

The Hyde Group Annual Plan

2008/09



people...places...opportunity...aspiration

THE HYDE GROUP ANNUAL PLAN 2008/09

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1. Introduction

The purpose of the Hyde Group annual plan is to provide a summary of activity in the coming year across directorates and operating business units. The plan will be reviewed and monitored throughout the year. It is a document primarily for internal use that sets out the key priorities for 2008/09. The plan is consistent with the Group three year plan which sets out a long term strategic direction of the business.

This document summarises the principle actions that will be achieved throughout the year against the following six strategic objectives:

- Improve the services we deliver, in line with our customers' needs and aspirations
- Significantly increase the number of people we serve
- Improve the financial strength of the Group to support a wider range of services
- Mainstream the promotion and benefits of equality and diversity throughout all we do
- Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working
- Recruit, develop and retain the people needed to deliver our vision

2. Executive Summary

The Hyde Group is a leading provider of affordable housing. We make a significant contribution to meeting housing needs and improving people's quality of life. Hyde's vision is that;

We will:

- Provide an excellent service
- Be creative, flexible and responsive
- Fully involve residents in our work
- Ensure equality of opportunity and embrace diversity
- Continuously improve performance
- Be financially robust and efficient and achieve value for money
- Demonstrate good governance

To achieve this vision the Group have set out six strategic objectives. The main activities across the Group are summarised below in relation to each of these objectives;

Improve the services we deliver, in line with our customers' needs and aspirations.

Following the 2007/08 comprehensive resident satisfaction survey, we will interrogate the key customer satisfaction drivers and establish a three year service improvement programme. The restructure of the ACE programme will allow us to concentrate on transforming the customer services and to maximise the benefits of technology through the implementation of the customer relationship management system 'CRM'. We will focus on enhancing the customer experience and propose service models for the Group that will endure over the next three years.

We will establish a new Customer Services Assurance Committee by July 08. It will have significant resident representation and will be able to independently commission research and oversee the Quality Assurance Strategy.

Resident involvement will remain at the heart of our service, the new strategy and the Hydewide Residents Voice Group will strengthen residents influence in decision making and help drive service improvements.

Significantly increase the number of people we serve.

We will continue to grow as a business and deliver at least 800 additional high quality, mixed tenure housing that will help to develop long term stable neighbourhoods and communities. We will continue to assess 'inorganic' growth opportunities and bid for regeneration schemes, stock transfers and consider partnerships with suitable RSLs. We are aiming to expand our range of housing products to support tenure diversification as well as strengthen our financial position.

Improve the financial strength of the Group to support a wider range of services.

We will focus on improving the Group's financial viability and work with the business units to ensure more efficiency. Our financial frameworks will be fit for purpose and assist the Group to prosper and deliver its social purpose. We will negotiate robust financing deals and improve the cost of funding. Specifically we will generate an annual surplus of £23.3 million, achieve an interest cover of 1.22 and maintain a gearing ratio of 80%.

Mainstream the promotion and benefits of equality and diversity throughout all we do.

Equality and Diversity remain a core value of the Group. We are developing the disability equality scheme and the gender equality scheme. A new equality and diversity strategy will encapsulate the social inclusion agenda and express the Group's interpretation and commitment beyond the regulatory requirements. Equality impact assessments will be undertaken for our key service policies and procedures. We will continue to improve equalities monitoring and ensure that any gaps are identified and addressed.

Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working.

We will develop the Group's place shaping role and produce a neighbourhood framework that will be embedded in our development and service procedures. We will recommend a worklessness approach and actively promote existing Hyde Plus programmes to ensure maximum take up by our residents. The Group will promote awareness of green issues and take actions to reduce both our 'carbon footprint' and help our customers and partners to also reduce theirs. We will continue to improve our approach to antisocial behaviour management and promote social inclusion.

Recruit, develop and retain the people needed to deliver our vision.

Our staff and Board members are pivotal to the success of the Group. We will continue to invest in recruiting, inducting, training and developing staff and board members. We will ensure that our terms and conditions are competitive and in line with the market. The Group will continue to focus on ensuring a diverse workforce that reflects the communities we serve.

Our new leadership message describes the behaviours we need to deliver our vision. Our leadership programme will harness existing and future talent so that we continue to be a successful social business that makes a positive difference to people's lives.

3. Overview

The Hyde Group manages over 43,000 homes and provides services to over 100,000 people. The Group's growth has been boosted by the entry of a new subsidiary 'Martlet Homes' which has added over 5,000 homes to the property portfolio.

The Group manages a diverse portfolio of homes which include general needs housing, temporary social housing, market rent housing, shared ownership, leasehold, supported housing and outright sale. The business portfolio is also diverse. It includes *in touch* who undertake supported housing management and provide care and support services, Hyde Plus who lead on social inclusion, community and economic regeneration initiatives and Hyde Vale who lead on the delivery of outright sales activities for the Group.

The external environment continues to be dynamic. Significant changes ahead include the creation of the Homes and Communities Agency which unites the land assembly and funding roles of English Partnerships and the Housing Corporation and is tasked to deliver the government vision of 3 million new homes in the UK. OfTenant will be established to take on the regulation role of the Housing Corporation.

Hyde's strategy for business growth and service development is alive to the external context. We have responded positively to the green paper and will support government policy to deliver more homes, increase the level of home ownership and develop mixed tenure schemes. The provision of mixed and flexible tenure options responds to the Hills report by enabling social and economic mobility of our residents.

The Group's geographical area includes significant growth areas within East Anglia, East Midlands, Ashford, Thames Gateway and the South East. Collectively these are the most significant growth points in the UK. Our reputation, flair for innovation along with financial strength will help us to continue to exploit these opportunities.

The Local Authorities are set to take on a new strategic role around the 'place making' agenda. We have a strong track record and experience accumulated from our regeneration work at Hyde Southbank Homes, Hillside, Northside and Roundshaw. In the forthcoming year we will develop a 'service plus' approach for selected Local Authorities. This is likely to include money advice, equity share, skills training and work place opportunities.

The main assumptions in this plan are that the Group will continue to grow and manage increasingly large and complex mixed tenure agreements.

The risks facing the Group are identified and quantified in a comprehensive risk management framework. The risks are robustly managed through the governance and management structures. Significant risks impacting on the Group's strategy are reported to the Group Board. The key risks we face are:

- A turbulent housing market impacting on sales values and surpluses
- Maintenance costs are higher than planned
- Lower than budgeted operating surpluses
- Taking on new business in excess of financial/managerial capacity
- Real interest costs higher than planned
- Credit squeeze generated by the Northern Rock situation
- Net cost of development programme higher than planned
- Failure to retain business critical staff
- Being eclipsed by peer RSLs in terms of growth, performance and reputation
- Failure to meet customer expectations

4. Corporate annual objectives

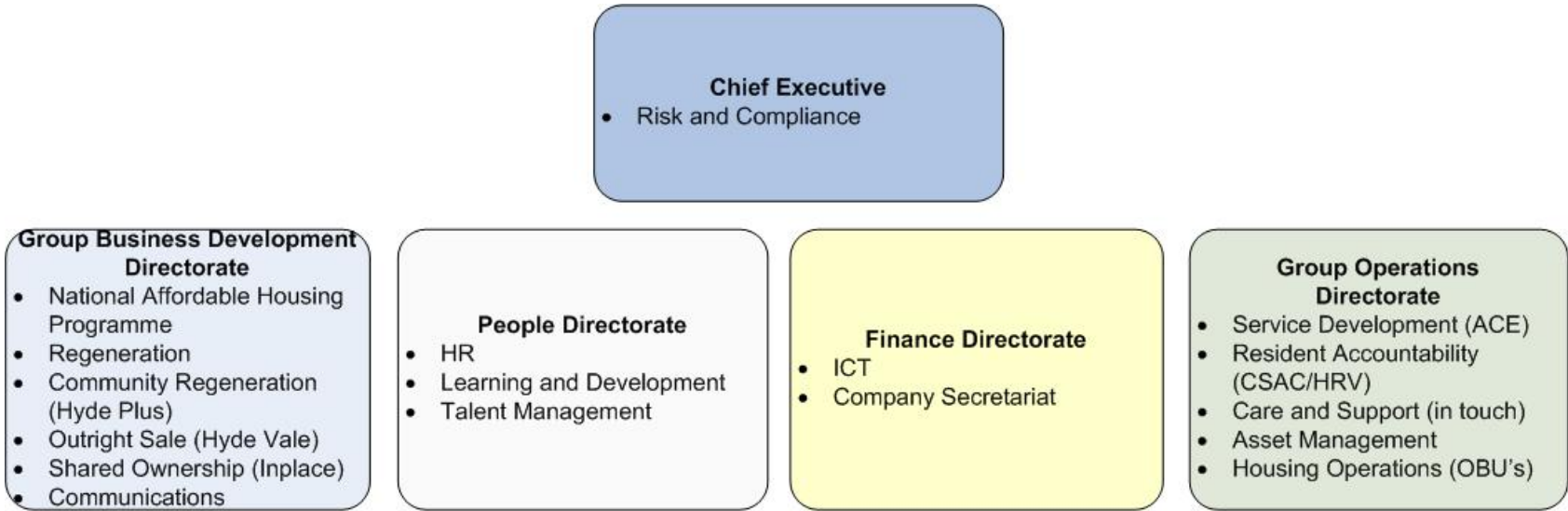
The Hyde Group's operational structure is illustrated opposite.

