



Trident Group



Strategic Plan
2021 - 2024

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Introduction - Working as a Beacon of Hope

The original Strategic Plan was dated as 2017-2022. When the Trident Group Board reviewed the plan, towards the end of 2019, it was agreed that much had changed within the operating environment, and there had been a lot of change across the Group.

The majority of the previously agreed actions and objectives had been completed and it was agreed that the Strategic Plan required significant revision. The revised version would be dated **2021-2024**, once again anticipating significant change and challenge to be responded to.

The Group's **unique selling point** is its work with vulnerable customers, constantly seeking better solutions to help and support them. This is reflected in all of Trident Group's work, both in terms of housing and care and support services.

The Group's housing management function is geared to provide effective service, individual support and most importantly sustaining tenancies for the most vulnerable of our residents.

A significant point of difference at Trident Group is the proportion of supported accommodation and the width of services offered in support of this. At the time of writing this represents some 60 contracts and a turnover of over £14m.

Since 2017 the Group has refined a lot of its support for vulnerable customers. In particular, the supported housing offer is much more refined and centred on rough sleeping, homelessness, complex needs and domestic violence.

As a **Beacon of Hope** it is a Group ambition to remain at the **front end of housing and support provision** with care and support as a core business.

The Strategic Plan is intended to be a live document to be embedded into everything we do. The plan will have its own set of key performance indicators to assist the Board in monitoring and seeking assurance. It will form the basis of the Business Plan and will be used to set operational targets for departments and individuals.

The plan will be reviewed bi-annually to take account of any internal and external changes, and to give assurance that the plan is being delivered. Most importantly that the Group is delivering on its **vision**, as a **Beacon of Hope**, through its **mission** and in keeping with its **values**.

John Morris
Group Chief Executive



Who We Are - a Beacon of Hope

Trident Group has been providing homes and care and support services to people across the Midlands for nearly 60 years. The Group owns and manages over 3,500 homes and has one of the highest proportions of supported accommodation among social housing providers.

The Group employs more than 800 staff, works with a range of volunteers and provides services to approximately 10,000 people. It has an annual turnover of more than £37m and assets close to £190m.

The organisation operates through a group structure, which consists of three organisations. **Trident Housing Association** is a charitable organisation which provides landlord services in respect of housing management, tenancy support services and homes maintenance. **Trident Reach** is a registered charity which provides support services and registered care to some of the most vulnerable customers. **Trident Star** is the group's commercial body.

The Group's unique selling point centres on the amount of homes and services directed to the most vulnerable, whether in housing or support services. This also includes rough sleepers, the homeless, those experiencing mental health difficulties, those subject to domestic violence, customers with learning difficulties, young and older persons. This is why Trident Group continues to work as a **Beacon of Hope** for those in most need.

Trident Group values its independence and remains ambitious and forward looking. Its reputation is and will continue to be based on its work with vulnerable customers.





Vision

To work as a Beacon of Hope for those in most need.

To develop and shape housing and support services which respond to the needs and improve the life chances of the most vulnerable.

To transform lives, finding better solutions to help and support.

Mission

To be at the forefront of delivering integrated housing, care and support services.

To work with Local Authority partners to provide services which meet the needs of vulnerable individuals and the wider community.

To be a sustainable charitable business, operating good practice in terms of people, property and financial management.

Values – will always be:

People Centred – People will always be at the centre/heart of everything we do, from our staff, to residents, customers and service delivery. We will carry out roles and services with individuals needs being at the forefront.

Responsive to Inequality and Supportive of Social Justice – We will have zero tolerance when it comes to inequalities and injustice of any nature. We are an inclusive organisation that has no room for discrimination or practises which will put people at a disadvantage, irrespective of background.

Financially Robust and Resilient – We will endeavour to ensure that our financial position is robust enough to do whatever our strategic plans entail including growing the business. We will also make sure that we are able to meet our financial covenants and obligations in the fulfilment of our duties (eg. maintaining the capacity to invest in new and existing homes).

Sustainable and Reliable – We will endeavour to remain true to our core identity in our service delivery to our residents and customers, working with our customers and partners. We will seek partnerships/alliances (where needed) to further enhance our capacity and service delivery to this end.

Operating Environment

The pace of change is unrelenting as are the challenges faced by organisations working within the housing and social care sectors.

In recent years it has often seemed that organisations who are engaged in supporting the most vulnerable find themselves at odds with central government policy. The constant change and uncertainty around policy detail has made it difficult to plan, respond, and fund new initiatives at just the time when they are greatly needed.

