



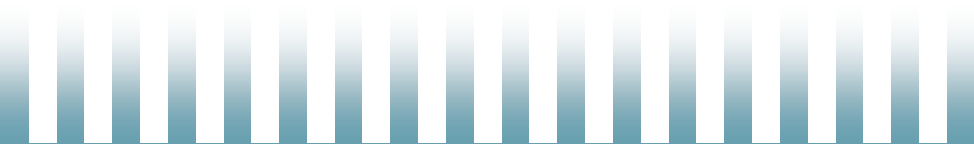
BLUE TRIANGLE (GLASGOW)
HOUSING ASSOCIATION LIMITED

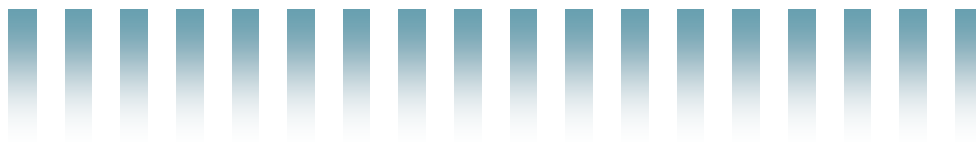
Annual Report for the year April 2012-March 2013

A review of the year



Our Mission Statement “We work with people affected by homelessness, providing person centred support and quality accommodation”





Contents

Chairman's Statement	3
Chief Executive Review of the Year	5
Departmental Reviews	10
Service Users	15
Service User Activities	17
Blue Print Creative Team	20
Raleigh International	22
Our Key Performance Information	24
Board Members & Senior Staff	27
Red Nose Day in Lanark	28





Chairman's Statement

The Association continues to maintain sound financial management policies and enjoys a strong financial position. 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 accounts for the year to 31 March 2013 show a surplus prior to reserve movements for property refurbishment and cyclical maintenance, and the balance sheet of the Association remains healthy.

The continuing effect of the economic recession, resulting in uncertainties about local authority funding, together with the UK Government changes to Housing Benefit in April 2013, made forward financial and operational planning difficult.

In response to this uncertain environment the Association carried out a business planning exercise and with the assistance of consultants has embarked upon a business diversification agenda designed to secure and protect, as far as possible, current revenue streams and open up new revenue earning opportunities.

Among the several new areas identified, the existing in-house maintenance section has been expanded to include a Handyperson Service and properties in Kilmarnock have been purchased, from the Association's own cash resources, to replace properties leased from local housing associations.

The Association successfully tendered for the provision of a supported accommodation service accommodating twenty three service users over two locations in South Lanarkshire and also first stop accommodation and outreach support for families and pregnant females, also in South Lanarkshire. The first service commenced during the financial year and the second commenced shortly after the year end, and join the expanding number of support services being delivered across nine local authority areas in Scotland.



For the first time in a number of years, several of our service users have taken part in Raleigh International projects abroad, self-funded, and many more have moved on to independent living. However, our client group across all our local authority areas reflects an increasing trend for those with much more challenging needs to come through the system into our projects.

This is an outcome of the local authorities implementing “Housing Options” approaches which enables those with less challenging needs to be assisted to resolve their housing problems without recourse to a homeless presentation. We have found that this presents challenges to our staff teams in working with individuals with complex needs to not only obtain more stable accommodation, but also to ensure that they maintain their accommodation on a long term basis. As part of our approach to help our service users sustain their accommodation we have piloted a “My New Home” course which prepares service users for their tenancy and its obligations, and we hope to roll this out in future years.

The regulatory bodies who monitor our service provision continue to recognise the high levels of professionalism and support provided by our staff and the Association continues to achieve a high success rate in supporting our homelessness service users towards independent living. This is reflected in the Association securing the Silver Award from Investors in People.

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.


J. Maitland
Chairman



**Musselburgh Project celebrates 10 years
service in East Lothian**



Chief Executive Review of the Year

Successes of the organisation

We had a number of very successful events through the year starting with our Senior Staff and Board Away Day which focused on the risks and challenges we faced as an organisation, alongside presentations by some of our Project Managers. As part of the day we spent some time discussing our mission statement, core values and strategic objectives.

