BLUE TRIANGLE (GLASGOW) HOUSING ASSOCIATION LIMITED

2013-2014



"Blue Triangle exists to support, accommodate and assist vulnerable people to achieve better lives"

eve better lives"

ANNUAL REPORT

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Cover shows: Catriona Shearer, BBC, and Baillie Hanif
Raja, Labour Party Convenor for Pollockshields,
presenting the Jobs and Business Glasgow Success in Partnership Award
to Mary McCahon, Project Manager, Holland Street Project





JIM MATTLAND CHAIR

Chairman's Report

he Association continues to maintain sound financial management policies and enjoys a strong financial position. However, with all income streams generated solely from local authorities it is prudent to establish alternative sources of income generation. The results compare favourably to the budget set, with close control over costs and void levels, helped by additional income generated resulting in a better than budgeted performance.

The dual affects of the continuing economic recession and the Government changes to the public sector finances and structure will continue to present a challenge to our service users and local authority clients, our staff and service delivery going forward.

The Association has had many challenges throughout the year around Welfare Reform particularly around the treatment of our accommodation previously assessed as being exempt. Exemption status means that our accommodation is excluded from the proposed changes around Housing Benefit and Universal Credit (which will replace Housing Benefit in the future), such as the bedroom tax, direct payments and the Benefit Cap.

To manage this risk, we discussed the implications and available options with our local authority partners to ensure that valuable supported accommodation for vulnerable people was protected and we feel that we have achieved this at this moment in time. This has not been an easy exercise and with changes still on-going around Welfare Reform our staff have been instructed to monitor the risk for Blue Triangle on a regular basis to protect these resources and also our income streams.

Our Business Planning exercise is nearing completion and while this will provide us with a clear and unambiguous strategic view and purpose for the coming years, we have commenced our business diversification agenda with:

- The purchase (from the Association's own resources) and operation of properties in Kilmarnock to reduce our reliance on leased properties;
- The implementation and operation of the Handyperson Service resulting in repair cost savings and generating some additional income; and
- The recent purchase of the vacant office accommodation in the HQ building for a purpose designed Training Suite resulting in savings associated with room hire costs and income generation from selling the use of the suite to others.

These initiatives will assist in securing and protecting current revenue streams and introduce new revenue earning potential outwith our traditional sources.

As a new initiative this year, the Association finalised negotiations with East Lothian Council for the provision of supported accommodation for young people leaving care in a four flat project in Musselburgh which opened in April. This initiative is aimed at preventing future homelessness by equipping vulnerable care leavers who are at high risk of tenancy failure with the right skills to help them cope with the challenges ahead for them.

This new initiative joins the expanding number of support services being delivered across nine local authorities in Scotland by Blue Triangle.

The Association also had several very successful high profile visits during the year:

- Housing Minister, Margaret Burgess, visited our services in Oban,
- Mary Fee MSP visited our services in Renfrewshire.
- Local MP Anas Sarwar; Glasgow City Council Leader Gordon Mathieson; and Baillie Nina Baker all visited our Sauchiehall Street project in Glasgow.
- North Lanarkshire Council Leader Jim McCabe attended our celebration of twenty one years of successful operation at our Viewpark project.



SERVICE USERS AND STAFF FROM OUR KILMARNOCK PROJECT

We continue to receive a better than average in the sector scoring from the Care Inspectorate for our projects but we are not complacent and seek continuous improvement in this very important regulatory process.

There is little doubt that the result of the referendum on Scottish Independence will bring with it

many changes no matter the outcome.

While we will continue to assess risks, such as that relevant to our current exempted supported accommodation, our aim is to be in the strongest possible financial and structural position to continue to provide services to all our current and future service users.

I would wish to thank the Management Board and the Committees for all their work and also our Chief Executive, her executive team and support and office staff for their effort and commitment.

Jim Maitland Chairman Blue Triangle (Glasgow) Housing Association Ltd.