Following a review of the Executive Management Team in 2007 the Company Secretariat and the Information Communication and Technology (ICT) department are now managed within the Group Finance Directorate. The Communications department is now part of the Group Business Development Directorate. The HR department is now led by the Directorate of People.

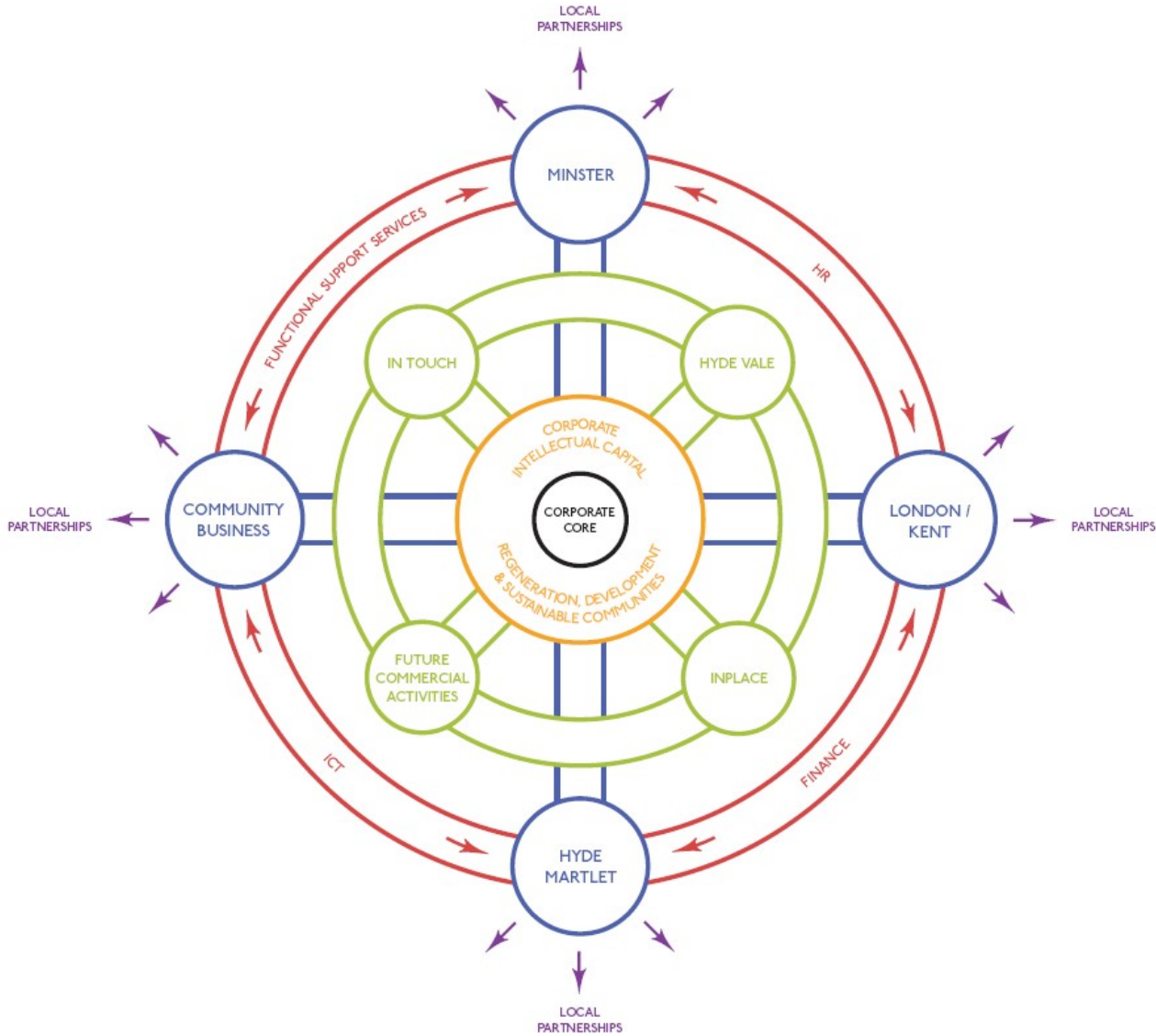
These directorates will lead the Group and support the service focused Operating Business Units (OBU's).

The OBU structure has been created to strengthen the Group's local approach. The relationship between the OBU's, specialist businesses and corporate core is illustrated on page 10.

The Group Operational Structure



The Hyde Structure



OPERATING BUSINESS UNITS
 delivering dynamic services, focused OBU's will develop local partnerships & create new opportunities through a local infrastructure

SPECIALIST BUSINESS UNITS
 delivering services in partnership with operating business units

FUNCTIONAL SUPPORT SERVICES
 delivered through a combination of direct business support within the operating business units and indirect business support from remote locations

CORPORATE SUPPORT SERVICES
 delivered by specialist teams carrying out business development activities, supporting innovation & partnership development in the operating business units sharing best practice & intellectual capital around the business

CORPORATE CORE
 Board & EMT will deliver strategic direction, leadership, corporate coordination & quality and assurance to all aspects of the group

4.1 Group Operations

The Group Operations Directorate (GOD) encompasses customer services, asset management and care and support services. GOD is responsible for the management of over 43,000 homes with an annual turnover of £181 million and operating costs of £116 million.

The GOD was established in 2006 and was overseen by a Group Operations Committee. Following the Martlet Homes merger the first operating business unit, HydeMartlet (OBU) was created and the OBU structure has been extended to the rest of the Group. As from March 08 the new structure will comprise of the following OBUs:

- *HydeMartlet - 12,000 homes*
- *Hyde South East OBU (London and Kent) – 13,200 homes*
- *Community Subsidiaries – 13,000 homes*
- *Minster 1880 homes*
- *In touch – 3,500 homes. This is a specialist OBU and is dealt with in section 5.5*

The OBU's will remain locally focused and will have a scale of at least 10,000 homes. The OBUs will work in partnership with Hyde's specialist businesses and HQ teams and departments to deliver their objectives and business plans.

A new Customer Service Assurance Committee (CSAC) will replace the Group Operations Committee which will champion the Group's objective of 'putting residents at the heart of the service.' It will constitute a robust self regulation framework designed to improve services and align to the new regulatory environment lead by OfTenant, the 'Office for Tenants and Social Landlords'. The CSAC will be resident led and have the ability to draw in external expertise and undertake market research. It will oversee the work of a new Quality Assurance team.

A summary of the key objectives are as follows:

- To establish CSAC and a supporting QA team to deliver the ACE programme centred on a Customer Relationship Management system (CRM)
- To support residents through the Hydewide Residents Voice and local accountability structure to set the service standards for the Group
- To devise a new performance management framework, aiming to be a top 10% performer in peer group
- To implement the new resident involvement strategy in partnership with the Hydewide Residents Voice group
- To meet the decent homes standard by 2010
- To successfully integrate new properties and organisations joining the Group

Group Operations Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To build upon the ACE service review programme initiated in 2007. - To incorporate service priorities defined by residents - To implement resident involvement strategy - To develop an improved performance management framework 	<ul style="list-style-type: none"> - Review and restructure the ACE programme - Align service projects with customer priorities - Review the governance of the ACE programme - Report on the conclusions of the CRM feasibility study - Analyse residents survey feedback - Develop action plan for service improvements - Identify resident priorities with CSAC and the Hydewide Residents Voice (HRV) group - RI action plan implemented and monitored quarterly - Develop HRV as effective working group - Revised suite of customer centred KPIs agreed with OMT - MIS reconfigured to produce agreed measures and reports 	<ul style="list-style-type: none"> - Agree new service review programme by May 08 - Improved KPI performance to top 10%/customer satisfaction rating improved. - New governance structure in place by June 08 - CRM will be implemented in one OBU by March 09 - Undertake two service reviews identified by resident feedback by March 09 - CSAC and HRV work plans agreed by Oct 09 - Action plan timescales met and monitored by Board and HRV - HRV work plan developed by July 08 - Bespoke reports produced by March 09. - Comprehensive new reports produced by March 09
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To integrate new operations, stock and organisations joining the group. 	<ul style="list-style-type: none"> - Plan integration to ensure full adoption of Group Policy and Procedure - Carry out post integration reviews 	<ul style="list-style-type: none"> - Integration plans met with policies and procedures fully embedded - Consistent application of P&P
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To meet the gross operating financial margins by March 09 	<ul style="list-style-type: none"> - Adopt VFM strategy - Improve effective management of assets - To meet rent collection arrears targets - Assess viability of LAMS - To achieve disposal targets 	<ul style="list-style-type: none"> - Achieve financial targets by March 09 - Recruit Asset Management Director by September 08 - Rent collection KPIs in top 10% of upper quartile - Evaluation undertaken EMT approval by December 08 - Achieve disposal target by March 09

Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To develop a revised Equality & Diversity Strategy for the Group - To gather E&D data on residents to support service improvements - To introduce Equality Impact Assessment into P&P and Strategy development 	<ul style="list-style-type: none"> - Revised strategy agreed with the Board - Carry out a comprehensive tenant profiling exercise - Carry out EIA on all new P&P and strategy development - Develop EIA programme for P&P and strategy reviews 	<ul style="list-style-type: none"> - Board approval of strategy by March 09 with E&D measures agreed - 40% data collected by March 09 - Data collected used to analyse service gaps by March 09 - EIA training rolled out - EIA routinely applied to P&P and strategy development. By March 09
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To enhance services to vulnerable general needs residents - Maximise resident take up of Hyde Plus programmes - Maximise health and safety to all staff and customers 	<ul style="list-style-type: none"> - Implement support pilots in London - Programme of priority estates - Work with Hyde Plus to develop and roll out Financial Inclusion Strategy - 100% premises/risk assessments - 100% Gas servicing - Effective ASB action 	<ul style="list-style-type: none"> - Evaluate pilot/consider rollout by March 09 - Significant increase in take up by March 09 - Improved social inclusion - Safe secure neighbourhoods and office environments - Gas servicing complete by December 08
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - To improve approach to change management - To participate in a leadership programme 	<ul style="list-style-type: none"> - New/existing managers develop skills - Adopt project planning - Identify future leaders - Mentoring coaching support 	<ul style="list-style-type: none"> - Effective management of transformational change - Motivated workforce evidence by staff survey results. - Reduce staff turnover - Succession plan for future leaders

4.2 Group Business Development

The overriding purpose of the Group Business Development Directorate is to precipitate and manage the growth of The Hyde Group in a rational and beneficial manner. Growth does not simply refer to growth in size but also the growth of ideas and the strengthening of our approaches to tackle the current social and environmental issues of the day.

The Directorate will enable the Group to adapt to changing circumstance, whether created by changes in Government policy or in demography or the socio-economic circumstances of the population.

Growth in the association's size and scale will be achieved through an ongoing organic development programme of new social housing, the transfer of homes from local authorities, regeneration of neighbourhoods and areas. Additionally we will look to augment this traditional growth through outright sale activity and the development of new products and services such as quality market rented homes.

The emphasis of our development work has changed from one that simply concentrates on the development or repair of social housing to one that now looks at how the affordable housing sits within areas and neighbourhoods; at the mix of tenure and amenity and at the structures and mechanisms for effective service delivery and long term stewardship.

This approach reflects the Group's aspiration to support people through the provision of affordable housing of different types; tackle the issue of place, creating genuinely 'balanced communities' that will have a mix of tenure types that provides choice for residents whether for affordable rented or shared ownership social housing, or outright home ownership and/or market rented accommodation. This approach aims to create the basis for long-term, stable neighbourhoods and communities with good standard management services and long-term stewardship.

What the Directorate is trying to achieve is increasingly complex and our success depends as much on the Group's wider management and community development skills as it does on our development skills. It is for this reason that Hyde Plus's role as part of Business Development Directorate is fundamental.

Our approach will continue to be multi faceted. Our understanding of our Local Authorities partners' objectives and the direction of bodies such as the Homes and Communities Agency are fundamental, but we will need to maintain closer relationships with a wide range of partners from landowners, house builders, other RSLs and complementary service providers on the one hand and schools, charities and voluntary agencies on the other.

We will continue to nurture our development partnering role with the Housing Corporation and its successor organisation, Homes and Communities Agency; we will continue to play a role in addressing the decent homes agenda through stock transfer and PFI activity and the regeneration of estates and neighbourhoods.

The commitment to provide a wider range of housing options will be undertaken on the basis of our longer-term financial capacity and with the objective of improving our long-term financial strength. Our approach will be underpinned by a robust appraisal and risk management framework that enables prudent decision-making on the balance of our business portfolio, ongoing commitments and individual scheme approval.

Our strategy for development and business growth and diversification will take account of Government policy and priorities. Over the next 12 months these specifically include:

- A positive response to the Green Paper and its aim to increase significantly the volume of new homes. We will enhance our level of internal financial subsidy over the next period of the NAHP to sustain historical levels of completions of new social housing.
- Our intention to increase the level of home ownership development both to aim for more mixed-tenure communities and to sustain our financial capacity and strength.
- Our intention to implement an effective strategy for improving the environmental sustainability of our developments by the use of proven and efficient new technologies.
- Our commitment to concepts of community sustainability and good urban design.
- Our provision of mixed and flexible tenure options as a means of responding to the concern expressed in the Hills Report on the lack of social and economic mobility among social housing residents.
- Working to understand the position of tenants in the economy and the reasons behind growing number of workless households and the growing lack of social mobility.

Programme delivery and relationships with local partners and stakeholders will continue to be managed through locally-based development teams. The local teams will be supported by centrally-based specialist staff that will advise on major development and regeneration projects and commercial and market-focussed activity.

Group Business Development/Group Communication Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
<p>Improve the services we deliver, in line with our customers' needs and aspirations</p>	<ul style="list-style-type: none"> - Improve the standards of homes developed - Target and enhance specialist Jobs Plus and Money Plus services to residents - Work with residents within neighbourhoods to define priorities for community services - Deliver a professional communications service necessary for the effective management and promotion of the reputation of the Group. 	<ul style="list-style-type: none"> - Meet, and where possible, exceed HQI and CSH regulatory requirements Improve energy efficiency, design flexibility and standards of finish with lower defects - Deliver new employment support services to residents in Hyde Martlet and Kent Deliver 100% access to debt advice services - Deliver priority neighbourhood programmes agreed with each OBU - Produce a Group reputation management strategy and tactical plan and group media strategy. - Support the development of OBU and business specific communication strategies - Review/ re-launch Group's website; residents' micro-sites and Hydewide 	<ul style="list-style-type: none"> - Customers report fewer defects and higher satisfaction levels – Apr 09. - Employment support commenced April 08 - 100% achieved throughout year - Hyde Plus Action Plans agreed and delivered with each OBU March 09 - Publication, dissemination and implementation of practical and accessible strategies.- May 08 - Directors and senior staff were fully engaged in developing the strategies - Oct. 08 - By March 09 : - Local content management and ownership Evidence of more effective group marketing through the web - Evidence of greater resident engagement / content and support of CRM project Increased use and satisfaction with Hydewide as tool of communication

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
		<ul style="list-style-type: none"> - Deliver a networked stakeholder relationship management system 	<ul style="list-style-type: none"> - May 08 -Improved management of key relationships ongoing
<p>Significantly increase the number of people we serve</p>	<ul style="list-style-type: none"> - Secure a sustainable development pipeline with a minimum forward order book of two years backed with social housing grant. - Secure a new business opportunity of estate regeneration and/or stock transfer - Expand the range of housing products to existing and prospective residents. - Provide a strong, visible and accessible communications service 	<ul style="list-style-type: none"> - Sustain our partnering role with the HC and successor agency - Secure development opportunities through regular contact with agents, developers and land owners. - Monitor the market and submit attractive and competitive bids in line with Group's financial model. - Model and test new home ownership and market rent products in line with residents' needs and market conditions. - Regular client visits to senior management across group and enhanced toolkit /other advice/guidance offered on Hydewide 	<ul style="list-style-type: none"> - Grant funded programme of c800 units per year – April 08 - Land and s106 opportunities secured to underpin overall pipeline of 5000 over 3 year plan period. - Selected as partner on at least one project by -March 09 - Increased range of housing products that contribute to meeting needs whilst contributing to tenure diversification and community sustainability – March 09 - Improved awareness and understanding within communication team of business needs across the group / improving satisfaction with service provided. -July 08

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
<p>Improve the financial strength of the Group to support a wider range of services</p>	<ul style="list-style-type: none"> - Deliver enhanced financial strength and capacity through organic and non-organic projects. - Improved sales rates of both shared equity and outright sales products plus maximised return rates. - Maximise level of profit in Hyde Vale and ensure a suitable return on parent company investment. 	<ul style="list-style-type: none"> - Funding applications for social housing grant developments will at realistic and financially viable levels. - Viable business plans will underpin all major projects bids. - Improved sales and marketing approach leading to increased sales activity. - Commercially viable profit targets are set on all projects. 	<ul style="list-style-type: none"> - Grant allocations will be in line with “area averages” – April 08 - Successful projects will comply with the capacity set out in the Group's Financial Strategy - INplace and Hyde Vale gross sales targets achieved – Apr 08 to March 09. - Actual profit achieved meets the minimum as set in initial appraisals – Apr 08 to Mar 09

