TRIANGLE

Building better lives together

Board Members

Information Pack

Contents

Welcome from the Chair

Dear Candidate

Thank you for your interest in offering your skills and knowledge to Triangle Housing Association.

Since Triangle's beginnings in 1977, we have been supporting our community through providing much needed housing accommodation, care and support services and a range of employment opportunities for people with disabilities. All of this helps Triangle achieve its vision of 'Building Better Lives Together'. Our work has never been needed more.

Homelessness is on the increase, and we need to supply more houses. People need more than just a home however, and therefore Triangle is more than just a landlord. We are interested in community.

We will continue to provide and expand our wide range of services to support individuals, families and to develop thriving communities. In doing so, we will work in partnership with many statutory, voluntary, and community-based organisations. As a Board member you will be part of a mission with real purpose, and an organisation full of enthusiasm, commitment, and friendship.

This pack should provide all the core information you require to both consider and make an application for Board membership. If you would like to discuss the role informally, please do contact our recruitment partners at Engage. Contact details are provided in this document.

If successfully appointed after a 'conversation with a purpose', we will offer you a full induction programme and a suite of ongoing learning and development opportunities.

A 'peer mentor' will be appointed to you to help you settle into the organisation over the first year of membership. At the current time we are particularly welcoming applications from individuals with housing management and social services backgrounds as well as fully qualified and experienced finance professionals.

We are open to new, fresh ideas and want to widen the diversity and increase inclusion in our activities, including the Board of Management.

If you like what you read here, want to make a real difference to your community within an organisation that takes good governance seriously, then Triangle could well be the place for you. I look forward to receiving your application.

Kathy Mackenzie

Kathy MacKenzie

Chair

Who we are

Triangle Housing Association is widely recognised as a customer focused organisation with an excellent reputation of providing quality housing and support services.

Regulated by The Department for Communities and managed by a board of elected shareholders who serve on a voluntary basis, Triangle is committed to its vision of 'Building Better Lives Together'.

At a glance

- Close to 1,500 units of accommodation, and is committed to providing a further 450 in the next three years
- Employing close to 500 employees across housing, care and employment support services
- Turnover of £20million

The organisation is committed to continuous improvement and is proud to be recognised at Investors In People Silver Level. We are also an All-Ireland Quality Award Winner under the European Foundation for Quality Management (EFQM) Model.

Triangle holds ISO 9001:2015 certification, ensuring quality and consistency of the services it provides. The organisation is also recognised as having achieved Customer Service Excellence Award, having held this accolade for over 15 years.

What we do

Triangle provides a diverse range of services to over 2,000 people each year.

Housing Development

The development team continue to add to our housing stock throughout Northern Ireland. We build and purchase houses for those with disabilities, general families and singles and across all age ranges.

Housing Management

We ensure that our tenants have a voice in shaping the services we deliver to them. We provide them with high quality, responsive property repairs and maintenance all year round. We also help build strong and diverse communities though our 'Housing for All' programme.

Supported Living

We provide accommodation and intensive housing and care support to people with learning disabilities to live independently. Triangle has been one of the main providers of resettlement accommodation and support for people leaving hospital environments in recent years.

Floating Support

Triangle offers a floating support service to those in some form of housing crises. We find accommodation and offer temporary support to help over 800 clients each year.

Progression to Employment

Triangle provides supported employment and enterprise services for individuals with learning disabilities and autism. It currently supports 350 people in these services, working with approximately 150 employers across Northern Ireland.

Community Engagement

We support local charitable bodies within communities where we have accommodation and beyond and who provide essential services to those in need or with some form of disadvantage or disability. Our small grants programme awards over £20k per annum to such activity.

Our strategy

Our Vision:

Building Better Lives Together

Our Mission:

We at Triangle enhance lives by providing homes, supporting individuals and families, sustaining communities, and promoting equality.