SERVICE USERS AND STAFF MEET COUNCILOR MATHIESON, LEADER OF GLASGOW CITY COUNCIL, IN OUR SAUCHIEHALL STREET PROJECT





FIONA STRINGFELLOW CHIEF EXECUTIVE

Chief Executive Report

lue Triangle has had a very busy year and has achieved a lot given we are a small organisation with limited resources.

Successes of the organisation

In the early part of the year we were heavily involved in implementation of the new Scottish Public Sector Ombudsman's model complaints handling procedure. This was a rather onerous task to implement as it required training all our staff on the new definitions of complaints and how they should be handled.

We also spent time at our Management Board meetings to consider succession and recruitment of new Management Board and Committee members and we recruited some new Board Members over the summer based on our requirements for the future and the skills gap that we had identified. We have always been very fortunate in attracting good quality Board Members and there has

always been an excellent working relationship with our senior staff – which assures us that we have a well governed organisation.

We also spent a lot of time considering the implications of the new Scottish Social Housing Charter. As from April 2013 we were required to collect a new set of data to demonstrate our performance in achieving the outcomes and standards of the Charter. This, again, was very challenging as we are a very different organisation to a more traditional RSL and many of the indicators are just not relevant to our operating circumstances.

In July 2013, the Management Board considered our Investors In People report and many of its recommendations centred around the way that we dealt with strategic planning. This resulted in the development of the Business Plan Work Book which set out a series of workshops that we needed to undertake in order to meet all the requirements of the IIP report. Part of this involved consulting with service users, staff and Management Board and the production of a new Business Plan with targets for us to achieve over the next five years.

We have had a number of other notable successes this year:

- We have maintained our healthy financial position in a rapidly changing environment. Welfare
 reform and public sector cuts are being felt more and more in our sector and it has definitely
 been challenging, but with the careful and successful stewardship of our Finance Director and
 Finance Committee we have managed to operate efficiently and control our costs to meet our
 income.
- We have maintained our quality of service despite reducing income from local authorities. Many of our services were inspected by the Care Inspectorate throughout the year and we received 31 Grade 5's and 3 Grade 6's which is a great result. Not only that, on average 93% of our service users said that we supported them well or very well, and 92% of them said that we supported them well or very well in accessing other services such as housing.





We have continued to work with our service users to produce the Blue Print Magazine
every quarter focusing on what service users want to see and hear about their services.
 We have established the Blue Creative Blog spot on our website for service users to
really get creative!

We had a number of achievements this year:

- Our Holland Street project won Jobs and Business Glasgow Success in Partnership Award because of their work with young, homeless people and providing access to employment, education and training.
- We opened a new service in East Kilbride as a result of tendering with our first service users coming through the door in April.
- Our handyperson service continued to save us money on the cost of using contractors for small repairs in our projects. We have also developed a small scale new business initiative in providing facilities management services to small charities in the Glasgow area.
- One of our members of support staff in **Paisley** managed to secure a grant for £2000 via a local community partnership application to provide fire retardant bedding for service users when they move on from the project to their own independent tenancy and also



OUR MAINTENANCE TEAM

to provide training on fire awareness for our service users.

• One of our young people at the Renfrew Project completed the Team 40 course at Cardonald College through the Princes Trust. This was a 12 week course involving a residential week in which he was involved in developing a garden for students with learning disabilities and he gained some qualifications to boot!





- We had some service users who were supported by Raleigh International to head out to Tanzania and Costa Rica where they are involved with other volunteers in helping out poor communities.
- We purchased a new training suite which will save us considerable sums of money that we currently spend on external training facilities.
- Two of our service users from our Kilmarnock project were given the opportunity to visit Auschwitz which was funded by Action for Children.
 The same service users also took part in a play around hate crime.
- A working group was brought together involving staff and service users to plan "The Big Event" which was a partnership with Wiston Lodge a facility based just outside Biggar, South Lanarkshire which specialises in personal, social and emotional development using outdoor adventure activities, nature connection, music and arts.



