

Service Area	Plan/ Improvement work for 2014/15	Work done 2013/14
ASB	Housemark accreditation - action plan has been developed and work is ongoing on its implementation	An in-house mediation service has been developed and mediation is now offered as an option in resolving cases. 39 cases were referred for mediation.
	Increase customer satisfaction and develop a more robust mechanism for collecting customer feedback	Genesis invested £25,000 in training 34 accredited mediators and community volunteers
	Review of the ASB service by developing in house voluntary mediation service and increase number of cases referred for mediation service to drive satisfaction levels	
	<p>The plan over the next year is to maintain a drive to reduce costs and improve service quality. This will be achieved by the following actions:</p> <ul style="list-style-type: none"> <li>• Increase number of cases referred for mediation service to drive satisfaction levels.</li> <li>• Improvement in approach to victim support through improving cross team working to improve customer satisfaction.</li> <li>• Implementation of ‘buddy’ peer support so customers are able to support each other.</li> <li>• Development of LGBT befriending service to support LGBT customers experiencing anti-social behaviour.</li> </ul>	
Care & Support	C&S are appraising an option of setting up an internal temporary staff bank within Genesis; at this stage of the review, early indications demonstrate that efficiency savings will be made in terms of reducing agency spend	
		Our new operating model and leaner management structure has enabled the business to (a) better govern and manage operations and (b) support its ambitions to grow the business.

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		Dedicated specialist business development and service improvement teams have been set up to address a previous lack of investment in these features. These teams have been funded through efficiencies secured as a result of the change programme in addition to “re-cycling” a number of existing posts.
	C&S will seek to develop more innovative, contemporary and cost effective models of care and support to the market place	A review of our charging mechanisms for agency partners has led to £300k additional income stream
		C&s are now delivering Intensive Housing Management Services (IHMs) in the London Borough of Newham (circa £300k of additional income).
		Services have returned to profitability as result of the new operating model and the implementation of revised T&Cs.
	The C&S service improvement team will begin delivering the professional services, working practice and systems which are required of a contemporary care and support business whilst also looking to achieve greater efficiencies across the organisation	£475k of efficiency savings (in relation to direct staff costs) have been achieved as a result of the restructuring programme enabling the organisation to further invest in its front line services including a volunteering and peer mentoring programme.
		The dedicated C&S administration team restructured delivering circa £100k of efficiency savings.
		C&S has position in relation to retaining current contracts and realising our ambitions for growth i.e. successfully re-negotiated Norfolk contracts (£1.1m), higher number of successful PPQs, higher scoring on tender submissions, opened up new funding streams with commissioners (Intensive Housing Management – £298k). Also contract extensions in Essex and Hertfordshire; new business secured in Barnet (£1.1 m) and Suffolk (Greater Haven Gateway & STARS.
Created greater efficiency and consistency across Genesis by bringing some dedicated C&S resources into corporate teams i.e. the Bury office is now managed by the Facilities team and previous procurement type activities within C&S are now being led and managed by central procurement team.		

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Contact Centre	The multi tenure approach implemented by Genesis Housing Association from April 2014 will further reduce the costs of the service and enable us to have a multi-skilled workforce working closely together to deliver best in class customer service	Redesign of our Contact Centre with the creation of specialist repairs, housing management and multi-media 'hubs'.
	Implementation of new systems such as Ensemble, and upgrades of existing systems such as Mitel Version 7, Northgate V6 and the CRM repairs drop will enable us to drive efficiencies in transaction services	Regional approach based on multi-tenure management where the customer service team develop their knowledge base and form close working relationships with other employee's in other parts of the business and with customers.
	Delivery of new systems such as CRM to repairs will enable us to up-skill our agents to take a variety of different calls including multi-media, which will see a reduction in the number of customer service agents required in 2014/15	Co-location of employee's from other parts of the business, most notably Property Services, to improve first contact resolution and reduce problematic hand off issues.
	Planned introduction of a customer portal, phone app and other self-service options such as SMS, Facebook and a customer service Twitter feed will improve customer satisfaction and drive further efficiencies	Detailed service planning, ensuring all activities are part of a clear road map.
	Co-location of services at 192 will enable us to drive continuous quality improvement in terms of first contact resolution	Complaints handling at first point of contact now a Contact Centre activity.
	Outsourcing our evening and weekend operations will enable us to focus on extending our core opening hours to 8-8pm Monday-Friday in response to feedback from our customers who say they want us to be open longer into the evening	Much greater performance focus on customer service with improved call and enquiry handling.
	Working with Bright Index will allow us to drive customer satisfaction and employee engagement, whilst saving money through efficiency improvements	Rolling recruitment programme including introduction of volunteers working in the Contact Centre
		Finishing 27th overall in the Top 50 Companies for Customer Service awards.