There is both a housing crisis and a social care crisis. There is a shortfall of affordable housing for all groups and a lack of adequate care services for the increasing number of vulnerable individuals who rely on the social care system.

In the face of such challenges it can be easy to lose sight of who you are and why you are here. At Trident Group we remain clear and unchanged in our belief that our resources are best directed at providing safe homes and services for those most in need.

We continue to provide these services and remain a financially robust organisation meeting the covenant requirements of all our lenders and the compliance requirements of our regulators and care and support commissioners.

This continued focus, working as a **Beacon of Hope**, does not mean that we are unchanged or unchanging. In fact, one of our key strengths is our ability to respond to change. We recognise now more than ever that to continue to deliver effective services to our residents and customers remains crucial. Likewise, to secure a long, stable future for the Group we have to remain agile and responsive to a changing and uncertain operating environment. This is particularly the case as we look to move on from the complex challenges of the **Covid-19** pandemic and into a **post-Brexit** world. Likewise, as we respond to **regulatory change** and new **consumer regulation**.





an older woman with short grey hair and glasses, wearing a light grey sweater, standing on the left side of the image.

a woman with red hair and glasses, wearing a patterned top and a dark cardigan, standing on the right side of the image. She has an ID badge around her neck.

Governance

Trident Group is led by a skilled professional Board who are committed to delivering the **vision, mission** and **values**. The Board and Executive work together to ensure the Group has the correct leadership, governance arrangements and skills to meet both current and future business needs.

The Group operates a unitary Board that lead the work of Trident Housing Association, Trident Reach and Trident Star and has adopted the new **NHF Code of Governance 2020**, and will continue to meet all requirements on a comply and explain basis.

In order to support the Board, the Group operates a series of Committees, Task and Finish Groups, further supported by Reading Groups.

The Group receives performance gradings from the Regulator of Social Housing (RSH) and the Care Quality Commission (CQC) and works within the requirements of the Charity Commission. On a day-to-day basis the Group works with Local Authority commissioners to successfully deliver supported contracts. The Board takes these gradings, compliance and performance requirements seriously and is always looking to maintain the **highest gradings** possible and pursue improvements where necessary. The Group has a **G1/V1** grading from the RSH and **Good** ratings from the CQC.

The Group holds an **accreditation** with The Governance Forum and a kitemark with icsa – The Chartered Governance Institute.

The Board lead the organisation with integrity, and the Executive ensure that staff understand the Group's values and act in accordance with them. To this end the Group operates to a **Code of Ethics** which the Board reviews annually.



Strategic Objectives

1. To become a High Performing Board in line with criteria agreed between the Board and The Governance Forum.
2. To review the continued effectiveness of the group structure legal entities.
3. To work towards achieving and maintaining the highest level of regulatory gradings across housing, care and support sectors.

Key Milestones

Review Date

- | | |
|--|---------------|
| 1. To successfully complete a High Performing Board workshop with The Governance Forum, agreeing an action plan. | November 2022 |
| 2. To have completed a review of the group structure. | March 2022 |
| 3. To review the Group's performance in relation to all regulatory gradings annually. | March 2022 |
| As part of the Care Strategy, consideration is to be given to agreed schemes pursuing the CQC outstanding grading. | March 2022 |

Success Indicators

Completion Date

- | | |
|--|----------------|
| 1. To have become a High Performing Board in accordance with the agreed criteria. | March 2023 |
| 2. To have approved the most effective group structure for the next three year. | September 2022 |
| 3. To continue to take all necessary actions to retain the G1/V1. | Ongoing |
| To have completed the review of care homes and implementing new operating models or have repurposed or disposed of the facilities. | November 2023 |

People

Trident Group aims to be a recognised and **well-regarded employer**. The Group will continue to work to being an employer that existing staff remain committed to and new applicants are keen to join. We want to attract dedicated, knowledgeable, skilled and energetic people to the organisation. Our **passionate staff** are one of our greatest assets and the best ambassadors. The recruitment, training and retention of skilled motivated staff is key to achieving objectives.

The Group works hard to create a culture which supports staff in providing services to the most vulnerable operating as a **Beacon of Hope**, whilst remaining a sustainable business.

The Group wishes to see its staff acting professionally and fairly, making choices and decisions by applying the Group's principles and values consistently. Staff will be supported to understand the impact that poor decisions can have on both people's lives and the reputation of the Group.

