



Business Plan 2024-2029

Empowering People To Thrive



Contents

1	Executive Summary	3
1.1	Business Overview	4
2	Who We Are!.....	5
2.1	What We Do	5
2.2	Vision and mission and values.....	7
3	Strategy Development	8
3.1	Internal Context (SWOT)	8
3.2	External Context (PESTEL)	9
4	Our Work	10
4.1	Market Positioning	11
4.1.1	Policy	11
4.1.2	Data and Statistics	13
4.1.3	Welfare and Housing Benefit	15
5	Our Commitments.....	16
6	Celebration	19
7	Targets and Forecasts	19

1 Executive Summary

As we embark on the next phase of Blue Triangle's journey, I am delighted to set out our vision and plan over the next five years in this ambitious Business Plan for 2024-2029. We have taken this opportunity to reflect on recent achievements, our previous aims, along with engaging our stakeholder groups including supported people, staff, committee members, and other partners to devise a roadmap that will enable us to meet the needs of all. This will enable us to deliver on our obligations as a Registered Social Landlord (RSL) and Social Care Provider.

By setting out our commitments, our aim is to enhance and improve on the great work that we already do across all our communities, and perhaps work with more people across Scotland where there is opportunity to do so. Annually updating our business plan will allow us to both measure progress, but more so ensure we have an agile plan that is both relevant and reactive to the present time.

We are not immune to the changes and challenges that have been witnessed over recent times including cost of living crisis, adult social care spending cuts and war/conflict across the globe but have proven our resilience in continuing to focus and protect the people we support when these challenges do arise. A huge aspect of our work will continue to empower the people who we support and connect with, addressing challenges faced by those who come through our services, specifically stigma, discrimination, exclusion, and exploitation. We want to be courageous, tactful, and tackle these issues in the right way either through our campaigns, or simply by designing solutions through the lens of our supported people.



Looking ahead, we are taking this opportunity to review our financial plans to ensure we maintain a resilient business, one that has proven to be successful for 50 years and build upon this with a service operating model that is sustainable, allowing us to reinvest. As a slightly unique RSL, our desire is to offer more housing solutions in the coming years through investment in both affordable and supported Housing. We will work with the regulators and housing teams to align our investments with local housing and strategic plans.

Finally, over the coming years we want to celebrate. As an organisation who has grown immensely in its 50 years of supporting people and providing housing services, I want us to celebrate all the people we have worked with and the people in the business who have made this organisation what it is.

Gary Meek, CEO, June 2024

1.1 Business Overview

Blue Triangle was incorporated in 1975 through the Young Women's Christian Association (YWCA), initially to provide services through one property in Glasgow for young single women. In 1991 it became its own legal entity when it split from the YWCA. As we implement this strategy, we will be celebrating our 50th anniversary, taking the opportunity to mark the occasion and review the developments and growth achieved over the decades, the diverse role we play in communities, the tens of thousands of people we have worked with and our impact since our inception.

Blue Triangle provide support to over 400 people daily in a range of settings including:

- Supported accommodation (homelessness) for adults.
- First stop and/or emergency accommodation (homelessness)
- Gender specific services.
- 'Housing First', rapid rehousing, outreach support.
- Peer recovery outreach support.
- 'Young Persons' and 'Care Experienced' supported accommodation.

We are a registered social landlord (RSL) in Scotland and are regulated by the Scottish Housing Regulator (SHR). We own the majority of the properties from which we provide our services from and are a supported accommodation provider, providing person centred, trauma informed support to those who reside with us.

Our objectives, as noted in our constitution are to provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care.

Our previous plan highlighted the evident need to review our service delivery, identify service diversification and differentiation offerings that could offer new specialisms and initiatives. Over the past 5 years, we have expanded both geographically and, also through additional specialisms.

The increase in rapid rehousing through local authority rapid rehousing plans in 2018 has led to increased outreach provision, including those with complex tenancy support need, and additional services under the 'Housing First' approach. Following on from a successful pilot project in South Ayrshire, we have secured over £1m in funding through National Drugs Mission Grant funds for intensive outreach and recovery accommodation projects. Additionally, we have moved into a new Local Authority region, Falkirk, where we now deliver support to individuals aged 16-24.

In March 2020, like many other organisations, we were forced to make critical operational changes to protect the lives of our colleagues and people we support when faced with the pandemic and the impact this had on those living and working in social care. Working in partnership with our commissioners and local social work teams, we were able to safely transition residents in and out of our services cognisant of new infection control and safety measures. Whilst Covid-19 is no longer a critical threat, the ongoing impact of the pandemic is evident.

At this time, we also embarked on a critical transformation programme recognising the need to evolve our digital infrastructure to better support our frontline teams. This consisted of designing and developing our new outcomes management system, our HR systems, a training platform 'Thrive' and a new internet and intranet. With these new systems in place, we have set the foundations for advancing our digital working practices over the course of the next five years and the lifetime of this plan.