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		<p>Working closely with our outsourcing partner Pinnacle, enabling their staff to log repair requests on Northgate &amp; improving services from Pinnacle to our customers.</p> <p>Services based on the five pillars of customer service – timely, easy to use, reliable, knowledgeable staff and a tailored, personalised service.</p>
Customer Experience - Complaints	New systematic focus on resolution of complaints at first point of contact, with all complaints being submitted through the standard Contact Centre route, and a more general emphasis on resolution. This will result in more complaints being resolved at an earlier and less costly point in the complaints process	A new staffing structure was implemented on 31 July 2013 including the creation of a specialist complaints handling function, replacing a service primarily based on administration with a service primarily based on case management and customer relationship management of the most complex complaints.
	Greater customer relationship management and business support at stage in the management of complex multi-department complaints and at stage 2	<p>The service was reorganised on the basis of new principles:</p> <ul style="list-style-type: none"> <li>- A consistent focus on resolution at the earliest possible point</li> <li>- Improved decision making</li> <li>- Improved customer relationship management</li> </ul>
	Introduction of interim semi-automated reporting from CRM and the future planned development of reporting into the new Qlikview System	
	Restructured function with shift from administrative role to resolution-focused customer service and advisory function	
	Greater role in facilitating lessons learned exercises, proactively suggesting areas where improvement is needed and following through to ensure action plans are delivered	
Customer Experience - Involvement	A fundamental review of customer involvement including Resident Scrutiny Panel, Regional Committee, other customer for a including residents associations	During 2013-14 we undertook a substantial piece of work on customer journey mapping and we are starting to develop an in house capability to undertake future customer journey mapping initiatives.
	A strengthened focus on influencing decision making, including strategies, policies and service design	
	A strengthened focus on customer insight and feedback	

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	A strengthened focus on the personal development of involved customers, both in terms of succession planning for future customer Board members and strengthened capability to scrutinise and constructively challenge for the wider benefit of customers in the neighbourhoods in which we provide homes and services	
General Needs and Leasehold	<p>Drive efficiencies through process reviews of housing management services and cross departmental processes to drive out waste and inefficiency</p> <p>Implementation of new systems e.g. CRM, to drive efficiencies in transaction handling</p> <p>The introduction of Neighbourhood Assistants on our patches to manage the estate services and routine transactional functions freeing up the Neighbourhood Managers to pro-actively engage with our residents and help develop sustainable communities</p> <p>Implementation of mobile hardware to make more efficient the lettings and repairs reporting processes e.g. reporting and tracking of communal repairs</p> <p>Use new hardware to develop mobile working increasing our profile with our residents by allowing a greater more visible presence on our housing stock</p> <p>Rationalisation of stock in non-core areas</p> <p>Understanding the drivers for our various customer segments to more intelligently direct service and drive greater efficiencies</p>	The housing management service has been redesigned in 2013/14 to fundamentally improve the service to customers by delivering a more proactive regionally based service supported by specialist functions. This also includes the establishment of a specific leasehold team to drive improved performance and customer satisfaction in this area.
Key Places	Reviewing how the PEX trial is taken forward to further improve service delivery and customer satisfaction	A constant review of our service is carried out to ensure our customers' satisfaction levels remain high and above our targets.

