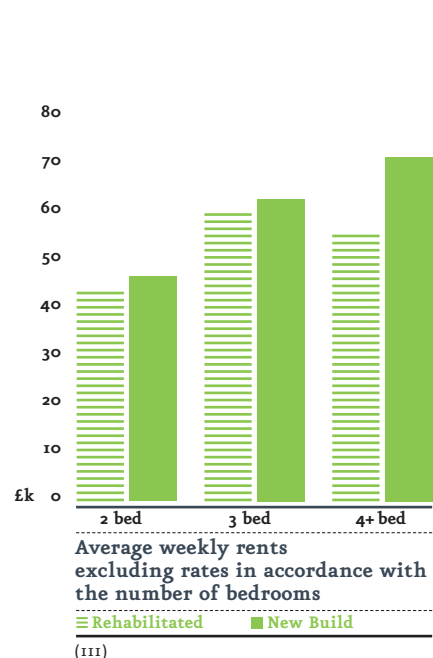
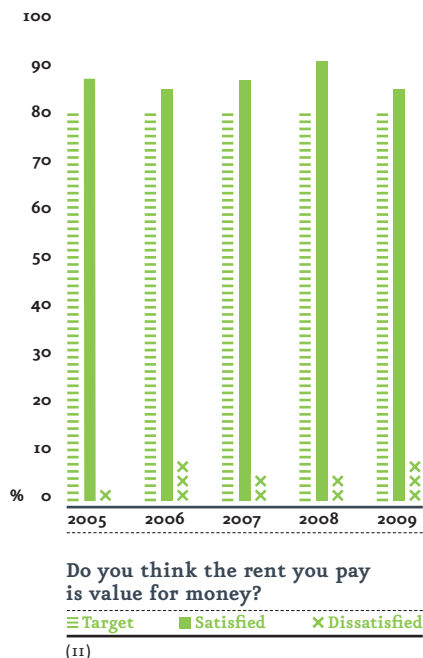
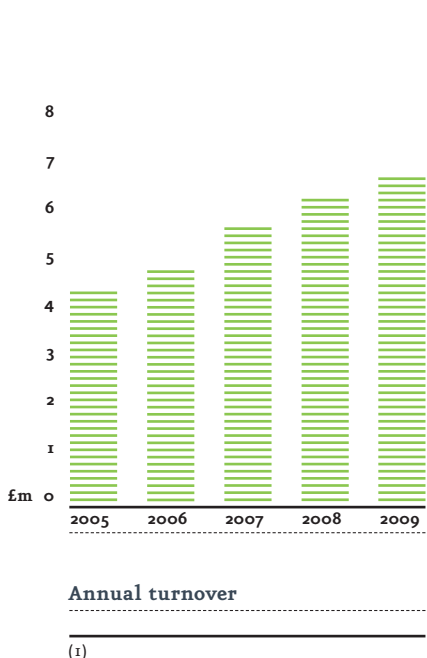
Our floating support service in the north region was chosen along with three other organisations to pilot a process to systematically measure outcomes for service users. This pilot has progressed well and we plan to present the findings along with the Northern Ireland Housing Executive to other providers. This process will form part of a revised contract management process with the Northern Ireland Housing Executive. Our participation in this process we believe reflects the quality of the floating support service afforded to service users.

We introduced specific targets and a revised management control system for the rectification of information technology faults

This reporting system helps the organisation more easily identify training requirements and analyse hardware and software problems. It also helps to more systematically review the performance of the consultancy firm providing services to the organisation.

Finance

Securing and effectively managing financial resources



DURING THE PAST YEAR

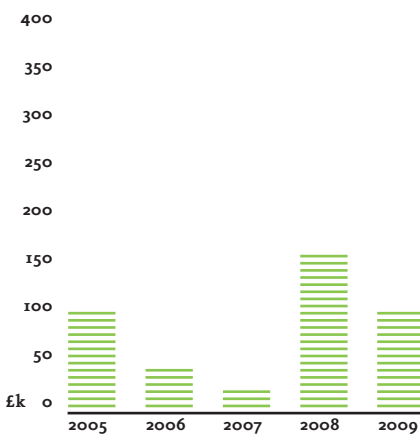
Our turnover increased by 8% to £6.6m

(i)

Despite the difficult financial environment we met our target. The increase in turnover was due mainly to the provision of more accommodation.