SERVICE USER PREPARING FOR RALEIGH INTERNATIONAL

- One of our ex-service users from Chalmers Court Project successfully enrolled in a course to study for an SVQ in Social Care
- The local Sikh community in Glasgow (Feed Glasgow) contacted our Sauchiehall Street
 Project to see if they could provide a hot meal to our service users on a weekly basis.
 Every Tuesday now, a team from the temple arrives at the project with hot meals,
 snacks and a soft drink for our service users which we are grateful for.









Challenges

Welfare Benefit changes

There has been a number of concerns for us around the housing benefit that we receive for our supported accommodation. The government has taken a number of steps to reduce the housing benefit bill which impacts on vulnerable people such as capping the total amounts of benefit that applicants can receive and sanctions where applicants do not comply with "conditions" around receiving benefits, but they were also considering how to treat "exempt supported accommodation" under new regulations. Whilst there has been some moves to protect accommodation such as ours, we are still concerned about the longer term position for benefits for supported housing for vulnerable groups.

Service Users needs

The Housing Options approach means that service users who are more vulnerable and have more complex needs are being referred to our projects in place of the service users who may have been traditionally referred in the past. This means that we are dealing with a much more challenging client group but with the same staffing levels.

Looking Ahead

Next year, we are expecting to have more of the same in terms of challenges around funding, service user's needs and changes in the way that public services are delivered. We know that there is legislation which will result in the integration of budgets for health and social care (Public Bodies (Joint Working) (Scotland) Act 2014) and we will need to ensure that we maintain our working relationships with our Social Work colleagues during a period of change.

Of course, one of the major events that has created much uncertainty is the Scottish Independence Referendum due to take place on 18th September and it is expected that irrespective of the result of the vote, there will be major changes ahead for the Scottish Government. One thing is certain, however, and that is the continued emphasis on reducing the costs of the overall public sector.

In closing, I would want to thank our Management Board for their commitment, their energy and reassurance. It goes without saying that they are hugely supportive of what we do. I also want to thank all the staff teams across our projects and HQ for their commitment and enthusiasm; our partners both statutory and voluntary; and finally our service users and their families as delivering services to our most vulnerable members of society is both challenging and hugely rewarding in equal measure.

Fiona Stringfellow Chief Executive Blue Triangle (Glasgow) Housing Association Ltd



THE INDEPENDENCE DEBATE









Departmental Reviews Operations

Successes

- Continuing to maintain our very good Care Inspectorate Grades for our services
- Finalising our web enabled application for service users evaluation of our services
- Delivering positive outcomes for vulnerable people
- Implementing Better Futures outcomes monitoring tool across our services

Challenges

 Managing viable services within the complexities and challenges of welfare reform and benefit sanctions

 Operating services within context of uncertainty over local authority cutbacks

Developments in the year ahead

- Implementing the webenabled service evaluation application
- Tendering and re-tendering
- Exploring opportunities with the Ministry of Defence and Scottish Prison Service on development of resettlement services



IAN BATT
OPERATIONS DIRECTOR



HOUSING MINISTER, MARGARET BURGESS, VISITS OUR OBAN PROJECT



Development and Maintenance

Successes

- The addition of our Handyperson to the maintenance team
- Staff and Committee being involved in the purchase of the Kilmarnock flats to augment our provision in East Ayrshire

Challenges

- Developing the Handyperson service so that it generates income
- Spreading the workload of the maintenance team to ensure that work gets done for all projects when they need it



DONALO STEWART
DEVELOPMENT AND MAINTENANCE
MANAGER

- Keeping our costs down to ensure that every penny spent is on ensuring the highest quality service provision for our service users
- Keeping our costs down when some of our costs are being spent to repair vandalism carried out by some of our service users
- Working to a very tight budget

Developments in the year ahead

Developing the Handyperson service so that we can sell it to other small organisations and make a profit to feed back into our charitable activities.