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	<p>Possibility (subject to review) of making some of the posts more permanent in the medium term</p>	<p>As such, we incorporate views expressed in the Lettings and Leaving questionnaire to develop our services. An example of this was the trial of an on-line customerfriendly automated system called PEX. Due to a majority of the existing and new residents being on shift patterns/arriving outside of core hours, PEX was introduced to enable residents to view/complete valuable information on-line. This included rooms that were due to become vacant and available, and also allowed the completion of sign-up information on-line. We will be reviewing how this positive trial is taken forward to further improve service delivery and customer satisfaction.</p>
	<p>Continue to constantly review contractors and ensure value for money is obtained not only on day to day spend, but also on major projects</p>	<p>Another example of service improvement to drive efficiency and value for money is our continued work on reducing void loss. Void turnaround has further improved with staff on-site carrying out pre-void inspections on a routine basis. Any works that are required are booked on the day of the resident's departure and the room is pre-let to minimise void days. This has seen the reduction in void loss and an increase in rental collections. A handyman team on-site also carry out the majority of the repairs required including some decorations, again minimising costs.</p>
Property Services	<p>People – putting in place a unified staffing structure that is fit for purpose</p>	
	<p>Process – review &amp; re-design of repairs policy and current ways of working</p>	
	<p>ICT – investing in systems that support our people and give customers clarity around how their repair request is being dealt with</p>	
	<p>Culture – support and embed Genesis Way values, culture &amp; behaviours throughout Property Services and embed them in our service delivery</p>	
	<p>Procurement – the implementation of the procurement strategy will have considerable impact upon the VFM achieved on cyclical and capital programmes</p>	

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	<p>Budgetary accountability and control at all levels</p> <p>Pilot and implementation of Travis Perkins supply chain, van stocks and e-trading will ensure the business achieves the forecast VFM position</p>	
Temporary Housing	Reduce costs, retain levels of service & surplus through a focussed provision	<p>Close working across the association in looking at the impacts of Welfare Reform on different parts of the Business. There has been focus on key boroughs for temporary housing where impact of the Benefit caps was greatest and we have worked closely with these to seek solutions ether through DHP, rent reductions or rehousing affected households.</p> <p>Development of Landlord Support Team through the Communities Transformation to provide dedicated service focusing on business retention and improving landlord customer satisfaction.</p> <p>Focus on Business Growth through the acquisition of Newlon Housing Associations Temporary Housing portfolio; which bought 302 units of temporary accommodation into the business</p> <p>New Ways or Working/ mobile working – Continued to develop on the work that was put in place last year to further develop mobile working across the association. This has been taken up as a wider project within the transformation programme. As a result we have moved to paperless processes to improve efficiency and reduce duplication.</p> <p>We have reviewed our voids processes and implemented interim solutions to improve first let performance time. Additionally we have worked with local authorities to develop a cross borough protocol for nominations. This allows us to offer out hard to let properties to a wider pool of local authorities and reduce void turnaround times.</p>
Governance & Compliance	Future savings planned, as a result of facilities restructure	Over the past 12 months, Governance and Compliance directorate has been modernised and restructured. Some key value for money gains made over the last 12 months is listed below.

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	Future plan to review managing community centres in conjunction with Regen, 14-15	Financial savings as a result of G&C restructure Cashed 70,000 in 12/13 Future savings planned, as a result of facilities restructure.
	Clearview – Risk management module. We have invested in developing our systems – more about added value in terms of openness and transparency – planned for 2014-15, benefits are: - better approach to risk management - wider ownership of risks - improved management of risk - help embed risk management across the organisation,	Procurement of services - Internal audit and Legal services As a result of the externalisation of our legal and internal audit services – secured through a competitive tendering process - long term sustained efficiencies have been secured along with improved quality of service provision for the wider business. Key value for money gains made as a result of the procurement of the internal audit function includes:
		Satisfaction with the Internal Audit service is now at 100% - as compared to just over 50% at the start of the year.
		Audits are now focused on gaps within the risk assurance and emerging risks. This helps to make sure that the Executive and the Board receive the right level of assurance on areas that pose the highest risk to Genesis.
		Year on year, the number of audit days has reduced from 500 days to now (2014-15) just under 275 days. Further reductions on number of audit days is planned - 250 audit days - securing a significant saving during 2015-16.

