

Great service
great homes
great places and
great opportunities
...for our customers

Our corporate plan
2010 – 2013

Genesis Housing Group is a registered provider of social housing. We combine a commercial approach to the business of providing housing with a distinct social ethos, thus justifying our description as a social enterprise.

We provide homes, but we also support customers and develop communities in order to build an attractive future for our customers. With an annual turnover of more than £230m and housing properties at historic cost of c.£2.6bn, the Group is one of the largest and most diverse housing groups in the UK, owning or managing around 40,000 homes across London and the east of England.

This involves Genesis in delivering a broad range of housing services and solutions to a wide range of customers and communities. We provide a range of tenures, including affordable rent, shared ownership and various routes to home ownership, delivering innovative programmes to give more choice and flexibility.

We have a very diverse customer base, principally located within London. Our staff reflect this diversity, ensuring we are well-placed to serve these multi-cultural communities.

Our remit goes beyond building and managing good quality homes; Genesis is an established leader in developing initiatives within deprived communities, including the provision of training and employment programmes, financial inclusion programmes for young and older people, and tackling anti-social behaviour.

Our services are provided through seven distinct business streams and conducted through a number of subsidiary entities.

The key business streams include:

- Rented accommodation
- Support for vulnerable people (supported housing)
- Property management and maintenance services on owned or third party property
- Temporary leasing for homeless households (temporary housing)
- A large new build programme (development)
- Regeneration
- Initiatives to improve communities at the grass roots level (community investment)

A dynamic business, the Group's development programme will deliver around 3,000 homes over the next three years. The Group has been appointed as the registered provider for the Woodberry Down regeneration scheme in Hackney and is committed to the Grahame Park regeneration scheme in the London Borough of Barnet, the largest registered provider led regeneration project in the UK.

Today, Genesis offers modern and dynamic solutions to housing needs, as developer, owner and the provider of high quality management and support services.

Some of Genesis' strengths:

- A top 10 housing association in the country measured on turnover
- An asset base approaching 20,000 homes in and around London, comprising:
 - General needs – around 13,000 homes mostly owned and managed by PCHA Ltd which are let at affordable rents
 - Supported housing – over 4,000 self-contained properties or bed spaces for both the elderly and those with special needs managed principally by Springboard Housing Association or by external specialist agencies
 - Affordable home ownership – through PCHA Ltd, the Group maintains an active shared ownership development programme, giving an affordable start on the property ladder to around 4,000 singles and families
 - Keyworker housing – PCHA Ltd owns and Pathmeads Ltd manages over 1,500 homes for London's essential workers – nurses, police officers and teachers
- The Group provides first class management services, through Pathmeads, particularly in partnership with local authorities, managing over 12,000 of their homes on long term contracts
- Highly successful provider, through private leasing arrangements, of around 4,000 homes for homeless families nominated by local authorities
- Management of around 1,600 residential and commercial properties on behalf of joint ventures between the Group and Grainger Trust plc.

People

We have approximately 1,600 employees and operate out of seven main offices, with over 700 staff being scheme-based. Genesis invests significantly in staff development and is accredited as an Investor in People. We also run a leadership programme for managers and provide an extensive range of benefits to staff, including flexible working, contributory pension scheme and attractive holiday entitlement.

Now and into the future...

Over the last year, our business has been further developed to ensure a robust framework is in place to deal with the challenges of the economic downturn. With a sound underlying business, we are now moving forward to the next level of the Group's development, ready to embrace the changes on the horizon in both the political and regulatory environments, with our commitment to deliver excellent services to our customers remaining our highest priority.

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1: Introduction

1.1 This document sets out the plans, priorities and aspirations of Genesis Housing Group for the three year period from April 2010 to March 2013. This period will see considerable change both external and internal. There will be a General Election at the beginning of the period. Whatever the result, Genesis along with other housing associations will face a number of challenges:

- The state of the economy will mean the levels of public finance support for new development we have got used to over the last few years will not be there;
- Whatever public finance is available is likely to be made available under very different terms and conditions as the Homes and Communities Agency implements its new powers;
- The advent of localism will mean the local and regional frameworks we have become used to working within will be modified with greater power devolved to local authorities and local communities in relation to decisions about priorities for local spending and planning matters;
- The Tenant Services Authority has launched a new regulatory framework which will demand improved customer service delivery and greater involvement of customers in the setting of standards and the scrutiny of delivery; and
- The growing demand for our services against the backdrop of concerns about a broken society and higher aspirations and expectations of our customers.