Our Values:

Our Outcomes:

Corporate Priorities 2020 - 2023

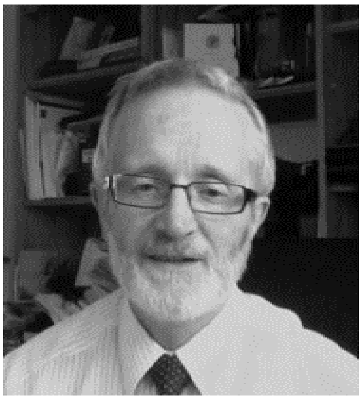
STAKEHOLDERS		
OUTCOME	PRIORITIY	
Deliver More and Better Homes	1	Start 450 new homes to achieve 1600 units under management, helping to alleviate homelessness in Northern Ireland.
	2	Invest £1.8 million in planned maintenance activity to bring our homes to the highest standard
Grow Excellent, Person-Centred Services	3	Deliver excellent housing, care, support and employment services.
	4	Ensure tenants / service users can afford to access and manage their own home through engagement with our professional housing and maintenance staff.
	5	Support people to live independently, promoting well-being
	6	Grow our floating support services for those homeless and vulnerable.
	7	Grow and diversify our supported living, social enterprise and progression to employment services.
	8	Increase the participation of stakeholders in the organisation and wider community.
People Know Us and Trust Us	9	Enhance the awareness of the organisation's activities
	10	Maintain and evolve effective organisational performance systems to ensure good governance
	11	Celebrate the successes of the organisation's services and people
	12	Learn from our experience
PEOPLE		
A High Performing, Collaborative and Healthy Workplace	13	Attract and recruit great people
	14	Develop and support people to reach their full potential
	15	Retain and reward people by recognising their contribution
	16	Promote and foster excellent leadership and management
FINANCE		
Provide Value for Money in All we do	17	Maintain strong financial performance and value for money to provide affordable accommodation and services to tenants and service users
	18	Provide effective financial management with demonstrable accountability to provide successful organisational outcomes
	19	Ensure long term financial viability to provide a stable environment for innovation and the provision of sustainable services.
PROCESSES		
An Agile, Innovative and Digital Organisation	20	Prioritise business process improvement to drive excellence
	21	Continuously improve services
	22	Drive progress through partnership, to affect efficiencies and outcomes in the delivery of housing and other services
	23	Be environmentally responsible
	24	Continue to balance risk and opportunity

Meet the Board

Kathy MacKenzie

Chair

Kathy is a partly qualified accountant and works as a bookkeeper and HR consultant for local retail companies. Kathy has now chaired the Board for the past two years, having previously been Chair some years ago.



Noel Dunlop

Vice Chair

Noel is a retired solicitor, who spent over forty years in the private sector with a leading North-West firm. He specialised in conveyancing, probate, civil and criminal litigation and joined the Board in 2018. Noel Chairs our Housing and Development Committee.

Morris McCracken

Co. Secretary

Morris is a retired Civil Servant with over 40 years in the Civil Service holding various positions in a managerial capacity in the field of procurement.

Bill McCluggage

Bill is a subject matter expert in IT, cyber security and digital transformation. He has held senior civil service positions in Northern Ireland, London and Dublin. He is Non-executive Director of FCDO Services, a Governing Body member with the Northern Regional College, a NED of an Australian cyber security company and a CIO/CISO Advisor for an American software company. Bill Chairs our Audit and Risk Committee.