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - Maximise provision of lifetime and wheelchair accommodation - Encourage the use of contractors consultants that represent our diversity profile - Ensure Hyde Plus programmes are accessible and benefit all communities - Promote the Group's equality and diversity policy and ensure E&D issues, in particular accessibility, are addressed in all communications outputs. 	<ul style="list-style-type: none"> - All homes designed to a level approaching lifetime homes standard on unencumbered sites. - Liaise with LAs to promote the need for wheelchair accommodation. - Review existing partnerships Promote EMD issues - Undertake social audit Develop community cohesion strategy - Develop an action plan, in consultation with the E&D manager, based on findings of the publications impact assessment - Review and update advice and guidance within the communications toolkit on Hydewide 	<ul style="list-style-type: none"> - The lifetime standard will be reviewed to ensure it continues to meet long term needs of residents and assist sustainability(by March 09) - Improved portfolio of diverse contractor's and consultants (by March 09) - Social audit commenced December 08 - Robust action plan in place Sept 08 - Sept 08
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - Develop mixed tenure schemes with suitable infrastructure and amenities - Continue to improve the integral service we offer within neighbourhoods - Promote the Group's approach to sustainability and provide communications support to specific 	<ul style="list-style-type: none"> - Implement our sustainability assessment process to improve our performance on the environmental and technological sustainability of all developments - Produce a Neighbourhoods Framework that defines our approach - Develop articles for publication internally and externally. - Provide support and guidance on the delivery 	<ul style="list-style-type: none"> - Resident satisfaction with both local environment and efficiency of home demonstrated in feedback. Improved environmental impact – Apr 08 to Mar 09 - Neighbourhood framework embedded in SAP and EAP processes Dec 08 - Increased awareness of the Group's approach to sustainability both internally and externally- Mar 09

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
	initiatives and projects. - Work towards positioning the Group as a leader in sustainable development.	of 'Green Week. - Project manage communication w.r.t. 'sustainable conversion' of a void property.	
Recruit, develop and retain the people needed to deliver our vision	- Recruit and retain talented and committed staff.	- Apply a structured approach to developing abilities through project work - Regularly review skill-sets; ensure skills and knowledge are developed to reflect the changing demands of the business and developments within the profession. - Update Personal Development Plans as required.	- Reduced turnover Improved performance Skilled, knowledgeable and motivated staff March 09

4.3 Finance

The Finance Directorate encompasses:

- Financial operations – covers income, payments, Group financial accounting, service charges, taxes and insurance
- Financial systems – responsible for Oracle Financials, business integration and information systems
- Investments and strategy – covers Group capital accounting, business planning and supports Hyde Vale
- Business support – covers management accounting, supports local management teams and advises on budget management issues
- Treasury – this division deals with raising new finances to ensure internal costs are minimised and to maximise Group's cash flow

As from January 2008 the Finance Directorate includes the ICT and Companies Secretarial divisions. A summary of their objectives can be found in this section.

The role of the Finance Directorate is to deliver and support OBUs, Subsidiaries and Corporate Service teams. The values of the Finance Directorate in summary are:

- To create dynamic and effective relationships, to develop services and achieve excellence
- To provide a high quality, proactive and flexible service to customers

A summary of the key objectives are as follows:

- To review the delivery of financial services
- To support operating businesses to achieve their plans
- Minimise the cost of funding

Finance Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	- To review the delivery of front line financial services	- Align with ACE - Review SLA - Handover service charges to P and Q	- Improve internal customer satisfaction from benchmark survey 2007. - Produce new SLA by March 09 - Successful handover by September 08
Significantly increase the number of people we serve	- To actively support business growth aspirations	- Maximise Group capacity - Assess growth opportunities - Support <i>in touch</i> - Maintain borrowing facilities	- Development projects are delivered within annual capacities, for both revenue and capital commitment
Improve the financial strength of the Group to support a wider range of services	- To ensure the financial viability of the Group	- Improve cost of funding - Efficiency via budget process - Assist with efficiency targets	- The Group meets annual surplus target for year end and its target interest cover
Mainstream the promotion and benefits of equality and diversity throughout all we do	- To raise awareness of E&D in the directorate	- Contribute to EDG group - Communication Team briefs	- Finance rep on EDG by April 08
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	- To support the Group's sustainability objectives	- Involvement in feasibilities - Support financial inclusion programme	- The directorate enables initiatives to be delivered
Recruit, develop and retain the people needed to deliver our vision	- To recruit and retain adequate staff resources	- Develop project experience - Review remuneration structure - Leadership programme	- Reduce turnover - Improved performance - Skilled, knowledgeable staff

4.4 ICT/Company Secretariat Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To improve company secretariat services to board and committee members - ICT resources are directed to support service improvements 	<ul style="list-style-type: none"> - Advice and support - Training needs met - Analysis of existing service - Aligned with ACE - Enable mobile working - Provision of mobile devices 	<ul style="list-style-type: none"> - Consistent governance support to members - Improved attendance at Meetings - Board appraisals evidences year on year member satisfaction and contribution - Customer satisfaction levels in line with ICT SLA.
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To integrate new business mergers/acquisitions within the Group 	<ul style="list-style-type: none"> - Advice and guidance - Migrate systems/infrastructure - Integrate staff policies and procedures - Evolve systems and tools to increase the Group's capacity to deliver services 	<ul style="list-style-type: none"> - New business success – New businesses integrated in line with project plans - Consistency of policy in areas within Directorate's remit - When systems process more effectively and simple processes are automated
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To engender a cost saving anti waste culture - To provide clarity of activity and performance 	<ul style="list-style-type: none"> - New office strategy - Eliminate process waste - Maximise use of technology - Develop our information systems and align data structures 	<ul style="list-style-type: none"> - Leaner processes operated - Minimal bureaucracy - Produce new office strategy by July 2008 - To provide a consistent efficient process for procurement using a rationalised number of key suppliers leveraging off the buying power of the Group - When reporting can be used strategically and operationally
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To ensure governance makeup reflects the communities served by the Group 	<ul style="list-style-type: none"> - Work with local teams - Involvement in recruitment - Advise 	<ul style="list-style-type: none"> - Membership of the Boards and committees meets the equality and diversity targets
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To help improve the carbon footprint - To ensure the Group health and safety framework is robust 	<ul style="list-style-type: none"> - Widen electronic document management system - Maximise use of IT - Incorporate regulatory/legal changes - Train advise staff - Act on deficits 	<ul style="list-style-type: none"> - Reduced reliance on paper systems - Technology enables sustainable ways of operating and delivering our services - The health and safety approach is fit for purpose with 100% adherence across the Group

Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - To ensure Board members convey Hyde's Vision - To recruit and retain adequate staff resources 	<ul style="list-style-type: none"> - Comprehensive induction - Promote understanding - Develop project and business analysis experience - Increase customer service delivery - Leadership programme 	<ul style="list-style-type: none"> - Board members can confidently explain the vision to others both internally and externally - Reduce turnover - Improved performance - Skilled, knowledgeable staff
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4.5 Group People Directorate (Incorporating Human Resources)

The new post of Group Director of People has been established. Reporting to the Group Chief Executive, the Group Director of People will be responsible for Human Resources and Learning and Development. They will also have a broader talent management and culture change remit, aligned to the Group strategic objectives, vision and leadership message.

The Learning and Development Plan is detailed in Section 7.

Human Resources Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	- Increase knowledge and skills in customer service	- New Customer Service training model developed in line with ICE /ACE requirements	- By December 08
Significantly increase the number of people we serve	- Integrate new partner organisations (e.g. Martlet Homes) into the Group so that staff new to the Group can identify with Hyde	- Undertake corporate induction activities to give 'new' staff an insight into the workings and philosophy of The Hyde Group. - Harmonise terms and conditions of employment where appropriate to produce a fully integrated workforce.	- Increased fluidity of staff moving between the various parts of the Group. June 08 - March 09
Improve the financial strength of the Group to support a wider range of services	- Improve knowledge and skills across the group in efficiency	- Leadership programme for key staff implemented	- Key staff have skills and knowledge to be leaders in driving efficiency from April 08 and ongoing
Mainstream the promotion and benefits of equality and diversity throughout all we do	- Develop staff awareness and comfort with and benefits of diversity	- Disability equality scheme action plan published and actioned - Gender equality scheme produced, published and actioned	- 3 year ongoing plan from April 08 - May 08 and ongoing
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	- Support training and development for key staff as required by group business	- HR will liaise with other departments to identify training needs as required and will implement leadership training programme	- March 08 and ongoing

<p>Recruit, develop and retain the people needed to deliver our vision</p>	<ul style="list-style-type: none"> - To enhance Hyde's reputation as an employer so as to attract and retain a well motivated workforce - To ensure terms and conditions offered across the Group are fit for purpose given different employment markets in which the Group now operates 	<ul style="list-style-type: none"> - Undertake a 'staff survey' to ascertain views of staff and take action where appropriate. - Revise the Group's recruitment and selection practices to take account of the 'Hyde behaviours'. - Review Hyde's pay and grading structure to ascertain if it is 'fit for purpose'. - Consider the introduction of 'total reward statements' and 'flexible benefits' to ensure that Hyde's T&C's are fully appreciated by staff. 	<ul style="list-style-type: none"> - Reduced levels of 'voluntary' staff turnover. June 2008 - Reduced number of staff failing to complete successfully their probation period. December 2008
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5 Operational Business Units

5.1 Hyde South East OBU

The London and Kent Operations will be established as Hyde's second Operating Business Unit in 2008. It will manage 13,200 homes with a turnover of £66 million. It has a large and diverse portfolio located across 20 Local Authority areas.