1.2 This document sets out how we intend to position Genesis to deal with the above challenges and to prepare ourselves for the longer term future. It is well known that Genesis has had to deal with a number of issues over the last two years. These are now behind us. We have a new development strategy reflecting the realities of the housing market, we have raised £200 million on the bond market and we are on course to make a healthy surplus for the year 2009/10. We have made changes in the management team and we are looking to enhance the effectiveness and efficiency of our governance arrangements.

1.3 Three themes run through our plans for the next three years. The first revolves around a **renewed commitment to improved customer service**; the second recognises that we are in a **period of consolidation** following the rapid growth experienced over the last few years; and the third is a determination to ensure a **consistent approach to our work across the Group**.

1.4 We look forward to working with our partners and stakeholders in local authorities, funders, contractors, consultants and others to meet the objectives and deliver the priorities set out in this plan. Our annual reports will detail the progress we make.

Zoe Scott and her children are new residents of Factory Quarter on Larden Road, Hammersmith, one of our recent developments.



2: Our vision and mission statement

2.1 Prior to producing this Corporate Plan all staff were invited to participate in an exercise to define the Genesis vision and our mission statement. Such statements help to provide a basis for what we do and what we are. All activities undertaken within the Group should be set within the context set out below.

2.2 **Our vision is:**

**Great service
great homes
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great opportunities
...for our customers.**

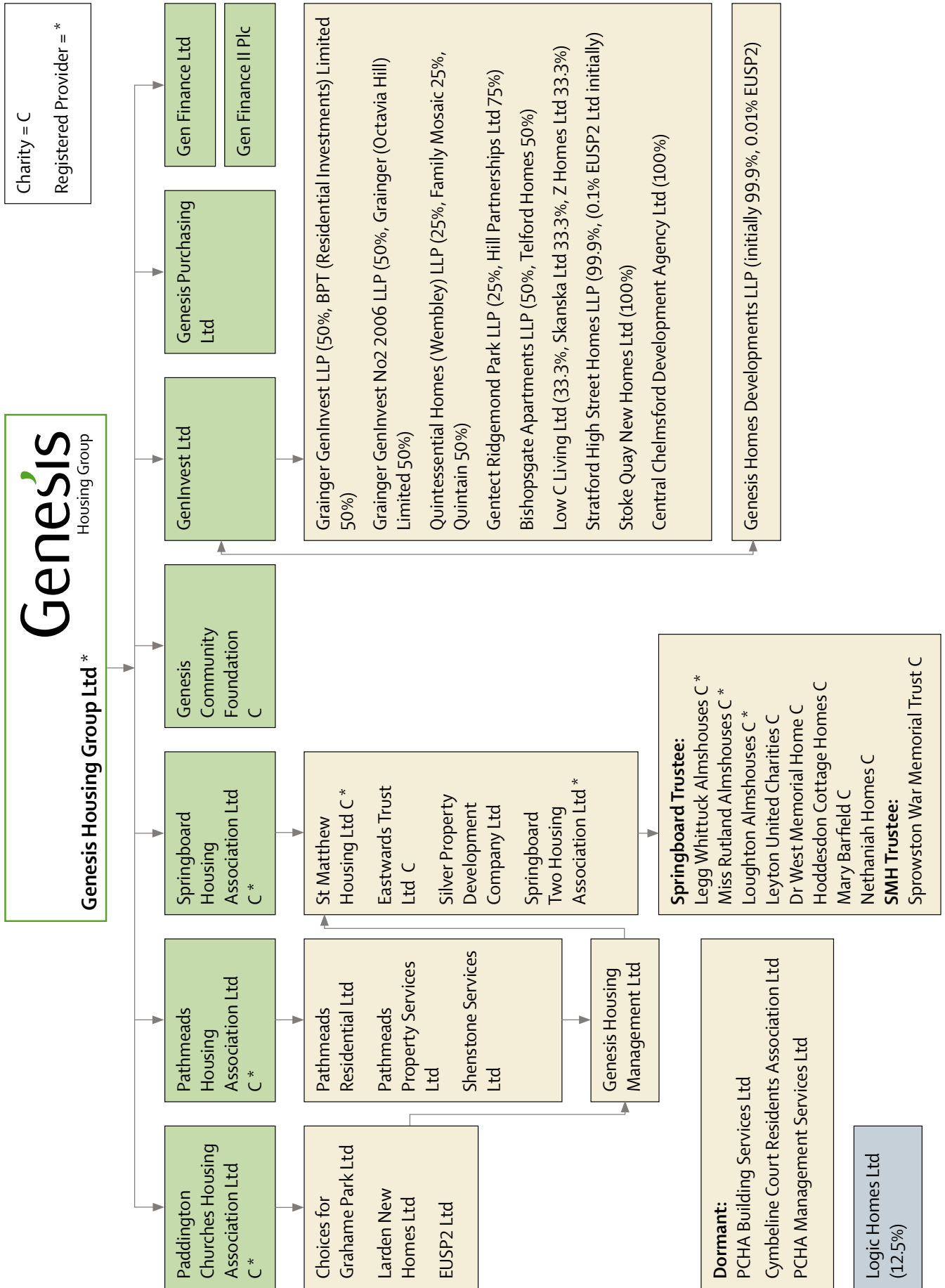
2.3 **Our mission statement** below, reflects the role we wish to play to support our vision:

To provide quality homes and services
to enable our customers build better futures.

3: How we operate

- 3.1** Genesis Housing Group consists of five registered providers, a number of joint ventures for developing and managing housing as well as nine almshouses for which we act as corporate trustee. We have grown over the last ten years through the addition of housing associations such as West Hampstead, Springboard and St Matthew and a very ambitious development programme. We now manage over 40,000 homes in some 70 local authority areas. The current Group structure is shown at Figure A, opposite.
- 3.2** During the last year or so the Group has had to confront some major issues, predominantly created by the credit crunch and the wider economic downturn. As a consequence we are reviewing how we are organised – both in governance and management terms. Over the next six months, we will be consulting with customers, shareholders and other stakeholders and partners on a proposal to “collapse” the group structure. This would see us amalgamate all the registered providers in the group into one – Genesis Housing Association. The aim behind the proposal is to streamline our governance arrangements to facilitate more efficient and effective decision making and to provide a greater focus on customer service and engagement.
- 3.3** Alongside this, we also intend to re-organise our staffing structure to create a single administrative platform employing Group-wide, consistent policies and procedures. We have already made a start in reviewing key strategies and policies. The Board has approved new Development and Asset Management strategies which will see us in future concentrate our activities in London, Essex and Hertfordshire. This will mean we will be investigating the possible disposal of our stock in other areas, possibly by way of swaps with other associations.
- 3.4** Our regional operations will be aided by the creation of new regional committees which will include customers as well as others with an interest and expertise in our work. This will help us to maintain and indeed enhance our focus on delivering improved customer service. Within this document we provide information on some of the activities we will undertake over the next three years to meet our five overriding corporate objectives and deliver against the three themes described in the introduction.
- 3.5** We will ensure that diversity remains at the heart of all our operations. To achieve this, we will deliver the objectives outlined in our Single Equality Scheme. These support our corporate priorities and departmental targets to deliver excellent services to our diverse customer base and develop a workplace climate that supports staff to work at their best.

FIGURE A STRUCTURE OF THE GROUP AS AT MARCH 2010



4: Our values

4.1 To help set the scene for how we will deliver our services, we have consulted with staff about our values – they describe the behaviours we should exhibit and the 'contract' for our engagement with customers, suppliers, stakeholders and each other.

The values we have agreed upon are described below:

1. Customer Focus

Putting customers at the heart of everything we do, involving them and being accessible

- We will try to understand our customers' needs and expectations
- We shape our services and develop solutions, informed by our customer insights
- Decisions are made with customers in mind
- We keep our promises to customers

2. Respect

Treating people as individuals: with integrity, respect and professionalism

- All customers (externally and internally) are treated with the same high level of respect
- We recognise that customers are individuals with differing requirements
- We are professional in our approach to all who have contact with Genesis

3. Partnership working

Working in partnerships to deliver for our customers and communities

- We work locally with stakeholders to deliver benefits for our customers and the wider community
- Partnerships deliver more than Genesis could on its own
- We use the skills and resources of our partners to benefit customers and communities

4. Efficiency

Making efficient use of our resources and continuously improving the way we do things

- We seek to provide good value for money in all we do
- Genesis will embrace change and seek continually to improve its services
- We will act in a business like manner

5. Good employer

To be a good employer, valuing our staff and investing in them

- We aim to have a pay policy which is competitive, fair to all staff and easy to understand
- We will enable our staff to balance their working and home lives and stay committed to long-term careers with Genesis
- We want every employee at every level of the organisation to be able to fulfil their potential at work, and develop their career
- We encourage staff to take training and development opportunities

5: Our corporate objectives

5.1 Developing the three over-arching themes set out in the introduction we have identified five key corporate objectives to which we will work over the next three years.