Our service users and commissioners of services confirmed our activities offered value for money (ii,iii)

86% of our tenants considered the rent for their property value for money. Our rents were maintained within the local allowance levels of the Northern Ireland Housing Executive. We did introduce a revised rent setting process for the past year but restricted the level of maximum increase to 10%. We felt the revised rents were justified on comparable grounds.



Rent and support charge arrears

(iv)

Our budget has been managed well

(iv,v)

The Association's surplus was £210,437 after transfers to designated reserves. This was achieved despite the Northern Ireland Housing Executive freezing the 'Supporting People' budget. This surplus was however, slightly down on target and will create challenges during the incoming year and efficiencies shall be required.

Our rent, support and care charge arrears were 2%, an improved performance from the previous year and well within the 4% target. Our voids were 5% this year against a target of 4%. Some management voids had been created within a couple of our supported living schemes in the Ballymoney and Coleraine areas due to the expected remodelling of services, although a lack of demand or appropriate accommodation in some areas is apparent and needs to be factored into future decisions.

We believe we have suitable investments in land and property that will meet housing need and generate additional income for the organisation

We do have a small land bank. All of our significant sites however have confirmed housing need from the Northern Ireland Housing Executive that will develop all or part of these sites in the near future.

Tenant Group	Total No. Self Contained Units			Total No. Shared Bedspaces		
	Occupied	Available	Void	Occupied	Available	Void
People with a Learning Disability	32	185	3	206	0	22
Short Break Shared Care Service	0	1	0	2	0	0
Young People at Risk or Leaving Care	8	0	11	0	3	0
Women at Risk of Domestic Violence	0	25	0	30	0	5
Single Homeless	16	14	16	14	0	0
General Family	52	0	52	0	0	0
People with Mental Health Related Problems	5	3	6	3	0	0
People with Physical Disabilities	2	0	2	0	0	0
Total	115	228	119	255	3	27

Clients Accommodation as of 31.03.09

(v)



Report of the Board

The Board present their report together with the financial statements for the year ended 31 March 2009

Principal activities

Triangle is a registered housing association with the Department for Social Development. It is a not for profit organisation and is recognised as having charitable status.

Results

The surplus for the year after transfer to designated reserves was £210,437 compared with a surplus of £270,321 for the previous year. Triangle provides support services to 658 service users. In addition to this we provide accommodation and housing management services for up to 283 tenants / service users. Triangle completed 31 additional housing units and at the end of the year had 419 units of accommodation

Corporate Governance

It is the opinion of the Board of Management that Triangle is in compliance with Best Practice issued by the NHF Code of Governance.

Board of Management

The Board of Management meets regularly throughout the year. There are four committees, namely finance; development; support services and audit and risk, who also meet regularly throughout the year. The development committee has specific responsibilities for development and housing management including maintenance and floating support services. The finance committee also has the remit for human resources and corporate services. The support services committee has responsibility for supported living, residential and progression to employment services. The audit and risk committee has responsibility for internal and external audit, risk management and fraud.

Each member of the board of management listed on page 23 holds a fully paid share of £1 in the association and no financial benefit is derived from such membership. Executive officers of Triangle hold no interest in the associations share capital and, although not holding the legal status of directors, they act as executives within the authority delegated by the board.

Board members do not receive any remuneration, only expenses in relation to travel allowances and incidental expenses incurred in the course of their duty. Gross expenses paid to the members for the year amounted to £2,070.

Chief Executive Officer and Directors receive remuneration based on NJC pay scales. Triangle makes a contribution of 7.5% to all staff through a personal/stakeholder pension plan. No other special terms exist.