In addition to the 7,800 general needs units, London Operations manage a substantial portfolio of shortlife properties (830) and provides 730 units of accommodation for health services and key worker staff.

Kent Operations manage a portfolio of 3,800 homes including 824 shared ownership homes, 95 market rented homes and 350 bedspaces in an education scheme.

Key priorities for the forthcoming year will be to establish the Hyde South East Operating Business Unit and progress a restructure of its operations. Impetus for the restructure comes from groundwork carried out in the past year establishing a future service vision. It is necessary to target resources more clearly to demand, resolve the variety of service models currently in existence and to seek improved efficiency and value for money. Operating environments in London and Kent are quite different and the solutions proposed will need to be shaped to local needs.

Services are provided via offices in Lewisham, Woolwich, Maidstone and Canterbury.

Hyde South East OBU Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To continue to develop local service improvements - To develop a robust resident involvement approach - Devise management models for LWI sites 	<ul style="list-style-type: none"> - Evaluate mobile working pilot - Response to residents survey - Conclude systems thinking voids pilot - Embed new strategy - Increased involvement in decision making - Support resident Board members - Evaluate models/structure - Agree service standards 	<ul style="list-style-type: none"> - Improved voids management process - Successful local pilots - Improved customer satisfaction - Enhanced resident involvement - New partnerships developed - Agreed model in place by June 08
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To integrate new business 	<ul style="list-style-type: none"> - Focus on Bermondsey Spa and Foreshore - Scale up resources 	<ul style="list-style-type: none"> - Smooth hand over of new housing - Minimum defects
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To plan service restructure - To review LAMs activity & management 	<ul style="list-style-type: none"> - Devise business case/new structure - Consultation - Financial analysis 	<ul style="list-style-type: none"> - New structure will produce cost savings by March 09 - Propose options by July 08
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To undertake equalities monitoring - To undertake an accessibility audit - Improved resident involvement from disabled residents 	<ul style="list-style-type: none"> - Link survey findings - Analyse iworld - Liaise with P&Q - Review front line position - Expand consultation groups - Widen options 	<ul style="list-style-type: none"> - Clear view of resident satisfaction by equality strands by June 08 - Audit report with recommendations by October 08 - Increased participation of disabled residents
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To improve ASB practice -To enhance take up of Hyde Plus programmes 	<ul style="list-style-type: none"> - Review survey - Training support for staff - Devise estates programme - Promote/market 	<ul style="list-style-type: none"> - Produce evaluation report - Consistent approach to ASB handling and satisfied customers - Improved take up of youth, money and jobs plus programmes

Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Train/support resident representatives - Improve staff development opportunities 	<ul style="list-style-type: none"> - Induction programme - Training assessment - Embed GO mad training programme 	<ul style="list-style-type: none"> - Build resident capacity and confidence - Improved staff moral reflected in customer service performance
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5.2 Minster

Minster was established more than 40 years ago in Peterborough and now manages and develops homes across the East of England and East Midlands in 11 local authority areas. Minster joined The Hyde Group in January 2006.

The property portfolio comprises of:

- 1,172 general needs homes
- 414 supported housing homes
- 102 temporary social housing units
- 192 shared ownership units.

Minster delivers a locally focussed service from offices in Peterborough and Northampton and achieves high levels of resident satisfaction.

Minster is well placed to exploit the significant growth opportunities in the East of England and the South Midlands and Milton Keynes growth areas.

The key priorities are:

- To maintain a development programme of 200 homes
- To create and develop responses to business opportunities in the key growth areas
- To pursue merger/partnership options
- To introduce a new framework for resident involvement
- To review the approach to customer service
- To further improve the quality of services

Minster Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To review approach to customer services. - To develop a robust resident involvement approach - To develop Supported housing strategy 	<ul style="list-style-type: none"> - Respond to survey Support CRM Review staff roles - Embed new strategy - Increased involvement in decision making - Support resident panel - Monitor quality - Work with in touch 	<ul style="list-style-type: none"> - High customer satisfaction/responsive service top decile in peer group - Enhanced resident involvement all levels. - Services are cost effective and well managed
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To maintain and develop programme of 200 homes - Create and develop responses to business opportunities - To explore stock transfer/rationalisation opportunities 	<ul style="list-style-type: none"> - Forward planning - Identify sites - Establish landbank <ul style="list-style-type: none"> - At Milton Keynes, support development of Oakgrove and bid for regeneration opportunity at Serpentine Ct - Strengthen LA relationships, particularly in Daventry, where newly selected as Management partner - Explore stock swaps 	<ul style="list-style-type: none"> - Programme of 200 homes by March 09 - Sites identified - Successful bid
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To review the service charge process - To strengthen the balance sheet 	<ul style="list-style-type: none"> - Eliminate inefficient processes - Review leases/methodology - Review lots - Move Hyde assets 	<ul style="list-style-type: none"> - Improve service collection rates by March 09 - Stronger balance sheet by March 09
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To undertake equalities monitoring - To submit DES GES schemes - Improved resident involvement from underrepresented groups 	<ul style="list-style-type: none"> - Link survey findings - Analyse iworld - Liaise with P&Q - Work with P&Q - Expand consultation groups - Widen options 	<ul style="list-style-type: none"> - Clear view of resident satisfaction by equality strands by December 08 - Schemes in place by May 08 - Increased participation of underrepresented groups
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To contribute to the place making agenda - To adopt sustainable practices 	<ul style="list-style-type: none"> - Identify priority estates and funding programmes - Align with ACE - Improve awareness - Green travel plans 	<ul style="list-style-type: none"> - The Peterborough plan includes Minster's input - Improve practices in place by March 09

Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Improving management skills - Improve staff development opportunities 	<ul style="list-style-type: none"> - Appraisal training delivered - Performance management training provided - Participating in Go MAD programme - Cascade leadership programme 	<ul style="list-style-type: none"> - Increased level of performance and staff satisfaction - Improved career development
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5.3 HydeMartlet

HydeMartlet is the Group's first OBU comprising of 10,000 homes and working across 34 Local Authority areas. Martlet Homes Ltd became a new subsidiary of the Group in December 07. HydeMartlet is a trading name of Martlet Homes who are a registered social landlord established as a result of the stock transfer of 5,258 homes from Chichester District Council in 2001.

HydeMartlet manages approximately 5000 Hyde owned properties located in Surrey, Sussex and Hampshire (formally the Hyde South region). The maintenance and asset management services will be provided by an inhouse contractor called Martlet Build. Martlet Build is set to significantly expand in the year with an increase in turnover from £10 million to £17 million. Martlet Build are the Group's first inhouse maintenance provider.

A summary of the key objectives are as follows:

- Pursue organic growth opportunities
- Pursue stock transfer opportunities
- To realise £1 million savings as a result of Martlet Build expansion by 2011/12
- To support save and inclusive communities
- To achieve ISO 9000:2000 accreditation for key services by 2010/11

HydeMartlet Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To enable quality management - To develop wider customer engagement 	<ul style="list-style-type: none"> - Culture of empowerment - Clear service standards - Feedback mechanisms - Active representation 	<ul style="list-style-type: none"> - KPIs met by March 09 - One service area accredited by ISO 9000 by March 09 - Improved involvement at a informal level.
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To maintain and develop programme of affordable homes - To explore stock transfer/rationalisation/partnership opportunities 	<ul style="list-style-type: none"> - Forward planning - Identify sites - Establish landbank - Strengthen LA relationships - Explore stock swaps - Network 	<ul style="list-style-type: none"> - Programme of 450 homes by March 09 - Sites identified - Successful bid
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - Martlet Build to secure efficiency gains - To deliver a financially sustainable development programme 	<ul style="list-style-type: none"> - Integrate Hyde South service standards - Extend services to external market - Work within group parameters - Maximise subsidies/grant rates 	<ul style="list-style-type: none"> - To achieve £1 million savings by 2011/12 - Deliver cost effective programme
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To undertake equalities monitoring - To submit DES GES schemes - Improved resident involvement from disabled residents 	<ul style="list-style-type: none"> - Link survey findings - Analyse iworld - Liaise with P&Q - Work with P&Q - Expand consultation groups - Widen options 	<ul style="list-style-type: none"> - Clear view of resident satisfaction by equality strands by December 08 - Schemes in place by May 08 - Increased participation of disabled residents
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To tackle social exclusion - Deliver financial inclusion initiatives 	<ul style="list-style-type: none"> - Partnership working - Maximise engagement - External funding - Work with Hyde Plus - Resident promotion 	<ul style="list-style-type: none"> - Increase engagement from under represented groups by 10% - Safe secure well maintained neighbourhoods - Achieve 100% coverage by March 09
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Train/support resident representatives - Improve staff development opportunities 	<ul style="list-style-type: none"> - Induction programme - Training assessment - Training programme - Group framework - Leadership programme 	<ul style="list-style-type: none"> - Build resident capacity and confidence - Improved career development - Reduced turnover - Positive moral

5.4 Community Businesses

The Community Businesses OBU was established to bring together the Group's local regeneration based businesses and includes:

- Hyde Southbank Homes
- Hillside Housing Trust
- Hyde Northside Homes
- Roundshaw Homes
- Islington PFI Management Contracts

Community Businesses have the following characters:

- They are regeneration based projects
- They have a tight urban geographical focus
- They include ex, or in the case of the PFI, current Local Authority Stock
- They deliver a bespoke service reflecting a service offer developed with residents

5.4.1 Hyde Southbank Homes

Hyde Southbank Homes (HSH) was specifically established in 1999 to take transfer of the Council-owned properties in the London Borough of Lambeth's Central Stockwell housing neighbourhood, following a positive ballot. HSH is a registered Social Landlord and is a subsidiary of The Hyde Group.

