



**The Hyelm Group**

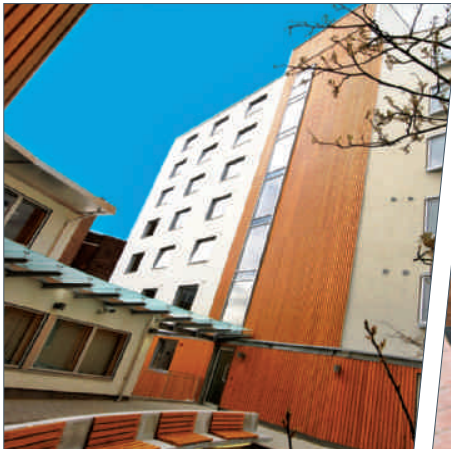
Quality living in London

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# Strategic Plan 2012–2015

## Making a Real Difference

October 2011



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# A different organisation

The Hyelm Group comprises Hyelm and The Ames House Trust. Both are housing charities. They were founded in 1926 and 1890, respectively, and now work together in providing high standards of affordable, rented accommodation, facilities and services for up to 358 young people and priority groups in housing need in London.

Priority groups are those groups of people to whom priority is given for grant funded intermediate rent housing. They are defined by the government and by the local authorities in which we operate.

We try to make a real difference to the lives of those whom we house by providing positive, stable, safe, supportive environments and strong communities in which lasting friendships can develop in an otherwise vibrant but challenging, and sometimes impersonal, capital city.



# A different vision

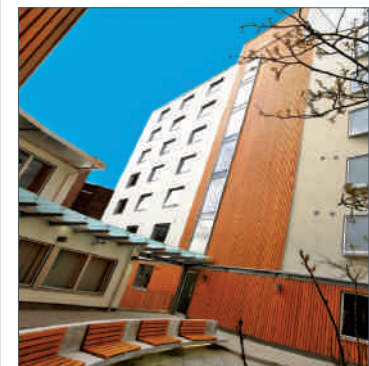
Our vision is to be the housing charity of choice for the young people and priority groups that we set out to house.



# A different mission

Our mission is to understand and respond to the needs and to make a real difference to the lives of young people and those from priority groups who are:

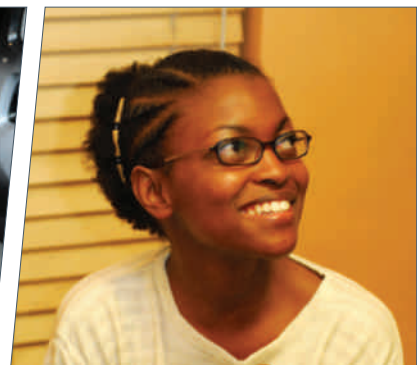
- Coming to or in London.
- On low to moderate incomes.
- In need of affordable, rented housing.
- Looking to embark on or in the early years of their careers.
- In need of no to minimal levels of support but who could benefit from and contribute to living in positive, safe, stable, supportive environments and strong communities.



## With fundamental core values

- Integrity.
- Transparency.
- Accountability.
- Quality.
- Respect.
- Responsiveness.
- Dynamism.
- Sustainability.





# In different times

Welcome to The Hyelm Group's strategic plan for 2012–2015. It was drawn up following a fundamental review of the aims, objectives and ethos of the organisation by the Hyelm Board earlier this year.

The aim of the review was to ensure that The Group, and what it does, remains fully relevant to the modern day and, very importantly, that it continues to respond to modern needs in a way in which our founders would have intended had they been with us today.

The purpose of this plan is, therefore, to outline what we want The Group to look and feel like three years from now.

There have probably never been more challenging times to make plans for the future.