Chief Executive Officer and Directors remuneration contributions are as follows:

£45k-£55k	2
£35k-£45k	2

Going Concern

After making enquiries, the Board of Management has a reasonable expectation that Triangle has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

Treasury Management

Triangle's treasury policy is reviewed by the Board each year. The aim is to maintain low cash balances to minimise interest payments on scheme loans, without compromising ability to meet financial obligations as they become due. The balance sheet shows that at 31 March Triangle had net current liabilities of £1,744,319. This is due largely to the fact that Triangle has arranged a short-term credit facility with a maturity date of less than one year. This facility can be redrawn to meet liabilities as they arise, or converted to long-term debt should this be necessary.



Internal Financial Control

The Board of Management is responsible for the Association's systems of internal financial control and along with senior management is responsible for establishing and operating detailed control and reporting procedures. The systems of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement and loss.

The Board of Management have reviewed the effectiveness of the Association's system of internal financial control. The review included consideration of the business risks facing the Association and of the existing internal financial control procedures. The key elements of the control system in operation are:

The Board has adopted a formal schedule of matters reserved for its approval ensuring it maintains responsibility for overall strategy, approval of all property transactions and other major capital expenditure projects.

There is an organisation structure with clearly defined lines of responsibility and delegation of authority.

Detailed budgets are prepared covering the Association's businesses which are reviewed and approved by the Board. Actual results are compared against budget and appropriate action identified and initiated.

The Audit and Risk Committee review matters relating to internal control and receives reports on a regular basis from the external and internal auditors and from senior management.

Risk Management

Triangle's objective is to identify and manage those risks which are likely to occur and if they did, would have a significant impact on the organisation. Triangle uses risk management techniques in all aspects of its operations and integrates risk management as part of its culture. Triangle identifies, prioritises and assesses the risks it is subject to, as and when a risk emerges. It implements procedures to control and monitor risk. Triangle formally reviews its risk register quarterly.

Compliance with Code of Best Practice

The auditors have confirmed that in their opinion, with respect to the Board's statements on internal financial control and going concern above, the members have provided the disclosures required by the Code. These statements are not inconsistent with the information of which they are aware from their audit work on the financial statements, and that the Board's statement on pages 19 and 20 appropriately reflects the Association's compliance with the other paragraphs of the Code. They have carried out their review in accordance with the relevant Bulletin issued by the Auditing Practices Board, which does not require them to perform any additional work necessary to express a separate opinion on the effectiveness of either the Association's system of internal financial control or corporate governance procedures, or on the ability of Triangle to continue in operational existence.

Board of Management's responsibilities

The Board of Management is required by law to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the association as at the end of the financial year and of the surplus or deficit for that period.

The Board of Management confirm that suitable accounting policies have been used and applied consistently and reasonable and prudent judgements and estimates have been made in the preparation of the financial statements for the period ended 31 March 2009. The Board of Management also confirms that applicable accounting standards have been followed and that the financial statements have been prepared on the going concern basis.

The Board of Management is responsible for keeping proper accounting records, which disclose, with reasonable accuracy, at any time the financial position of the association. It is also responsible for safeguarding the assets of the association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor's Report

22 June 2009

A resolution to reappoint Crawford Sedgwick & Co will be proposed at the Annual General Meeting, by order of the Board (Chairperson, Ballymoney)

In our opinion the financial statements give a true and fair view of the state of Triangle's affairs at 31 March 2009

The income and expenditure for the year then ended and have been properly prepared in accordance with the requirements of the Industrial and Provident Societies Act (Northern Ireland) 1969 and 1976 and the Registered Housing Associations (Accounting Requirements) Order (Northern Ireland) 1993.

The Association has no recognised gains and losses other than those included opposite. The turnover and expenses all relate to continuing operations.