Since transferring in 1999 a large scale regeneration project has been completed and over £100million has been invested in improving the quality of resident's homes and their environment.

Hyde Southbank Homes (HSH) manages over 3,250 homes comprising of:

- 2,400 general needs homes
- 840 leaseholders
- 45 homes for key worker rented accommodation
- 31 shared ownership homes for key worker accommodation

Services are delivered via offices located at Kennington Park and Stockwell. HSH seeks to continue to develop a range of affordable housing options and to continue its commitment to community regeneration activities.

Hyde Southbank Homes Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To continue to develop local service improvements - To develop a robust resident involvement approach. - To improve services to leaseholders 	<ul style="list-style-type: none"> - Evaluate mobile working pilot - Analyse response to residents survey - Conclude systems thinking voids pilot - Align with ACE - Embed new strategy - Increased involvement in decision making - Support and training for resident Board members - Recruit service charge officer 	<ul style="list-style-type: none"> - Improved voids management process - Successful local pilots - Improved customer satisfaction - Enhanced resident involvement - New partnerships developed - Improved quality of service and robust service charge collection procedures by December 08
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To develop new homes on infill sites - Pursue stock transfer opportunities in Lambeth 	<ul style="list-style-type: none"> - Submit planning - Scheme feasibility - Partner with LA and residents - Bid for short life properties 	<ul style="list-style-type: none"> - Additional homes produced by March 09 - Increase affordable housing
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - Effective asset management plans - Improve cost efficiency of repair service 	<ul style="list-style-type: none"> - Stock condition survey - Target resources - IT link with contractor - Develop partnering model 	<ul style="list-style-type: none"> - Stock condition programme in place - Cost effective maintenance service
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To undertake equalities monitoring - Undertake EIAs of key policies - Improved resident involvement from disabled residents 	<ul style="list-style-type: none"> - Link survey findings - Analyse iworld - Liaise with P&Q - Training - Expand consultation groups - Widen options 	<ul style="list-style-type: none"> - Clear view of resident satisfaction by equality strands by June 08 - Complete EIAs by March 09 - Increased participation of disabled residents

Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To improve methods of tackling anti social behaviour. -To enhance take up of Hyde Plus programmes 	<ul style="list-style-type: none"> - Review survey - Training support for staff - Devise community regeneration strategy - Promote/market new activities 	<ul style="list-style-type: none"> - Produce evaluation report - Consistent approach to ASB handling and satisfied customers - Improved take up of youth, money and jobs plus programmes
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Train/support resident representatives - Improve staff development opportunities 	<ul style="list-style-type: none"> - Induction programme - Training assessment - Cascade leadership programme 	<ul style="list-style-type: none"> - Build resident capacity and confidence - Effective governance - Improved career development

5.4.2 Hillside Housing Trust

Hillside Housing Trust was established as a subsidiary of The Hyde Group in 2004. It secured RSL status in 2005. Hillside manages 1,166 homes. 70% are located at Stonebridge and 30% are managed on behalf of Brent Council.

During 08/09 Hillside will focus on:

- Embedding a performance management culture
- Deliver a service improvement plan
- Implement more efficient service contracts
- Progress phase 4 of the regeneration programme, open space and community facilities
- Deliver a range of programmes to tackle worklessness and engage the community

Hillside Housing Trust Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To continue to improve service quality - To complete Regeneration of Stonebridge 	<ul style="list-style-type: none"> - Improve gas servicing - Improve rent collection - implement Audit committee recommendations - Rehouse residents - Plans for Hub 	<ul style="list-style-type: none"> - All service targets met by March 09 - Earn 99% of Brent fee. - Hub occupied by March 09
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - Progress outright and shared ownership programme -To manage the Granville Homes units 	<ul style="list-style-type: none"> -Decant demolish block - Secure planning - Management agreement in place 	<ul style="list-style-type: none"> - Completed sales of sites by March 09 - Satisfied residents
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To complete review of the Hillside Business Plan - To complete procurement of key contracts 	<ul style="list-style-type: none"> - External audit of plan - Stock evaluation - Standards agreed 	<ul style="list-style-type: none"> - Business plan in place by June 08 - New contract in place by Jan 09, show efficiency gain
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To review E and D monitoring and targets 	<ul style="list-style-type: none"> - Review iworld - Analyse Survey 	<ul style="list-style-type: none"> - Revised targets by March 09
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To improve ASB practice 	<ul style="list-style-type: none"> - Promote free phone line - Focus on prevention multi agency work 	<ul style="list-style-type: none"> - Reduction of ASB cases by March 09
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - To develop an effective staff structure - Increase effectiveness of Board 	<ul style="list-style-type: none"> - Review current structure - Produce staff development plan - Induction programme - Development plans 	<ul style="list-style-type: none"> - New structure in place by March 09 - Board vacancies filled by December 08.

5.4.3 Hyde Northside Homes

Hyde Northside Homes manage over 1430 homes in Islington. The property portfolio comprises of 75% general needs homes and 25% leaseholder homes. Services are delivered from two offices at Packington Estate and Roman Way.

Hyde Northside Homes Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	- To continue to develop local service improvements	- Align with ACE - Tenancy audits focus on leaseholders	- Accurate profile of customers - Improved leaseholder service by December 08
	- To develop a robust resident involvement approach	- Embed new strategy - Support resident Board members - Charter mark	- Enhanced resident involvement - New partnerships developed
Significantly increase the number of people we serve	- To develop new affordable homes	- Investigate infill sites	- Increase in family sized homes by March 09
	- Pursue stock transfer opportunities in Lambeth	- Partner with LA and residents - Bid for short life properties	- Increase affordable housing - Increase affordable housing by March 09
Improve the financial strength of the Group to support a wider range of services	- Maximise service charge collection	- Implement ACE actions	- Improved collection by July 08
	- Improve cost efficiency of repair service	- IT link with contractor - Partnering model	- Cost effective maintenance service
Mainstream the promotion and benefits of equality and diversity throughout all we do	- To undertake equalities monitoring	- Link survey findings - Analyse iworld - Liaise with P&Q	- Clear view of resident satisfaction by equality strands by June 08
	- Undertake EIAs of key policies	- Training	- Complete EIAs by March 09
	- Improved resident involvement from disabled residents	- Expand consultation groups - Widen options	- Increased participation of disabled residents
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	- Develop community regeneration strategy	- Project evaluation - External funding - Consultation (BME)	- Reduced worklessness, ASB and social isolation by April 08
	- To manage gas safety risks	- Referral process - New database	- 100% servicing by December 08
Recruit, develop and retain the people needed to deliver our vision	- Train resident representatives/Board	- Induction programme - Training assessment	- Build resident capacity and confidence - Effective governance
	- To implement new staffing structure	- Fill vacancies - Review structure	- New team in place by October 08

5.4.4 Roundshaw

Roundshaw Homes is a partnership between Hyde Housing Association and Metropolitan Housing Partnership (the partners) set up to deliver housing management services to 1800 homes on the Roundshaw Estate located in the London Borough of Sutton.

The partners were selected in 1996 to deliver the large scale regeneration of the estate involving the demolition and rebuild of 1200 new homes. The estate is in the final stage of construction with the completion in 2009.

In addition to the stock that was demolished, 624 homes were transferred from the Council following a successful ballot in 2006. These homes will now benefit from a 25million major works programme to replace kitchens and bathrooms and to provide environmental improvements.

Roundshaw Homes works with the Roundshaw Community Board (RCB) comprising of residents, and Housing Association representatives and local Councillors. The RCB has a role in overseeing the quality of services, strategy and policy, development and the progress of the major works.