2 Who We Are!

Our vision, mission and values have been reviewed in recent years enabling us to future proof our narrative, to stand out and ensure that the language we use is reflective of who we are and what we do. We consulted with our staff and supported people about what Blue Triangle meant to them, and created our new brand based on their feedback and ideas. Our new brand was published in time with our new website in 2021, which is continually updated to provide the latest information about our services.

Our reach through digital routes is integral to our business operation and brand awareness. We engage via social media more frequently now than ever, and our engagement with our audiences grows year on year. We have also explored new formats such as film case studies as a way to explain and promote our work. We have expanded our print materials, using flyers, posters and QR codes to push campaigns around employment and volunteering. Staff in our services make use of the print materials when out at events, helping to raise our profile.

We also created new brands for our Intense Peer Recovery Support services, alongside marketing materials to help staff with referrals and working with partners.

2.1 What We Do

Blue Triangle runs 26 services across 10 local authorities. Our staff support the people who enter our services towards gaining their own tenancy. Many of our services also have 'outreach flats' attached to them, offering a stepping stone progression towards an interdependent tenancy. By providing safe, supportive, psychologically informed environments we work with people at various stages of their support journey, offering the time and space to reset at a critical point in their lives. Our staff are trauma-informed, available 24/7 and champion our supported people's rights, helping them overcome barriers whenever they can.



Offering tailored, supported accommodation



Delivering person-centered, trauma informed support services



Equipping our supported people with life skills for their next step



Preparing our supported people to move into their own tenancies



Providing outreach to those in the community to sustain their tenancy



We work with those in the community through our outreach services and by partnering with a range of stakeholders both public and third sector. This includes our recovery services where our staff focus on the need of each individual and support them with their recovery and sustaining their tenancy.

2.2 Vision and mission and values



At blue triangle we are:

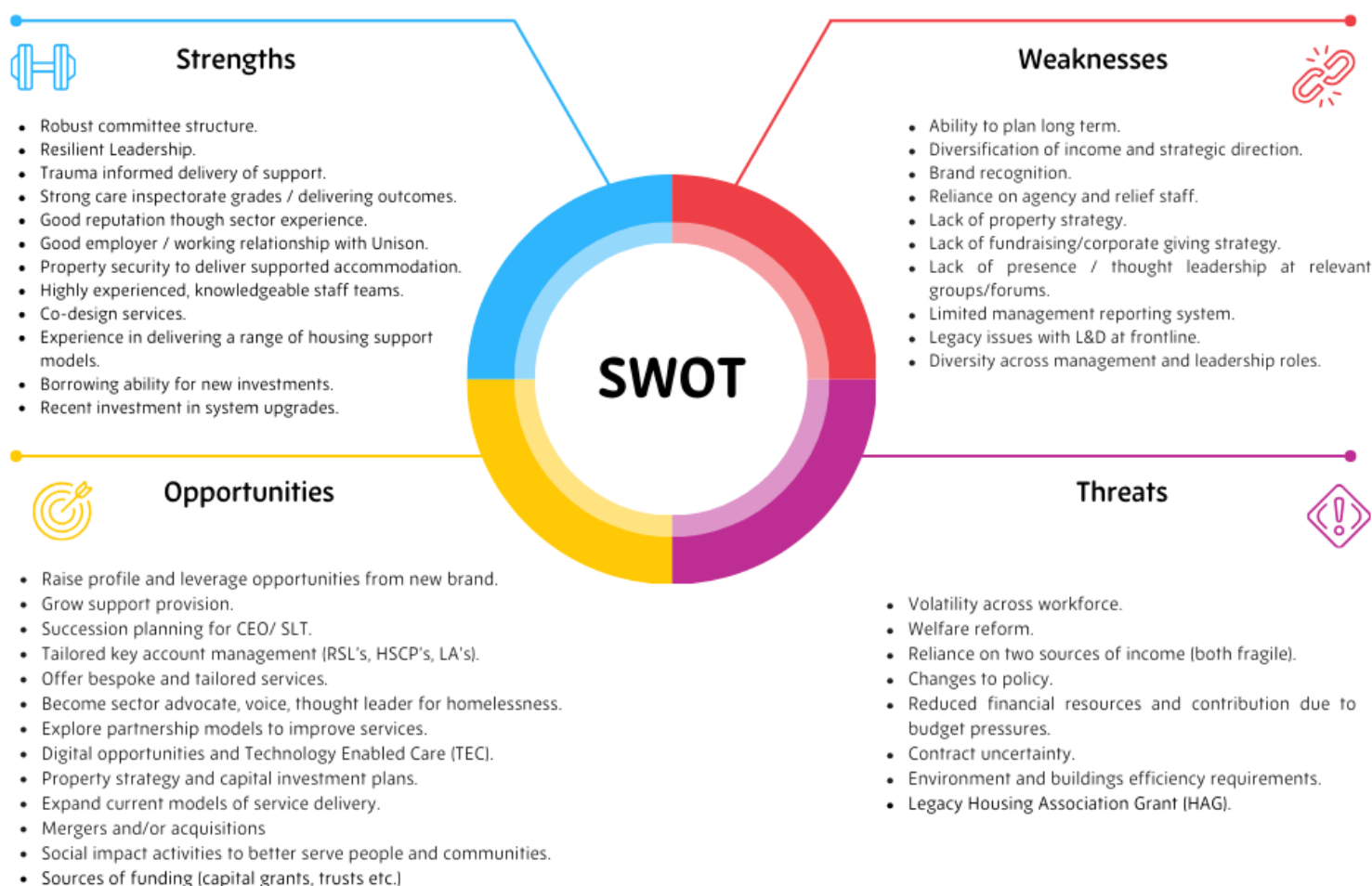


3 Strategy Development

As our previous strategy came to an end, we held several strategy development sessions, including a board day to regroup and reflect on achievement, our current landscape, and the opportunities for the years ahead. We closed the year in 2023 with a staff survey to enable our colleagues to provide feedback on our strategy, the role they play and what else we can do as a business.

3.1 Internal Context (SWOT)

SWOT ANALYSIS



3.2 External Context (PESTEL)

POLITICAL

- Central Government Decision Making: Housing Benefit / Exempt Accommodation (review underway).
- Policy Changes: Potential changes to policy in social care, homelessness, and social justice e.g. The Promise, Ask and Act (Homelessness Prevention), national mission to save and improve lives, Hard Edges Report.
- Introduction of a National Care Service: NCS creates uncertainty in commissioning going forward.
- Local and National Elected officials: Managing local political relationships.
- Unsuitable Accommodation criteria: Scrutiny on the suitability of shared accommodation and the drive towards self-contained living as standard.
- Parliamentary Term: Ends 7th May 2026 when new elections are due. They only have a mandate to shape and implement policy until this date.

ECONOMIC

- Austerity: Austerity warning and real term funding cost (cuts of £400m at national level).
- Cost of Living: CPI of >10%.
- High Interest Rates: High borrowing costs.
- Increasing Development Costs: Increasing costs for new build development and property driven expenditure.
- Referral Delays: Impacts accommodation voids due to changes in referral patterns due to demand.
- Labour Costs / Pay Rates: Frontline workers in social care receive at least living wage or slightly above which is in relation to other sectors resulting in recruitment challenges for providers.
- Reduction in Government Funding (Grants Funds: Where grant funders are managing Government funding, they will be allocated less funds for distribution.
- High Fuel Costs / Increased use of Electric Vehicles: Fuel prices are high, and electronic cars are not widely affordable or available which may lead to sustainability issues in social care delivery.

SOCIAL

- Increasing service demand: The cost of living and wider social pressures in society will lead to an increase in demand for support services of all types. 28,944 homelessness cases in Scotland (at Sept 2022), the highest number since records began in 2002.
- Increasing complexity of need: There are more people in Scotland with multiple and complex challenges which will impact service need/design.
- Social Isolation: In our communities, social isolation is a significant challenge, exacerbated by the cost-of-living crisis (there is an increase in social prescribing).
- Fair Work: There is guidance on the Fair Work Framework to ensure that employee rights are upheld and they have a voice within the organisation's they work.
- Justice system: There are two youth court systems in Scotland that may impact how young people pass through the justice system.
- SIMD: High levels of deprivation for those at risk of homelessness and support needs.
- Staff Wellbeing: Sector norm requires lone working, shift work etc.
- Ethical Standards: Low levels of trust in charitable organisations and social care providers due to reports of misuse of funds, poor performance in delivery etc.

TECHNOLOGICAL

- Cloud Based Solutions: Move to cloud-based products and services, enabling organisation efficiency including electronic care plans.
- Remote Working: Increase in use of home/remote working across all sectors.
- Technology Enabled Care: Digital care and support solutions more predominant offering good practice.
- Social Media: Increased use across all sectors, enabling organisation to better engage and connect with citizens, other providers, agencies etc.
- Learning and Development Solutions: Move from classroom based to digital and online L&D offering.

ENVIRONMENTAL

- Open Plan Working: Increase use of open plan style office environments.
- Social Value Measurement: Measured through procurement and essential for consideration as both supplier and procurer to meet environmental measures.
- Standards: Housing, Accommodation, Energy and Environmental Standards such as EESH standards, Passive house for new build housing, suitable accommodation.
- Low Emission Zoning: Introduced in larger cities.

LEGAL

- Regulatory: Care Inspectorate, SSSC, Fundraising regulator.
- Contract Compliance: Local contracts for procured services.
- Charity and Housing Association Governance: Obligations and rules through Scottish Housing Regulator, Companies House, FCA, OSCR.
- Acts in Law / Legislation: Includes Housing, GDPR, Health and Safety, Employment Rights, Freedom of Information, Adult Support and Protection, Adults with Incapacity etc.
- Standards and Guidance: Includes unsuitable accommodation, health and social care, housing quality standards, ISO9001/EFQM

4 Our Work

We provide 332 accommodation-based spaces across the 10 Local Authorities we work.

Most of our relationships have been developed through long lasting services and contracts which include South Lanarkshire and Glasgow where we have worked for over 40 years truly embedding ourselves within the neighbourhoods. Our most recently established service is our young persons supported accommodation in Falkirk. This service is derived from the delivery of Falkirk's Closer to Home Strategy, where our history of providing similar youth support at home services successfully enabled us to smoothly transition: working closely with the tenants to create a new, vibrant and inclusive service.

