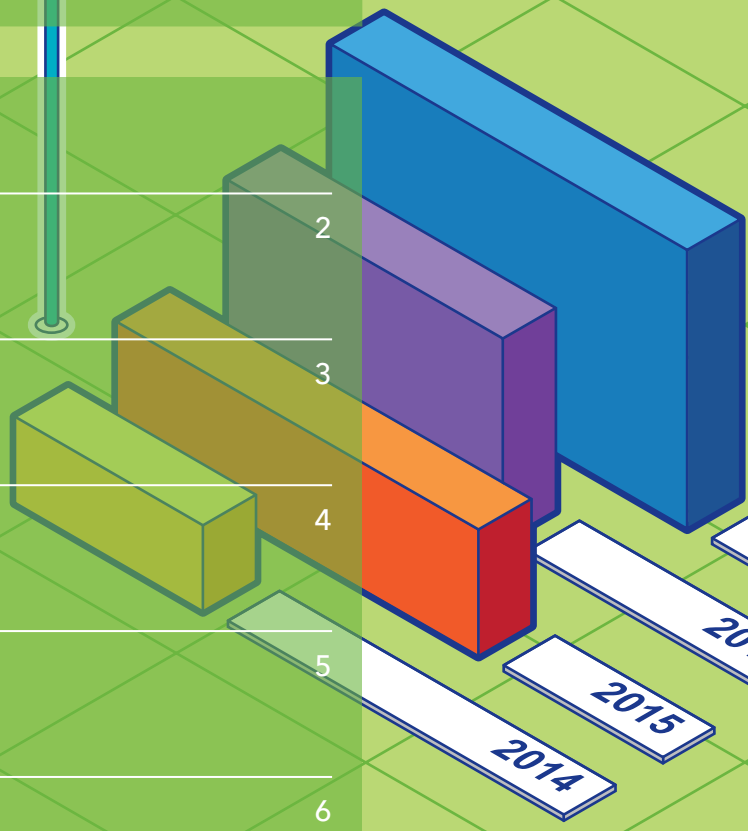
The Apex Plan 2014~2017

Objectives & Tasks 2016~2017

Apex



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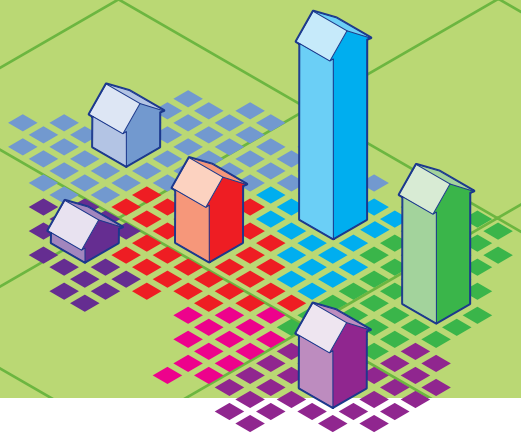
Our Business



What we do

Apex Housing Association (Apex) is a major housing association managing a stock of some 4,500 homes, which will grow to over 5,500 when our current planned programmes are completed. Our business is housing and associated care and support services, and from tiny beginnings in 1965 in Derry~Londonderry, we have grown into a substantial organisation which provides:

- *General needs housing for families and single people*
- *Purpose-built accommodation for older people*
- *Supported housing for people with individual needs, including those with mental health difficulties; learning disabilities; alcohol/drug addictions; and those who are physically disabled*
- *Support services for vulnerable groups under the Supporting People programme*
- *Community buildings under the management of local communities*

Apex works across Northern Ireland and in the Republic of Ireland. We are a not-for-profit housing association, led by volunteers and we work to social enterprise principles. We employ over 600 staff throughout the organisation and through our group structure we also provide affordable housing both for rent and for sale.

We have recently introduced FairShare, an innovative shared ownership scheme for the Northern Ireland housing market. FairShare gives homebuyers the opportunity to buy a share of their new home now, with the option of buying the rest later. The scheme enables homebuyers to buy a new-build home or an existing property, directly from Apex, a developer or private home owner.

What we will do

The Apex Plan provides us with strategic themes and objectives which set the direction of travel for everything we will do over the 3-year period. We need this to give us a focus and to make sure we are working towards common goals. To ensure we achieve these goals, the Business Plan section sets specific tasks annually for each of the 3 years. These are measurable and the outcomes are reported to the Board of Management and to shareholders at the Annual General Meeting.

The Apex Plan has been shaped by feedback from employees, tenants and board members. It sets out our priorities to build on the success of the previous plan and introduces new initiatives to help deliver our aims. The themes of The Apex Plan feed into staff appraisals, training and development initiatives, team action plans and key performance indicators.

Apex does not operate in isolation, but instead is influenced by and has to react effectively to changing contexts, not only within the housing and care sectors but also within the societal and community fabric. In the same way we must learn from our own recent past, using our experiences - both good and bad, to help us plan ahead.

Due to the hard work and commitment of our staff over the lifetime of the previous Corporate Strategy 2011-2014, Apex has performed well and remains in a strong position despite challenging times.

By pulling together in the same direction we can continue our success and make a real difference to people's lives.

Vision, Mission & Values

What we value

Although The Apex Plan gives us direction for the current 3-year period, our vision, mission and values will run beyond that period and underpin everything we do as an organisation, both collectively and individually.

