

building homes
providing support
creating possibilities

TRI▲NGLE

annual plan
2006-2007





Dear Reader

This annual plan for the year 06-07 should be read in conjunction with the Corporate Plan 06-09. The plan is presented in the same manner 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 lays a strong foundation for integrated management across the organisation.

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

Our objective has been to produce plans which are focused, involves and motivates to provide the best possible service to our tenants and service users and that there is consistency of approach across the whole organisation. I hope you feel this objective has been achieved and that you have made a contribution to its development.

Should you have any queries on any aspect of the plans, please seek clarification. I trust we will be successful in achieving our aspirations and thank you for your input.

Yours sincerely

A handwritten signature in black ink that reads "Edna Dunbar". The signature is fluid and cursive, with the first letters of "Edna" and "Dunbar" being capitalized and prominent.

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 10% to £5.5.m

1.1.2

Supporting People funding secured for Baronscourt Close, Belfast

Supporting People funding secured to support an additional 35 Floating Support clients

1.1.3

Care funding secured for Baronscourt Close, Belfast

1.1.4

HAG funding secured for additional 25 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

1.2 Achieve and demonstrate value for money

1.2.1

Financial strategy for added value services prepared for Board

1.2.2

100% rents below NIHE regional reference levels



1.2.3

Renegotiate existing care and support contracts 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

1.2.5

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**

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 to contribute 12.5% at least to management overheads

1.3.4

Stock conditions surveys completed

Required designated reserves assessed

Sufficient transfers made to cover planned maintenance

1.3.5

Financial Plans prepared, considered by Board, Committees and SMT by end of March 2007

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

2

To deliver quality housing and support services meeting stakeholder expectations

2.1 Deliver quality, responsive and effective services

2.1.1

Overall Services

Satisfaction survey questionnaire evaluated by September 06 and amended by December 06

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

Floating Support Service

100% of service users are involved in preparing their support plan

80% of service users feel involved enough in making decisions about Floating Support Services

80% of service users surveyed satisfied with the overall service

Development Services

80% of tenants surveyed satisfied with the design of their accommodation

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

Maintenance Services

*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 consider the Association's staff helpful in dealing 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

Housing Management

80% of tenants consider the Association is good at keeping them informed about things that might affect them

80% of tenants feel the Association takes account of their views when making decisions

70% of tenants satisfied that the Association provides them with opportunities for participation in management and decision-making

Supported Living Services

80% of service users surveyed satisfied with the overall service

100% of service users are involved in preparing their support and care plan

80% of service users feel involved enough in making decisions about Supported Living Services

Supported Employment and Transition Services

80% of service users surveyed satisfied with the overall service

100% of service users involved in preparing their support plan

80% of service users feel involved enough in making decisions about Supported Employment Services

2.1.2

DSD

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

Supporting People (NIHE)

Supporting people Quality Assessment Framework included within induction process and training plan

NISCC

All designated priority groups registered

Employer's Code of Practice adopted

HPPSSQIA

Residential and Domiciliary standards achieved

DEL / DHSSPS

Contractual requirements achieved

2.1.3

Internal QAF self-assessments completed quarterly and achieve 50% Grade B by March 07

2.1.4

Year 1 Equality Scheme met and annual report submitted to Equality Commission by September 06

EQIA's for all internal policies in the areas of access and communication and complaints carried out

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

Work towards achieving Charter Mark in Year 2

2.1.7

Lerwill House Project Planning Team established and strategy developed

Analysis of tenant's need for Knocklayde House completed and re-modelling strategy agreed with statutory agencies

Analysis of tenant's need completed for Tower House to support re-modelling strategy

Commence dialogue with key stakeholders for 2 Garryduff Road for future re-modelling strategy

2.2

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

2.2.1

Service user draft social inclusion strategy developed by September 06 and consultation completed by March 07

