

Creating and Sustaining Thriving Communities



In brief



'I believe this Corporate Strategy to be robust and forward-thinking, a plan which will enable us to build on the successes of the past and ensure we are well positioned to continue our important work.'

Charles Gurassa
Chairman



'This strategy has been produced following considerable consultation throughout the organisation – including discussion with the Board, senior managers and staff.

The context for the strategy has a number of elements – all of which need to be taken into account.

Firstly, what we have achieved over the last five years – stabilisation of our financial position following the shock of the financial crisis of 2006-09; consolidation of the group structure, simplifying and streamlining our governance and management arrangements; and embarking on a transformation programme.

Secondly, the demand for our homes and services is growing ever more acute. The housing shortage is especially acute in London and the South East where the cost of accessing housing through the market is far out of the reach of so many households.

Thirdly, our operating environment is subject to constant and increasingly rapid change. We know that we face more and deeper cuts in public expenditure programmes.

Fourthly, we need to be alive to the risks we will face in pursuing our strategy. We know that interest rates and inflation are at unusually low levels and are bound to rise over the life of this Corporate Strategy.

Fifthly, and most importantly, we also have to recognise that we face a major challenge in providing good quality customer service. We are determined to reverse this trend and considerable effort has been and will continue to be made to make this happen.

Our corporate strategy for 2015 to 2020 takes all of this into account and provides a blueprint for the work that will need to underpin our ambitious targets. I look forward to working with you to achieve them.'

Neil Hadden
Chief Executive

A new style provider

We will transform ourselves and the way we deliver services to our customers, taking advantage of digital technology; we will use the value in our assets to deliver ambitious growth targets and target our investment; and we will become less reliant on government grants and more independent and self-sufficient, choosing how we invest and where we operate.

Our Vision:

“A New Style Provider for the Digital Age”

Genesis has always been about much more than just bricks and mortar.

Our current mission statement focuses on Building Better Futures. We want to extend this focus to embrace the well-being of the communities and neighbourhoods we serve. We want to demonstrate our commitment to helping our customers and their communities to thrive and have the best possible chances of enjoying prosperous and healthy futures.

Our Mission Statement:

“Creating and Sustaining Thriving Communities”

High Level Outcomes

This strategy sets out what we aspire to achieve over the next five years. We have agreed that our efforts will be focussed on delivering the following seven high level outcomes:

- 1 Improved customer satisfaction with our services**

We are aiming to achieve a step-change in customer satisfaction. This is a challenge but considerable efforts are being made to improve how we deliver services.
- 2 Improved well-being of the communities we serve**

The Corporate Social Responsibility Strategy sets out our approach to improving the social-economic well-being of the communities we serve, and our efforts to improve environmental sustainability.
- 3 Concentrating on our core areas by moving out of some of the peripheral locations within our portfolio**

We are aware that we are most effective where we have a higher level of stock and the resources available to support ongoing investment. We will focus our resources to allow better service and options within an optimised operational footprint, to the benefit of both existing and new customers.
- 4 Investing in at least 5000 new homes**

We will be delivering new homes each year so that we deliver at least 5000 new homes by 2020, and would like to exceed this target if finances permit.
- 5 An engaged and high performing staff team**

We will be investing in the development of our staff through a new Organisation Development Strategy.
- 6 Access to our services will be digital by default**

We plan to take advantage of digital technologies to transform the way services are accessed by our customers.
- 7 Improved financial surplus through good budget management, being efficient and delivering value for money**

We will be improving our finances by taking effective and timely actions to make better budget and management decisions that help us to drive maximum efficiency.

To sum up, during the life of this strategy we will be focusing on:

- being operationally excellent in the way we deliver services
- people, both our customers and our staff
- investing in the delivery of new homes and maintaining our existing stock.

I am Genesis

#IamGenesis

We know when we speak to a customer they see us as representatives of Genesis – no matter who we are or what role we fulfil.