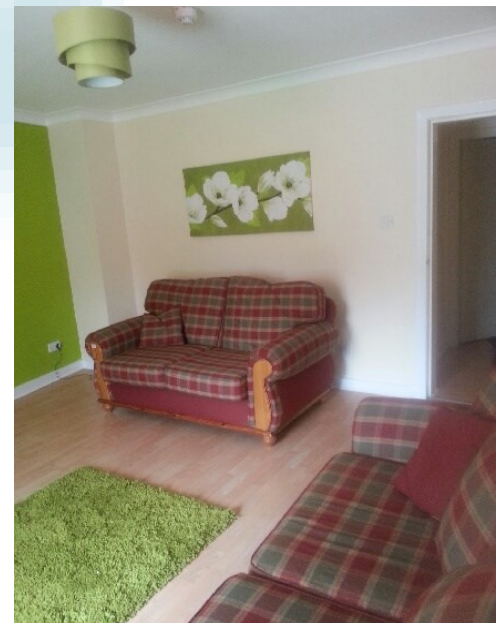
We support 288 vulnerable service users every night, 365 days of the year, and our major success is, of course, delivering services to vulnerable homeless people, providing them with a safe and secure environment and preparing them for moving on successfully to more independent living or their own tenancy. We do this through our staff teams who are highly trained in many aspects of support – not only are they supported and encouraged to complete their SVQ (we are on course for complete registration of all our Managers by July 2014 at the latest) – but we ensure that we develop bespoke training courses to meet the needs of service users. This year, for example, we have introduced a bespoke risk assessment tool, behavioural recording systems and protocols which assists our service users with mental health issues such as self-harm or suicidal thoughts. Our standard of support is reflected both in our Care Inspectorate grades (the majority of our grades fall into Grades 5 and 6) and the measures of satisfaction with our services (we regularly receive over 90% satisfaction with our support services which we assess on a quarterly basis) and our outcomes (only 8% of our service users had their tenancies terminated over the year and we regularly see over 50% of our service users moving on in a planned way to more independent living).

Another major success is maintaining a healthy financial position for the organisation given the difficult economic position and the environment of cuts and efficiencies and with good governance and careful stewardship of resources we were able to generate a decent surplus this year which will enable us to invest for the future.



We had a number of **achievements** over the year:

- We were very pleased to receive an award (in partnership with South Lanarkshire Council) from the Residential Child Care Awards in June 2012 for our enterprising “My New Home” course which prepares young people (principally from a care background) for their first tenancy
- We obtained Investors in People Silver on 25 February 2013
- We started a bereavement support group for staff who have suffered bereavement and/or bereavement by suicide in their lives in February 2013
- We piloted a tenancy sustainment package in some of our projects resulting in award ceremonies for service users who passed successfully in April 2012
- We were successful in our bid in partnership with Glasgow Homelessness Network to Glasgow’s Youth Employability Group for some challenge fund monies to enable a rent incentive pilot that would assist young residents in supported accommodation to sustain work
- We had a service user event in April 2012 which asked our service users what we did well and what we could do better and had a number of meetings throughout the year getting their views on the services that they receive
- Our service users continued to work on our magazine *Blue Print* – a magazine designed by service users for service users, and we have now created a section on our external website called *Blue Creative* which we hope our service users will fill!
- We successfully tendered for a housing support service in South Lanarkshire for supported accommodation



New flat in Kilmarnock

- We developed a pilot to train all our staff in tenancy sustainment
- We purchased additional flats using our cash reserves to provide self-contained accommodation for service users in East Ayrshire
- We successfully recruited new Board members from a variety of backgrounds to help us develop for the future
- We invested in IT for our maintenance team to make them more efficient and less reliant on manual systems
- We developed a new streamlined support plan based on the “Better Futures” outcomes tool which tracks how service users have progressed as a result of our support services
- We employed our own “handyperson” to provide small repairs and maintenance services to both our own service users and also other agencies who work with similar client groups to ourselves
- We rolled out a new comprehensive employee assistance programme (EAP) which provides an on-line resource which can be used by our staff team to get information about all sorts of things from how to deal with stress to healthy eating
- We established a Blue Triangle Choir involving both staff and service users with the help of Theatre Nemo



BTHA Maintenance and Handyperson Team

Challenges

One of the key challenges this year has been, of course, the on-going changes happening to the welfare benefit system and things like the introduction of a cap on the total amount of benefits that someone can claim which was due to be introduced in April 2013. This caused us great concern as supported accommodation does rely on higher levels of Housing



Benefit because of the higher costs in running this type of accommodation. There was also concern around whether our accommodation would be treated as “temporary” accommodation or “supported exempt” accommodation as depending on how our accommodation was defined, we could be subject to cuts to our Housing Benefit levels. Throughout the year we consulted with all our staff teams on the implications for us around the changes. We have since had some reassurance that our accommodation is “supported exempt” accommodation and we await the Government’s view on how this will be treated under Universal Credit.