2.2.2

Year 1 of the tenant and service users participation strategy implemented

2.2.3

Project planning group encompassing prospective tenants, advocates and professionals established for all new supported living accommodation development

2.2.4

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

**2.3
Maintain and develop effective partnerships**

2.3.1
80% of external stakeholders satisfied with partnership arrangements

2.3.2
Joint Management and Service Level Agreements meet the requirements of NIHE and DSD

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

Partners maintained contracts for services

2.3.3
Business case established for all new and existing partnership arrangements

2.3.4
One joint procurement partnership piloted

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

2.4.1
33 units of accommodation completed with four of these being directly managed

2.4.2
Floating Support Service in the North East and Ballymena Region extended by a further 15 clients to an average of 95 clients

Floating Support Service provided for up to 25 clients in Belfast

Floating Support Service to young people leaving care /young vulnerable homeless established in Northern Health & Social Services Board region

20 additional clients registered on BSP supported employment programmes

2.4.3
Revised programme for Transition Services developed by September 06 and findings disseminated to key stakeholders by December 06

2.4.4
Planned maintenance and re-investment programme identified and adequate resources identified to protect Association's investment in property

Business planning process incorporating option appraisals implemented for activities over £7,000.

Strategy for meeting Decent Homes Standard by 2010 implemented

Management of asbestos meets legislative requirements

Programme to meet Disability Discrimination Act requirements implemented

Gas /oil safety management plan implemented

Revised contract for response maintenance activity introduced

The Plan People

CORPORATE OBJECTIVE

CRITICAL SUCCESS FACTORS & PERFORMANCE INDICATORS

4 ❖

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 not more than 20%

3.1.3
*Work towards achieving new
Investors in People standards*

3.1.4
Targets for training plan achieved

*Training and Development plan
updated annually from training
needs analysis*

*Social Services Inspectorate Training
programme delivered*

3.2 Maintain an effective board

3.2.1
DSD regulatory framework met

Shareholding membership reviewed

3.2.2
*Induction Programme for new
members implemented*

*Board Members performance
appraisals carried out by October 06*

3.2.3
*90% of Board satisfied with levels
of communication*

3.3 Staff feel valued and motivated

3.3.1
Team Building Plan initiated

*Quarterly supervision and annual
performance appraisals completed
with all staff*

*Supervision and Performance
Appraisal systems evaluated
for effectiveness*

3.4 Facilitate innovation

3.4.1
*20% of all staff involved in business
improvement forums*

3.4.2
*Staff participate in external forums in
each service area*

3.4.3
*'At Home in the Community' research
programme completed by February 07*

*Action plan for formal
dissemination developed*

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 reviewed and updated for strategy weekend*

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

Health & Safety management system and risk assessment training 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

Organisational and departmental
Balanced Scorecards disseminated to
staff by April 2006

Balanced Scorecard incorporated into
SMT and Manager grades performance
appraisal and supervision system by
April 06

4.3.3

Recommendations from Internal Audits
carried out within six months from
receipt of reports

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

Review policy structure and content
and establish review dates

4.4**Promote effective and inclusive
internal and external communication**

4.4.1

Annual IT Plan for 06-07 implemented

4.4.2

Review of existing complaints
process completed

4.4.3

Year 1 of PR /Communication
Strategy implemented

4.4.4

70% of staff satisfied with levels of
internal communication

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**

4.5.1

Work towards achieving NI Quality
Award in Year 2

4.5.2

Development Service Improvement
Plan completed

Maintenance Service Improvement
Plan completed

Selection and Allocation Service
Improvement Plan completed

Year 2 of the Tenant and Service User
Service Improvement Plan commenced

Year 1 of Data Collection and
Information Systems Service
Improvement Plan implemented

Year 1 of People Processes Service
Improvement Plan implemented

4.5.3

Develop Best Value Review timetable to
cover the remainder of the organisations
activities

Initiate two further Best Value Reviews

4.5.4

Work towards achieving ISO 9001:
2000 Management System in Year 2

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