

building homes
providing support
creating possibilities

TRI▲NGLE

corporate plan
2006-2009



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

TRIANGLE

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An Introduction

For 30 years Triangle has been providing accommodation and support to people in need.

Triangle is one of approximately 40 housing associations in Northern Ireland and provides supported and general family housing and support to people in need. The Association is an affiliated member of the Northern Ireland Federation of Housing Associations and is recognised as having charitable status by the Inland Revenue.

The Association provides nearly 400 units of accommodation and support to people with complex needs throughout Northern Ireland. It employs around 200 staff and has an annual turnover of over £5million with a property portfolio of approximately £16million based on historic costs.

Triangle is registered with the Department for Social Development. This is the regulating body from which we receive capital funding for our property development programme. This is augmented by private finance to cover the full cost of provision. The annual revenue funding is obtained from rent and service charges, bidding and contracting for the delivery of services with respective statutory bodies and fundraising.

We hope you find this document sufficiently informative to give you a flavour of how we conduct our business affairs and what we hope to achieve over the next three years.

CURRENT ACTIVITIES

Property Development: new build and refurbishment

Managing a capital budget for property development

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 and Community Services

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

Supported 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

Supported 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

Research

'At home in the Community' researching social inclusion / exclusion experienced by people with a learning disability in moving from residential care to supported housing

Innovation

Developing new accommodation and services we work in partnership with other voluntary agencies who specialise in delivering services, including:

Causeway Women's Aid

Women and children suffering domestic violence

Simon Community NI

People who are homeless

Positive Futures

People with a learning disability

Barnardos

Young people leaving care

Downe Residential Project

People with a learning disability

Autism Initiatives

People with Autistic Spectrum Disorders

Prospects

People with a learning disability

Ulster Sheltered Employment Ltd

People with a range of disabilities

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.



The Future

Identifying key performance indicators and critical success factors

This three-year corporate plan identifies key performance indicators and critical success factors to measure achievement of the corporate objectives across the four themes of finance, stakeholders, people and processes using the Balanced Scorecard approach. Achieving a balance of progress against the specific targets within these four themes should, we believe, ensure success for Triangle.

Finance

Triangle requires finance for short-term and long-term viability and to provide resources to deliver effective services

Stakeholders

The Association exists to meet the needs and expectations of its customers and stakeholders

Processes

The Association's business processes must operate effectively to satisfy our stakeholders and customers

People

To deliver excellent services in line with the Associations vision requires a diverse range of skilled and committed board members and staff

Consultation on the development of this has been extensive and the views expressed have been taken into consideration in the production of this plan. All plans have been developed with an associated expenditure plan and within the context of a robust risk management framework.

This plan is disseminated to all staff throughout the organisation. Progress against the corporate and business plans is reported through our internal processes identified in our business planning cycle.

PLANNING CYCLE

APRIL

Corporate and Business Plan linked to Performance Management System

JUNE

Previous year's Performance Report issued at Annual General Meeting

MARCH

Plans approved by the Board for issue to all stakeholders

OCTOBER

Staff review achievements against Corporate and Business Plan

FEBRUARY

Corporate, Business and Financial Plans developed across the organisation

NOVEMBER

Board Members Strategy Weekend establishes strategic direction and policy framework

Review of progress is assessed against corporate and business objectives by:

- Board and Committee
- Senior Management Team
- Managers Planning Group
- Team Meetings,
- Supervisions and Appraisals

And through:

- Service Business Plans
- Internal and External Audits
- Risk Management
- Best Value Reviews



The Context

The Association works in a complex environment the challenges of which are summarised below.

Political

The review of public administration, particularly the amalgamation of Health and Social Service Trusts will impose a degree of uncertainty over existing contracts and the development of new services. The associated efficiency saving agenda within the public sector may place requirements for process and organisational changes on the Association. The greater number of external inspection processes could instill a degree of bureaucracy impeding innovation.

Nevertheless the Association is well placed to respond to established policy directions with regard to the resettlement and support of individuals with complex needs in non-institutionalised environments. The quality and value for money of its services and the increased resources applied to support the political context mean the Association can respond to these challenges.

Economic

The present economic environment supports the growth and development of the Association's services. The property market is robust and the economic climate stable. The efficiency agenda will present challenges as will the increasing age profile of the Association's properties.

Social

The greater complexity and degree of social problems within society present service development opportunities for the Association both in accommodation and non-accommodation based services, particularly floating support services.

The Association recognises that the expectations of tenants and service users is changing constantly and that it needs to listen and respond appropri-

ately to them. The profile of these tenants and service users is altering with greater requirements for flexible accommodation and support.