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		<p>Our BDO, LLP partners have also offered additional added value services over the past 12 months. Examples include:</p> <ul style="list-style-type: none"> <li>o Provision of meeting room facilities – Senior Leadership team have used these facilities for its meetings</li> <li>o Risk management workshops and training for staff and senior leadership team</li> <li>o Facilitating risk management workshop for the Investment Strategy steering group</li> <li>o Undertaking service review tailored to provide further assurance to the Executive</li> <li>o Providing expert advice and guidance on matters relating to sector risks and sector fraud emerging issues</li> </ul>

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		<p>Key value for money gains made as a result of externalisation of the legal service include:</p> <p>In July 20-13, we completed the procurement of our Legal services through competitive tendering process. As a result, the following benefits have been achieved:</p> <ul style="list-style-type: none"> <li>o Compliant contract in place with a single strategic legal services supplier to ensure efficient, effective, flexible, and innovative service delivery.</li> <li>o Annual savings of £673,836 achieved through the reduction of the blended hourly rate (£215 down to £154.34)</li> <li>o Added value per annum contribution of £313,000 through free of charge training, strategic development and positioning, partnership development, pre-bid support, social housing seminars, telephone and on-site advice, a legal services health check, housing management surgery, plot sales fee reduction mechanism.</li> <li>o Provision of conference and meeting facilities for GHA staff at no extra cost</li> </ul> <p>37</p> <ul style="list-style-type: none"> <li>o Greater investment and strategic support from the strategic legal partner to help shape a forward legal plan, working closely with Executive Team and Management teams to support wider strategy and business planning etc.</li> <li>o Winckworth have guaranteed a minimum of 2% reduction in year on year legal spend, should they fail to meet the KPI they have agreed to reimburse Genesis a sum equivalent to the efficiency savings set out</li> </ul>
Finance	<p>Prepare for known and unknown risks by projecting worst-case scenarios and devising plans to manage the risks.</p> <p>Develop the service provision by providing high quality analytical information to allow its customers to be able to make sound decisions.</p>	<p>The restructure of the Finance department in the final quarter of the year has been completed and has been driven by the need to focus on a business partnering approach and to provide appropriate and relevant support to the operational drivers of the business. This will enable an improved</p>

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	Improvements in terms of reporting, data management, designing suites of reports to meet the needs of the customers, as well as improving system integrity.	response to business needs, a deeper understanding of operational issues and an ability to become increasingly proactive in our support delivery.
	Implementing a new, integrated system to ensure that service charges are accurate and transparent.	
	Automate the process of service charging and income recovery which will reduce the manual intervention and associated errors.	
	Drive a proactive service intent on partnering with our customers to help the Association become more efficient and effective.	
Procurement	Keep up to date with new developments and technology advances across all category spend areas and bring these to the business in a way that can add value and be developed to deliver increased value to our customers	Over the past 12 months we have focused on the following <ul style="list-style-type: none"> <li>- Delivering the Genesis Way procurement activities</li> <li>- Identifying and delivering savings of over £12m</li> <li>- Understand the current spend baseline</li> <li>- Prioritised activities on improved service delivery, customer service and reduced costs</li> <li>- Developed a team environment where individuals can achieve results</li> <li>- Encouraged the essence of being a good client across the business</li> <li>- Increasing our visibility in teams and across the business to ensure early engagement in projects and tenders</li> </ul>
	Progression to a more efficient and progressive service driven team.	

