

Corporate Plan 2009/14

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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Introduction



**For 30 years
Triangle has been
providing support
and creating
opportunities for
people in need.**

We are one of approximately 36 housing associations in Northern Ireland registered with the Department for Social Development. This Department regulates the association's activities and awards capital grant aid to build new accommodation. This is augmented by private finance. We also receive significant revenue funding from Health Trusts, through the 'Supporting People' programme administered by the Northern Ireland Housing Executive, as well as the European Social Fund. Receipt of these funds also creates various additional regulatory oversight of our activities. Rental income from tenants also funds significant services to tenants.

Our services are more diverse than most other housing associations. While we are an average sized association in terms of the provision of units of accommodation, we are in the top six associations in terms of turnover and the employment of staff. This is a reflection of the diversity and volume of our support services provision for people with complex needs.

We are an affiliated member of the Northern Ireland Federation of Housing Associations and recognised as having charitable status by the Inland Revenue.

Consultation on the development of this plan has been extensive. It has been

developed with an associated expenditure plan available on request from our Finance Manager. It is also produced in the context of robust risk and performance management frameworks. We produce long-term financial forecasts and have applied sensitivity analysis to this plan period, modelling a number of alternative scenarios. This plan is disseminated to all staff throughout the organisation and our tenants and service users. The plan along with a 'jargon explained' associated document is available to all interested parties on our website www.trianglehousing.org.uk under publications. Progress against the corporate and annual business plans is reported through our internal processes identified in our business planning cycle within this document.

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 five years.

CURRENT ACTIVITIES

**Property Development**

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. Also, home-based community support promoting integration into communities

Progression to Employment Services

Providing support for individuals with learning disabilities to enter or re-enter work activities. Also supporting individuals to develop required job related skills

We also carry out a range of research projects and produce training and information resources. In developing new accommodation and services we often work in partnership with other voluntary agencies 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 autism-spectrum disorders

Prospects

People with a learning disability

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

Our Environment

We work in a complex political, social, economic and technological environment. This environment will change over the five year period of a corporate plan and therefore needs to be constantly monitored. The annual plans associated with this document are therefore critical in providing a flexible response to our environment.

Political

Devolution and the review of public administration, particularly the amalgamation of Health and Social Service Trusts and the removal of the area Health Boards to be replaced by regional and local commissioning groups are just some of the challenges facing us. These changes will impose a degree of uncertainty over existing contracts and the development of new services. The associated efficiency savings agenda within the public sector may place requirements for financial, process and organisational changes on us. The Department for Social Development's procurement strategy is one example. The greater number of external inspection processes could also instill a degree of bureaucracy potentially impeding innovation.

Nevertheless, we are well placed to respond to a range of policy initiatives. Our people are skilled and committed, our finances and internal processes are strong and those whom we serve tell us they are satisfied. We have recently engaged more actively with the 'political community' and view partnerships in this area as critical to our success.

Economic

The present so called 'credit crunch' means the banks have less money to lend. The lack of capital receipts from the sale of public sector land and Housing Executive houses have impacted the total amount of money available for social housing development. This is disappointing especially as we could provide many more houses at the start of this strategy than ever. We must deploy greater use of private finance during this strategy period than at any other time in our history to deliver social housing. Fortunately our finances are strong.

Social

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

We recognise that the expectations of tenants and service users is changing constantly and that we need to listen and respond appropriately to them. The profile of 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 us and therefore our people processes are critical in our success.

We also need to contribute beyond just our service provision to the communities with whom we work. It is also essential that we contribute positively to the physical environment around us.

Technological

Our response to opportunities afforded by technological advancement is also critical to our success. The implementation of an effective and efficient information technology plan to develop greater efficiencies in processes and improve communication, along with the use of SMART technology within accommodation will facilitate success.