Our Vision

For every person to enjoy great quality homes and support, in vibrant and caring communities.

Our Mission

Apex leads the way in building sustainable communities through the delivery of quality, affordable homes including tailored support and care services.

Our Values

We care ~
we want to make a positive difference to people's lives.

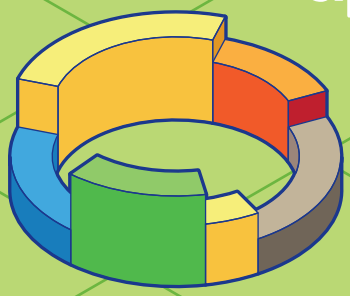
We take ownership ~
we are all responsible for ensuring we deliver our mission.

We do things well ~
we lead the way, we aim to get it right and to continuously improve.

We work together ~
we collaborate to get the best result.

We show respect ~
we are respectful of and courteous to everyone with whom we come in contact.

Recent Performance



What we have achieved

The specific achievements of the previous Corporate Strategy 2011-2014 included:

- The development and delivery of over 1,000 new homes
- A number of construction and care awards for specific projects and schemes
- Increased annual income from £24.1m to £30.3m while decreasing cost base from 82% to 76%
- Growth in housing assets from £291.1m to £417.3m
- Re-accreditation of Investors in People recognition - enhanced to Silver award
- Significant progress in implementing the new standards introduced by DHSSPS in regard to the delivery of nursing, residential and domiciliary care services and by Supporting People for the delivery of housing support services
- Implementation of an accredited and structured staff training and development programme
- Acquisition of and re-location to new office accommodation in Belfast
- Achievement of over 90% of business plan tasks year on year
- Additional funding of £6.25m for community initiatives

What we achieved over the period 2011-2014 demonstrated the hard work and commitment of our staff at every level within the organisation, a period when we also had to deal with:

- The continued collapse in the housing and housing land markets with little sign of recovery
- Continuing major difficulties within the banking and financial sectors curtailing the flow of private finance to housing associations
- Ongoing growth in regulation affecting every part of our work
- Unilateral freezes and reductions in health and social care and housing support funding for much of the Association's core work
- Growing need for affordable housing

Factors Influencing our Plan

Government Policy

At national government level, major changes in benefit support to households and individuals under the welfare reform agenda are now well underway. Within Northern Ireland, a strategic review of the Housing Executive is being progressed. In 2015, the Reform of Public Administration resulted in the transfer of a significant number of planning functions to local government.

The austerity approach of the UK government will mean that funding pressures will continue within all Northern Ireland departments for the foreseeable future. As we work hard to cope with the effect of an ongoing reduction in our spending power in real terms, increasing regulation will continue to force the cost of provision upwards. Finally, sustainability (social, economic and environmental) and the good relations/shared future agenda will continue to be important themes that we wish to embrace.

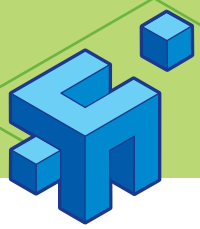
Social & Community Changes

By 2023 the population of Northern Ireland is projected to grow by 8% (or almost 145,000), with the highest rates of growth in the south and west. At the same time, household sizes will continue to fall (from 2.7 now, to 2.4 in 2021) - a parallel increase in the number of households (projected to increase by 20% by 2021) will significantly drive up the demand for new housing.

Family and kinship structures continue to shift, with for example, lone pensioner and lone parent households now accounting for one in five of all households in Northern Ireland. There is now a sizeable migrant worker population, though it is not evenly distributed, with some areas such as east Tyrone having major concentrations of migrant households.

Deprivation and disadvantage persist as core issues across Northern Ireland with major concentrations in a number of urban and rural communities. Well over a third of 16-74 year-old adults are economically inactive and in many communities significant numbers of people are dependent on benefits, have poor levels of educational achievement, and/or work in low-paid, often unskilled jobs. All the while, anti-social behaviour is seen to be a growing concern.

Factors Influencing our Plan



The Housing Market

The collapse in the housing and financial markets continues to have major impacts. Among them are:

- Minimal new private house-building
- Many people experiencing difficulties in obtaining mortgages
- Many people in negative equity

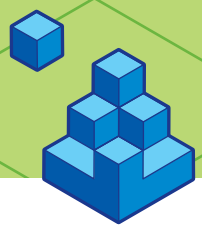
The Housing Executive's 2013-16 Housing Market Review sets out a clear analytical context for much of our work. It confirms:

- Demand for social housing will remain high with some 2,000 new homes required each year
- The number of applicants on the waiting list stands at more than 40,000, with those in 'housing stress' (more than 22,000) continuing to rise
- Much work remains to be done to make housing fit for purpose in terms of energy efficiency and fuel poverty, and in meeting the specific needs of households

We believe that over the coming year the main strategic housing issues will include:

- Helping meet the substantial need for social housing through new-build and other means
- Improving the energy efficiency of our stock, thereby addressing fuel poverty
- Supporting existing households through our community investment programme - Apex Living
- Providing and managing housing stock which meets the needs of an ageing society and smaller family sizes
- Helping those trying to get on the property ladder by providing shared ownership homes

Factors Influencing our Plan



Care & Support

Across Northern Ireland, levels of need and demand remain strong, with one person in five having a limiting long-term illness and one in nine providing unpaid care to someone. The population is also ageing, with the 'over 65' cohort projected to increase by 37% to some 356,000 by 2023 and those over 85 years increasing by 46% to 51,000.

