

building homes
providing support
creating possibilities

TRI▲NGLE

annual plan
2007-2008



Dear Reader

VISION

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

This annual plan for the year 2007/08 should be read in conjunction with the Corporate Plan 2006/09. The plan continues under the four key themes for organisational success (finance, stakeholders, people and processes). It incorporates the key objectives and critical success factors of the Corporate Plan and then specific annual performance indicators. The plan continues to build integrated management across the organisation.

This plan is a 'living document' that is translated into each person's personal performance appraisal process in the form of a balanced scorecard and progress is discussed in supervisions and team meetings. Other forms of communication such as the Annual Report, Staff Newsletter and Corporate Planning Days are used to make sure everyone is kept informed of progress against the plan.

We believe our plans are focused, achievable, involve and motivate us to provide the best possible service to our tenants and service users. There is consistency of approach across the whole organisation. Should you have any queries on any aspect of the plans, please seek clarification.

Yours sincerely



EDNA DUNBAR *Chief Executive*

CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

1

To secure and effectively manage financial resources

1.1 Secure appropriate funding to maintain and expand services

1.1.1 Turnover increased by 7.5% to £5.8.m

1.1.2 Supporting People funding secured for Annadale Avenue, Belfast

Supporting People funding secured for an additional 74 contracted hours for Floating Support clients

1.1.3 Care funding secured for Annadale Avenue, Belfast

1.1.4 HAG funding secured for additional 30 units of accommodation

1.1.5 Private finance secured to support future Development Programme

1.1.6 Funding secured for Adult Supported Employment and associated services

1.1.7 Finance secured for new office accommodation and resources

1.2 Achieve and demonstrate value for money

1.2.1 Financial strategy for social inclusion / enterprise and other added value services developed

1.2.2 100% of rents below NIHE regional reference levels

1.2.3 Existing care and support contracts renegotiated to meet tenants changing needs

Value for money demonstrated to NIHE Supporting People Team

1.2.4 80% of tenants consider that the rent for their property represents value for money

1.3 Efficient and effective management of financial resources

1.3.1 98% of total rent receivable collected

Accumulative rent arrears not more than 5% of the Association's total rent receivable

Association's service costs do not exceed service charge income

Voids minimised to no more than 4% of the Association's total stock

European funding financial requirements achieved

1.3.2 Free reserves increased by 4% of annual turnover

1.3.3 All activities contribute 12.5% at least to management overheads

1.3.4 Stock condition surveys on identified properties completed. Required designated reserves assessed and sufficient transfers made to cover planned maintenance

1.3.5 Financial plans prepared, considered by Board, Committees and SMT by end of March 08

Management accounts and finance report compiled within six weeks of each quarter end and considered at scheduled Committee and SMT meetings

1.3.6 DSD efficiency requirements achieved



The Plan

Stakeholders

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CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

2

2

To deliver quality housing and support services meeting stakeholder expectations

2.1 Deliver quality, responsive and effective services

2.1.1

Overall Services

Review effectiveness of revised satisfaction surveys by September 07

80% of tenants and service users surveyed satisfied with services overall

80% of service users feel sufficiently involved in making decisions about services overall

Floating Support Service

80% of service users surveyed satisfied with the service

80% of service users feel sufficiently involved in making decisions about Floating Support services

80% of service users housing situation has improved

Development Services

80% of tenant's surveyed satisfied with the design of their accommodation

80% of tenants satisfied with their neighbourhood as a place to live

Landlord Services

80% of tenants satisfied with the landlord service

70% of tenants satisfied that the Association provides opportunities for involvement in management and decision making

Maintenance response targets achieved as follows:

Emergency: 85% within 1 working day

Urgent: 80% within 4 working days

Routine: 80% within 20 working days

80% of tenants satisfied with how the Association deals with repairs

80% of tenants describe the general condition of their property as good

80% of tenants satisfied with the outcomes of miscellaneous works including adaptations within their property

Supported Living Services

80% of service users surveyed satisfied with the service

80% of service users feel sufficiently involved in making decisions about Supported Living services

80% of service users feel safe in their home

60% of service users feel supported to integrate and feel safe in their community

Supported Employment

80% of service users surveyed satisfied with the overall service

80% of service users feel sufficiently involved in making decisions about Supported Employment services

80% of services users employment situation has improved

2.1.2

DSD / NIHE

Development targets achieved with regard to number of schemes, units and timescales of projects allocated

Procurement practices and general procedures comply with DSD regulatory guidance

NISCC

All designated staff groups registered

Employer's Code of Practice maintained

RQIA / Supporting People

Registered, Domiciliary and QAF Standards achieved

DEL / DHSSPS / NIHE

Contractual and procedural requirements achieved

2.1.3

Internal QAF self-assessments achieved at Grade B

2.1.4

Equality Scheme achieved

Annual Report submitted to Equality Commission by September 07

Commenced implementation of EQIA outcomes including update of policies and procedures

