



life dances

Welcome to the Circle Anglia Business Plan Easy Guide.

Business Plan - what does it mean to you?

Each and every person that works at Circle Anglia inputs into the success of the organisation. Wherever you work, whatever your job description, we all have a role to play in delivering improved Life Chances to our residents. This booklet is a summary of our 2009-12 Business Plan, containing all you need to know about our mission and priorities for the coming three years.

We are living in a period of economic uncertainty and it is more important than ever that we are working towards a common goal. A proactive business plan is essential to understanding why we exist, what we want to achieve, and how we are going to reach our objectives.

Times are tough at the moment but we work hard so that we can continue to be financially robust. Circle Anglia's 2009-12 Business Plan sets out a realistic three year view so that we can adapt and react quickly as the financial landscape continues to change.

We will still pursue viable opportunities for sustainable growth and we have adapted our development plans in line with the changing housing market. We will continue to provide additional support and services for existing residents and also work with other associations and partnerships to increase the number of people we can help. The demand for social housing and services remains high and we remain dedicated to providing Life Chances to all of our residents.

All the best,



Mark Rogers
CEO Circle Anglia



What are Life Chances?

Life Chances are the opportunities each individual has to improve his or her quality of life and are linked to a person's social situation.

Circle Anglia is passionate about improving the Life Chances of its customers. We do this by providing great homes and reliable services and building sustainable communities in the areas we operate.

Our community development activities are key to improving Life Chances. Our key themes for investment are based on our sustainable communities strategy which looks at children and young people, safe and stronger communities, economic and environmental and health and older people.

Life Chances

Whilst providing affordable homes for people is at the core of what we do, Circle Anglia is also dedicated to improving the Life Chances of our residents. Our business plan sets out eight strategic goals over the next three years – the first four focusing on enhancing Life Chances, the rest providing the enabling support needed;

- **Homes**

We provide secure, comfortable and affordable places to live and offer a range of tenure options for residents.

- **Services**

We deliver customer services that achieve consistently high customer satisfaction at a lower cost.

- **Care and Support**

We lead in quality care and support services that maximise independence, dignity and choice for our clients.

- **Sustainable Communities**

We invest in the wider community, in particular in the areas of worklessness, financial inclusion and the reduction of anti-social behaviour.



To meet these objectives Circle Anglia needs to also deliver supporting, enabling and protecting objectives around the themes of;

- **Growth**

Circle Anglia has been successful in attracting new partners to join the group and will continue to build on this success. Growth is essential in enabling us to improve more people's Life Chances.

- **Governance and Business Excellence**

Circle Anglia will continue to ensure governance and regulatory arrangements in all parts of the group are of the highest standards.

- **Maximising Financial Strength**

Circle Anglia continues to be financially robust through careful financial planning, analysis and treasury management.

- **People, Culture and Performance**

Circle Anglia fosters a culture of respect and cooperation with training and support at all levels to ensure we have the capability and talent to deliver Life Chances.

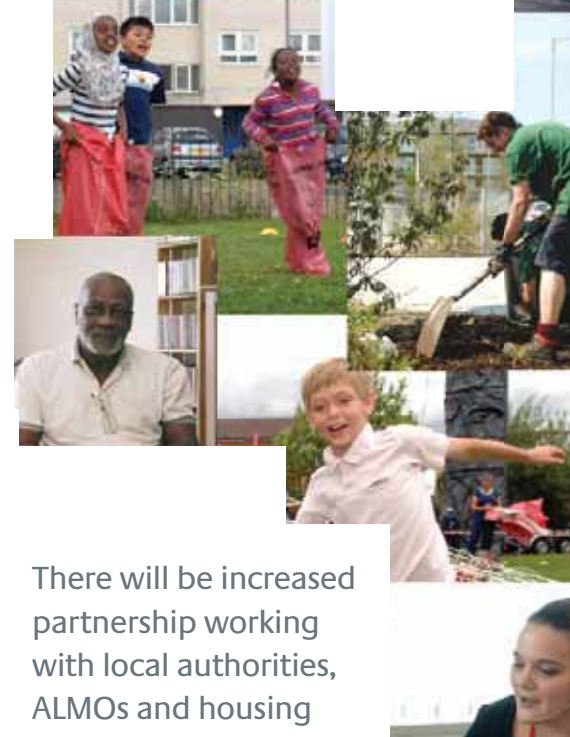
Our plan - in a nutshell

Our Business Plan gives a breakdown of our key organisational objectives over the next three years. Together with the risk management plans, the annual partner plans and the directorate plans, it forms a suite of strategies aimed at communicating how Circle Anglia will achieve all of its goals.

Here are the key factors influencing the Business Plan activity in a nutshell:



- Delivering value for money is more important than ever. Housing associations' costs have increased more than inflation and we need to achieve larger economies of scale – one of the many tangible benefits of being a large housing group.
- Regulation has changed with the formation of the Tenant Services Authority (TSA) and the Homes and Communities Agency (HCA). The Audit Commission is likely to continue combining traditional inspections with the new short notice regime. We will be expected to deliver more customer facing services and increase tenants' rights.



There will be increased partnership working with local authorities, ALMOs and housing associations.

- Good governance is increasingly important - maintaining a local focus and accountability, particularly for large groups is essential.
- It is crucial that we continue to develop appropriate new products and services, including new ways for people to buy stakes in their homes as well as schemes designed to help with unemployment and those facing financial difficulty.

Delivering value for money remains high on our agenda.

Life chances

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Good governance is increasingly important.

- Our recent refinancing and bond issue has ensured that our business plan is fully funded. We need to ensure that agreements are met to avoid costly renegotiation.
- The creation of a new Executive Directors Board (EDB) will provide Circle Anglia with increased drive and focus.
- We will be working with external partners and investing in our IT infrastructure to meet capacity and performance expectations.
- Finally, our ability to deliver the plan depends on our people. We need to be organisationally fit and already have plans in motion to improve the skills and management ability of our staff.

Year one key group targets:

- **1,000 new homes delivered, with a further 300 sites being started**
- **Decent homes targets delivered as agreed by TSA**
- **95% service KPIs met**
- **Customer satisfaction up on average by 2%**
- **Inspections at 2* Promising or CSCI Excellent / QAF B or above**
- **60,000 homes in ownership**
- **Key financial targets met – VFM; efficiency; surplus; lenders covenants**
- **150 managers graduate from the relevant development programme**
- **Integration for new partners delivered**
- **Strategy for breaking the mould on customer services up and running**



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