5.2 These objectives are:

- 1. Re-energising our commitment to customers**
- 2. Improved performance levels**
- 3. Maintaining financial robustness**
- 4. Focused engagement in strategic areas**
- 5. Creating a modern, effective governance and management structure.**

5.3 Each are described in more detail below and in Section 7 the priorities for each department within the Group over the three year period are organised by reference to these objectives.

5.4 1. Re-energising our commitment to customers

Over the last five years or so Genesis has grown considerably through development and acquisitions. For the last two years it has had to concentrate on securing financial stability due to the down turn in credit availability, property prices and development activity. It is acknowledged that during this period sufficient attention has not been given to the delivery of services to our customers. That is not to say that service delivery has suffered throughout our area of operation but there is a realisation that it has been patchy. Our challenge, and our commitment, is to provide a consistently good service to all of our customers. We need to increase our understanding of our customers and be inclusive of diverse backgrounds. This means getting repairs done on time; being accessible through the contact centre and our housing/property management teams. It also means communicating with and involving our customers using modern methods and processes.

5.5 2. Improved performance levels

We want to be able to demonstrate to all, not least our customers that we are delivering on our promises. We are one of the biggest housing associations in the country; we want to be one of the best performers too. Our aspiration over the three years of this Corporate Plan is to consistently deliver upper quartile performance levels and to get within the top 10% of performers. This is a tall order as we undertake fundamental organisational change but the whole purpose of that change is to facilitate delivery of these improvements. The key performance indicator targets set out in the Appendix to this plan have been set with reference to where we are now and where we want to be. Over these three years we expect to deliver better voids turnaround performance, smoother lettings, improved ASB management etc, thereby securing higher customer satisfaction ratings – the acid test. We have chosen six Key Performance Indicators to demonstrate the improvements we plan to make. These are shown in Figure B – together with the targets for each of the three years covered by this plan.

FIGURE B KEY SUCCESS INDICATORS

	2010/11	2011/12	2012/13
Customer satisfaction	75%	80%	85%
Calls resolved 1st time	70%	75%	80%
Repairs completed 1st time	70%	75%	80%
Number of stock owned and/or managed	41,000	42,500	45,000
Annual surplus	£13m	£15m	£23m
Best Companies to work for score	620	660	670

5.6 3. Maintaining financial robustness

If the last two years have shown us anything it is the need for caution and financial prudence when planning ahead. Last year we moved to secure our liquidity by raising £200m in the bond markets. This, with other undrawn loan facilities, provides us with sufficient resource to pay for the development of sites in our land bank over the next two to three years. We do have a high level of gearing compared with other housing associations and we are pursuing a number of strategies to reduce the level of indebtedness. Our stock rationalisation programme, identified in the Asset Management Strategy, will help in this respect. In addition we will be seeking to maximise our income collection and control. We will promote greater efficiency in procurement and get best value from our expenditure. We will be targeting higher surpluses over the next three years than we have in the last two years in order to create and maintain a healthy, financially stable platform for the future.