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	<p>Implementation of a sector leading Category Management structure and a leading approach to delivering a high quality stakeholder management and Supplier Relationship Management.</p> <p>Streamlining of suppliers and spend to deliver savings and improve procurement activity across the R&amp;M category.</p> <p>Secure a single strategic legal partner for Genesis to provide a greater level of strategic support, value add, insight and innovation</p>	
IT	Delivering improved customer service and efficiencies changes to the IT organisation	<p>The department is actively in the process of transition from an FTE of 45 (March 2013) to an FTE of 30 in May 2014, a change which was delayed to enable the IT team to support the GWP to the end of March 2014. The primary components in the IT service have changed since 2013 and are:</p> <ul style="list-style-type: none"> <li>- Development of new business systems and solutions to enable staff to provide front line and supporting services which deliver effective and efficient services to Customers, changing the knowledge profile of the support teams and in addition of an added increase of ca. 20% additional infrastructure which needs support and maintenance.</li> <li>- Provision of: <ul style="list-style-type: none"> <li>o Personal IT equipment (laptops, smartphones, tablets &amp; peripheral equipment)</li> <li>o Office based IT equipment (PCs, printers, network services)</li> <li>o Telephone services to the London offices, regional offices and smaller locations</li> <li>o Mobile communication and remote systems access services to c.1200+ staff and</li> <li>contractors and a change in the support model</li> <li>o Meeting room &amp; personal video conf. services (+100% capacity since</li> </ul> </li> </ul>

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	<p>Deliver reporting services to Genesis through a single (Finance Department) based team with lower operating costs.</p> <p>To rationalise and invest in the infrastructure as it ages and as we embrace lower cost third party services within the next 18 to 24 months.</p> <p>provide quality of systems and services that are required to deliver the businesses future vision.</p> <p>Review of our systems that may not be as functionally rich as previously thought and this may generate a need for some further replacements to deliver the functionality we require to support our business in the future.</p> <p>Rationalise spreadsheet systems to reduce the number in order to simplify and streamline business in the new IT strategy.</p>	<p>2013)</p> <p>o Data Centre and wide area network services for data traffic between all sites including Disaster Recovery capability are provided to 164 sites (+9% since 2013)</p>
Services Charges	<p>Procurement exercises where we expect to reduce costs and increase efficiency.</p> <p>Work more closely with our front-line colleagues to address issues and deliver improved information with increased transparency.</p> <p>cleanse data and ensure accurate budgets for 2014/15</p> <p>Implementation of a new piece of software which will enable the collection and monitoring of correct service charges going forward</p>	<p>The Genesis Way Project has enabled us to define the policies required and develop appropriate procedures. It has also resulted in the implementation of a new piece of software which will enable the collection and monitoring of correct service charges going forward.</p>

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	Providing a premium services for those residents who wish to pay for it.	
Commercial	Improve upon its Service Quality ranking. Particular focus is being placed upon the resales function in order to achieve this.	The 13/14 sales revenue target was set at £58.6m including all applicable revenue lines. At year end 13/14, the commercial team has achieved £87.7m, some 49.7% above target. The commercial team has delivered above target in respect of unit numbers and value for each monthly period of 13/14.
Development	Embedding the relationship with Capita (principal professional consultant) so that appropriate advice and guidance is available on projects at all stages of its life cycle.	
	Share ideas, information and techniques on projects and across the department.	
	Integrated working with our Procurement Team who will be required to formally contribute to reports requesting commitment to works contracts.	
	Implementation for 2014/2015 of new, revised Development Procedures that introduce standard project management techniques and templates that focus on the critical inter-relationships of governance, finance, operations and project delivery.	
	A new Project Review regime will be implemented for 2014/2015 that includes	
	(a) a financial review 3 months after handover	
	(b) 4 x quarterly site visits with management and maintenance colleagues	
	(c) resident surveys	
(d) full Project Review, report and project 'close-down' 12 months after handover.		
Portfolio Management	Embedding the Portfolio Management Operational Model within the teams	However, significant achievements for this Team and its predecessor for the last financial