A review of health and social care entitled 'Transforming Your Care' was published in December 2011. It acknowledged that with people living longer, the demand for health and social services will increase.

The review made a series of recommendations on how future services can be delivered differently, while making the best use of resources available. This included focusing delivery of services in the home, or as close to it as possible. The UK government's welfare reform programme will, however, limit the ability of recipients to purchase their care and support needs.

For new supported housing projects, funding and regulatory pressures has led us to concentrate more and more on providing the bricks and mortar, while increasingly relying on joint management partners and service level arrangements with health and social care trusts to deliver the necessary care and support elements.

Investing in Our Future

How we go forward

We have consistently invested significant time and effort in governance and our robustness here is demonstrated by many positive audits and inspections and strong performance against core DSD standards. We have committed and effective staff in place, continually working to improve our systems, processes and procedures. We have top quality office accommodation and have been successful in attracting high calibre voluntary board members.

When we are at our best we are up there with other top performing organisations. Our customers are looking for something straightforward: a responsive, reliable and timely service offering value for money. While the majority get that service, we must strive to identify any weaknesses that adversely impact upon our performance. Using our strong work ethic, we will continue to direct our energies to improving our weaker areas and tackling issues before they become problems. This ensures a strong customer focus and better service delivery which underpin our overall direction of travel.

Strategic Themes

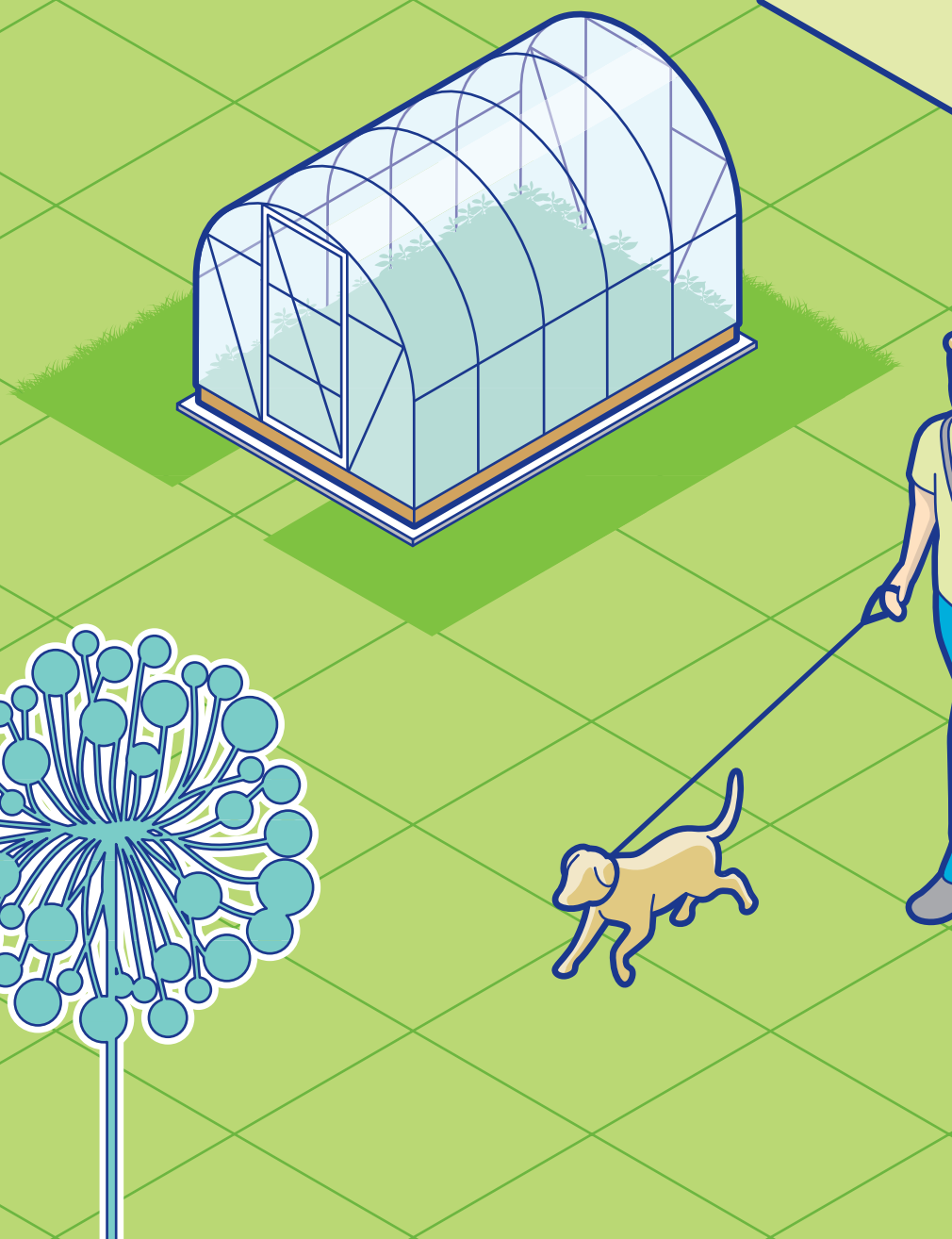
Our analysis of the issues has determined that our objectives and tasks fall under 6 strategic themes. The first 5 are things we want to achieve, but we will only get there by committing to the 6th.