Equality and diversity remains, as always, a key component of the Group's culture.

Trident Group puts **residents and customers** at the centre of everything we do, understanding their needs, communicating well with them and working to improve our services and their opportunities, is absolutely integral to achieving our vision and mission. Residents and customers will also be encouraged and given the opportunity to influence decisions.

We want to understand residents and customers better and to get their help to shape the Group's services to ensure that they meet their needs and expectations. It also helps to enable us to advocate successfully on their behalf. Staff will be supported to deliver **good practise** at all times and challenge unethical practise in a fair and considered way.

We want to significantly improve our **communication** with residents and customers, concentrating on using their chosen platform, creating more effective and meaningful engagement. As a result, we continue to develop our various digital platforms.

To ensure that we are working together with both our residents and customers, a group will meet with the Board on a regular basis. The Group will regularly communicate with its residents and customers on a **"You said, We did"** basis.

Our **stakeholders** are key partners in helping us deliver our vision and our mission. Key to this are Local Authority partners, who commission and support us in delivering services to the most vulnerable. Funders help to support financial sustainability and the ability to invest in new and existing homes. Consultancy colleagues help in providing technical support and advice to maintain and enhance performance.

Strategic Objectives

1. To regularly challenge the Group to be a recognised and respected employer.
2. To evidence improved and enhanced resident and customer engagement.
3. To communicate and promote our work with stakeholders.

Key Milestones

Review Date

- | | |
|--|------------|
| 1. To complete the Investors in People accreditation and agree a forward plan, which includes consideration of further accreditation work. | July 2022 |
| 2. To have completed and delivered the Resident Engagement Standing Group action plan. | March 2022 |
| 3. To complete a stakeholder survey and focus group exercise and produce an action plan. | May 2023 |

Success Indicators

Completion Date

- | | |
|---|---------------|
| 1. To be able to evidence that Trident Group is an employer that people are attracted to. | December 2023 |
| 2. To have successfully completed and sought feedback on the achievement of the Resident and Customer Engagement action plan. | April 2023 |
| 3. To have completed the stakeholder action plan. | November 2023 |

Responding to Equality, Diversity and Inclusion

Trident Group is committed to ensuring **equality, diversity and inclusion** is embedded in every aspect of its work recognising that we all achieve more together. We have a very diverse group of residents, customers and staff. The Group realise that having staff, Board members, contractors and stakeholders who not only understand this diversity, but reflect it, is essential to delivering our vision and mission.

The Group actively promotes all aspects of social, cultural and diversity matters through workshops, briefings and training. The Group aims to not only to meet legal obligations but to go further in responding to inequality.

Strategic Objectives

1. To develop an Equality, Diversity and Inclusion Strategy.
2. To successfully implement the RACE Code action plan.
3. To increase the data collected for residents, customers and staff in order to improve the Group's understanding and response to inequality.

Key Milestones

Review Date

- | | |
|--|--------------|
| 1. To approve an Equality, Diversity and Inclusion Strategy. | May 2022 |
| 2. To have completed the RACE Code action plan. | May 2023 |
| 3. To have approved the suite of data that the Group will collect on a consistent basis, in support of the Equality, Diversity and Inclusion Strategy, and to monitor this on a quarterly basis. | October 2022 |

Success Indicators

Completion Date

- | | |
|--|------------|
| 1. To have successfully delivered the Equality, Diversity and Inclusion Strategy. | May 2023 |
| 2. To be able to measure the improvements and successes of the RACE Code action plan. | May 2024 |
| 3. To be holding a comprehensive suite of up-to-date data which informs decision making on an ongoing basis. | March 2023 |



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Service Delivery

Trident Group is committed to delivering effective **targeted consumer services** with housing, care and support services being core business, and offering good **value for money**. We aim to operate as one organisation delivering a fully integrated model, harnessing the strengths of all parts of the Group. The Group will also capture more added **social value** output in order to further increase its social investment contribution.

We will create a working atmosphere that encourages communication and seamless coordination between departments and individuals. An environment where professional standards and performance are required at all times.

The key to providing effective services is to hold and use accurate up-to-date information to make strategic and operational decisions. The Group is committed to improving our **data quality** and quantity for this purpose.

Trident Group's residents and customers have confirmed that we are currently **performing well** as a service provider. In support of these continued endeavours the Group will repeat its comprehensive externally resourced customer survey every two years, with the next one due in Summer 2021.