In 2023, we had a total of 1406 people admitted to our services across Blue Triangle.

The top reasons for admission were:

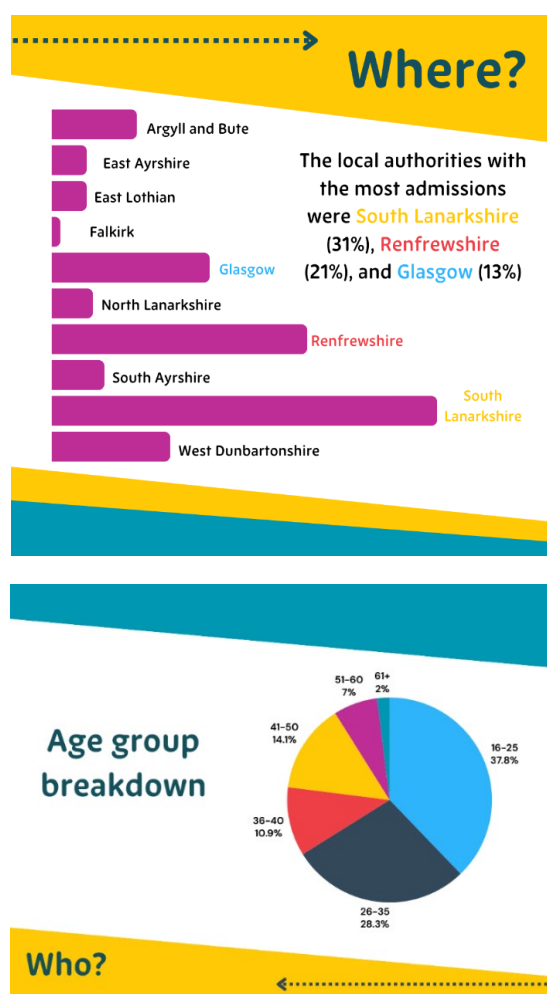
- 24% Evictions (friends/family)
- 17% No fixed abode
- 8% Fleeing violence
- 7% Out of prison
- 5% Fleeing domestic violence.

We supported people experiencing:

- Sleeping rough (40%)
- Mental Health issues (14%)
- Alcohol/drug issues (11%)

The gender breakdown of supported people in our services was:

- 73% men
- 26% women
- 1% other





4.1 Market Positioning

The context in which we work, whether that be political, social, economic changes at pace and there have been great strides to improve rights and opportunities for the people we work with. To enable us to deploy a strategy of meaning and of value we need highlight some of the key legislative and social factors in our market positioning.

4.1.1 Policy

4.1.1.1 Housing and Homelessness

As far back as 2001, the Housing (Scotland) Act 2001 introduced changes to existing homelessness legislation. It established the right to review a homelessness decision and introduced a duty on registered social landlords (RSLs) to assist local authorities in rehousing homeless people.

The Homelessness etc. (Scotland) Act 2003 outlined the provision that, by 2012, anyone finding themselves homeless through no fault of their own must be entitled to settled accommodation in a local authority or housing association tenancy or a private rental. This amended the Housing (Scotland) Act 1987 which defines the rights of homeless people and was enshrined in law in 2012 along with the Homeless (Abolition of Priority Need Test) (Scotland) Order 2012.

In 2012, the Scottish Parliament passed secondary legislation on housing support services, requiring local authorities to assess the housing support needs of homeless applicants.

Since their inception in 2017, the Homelessness and Rough Sleeping Actions Group (HRSAG) have been working cross sector, at policy level and engaging those with lived experience to provide recommendations to Scottish Government Ministers on the actions and solutions needed to eradicate rough sleeping and transform the use of temporary accommodation in Scotland. In their fourth report in 2018 they published:

“The overarching need to invest in front-line services and the staff who support people day-in-day-out to move out of homelessness. Front-line staff across housing, homelessness and the wider public and third sector, should be seen as partners in the discussions and decisions that affect people who are at risk of homelessness, and recognise the important role they have around early intervention and prevention of homelessness.”

This group led to the announcement of the rapid-rehousing approach and a five-year Rapid Rehousing Transition Plan was agreed and formally approved by Cabinet in May 2019. This became the driver for the Scottish Government and COSLA to publish the Ending Homelessness Together Action Plan which set out a shared direction towards ending homelessness. The plan sets out a vision for transformational change and comprises a wide range of policy actions focusing on tackling homelessness through achieving the following:

- a person-centred approach.
- prevention of homelessness.

- prioritising settled housing for all.
- responding quickly when homelessness happens; and
- joining up planning and resources.

The Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2020, which previously prohibited local authorities from placing pregnant women or families with children into bed and breakfasts or hotels for more than seven days, was extended to all homeless households.

Outputs from this group led to qualitative research into both shared and supported accommodation, with a research advisory group publishing their Shared Spaces Policy Decision and Shared Spaces Final Report. The Homelessness Prevention and Strategy Group appointed a 'Task and Finish' Group to act on this evidence and make recommendations on the role that shared and supported housing should play in Scotland's plan to end homelessness with a report due this spring.