- ***Support those who use our services and need our help***
- ***Have well maintained energy efficient homes***
- ***Provide more homes and sustainable development***
- ***Be an efficient, best practice business***
- ***Promote community investment***
- ***Enable and engage our team***

Strategic Objectives & Business Plan Tasks 2016~2017

Strategic Themes

1.0	Support those who use our services and need our help	12
2.0	Have well maintained energy efficient homes	15
3.0	Provide more homes and sustainable development	16
4.0	Be an efficient, best practice business	18
5.0	Enable and engage our team	20



1.0 Support those who use our services and need our help

Strategic Objectives 2014~2017

1.1 Work to help maintain tenancies and provide flexible support in response to changing needs.

1.2 Develop partnerships with other agencies to provide broader support.

Business Plan Tasks 2016~2017

1.1.1 Agree measures to support tenants impacted by the welfare changes and commence implementation by 30 June 2016.

1.1.2 Complete a welfare benefits review for all new tenants by 31 March 2017.

1.1.3 Investigate the potential for implementing a new affordable loans project by 30 September 2016.

1.1.4 Review the admissions criteria and referral process for Supported Living schemes registered as domiciliary care agencies, in consultation with the health and social care trusts and the NIHE, by 31 December 2016.

1.1.5 Implement measures to ensure compliance with the Residential Tenancies Amendment Act 2015 by 31 March 2017.

1.1.6 Review the Apex (Ireland) Tenancy Agreement by 31 March 2017.

1.2.1 Review implementation of 'Shaping your Community' and develop the Community Involvement Strategy 2017-2020 by 31 March 2107.

1.2.2 Implement the Together Building United Communities (TBUC) plan for Ballynafoy Close, Belfast during 2016-2017.

1.2.3 Investigate opportunities to partner with advice agencies across NI to provide support to tenants by 31 December 2016.

1.2.4 Review the management and implementation of contracting arrangements for the delivery of care and support and implement recommendations arising by 31 March 2017.

1.0 Support those who use our services and need our help

Strategic Objectives 2014~2017

1.2 Develop partnerships with other agencies to provide broader support.

1.3 Deliver high quality support and care services.

Business Plan Tasks 2016~2017

1.2.5 Investigate the potential to develop a service level agreement with an agency to provide independent advocacy services to Supported Living tenants by 31 December 2016.

1.2.6 Assist a minimum of fifteen people to access job skills training by 31 March 2017.

1.3.1 Progress the re-modelling of Beechway House during 2016-2017.

1.3.2 Review operation of the new Supported Living service at Iona House, Railway Court, Mullagh House and Ardavon House by 30 September 2016.

1.3.3 Develop a continuous improvement plan incorporating the best practice recommendations of Quality 2020 and the National Service Frameworks for Mental Health, Learning Disability and Older People and commence implementation by 31 March 2017.

1.3.4 Develop the reporting capabilities of the EpicCare and Star Outcomes systems to improve quality assurance by 31 December 2016.

1.3.5 Implement financial capability assessments within Learning Disability and Mental Health schemes by 30 September 2016.

1.3.6 Evaluate the revised staffing model and structure within Mental Health and Housing with Care schemes by 31 March 2017.

1.0 Support those who use our services and need our help

Strategic Objectives 2014~2017

1.4 Deliver reliable, high quality, cost-effective services to our tenants and service users.

Business Plan Tasks 2016~2017

1.4.1 Ensure voids do not exceed 1.5% of total stock during 2016-2017 - [Note: DSD Performance Indicator is 4%].

1.4.2 Collect at least 98% of total rent receivable by 31 March 2017 - [Note: DSD Performance Indicator is 98%].

1.4.3 Continue to work towards achievement of the DSD's non-technical arrears performance indicator of 5% during 2016-2017.

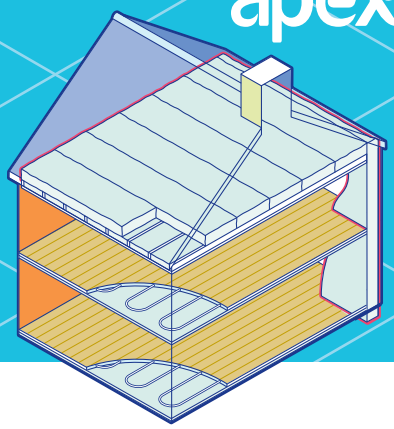
1.4.4 Ensure compliance with the requirements of the Supporting People contract management regime and the Department of Health, Social Services and Public Safety's inspection standards during 2016-2017.

1.4.5 Implement year 3 of the Community Involvement Strategy 2014-2017 by 31 March 2017.

1.4.6 Participate in the safeguarding public awareness campaign and review systems for management of safeguarding alerts in line with new guidance by 31 March 2017.