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	<p>Roll-out of strategic geographical asset strategies for all our 'LEAD' local authorities</p> <p>Data cleansing of our asset systems for more reliable information</p> <p>Further significant stock condition surveys to refine and validate our asset investment strategy</p> <p>Integrated working with the Communities Teams and the Repairs Contractor to further refine our 4-Year Asset Investment Plan and operationalise the 2014/2015 programme</p> <p>Commence work to source appropriate funding for energy efficiency initiatives that meet our objective for all Genesis properties to achieve a minimum SAP rating of 65 by the end of 2017/2018</p> <p>Review the analysis of the 2-year data trend on the IPD Index</p>	<p>year include:</p> <ul style="list-style-type: none"> <li>- Achieving proceeds from sales of £48m (200 void properties) over the last two years</li> <li>- Bringing in £1m of 'lost' income from our review of our commercial portfolio, working with the service charge team to they are properly reflected on our systems to enable appropriate rent and service charge billing, including rent renewals/reviews.</li> <li>- Significantly improved stock condition data via surveys visits or major repair programme updates. For 2013/2014, another 2,000 properties were surveyed.</li> <li>- Successfully undertaking a pilot programme of two geographical asset strategies (Westminster CC and Southend BC) and one sub-portfolio strategy (Care &amp; Support), creating the consultative framework and standard templates for all such future activity</li> <li>- Developing an Investment Property Databank (IPD) index for analysing the performance of our social housing assets (in collaboration with four other RPs)</li> </ul>
Social and Economic Regeneration Team	<p>Approval of Corporate Social Responsibility Strategy</p> <p>Develop and implement a Regeneration Commissioning Framework</p> <p>Develop and implement a new corporate Trainee, Apprenticeship and Internship Programme</p> <p>Develop and implement a new corporate strategy for Social Enterprise</p> <p>Develop a corporate Impact/Outcome Assessment Framework for social and economic activity</p>	<p><b>Enterprise, Employment &amp; Training</b></p> <ul style="list-style-type: none"> <li>• 84 into full-time and part-time employment.</li> <li>• 346 into accredited and non-accredited training.</li> <li>• 32 businesses starts ups.</li> <li>• 18 residents completed business start-up training sessions.</li> <li>• Overall in-kind programme value of £735,987.90.</li> <li>• Savings to the Public Purse £991,200.</li> </ul> <p><b>Volunteering</b></p> <ul style="list-style-type: none"> <li>• 22 volunteers secured employment.</li> </ul> <p><b>Financial Inclusion</b></p> <ul style="list-style-type: none"> <li>• £300,000 in benefits gained.</li> <li>• 1,100 residents consulted about social sector size criteria (bedroom tax), 110 residents have moved property to mitigate the impact of SSC.</li> </ul>

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		<ul style="list-style-type: none"> <li>• 300 residents consulted about the overall benefit caps. 200 residents identified as 52 being exempt.</li> <li>• £30,000 of externally funded training was secured, from organisations such as Turn To Us and Gingerbread, to support staff development in mitigating the impact of welfare reforms.</li> </ul>
HR	<p>Greater accuracy and use of HR data on iTrent (the HR system) encouraging managers' self-service with the attendant greater timeliness and accuracy that accompanies this feature</p> <p>Roll out of the Learning and Development module</p> <p>Better targeted and designed L&amp;D activity which support corporate objectives and service planning aims</p> <p>More strategic use of HR professionals, geared to service improvement, business development and workforce planning</p> <p>HR data linking budgetary performance as well as other KPI measures designed to analyse return on investment on staffing costs</p>	<p>Currently, the HR function does not offer vfm; this must change and the ambition is to move to a position whereby, in 2014/2015, the assessment will be that we are offering a medium level of cost and a medium level of quality. This is not the final stage which is planned for, but is an important step along the road to creating a service which truly represents a very high level of vfm.</p>