OUR NEW HANDYPERSON, ALEX POTTER AND LINDA MCFARLANE, MAINTENANCE ADMINISTRATOR







Finance

Successes

- Successful implementation of autoenrolment
- Ensuring financial information is prepared for Committee and Board on a regular basis with a small team on time and with 100% accuracy
- Financial results for the year better than budget



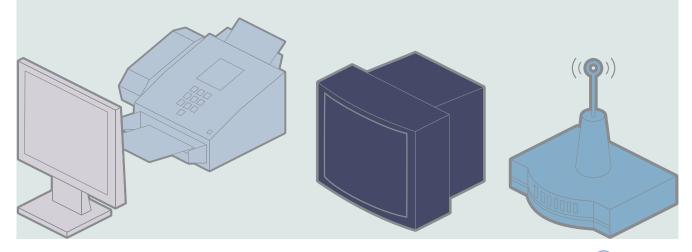
GRAEME HOLMES
FINANCE DIRECTOR

Challenges

- Continuing to balance our budget in difficult financial times
- Ensuring debtor levels remain low and we have minimal write-offs, with continued pressures of local authority cutbacks and welfare reform, the latter including the impact of sanctions on benefit levels payable
- Making our investments work for us when interest rates remain low

Developments in the year ahead

- Maintain our solid financial position
- Increase our level of non-statutory funding
- Continue to deal with the challenges of welfare reform
- Review of IT infrastructure to make more efficient use of our resources





Learning and Development

Successes

- We trained 963 attendees in 24 topics over 82 training sessions in 2013/14. This gives us a four year average of 1026 attendees per annum over an average of 80 training sessions per annum
- Research carried out by Human Resource Management from Strathclyde University looking at training support and function
- Evaluation of ASIST (Applied Suicide Intervention Skills Training) which shows that staff have confidence to help vulnerable service users in crisis



DOUGGIE STRUTHERS
TRAINING AND DEVELOPMENT MANAGER

- Our overdose awareness and Naloxone training which has helped save lives in our projects
- We provided 97% of courses in-house with our pool of internal trainers

Challenges

- Development of the training suite
- Delivering bespoke courses in response to challenges that come up throughout the year given very tight resources in terms of timescales and finance
- Funding of appropriate qualifications relevant to post

Developments in the year ahead

- Development of the training suite to maximise use and income
- Development of training for leaders in line with business plan
- Evaluation of how training impacts on service users and on staff development
- Evaluation of the tenancy sustainment training package
- Develop a policy for recognising learning achievements
- Continued development of appropriate bespoke training topics





Human Resources

Successes

- Supported staff to understand the changes around pensions auto-enrolment
- Launched the IT based relief bank system to improve the allocation of relief workers in our services
- Maintained terms and conditions of employment during difficult financial times
- Worked in partnership with bodies such as the University of Strathclyde and Third Sector Internship Scotland to support students to progress their learning, gain experience and contribute to the working of the HR function



LORRAINE DAVIDSON HRMANAGER

Challenges

- Supporting Managers throughout the organisation to manage absence
- Ensuring that there are systems in place to support Managers to develop excellent performance within their teams







Our Handyperson Service

Blue Triangle Housing Association has employed its own In House Building & Maintenance Team since January 2005.

They carry out repairs and maintenance in a wide variety of properties owned and managed by the Association, from individual flats to large hostels.





This service is now available to other Voluntary Sector Providers in the Greater Glasgow area.

Staff are registered on the PVG Scheme and are sensitive to issues of Equality and Diversity, working sensitively with a diverse range of service user groups.

