

*Stronger communities,
Better homes, Smarter business*



**Alliance Homes
Group**

Corporate Plan 2016



Who we are

The Alliance Homes Group is a charitable Registered Society that operates for the benefit of communities across the West of England.

We have created a distinctive family of companies and partnerships structured around the “Alliance” brand.

What we do

The Group's vision is to be a leading Registered Society operating across the West of England.

The Group offers a broad range of products and services to meet the housing needs and aspirations of our customers, based on their personal circumstances. This includes a range of housing solutions for those unable to access market priced housing.

We work to make a positive difference to the lives of customers through strengthening communities, working in partnership with others to build capacity, create employment opportunities, and promote independence. We make a significant contribution to local communities through the delivery of housing related support and domiciliary care service provision.

We seek to maintain the use of our assets, maintain high accommodation standards and reduce fuel poverty.

We will work to drive innovative service delivery solutions that enhance the customer experience and promote efficient and effective use of resources. This includes engaging in activities that generate a commercial return where surpluses are re-invested to support our charitable purposes.

In short, our mission can be summarised as “Improving lives for a better future.”

How we will do it

Our values define who we are and shape the behaviours our customers and partners can expect from us. They support our commitment to customer service excellence:

Respect – listening and responding to individual needs, treating people fairly and promoting positive teamwork.

Integrity – being reliable, open, honest and transparent; doing what we say we will do; taking responsibility.

Transformation – inspiring and empowering individuals and communities; applying innovative solutions.

Excellence – aspiring to be the best in all that we do; being a partner of choice; delivering outstanding quality and service.



Corporate Objectives

Our mission will be delivered through our Corporate Objectives which establish a framework for our increasingly diverse range of services and products.

Our Corporate Objectives can be summarised as:

“Stronger Communities, Better Homes, Smarter Business.”

Stronger Communities

Our objective is to improve the quality of life of our customers and create thriving communities. We will do this through implementing actions that tackle poverty and deprivation, build capacity, create social and economic opportunities and raise aspirations.

This will be achieved by:

- delivering efficient and effective housing management services designed to meet current and future customer needs and expectations;
- working in partnership with others to create innovative solutions that build customer capacity, create employment opportunities, and tackle deprivation;
- assisting our customers to take ownership of local matters and champion positive community change;
- providing support and care services that promote independent living and mitigate the impact of deprivation and crisis in peoples' lives.

Better Homes

Our objective is to offer a flexible range of housing products and services that support local needs according to customers' current circumstances and future aspirations. We will do this through a range of housing solutions including investment in existing housing provision, effective asset management, and the development of housing that is tailored to customers' needs and aspirations.

This will be achieved by:

- delivering good quality, value for money repairs and maintenance services;
- maintaining and improving housing and neighbourhood standards that reduce the cost of living for householders, including tackling fuel poverty and the Group's carbon footprint;
- implementing an asset management strategy that makes the most efficient use of resources;
- delivering a development programme that includes a range of solutions, including:
 - home ownership and market based solutions that meet wider housing needs and generate a financial return to reinvest in our charitable purposes.
 - housing solutions at sub-market prices to meet housing needs for excluded and vulnerable groups as well as products that provide opportunities for individuals to have a stake in their community.
 - innovative housing solutions that meet the housing needs of younger people impacted by welfare reform, including shared housing solutions.

Smarter Business

Our objective is to establish an efficient, nimble and flexible business that can adapt to changing market conditions and opportunities. We will do this by making effective use of resources that build resilience, generate profits for reinvestment in social purposes and optimise the delivery of housing solutions and strong communities.

This will be achieved by:

- expanding contract based services, including housing related support and domiciliary care, across the region to achieve economies of scale and competitive operating margins;
- where agreed, ensuring that trading areas become net contributors to the Group during the life of this plan;
- implementing an effective financial planning and treasury management approach that maximises the use of existing assets to support the delivery of future objectives;
- creating the financial capacity from existing assets to support the development of new housing products and services, including market based offers;
- implementing a business transformation programme that creates more efficient solutions for service delivery, including a 'Digital First' initiative;
- being open to opportunities to work more closely with other organisations that have shared values and ethos where there are good business reasons for doing so;
- ensuring effective leadership, governance and control;
- supporting, developing and rewarding our employees.