The Cost of Living (Tenant Protection) (Scotland) Act 2022 was introduced from 27 October 2022 in response to the cost-of-living crisis, to protect residential tenants from increases in rent and from eviction. This came in to force partway through the reporting period 2022-23.

On 29 November 2022, the Homeless Persons (Suspension of Referrals between Local Authorities) (Scotland) Order 2022 came into force. This legislation suspends referrals between Scottish local authorities for homeless households based on their local connection. This gives people in housing crisis the freedom to settle where they choose with access to the support they need and aims to help them integrate more fully into the local community and to reduce repeat homelessness.

4.1.1.2 Temporary Accommodation

In 2022 the Homelessness Prevention Strategy Group created a short-term 'Task and Finish Group' with the remit to reduce both the number of people in temporary accommodation and the length of time people spend there.

Fifteen recommendations (noted in Appendix 1) were developed by the group, centred on three key priorities. The recommendations set out what the Task and Finish group consider must be taken on by COSLA, the Scottish Government, and local authorities to reduce the numbers of people living in temporary accommodation, and how long they stay there.

4.1.1.3 Affordable and Social Housing

Registered Social Landlords (RSL)'s in Scotland along with some Local Authorities develop and manage all social housing in Scotland. The Scottish Government are working to increase the number of homes across Scotland so that everyone has a good quality home that they can afford and that meets their needs. 'Housing to 2040' (H2040) plan, published in 2020, highlighted that there are a considerable number of people whose housing needs are not being met and who are not able to choose a home or way of living that meets their needs.

Scotland has been empowered to pursue its own housing aspirations. In doing so, we have sought to recognise the central importance of good, safe, secure, and warm homes for people's wellbeing. As a result, we have focused on the delivery of affordable homes, taking a world-leading approach to tackling homelessness.

H2040

A target of 110,000 more affordable homes by 2032 is the current benchmark for achievement of the H2040 vision. Of this total, the target is that 70% (77,000) will be available for social rent and 10% will be in remote, rural and island communities. Progress towards the 110,000 affordable homes target has slowed with only 15,705 (14% of target) affordable homes having been completed between March and September 2023. With just over eight years to go, around 94,300 homes remain to be completed to meet the target, which is on average over 11,000 a year.

4.1.2 Data and Statistics



4.1.2.1 Homelessness

The primary numbers for understanding Scotland's homelessness situation are taken through The Homelessness Monitor Scotland. The Homelessness Monitor series conducts an impartial examination of the effects of recent economic and policy events on homelessness in the United Kingdom, comprising a survey of local governments and interviews with key sector informants. The most recently published (6th) Scotland-focused Monitor report examines homelessness in Scotland, with a special emphasis on the continued execution of the Scottish Government's Ending Homelessness Together (EHT) Action Plan, in addition to the homelessness implications of the current cost of living issue.

Key Findings:

- Homelessness in Scotland has increased alarmingly since 2017/18, surpassing pre-pandemic and 2015/16 levels. This increase is being driven by several causes, including a cost-of-living crisis that has pushed lower-income people into deep poverty, a difficult housing sector with rising prices and stagnating assistance, and record immigration. Furthermore, Scotland's relatively poor economy adds to the precariousness of people and families.
- The cost-of-living dilemma has a significant influence. Severe poverty rates have risen, affecting more than 500,000 individuals who struggle to make ends meet. The growth in insecure work, combined with welfare policies that diminish the true value of benefits and tax credits, exacerbates the problem, causing more individuals to rely on food banks.
- The property market is also putting pressure on prices. Prices are rising, notably in the private housing market, while Local Housing Allowance rates stay unchanged, resulting in affordability disparities. The quantity of social housing lettings is likewise at a low position, leaving little options.
- Immigration plays a complicated function. While it provides diversity and economic advantages, influxes from Ukraine, Hong Kong, labour migration, and asylum seekers place further demand on resources.
- Beyond the general increase in homelessness, there are questions over the utilisation of temporary housing. Placements have increased, resulting in backlogs and delays.

Furthermore, inappropriate choices such as B&B hotels are increasingly being employed, typically for extended stays, creating issues about quality and appropriateness, particularly among vulnerable groups. Under these difficult conditions, local governments struggle to provide adequate temporary solutions and achieve their rehousing obligations.

4.1.2.2 Temporary Accommodation

There are significant variations across Scotland in terms of the numbers and trends in temporary accommodation with Edinburgh publishing increasing numbers of households in such accommodation where in September 2022 they had 3,371 households living in temporary accommodation which was a 9% rise from the previous year. Glasgow witnessed a 1% rise and Aberdeen a 22% rise within that same period.

The length of time spent in temporary accommodation varies significantly by household type. Households with children tend to stay for longer periods of time: in 2021-22 a couple with children spent on average 343 days, compared to a single person where the average was 193 days. Overall Households are now spending increasingly long periods in temporary accommodation where in 2021-22, the average amount of time spent was 207 days. This is more than a month longer than in 2017-18. 18% of all households whose case were closed in 2021-22 had spent more than one year in temporary accommodation.