Services Include:

Laminate flooring Joinery Ceramic tiling

Locks changed Kitchen fitting Pre/post inspections

Carpet fitting Void repairs Painting and decorating

General building works Plumbing

Hard landscaping

Internal and external building inspections to identify maintenance issues





Agencies we work with:

Flourish House

Marie Trust

GenR8 (Action for Children) Say Women

Castlemilk Domestic Abuse Young Enterprise Scotland

Programme

Víctim Support

Testimonials from Managers & External Customers:

The repair was carried out first thing this morning to our entire satisfaction. A first class service!

STEPHEN MITCHELL - THE MARIETRUST

Very efficient and professional and he went above and beyond the call of duty in helping our tenants find a solution to a repair problem.

SAMANTHA - SAY WOMEN

ALLAN FRASER - APM CLYDEBANK PROJECT



Blue Print Creative Team

The Blue Print Creative team tell us in their own words what last year was like for them:



It'S NOT "GO MINUTE MAKEOVER GUYS!"



Stewart: THE TEAM HARD AT WORK





"WE'RE REALLY JUST LOOKING AT THE LUNCH MENU!"

Chris:

Well, this year has been eventful with new members joining us and some old members moving on to pastures new.

With all that aside we have done a few workshops with service users in their own projects with them giving ideas for the Blue Print and with them coming in place to do a piece of work for the Blue Print.

I would like to thank

everyone for the stuff they sent us and its been great to see the Blue Print coming along so good and the service users that put it all together you have done a great job also.

I have enjoyed being part of the team and also thanks to Head Office for the new laptop. With the new laptop its helped a lot as its faster.



STEWART INTERVIEWING SHIRLEY FROM THE BRIDGES PROJECT

The Blue Print Creative Team



The Projects



We work with charities that exist to provide personal development and volunteering opportunities for service users such as The Venture Trust and Raleigh International. The opportunity arose recently to get a picture of Toni Mason on one of her regular visit's to the

venturetrust

Viewpark project in North Lanarkshire. Since January 2014 Toni has worked well with service users and several have signed up for

courses, while staying at the project and after moving on.





TONI MASON FROM THE VENTURE TRUST VISITING SERVICE USERS IN OUR VIEWPARK PROJECT

Personal development

New SKIIIS





Tenancy Sustainment Courses

BTHA have run tenancy sustainment courses for young people leaving care to prepare them for independent living. The courses cover everything they need to know around preparing and living in their own tenancies. We currently provide these courses to local authorities only - but we can deliver them to other agencies, too, such as Housing Associations and other charities.

Here is some of the feedback from those going through the courses:

Enjoyable - learning made Fun!

Really good, enjoyed the course, very interesting

Questions answered. Good, learned a lot of what we need to know. Guest speakers were lovely and answered questions in depth. Good night.









Service User Quotes

We collect service user comments about our services as part of our quality control. Our Managers review all comments and act on any dissatisfaction with our services and try to act on any new improvements where we can and where our budgets allow. The quotes support our person-centred approach to service delivery.

> The support helped me get my confidence back after a brain injury, they supported me in getting part-time work and really believed in



The staff have made it better for me to turn my life around

SHAWN, HAMILTON

Staff have been brilliant in helping me do my budgeting and stuff. I feel safe here

SAMMY, CLYDEBANK

Things are going great, I'm more involved out in the community have more structure in the week and have increased skills such as computing

ALEX, RENFREW



SERVICE USER FROM HOLLAND STREET PROJECT ENJOYING A

GAME OF FOOTBALL







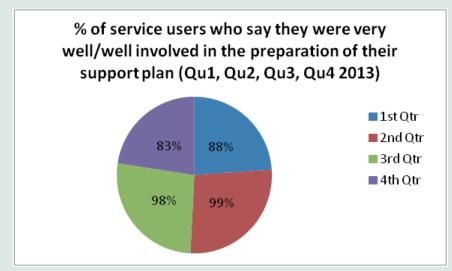


Performance Information

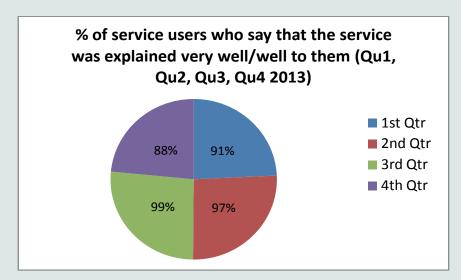
As part of being open and accountable, we regularly publish information about our performance and we have set out below information on our performance for the period April 2013 – March 2014.