Business Improvement

The overall framework chosen for business improvement is the European Foundation for Quality Management Model. After securing the 'Mark of Excellence' level of accreditation in 2005 under this framework, we were externally assessed at Northern Ireland Prize Winner Status under this model in 2008 and therefore considered a role model organisation. We intend to make further progress within this framework for business improvement over the coming years. This will present a real, but nevertheless, necessary challenge. We also intend to renew and progress through the Investor in People Standard and maintain our ISO 9001:2000 management standard achieved in November 2008. To reflect our commitments to our people we also intend to secure the 'Employer of Choice' standard. To reflect our commitment to our customers we intend to secure the 'Customer Service Excellence Award'.

Good Governance

We subscribe to the principles of good governance outlined within the National Housing Federation's 'Code of Governance' as follows;

Standards

Operate according to high ethical standards

Accountability

Ensure there is proper accountability to, and involvement of all the organisation's stakeholders, including its tenants

Openness

Ensure there is a spirit of openness, making full disclosure of governance matters and other information

Equality and Diversity

Ensure there is fairness and equality of opportunity in all aspects of the organisation's governance

Review and Renewal

Ensure there are formal and open processes for the periodic review of our own performance leading to renewal, where necessary, on an ongoing basis

Clarity

Ensure there is clarity of roles and responsibilities between the organisation's board members, paid staff and shareholders

Control

Ensure there are effective systems for internal delegation, audit and control

Information

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

Structures

Ensure there are effective staffing and committee structures for support

Audit

Ensure there are effective and proper relationships between the organisation and its external auditors and regulators

Setting Our Objectives

This five-year corporate plan identifies critical success factors and key performance indicators.

Achievement of the corporate objectives across the four themes of finance, stakeholders, people and processes is measured using the Balanced Scorecard approach. Achieving a balance of progress against the specific targets within these four themes should, we believe, ensure success.

Finance

We require finance for short-term and long-term viability and to provide resources to deliver effective services

Stakeholders

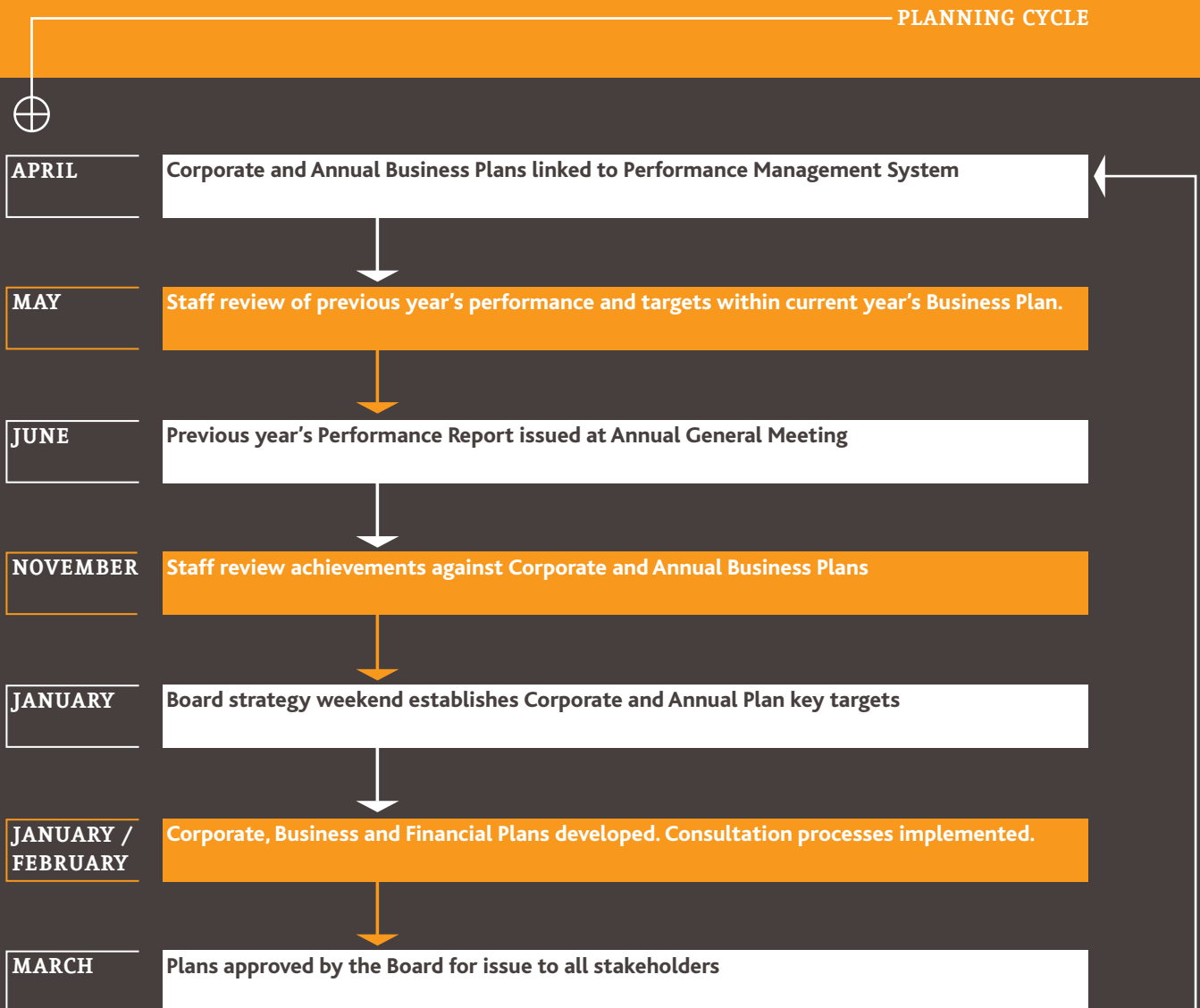
We exist to meet the needs and expectations of our customers and stakeholders