Living our values



Giving each other and our customers an outstanding customer experience is something we are all responsible for at Genesis. The Genesis Service Style is our commitment to customers and colleagues.



Walking in the shoes of our customers



Saying what we are going to do and when we are going to do it



Keeping our promises

Transforming the way we deliver our services

High Level Outcome: Improved customer satisfaction with our services

We are aiming to achieve a step-change in customer satisfaction. This is a challenge but considerable efforts are being made to improve how we deliver services.

High level outcome: Improved well-being of the communities we serve

The Corporate Social Responsibility Strategy sets out our approach to improving the social-economic well-being of the communities we serve, and our efforts to improve environmental sustainability.

Now we have the right people and teams in place, we are well placed to refocus on performance and our customers, and we have the foundations to help us develop a planned, sustainable and realistically ambitious customer services strategy over the next five years.

Our customer service strategy is the result of considerable consultation with customers and employees. Customers have told us that addressing repairs and maintenance, ensuring accurate and value for money service charges, making it easier to access our services from first point of contact to point of delivery and expending less effort in doing so, present the biggest opportunities for improving customer experience.

Feedback from employees places strong emphasis on the need to ensure that underlying systems are optimised to support the effective and efficient delivery of excellent customer service.

In order to be customer 'first' we also have to be people 'first', ensuring colleagues are empowered, informed and supported, with joined up, contemporary customer-centric systems.

So, to transform customer services, we will focus on three dimensions:

- living our customer culture
- delivering operational excellence
- giving great customer experience.

Ambitious growth and investment

High Level Outcome Concentrating on our core areas by moving out of some of the peripheral locations within our portfolio

We are aware that we are most effective where we have a higher level of stock and the resources available to support ongoing investment. We are planning to exit from local authority areas where we have little stock and only a minor role to play. This will see us sell or transfer management of some 1200 homes.

High level outcome: Investing in at least 5000 new homes

We will be delivering new homes each year so that we deliver at least 5000 new homes by 2020, and would like to exceed this target if finances permit.

We have been able to deliver more than 5,200 new homes over the past five years and have a current pipeline of over 3,000 new homes moving forward. We have also invested in our existing stock to ensure all our homes meet Decent Homes standards.

Clearly, our existing customers are important to us and it is vital we ensure the homes and services we provide are of a standard that meets their needs. But the need for new provision is also immense, particularly in the geographic areas we serve and the issues faced by customer groups such as low income working families, 'Generation Rent',

potential home owners and specific care and support segments amongst others. Therefore, our investment strategy will look to deliver further significant investment in our existing stock as well as enabling new homes.

It will focus on:

- investment in our existing homes
- investment in social and economic wellbeing
- investment in new housing.

Supporting our plans

We have ambitious plans for delivering excellent customer services, increasing housing supply to meet the needs of future customers, and for making robust investment decisions that help us grow our business. To achieve these ambitions, we recognise that we need to have the right resources – financial and IT – and the right skills at our disposal. We need to invest in our staff and develop their potential so that they are able to help deliver our business priorities.

People and Organisation Development Strategy

High Level Outcome: An engaged and high performing staff team

We will be investing in the development of our staff through a new Organisation Development Strategy.

Our people and organisation development strategy is designed to support the delivery of Genesis' ambitions over the next five years.

We know that our staff play a crucial role in delivering services to our customers.

We want everyone to be skilled, knowledgeable and equipped with the right tools so that the service we provide meets the needs of our customers and results in high levels of customer satisfaction.

This is the first time that Genesis has described a way forward in terms of Organisation Development. The strategy aims to deliver 'business improvement through people', and encapsulates a series of activities, plans and processes which either exist already, or will be developed in order to provide a coherent and consistent narrative that will make sense to both customers and to the people who work for Genesis. Our aim is to have an engaged and high performing workforce.



Information Technology (IT) strategy

High Level Outcome: Access to our services will be digital by default

We plan to take advantage of digital technologies to transform the way services are accessed by our customers.

