



Trinity Housing Association Corporate Strategy 2023 – 2025

Trinity Housing Association (THA) is a not-for-profit provider of homes for life. We work closely with quality partner agencies to provide bespoke supported living accommodation to meet the needs of vulnerable adults and promote everyday independence.

Our Mission Statement

For every individual who wants to live more independently, to regard THA as their first-choice provider of housing, care or support services.



Pic - Beamish Court

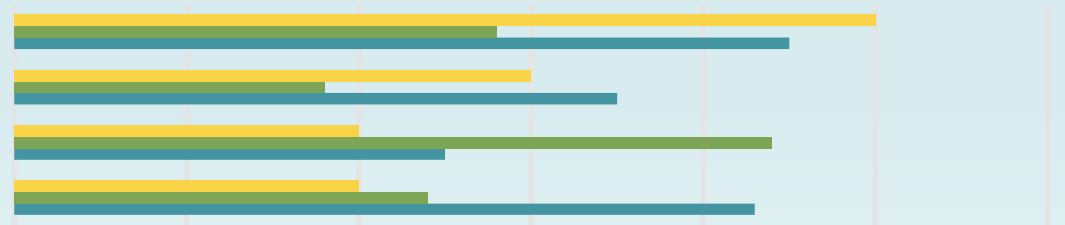
We value

- Happy and satisfied customers
- Local partnerships
- Long term viability
- Motivated people



Our aims over the next 2 years

- continue to improve our financial viability
- achieve regulatory compliance
- become a model provider of good quality, long term supported housing
- grow our business to 1,100 homes





Background



THA is a registered provider of social housing regulated by the Regulator of Social Housing (RSH).

THA does not own any property but is a lease-based provider of Specialist Supported Housing (SSH), designed to meet a range of housing needs for adults with learning disabilities, mental ill health, acquired brain injuries and physical and sensory disabilities. With 528 units in management in 103 properties, located across 37 local authority areas throughout England, we work in partnership with other organisations to meet the specific care and support needs of client groups with specialist requirements.

THA has also been the landlord for Support Exempt Accommodation (SEA) in Birmingham. However, In December 2020 the Board took the decision to exit from this and we now only have 4 properties left in this portfolio. The leases on these will be transferred by mid-2023.

The supported housing properties we manage are all leased from investment companies or private landlords with leasehold interests of 15-25 years. These leases are full repairing and insuring leases, with inflation-linked rents.

Our specialist supported housing is specifically designed for people who have long term support or care needs. We have a service level agreements with 21 care providers who provide on-site care and support in our schemes. They work with local authorities who nominate the tenants of the schemes and commission the care package. We provide an enhanced housing management service to our tenants because of their needs.

Our income is rental income from our tenancies. Our tenants are responsible for paying rent, which in most cases means that they claim housing benefit from the local authority to support their rent payment. Our rents cover the lease costs and the costs of repairing and maintaining the properties as well as providing our enhanced housing management service. This reliance on housing benefit income is a weakness in our business and a concern of the Housing Regulator.

THA is still under Regulatory supervision and is considered non-compliant with Regulatory Standards. This G3/V3 judgement was issued in November 2018 due to concerns over our long-term financial viability and the effectiveness of the Board and the risk management and internal controls within the organisation at that time.



The background of the slide is a faded, high-angle photograph of a construction site. On the left and right sides, there are complex structures of scaffolding and steel beams. In the center, a crane is lifting a large, dark, rectangular object, possibly a piece of machinery or a large panel, from a lower level. The overall scene is industrial and captures the scale of a major construction project.

The SSH landscape

Despite funding and reputational challenges, it is recognised by the government that there is a growing underlying demand and need for SSH and there is now up to 20,000 units of accommodation in the SSH subsector based on the lease-based model. Funders continue to be very engaged, and we have seen a range of new investors and fund managers enter the market. This is a challenging and complex model which is not easily understood and has high cost of delivery. This model has been rejected by mainstream registered providers generally as it is seen as posing too much risk.

The SSH landscape (cont..)

Over the last 2 years there have been significant challenges for the SSH sector. Nationally and internationally the global pandemic has had an unprecedented impact on people's lives. In the UK the most vulnerable were particularly affected and it was incredibly difficult for THA and our care provider partners to continue to deliver the services and support that our customers needed. Despite this, we found innovative ways of working together to ensure that the impact was minimal.

There has also been a challenging reputational landscape for the SSH sector. We have seen more registered providers made non compliant and some de-registered. Over the last 12 months there has been considerable critical publicity around the lease-based model.



THA's progress to date

- We have a very strong independent board with excellent experience and knowledge of the social housing sector
- We have improved performance with very high levels of health and safety compliance
- We have reviewed and improved risk management and internal controls
- We have a sound business plan
- We have developed a good relationship with the RSH who acknowledges Trinity's improved position
- We have good partnerships with our main funders and have entered positive conversations about risk sharing



- We are working more collaboratively and effectively with care providers and commissioners
- We have had a successful withdrawal from SEA which is now almost completed
- We have taken action to deal with accommodation that is not fit for purpose
- We have a greater understanding of options and opportunities open to us
- As a member of the Specialist Supported Housing Network, we are a key participant in cross section collaboration

Ambitions for the next 2 years

Continue to improve our financial viability

We will do this by continuing to improve our performance in income and debt collection and controlling expenditure in line with our business plan projections.

We will also look for efficiency savings and demonstrate value for money.

Achieve regulatory compliance

We have made significant progress towards this and have an incredibly strong and skilled Board. We will ensure this continues as we look for new board members in the future in line with the requirements set out in the NHF Code of Governance 2020.

We will comply with the Consumer Standards and have plans in place to meet the requirements of the Tenant Satisfaction Measures.

We will review what further actions are needed to achieve compliance and put plans in place for this.



Ambitions for the next 2 years (cont..)

Become a model provider of good quality, long term specialist supported housing

Our properties will be maintained to high standards and we will continue to work in collaboration with our partners to ensure our tenants receive the housing and support services that they need.

Grow our SSH business to 1,100 units of accommodation

We know this is ambitious, but we are determined to do everything we can to achieve this as it will provide much needed high-quality homes and independence for some of the most vulnerable people.

We value partnerships that we already have but will be open to working with new partners to deliver this ambition.

Any future leased based specialist supported housing growth would see Trinity controlling decisions over choice of property, location, property condition, refurbishment contracts, care provision, local authority need requirements, lease conditions and financial sustainability.

This growth could include new leased based housing in partnership with landlords, taking on the management of stock for other organisations or geographic rationalisation. We aim to be a partner of choice, but we also aim to purchase or develop properties of our own that help support our ambition