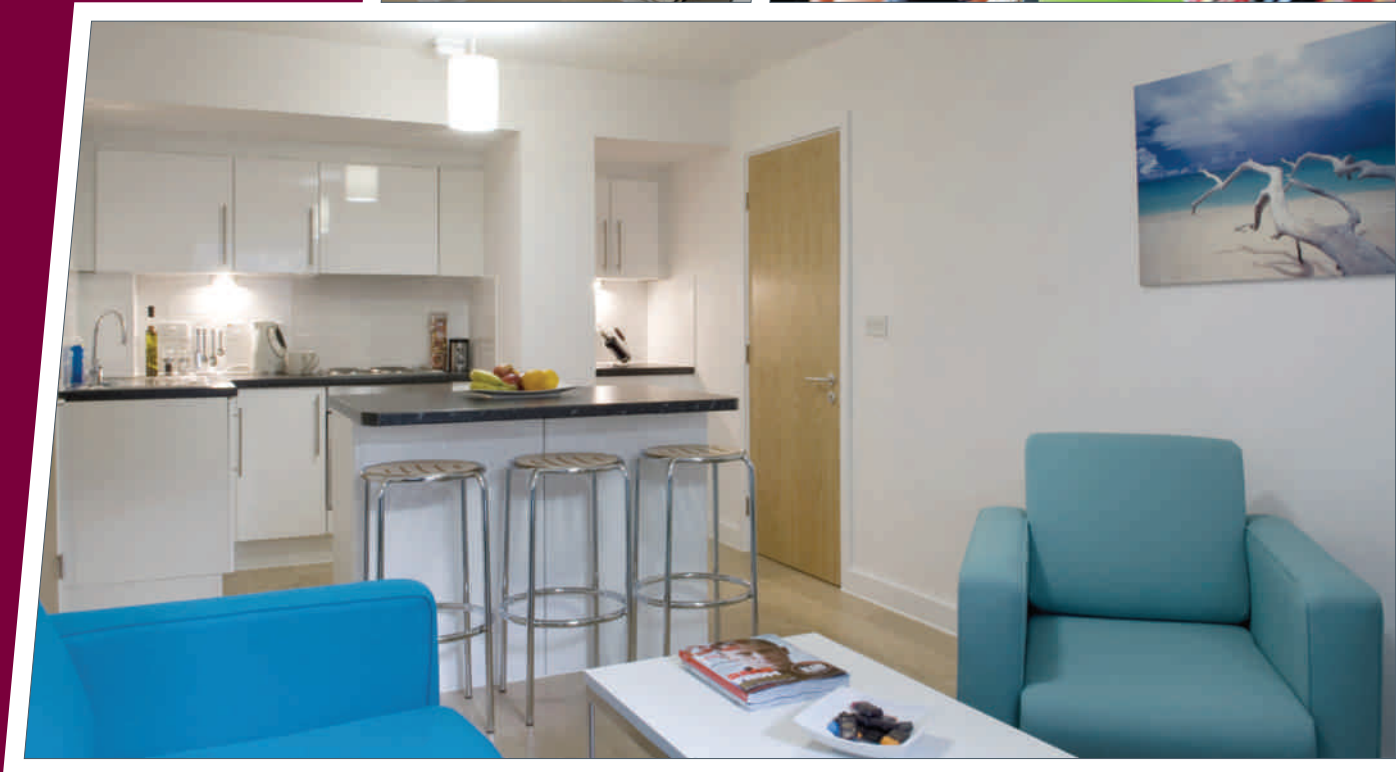
The political landscape, economic backdrop, housing market and financial markets have all undergone major changes. The financial crisis that tipped the world economy into recession continues to limit access to credit for individuals and organisations. Swingeing cuts in government funding previously earmarked for the development of social housing and for the provision of services to those in need have also started to bite.

Increased flexibility on rents offers the prospect of funding new developments but also threatens to extend the benefits trap for many young people and priority groups in housing need and to put affordable housing beyond the reach of many more.

Unemployment and a lack of opportunity continue to be major issues. Many young people are now far worse off in the labour market than their adult peers, with average incomes lower and unemployment rates higher.

Affordable housing is in short supply. There remains a real need for high standards of affordable rented accommodation, facilities and services for young people and priority groups in the capital. There remains a real need for safe, secure and supportive environments and for a sense of place and community to go with this housing.

Building on its success over many years, The Hyelm Group is well placed to meet the challenges of this plan and of the current environment. By 2015, it is our aim to make a real difference by further strengthening The Group's position as a modern, dynamic, well run, financially sound and forward looking organisation that closely involves, understands and responds to the needs of those whom it sets out to house.





# Making a real difference

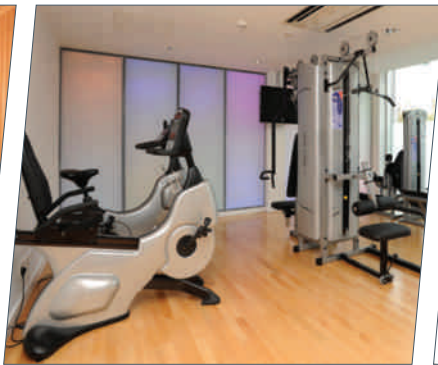
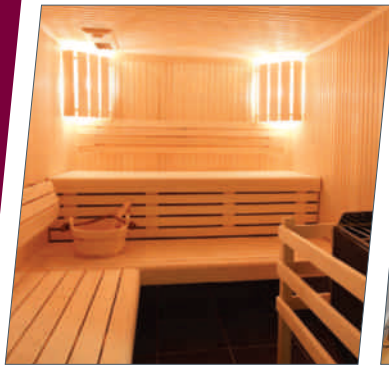
Through the achievement of three key strategic objectives:

## **1. By understanding and responding to need**

*We will obtain a close understanding of the housing and other needs of those whom we set out to house. We will ensure that we reach them effectively in our advertising and marketing and through extensive links with relevant referral agencies. We will involve our residents closely in drawing up our plans and in managing our affairs. Everything we do as an organisation will be based around understanding and meeting their needs and expectations.*

More specifically, we will:

- Carry out and draw from market research conducted by others on housing need.
- Establish links with, and learn from, companies, service providers, the local authorities in which we operate and with a broad range of other organisations that work with young people and priority groups in housing and other need in the capital today.
- Work with and accept appropriate referrals for our accommodation, facilities and services from the relevant referral agencies and the local authorities in which we operate as well as accepting individual applications.
- Implement an advertising and marketing strategy to increase the effectiveness with which we reach those whom we set out to house.
- Deliver a strategy on resident involvement to improve the ways in which we involve and obtain feedback from our residents.
- Listen carefully to what our residents have to say and take their views into account in drawing up our plans and in the management of our affairs.
- Demonstrate to our residents, through annual reports and other means, how their input, feedback and involvement have influenced and have made a difference to our plans for the future and to the accommodation, facilities, services and communities that we provide.
- Be fully open to resident scrutiny.
- Monitor need on an ongoing basis in order to adapt and to achieve continuous improvement in everything that we do.



## **2. To our accommodation, facilities and services**

*We will provide high standards of contemporary, affordable, rented accommodation, facilities and services that reflect the needs and expectations of those whom we set out to house. We will explore and pursue opportunities to further develop, expand and rationalise the accommodation, facilities and services that we provide, within our means as an organisation, to meet ever increasing demand.*

More specifically, we will:

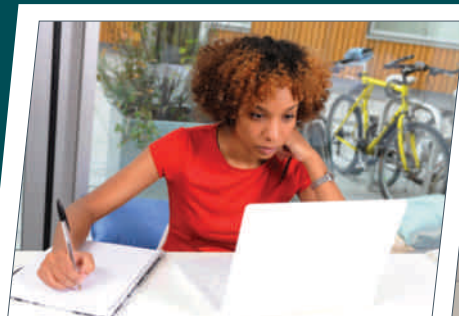
- Focus on maintaining and operating our housing stock, facilities and services to a high standard.
- Agree and begin to implement a strategy in relation to the future of our Arthur West House housing scheme in Hampstead.
- Establish our capacity to pursue further development opportunities and adopt a challenging strategy to drive the organisation forward to meet the ever increasing demand for high standards of affordable accommodation, facilities and services in the capital.
- Form partnerships with organisations that provide services to young people and priority groups to ensure that the services that we provide are relevant, the best available and that they are tailored around the needs of the individual.
- Introduce IT and communication systems and a new website that reflect the contemporary needs of the residents whom we house and which keep our other stakeholders fully involved and informed of our progress as an organisation.

## **3. In and around our communities**

*We will promote positive, stable, safe, supportive environments and a strong sense of community and place in each of our housing schemes.*

More specifically, we will:

- Promote and celebrate positive role models, achievement, personal development and diversity within our communities, equipping our residents with suitable life skills, as appropriate.
- Focus on helping our residents to organise the social and sports events and activities that they would wish to see.
- Encourage our resident communities to develop by making full use of the facilities and communal areas within our housing schemes.
- Establish links and work with other organisations that specialise in managing and training for events and activities for young people in the capital today.
- Offer a professional staff presence and good levels of security within our housing schemes.
- Engage with the broader communities in which our housing schemes are located by forming links and working more closely with local community groups.



# With a different approach

To underpin the delivery of our strategic objectives, the organisation needs an appropriate structure, people, finance and systems. The following supporting strategies will be pursued to maintain and develop these areas:

## **1. By making best use of our financial capacity**

*We will be a financially sound organisation with efficient financial systems providing effective controls that reflect our requirements. We will consider suitable funding options for the future.*

More specifically, we will:

- Focus on sound financial management, planning and controls.
- Update our IT and other financial systems to reflect the needs of the organisation.
- Adopt new policies and practices to ensure that best value and continuous improvement continue to be delivered in everything that we do.
- Investigate opportunities to secure long-term funding that may be required to support our strategic objectives.

## **2. To our Group structure**

*We will have an efficient, streamlined structure in place that better reflects the current and future requirements of the organisation.*

More specifically, we will:

- Seek external advice, to enable the Board to reach a decision on a merger between Hyelm and The Ames House Trust.
- Bring the Memorandum and Articles of Association and/or Trust Deed up-to-date to reflect our revised vision/mission and current best practice.

### 3. In our workplaces and with our staff

*We will offer a great place in which to work, attracting and retaining the most talented staff and Board members.*

More specifically, we will:

- Implement new governance and staffing structures to reflect the current requirements and future objectives of the organisation.
- Introduce training and development programmes to raise personal accountability, encourage our staff and Board members to strive for excellence and, through this, to enhance job/post satisfaction.
- Implement a new approach to appraisals and performance competencies to reinforce our organisational values and objectives.
- Promote positive, constructive, supportive environments in which to work.

### 4. To our environment

*We will be committed to promoting and delivering environmental sustainability across all areas of our operation.*

More specifically, we will:

- Implement robust policies and practices on sustainability.
- Embed sustainability within our service delivery and procurement activities.
- Provide advice and information to our residents to support them to lead environmentally sustainable lifestyles.
- Build a programme into our cyclical maintenance plans to improve environmental performance and to reduce energy costs in our properties that currently have low SAP scores.







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