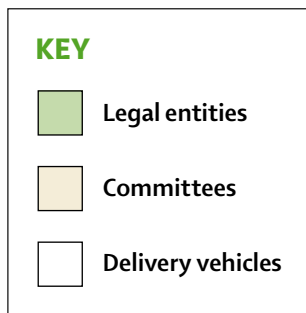
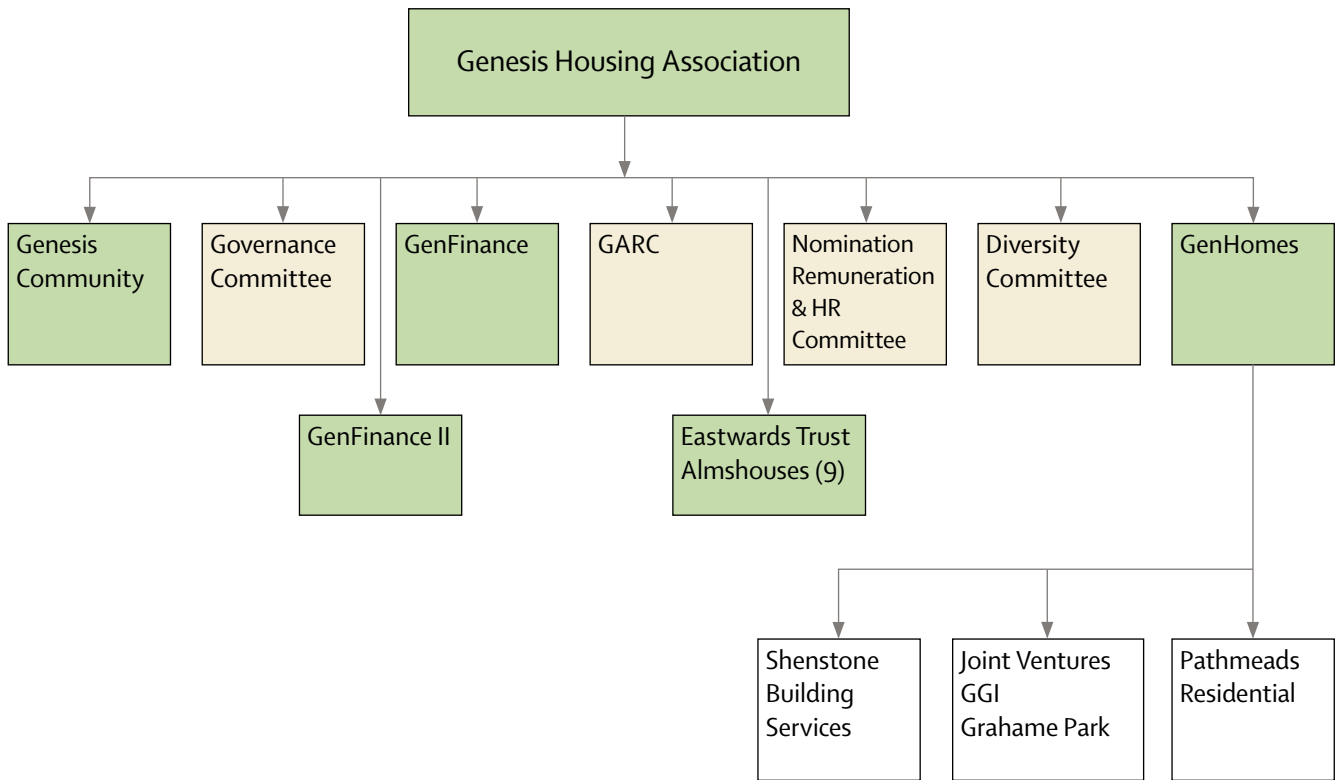
5.7 **4. Focused engagement in strategic areas**

Currently Genesis owns or manages property in more than 70 local authority areas, stretching from Sussex to Lincolnshire. We have reached the view that it is not possible for us to provide the consistent high quality management services that we want to throughout such a wide area. We are also very much alive to the growing localism agenda in which local communities will be expected to play a greater role in determining what happens in local areas. If we have ambitions in an area, we need to play a full active role with local politicians, officials and communities. It is difficult to see how we can do that in over 70 areas. As a result we have agreed a new Asset Management Strategy which will see us concentrate our efforts in London, Hertfordshire and Essex. We will be reviewing the management and ownership of stock outside of these areas. The creation of our new management structure will also enable senior members of staff to engage in a meaningful way with those areas in which we have a major stake and a role to play.

5.8 **5. Creating a modern effective governance and management structure**

Genesis needs to be fit for purpose going forward. We do not know exactly what the future will bring but we do know there will be a General Election in 2010. The new government will be pre-occupied with the country's financial position. It is hard to see a lot of money being made available for new housing. Whatever money there is will probably be made available under very different arrangements to those to which we have become accustomed – the funding model will change as the Homes and Communities Agency develops its approach. We also know that we will have to work within a new regulatory framework as the Tenant Services Authority assumes its new powers and responsibilities. Our governance and management arrangements need to enable us to face these challenges. We wish to simplify and streamline our governance structure – in accordance with the Housing and Regeneration Act 2008. We will no longer be headed by a non-asset owning parent and we propose to “collapse” the remainder of the entities in the Group. This will help us to create a single administrative platform with one management structure and one approach to the way we deliver our services. We have much to do to make this a reality. The proposed group structure is shown in Figure C opposite.