The Group operates a range of **in-house services** to ensure responsiveness to vulnerable clients and specialist provision. Likewise, to be responsive to members of staff that deliver a range of key services across the wider Midlands. These include in-house maintenance services, gas servicing provision, cleaning services, IT support and comprehensive out of hours provision. The Group will continue to review and develop these services in order to maintain their effectiveness and responsiveness and deliver **value for money**.

We aim to use innovation and technology to enhance service delivery and outcomes that are customer focused, that will create efficiencies, and that make better use of technology. Moving forward we will deliver **self-service technology** to enhance existing office and patch based working arrangements, whilst targeting value for money.

This will allow them to log and track their repairs, make payments, view online account data and manage their housing account information. To achieve this, we will make advanced changes to the Customer Relationship Management (CRM) application.

This change will increase the customers service options, but as a people centred organisation, we will always prioritise face-to-face working.

Strategic Objectives

1. To deliver and measure effective value for money services to both residents and customers.
2. To provide information technology to support staff, residents and customers with service delivery.
3. To work with the Resident and Customer Engagement Standing Group to increase resident and customer engagement and their ability to influence and shape services.

Key Milestones

Review Date

1. To measure the effectiveness and value for money offered by services on an annual basis, producing a report for residents, customers and the Board.	February 2022
2. To successfully implement the upgrade of the CRM application and launch a new interactive website.	September 2022
3. To have successfully designed and reshaped at least three key housing management services.	May 2022

Success Indicators

Completion Date

1. To be able to evidence in a report for residents, customers and the Board the consistent delivery of reshaped services and value for money.	September 2022
2. To have residents and customers successfully using interactive services, to be covered in the resident and customer survey.	October 2023
3. To have increased resident and customers satisfaction with the services designed and reshaped, evidenced by resident and customer survey work.	October 2023

Business Management and Resilience

Trident Group will remain **financially robust**, meeting all its financial covenants and maintaining the capacity to invest in new and existing homes. This will be demonstrated by the successful delivery of the Group's Business Plan, which takes its lead from the Strategic Plan. The Board and Executive work together to deliver good financial management, regulatory compliance and value for money.

The Board regularly seek assurance as to the effectiveness of the Group's financial performance, recognising that care and support activity remains challenging and that low margins are the norm. The Board will review the **Trident Reach Strategy** and the **Care Strategy** on an annual basis.

The Group will maintain appropriate risk management and stress testing arrangements, to respond to this challenge and support business **resilience**. The Board will follow regulatory advice and guidance and ensure regulatory compliance. It will use the annual **Sector Risk Profile** as a key reference document.

The Board will ensure that the Group implements effective external and internal **audit** service.

The Board will review its **Treasury Strategy** annually, together with the **Asset and Liability Register**, updating the record of its charged and unencumbered assets.

The Group will operate a set of Golden Rules, key performance indicators and management targets which support **good financial management**.

Strategic Objectives

1. To revise the Business Plan in response to the Strategic Plan.
2. To produce new Risk Management and Value for Money Strategies.
3. To fulfil all financing requirements and revisit the Treasury Strategy.

Key Milestones

1. To have revised the Business Plan numbers in support of the FFR for 2021.
2. To approve new Risk Management and Value for Money Strategies.
3. To have successfully completed the financing requirement for 2023 and produced a new Treasury Strategy.

Review Date

June 2022
June 2022
June 2022

Success Indicators

1. To have new Business Plan, to support the Strategic Plan for 2021-2024, which is reviewed annually.
2. To be able to evidence in a report the full benefits of the new Risk Management and Value for Money strategies.
3. To have funds in place to support ongoing investment decisions regarding stock investment, new development and carbon reduction.

Completion Date

Ongoing
September 2022
Ongoing

Partnerships and Alliances

Trident Group seeks **partnerships** and alliances to further **enhance capacity and service delivery** where needed, or when an enhanced offer to residents and customers or Local Authority partners can be made. These partnerships and alliances will be with like-minded organisations, who share the Group's values. There will also be a **clear measurable business case** for working together.

Strategic Objectives

1. To remain a sustainable growing charitable business.
2. To produce a Partnership and Alliance Strategy.
3. To identify and seek partnership opportunities which enhance the Trident Group Offer.