Processes

Our business processes must operate effectively to satisfy our stakeholders and customers

People

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

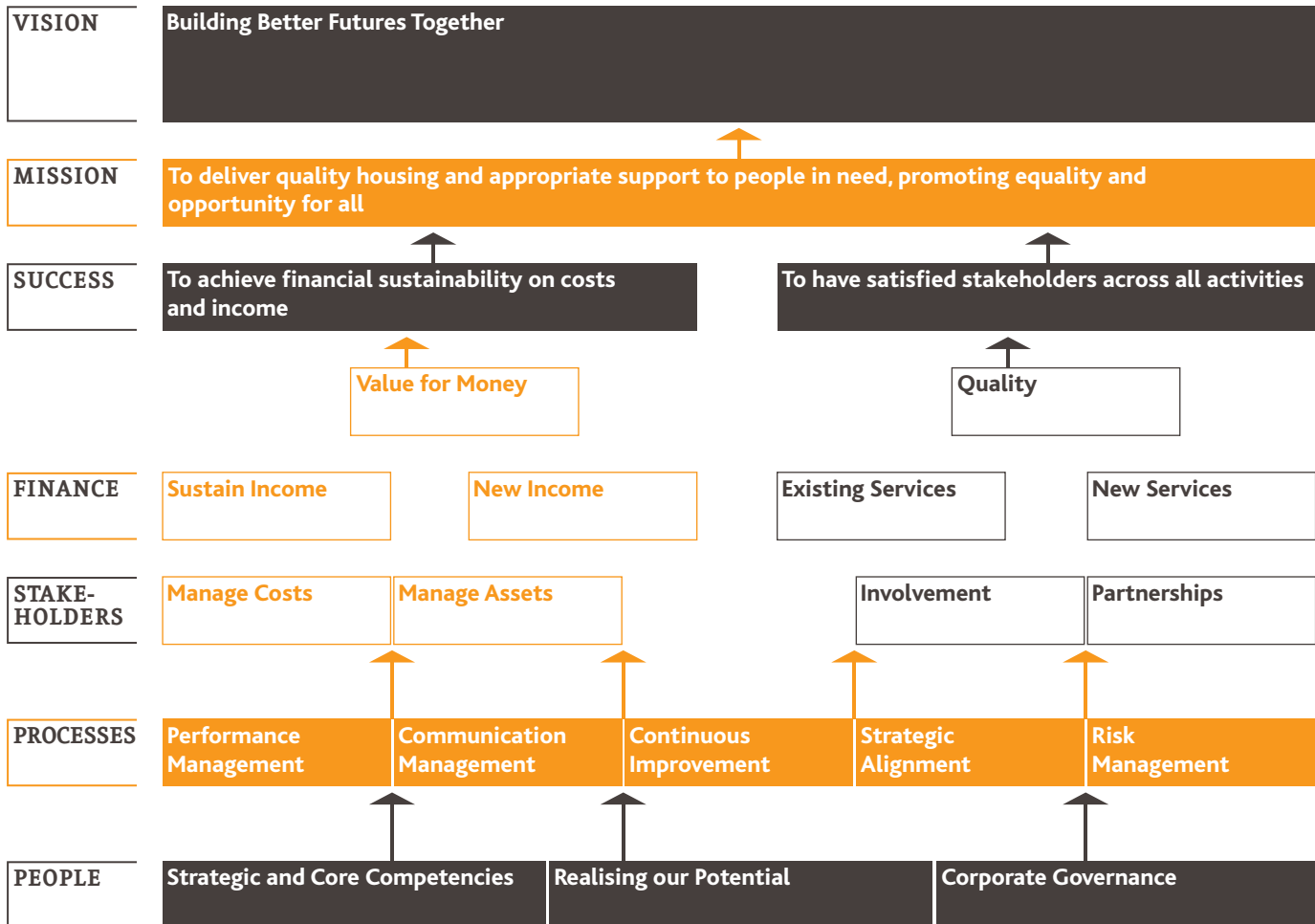


Review of progress against corporate and business objectives assessed by:

The Board & its Committees
 Internal & external audits
 The Senior Management Team
 The Management Review Team Meeting
 Team Meetings & Focus Groups
 Supervisions & Appraisals
 Tenant & Service User Involvement Processes

Achieving Our Vision

Strategy Map



1

The Plan

Finance

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

CORPORATE OBJECTIVE



To create sustainable growth through strong financial management

1.1 Secure appropriate funding to maintain and expand services

1.1.1
Turnover increased by 35%

1.1.2
Investments in land and buildings increased by 100%

1.1.3
Implement an increased number of sustainable private finance models to promote growth

1.1.4
Ensure the Association's private long-term loan portfolio does not exceed net fixed assets

1.1.5
Comply with lenders' terms and conditions for loans

1.2 Achieve and demonstrate value for money

1.2.1
Each service demonstrates top quartile performance on available value for money benchmarks

1.2.2
Maintain rents at affordable levels

1.2.3
Maintain all service contracts that contribute positively to management overheads

1.2.4
Demonstrate top quartile comparable performance on the percentage of tenants who consider the landlord service value for money

1.3 Efficient and effective management of financial resources

1.3.1
Maintain compliance with all contractual and statutory requirements of funders and regulators

1.3.2
Increase free reserves by at least 4.5% of annual turnover

1.3.3
Agree a budget and associated cash flow before the start of each financial year.

1.3.4
Review performance against the annual budget on a quarterly basis

1.3.5
Review performance annually against the five year corporate plan budget.

1.3.6
Review performance (post project evaluation) against the assumptions within individual economic appraisals developed for schemes or services.

1.3.7
Implement and demonstrate top quartile comparable performance against the financial elements of the asset management strategy.