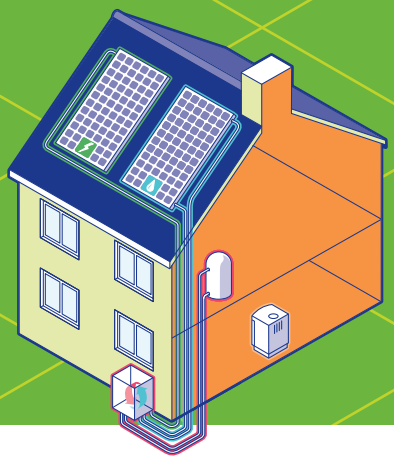
1.4.7 Review the Complaints and Compliments policy and procedure by 31 March 2017.

2.0 Have well maintained energy efficient homes



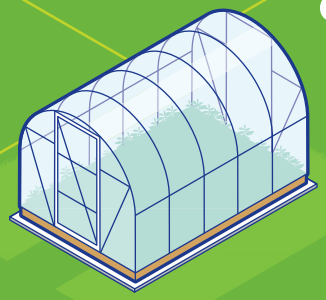
Strategic Objectives 2014~2017	Business Plan Tasks 2016~2017
2.1. Maintain our homes by investing more than £10m in replacing major building components over the next 3 years.	2.1.1 Carry out major external works to address the structural problem arising from the presence of mica in 5 properties at Westway, Derry~Londonderry by 31 March 2017.
	2.1.2 Carry out technical assessments of existing fire alarm interfaces and install swing free door closers in Brookmount Nursing Home and Belmont Cottages by 31 December 2016.
	2.1.3 Implement Open Housing integrated procedures to permit electronic monitoring of key performance indicators within the response maintenance contracts by 31 December 2016.
2.2 Help address fuel poverty by improving the energy efficiency of 300 homes over the next 3 years.	2.2.1 Increase the energy performance of 100 properties to above the Northern Ireland benchmark average of a 57% rating by 31 March 2017.
	2.2.2 Implement phased programme of oil to gas heating conversions in 104 properties in Glendale, Derry~Londonderry by 31 March 2017.
2.3 Work to improve the efficiency of the maintenance service and ensure all properties are statutory compliant.	2.3.1 Implement ISO 9001 audit standards to ensure services consistently meet tenants/residents requirements by 31 March 2017.
	2.3.2 Evaluate first year performance of response maintenance contracts by 31 March 2017.

3.0 Provide more homes and sustainable development



Strategic Objectives 2014~2017	Business Plan Tasks 2016~2017
3.1 Work to meet government's social housing agenda.	3.1.1 Achieve the total number of site starts allocated to Apex in the published Social Housing Development Programme by 31 March 2017 subject to the availability of finance and planning approval.
	3.1.2 Achieve the completion of at least 200 new homes before 31 March 2017.
3.2 Work to meet government's affordable housing agenda.	3.2.1 Finalise the FairShare shared ownership scheme and make it available to other housing associations and developers by 31 December 2016.
	3.2.2 Start construction of affordable housing for sale at Saintfield Road, Lisburn by 31 March 2017.
	3.2.3 Purchase and renovate fifteen empty homes through DSD's Affordable Home Loans Scheme and have them available for sale (or sold) by 31 March 2017.
3.3 Respond to new housing initiatives and opportunities.	3.3.1 Work in partnership with DSD in Tiger's Bay / Mountcollyer under their Building Successful Communities initiative to allow for the construction of ten new houses by 31 March 2017.
	3.3.2 Establish a framework agreement for developers to provide land, and design and build services for social and affordable housing by 31 March 2017.

3.0 Provide more homes and sustainable development



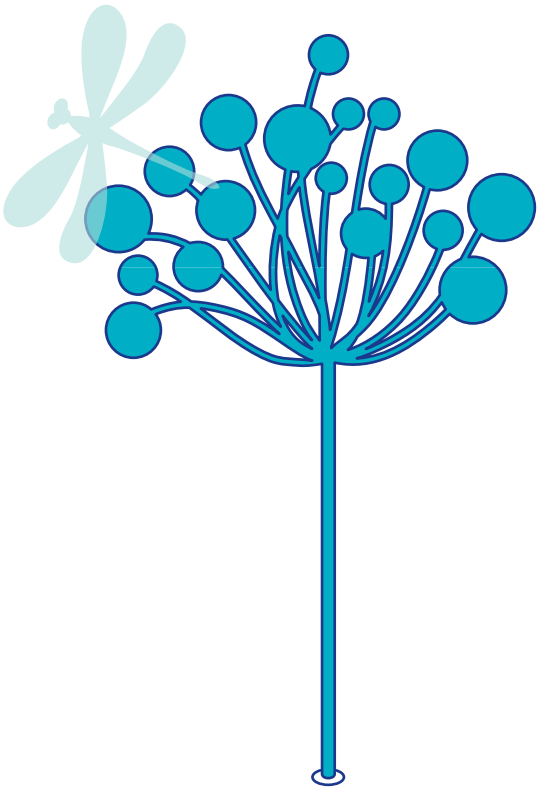
Strategic Objectives 2014~2017

3.3 Respond to new housing initiatives and opportunities.

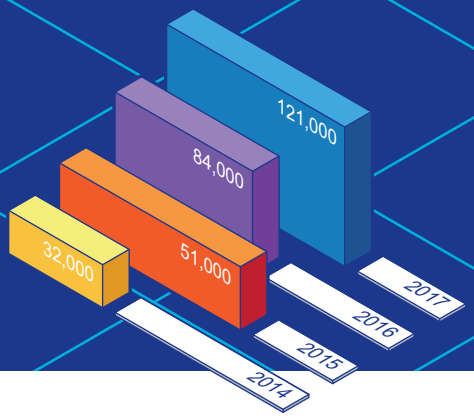
Business Plan Tasks 2016~2017

3.3.3 Continue to investigate the feasibility of delivering social and affordable housing in the Republic of Ireland in response to the government's Social Housing Strategy 2020 during 2016-2017.