Roundshaw Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - Develop front line customer services - To implement new repairs contract 	<ul style="list-style-type: none"> - Review structure/survey - Identify training - Audit of policies - Let contract and implement service priorities 	<ul style="list-style-type: none"> - Improved customer experience by September 08 - Action plan by May 08 - New contract by April 08
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - To manage new homes and outright sales scheme - To manage Hyde/MHP stock outside Roundshaw 	<ul style="list-style-type: none"> - Advise services - Incorporate in contracts - Agree project plan 	<ul style="list-style-type: none"> - New stock effectively integrated - New stock incorporated
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - Implement asset management strategy 	<ul style="list-style-type: none"> - Complete stock survey - Develop planned programme 	<ul style="list-style-type: none"> - Effective asset management in line with budget by March 09.
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To undertake equalities monitoring 	<ul style="list-style-type: none"> - Link survey findings - Analyse iworld - Liaise with P&Q - Identify any unmet need 	<ul style="list-style-type: none"> - Clear view of resident satisfaction by equality strands by January 09
Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To review RH response to ASB in line with requirements of respect agenda - Implement the resident involvement policy as agreed across all RH operations 	<ul style="list-style-type: none"> - Review existing service - Identify gaps - Develop measure to close any gaps in service - Develop action plans for each service areas of implementation 	<ul style="list-style-type: none"> - Action plan for RH to meet standards set out in the respect agenda - Effective resident input into service by March 09
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Train/support resident representatives 	<ul style="list-style-type: none"> - Induction programme - Training assessment 	<ul style="list-style-type: none"> - Build resident capacity and confidence - Effective governance

5.5 Specialist subsidiaries and operations

5.5.1 *in touch*

In touch is The Hyde Group's specialist subsidiary established in April 06 to deliver supported housing, support and care services to vulnerable people in London and the South East. It manages a housing portfolio on behalf of Hyde of 3500 homes and manages over 200 Supporting People Contracts.

As from April 08 *in touch* will be classified as an OBU in its own right. A total of 430 staff are currently working for *in touch*.

The principle aims for 08/09 are:

- To improve the quality of services
- To strengthen the financial position
- To develop and support the staff

in touch Plan

Strategic Objectives	Annual Objectives	Actions	Measure of success and target date
Improve the services we deliver, in line with our customers' needs and aspirations	<ul style="list-style-type: none"> - To achieve 100% A/B grades in QAF assessments - To undertake review of accommodation and services in sheltered housing schemes - To respond to resident survey 	<ul style="list-style-type: none"> - Undertake self assessment - Identify policy procedure changes - To review schemes - To assess current/future demand - Costs and liabilities - Devise action plan - Liaise with customers 	<ul style="list-style-type: none"> - Improved service user satisfaction - An effective plan produced to sustain services and accommodation - Improvement in resident satisfaction
Significantly increase the number of people we serve	<ul style="list-style-type: none"> - Investigate opportunities to develop units for sale to older people - Investigate opportunities to deliver care/HIA services on a profit making basis 	<ul style="list-style-type: none"> - Work with BDD - Feasibility study - Feasibility study 	<ul style="list-style-type: none"> - Identify new markets - Identify new markets
Improve the financial strength of the Group to support a wider range of services	<ul style="list-style-type: none"> - To win new revenue contracts - To achieve gross operating margin target 	<ul style="list-style-type: none"> - Actively compete - Minimise loss of existing income - Examine budgeted costs - Benchmark 	<ul style="list-style-type: none"> - Achieve £750k increase in turnover after loss of existing income - Meet target by March 09
Mainstream the promotion and benefits of equality and diversity throughout all we do	<ul style="list-style-type: none"> - To increase opportunities for training and volunteering and employment for service users and tenants - To improve accessibility of service to hard to reach groups 	<ul style="list-style-type: none"> - Identify opportunities - Analyse information on touchbase and iworld 	<ul style="list-style-type: none"> - Improve life chances for service users and residents - Improve accessibility by March 09

Support and promote sustainable, inclusive and healthy neighbourhoods and ways of working	<ul style="list-style-type: none"> - To meet ISO14001 quality standard on environmental management - Safeguard staff safety of lone workers - Introduce comprehensive mobile working 	<ul style="list-style-type: none"> - Coordinate delivery of action plan - Devise training programme - Issue guidelines - Establish project group 	<ul style="list-style-type: none"> - Meet standards of accreditation - Improved staff confidence when lone working - More effective/efficient working practices
Recruit, develop and retain the people needed to deliver our vision	<ul style="list-style-type: none"> - Deliver an induction programme to new Board members - To ensure middle managers are well supported and developed - Improve service user engagement 	<ul style="list-style-type: none"> - Induction tailored to individuals - Align with ACE initiatives - Devise a communication structure - Recruit advisory panel - Devise training programme - Offer menu of involvement 	<ul style="list-style-type: none"> - Effective governance of in touch - Effective and confident middle managers - Improved engagement links in to service improvement plans

5.5.2. Hyde Vale

Hyde Vale is a profit-making company within The Hyde Group which primary purpose is to make profits through the development of housing for sale that can be used by the Group to pursue its core social purpose. A feature of Hyde Vale's contribution to the Group is to enable it to aim for sustainable developments through the inclusion of housing for outright sale as part of mixed tenure and regeneration schemes.

The company is a Private Limited Company and the entire share capital is owned by Hyde Housing Association Ltd. Hyde Vale operates as an autonomous entity with its own board, managing director and management team. Whilst determining its own policies and procedures, Hyde Vale works within the Group's policy framework and contributes to achieving the Group's strategic objectives.

Hyde Vale's planned development programme over the next three years is aimed to augment the Group's mixed tenure developments in the group's planned development programme and on its owned land. Each project will be structured around contractual relationships that satisfy governance and taxation issues affecting multi-tenure development.

During the year, Hyde Vale will be investigating the potential of expanding its portfolio to take on a market rented scheme as a pilot exercise at Eyot Heights, Bermondsey Spa.

Hyde Vale's marketing strategy is aimed at optimising the specifications of units to create a high-quality, niche product and marketing approach. We achieve this through our own skills and market knowledge as well as effective procurement and management of joint venture partners and consultants.

Hyde Housing Association and Lloyds TSB are the current providers of short-term credit facilities and for the future a combination of longer-term permanent funding to capitalise the business and shorter-term working capital funding is being planned. Hyde Vale has a rolling three-year funding strategy that is reviewed annually.

Hyde Vales produces a separate 10-year business plan that contains detailed development, marketing, governance and financial objectives and targets.

5.5.3. Hyde Plus

The context of the work of Hyde Plus is intrinsically bound by our commitment to develop and manage places and neighbourhoods that are balanced and sustainable because we work to understand the issues for the families and individuals living within them.

The focus on social immobility and worklessness amongst social housing residents has to be something we continue to assess the impact of and consider the extent to which we take a role on to respond. We will be placing additional resources into specialist employment support services to our residents and continuing to work with existing providers to increase access to government funded provision.

There continues to be an imperative for us to address the financial exclusion of our residents and we will continue to resource interventions that provide access to advice in times of financial crisis; access to affordable credit where otherwise the reduced ability of our residents to access mainstream products creates enormous financial disadvantage; and to develop a more proactive framework to address those issues that affect our residents disproportionately, including fuel poverty.

We have a huge role as placemakers. This demands a unique skills set across development, management and community development so that our existing neighbourhoods thrive and that we create success in new mixed tenure communities. The Hyde Plus Panel will produce a framework in the year to encapsulate the principles of our work in neighbourhoods.

We continue to support strong neighbourhoods through positive engagement with young people; and to work with families and schools to raise the aspirations of young people, for their education and their future. In some areas too, we need to address quite distinctly anti social behaviour connected with gangs and gun crime.

Hyde Plus priorities for 2008/09 are summarised in the Group Business Development Directorate section of this plan.

6. Performance Indicators

Objective	Performance Indicator	*	Target
IMPROVE SERVICES	<u>Rent Collection Rate</u>	M	100% of rent due
	<u>Voids and Bad debts</u> – the amount of rent loss due to properties remaining void and bad debts to be limited	Q	Voids: 1% of rent due Bad Debts: 1% of rent due
	<u>Maintenance on time</u> – maintenance to be undertaken within stated timescales	M	<ul style="list-style-type: none"> • 97% - emergency • 93% - urgent • 95% - routine
	<u>Void Properties</u> – percentage of stock	M	0.56% of stock
	<u>Void turnaround</u> – the average number of weeks property is void to be limited	M	3.87 weeks in each month
	<u>Tenant satisfaction</u> – percentage of good, very good and satisfactory work according to maintenance return forms by tenants	Q	95%
INCREASE SIGNIFICANTLY THE NUMBER OF PEOPLE SERVED	<u>Approvals</u> – total Housing Corporation grant for rent and LCHO	M	Total value of grant confirmations to achieve HC target
	<u>Cash Targets</u> – cash drawn down to conform with forecast	M	Total cash claimed to achieve HC CPT
	<u>Completions</u> – number of units completed in accordance with forecast programme	M	Total number of completions to achieve HC target
USE FINANCIAL STRENGTH TO EXPAND THE RANGE OF ACTIVITIES WE UNDERTAKE	<u>Income</u> – cost of development administration as % of expenditure	M	3% for year

* Monitoring

- M = monitoring/reporting by month
 Q = monitoring/reporting by quarter
 A = monitoring/reporting annually

KEY PERFORMANCE INDICATORS 08/09 Detailed by activity and company.