4.1.2.3 Addiction

According to the latest statistics published by National Records of Scotland, there were 1,051 drug-related deaths in Scotland in 2022, representing a decrease of 279 deaths from 2021. This marks the lowest number of drug misuse deaths since 2017¹. Drug abuse deaths are nevertheless more prevalent than they were twenty years ago, even with this decline. There were 3.7 times as many drug-related deaths in 2022 as there were in 2000.

Following several years of record high totals, this is the first major dip. However, Scotland continues to have the highest drug fatality rate in the United Kingdom and Europe with a five-year average of 1237 deaths by 2020. Despite a decrease in drug-related mortality, they remain in excess of three times as prevalent as they had been two decades ago. Over the past two decades, drug misuse deaths in Scotland have increased most years, with the largest rise in 2018. The highest number of drug misuse deaths on record was in 2020 where there were 1,339 deaths (25.2 per 100,000 people). The figure for 2022 was 19.8 deaths for every 100,000 people in Scotland.

The 2022 dramatic drop in fatal overdoses comes after a period in which Scotland's terrible record for drug deaths ranked it amongst the worst in Europe. It drew international attention to what went wrong in Scotland. However, it resulted in £250 million being spent on attempting to tackle a situation that has its roots in decades of socioeconomic deprivation. The availability of rehabilitation services is growing as is the exploration of new models of post rehabilitation support such as 'Recovery Housing' and 'Supported Recovery Accommodation'.

¹ Drug-Related Deaths in Scotland in 2022' (2023) <<https://www.nrscotland.gov.uk/files/statistics/drug-related-deaths/22/drug-related-deaths-22-report.pdf>>

4.1.3 Welfare and Housing Benefit

As identified there have been historic rises in homelessness, temporary accommodation use, drug deaths that have coincided with challenges in the provision of affordable housing and wider social economic issues i.e. cost of living/inflation, access to education, food poverty, foreign war/conflict.

Access to welfare and benefits has changed in Scotland in the past decade, with the introduction of new legislative acts and Part 3 of the Scotland Act 2016 relates to welfare benefits and Universal Credit in Scotland. Social Security Scotland administers the social security system in accordance with the principles in the Social Security (Scotland) Act 2018 and are the main executive agency in Scotland delivering social security payments. This will include provision of Universal Credit to help with housing costs where eligible.

Specified accommodation is definition used in Housing benefit regulations which sets out the different types of supported housing and the criteria that must be met to receive support with housing costs through housing benefit. Supported housing is where residents require and are provided with care, support and/or supervision to help them live as independently as possible within the community. Those that reside in our services are more likely to be eligible or in receipt of housing benefit or universal credit and changes in this legislation and/or benefit can have an impact on both our revenue streams and the income that the people we support are entitled to.



5 Our Commitments

We commit to improving the lives of the people we support.

Providing a Platform

Through our participation committee, lived experience panels and everyday engagement we will harness the voice of our supported people to ensure that they are involved in and shape how we deliver and how we can continually improve, reflect, and learn.

By supporting people to participate either within our services, or at external events, groups, consultations, and meetings the voice of those with experience of supported housing models can be enhanced.

Champion Equality and Diversity

We support people from a range of backgrounds, many of whom have protected characteristics, have been subject to abuse and trauma and have or are experiencing poverty. We will continue to improve how we engage and support people from diverse background and experiences. Building on our established relationships and accreditations such as the LGBT Charter, the Poverty Alliance, and Third Sector Interfaces, we will deploy a culture of understanding across all of our homes and services, learning and sharing knowledge as we develop.

Reducing Stigma

One of the desired outcomes from our addiction and recovery support is the reduction of stigma for the people we support as advised directly by them. The impact of stigma cuts across all support models and has a huge impact on the daily lives of the people who encounter our services. Through the delivery of this strategy, we are taking steps to tackle stigma and its impact head on. Partnering and building relationships with other like-minded organisations and community groups will support us in our mission to alter public perception and attitudes.

Services that Matter

Services evolve and change in alignment to the needs of people and communities around them. We will redesign and develop new services in partnership with people and communities, using tools such as Scottish Approach to Service Design, to design develop services that matter to those most in need. Our development roadmap will provide a framework for the development of new services and support arrangements. With the shift to rapid rehousing and housing first, we will provide a range of housing for various needs which may include longer term supported living services, crisis accommodation, peer recovery support, and light touch tenancy support.

High Quality Services

We will continually monitor and review our services to ensure our quality standards are met. With an established record of achieving Grade 5 (on average) Care Inspectorate Grades, our internal and external quality management protocols will continue to have a positive influence throughout the delivery of this strategy. As well as the refinement of our internal quality framework we will seek further accreditation from other bodies including European Foundation for Quality Management (EFQM) Framework and ISO 9001.

Campaigning

With plans to increase our involvement in relevant campaigns and political decisions to better service the people we support, we will network across the Scottish Government, human rights organisations, and cross-party groups to influence and inform. We will develop our own internal campaigns of choice and meaning for those we support and measure impact of our work.