1.3.8
Demonstrate top quartile comparable performance in the collection of rent and support charges

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The Plan Stakeholders

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

CORPORATE OBJECTIVE



**To deliver
excellence for
everyone affected
by our services**

2.1 Deliver quality, responsive and effective services

2.1.1

Demonstrate top quartile comparable performance on tenant /service user satisfaction with services and accommodation

2.1.2

Legislative, contractual, procedural requirements and targets of the DSD, DHSSPS, NISCC, NIHE, RQIA and DEL achieved

2.1.3

Promote and implement equality of opportunity and good relations

2.1.4

Implement and review performance of the Asset Management Strategy on an annual basis

2.2

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

2.2.1

Implement Service User Social Inclusion Strategies

2.2.2

Implement the Tenant & Service User Involvement Plans

2.2.3

Demonstrate top quartile comparable performance for tenant and service user satisfaction with opportunities for participation in the management and decision making processes of the organisation

2.3

Maintain and develop effective partnerships

2.3.1

Partnerships demonstrate 'added value' to the organisation

2.3.2

Number of external partnerships increased and existing partnerships extended

2.3.3

Implement and review annually the Corporate Social Responsibility Strategy and Plans

2.4

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

2.4.1

Units of accommodation increased by 200 units, 25 being directly managed supported living projects

2.4.2

Continue the diversification of support service models

2.4.3

Extend existing support service provision

3

The Plan

People

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

CORPORATE OBJECTIVE



Enabling our people to meet current and future challenges

3.1 Recruit, manage and retain an appropriately skilled Board and staff

3.1.1
Implement the Human Resource Strategy

3.1.2
Demonstrate top quartile comparable performance on the control of staff turnover

3.1.3
Implement an Annual Corporate and Individual Learning and Development Plan

3.1.4
Demonstrate top quartile comparable performance on the implementation of mandatory learning and development targets

3.1.5
Demonstrate top quartile comparable performance on our people's satisfaction with the opportunities for learning and development

3.1.6
Demonstrate top quartile comparable performance on the control of absence

3.1.7
Implement good corporate governance processes

3.2 Our people are valued and motivated

3.2.1
Demonstrate top quartile comparable performance on employee satisfaction in their job

3.2.2
Our people have a clear understanding of the Association's vision, mission, values and objectives

3.2.3
Implement a structured information and consultation process with employees

3.2.4
Demonstrate top quartile comparable performance with staff satisfaction in involvement and decision making processes

3.2.5
Our people are recognised for significant contributions to the organisation and / or service users

3.3 Promote innovation

3.3.1
Our people are encouraged to participate in 'best practice' forums

3.3.2
Our people's views on service improvement are secured, valued and implemented

4

The Plan Processes

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

CORPORATE OBJECTIVE



To improve key
processes
supporting
organisational
success

4.1

Align the Association to its current and future market

4.1.1

Implement a strategic business planning process annually

4.1.2

Implement an Annual Business Plan linked to the budget and associated cash flow

4.2

Manage risk effectively

4.2.1

Implement and review the risk management processes annually

4.2.2

Implement and review the Health and Safety Management Plan annually

4.3

Promote effective performance management systems

4.3.1

Incorporate the Balanced Scorecard system into performance appraisal and supervisions throughout the organisation

4.3.2

Implement an internal audit process across all of the Association's activities

4.3.3

Implement effective internal control systems

4.3.4

Ensure policies and procedures effectively support and control the organisation's activities

4.4

Promote effective and inclusive internal and external communication

4.4.1

Implement and review annually the Communications Strategy

4.4.2

Implement and review annually the Information Technology Strategy and Plan

4.4.3

Implement an accessible and effective complaints process

4.5

Implement continuous improvement activities in pursuit of excellence

4.5.1

EFQM NI Quality Award secured and maintained

4.5.2

ISO quality management standard maintained

4.5.3

'Investor in People' standard maintained and profile status achieved

4.5.4

'Employer of Choice Award' secured and maintained

4.5.5

'Customer Service Excellence Award' secured and maintained

Abbreviations

DEL

Department of Employment
and Learning

DHSSPS

Department of Health and
Social Security and Public Safety

DSD

Department for Social
Development

EFQM

European Foundation for
Quality Management Model

EQIA

Equality Impact Assessment

NIHE

Northern Ireland Housing
Executive

NISCC

Northern Ireland Social Care
Council

RQIA

The Regulation and Quality
Improvement Authority

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