FIGURE C
THE NEW GENESIS HOUSING GROUP GOVERNANCE AND COMMITTEE STRUCTURE



6: Three year financial projections

- 6.1** In this section we provide an outline summary of both our income and expenditure projections and balance sheets for the three years 2010/11 to 2012/13 with comparative outturn figures for 2009/10.
- 6.2** These figures form the basis of our 30 year financial projections. They demonstrate that as long as we meet the medium term objectives set out in this plan Genesis will remain a financially strong organisation.

GENESIS HOUSING GROUP CONSOLIDATED INCOME & EXPENDITURE ACCOUNT

	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Turnover excluding property sales	205.4	211.5	214.9	223.7
Total operating costs	-166.0	-172.2	-168.3	-170.4
Operating surplus continuing activities	39.4	39.2	46.6	53.3
Net interest payable	-32.4	-39.1	-46.1	-52.6
Operating surplus pre property sales and JVs	7.0	0.9	0.5	0.7
Impairment provision	-7.4	-5.0	0	0
Surplus on sale of properties	15.1	22.4	20.9	27.6
Surplus before JV activities	14.7	17.5	21.4	28.3
Share of JV activities	-7.2	-5.4	-4.4	-3.7
Net surplus after JV activities	7.5	12.1	17.0	24.6

GENESIS HOUSING GROUP CONSOLIDATED BALANCE SHEET

	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Tangible fixed assets				
Housing properties (incl. of WIP)	2,592.8	2,736.1	2,780.0	2,739.7
SHG	-1,118.0	-1,169.1	-1,188.9	-1,189.3
	1,474.8	1,567.0	1,591.1	1,550.4
Other fixed assets	64.0	53.3	39.6	36.7
Total tangible fixed assets	1,538.8	1,620.3	1,630.7	1,587.1
Net current assets	20.7	20.6	17.8	19.0
	1,559.5	1,640.9	1,648.5	1,606.1
Financed by:				
Creditors – amounts falling due after more than one year	1,427.1	1,496.8	1,487.3	1,419.6
Total reserves	132.4	144.1	161.2	186.5
	1,559.5	1,640.9	1,648.5	1,606.1



7: Departmental priorities

7.1 In this section we set out the priorities each department will be working on in order to contribute to the achievement of our corporate objectives. The actions included here are to begin and in some cases be completed over the three year period. Those that we expect to begin in 2010/11 are set out in the Business Plan for the year included as an Appendix to this document.

7.2



Operations

This is the broad heading for the range of customer facing services that we provide. Currently they are undertaken in the names of PCHA, Springboard and Pathmeads. As explained earlier in the document we intend that these services will be brought together under the one heading of Genesis during the plan period. Also within this section we include the planned activities of Genesis Community, our charitable foundation whose aim is to provide opportunities for our tenants to improve their life chances. In time, we expect the programmes undertaken by Genesis Community to be mainstreamed throughout our housing management operations.

1. Re-energising our commitment to customers

- Rolling out a new customer services strategy with the aim of increasing customer satisfaction. Key activities will be developing and expanding our contact centre as the first point of communication for all queries and requests
- Reviewing our service standards, working with customers in local areas to define the service levels we should be providing
- Increasing customer profiling information and use it to inform service planning and understand the needs of our customers
- Rolling out new methods for involving customers in the monitoring of our performance
- Improving the quality of information provided and management of service charge processing

2. Improved performance levels

- Ensuring that the data we hold on our stock and customers is accurate and up to date
- Creating new property management teams focused on managing service delivery at the local level
- Achieving the KPI targets agreed with the Board (and in future years our customers) and providing regular feedback
- Benchmarking our performance levels against those of other providers

- Seek accreditation for our contact centre services with the Contact Centre Association by April 2012
- Carry out a programme of quality checks across all our services and feed lessons learnt with a Continuous Improvement Plan

3. Maintaining financial robustness

- Review the financial viability of our supported housing projects in line with a new Supported Housing Strategy
- Improve our income collection rates both in respect of rents and service charges.
- Reduce operational costs to maintain our competitiveness particularly when bidding for new management contracts
- Work with Shenstone to build its capacity to undertake more work both within and outside the Group