3.3.4 Secure a new development opportunity for Fairbuild Homes by 31 March 2017.



4.0 Be an efficient, best practice business



Strategic Objectives 2014~2017

4.1 Grow balance sheet, while meeting key financial targets.

Business Plan Tasks 2016~2017

4.1.1 Ensure Apex successfully accesses sources of funding to meet the financial commitments and cash flow requirements of the business plan throughout the year.

4.1.2 Ensure key ratios continue to meet lender financial covenants throughout the year.

4.1.3 Maintain Apex's current credit rating throughout the year.

4.1.4 Continue to investigate opportunities to add further subsidiaries to the Apex Group to further enhance its overall financial strength by 31 March 2017.

4.2 Benchmark performance against others.

4.2.1 Review of administration costs such as office cleaning, repairs and renewals and make recommendations for efficiency savings by 31 March 2017.

4.2.2 Complete implementation of the revised finance department structure by 30 June 2016.

4.0 Be an efficient, best practice business

Strategic Objectives 2014~2017

4.3 Improve the way we communicate and deliver services through increasing and smarter use of IT.

Business Plan Tasks 2016~2017

4.3.1 Investigate the potential to use the EpiCare system for accident/incident reporting in Supported Living by 31 December 2016.

4.3.2 Investigate the development of an interactive communications system for Supported Living as part of the review of the Community Involvement Guidance by 31 December 2016.

4.3.3 Migrate e-mail mailboxes to Microsoft Exchange on-line by 31 March 2017.

4.3.4 Achieve Cyber Essentials accreditation by 31 March 2017.

4.3.5 Equip Apex disaster recovery sites with computers and telephones by 31 March 2017.

4.3.6 Implement the recommendations of Apex's IT audit report in relation to Supported Living schemes by 31 March 2017.

4.3.7 Complete implementation of electronic purchase orders and on-line approvals by 31 March 2017.

4.3.8 Complete introduction of the self-service function within iTrent software to facilitate e-payslips by 31 March 2017.

4.3.9 Review iTrent capabilities to improve compliance with Section 75 responsibilities by 31 March 2017.

4.3.10 Introduce Twitter facility to assist in the communication of recruitment opportunities by 31 December 2016.

5.0 Enable and engage our team

Strategic Objectives 2014~2017

5.1 Develop capability in our teams and board of management.

5.2 Develop mechanisms to better listen to and respond to our teams.

Business Plan Tasks 2016~2017

5.1.1 Implement year 2 of the e-learning programme to include the new modules of infection control and prevention, moving and handling and challenging behaviour by 31 March 2017.

5.1.2 Evaluate the pilot Institute of Leadership and Management (ILM) at award and diploma level for first line supervisors by 31 March 2017.

5.1.3 Develop a preceptorship programme to support newly qualified nurses by 31 December 2016.

5.1.4 Facilitate 3 training sessions to improve the knowledge of line managers in the area of employment legislation by 31 March 2017.

5.1.5 Further develop relevant skills and knowledge of Board members by arranging activities including training, information events and site visits by 31 March 2017.

5.2.1 Successfully achieve Investors in People reaccreditation by 31 March 2017.

5.2.2 Implement revised provision of Guardian 24 lone working system by 31 December 2016.

apex Living

Our community investment programme

Introduction

Apex Living is Apex's community investment programme. Apex works in some of the most deprived communities within Northern Ireland and increasingly sees itself working beyond its core business activities. This is necessitated by the considerable pressures society in general continues to face in the challenging economic climate that prevails.

The impact of recession, welfare reform, spending cuts and unemployment is severely affecting the already disadvantaged members of society that we seek to serve. Apex Living therefore seeks to deliver a range of programmes and services that instigate positive change and make a fundamental difference to people's lives, thereby making society a better place.

It is our ambition to improve lives by investing in people, property and the environment. Through Apex Living we aim to make society a better place to live and make a real difference to the way people live their lives.

By enhancing our engagement in community investment activities through the Apex Living initiative we want to establish Apex as one of the leading socially responsible organisations in Northern Ireland.

Building on Key Apex Strategies

The Apex Living community investment programme has 3 strategic themes. The themes and their stated objectives are underpinned by services already incorporated into key Apex strategies such as Shaping your Community 2014-2017; Corporate Responsibility Strategy and Financial Inclusion Strategy.

Apex's key strategies provide a focus to ensure we are working towards common goals which in turn have been shaped by feedback from stakeholders including tenants, community groups and employees. They target the following areas of activity:

- Financial well-being
- Health and well-being
- Work and learning
- Community empowerment and engagement
- Volunteering

People, Community and Environment

Strategic Themes & Objectives

Apex Living has 3 strategic themes aimed at the individual, the wider community and the environment.