General Needs

	Rent Collection			Rent Arrears			Stock Vacant			Time to relet (void phase)			Time to relet (whole period)		
	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red
Hyde Group	100%	99.9 - 95.1	95%	5.16%	5.17 - 6.44	6.45%	0.72%	0.73 - 0.89	0.90%	2.16	2.17 - 2.69	2.70	3.87	3.88 - 4.83	4.84
Hyde HA	100%	99.9 - 95.1	95%	4.74%	4.75 - 5.92	5.93%	0.56%	0.57 - 0.69	0.70%	1.91	1.92 - 2.38	2.39	3.50	3.51 - 4.37	4.38
Minster HA	100%	99.9 - 95.1	95%	4.5%	4.6 - 5.62	5.63%	1%	1.1 - 1.24	1.25%	2.5	2.6 - 3.12	3.13	4	4.1 - 4.9	5
Hillside HT	100%	99.9 - 95.1	95%	4%	4.1 - 4.9	5%	2%	2.1 - 2.4	2.5%	4	4.1 - 4.9	5	8	8.1 - 9.9	10
HSH	101%	100.9 - 96.1	96%	8%	8.1 - 9.9	10%	0.5%	0.51 - 0.62	0.63%	2	2.1 - 2.4	2.5	2.6	2.7 - 3.24	3.25
Hyde Martlet	100%	98.9 - 94.1	94%	3%	3.1 - 3.74	3.75%	0.6%	0.61 - 0.74	0.75%	2	2.1 - 2.4	2.5	3.5	3.51 - 4.37	4.38
Hyde SE	100%	99.9 - 95.1	95%	5%	5.1 - 6.24	6.25%	0.5%	0.51 - 0.62	0.63%	2	2.1 - 2.4	2.5	4	4.1 - 4.9	5

Supported Housing

	Rent Collection			Rent Arrears			Stock Vacant			Time to relet (void phase)		
	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red
<i>in touch</i>	98.5%	98.4 - 93.59	93.58%	4.71%	4.72 - 5.88	5.89%	4.00%	4.01 - 4.99	5.00%	7	7.1 - 8.74	8.75
Hillside	100%	99.9 - 95.1	95%	4%	4.1 - 4.9	5%	2%	2.1 - 2.4	2.5%	-	-	-
Minster	100.5%	100.4 - 95.49	95.48%	1.8%	1.9 - 2.24	2.25%	3.5%	3.6 - 4.37	4.38%	-	-	-
HSH	100%	99.9 - 95.1	95%	5%	5.1 - 6.24	6.25%	3.5%	3.6 - 4.37	4.38%	-	-	-

LAMS

	Rent Collection			Rent Arrears			Stock Vacant		
	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red
Hyde Group	99.5%	99.4 - 94.54	94.53%	4.29%	4.30 - 5.35	5.36%	5.27%	5.28 - 6.57	6.58%
Hyde HA	100%	99.9 - 95.1	95%	4.30%	4.31 - 5.37	5.38%	5.72%	5.73 - 7.13	7.14%
Minster	97%	96.9 - 92.16	92.15%	7%	7.1 - 8.74	8.75%	3.8%	3.9 - 4.74	4.75%
Hyde Martlet	100%	98.9 - 94.1	94%	3%	3.1 - 3.74	3.75%	0.6%	0.61 - 0.74	0.75%
Hyde SE	100%	99.9 - 95.1	95%	4%	4.1 - 4.9	5%	3.75%	3.76 - 4.68	4.69%

Shared Ownership

	Rent Collection			Rent Arrears		
	Green	Amber	Red	Green	Amber	Red
Hyde Group	100%	99.9 - 95.1	95%	5.30%	5.31 - 6.62	6.63%
Hyde HA	100%	99.9 - 95.1	95%	5.30%	5.31 - 6.62	6.63%
Minster	100%	99.9 - 95.1	95%	5.50%	5.6 - 6.87	6.88%
Hillside	100%	99.9 - 95.1	95%	4.00%	4.1 - 4.9	5%
Hyde SE	100%	99.9 - 95.1	95%	3.25%	3.26 - 4.05	4.06%

Property Services

	Emergency Repairs			Urgent Repairs			Routine Repairs			All		
	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red
Hyde SE	97%	96.9 - 95.1	95%	95%	94.9 - 93.1	93%	95%	94.9 - 93.1	93%	96%	95.9 - 94.1	94%
Minster	99.1%	99.0 - 97.2	97.1%	98%	97.9 - 96.1	96%	98%	97.9 - 96.1	96%	98.4%	98.3 - 96.5	96.4%
HSH	97%	96.9 - 95.1	95%	96%	95.9 - 94.1	94%	96%	95.9 - 94.1	94%	96.5%	96.4 - 94.6	94.5%
Hillside	98%	97.9 - 96.1	96%	97%	96.9 - 95.1	95%	96%	95.9 - 94.1	94%	97%	96.9 - 95.1	95%
Hyde Martlet	100%	99.9 - 95.1	95%	98%	97.9 - 96.1	96%	96%	95.9 - 94.1	94%	98%	97.9 - 96.1	96%

BENCHMARKING

Rent Collection Performance Q3 07-08

Quartiles	%
Upper Quartile	100.80
Median	99.00
Lower Quartile	98.42
Number in sample	8

Ranking	%
1 Dominion Housing Group	109.37
2 Southern Housing Group	105.6
3 Genesis Housing Group	99.2
5 Hyde Housing Association	98.8

Rent Arrears Performance Q3 07-08

Quartiles	%
Upper Quartile	6.56
Median	6.95
Lower Quartile	8.4
Number in sample	9

Ranking	%
1 Hyde Housing Association	5.36
2 Southern Housing Group	5.96
3 East Thames Group	6.56

2008-09 Target	%
Hyde Housing Association	100

2008-09 Target	%
Hyde Housing Association	4.74

Stock Vacant Performance Q3 07-08

Relet Time Performance Q3 07-08

Quartiles	%
Upper Quartile	0.46
Median	0.48
Lower Quartile	2.00
Number in sample	5

Quartiles	days
Upper Quartile	29.00
Median	29.60
Lower Quartile	34.00
Number in sample	9

Ranking	%
1 Catalyst Communities Housing Association	0.33
2 Hyde Housing Association	0.46
3 Metropolitan Housing Trust	0.48

Ranking	days
1 East Thames Group	16.98
2 Hyde Housing Association	26.74
3 Catalyst Communities Housing Association	29

NB. Catalyst's figure was inputted as 2.9. However, it is assumed this was in error and 29 has been used instead.

2008-09 Target	%
Hyde Housing Association	0.56

2008-09 Target	days
Hyde Housing Association	24.5

7. Learning & Development Plan

Group/subsidiary Strategic Objective	Departmental /section objective	Action	Outcome/ Measure of success
<p>Improve the services we deliver, in line with our customer's needs and aspirations</p> <p>(Operations)</p>	<p>- Deliver L&D activities that support group improvement & culture initiatives</p>	<p>- L&D to play an active role in the ACE/CRM project.</p> <p>- Deliver activities that support the implementation of new approaches to service delivery</p>	<p>- L&D programmes clearly meet the objectives of the group. December 08</p> <p>- Staff are clear about the culture of the group and standards of service delivery. December 08</p>
<p>Improve the services we deliver, in line with our customer's needs and aspirations</p> <p>(Business Development)</p>	<p>- Staff to have knowledge about urban design principles and to apply them to new developments</p>	<p>- Implement an Urban Design course for Business Development staff</p>	<p>- Developments include principles of urban design. December 08</p>
<p>Significantly increase the numbers of people we serve</p> <p>(Hyde Group)</p>	<p>- To support the growth of the group by assisting with the 'people and culture' aspects of mergers and acquisitions</p>	<p>- To take an early and proactive role in building relationships with new parts of the group and delivering activities for the effective integration of staff</p>	<p>- Staff and managers develop a positive view of Hyde and are aligned to the vision and culture of the group. Ongoing</p>
<p>Recruit, develop and retain the people needed to deliver our vision</p> <p>(Operations)</p>	<p>- Improve Hyde's approach to managing change at all levels</p>	<p>- Develop the skills of managers in managing change through an effective, accredited change programme</p>	<p>- Change specialists in each area trained to support others in managing change. September 08</p>
<p>Recruit, develop and retain the people needed to deliver our vision</p> <p>(Business Development /Operations/ in touch)</p>	<p>- To develop current leaders and identify leaders of the future</p>	<p>- To deliver an effective leadership programme and graduate programme</p> <p>- Build a talent management framework to identifies talents that exists within the group</p>	<p>- A succession plan for future leadership and support in place for talented staff. From March 08 and ongoing</p>

<p>Recruit, develop and retain the people needed to deliver our vision</p> <p>(Operations)</p>	<p>- Build partnership with CIH to maximise opportunities for developing housing staff</p>	<p>- Explore range of opportunities with CIH</p> <p>- Identify appropriate professional training for delivery to housing staff at all levels</p>	<p>- Knowledgeable and qualified housing staff who deliver professional services. December 08</p>
<p>Mainstream the promotion and benefits of equality and diversity throughout all we do</p> <p>(Hyde Group)</p>	<p>- Develop staff awareness, knowledge and support for equality and diversity activities</p>	<p>- Provide an effective Equality and Diversity training programme for staff and where appropriate contractors</p>	<p>- Staff are knowledgeable about equality and diversity and demonstrate a commitment it in their roles. Ongoing from April 08</p>