We commit to enhancing the communities in which we work.

Employer of Choice

Attracting and retaining workers in social care is a national challenge in Scotland. As a fair work employer, we have worked ambitiously over the decades to adequately pay and reward our frontline workforce.

Social care recruitment is a national challenge and will require a strategic and partnership approach at government level, with innovative solutions required to combat the shortfall. We will remain present and optimistic and pilot new models and assess alternative options that can enable the retention of good workers in our sector. We will retain our Real Living Wage status throughout our strategy delivery and further enhance our relationship with the union who represent a large section of our workforce.

We will continue to invest in learning and development offerings ensuring that our staff are skilled, confident, and efficient in their roles. We use staff surveys and engagement to learn and enhance our employee experience. A key focus throughout our strategic delivery will be putting into practice our succession plan to support a resilient organisation.

Generating New Homes

As a Registered Social Landlord (RSL) in Scotland we are duty bound to report to the Scottish Housing Regulator. Our work over the past 50 years has been to provide housing support more generally for homelessness and tenancy sustainment support needs. Working in partnership with Local Authorities, we can fulfil some of the obligations set out in Housing to 2040 to supply housing for those with vulnerable needs and those who are more challenged in accessing traditional housing from social housing routes. By working in partnership with other RSLs, we aim to bring more social and affordable housing options to local communities and secure additional funding into the sector to support the acquisition of new homes.

Our Charity

As a charity, all surpluses are reinvested back into our communities. To enhance our income and impact at both national and local levels we will deploy a fundraising plan in conjunction with our board commitments and the communities we serve. From setting up local recovery support groups, gardening projects and volunteer projects, our fundraising committee will also plan national events and activities for specific ring-fenced funds such as fuel vouchers, transition packs and vouchers digital inclusion to keep people connected. Combined with bidding for grant and trust funds, fundraising is integral to ensuring we can afford to add value and enhance the experiences of our communities.

Supporting Local Causes

The very nature of our business is to support local challenges and issues, providing resolution through the homes and services we have and being ready to work with supported people at all times. Over the years, more specialist and specific services has been driven by the needs of residents, such as gender specific support, tenancy outreach and recovery services. Whilst addiction and drug use and its impact is a national issue, the use of and availability is determined locally. We will continue to build services on the foundation of being person-centred, trauma informed, and wellbeing led, aware that tailored provision may be required in rural versus urban regions of Scotland.

We commit to ensuring resources are reinvested to support future developments and as a sustainable organisation.

Digital Enhancement

We will ambitiously utilise digital solutions to enhance our business operation and support delivery. Building from our digital transformation in previous years, we will use digital and technology to provide operational efficiencies, reducing the reliance on manual processes, enable our frontline teams to focus on delivering support and to provide better management information.

Exploring Technology Enabled Care (TEC) and integration with our services and future service design, will support us to develop alternative models of both support delivery and staff safety. With lone working commonplace across the sector there is opportunity to seek additional safety measures in the way of technology supports. TEC provides us with an opportunity for connection to our supported people as they move on, transition from temporary services when this is designed around their needs.

Environmental, Social and Governance

Reform, legislation and national frameworks has provided organisations with guidance 'the three factors' that organisations should be measuring i.e. Environmental, Social and Governance (ESG) and this provides opportunity to benchmark to drive and evaluate improvements. Previously ESG was considered independently at Blue Triangle such as targeting local community benefit and assessing our social value impact. Our 2024-2029 Business Plan now has a specific focus on this bringing all three factors together in our ESG Plan where we can assess strengths and improvements holistically across the business, pivoting focus to the most relevant areas for progression. Through good governance we can ensure that the business and wider staff teams, supported people and other stakeholders are protected, particularly in relation to cyber security, data protection and system resilience. Cyber Security impacts across the sectors and we will work with our partners and suppliers to combat additional pressure attacks are bringing to our sector.

Sustainability and Growth

Services need to be sustainable, and we work with our partners and funders to assess the impact of inflation, living wage and other factors such as war, conflict, trade on the ability to safely deliver services that are commissioned, and funding may be constrained. In addition to this we commit to regular review of current provision to check that the services are meeting with the desired expectations.

Seeking out new opportunities and growth through our development strategy, we will acquire properties to help with the demand shortfall, working with Local Authorities, Health and Social Care Partnerships, other Registered Social Landlords, and Alcohol and Drug partnerships to invest in the right properties in the more desired locations.