Key Milestones

Review Date

- | | |
|---|---------------|
| 1. To annually review what being a sustainable growing charitable business means for the Group and its residents and customers. | November 2022 |
| 2. To approve new Risk Management and Value for Money Strategies. | November 2022 |
| 3. To have identified at least two partnership opportunities. | May 2023 |

Success Indicators

Completion Date

- | | |
|---|---------------|
| 1. That Trident Group remains a successful sustainable charitable business, capable of further growth, delivering an appropriate range and quality of service to its residents and customers. | Ongoing |
| 2. To be implementing the Partnership and Alliance Strategy. | November 2023 |
| 3. To be in or have held partnership discussions with at least two like-minded organisations. | November 2023 |

Homes, Assets and Diversification

Trident Group will invest appropriately in both existing and new homes, following a self-imposed development sabbatical, to undertake a significant refinancing exercise.

Looking forward, the Group's investment in **existing homes** will be centred on the following categories:- repair and maintenance, health & safety and building safety, planned maintenance and improvement and carbon reduction. The Group will have in place strategies to cover all these areas of investment, supported by good stock condition information and clear consideration of the **best use of stock**.

The Group is committed to reducing its **carbon footprint** and has already made financial stock investment provision in its Business Plan. This will be reviewed annually in line with the Carbon Reduction Strategy, which sits alongside the Asset Management Strategy.

The Group remains ambitious to invest in **new homes**, in agreed geographical locations, centred on the needs of local people, with plans being agreed with Local Authority partners. To this end the Group will work with **development** partners to access grant funding, identify sites and ensure delivery of quality homes. Likewise, to innovate where possible, in the areas of carbon reduction and the use of modern methods of construction.

Trident Group has moved to a hybrid model of working, where staff are able, supported by IT, to work from a variety of scheme locations, offices and home. To this end the Group will revisit its **office** requirements.

The Group will revisit the use of its **commercial** arm, Trident Star, in order to consider appropriate diversification activity, through the use of shops, offices and service provision.

Strategic Objectives

1. To annually update investment plans for both new and existing homes, producing new and revising existing strategies as appropriate.
2. Produce a Carbon Reduction Strategy.
3. To produce a strategy for Trident Star.

Key Milestones

- | Key Milestones | Review Date |
|---|---------------|
| 1. The production of a Development Strategy and to formally undertake annual reviews of stock investment plans. | November 2022 |
| 2. To have produced a Carbon Reduction Strategy and to formally undertake annual reviews of investment plans. | November 2022 |
| 3. To have produced and resourced a Trident Star Strategy. | October 2022 |

Success Indicators

- | Success Indicators | Completion Date |
|---|-----------------|
| 1. To be building new homes of good quality in line with the Business Plan and Development Strategy, and to be investing in residents' homes in line with the strategy. | November 2024 |
| 2. To be successfully implementing the Carbon Reduction Strategy. | November 2024 |
| 3. To be successfully implementing the Trident Star Strategy. | April 2023 |

Chair's Summary

Once again, the housing and social care sectors are experiencing unprecedented levels of change and uncertainty, but have also never been in such great demand, as we look beyond the Covid-19 pandemic.

We are facing extreme shortages of affordable housing and suitable social care to meet the needs of the population. Trident Group has a long history of working across the wider **Midlands** to provide homes and services to vulnerable individuals and communities. We are determined to carry on doing so even in the face of significant external challenge.

The key to achieving this is balancing risk with stability, and it is with this in mind that the Group have produced this updated Strategic Plan and reset strategic objectives.

Supported housing is seen as a risky environment, one of volatility and small margins, which many providers are turning away from. The Group is committed to providing this much needed resource but will be doing so from a considered and stable financial and organisational platform.

The Group's strengthened Governance and Risk Management Strategies will enable it to keep under review the impact and viability of the activities we are engaged in. This will ensure we operate a portfolio of services that are relevant and add value to the lives of others, as a **Beacon of Hope**, whilst remaining financially viable and resilient. I am also delighted to see the Group return to **development and the production of new homes**.

The Strategic Plan outlines an ambitious but steady **sustainable transformation** of the Group's work in terms of **people, property and finances**. It will be supported by an updated Business Plan. Together this ensures we meet the needs of all of our stakeholders, whether that be residents, customers, regulators, lenders, business partners and staff. It is on this basis that I **commend the Strategic Plan 2021-2024**.

The work we are doing creates firm foundations for securing a long term and exciting future for the Group. As Chair I am looking forward to the **Board** and the **Executive** working together to ensure that we remain a **Beacon of Hope** for those in most need and we successfully implement the strategic objectives we have set.

Colin Small
Chair of Group Board





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