Income & Expenditure Account Year Ended 31 March 2009

	2009 £	2008 £
Turnover	6,662,724	6,163,494
Operating costs	(6,300,385)	(5,854,039)
Operating Surplus	362,339	309,455
Interest receivable	6,914	99,929
Surplus on property disposals	-	262,102
Interest payable	(105,459)	(31,605)
Surplus on Ordinary Activities Before Taxation	263,794	639,881
Tax on surplus on ordinary activities	-	-
Surplus on Ordinary Activities After Taxation	263,794	639,881
Transfer to DPF	(10,065)	(267,233)
Transfer to Designated Reserves	(38,997)	(96,810)
Transfer to Charity Fund	(4,295)	(5,517)
	210,437	270,321
Revenue Reserves Brought Forward	2,242,879	1,972,558
Revenue Reserves Carried Forward	2,453,316	2,242,879

Balance Sheet as at 31 March 2009

	2009 £	2008 £
Fixed Assets		
Housing land and buildings:	26,331,513	22,757,616
Cost	(20,232,015)	(18,889,479)
Less: HAG and grants depreciation	(75,565)	(65,750)
	6,023,933	3,802,387
Other fixed assets	179,679	154,181
	6,203,612	3,956,568
Current Assets		
Properties for resale	-	1,910,000
Debtors	293,059	370,343
Cash and bank balances	542,074	526,886
	835,133	2,807,229
Current Liabilities		
Creditors	(2,579,451)	(2,496,201)
Net Current Assets	1,744,318	311,028
Total Assets Less Current Liabilities	4,459,294	4,267,596
Creditors: Amount falling due after more than one year	785,404	843,141
Financed by		
Share Capital	24	24
Capital Reserves	59	58
Revenue Reserves	2,453,316	2,242,879
Designated Reserves	1,220,491	1,181,494
	3,673,890	3,424,455
	4,459,294	4,267,596

Structure & Team

BOARD OF MANAGEMENT



CHIEF EXECUTIVE

Housing Management / Development Committee

Director of Housing & Development

Responsibilities

Housing Development

Housing Management

Floating Support Services

Property Maintenance

New Initiatives in Housing

Finance & Corporate Services

Director of Finance & Corporate Services

Responsibilities

Financial Management

Human Resources

Corporate and Administrative Services

Support Services Committee

Director of Support Services

Responsibilities

Supported Living / Residential Services

Progression to

Employment Services

Community Outreach Service

Training

New Initiatives in Support Service Development

Audit & Risk Committee

CEO / Director of Finance & Corporate Services

Responsibilities

Internal & External Audit

Risk Management

Fraud Control

Code of Governance

The Chief Executive and Directors hold no interest in Triangle's share capital. They act as executives within the authority delegated by the Board. The Senior Management Team report matters relating to internal control regularly

Standards Triangle operates according to high ethical standards

Accountability There is proper accountability to, and involvement of all Triangle's stakeholders including its tenants

Openness There is a spirit of openness, making full disclosure of governance matters and other information

Equality and Diversity There is fairness and equality of opportunity in all aspects of Triangle's governance

Clarity There is clarity of roles and responsibilities between Triangle's board members, paid staff and shareholders

Review and Renewal There are formal and open processes for the periodic review of its own performance and to ensure its renewal on an ongoing basis

Control There are effective systems for internal delegation, audit and control

Information Board and Committees receive adequate and timely reports and advice to inform their decisions

Structures There are effective staffing and committee structures for support

Audit There are effective and proper relationships between Triangle and its external auditors and regulators

SENIOR MANAGEMENT TEAM



1

2



3

4

- 1 **Chris Alexander** BA Hons MBA MRTPI
Chief Executive Officer
- 2 **Raymond Nicholl** BA Hons MSC MCIH
Director of Housing & Development
- 3 **Eileen Dealey** MPA Pg Dip HSSM RNMH
Director of Support Services
- 4 **Alan Crilly** BSc Hons ACCA
Director of Finance & Corporate Services

BOARD MEMBERS



Kathy Mackenzie
Chairperson

Jacqueline McCollam
Vice Chairperson, Chair
of Finance & Treasurer

Sheila Dwyer
Company Secretary



Noeleen Diver
Chair of Development

Morag Lynas
Chair of
Support Services

Jenny Muir
Chair of Audit
& Risk

Oonagh Boyle

Anne Deighan



Janet Longshaw

Elizabeth Marsh

Betty Christie

Lorna Dougherty

Cornelia Condren



Accommodation

Triangle directly manages accommodation for people with a learning disability and general family accommodation. It also works in partnership with other agencies who provide direct care and support to other client groups