We also had the challenges around changes to our regulatory system. We were faced with a lot of changes being introduced by the new regulators: The Scottish Social Housing Regulator (April 2011) and The Care Inspectorate (April 2011). The Scottish Housing Regulator issued new guidance on: Regulatory Standards of Governance and Financial Management (2 April 2012), Monitoring of the new Scottish Social Housing Charter (2 April 2012), Notifiable Events (2 April 2012), and Recommended Practice on Business Planning (7 August 2012). The SPSO (Scottish Public Sector Ombudsman) meanwhile published a model Complaints Handling Procedure (CHP) which applied to all Registered Social Landlords from April 2012. The Scottish Government also published the new Scottish Social Housing Charter (1 April 2012) which sets out the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. So there has been a lot of activity in meeting these new guidance and regulations!

We also had some major challenges around our vulnerable service user group as we had a number of service user deaths during the year. The organisation, Board, project staff and service users were deeply affected by this and are still dealing with the ramifications of this today. The organisation as a result commissioned its own independent research into the events to see what could be learned from such tragic events.

Alongside that we had the difficulties caused by the economic depression and cuts in our budgets from our local authority partners alongside our journey to



SIRCC Award in partnership with South Lanarkshire Social Work

become a more self-sufficient social enterprise and generate our own income rather than being reliant on local and central Government income.

Looking Ahead

Next year we will await with interest (and much trepidation) the outcome of the review into the future of Housing Benefit for supported exempt accommodation. We will be keeping a close eye on developments in the “personalisation” of services as whilst we have always believed that our services are delivered in a way unique to each person, personalisation is a very different way of delivering services - but the main thing that we want to do is continue with our mission in providing high quality services to our vulnerable service users in ways that meet their needs.

And we will be ensuring that we consider the best way forward for us as an organisation to meet the difficult economic environment, develop our Business Plan and our direction ensuring we maximise our resources.

In closing, I would want to thank our Management Board for their commitment, their energy and their reassurance, it goes without saying that they are hugely supportive of what we are trying to achieve and I look forward to working with them again next year. I also want to thank all the staff teams across all our projects and HQ for their commitment and enthusiasm; our partners; and finally, a word of thanks to our service users who can challenge, frustrate and then amaze us, all within the same five minutes!



Nicola and Anne from Viewpark

If you would like to find out more information about what Blue Triangle Housing Association does please go to our web site www.btha.org.uk.

Fiona Stringfellow

Chief Executive



Departmental Reviews

Learning and Development

Successes

- Trained 1100 attendees in 24 topics
- Came in on budget
- Evaluation of training courses ranked highly
- Provide 95% of courses in-house with our pool of internal trainers

Challenges

- Trainers moving on and having to be replaced from within our staff team
- Delivering bespoke courses in response to challenges that come up throughout the year given very tight resources

Developments in the year ahead

- Courses in: working with risk; support person centred thinking and planning; male sexual abuse and trauma training; attachment based practice with adults; making the most of staff supervision in social care
- Working on the development of our new bespoke training facility to enhance our training packages in-house and also externally



Doggie Struthers
**Training and Development
Manager**

Development and Maintenance

Successes

- The completion of over 95% of our repairs on time
- The addition of our “handyperson” to the maintenance team
- The purchase and refurbishment of the East Ayrshire flats for service users



Donald Stewart
**Development and Maintenance
Manager**

Challenges

- Spreading the workload of our small in-house team to keep all the projects happy
- Working to a very tight budget
- Ensuring that damage by service users through vandalism is repaired quickly to ensure our properties retain high standards

Developments in the year ahead

Developing the “Handyperson” service to sell on to other organisations

Finance

Successes

- Successful implementation of RTI (Real Time Information) for payroll reporting to HM Revenue and Customs
- Ensuring financial information prepared for Committee and Board on a regular basis with a small team on time and with 100% accuracy
- Solid financial results for the year