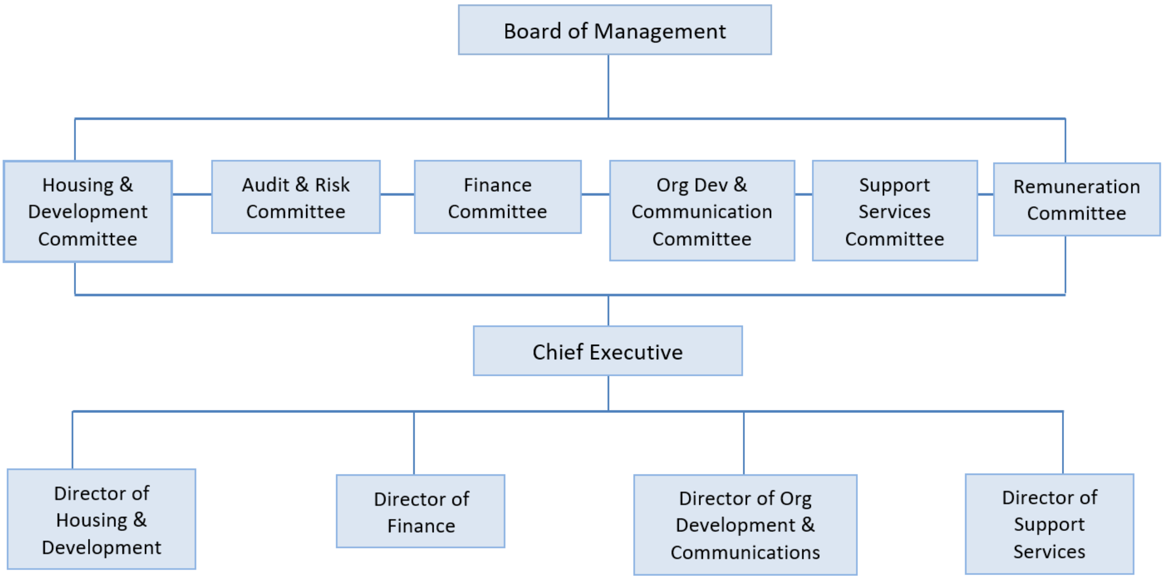
Jackie McCollam
Jackie is a qualified nurse and has a background in recruitment. She holds the position of Chair on our Support Services Committee

Daphne Harshaw
Daphne was a Principal Officer in the NI Housing Executive for 34 years. Before this she taught languages and worked for Antrim Borough Council and the National Trust. She is a Trustee of National Museums NI. She is a Governor and former Vice Chair of Cambridge House Grammar, chaired the Ballymena Business Education Partnership and was an ETI Lay Inspector.

Noeleen Diver
Noeleen worked in the NI Housing Executive for 28 years. She held positions as District Manager and Area Planner roles until her retirement in 2004.

Cornelia Condren
Connie is a lecturer in the School of the Built Environment (FE, HE), Art and Design department in the Northern Regional College.

How we're organised



Finances

Below is a summary extract from our most recently published accounts to 31st of March 2022 for information. Further details on our financial accounting can be accessed by clicking on the links below to our annual reports.

Statement of Comprehensive

IncomeFor the year ended 31 March

2022

	Notes	2022 £	2021 £
Turnover	3	**19,931,104**	18,934,430
Operating costs	3	**(18,021,185)**	(16,972,171)
Operating surplus / (deficit)		**1,909,919**	1,962,259
Gain / (loss) on disposal of fixed assets		**30**	(4,168)
Interest and financing income / (costs)		**(879,715)**	(669,311)
Transfer to charity fund		**(20,821)**	(26,806)
Surplus / (deficit) before tax		**1,009,413**	1,261,974
Taxation		**-**	-
Surplus / (deficit) after tax		**1,009,413**	1,261,974
Other comprehensive income			
Unrealised surplus / (deficit) on revaluation of housing properties		**-**	-
Total comprehensive income for the year		**1,009,413**	1,261,974

Statement of Financial Position

As at 31 March 2022

	Notes	2022 £	2021 £
Fixed assets			
Housing properties	10	**131,449,344**	116,782,779
Other tangible fixed assets	12	**2,550,153**	2,616,111
		133,999,497	119,398,890
Current assets			
Trade and other debtors	13	**4,221,287**	3,923,551
Cash and cash equivalents		**1,194,087**	2,390,960
		5,415,374	6,314,511
Less: Creditors: amounts falling due within one year	14	**(5,652,663)**	(6,312,178)
Net current assets / liabilities		**(237,289)**	2,333
Total assets less current liabilities		**133,762,208**	119,401,223
Creditors: amounts falling due after more than one year	14	**(118,924,872)**	(105,573,300)
Total net assets		**14,837,336**	13,827,923
Reserves			
Share capital	19	**29**	31
Revenue reserve		**14,725,461**	13,585,691
Capital reserve	20	**69**	67
Designated reserve	21	**111,777**	242,134
Total reserves		**14,837,336**	13,827,923