STRATEGIC THEMES	STRATEGIC OBJECTIVES 2014~2017
1.0 To enable people to fulfil their aspirations	1.1 To support people to make informed decisions about their lives and increasing their independence. 1.2 To support people to recognise their potential by increasing their motivation, confidence, skills and knowledge.
2.0 To enable successful communities	2.1 To provide opportunities for people to participate in making decisions about their communities. 2.2 To support people to fulfil their vision and aspirations for their community and between communities.
3.0 To enable people to reduce their impact upon the environment	3.1 To support people in the efficient use of energy and other resources. 3.2 To support people to enhance the quality of their environment.

To ensure we achieve our strategic objectives, the Apex Living business plan sets specific tasks. These are measureable and the outcomes are reported.

Apex Living does not operate in isolation, but instead seeks to develop working partnerships with a range of organisations to ensure effective delivery.

1.0 To enable people to fulfil their aspirations

Strategic Objectives 2014~2017

1.1 To support people to make informed decisions about their lives and increasing their independence.

Apex Living Business Plan Tasks 2016~2017

1.1.1 **Health & Well-Being Activity**

a) Implement the Employee Well-Being Calendar, with a focus on mental well-being by 31 March 2017.

b) Provide a minimum of eighty meals per week for older people through the luncheon club facility at Abbey House by 31 March 2017.

c) Explore opportunities for funding to extend the cooking project to enhance cooking and food preparation skills for tenants in Supported Living by 31 March 2017.

d) Work with Foyle Foodbank to provide emergency food from the Apex Living Centre, Springtown, Derry~Londonderry by 31 March 2017.

e) Implement the Hearing Initiative at 3 sheltered housing schemes by 31 March 2017.

f) Further promote the community transport service to Westbank residents availing of the luncheon club at Abbey House, Derry~Londonderry by 31 March 2017.

g) Investigate the transport needs of local communities attending the Apex Living Centre, Springtown, Derry~Londonderry by 30 September 2016.

h) Ensure a safeguarding event is held at 8 sheltered schemes by 31 March 2017.

i) Ensure at least 3 sheltered schemes participate in a cultural event in conjunction with Derry City & Strabane District Council by 31 March 2017.

1.0 To enable people to fulfil their aspirations

Strategic Objectives 2014~2017

1.1 To support people to make informed decisions about their lives and increasing their independence.

Apex Living Business Plan Tasks 2016~2017

1.1.1 **Health & Well-Being Activity** - *continued*

j) Ensure a minimum of 3 sheltered schemes hold a workshop facilitated by Arthritis Care by 31 March 2017.

k) Ensure a minimum of 3 sheltered schemes hold a home safety event in conjunction with the Community Safety Wardens/PSNI Community Safety Team/Neighbourhood Watch Teams by 31 March 2017.

l) Implement an enhanced repair service for disabled tenants and monitor its impact by 31 March 2017.

1.1.2 **Community Empowerment & Engagement Activity**

a) Organise bi-annual focus group meetings to ensure Supported Living tenants/residents are offered the opportunity to make choices and participate in decisions affecting them by 31 March 2017.

b) Agree action to address the gaps identified in the 'Community Contacts Audit' to ensure communities are represented and supported to engage with Apex by 31 December 2016.

1.0 To enable people to fulfil their aspirations

Strategic Objectives 2014~2017

1.1 To support people to make informed decisions about their lives and increasing their independence.

Apex Living Business Plan Tasks 2016~2017

1.1.3 **Financial Well-Being Activity**

a) Assist a minimum of 6 people to access paid or voluntary employment by 31 December 2016.

b) Encourage 20 tenants to commence savings schemes with credit unions by 31 March 2017.

c) Develop an affordable credit project in 2 additional areas of Northern Ireland by 31 March 2017.

d) Ensure all new Apex tenants receive a social security benefits health check within 2 months of commencing their tenancy.

e) Ensure all tenants seeking debt assistance are referred for specialist advice within 3 days of initial contact.

f) Continue to promote basic bank accounts to all tenants who have difficulty in accessing a bank account.

g) Implement a benefits uptake project for people over 65 years of age by 31 December 2016.

h) Develop a 'resettlement clinic' with Dove House Advice Services to support new tenants by 30 September 2016.

i) Investigate the potential to develop working partnerships with advice centres in other areas of Northern Ireland by 31 December 2016.

1.0 To enable people to fulfil their aspirations

Strategic Objectives 2014~2017

1.2 To support people to recognise their potential by increasing their motivation, confidence, skills and knowledge.

Apex Living Business Plan Tasks 2016~2017

1.2.1 **Work & Learning Activity**

a) Research funding to employ 1 apprenticeship in direct labour team by 31 December 2016.

b) Provide at least 20 work placements in partnership with the North West Regional College and Ulster University by 31 March 2017.

c) Enter into 'Business Class Partnership' with Lisneal and Oakgrove Colleges; and Business in the Community by 31 March 2017.

d) Assist 12 children from Model Primary School in a 'Time to Read' programme by 31 March 2017.

e) Support at least 25 staff to successfully complete an accredited qualification by 31 March 2017.

f) Deliver an essential skills and personal development training programme to residents in Springwell House, Belfast and the Strand Foyer, Derry~Londonderry through joint working with partner organisations by 31 March 2017.

g) Support the Father Mulvey Park Gardening Club in partnership with Bogside and Brandywell Health Forum during 2016-2017.