The development of digital solutions and the access to systems and services which are provided digitally to customers is revolutionising service, and our IT strategy will be built around the core business principle of new and future systems providing services digital first.

The following objectives will form the basis of our new IT strategy:

- Customers will receive better services and will be able to access services in more convenient and accessible ways. Our vision is of a Digital First (self-service) approach for our customers
- Our staff will continue to be able to work flexibly and in a more mobile way than today and new systems for staff will focus on digital, Self Service and mobile solutions
- Use of hybrid Cloud Services, which have served well over the past 18 months, will continue and may be stepped up.

Finance strategy

High Level Outcome: Improved financial surplus through good budget management, being efficient and delivering value for money

We will be improving our finances by taking effective and timely actions to make better budget and management decisions that help us to drive maximum efficiency.

At the heart of this strategy is our ambition to improve the services we provide to our customers and to meet their needs. We know that we have to maximise the value realised from our assets and our ability to generate funding so that we can deliver.

We want to gain the highest level of leverage which still gives good financial control and sufficient buffer for the unexpected. In the new world housing finds itself, where there is less public funding, development has to be funded from our own resources. We need to develop a strong culture of continuous review of value for money in everything we do.

Managing risk

Managing risk and opportunity is central to the successful delivery of our strategy and we recognise the critical importance of embedded, live risk management. We therefore identify, assess, manage, monitor and report risk at strategic, directorate, programme and project level. In line with our digital by default objective, our risks are recorded online.

Our success measures

High level outcome	Success measures – By 2020
Improved customer satisfaction with our services	<ul style="list-style-type: none"> 75% of our Customers will be satisfied with our services (as measured by UKCSI). Genesis will have achieved external accreditation – eg Service Mark. Customer satisfaction with involvement opportunities/co-creation – Target to be established.
Improved well-being of the communities we serve	<ul style="list-style-type: none"> HACT Social Value Index achieved – target to be set post baseline data. Genesis will have achieved the 'Platinum' SHIFT rating. Energy efficiency of our homes will be improved - (as required for achieving Platinum rating). Employment rate of our customers.
Concentrating on our core areas by moving out of some of the peripheral locations within our portfolio	<ul style="list-style-type: none"> We will have moved out of the identified local authorities. All properties that we own will meet Genesis Standard (Property) by 2020. We will have reviewed our strategic approach in 'Followers' boroughs to determine where we invest and where we may exit.

High level outcome	Success measures – By 2020
Investing in at least 5000 new homes	<ul style="list-style-type: none"> We will have delivered minimum 5000 new homes by 2020. Design of our new homes will help reduce management and maintenance costs.
An engaged and high performing staff team	<ul style="list-style-type: none"> Staff will be satisfied with Genesis as an employer. Improved staff satisfaction with the opportunities provided for staff with Learning and Development. Staff will be fully engaged.
Access to our services will be digital by default	<ul style="list-style-type: none"> 90% of our customers who are online will access our services digitally. We will see a reduction in our customer interaction transactions (baseline to be established – target to be set). Satisfaction with ease of doing business with Genesis will improve (baseline to be established – target to be set).
Improved financial surplus through good budget management, being efficient and delivering value for money	<ul style="list-style-type: none"> Our operating margin will be 31.5%. Gearing will be less than 55% and interest cover will be maintained to meet covenants. Surplus targets will be achieved.

Creating and Sustaining Thriving Communities

High level Outcomes 2015-20

Improved customer satisfaction with our services

Improved well-being of the communities we serve

Concentrating on our core areas
by moving out of some of the peripheral locations within our portfolio

Investing in at least 5000 new homes

An engaged and high performing team

Access to our services will be digital by default

Improved financial surplus
through good budget management, being efficient and delivering value for money



#IamGenesis



Proud to be in The Times Top 50 employers for Women 2015

Genesis Housing Association

Atelier House, 64 Pratt Street, London, NW1 0DL

GHA1763 May 2015