Securing and retaining appropriately skilled staff will present a challenge for the Association in a sector that finds it difficult to compete in a move toward a full employment society.

Technological

The Association's response to opportunities afforded by technological advancement is critical to its success. The implementation of an effective and efficient information technology plan to develop greater efficiencies in processes and the use of SMART technology within accommodation will facilitate success.

Business Improvement

The framework chosen for business improvement is based upon the European Foundation for Quality Management, 'Steps to Excellence' programme and Best Value Reviews. In 2005 the Association received the EFQM all Ireland 'Mark of Excellence' Award and also the Investor in People Standard. This provides external accreditation of the Association's commitment to continuous improvement.

Internal Capacity

The Association also examines its internal capacity aligning its structure to deliver the plan.

Equality

This addresses key issues of access and places emphasis on delivering services that meet the needs of individuals and communities in a manner that promotes equity and respects diversity. It also places a requirement on the association to ensure fairness in recruitment and that our policy and procedure framework

is non discriminatory against any person or group of persons. This is consistent with the purpose of the organisation as reflected in our mission, core values and code of governance.

Conclusion

In developing this plan while the emphasis has been in the context of the next three years, it also requires a longer-term view and without doubt the changes being promoted across the statutory housing, social care, education and voluntary sectors will see major changes in the delivery of services. This will require the Association to remain flexible and adaptable in how services are delivered, know and understand the challenges we are facing and work in partnership with others to meet this change agenda. In the approaches adopted by the Association for continuous improvement we see the organisation being well placed to achieve our goals.

The Plan Finance

CORPORATE OBJECTIVE

1

To secure and effectively manage financial resources

CRITICAL SUCCESS FACTORS & KEY PERFORMANCE INDICATORS

2 ...

1.1 Secure appropriate funding to maintain and expand services

1.1.1 Turnover increased by at least 20%

1.1.2 Supporting People contracts secured at appropriate levels for 40 additional units of supported housing and 70 additional clients in floating support services

1.1.3 Care funding secured for 40 additional units of supported housing

1.1.4 Housing Association Grant capital funding secured for additional 100 units of accommodation

1.1.5 Private finance secured for delivery of capital programme

1.1.6 Funding for maintenance of adult supported employment services secured

1.1.7 Finance secured for new office accommodation and resources

1.2 Achieve and demonstrate value for money

1.2.1 Alternative funding opportunities explored for 'added value' services

1.2.2 Rents maintained at affordable levels

1.2.3 Clients service contracts maintained and expanded

1.2.4 80% of tenants considered the Association's landlord service value for money

1.2.5 80% of service users considered the Association's support and care services value for money

1.3 Efficient and effective management of financial resources

1.3.1 Compliance with contractual and statutory requirements of funders and regulators

1.3.2 Free Reserves increased by 4% of annual turnover

1.3.3 All activities will normally make a financial contribution over a three year period

1.3.4 Designated Reserves are adequate to cover planned maintenance programme based on stock condition surveys

1.3.5 Financial plans linked to the corporate and annual business plans developed and monitored regularly

2

To deliver quality housing and support services meeting stakeholder expectations

2.1 Deliver quality, responsive and effective services

2.1.1 At least 80% of tenants/service users surveyed satisfied with services

2.1.2 Legislative, contractual, procedural requirements and targets of the DSD, DHSSPS, NISCC, NIHE, HPPSQIA and DEL met

2.1.3 Supporting People Reviews assessed at level B throughout 80% of services

2.1.4 Year 1 – 3 of the Equality Scheme implemented

2.1.5 All new build accommodation meets Secure By Design, Lifetime and Eco Homes Criteria

2.1.6 Charter Mark achieved

2.1.7 Supported Living Remodelling Strategy commenced

2.2 Facilitate participation of key stakeholders in the development and delivery of services

2.2.1 Service User Social Inclusion Strategy developed and implemented

2.2.2 Tenant & Service User Participation Strategy implemented

2.2.3 Project planning teams involving key stakeholders established for all new service initiatives

2.2.4 70% of tenants surveyed satisfied with their opportunities for participation in management and decision-making

2.3 Maintain and develop effective partnerships

2.3.1 Over 80% external stakeholders satisfied with partnership arrangements

2.3.2 Legislative, contractual, procedural requirements and targets of the DSD, DHSSPS, NISCC, NIHE, HPSSQIA and DEL are met by service providing partners