Disability Action Plan prepared and submitted to the Equality Commission by June 07

2.1.5

All new buildings meet Secure by Design criteria, where possible

All new buildings meet Lifetime Homes Standard, where possible

Eco Homes Award (energy efficiency) secured on all new build property

2.1.6

Charter Mark Plan implemented

2.1.7

Remodelling Strategy progressed for 3 direct and 2 jointly managed projects

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

2.2.1

Social Inclusion Plan implemented

2.2.2

Tenant and Service Users Involvement Plan implemented

2.2.3

Project planning groups encompassing prospective tenants, advocates and professionals established for new service developments where possible

2.2.4

70% of tenants satisfied that the Association provides opportunities for involvement in management and decision making

2.3

Maintain and develop effective partnerships

2.3.1

80% of key external stakeholders satisfied with partnership arrangements

2.3.2

Joint Management and Service Level Agreements meet the requirements of DSD and NIHE

A formal annual review of the Joint Management /Service Level Agreements completed

Partners maintain contracts for services

2.3.3

Business case established for all new and existing partnership arrangements

2.3.4

Property maintenance joint procurement partnership implemented and reviewed

Feasibility of rural community partnerships explored

Feasibility of developing strategic alliances with other Housing Associations /Support providers explored

Key service partnerships maintained and expanded

2.4

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

2.4.1

37 units of accommodation completed with 7 of these being directly managed

2.4.2

Floating Support service in the Ballymena and Belfast regions extended by an additional 74 contracted hours

Ballymena and Cookstown Alternative Angles Social Enterprise initiatives operational with 30 trainees

Business case completed for Newtownabbey Alternative Angles Social Enterprise initiative and 20 service users engaged

2.4.3

Range of Transition Services extended

2.4.4

Planned maintenance and re-investment programme implemented to protect and enhance the Association's investment in property and support services

New Office accommodation progressed to commence on-site 08 /09

The Plan People

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CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & 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
Targets outlined within Workforce Plan
achieved

3.1.2
Staff turnover maintained between
10% - 20%

3.1.3
Investors in People Standard maintained

Staff absence maintained below 4%

3.1.4
Learning and Development Plan updated
from training needs analysis

80% of Learning and Development
Plan achieved

3.2 Maintain an effective board

3.2.1
Compliance with DSD regulatory
framework maintained

3.2.2
80% of Annual Learning and Develop-
ment Plan completed

Board Members performance appraisals
completed

80% attendance achieved at Board and
Committee Meetings

Board maintained with at least 10
members

3.2.3
90% of Board satisfied with levels of
communication

3.3 Staff feel valued and motivated

3.3.1
80% of staff feel satisfied in their job

Team Building Plan implemented

85% of staff receive supervisions and
annual appraisals

3.4 Facilitate innovation

3.4.1
10% of staff involved in Best Value
Reviews

90% of staff involved in the Corporate
Planning processes

3.4.2
10% of staff participate in external
forums

At least 40 external student practice
learning opportunities facilitated and
evaluated

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



The Plan Processes

3

CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS &
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 report assessed for impact on the Association

4.2 Manage risk effectively

4.2.1 Organisational risk register formally reviewed and updated quarterly and as additional risks are identified

4.2.2 Additional identified control measures implemented

4.2.3 Review of existing health and safety management system completed and recommendations implemented

Risk Assessments completed in line with health and safety management system

Training on Health and Safety Management System and Risk Assessment process completed

4.3 Promote effective performance management systems for all aspects of business

4.3.1 Annual Business Plans developed, implemented and monitored

4.3.2 Balanced Scorecards disseminated to all staff through the performance and supervision system

4.3.3 Key recommendations from internal audits carried out within six months from receipt of report

Internal audit visits completed and report issued to Finance Committee annually

4.3.4 Internal monitoring visits carried out across the organisation's services and regular reports compiled and any necessary action taken

4.3.5 New policies and procedures developed where required

Policy Review Plan implemented

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 Plan implemented

4.4.4 70% of staff satisfied with communication within the Association

4.4.5 At least 80% of tenants /service users surveyed satisfied with levels of communication with the Association

4.5 Implement continuous improvement activities in pursuit of excellence

4.5.2 EFQM NI Quality Award Plan implemented

4.5.3 External review of Best Value process completed

Client's Charter Improvement Plan implemented

4.5.4 Two further Best Value Reviews on Governance and Finance initiated

Best Value Reviews on Supported Living and Supported Employment services completed

4.5.5 Business management processes assessed and improvements prioritised



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