Units	General Family
	Triangle Housing Association
9	Alderbrook Gardens, Coleraine
3	Coleraine Dispersed
6	Kilnadore Brae, Cushendall
2	Portrush Dispersed
4	Rochester Court, Belfast
2	Mullan Road, Rasharkin
6	Fisherwick Crescent, Ballymena
2	Old Coach Road, Portstewart
2	Main Street, Ballintoy
8	Cappagh Ave, Portstewart
1	Coronation Park, Clough
5	Carn View, New Mossley, Newtownabbey
1	Larne Road, Ballymena
1	Hugomont Drive, Ballymena
	Mental Health
	South & East Belfast H&SS Trust
6	Castlerobin Road, Belfast
4	Fort Road, Dundonald
	Young People Leaving Care
	Barnardos
6	Grove Road, Ballymena
6	Annadale Avenue, Belfast
	Single Homeless
	Simon Community NI
14	Lodge Road, Coleraine
16	Mount Street Mews, Coleraine
	Women & Children Suffering Domestic Violence
	Causeway Womens Aid
30	Coleraine
	Autistic Spectrum Disorders
	Autism Initiatives
4	Sperrin Drive, Belfast
3	Ashley Grove, Dunmurry
6	Alan Close, Dunmurry
4	Boyd's Row Armagh
3	Mullaghcarton Road, Lisburn
4	Highfields Grove, Lisburn
	Physical Disability
	Triangle Housing Association
1	Ballywindelland Road, Macfin, Ballymoney
1	Fernisky Road, Kells, Ballymena

Units	Learning Disabilities
	Triangle Housing Association
10	Kilns Court, Ballycastle
10	Knocklayde House, Ballycastle
18	Tower Court, Ballymena
13	Tower House, Ballymena
9	Charlotte Street, Ballymoney
14	Garryduff House & Bungalow, Ballymoney
10	Grays Park Court, Belfast
13	Lerwill House, Coleraine
3	Garryduff Road, Ballymoney
12	Sandown Road, Belfast
1	Cooleen Court, Ballymena
4	Rochester Court, Belfast
4	Gordonville Park, Ballymoney
7	Market Street, Ballymoney
4	Castlehill Place, Ballymoney
4	Baronscourt Close, Belfast
	Positive Futures
8	Ambleside Drive, Bangor
3	Prospect Road, Bangor
2	Donaghadee Road, Bangor
1	Clandeboyce Place, Bangor
3	Elmwood Drive, Bangor
5	Grange Avenue, Bangor
15	Squireshill Crescent, Belfast
8	Deramore Heights/The Brambles, Magherafelt
8	Coolnagard Grove, Omagh
6	Maloon Park, Cookstown
6	High Grove, Lisnaskea
4	Cherryville, Enniskillen
3	Old Rectory Park, Cookstown
12	Windermere Road, Ballymacross
	Prospects
4	Seahill Ridge, Donaghadee
	Downe Residential Project
13	St Patricks Drive, Downpatrick
	Belfast Health & Social Care Trust
22	South & East Belfast Dispersed

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Department for Employment & Learning
(Disablement Advisory Service)

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2007-2013

Northern Health & Social Care Trust

Northern Health & Social Services Board

Department of Health & Social Services
& Public Safety

Northern Ireland Executive Programme
Fund for Children (The Children's Fund)

Office of Social Services

Northern Ireland Housing Executive

Southern Health & Social Services Trust

Voluntary Donations

Photography

Cover

Tenant and Family Ballymoney

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New Development in Lisburn opened in partnership with Positive Futures

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Tenant and Family Ballymoney

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Social Enterprise Trainee

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Staff and Chief Executive at Corporate Planning Day

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Chief Executive receiving ISO accreditation

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Director of Finance and Corporate Services at Corporate Planning Day

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Tenants and Services Users at The Support Services Conference 2009

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Triangle Board members and staff receiving EFQM Northern Ireland Quality Prizewinner Award

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Tenant presenting Restored Ministries with Donation

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