2.3.3 Partnerships demonstrate 'added value'

2.3.4 Number of external partnerships increased and extended

2.4 Maintain, expand and diversify services to penetrate new markets for housing and support services

2.4.1 Units of accommodation increased by 100 units, 40 of which will be directly managed

2.4.2 Number of clients receiving services through support programmes increased as follows:

Floating Support by 70 clients

Supported Employment by 40 clients

2.4.3 Transition services model evaluated and further developed

2.4.4 Asset Management strategy implemented



CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & KEY PERFORMANCE INDICATORS

3

To resource the Association with a skilled Board and staff

3.1
Recruit, manage and retain appropriately skilled staff

3.1.1
Annual Workforce Plan implemented

3.1.2
Staff turnover target between 10 -20% achieved

3.1.3
Investors in People 'New Standard' Award achieved

3.1.4
Annual Training and Development Plan implemented

3.2
Maintain an effective board

3.2.1
Board skills met governance requirements

3.2.2
Training & development plan implemented

3.2.3
90% of Board satisfied with levels of communication

3.3
Staff feel valued and motivated

3.3.1
Staff satisfaction with their employment increased by 15%

3.4
Facilitate innovation

3.4.1
Staff participated in internal and external business improvement forums

3.4.2
Alliances for research, learning and growth maintained and developed to promote best practice

3.4.3
At Home in the Community' research findings published and disseminated



Processes

CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & KEY PERFORMANCE INDICATORS

4

To effectively manage the Association's internal processes

4.1
Align the Association to its current and future market

4.1.1
Strategic analysis completed annually

4.2
Manage risk effectively

4.2.1
Risk Management processes implemented effectively including the review and revision of the Risk Register

4.2.2
High risk activities identified in Risk Register managed effectively

4.2.3
Health and Safety Management Plan implemented

4.3
Promote effective performance management systems for all aspects of business

4.3.1
Corporate and Business Plans developed, implemented and monitored

4.3.2
Balanced Scorecard incorporated into performance appraisal and supervision system across the organisation

4.3.3
Internal Audit completed across all of the Association's activities and recommendations implemented where appropriate

4.3.4
Internal Control Systems implemented effectively

4.3.5
Policies and procedures effectively support and control the organisation's activities

4.4
Promote effective and inclusive internal and external communication

4.4.1
Annual IT Plan implemented

4.4.2
Accessible and effective complaints process implemented

4.4.3
Public Relations/Communication Strategy implemented

4.4.4
Staff satisfaction with internal communication increased to 70%

4.5
Implement continuous improvement activities in pursuit of excellence

4.5.1
Over 80% of tenants surveyed satisfied with the levels of communication by the Association

4.5.2
EFQM NI Quality Award secured

4.5.3
Best Value Service Improvement Plans implemented within agreed timescales

4.5.4
Best Value Reviews across all of the Association's activities completed

4.5.5
ISO 9001: 2000 Management System secured

BOARD OF MANAGEMENT

CHIEF EXECUTIVE

Housing Management / Development Committee	Finance Committee	Support Services Committee
Director of Housing and Development	Director of Finance	Director of Support Services
RESPONSIBILITIES	RESPONSIBILITIES	RESPONSIBILITIES
Housing Development	Financial Management	Supported Living Services
Housing Management	Human Resources	Residential Care Home
Floating Support Services	Corporate and	Supported Employment and
Property Maintenance	Administrative Services	Transition Services
New Initiatives in Housing		New Initiatives in
		Support Service Development

SENIOR MANAGEMENT TEAM



Left to right
 Edna Dunbar *Chief Executive*
 Chris Alexander *Director of Housing*
 Eileen Dealey *Director of Support Services*
 Alan Crilly *Director of Finance*

BOARD MEMBERS

Elected annually from its shareholding membership the Board of Management consists of a maximum of fifteen voluntary members whose principal role is to establish the strategic direction of the organisation and its policy framework. In addition to an annual strategy weekend the members attend bi-monthly board and committee meetings and specific meetings with regulators.

Members develop and maintain skills and knowledge by attending relevant conferences and structured induction and ongoing training.



Left to right from top
 Oonagh Boyle *Chairperson*, Kathy Mackenzie *Vice-Chairperson*
 Sheila Dwyer, Bernie Conway, Ann Dickson, Lorna Dougherty,
 Betty Christie, Jackie McCollam, Maureen McCaughan,
 Morag Lynas, Anne Deighan, Janet Longshaw, Noeleen Diver.

CODE OF GOVERNANCE

Standards The Association operates according to high ethical standards

Accountability There is proper accountability to, and involvement of all the organisations 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 the organisation's governance

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

Clarity There is clarity of roles and responsibilities between the organisations board members, paid staff and shareholders

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 the organisation and its external auditors and regulators



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