

Corporate Plan 2004 – 2008





**“WITH THE SUPPORT OF HENDRE,
SPECIALIST IN CENTRAL SERVICES,
YOU COULD BENEFIT FROM LOWER
COSTS, REDUCED RISK AND MORE TIME
TO SPEND MANAGING YOUR BUSINESS”**



Contents

Hendre – Who we are	2
How we see our future	4
Who we work with	6
Where we work	6
What we do	7
How we are organised	10
Want to know more?	10





**EACH MEMBER WITHIN THE GROUP HAS
OPERATIONAL INDEPENDENCE**

Hendre – Who we are



Hendre is the parent body of a group structure created in 2002. We provide central services and strategic support to our group members and to other organisations who represent a wide spectrum of business sectors. In turn, they benefit from lower costs, reduced risk and more time to spend managing their main business activities.

Our Group includes Hafod HA and Hafod Care Association, two important providers of social housing in South Wales. These two associations between them own over 4,300 units of general needs housing, sheltered accommodation for the elderly, Low Cost Home Ownership, and Supported Housing bedspaces. As subsidiary organisations within the Group structure, both have operational independence while deriving substantial benefits from the central services provided by Hendre. As a result they are able to concentrate on the important task of continuously improving the quality of the housing and care services they provide.

Our vision

By providing central services and strategic support to organisations both within our Group and outside, we allow them to focus on their primary customer services. Our vision is clear. Through providing first-rate services, we will:

- Enable each member of the Group to grow;
- Expand the range of services we currently provide; and
- Expand our own client base, both within and outside the Group;
- Remain a source of influence, ensuring that our clients can meet the regulatory, economic and technological challenges of the future.



**ONE OF OUR SATISFIED CUSTOMERS:
RACHAEL POWELL, OFFICE MANAGER AT
THE UK IMMIGRATION SERVICE, WHO
LEASE THEIR OFFICES FROM HENDRE.**

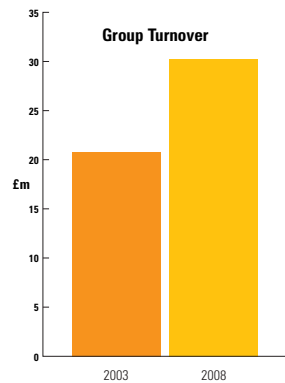
Our priorities

Hendre has an exciting future. In the next five years we will expand both the number and range of clients we serve and our geographical coverage. In doing so we will focus on the following objectives:

Providing effective services to current clients because...

- Our clients expect excellent services;
- We are proud of the quality of support we provide;
- Our products offer increasing value for money; and
- Satisfied customers mean new and repeat business.

How we see our future



Providing existing services to more clients because...

- We have the capacity to expand.
- Effective central services and strategic support are vital to all types of business.
- A contract with Hendre can add substantially to an organisation's success.
- We have no limits on the types of business we can serve or their geographical base except that:
- All growth will be planned to ensure no adverse effect on services to our existing clients.

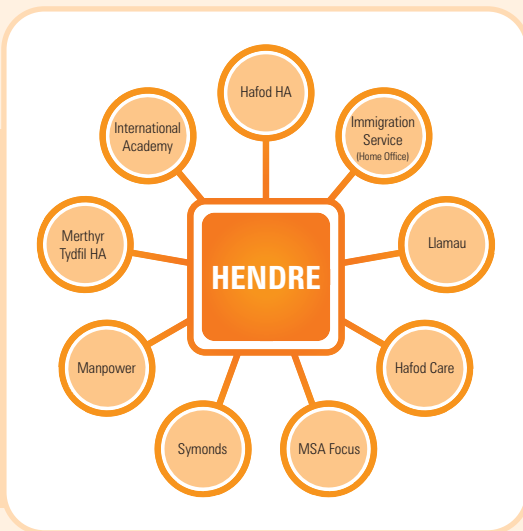
Developing new products and services because...

- Our work with existing clients has convinced us that there are many more ways in which Hendre can provide support.
- We intend to research and develop a number of new products during 2004-2006.
- These will offer new ways for our clients to obtain essential services and will be developed to meet their needs and priorities. Examples include:
- A Market Rent Team who will concentrate on providing innovative accommodation solutions to people who are not able to obtain help from RSL sector.
- A temporary staffing agency for care organisations.

Ensuring that we remain a major influence within our sphere of work because...

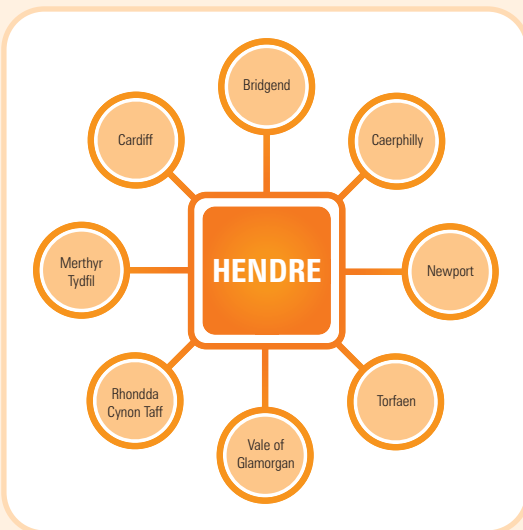
- We already work across a wide range of local authority areas.
- Our subsidiaries have regular dealings with government agencies such as the Welsh Assembly and the Audit Commission.
- We understand the difficulties they face.
- We think it is very important that the regulatory environment supports rather than constrains our subsidiaries' ability to achieve their aims.
- We are particularly well positioned to exert influence at a regional and national level.
- Our roots have been firmly established through our work for social justice.
- We take our social responsibility seriously.