We report performance in each quarter of the year (April – June, July –Sept, Oct – Dec, Jan – March)

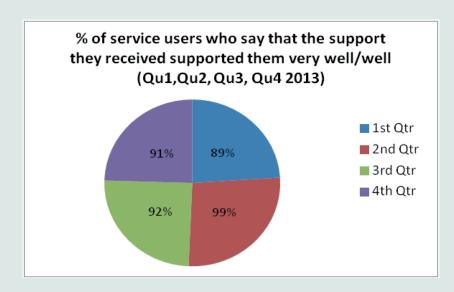
Operations and Service User Satisfaction



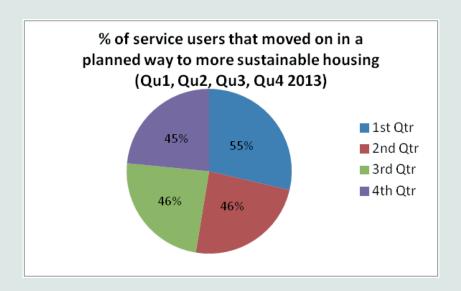
In the year 2012-3, our average service user satisfaction for this Indicator was 93%; and in the year 2013-4 the average was 92%.



In 2012-3, our average service user satisfaction for this indicator was 93%; in 2013-4, the average was 93%



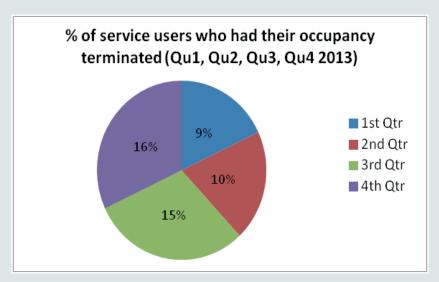
In 2012-3, our average service user satisfaction for this indicator was 97%; in 2013-4, the average was 93%



In 2012-3, our average score for this indicator was 52%; in 2013-4, the average was 48%







In 2012-3, our average score for this indicator was 11%; in 2013-4, the average was 13%

Care Inspectorate Grades

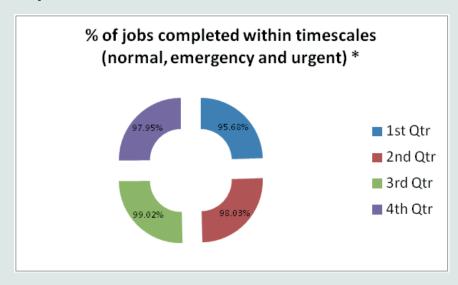
2012 (all quarters	Number of Grades across services that were inspected	2013 (all quarters)	Number of Grades across services that were inspected
Grade 1	0	Grade 1	0
Grade 2	0	Grade 2	0
Grade 3	1	Grade 3	0
Grade 4	6	Grade 4	11
Grade 5	6	Grade 5	31
Grade 6	2	Grade 6	3

Our services are inspected by the Care Inspectorate: Grade 1 is poor, Grade 6 is Excellent. Most of our services are graded 4 (Good) or 5 (Very good).