Graeme Holmes
Finance Director

Challenges

- Preparing for pension auto-enrolment
- Balancing our budget in very uncertain times
- Ensuring debtor levels remain low and we have minimal write-offs
- Dealing with greater scrutiny of rent levels by local authorities
- Making our investments work for us when interest rates are so 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

Operations

Successes

- Maintaining our quality of service as independently assessed by the Care Inspectorate and our service users
- Commitment to continuous improvement of services
- Our partnership award for the development of our “My New Home” course
- Working with an IT intern to develop a bespoke web-enabled application for service users to assess services
- The development of “Better Futures” outcome tool in our services and streamlining the support planning documentation to better demonstrate the outcomes we are delivering
- Working in partnership with service users to further develop our services to benefit them
- Working with a range of partners both statutory and voluntary sector to provide a wide range of services to meet the needs of our service users



Ian Batt
Operations Director



The Chief Executive, staff team and service users from the Lanark project with the Innovative Partnership Award, (received in partnership with South Lanarkshire Social Work Department) from the Scottish Institute for Residential Child Care (SIRCC)

Challenges

- Managing the impact of the tragic deaths of service users in one of our projects
- The implementation of a new service in South Lanarkshire to tight timescales and managing the TUPE process

Developments in the year ahead

- Rolling out Better Futures across all our services
- Monitoring and managing the impact of welfare reform on services and service users
- Completing the re-tendering exercises for some of our services
- Going live with our web-application for evaluation of services by our service users
- Working on bespoke occupancy agreements for each of our projects

HR

Successes

- Following the award of the South Lanarkshire contract successfully negotiated the minefield that is TUPE and supported the staff teams through the process
- Staff teams fed back that they felt supported during difficult times (TUPE transfer)
- Rolled out a new comprehensive employee assistance programme
- Relief bank covered over 7,700 shifts with only 6% of the shifts having to be filled by agency workers
- Achieving Silver award for Investors in People



Rachel Owora
Human Resources
Manager





Challenges

- Supporting Managers throughout the organisation to manage absence
- Keeping abreast with legislation and case law

Developments in the year ahead

- Prepare for our “staging” date of 1 Feb 2014 for pension auto-enrolment
- Develop the relief bank by looking at IT support and move away from manual systems to improve efficiency
- Continuing to support Managers in developing their key responsibilities and functions such as absence management, performance management and employee engagement



Managers and staff attending and representing Blue Triangle at a recent official event

Service Users

Improving our service user's quality of life is central to everything we do.

Some of the activities and key events for our service users are set out below:

- Our service users and staff from our Chalmers Court project took part in a “recovery” walk in June 2012
- Some of our service users went through an assessment with Raleigh International and two of them ended up in some very far-away places as volunteers in community projects (well done Jeff from our Musselburgh project, Jimmy from Hamilton project and David from Lanark project)
- Some of our service users from our Holland Street projects and Sauchiehall Street projects took part in a street soccer tournament in April 2012
- Some of our service users from our Lanark project visited the Scottish Parliament in April 2012
- We had support from a team of volunteers from The Hilton Hotel in Glasgow who came along to do a “make over” for one of our recreation areas for our service users in one of our Glasgow Projects and, in fact, “adopted” us as their charity this year! So a big thanks to them!



Service user Hugh in our Clydebank Project's art room.



- In conjunction with the NHS and funding from ICS (Integrated Children's Services) we ran a healthy eating and practical cooking skills programme with some of our service users in our Lanark project
- We received a donation from Slater Menswear in Glasgow so that service users in our Paisley project could attend a carnival during the festive season

We celebrated the 10th year anniversary of our Musselburgh project by having an "open" day and launching the video of what our project does on our website

All our projects have a variety of activities for service users to help prepare them for independent living and to help them cope with the issues caused by or which have caused their homelessness such as:

- Learning how to cook nutritious meals
- Literacy and numeracy
- Health initiative—physical and mental health
- Education, employment and training support
- Financial advice and practical assistance
- Art therapy and other therapeutic tools
- Alcohol and substance abuse
- Emotional support, coping and personal resilience



Blue Print Creative Team workshop in Ayr

Service User Activities

In the Clydebank Project's Art Room

The Clydebank Project's art room opened in 2011 and has proved to be very popular with our service users. Many service users attend regularly, where they have the opportunity to try out a wide range of art materials in a relaxing environment. Laura, Hugh A and Hugh M are service users who have enjoyed taking part in the activities. The photos shows them expressing themselves through various paintings which have been displayed throughout the project. Service users also have the opportunity to paint on canvases or to have their artwork framed to be displayed on their own wall and taken with them to put on the walls of their future homes. A sense of pride is established whilst skills are developed which can be used to give a home a more personalised touch.

