

Appendix 1 - Medium-term Group Strategies (2009-2014) Updated April 2010

One Organisation				
Strategy	By When?	Milestones/Targets	Link to Mission	Link to Values
4.1 Lead widescale review of governance structures and implement agreed changes	2011	Complete "Project Clarity" – Mar 10 Commence board renewal strategy – May 10 Implement Common Purpose Boards – Oct 10 Implement local accountability structures – Oct 10 Complete Board renewal strategy – Oct 10	Empowering people, supporting active communities and building better futures	Routinely seeking customer input, and building lasting value in services offered
4.2 Achieve Group business plan	2010	Convert SHA to charitable status - Jun 10 Dispose of Group stock in Purbeck, North Devon, Torridge, Cornwall and Cheltenham – Mar 11 Business case to consider possible amalgamation of SSL and "Maintenance Direct" – Dec 10 SSL to meet target on contribution to group costs – Mar 12 Achieve legal merger of all group registered providers – Sep 14	Building better futures for residents, customers & staff	Committed to partnership working and delivering on promises

<p>4.3 Achieve net cumulative efficiency gains of £10 m</p>	<p>2007 - 2014</p>	<p>Achieve Board approval for Group procurement Strategy – Sept 10 Achieve Board approval for Group Value for Money Strategy – Sept 10 £600k pa savings on development staff costs - Dec 10 Agree operational management plan – Dec 10 Implement operational management plan – Jun 11 Achieve £1.5M (total) savings in central staff costs – Dec 14 Achieve £430k (total) savings in maintenance – Dec 14 Achieve £230k (total) savings in ITC – Dec 14</p>	<p>Ensuring that high quality services & better futures are not compromised through efficiency targets</p>	<p>Balancing continuous improvement and ensuring we have future capacity for growth</p>
<p>4.4 Review investor interest in SHL’s student portfolio and conclude final position on it’s student pipeline projects</p>	<p>2010</p>	<p>Agree joint venture terms with all stakeholders – Mar 10 Agree collaboration agreement with Bournemouth University – Mar 10 Establish SPV/Operating Lease/Management model or dispose – Jun 10</p>	<p>High quality homes, supporting active communities and better futures</p>	<p>A function of our commitment to growth and utilising profitable activities to invest in social objectives</p>
<p>4.5 Improve compliance with governance and regulatory standards</p>	<p>2010</p>	<p>Maintain 4 “green lights” or equivalent under TSA Achieve acceptable AC inspection outcomes annually Review group/subsidiary constitutions – Dec 10 Agree governance strategy in response to TSA standards – Sept 10</p>	<p>Empowering people, supporting active communities and building better futures</p>	<p>Confidence in governance will build confidence in our commitment to high quality services</p>

4.6 Maximise the use of the Groups employee resources	2012	<p>Improve staff satisfaction to 90% by Dec 12 25% of jobs to be recruited internally by Dec 11 Improve wellbeing of employees (reduction of overall sickness by 1% and long term sickness by 2%) – Dec 10 Increase Learning & Development satisfaction by 3% - Dec 10 Increase Learning & Development attendance to 92% by division - Dec 10 Increase management training 5 days/annum - Dec 10</p>	Providing high quality homes and services. Empowering people and building better futures	We want staff to feel empowered to give of their best as part of an overall team
4.7 Improve the awareness of the Spectrum brand and reputation	2012	<p>Ensure that our communications strategy is relevant to all customers – Sep 09 Quarterly newsletter to all stakeholders - Apr 10 Minimum programme of 10 PR events per annum – Apr 10 Implement new Spectrum brand – April 11 90% of press releases to receive coverage - Dec 10 75% of TSA regulatory consultation papers to be responded to -Dec 11 Implement employee engagement strategy - Dec 10</p>	Providing high quality homes and services. Empowering people and building better futures	The needs of our partners need continual assessment and outcomes built into our plans
4.8 To maximise the return from IT investment	2010	<p>Harmonisation of Housing and Finance IT systems - Aug 10 (March 11 for MHA) Shared domain - June 09 Fully accessible websites – Mar 10</p>	High quality services	ITC investment supports commitment to customers and future growth

<p>4.9 Improve cultural and operational conformity across the Group against base performance data in 2009 Whole Board Appraisal Report</p>	<p>2014</p>	<p>75% of Board Members to be clear about their roles and responsibilities – April 10 75% of Board Members agree Group Board power and decision making is exercised fairly – April 10 90% of Board Members to be clear about their roles and responsibilities – April 14 90% of Board Members agree Group Board power and decision making is exercised fairly – April 14</p>	<p>Providing quality homes & services, empowering people, building better futures</p>	<p>Spectrum must deliver against its promises, dealing with people fairly and equally</p>
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Residents at the Heart