Who we work with



Hendre has a growing client list.
We currently provide services to the above organisations

Where we work



Hendre currently works in the above Local Authority areas



What we do



HENDRE OFFERS A WIDE RANGE OF SERVICES PRIMARILY, BUT NOT EXCLUSIVELY, TO MEMBERS OF THE GROUP. OUR CORE SERVICES ARE AS OUTLINED BELOW.

Finance

Our highly experienced finance staff work in four teams:

- The Payables Team, who manage a busy purchase ledger with a throughput of over 20,000 invoices per annum, dealing with suppliers, contractors, Customs & Excise, and the Inland Revenue;
- The Receivables Team, who monitor and keep up-to-date all income records, including the rent and fee accounts for all our clients' tenants and residents;
- The Financial and Management Accounting Team, who provide a wide assortment of financial information for internal and external use and who produce quarterly management and annual statutory accounts; and
- The Treasury Management Team, who monitor the Group's exposure to borrowings and cash flow requirements. With loan facilities in excess of £60 million, this team has developed relationships with all the major funders and has substantial experience of the workings of Capital Markets. The team continuously seeks to make the best use of finances so that valuable resources are not wasted.

Information Systems

Our IS staff have a high level of technical knowledge and expertise. They provide a reliable, efficient and friendly service, supporting systems at our head office, Hafod HA's three area offices, and various other remote locations including 17 Registered Care Homes. In addition to the usual range of Microsoft Office products, Hendre uses bespoke housing, financial, personnel and care management software packages.

As well as meeting the IS needs of Hendre group members, our IS team provides technical network support to Merthyr Tydfil Housing Association. The upgrading of Merthyr Tydfil Housing Association's systems has led to a more efficient network and increased user satisfaction.



“STRATEGIC ADVICE AND SUPPORT IS... PROVIDED FOR THE GROUP’S RESIDENTIAL PROPERTY PORTFOLIO... (COVERING) ALL ASPECTS OF ASSET MANAGEMENT AND THE CO-ORDINATION OF PLANNED MAINTENANCE PROGRAMMES.”

Development

Hendre’s Development Department is headed by David Evans. David and his team have wide experience in the provision of general and special needs housing, both through refurbishment and new build.

Hendre provides a full development service to its subsidiary group members, dealing with every aspect of the development process from scheme inception through to completion. All new developments will aim to incorporate:

- Egan’s “rethinking construction” principles as they relate to development. In particular this includes, where appropriate, long-term partnering arrangements with contractors, consultants and local authorities;

- Sustainability principles with the emphasis on green and environmentally friendly design; and
- Revised and updated standard specifications that take account of feedback from residents and other end-users on design, materials used and future maintenance.

Hendre can act as the development agent for external clients. This may include either a full “one-stop” service where we can provide a comprehensive package from inception to completion of a scheme, or provide particular aspects of development support, such as liaising with planning authorities, acting as planning supervisors, employer’s agent, surveyor and site supervisor.

What we do

Human Resources

Our HR Department provides a tailored range of personnel and training services to more than 400 staff, ensuring compliance with all relevant employment legislation and varying conditions of service.

Services include:

- Staff planning
- Pay and benefits
- Recruitment
- Payroll services
- Performance review
- Pension matters
- Industrial relations support
- Training needs analysis
- Training events
- Employee development

The Hendre Group is committed to equality of opportunity in all its activities. Our HR team provides advice, guidance and training for management and staff to increase awareness of and commitment to the Group's Equal Opportunities Policy.

Executive support

In addition to the specific services set out above, our experienced executive team provides a comprehensive strategic support service. This overview can add considerable value to strategic planning activities. The team can help to identify core competencies and design and implement appropriate strategies to drive the business forward. The executive team can add that "something special" which can often make the difference!

Company Secretarial and Administration

Our Administration team provides a full Company Secretarial role for the various companies within the Hendre Group, and a full administration service to the Group's Executive, Boards and Committees.

In addition, administrative staff provide a back-up reception service and handle the procurement of stationary, supplies, office equipment and furniture.

Facilities and Asset Management

Hendre provides first-class facilities management services to clients both within and outside the Group. These include both our subsidiary housing associations and a range of other organisations, such as the Immigration Service and Manpower.

The Facilities Manager provides strategic control of the Group's large portfolio of commercial properties, ensuring compliance with health and safety requirements, maintaining adequate and cost-effective insurance, and procuring cost-effective utilities. Strategic advice and support is also provided for the Group's residential property portfolio. This covers all aspects of asset management, including stock condition modelling and the co-ordination of planned maintenance programmes.



How we are organised

A business cannot be successful without effective people. The management and staff at Hendre are of the highest calibre.

The Group's Executive team is headed by Ian Williams, Group Chief Executive. Hendre is managed by Chad Patel, Managing Director, who also provides financial direction to the Group. Other staff are organised in teams according to their functions. These are determined by the range of services we provide for our increasing number of clients.

Hendre is governed by a Board of eleven and, naturally, includes representation from our subsidiary members. The Chairman of the Board is Mr. Elgar Lewis

Our staff are based at the group's modern head offices at St Hilary Court, Culverhouse Cross in Cardiff.

Want to know more?

How to contact us

If you want to know more about Hendre, our exciting plans for the future, and how we can help you get better value from your resources, please contact:

Ian Williams – Group Chief Executive

Tel: 029 2067 5801 Fax: 029 2067 5898 Email: ianw@hendre.org.uk

Chad Patel – Managing Director and Group Director of Finance

Tel: 029 2067 5821 Fax: 029 2067 5898 Email: chadp@hendre.org.uk

David Evans – Director of Development

Tel: 029 2067 5835 Fax: 029 2067 5898 Email: davide@hendre.org.uk

Elgar Lewis – Chairman of the Board

Tel: 029 2067 5888 Email: elgarl@hendre.org.uk