Jenna Ferguson - Project Worker



"I have enjoyed taking part and it was creative for me. I have liked drawing and colouring in. I have painted onto canvas and have worked together with other service users to do paintings to be shown in the project. It has helped me to learn how to work in groups. It gets me away for a while and gives me something to do."

Hugh Mills - Service User



Blue Jangle, the Blue Triangle choir, including staff and service users (with Gregg Muir, Musical Director from Theatre Nemo)



Staff member Annie Thompson and service user Scott, hard at work in the garden at our Renfrew project



Harvest at Clydebank



Viewpark trip to Ayr



Blue Print Creative Team

Blue Triangle produce a quarterly magazine by service users for service users.

We have an editorial team called “Blue Print Creative” who produce the magazine with support from staff. Here’s what the team said about the magazine this year:



The editorial Team meet to discuss layout

Chris says:

“In the last year when I joined the Blue Print Team I have met new people and staff within the Blue Triangle and we have enjoyed reading a number of peoples’ stories and jokes and experiences within their own projects. I am the Sports Editor for the Blue Print and I love every minute of it and I will continue to do so and hope to see new people join the team and enjoy the Blue Print as much as I have enjoyed it.”



Designing the magazine layout

Vicki says:

"In the last year I have gained confidence by doing my first ever presentation with 85 people watching, going to new projects to do workshops and I have also tested my computer skills with designing the front cover and page layout. I have also learnt to be less negative about the work I do and in all things me. Continuing being a part of B-PET has helped me to keep going



when everything else has fallen apart. It gives me hope for the future. I enjoy being part of a team and winding Liz up by calling her our boss!"

Checking the proof at the printers



Raleigh International



We are very proud to support our service users in experiencing sometimes life changing events such as working with disadvantaged communities in third World countries. Part of this journey involves raising funds to get things like equipment and injections.

Both the fundraising and the experience of the trip itself does fantastic things for our people's confidence, skills and abilities to move on in life and live independently in their own tenancies.



Jeff Young, one of our service users from our Musselburgh project working as a volunteer with Raleigh International in Costa Rica and Nicaragua



David Seaton, from BTHA Lanark, and Friends with Operation Raleigh in Tanzania

David is 2nd from the left in the
picture above and the picture to
the right



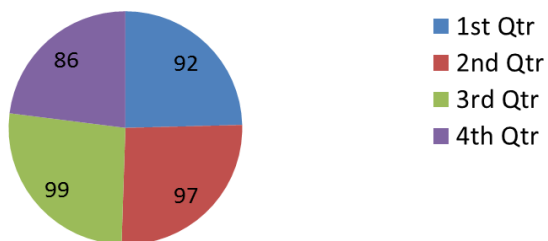
David is at the right hand side back
row

Our Key Performance Information

Operations



% of service users who say they were very well/well involved in the preparation of their support plan



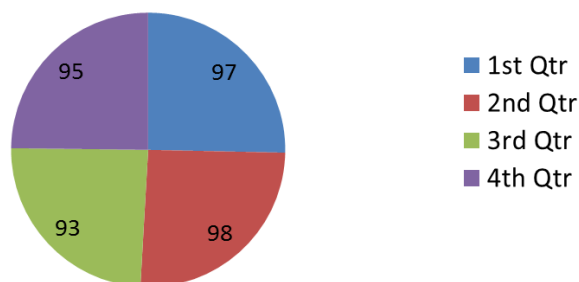
***It's good living here.
Much more freedom than
the children's home***

In 2011, our average service user satisfaction for this Indicator was 93%; in 2012 our average was 93%