Annual Report March 2022

Annual Report March 2021

Annual Report March 2020

Board Member Role Profile

Role Description

Reports to	Chairperson of the Board
Locations / Usual Base	Ballymoney
Time Commitment	Approximately 16 meetings in one year, plus some training and representative engagements.

Summary Job Purpose:
• Reviewing and ensuring compliance with the values of the organisation • Establishing policies and plans to achieve the organisation's goals • Approving each year's budget and accounts • Establishing and overseeing a framework of delegation and systems of control • Agreeing policies and making decisions on all significant matters • Monitoring the organisation's performance in relation to its plans, budgets, controls and decisions • Appraising and guiding the Chief Executive • Ensuring that the organisation's affairs are conducted appropriately

Key Responsibilities:	
1.0	**Reviewing and ensuring compliance with the values of the organisation**
1.1	Establish and review the values of the organisation and ensure the mission and objectives are consistent with the values
1.2	Ensure the history of the organisation is known and how the values are consistent with this history
1.3	Ensure the organisation contributes to good relations within the community it serves
1.4	Ensure the organisation offers equality of opportunity throughout all its activities
2.0	**Establishing policies and plans to achieve the organisation's goals**
2.1	Establish clear objectives for the organisation
2.2	Secure and plan for anticipated resource requirements

2.3 Make effective long- term financial projections

3.0 Approving each year's budget and accounts

3.1 Establish an annual budget

3.2 Monitor progress against the budget

3.3 Approve the draft accounts and discuss the management letter provided by the auditor

3.4 Approve loans and investments within the rules of Triangle

4.0 Establishing and overseeing a framework of delegation and systems of control

4.1 Delegate the board's decision-making powers and activities appropriately

4.2 Appoint office bearers including chairs of committees of the board

4.3 Appraise the chief executive officer

4.4 Ensure effective corporate governance throughout the organisation

4.5 Establish an effective and efficient internal audit process

4.6 Establish an effective and efficient risk management process

4.7 Establish an appropriate structure within the organisation for delivering success

4.8 Ensure the board, its committees and staff have the experience to control Triangle

5.0 Agreeing policies and make decisions on all significant matters

5.1 Establish an effective and efficient process for policy and procedure development and review

5.2 Review organisational progress on key performance issues

5.3 Create strategies and review progress against these for activities requiring review, change or improvement

6.0 Monitoring the organisation's performance in relation to its plans, budgets, controls and decisions

6.1 Receive and discuss performance progress reports against established plans

6.2 Review progress against the budget

6.3 Establish an appropriate frame work for performance management against key performance indicators

6.4 Establish a framework for evaluation of decisions

6.5 Hold regular meetings of the board and its committees

6.6 Establish an effective and efficient framework for internal audit

6.7 Receive, discuss and respond to the reports of other external auditors

6.8 Receive and discuss customer perception reports

6.9 Establish a framework for continuous business improvement

7.0 Appraising and guiding the Chief Executive

7.1 Establish appropriate plans for organisational success

7.2 Ensure appropriate reporting mechanisms to review progress against these plans

7.3 Establish appropriate appraisal process to assess the chief executive officer's contributions to organisational success

7.4 Meet with the chief executive formally on an annual basis to review his /her contribution to organisational success and identify, where appropriate, additional supports necessary

7.5 Establish and maintain a positive relationship with the chief executive and the senior management team

7.6 Determine appropriate levels of remuneration including benefits and terms of employment for senior staff of the organisation

8.0 Satisfying itself that the organisation's affairs are conducted appropriately

8.1 Establish an effective and efficient internal and external audit process

8.2 Establish an effective and efficient process for policy and procedure development and review

8.3 Ensure effective corporate governance throughout the organisation

8.4 Establish clear codes of conduct for board members and staff

8.5 Undertake any activity reserved for board members in the rules, or required by board members in statute or regulation

8.6 Agree and implement a board / board member appraisal process

8.7 Ensure the organisation complies with all relevant regulation, legislation and the requirements of the Department for Communities.