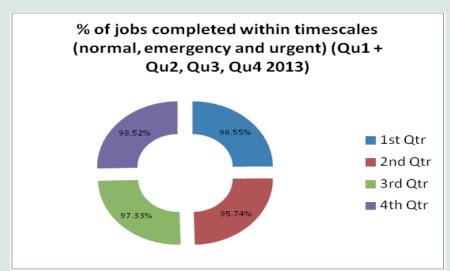
Development and Maintenance

Repairs Performance 2012-3



*TOTAL NUMBER OF JOBS = 831 OVERTHE YEAR

Repairs Performance 2013-4



Our repairs performance is consistently over 95% on the indicator of % of jobs completed within timescale



Financial Information

	Income lost as % of all income we get				Average for 2012
	April - June 2013 (Qu1)	July-Sept 2013 (Qu2)	Oct - Dec 2013 (Qu3)	Jan- March 2014 (Qu4)	
Voids*	2.32%	2.49%	2.68%	2.79%	2.01%
Sums owed*	4.61%	4.60%	3.72%	5.91%	5.23%
Bad debts*	0.49%	1.01%	1.05%	1.20%	0.86%

*Voids = money lost because we are looking for a new service user to move into an empty room, *sums owed = money due to us for benefits from local authorities to cover the cost of the room, *bad debts = money lost because of rent arrears

In 2012, our average void loss figure was 2.01%, our average sums owed was 5.23% and our average for bad debts was 0.86%.

In 2013, our average void loss figure was 2.57%, our average sums owed was 4.71% and our average for bad debts was 0.92%.

Financially, we are doing well given the current climate, but staff have to work hard to make sure that we get money in from the local authorities to cover our staffing costs, and we work hard with the homeless teams of the various local authorities to ensure that empty rooms are filled quickly.





Complaints

We are now signed up to using the Scottish Public Service Ombudsman model complaints handling procedure

2013	
Stage 1 + 2 complaints	
Total number complaints received	42
Total number upheld	7

Human Resources

		April - June 2013	July- Sept 2013	Oct- Dec 2013	Jan- March 2014
Work force management	Number of staff	227	234	241	234
	Number of new starts	14	14	9	5
	Number of leavers	7	7	9	7
	Staff turnover (number staff left as % of average number employed in the period	3.08%	2.99%	3.73%	2.99%
	% of staff costs attributable to sickness	6.07%	5.57%	6.82%	8.74%
	% of staff costs attributable to training (costs vs turnover)	0.94%	0.86%	0.93%	1.06%



THE MANAGEMENT BOARD ARE THE DIRECTORS OF THE COMPANY AND THEY MAKE THE DECISIONS ABOUT HOW BLUETRIANGLE (GLASGOW) HOUSING ASSOCIATION IS MANAGED AND RUN

Our Management Board

Jim Maitland - Chair

Jim McKenzie - Vice Chair

Neil Robinson - Convenor (Finance Committee)

David Brown - Convenor (Housing Management Committe)

Deborah McGuire - Convenor (Human Resources Committee)

John McRitchie - Convenor (Human Resources Retired)

Bill Thompson - Convenor (Maintenance and Development Committee)