4. Focused engagement in strategic areas

- In our management structure redesign we will ensure staff take responsibility for our engagement in areas
- Position ourselves to take advantage of new contract management opportunities
- With our large regeneration projects in Hackney and Barnet ensure we are engaged in local discussions regarding the development of the communities and facilities to be provided
- Through Genesis Community work closely with the local authorities and other agencies particularly in Hackney, Westminster, Barnet, Brent, Newham, Tower Hamlets and Essex
- Undertake a stock rationalisation programme to concentrate our focus on those areas where we have a contribution to make strategically.
- Engage in regional and national discussions about the future development of policy and initiatives concerning the services we provide

5. Creating a modern, effective governance and management structure

- Streamlining our delivery structures to reduce layers of management, ensuring better communication flows and decision-making
- Ensure our leadership and management teams are developed and focused on customer service

7.3



Development

We have re-organised our Development department to incorporate asset management as well as new build. Over the last few months the Board has approved both a new Development Strategy and a new Asset Management Strategy. The key feature of the Development Strategy is concentration on building out our land bank sites (as long as this is financially advantageous to do) rather than seek out new development opportunities. We will review this stance as the land bank is built out and the economic situation improves. The key features of the Asset Management Strategy are the undertaking of a comprehensive stock condition survey and the stock rationalisation programme.

1. Re-energising our commitment to customers

- Redesign our structure for project management – incorporating community building into all we do
- Early and continuing engagement with clients on all new projects
- Create customer scrutiny arrangements and customer panel involvement in design review
- Carry out post project reviews on all schemes 12 months after handover and feed back to brief
- Complete a new design vision, specification and employer's requirements based on neutral and flexible tenure and choice for new residents
- Offer new levels of choice to all our customers around repairs and components
- Listen to our customers and shape the services we provide based on their views. We will expect a reciprocal responsibility from our customers for their homes and their responsibilities will be made clear to them
- Develop an affordable warmth policy
- Implement a seven year cyclical repairs and maintenance programme

2. Improved performance levels

- Ensure our leadership and management teams are developed and focused on customer service
- Achieve the KPIs agreed with the Board
- Benchmark costs and value, including systematic review of supplier and consultant performance
- Review of processes focusing on handovers, defects and project management, especially large and complex projects

- Implement 2012 construction commitments and sustainability plans
- Clearly set out and communicate to customers the spend and commitment to maintain our assets. This will include challenging quality and efficiency targets within a transparent reporting process
- Develop new KPIs for Facilities & Asset Management to improve the experience for customers and deliver the service efficiently
- Review the void process to minimise turnaround times and expenditure
- Deliver a group wide approach to maintaining accurate records of the Asset Database
- Devise a sustainability strategy, setting out the delivery of a carbon reduction programme with relevant KPIs

3. Maintaining financial robustness

- The three investment programmes (day to day, cyclical and major works) will be planned over 3 years and 3% savings achieved through smarter working
- Through void disposals, stock rationalisation and added value works £191m of receipts will be generated over 3 years
- Our commercial portfolio will be actively managed, to ensure revenue is maximised
- Add value by increasing the density within our existing assets
- We will develop strategies that get the best long term value from our stock
- Research, identify and influence policy debate on new ways to fund affordable housing
- Concentrate resources on programme delivery and clearing the landbank
- Identification of processes, targets and quick wins for our stock rationalisation programme
- Strong and consistent budget management
- Improve data maintenance and link IT systems to workflow

4. Focused engagement in strategic areas

- Concentrate effort on “place making” in strategically important geographical areas
- Implement account relationship management with key local authority partners
- Involve Genesis Community in “added value” programme including apprenticeships, local labour and community building alongside new development
- Review potential long term and regeneration opportunities and promote Genesis’ expertise in this area

- Ensure our assets are well maintained and in locations where we can provide a quality and efficient service (core areas) responding to locally developed standards, and the strategy for achieving this will be communicated to customers and stakeholders
- Where we cannot dispose of, or swap stock, outside core areas we will enter into local management arrangements with other registered providers, provided they can demonstrate an efficient and customer focused service
- Ensure our spend on asset management adds value to local communities through employment and training initiatives
- Customers will influence and monitor regional, neighbourhood and schemes' budgets and KPIs
- Use our commercial portfolio to enable local community enterprise where a business case can be made