8.8 Act prudently to protect the assets and property of the organisation.

9.0 General

9.1 Carry out any other duties that the role of Board Member may require and make decisions on any other issue which may arise that would be within your area of responsibility. Board members must not act on their own on behalf of the Board, or on the business of Triangle without proper authority from the Board.

9.2 No job description can be considered complete, and this job description will be subject to review and may be amended to reflect any changes that may occur.

9.3 This job description should be read in conjunction with the procedure 'Essential Functions of the Board/Board Members' which provides guidance for Board Members on the protocol for meetings, common and individual responsibilities etc.

Working Relationships:

- Board members work at a strategic and senior level engaging with statutory and voluntary sector partners, commissioners and regulator of services, local communities, tenants and service users and their representative groups, as well as employees of Triangle.

Person Specification

Specific Knowledge

A Applying specialist knowledge

Applies specialist knowledge appropriately ideally in one or a range of contexts. Specialist knowledge might be, for example:

- Legal knowledge
- Financial knowledge
- Knowledge of social housing (housing management and development)
- Knowledge of health and social care sector
- Knowledge of the organisation – its history and culture
- Knowledge of a particular community e.g. learning disability
- Knowledge of the political world
- Knowledge of human resource issues
- Knowledge of a particular discipline (e.g., development or information technology)
- Knowledge of legislation or regulatory requirements e.g. health and safety
- Knowledge of local authority policy
- Knowledge of corporate planning techniques
- Knowledge of press and public relations processes

B Self Management
(a) Prepares for meetings by reading the papers provided
(b) Clarifies points prior to the meeting
(c) Attends meetings and is punctual
(d) Governs – does not manage (avoids acting operationally)
(e) Uses power appropriately
(f) Demonstrates enthusiasm and commitment to the work of the board
(g) Respects confidences

C Personal development
a) Is open to learning
b) Completes learning actions or projects
c) Demonstrates learning
d) Retains learning
e) Is in touch and up to date with relevant issues

D Leading and motivating
(a) Demonstrates commitment to the values of social housing

(b) Demonstrates commitment to the purpose of the organisation
(c) Sets and maintains standards
(d) Expresses a view about appropriate behaviours
(e) Develops and maintains relationships with people (e.g., executive team members)
(f) Delegates responsibility appropriately

E Directing strategy
(a) Sees the long-term implications
(b) Takes a broad overview
(c) Offers creative ideas or perspectives
(d) Spots opportunities or possibilities
(e) Contributes to activities that involve planning, controlling and monitoring
(f) Contributes to setting and prioritising objectives
(g) Shows willingness to take calculated risks
(h) Recommends business directions for the organisation

F Representing
(a) Attends events in addition to board meetings
(b) Acts responsibly and appropriately
(c) Makes contact with people in the organisation, through appropriate channels
(d) Makes contact with people outside the organisation, through appropriate channels
(e) Demonstrates loyalty to the organisation
(f) Creates or maintains a good image of the organisation

G Analysing and scrutinising
(a) Analyses data to determine key issues
(b) Spots omissions (e.g., from the presented information)
(c) Examines various facets of a problem or issue
(d) Explores the implications of a proposal or action
(e) Takes an original perspective
(f) Offers appropriate and relevant comparisons or parallels
(g) Keeps to the appropriate level of detail
(h) Considers social and commercial aspects
(i) Weighs up the pros and cons