Asset Quality Standards

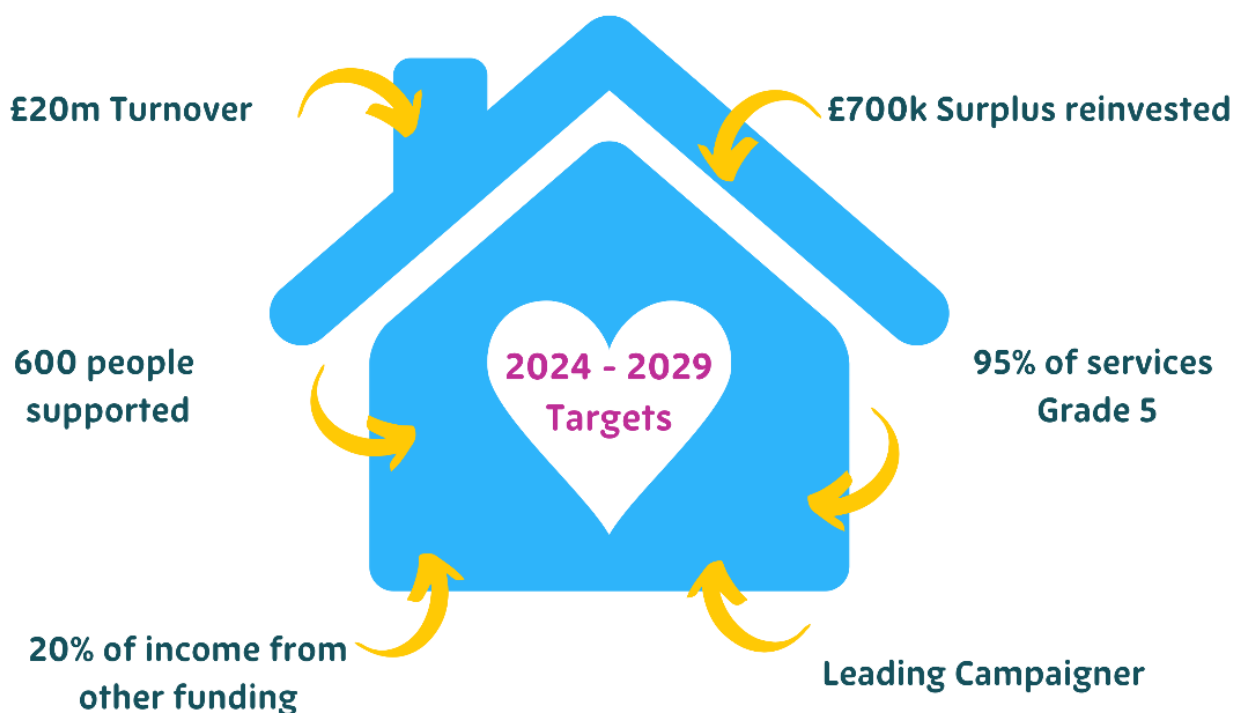
As an RSL we will comply with our regulatory obligations including property and living standards. Given our unique position in the RSL operating environment in our predominance in providing supported accommodation, we will use our property strategy to ensure that quality benchmarks are set and complied with, so that the people who live in our properties do so in safe, reliable, and well-maintained properties. By determining our own building standard we will set out our plan for refurbishment, aligned to national energy efficiency targets for the properties we own, utilising government grants and incentives where costs are associated.

6 Celebration

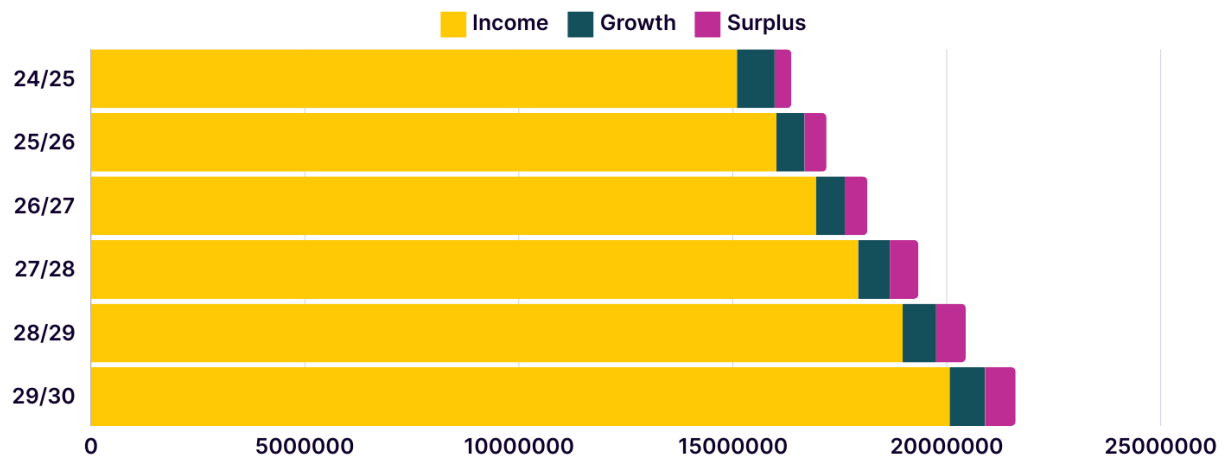
As we approach our 50th year, 2025 will be a year of Celebration for Blue Triangle and we will use this period to reflect on the achievements over the decades and celebrate the people who have been integral in making Blue Triangle the organisation that it is today. We have been on a remarkable journey over the years and will take this opportunity to host a number of events to truly celebrate the occasion.



7 Targets and Forecasts



FORECAST





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