***Support has made me successful in
everything and made me settle
down. I am thankful for it***

***Staff are great (Name)'s my
keyworker—she's brilliant***

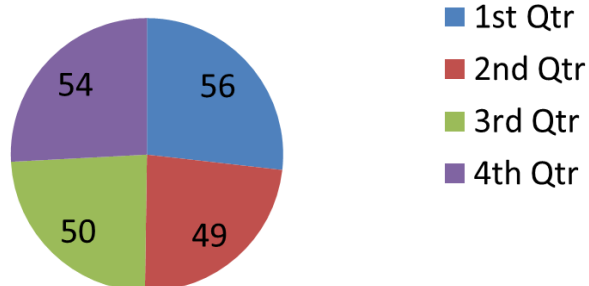
% of service users who say that the service was explained very well/well to them



In 2011, our average service user satisfaction for this indicator was 93%; in 2012 our average was 95%

They try to get us to go to service users' forums and service user meetings. I've been to some

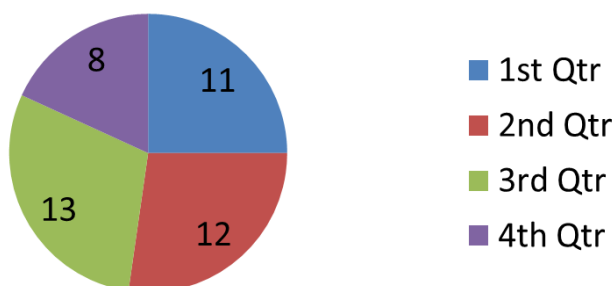
% of service user who moved on in a planned way



In 2011, our average for this indicator was 46%; in 2012 it was 52%

I feel that the service is brilliant and that the staff are the most helpful and understanding people I know

% of service users having their occupancy terminated



In 2011, our average for this indicator was 11%; in 2012 it was 11%

The quality of the support I am getting is great and I am really benefiting from it

Financial Information



	Income lost as % of all income we get				Average for the year
	April – June 2012	July – Sept 2012	Oct – Dec 2012	Jan – March 2013	
Voids	2.38%	2.57%	2.64%	2.63%	2.55%
Sums owed	7.68%	4.77%	4.66%	3.83%	5.23%
Bad debts	0.73%	0.73%	0.85%	1.15%	0.86%

Development and Maintenance

		April – June 2012	July – Sept 2012	Oct – Dec 2012	Jan – March
Jobs completed	% of jobs completed within target timescales (normal, emergency, urgent)	95.68	98.03	99.02	97.95
Volume of	Volume of jobs carried out	185	203	185	258

Human Resources

		April – June 2012	July – Sept 2012	Oct – Dec 2012	Jan – March 2013
Work force management	Number of staff	213	212	217	222
	Number of new	7	6	14	12
	Number of leavers	10	7	9	7
	Staff turnover (number staff left as % of average number employed in	4.69	3.30	4.15	3.15
	% of staff costs attributable to	9.50	8.40	6.35	6.53
Learning and development	% of staff costs attributable to	1	0.60	0.87	0.98

Note: HR KPIs reflect permanent workforce only

List of Board Members

Jim Maitland – Chair (elected 28 July 2011)

Jim McKenzie – Vice Chair (elected 2 Aug 2012)

Bill Thompson – Convenor Development and Maintenance Committee (elected 28 July 2011)

John McRitchie – Convenor Human Resources (elected 24 June 2010)

David Brown – Convenor Housing Management Committee (elected 24 June 2010)

Neil Robinson – Convenor Finance and General Purposes Committee (elected 2 Aug 2012)

Peter Timpson – Board Member (elected 28 July 2011)

Stuart Dryburgh – Board Member (elected 2 Aug 2012)

Stuart R McIvor – Board Member (co-opted 1 Nov 2012)

Deborah McGuire – Board Member (co-opted 1 Nov 2012)

Freya Lees – Board Member (co-opted 13 Dec 2012)

List of Senior Staff

Fiona Stringfellow – Chief Executive

Ian Batt – Operations Director

Graeme Holmes – Finance Director

Rachel Owora – HR Manager

Dougie Struthers – Learning and Development Manager

Donald Stewart – Development & Maintenance Manager

Allison Black – Area Manager

Swaran Rakhra – Area Manager

Patrick McKay – Area Manager



The staff at our Lanark project had a “red nose day”

FRONT COVER

The award ceremony for the Tenancy Sustainment Training course



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