Stuart Dryburgh - Board Member

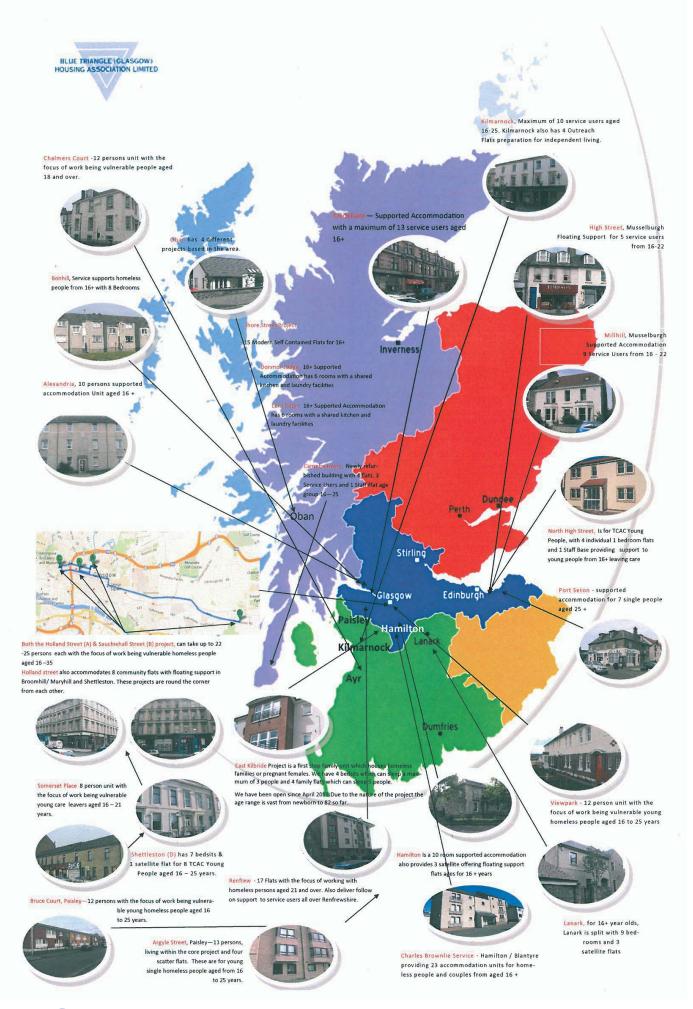
Peter Timpson - Board Member

Frances Miller - Board Member

Lindsay Gemmill - Board Member

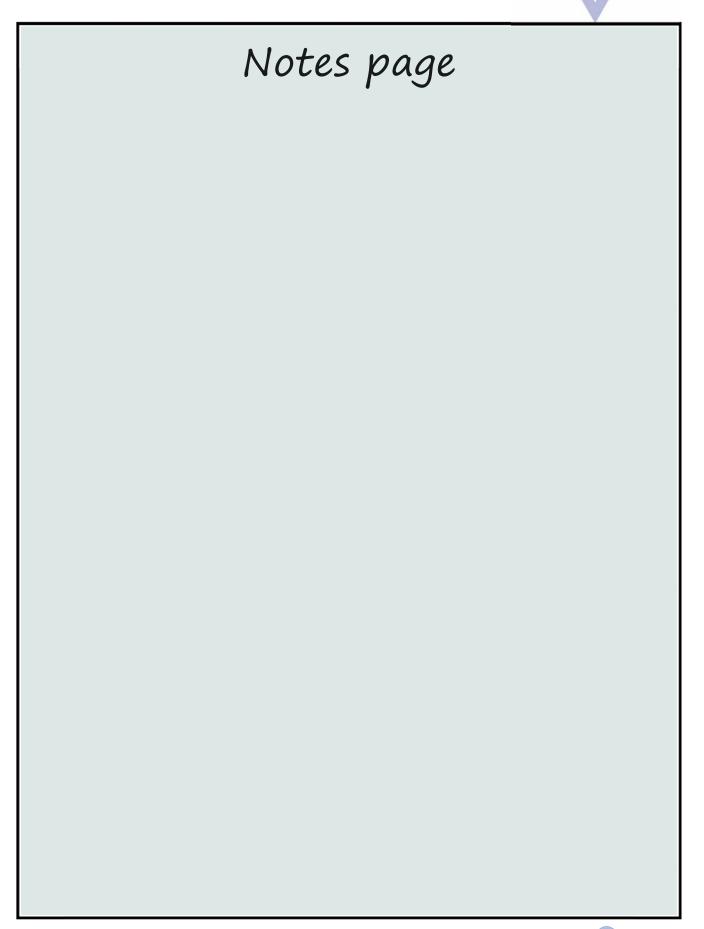
Denis Sullivan - Board Member

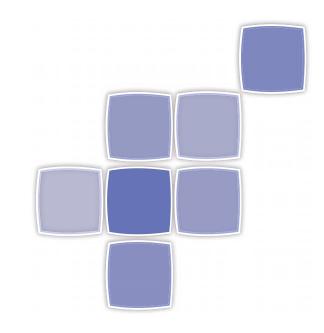












BTHA. OPG.UK