Business Principles

Our objectives will be achieved through the application of business principles that will guide our approach and maximise the use of resources. These principles are as follows:

- We will work in partnership with others where to do so maximises the net outcomes that can be achieved;
- All new initiatives must clearly identify the anticipated return on investment;
- Trading activities must have clear objectives that include financial and/or social return on investment;
- There must be sound business reasons (including social and ethical considerations) for maintaining above average sector costs for any service area, which are reviewed at least annually;
- We will ensure that we regularly communicate the successes and achievements of the Group to reinforce the positive brand.

Targets

Objectives	Target
<p>Improve the quality of life of our customers and work to create thriving communities.</p>	<ol style="list-style-type: none"> 1. Achieve and maintain UKCSI top quartile customer satisfaction. 2. Grow care and support services under the Alliance Living brand to a turnover exceeding £5m and surplus generating position by 2018. 3. Reduce deprivation on our estates to lift areas out of the bottom 3 % of deprived areas in England by 2025.
<p>Offer a flexible range of housing products and services that meet local needs according to customers' current circumstances and future aspirations.</p>	<ol style="list-style-type: none"> 1. Deliver 285 new homes by 2019, including 210 for market renting, 30 for home ownership, and 45 for social renting. 2. Reduce household energy costs for tenants by a minimum £250,000 per annum by 2020. 3. Reduce the carbon emitted from our business services and homes by 12 % by 2020.
<p>Establish an efficient, nimble and flexible business that can adapt to changing market conditions.</p>	<ol style="list-style-type: none"> 1. Maintain Alliance Homes rent arrears below the median level for all housing associations for each year of this plan. 2. Deliver the efficiency savings identified in the Value for Money Strategy to reinvest in business priorities. 3. Achieve 50 % of tenants transacting with us digitally by 2018. 4. Ensure all trading areas achieve a positive net trading position by the end of 2018.

Our operating brands



Alliance Homes Group

The **Alliance Homes Group** is a registered society and social enterprise operating across the West of England.



Alliance Homes

Alliance Homes manages 6,800 homes. It also delivers a range of projects to build stronger communities.



Alliance Living Support

Alliance Living Support has established itself as a market leader in support provision for vulnerable people. It is well placed to secure new delivery contracts across the region.



Alliance Living Care

Alliance Living Care promotes independent living by providing domiciliary care services, as a local authority partner and direct to the public.



Alliance Property Care

Alliance Property Care specialises in asset management, development, repairs and investment.



Alliance Ventures

Alliance Ventures is a national leader in environmentally friendly initiatives. It includes ownership of solar photo-voltaic panels installed on 1,700 properties and is a significant energy generator. Alliance Ventures will continue to investigate and implement initiatives that tackle fuel poverty and other new business ventures.

Resources

The Alliance Homes Group employs over 400 people to deliver its services and manage the company.

A summary of the Alliance Homes Group income and expenditure budget for 2016/17 is provided in the table below:

Income	£m	Expenditure	£m
Rent and Service Charges	32.4	Major Works	6.4
Supporting People	2.7	Staffing	7.8
Domiciliary Care	1.2	Response and Void Maintenance	3.3
Electricity Generation	1.8	Planned Maintenance	1.7
Other	1.5	Support and Care Costs	2.4
		Service Costs	1.3
		Interest	1.6
		IT and Other Overheads	1.8
		Offices	0.7
		Depreciation	3.5
		Community Development	0.4
		Electricity Generation	1.2
		Bad Debts	0.3
		Other Costs	0.8
Total	39.6		33.2
		Surplus	6.4
		Capitalised Major Works	(2.7)
		Surplus after Capitalised Major Works	9.1

The Alliance Homes Group operates within a 30 year financial plan. It was established in 2006 to operate on a deficit basis for the first 10 years to fund promises made to tenants. This was funded through an initial loan facility of £65million with Barclays Bank plc. The loan facility was extended to £80million in 2014. The financial plan shows repayment of this facility by 2036.

Separate trading accounts for each of the principle business streams within the group have been established. These ensure a clear focus on cost control and value for money.



This information is available in large print, on audio CD and in other languages on request. If you require any of these services please contact us on: 03000 120 120



NSAH (Alliance Homes) Limited is a 'registered society' trading as the Alliance Homes Group with charitable status (29804R). Homes and Community Agency registration number L4459.

Alliance Homes (Ventures) Ltd is a company limited by shares and a wholly owned trading subsidiary of the Alliance Homes Group. Company registration number 7632446.

Alliance Living Care Ltd is a company limited by shares and a wholly owned trading subsidiary of the Alliance Homes Group. Company registration number 04164129.

Registered office: 40 Martingale Way, Portishead, BS20 7AW

PRN0316

www.alliancehomesgroup.org.uk



business for neighbourhoods