H Teamworking
(a) Supports the board's aims and goals
(b) Respects the roles of others – inside and outside the board
(c) Respects the feelings of others
(d) Challenges freely and constructively
(e) Compromises when appropriate
(f) Does not let personal relationships interfere with fulfilling the board's purpose
(g) Sticks to the board's decision

I Group decision making
(a) Influences others through persuasive discussion
(b) Sticks to the point – does not waste discussion time

(c) Allows others to contribute – does not dominate the discussion
(d) Listens – sees the views of others
(e) Puts time and effort into reaching a decision
(f) Contributes at an appropriate time
(g) Can confront and challenge without appearing aggressive
(h) Gives a reasoned, thought-through contribution
(i) Endures long or detailed or complex debate
(j) Reaches conclusions based on a rational interpretation of the available information
(k) Does not jump at a decision under pressure
(l) Can express opinions that contradict those of others (e.g., the chair)

Note
Not all skills and knowledge required by a board appear in this inventory. However, the competencies listed here should be demonstrated by all effective non-executive board directors.

Skills and Abilities

- The Board assesses its skill base on an annual basis using a skills matrix incorporating a range of technical qualifications and experience relevant to the activities of Triangle and to ensure good governance. Currently the Board requires a qualified and experienced accountancy professional along with individuals with experience in housing management and social care. Applications from individuals who demonstrate general governance experience will also be considered. Qualifications are not always necessary for board membership. Individuals with experience of customer service in housing and support and care services such as tenants and service users can apply for Board membership. Current employees cannot serve on the board.

Other

- The Board should reflect the diversity of the community Triangle works within and serves.

Please Note: Triangle reserves the right to establish additional criteria to facilitate short-listing.

Summary Terms and Conditions of Engagement

Recompense	This is an unremunerated post. Reasonable expenses associated with travel for meetings and events will be recompensed to Board members. Board members cannot benefit financially from the association's work and any conflicts of interest must be declared.
Time Commitment	Approximately 16 X 2 hour meetings per annum including one strategy weekend normally in February annually and one strategy day in October annually. The Board and its Committees usually meet on a Monday evening with additional learning and development activities and a small number of corporate events. There is also preparation time for the Board and Committee meetings.

Eligibility

Candidates must disclose any information about their personal or professional life which in the Trustee Board's perception could bring Triangle Housing into disrepute, including removals from previous governance roles, current or previous membership of organisations which may conflict with the aims, principles and values of the organisation, or behaviour which might be seen to undermine public confidence and trust.

Candidates must also disclose if they have been convicted of a crime, which debars them from acting as a company director, or they are an undischarged bankrupt or disqualified to act as a company director.

Candidates must disclose any information, which could give rise to a perception of conflict of interest with their role as a Triangle Housing Board Member. This will not necessarily result in an inability to serve on the board.

Candidates must be over the age of 18.

The Application Process

For a confidential discussion about the position in the first instance, please contact Engage Director Patrick Minne, patrick@co3.org.uk 07792 509003.

1. Candidates are asked to provide a full CV by email to Engage by noon on Monday 20 March 2023 to Patrick Minne patrick@co3.org.uk.
2. Engage will submit your application to the Triangle Housing Board panel who will shortlist candidates.
3. Shortlisted candidates will be invited to meet the panel for a two-way discussion about their candidacy.
4. The full Board will vote to ratify the selection of the successful candidate.

Please address any enquiries relating to the advertised position to Triangle's recruitment partners:

Patrick Minne

ENGAGE EXECUTIVE TALENT

Tel: 07792 509003
Email: patrick@co3.org.uk

www.engageexec.co.uk

TRIANGLE
Building better lives together

Enquiries unrelated to this recruitment can be addressed to:

Triangle Housing
60 Eastermeade Gardens
Ballymoney
BT53 6BD

Tel: 028 2766 6880

Email: info@trianglehousing.org.uk

Triangle has been registered with the Charity Commission for N. Ireland NI 101486 and is a Cooperative and Community Benefit Society IP000193

Feb23