Strategy	By When?	Milestones/Targets		
4.10 Reinvest £500k per annum from 2012 (£1m cumulative to 2014) for the benefit of tenants and communities	2014	Agree reinvestment strategy with tenants – Oct 10 Commit £500k per annum from 2012	Supporting active communities and building better futures	Supports objective of providing lasting value for residents
4.11 Improve tenant satisfaction with the neighbourhood in which they live	2013	1 st quartile STATUS satisfaction with neighbourhood by Dec 12 1 st quartile Housemark satisfaction with ASB handling by Dec 12	Supporting active communities and building better futures	Supports objective of providing lasting value for residents and getting it right first time
4.12 Ensure existing homes are of good quality and meet the long term needs of our customers	2012	Agree Asset Management responsibility as part of wider organisational structure – Dec 10 Achieve Decent Homes Standard – Dec 10 Define and agree DHS+ standard - Dec 10 1 st quartile STATUS satisfaction with Homes across the Group – Sep 11	Providing Quality Homes	Supports objective of providing lasting value for residents and getting it right first time

4.13 Improve tenant satisfaction with service delivery	2013	Higher QHS accreditation group wide for core social housing service – Dec 10 2 nd quartile TSA KPI perf - Dec 10 2 nd quartile on key TSA STATUS satisfaction measures (overall, maintenance, involvement) – Dec 11 1 st quartile TSA KPI perf - Dec 12 1 st quartile on key TSA STATUS satisfaction measures - Dec 12 1 st quartile Housemark satisfaction with complaints handling – Dec 12	Providing Quality Services, supporting active communities, building better futures	Supports objective of providing lasting value for residents and getting it right first time
Working Communities				
Strategy	By When?	Milestones/Targets		
4.14 Improve performance against diversity targets	2013	BME Board membership 2% - Dec 10 50:50 gender representation on boards – Dec 12. Achieve proportionate gender representation in management (To reflect overall gender representation within staff as a whole) - Dec 12 Increase BME representation in management to 6% - Dec 12 Staff/Board diversity awareness training bi-annually Achieve Equal Pay by gender and Grade - Dec 12 Employ a minimum of 5% of staff with a disability - Dec 12	Empowering People, building better futures	People must be able to deal with us with confidence they will be treated fairly and equally

<p>4.15 Take positive steps to improve the Groups use of resources and impact on the environment</p>	<p>2013</p>	<p>Achieve ISO 14001 across the Group – April 12 Ensure competence/awareness on Environmental matters in the organisation. All staff to receive training bi-annually on environmental issues - Dec 10 Reduce power consumption in all offices by 10% - Dec 12 Reduce waste production in offices by 20% - Dec 12 Implement an environmental strategy - Sept 10 Introduce set of targets/KPI's to ensure continuous improvement in environmental matters - Dec 10 Incorporate environmental criteria into the selection of all contractors and consultants - Dec 10</p>	<p>Supporting active communities, building better futures</p>	<p>Customers want lasting value and benefit from our services</p>
<p>4.16 Develop an additional 1,200 new affordable homes in Spectrum's approved areas of activity</p>	<p>2014</p>	<p>300 homes p/a at 40% grant rate Propose alternative models of funding to address expected grant shortfall for board and regulatory approval – Dec 10 Incorporate supported housing target in conjunction with Single Conversation Area priorities – Sep 10 90% tenant satisfaction with new homes – Dec 11 100% of homes compliant with Code for Sustainable Homes – Dec 14 20% built to life-time homes standard – Dec 14</p>	<p>Providing quality homes, supporting active communities & building better futures</p>	<p>Spectrum aspires to be a leading developer and provider of housing nationally</p>

<p>4.17 Oversee provision of 2,000 homes through Source Development Partnership</p>	<p>2014</p>	<p>Maximise bids through the HCA's bid rounds each year Ensure commitment of HCA capital budgets each year Achieve output for Spectrum of 300 homes p.a. Achieve output for Source Development Partnership of 400 homes p.a. Achieve spend and completion targets of 100%</p>	<p>Providing quality homes, supporting active communities & building better futures</p>	<p>Spectrum aspires to be a leading developer and provider of housing nationally</p>
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