1.2.2 **Community Empowerment & Engagement Activity**

a) Deliver training for tenants to enable them to participate effectively in the community involvement structures and ensure the effective delivery of Shaping Your Community by 31 March 2017.

2.0 To enable successful communities

Strategic Objectives 2014~2017

2.1 To provide opportunities for people to participate in making decisions about their communities.

2.2 To support people to fulfil their vision and aspirations for their community and between communities.

Apex Living Business Plan Tasks 2016~2017

2.1.1 **Community Empowerment & Engagement Activity**

a) Hold at least 2 meetings per year with the 5 Supported Living focus groups to support residents/tenants to participate effectively by 31 March 2017.

b) Provide information on the various community involvement options to enable tenants to make informed choices about the level at which they want to be involved by 30 June 2016.

c) Review the community involvement structures and ensure tenants' views are represented on Apex's board by 31 March 2017.

d) Complete a community audit within 2 estates to identify specific community needs by 31 March 2017.

2.2.1 **Community Empowerment & Engagement Activity**

a) Work with Glen Community Complex, Belfast to measure the outcomes and impact of their accredited training programme by 31 March 2017.

b) Measure the outcomes of support provided to community groups and through Apex's community centres at Cornshell Fields and Ferndale/Fernabbey in Derry~Londonderry; and Falcarragh, Co. Donegal by 30 June 2016.

2.0 To enable successful communities

Strategic Objectives 2014~2017

2.2 To support people to fulfil their vision and aspirations for their community and between communities.

Apex Living Business Plan Tasks 2016~2017

2.2.1 **Community Empowerment & Engagement Activity** - *continued*

c) Assist 1 local company to secure funding to operate a youth initiative for young people aged 16-25 years in the Triax area by 31 March 2017.

d) Assist Foyle Hospice with the development of its Compassionate Communities Project, reaching out to isolated individuals within the Waterside area of Derry~Londonderry by 31 March 2017.

e) Remodel the former canteen building at Trench Road, Derry~Londonderry, for use as a community facility by 30 June 2016.

2.2.2 **Volunteering Activity**

a) Develop and implement a Volunteers Strategy by 31 March 2017.

b) Ensure that at least £14,000 is raised in 'Give As You Earn' contributions and other fundraising activities by 31 March 2017.

c) Make at least £10,000 available to Children in Crossfire for the development of projects in Miwaleni, Tanzania by 31 March 2017.

d) Assist Apex staff in their fundraising activities for charities and set up a database to record any charitable giving by 31 March 2017.

e) Encourage staff to hold at least 4 fundraising events for charties by 31 March 2017.

3.0 To enable people to reduce their impact upon the environment

Strategic Objectives 2014~2017

3.1 To support people in the efficient use of energy and other resources.

3.2 To support people to enhance the quality of their environment.

Apex Living Business Plan Tasks 2016~2017

3.1.1 **Community Empowerment & Engagement Activity**

a) Hold 4 energy switching campaigns to assist tenants and staff to source the best deal for energy provision by 31 March 2017.

b) Set up and promote a minimum of 2 oil buying clubs within Apex estates by 31 March 2017.

c) Produce energy efficiency information for tenants using external funding by 31 December 2016.

3.2.1 **Community Empowerment & Engagement Activity**

a) Manage the service level agreement with Bogside and Brandywell Initiative for the development and upkeep of the Ballymagowan Community Park, Derry~Londonderry, during 2016-2017.

b) Investigate the potential to establish more allotment plots at Ballymagowan Country Park, Derry~Londonderry by 31 March 2017.

2014
2015
2016
2017
Tenant Name
14:35
My Repairs
Pay Rent
Scheme Io
Apex Awa
FairShare launch
Mtwdenn Visit
37%
Supported Living
40%
Nursing Care
02

Apex Housing Association Ltd

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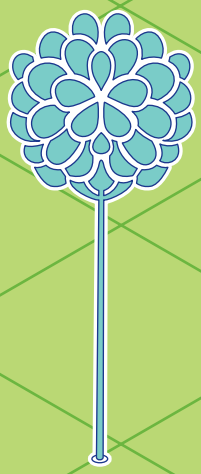

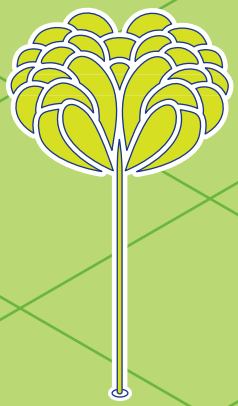

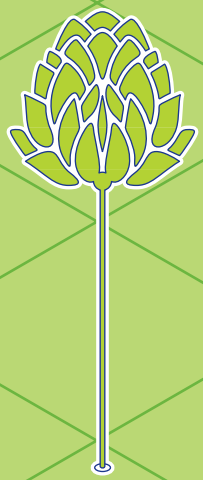

apex

The Apex Voluntary Housing Group comprises:

Apex Housing Association Limited
Newington Housing Association Limited
Fairbuild Homes (NI) Limited