5. Creating a modern, effective governance and management structure

- Link development workflow to all divisions to enable cross-directorate reports
- Agree and implement process mapping across all GenHomes divisions
- Implement a single GenHomes Committee which replaces PIDC, Genesis Purchasing and GenInvest, with clear membership, terms of reference and approvals processes mapped
- New Business and Scheme Assessment Panels reviewed and integrated
- Agree and deliver clear financial and performance targets with Regional Directors and Committees
- Appoint a Group Head of Asset Management to progress our 5 year strategy and deliver further innovation
- Ensure there is clear accountability between the role of the Group Head of Asset Management and the regions delivering the service to customers
- Develop a Genesis standard specification and also a replacement for Decent Homes that takes into account component accounting, sustainability and customer choice
- Implement a "live" stock condition surveying system which will cover 75% of our stock by the end of this business plan
- Set up new monitoring & influencing governance arrangements for asset management that are transparent and encourage customer engagement and influence

7.4 Corporate Services

The Corporate Services directorate pools resources which enable and support the delivery of the Corporate Plan.

Under this heading we group the 'central' services of HR, ICT, Policy and Communications, Performance and Planning, Health and Safety and Diversity and Inclusiveness.



1. Re-energising our commitment to customers

- Develop systems for reporting performance to customers, aligned with TSA requirements and internal and board reporting
- Develop mechanisms for customer insight, segmentation and predictive indicators, which enable a better understanding of our customers
- Support the delivery of the new Genesis project, our organisational change project
- Increase our engagement with stakeholders through scheme events, regular meetings and proactive communication
- Work with the business operational teams to enhance our reputation and brand by becoming more creative in the way we engage with customers, particularly young people and other harder to reach groups
- Maintain a high level of control of Health and Safety (H&S) risks through a programme of continuous assessment and evidence this by achieving an appropriate H&S award/accreditation
- Progress current work to ensure our supplier base is closely aligned with our customer base with the aim of higher levels of satisfaction for our customers through each interaction
- Extend our communication methods to meet the diverse communication requirements of our customers, including using digital media, ensuring increased accountability
- Renew telephone system to meet operational requirements
- Deliver the objectives of the single equality scheme

2. Improved performance levels

- Implement a corporate/business planning application to allow greater transparency and scrutiny of performance
- Develop quality assurance frameworks including mystery shopping, tenant inspectors, etc. to monitor our customers' satisfaction with services and feedback into improving our services
- Create and manage performance scorecard for the Group
- Review our reward and recognition systems to ensure they sufficiently incentivise excellent delivery for our customers and allow accountability

- Design and implement a training programme for staff with customer service at its heart
- Develop and deliver a managers' programme for all existing and new managers to ensure clarity about expectations
- Define through staff consultation the Genesis culture and behaviours which will ensure we are customer focused. Develop a culture change programme which delivers this alongside mechanisms to embed, reinforce and continually improve and evidence
- Develop and implement succession planning and talent management approaches to ensure we have the talent within the Group to continually deliver good services to our customers for the long-term
- Revise and harmonise roles and responsibilities across the business to enable consistent and efficient delivery for our customers

3. Maintaining financial robustness

- Identify and map the top 12 critical processes for the Group, automating as necessary to maximise the Group's financial performance

4. Focused engagement in strategic areas

- Work with the business to create a culture of empowerment and accountability, enabling local staff to deploy resources in line with local requirements
- Set up quality assurance and compliance frameworks to enable operational staff to focus on local delivery
- Carry out stakeholder analysis and research local authority profiles to inform effective engagement

5. Creating a modern, effective governance and management structure

- Facilitate, on behalf of the Group board, a review of board performance evaluation and appraisal systems ensuring they are suitable to deliver a robust governance regime
- Develop and implement a new website project which facilitates/supports the delivery of a flexible, modern and customer friendly service to our customers
- Implement the new People strategy, which focuses on developing the human capability across the Group which in turn, will deliver our commitment to our customers
- Review our learning and development investment to enable the most effective return and impact on delivering services effectively to our customers
- Review our office accommodation and proffer a strategy which reduces waste, is in line with modern ways of working and enables appropriate contact with our customers
- Improve levels of staff engagement and staff satisfaction. Evidence the improvements through our Best Companies score year on year

7.5 Finance

1. Re-energising our commitment to customers

- Rework reporting arrangements and authorisation structures to reflect new governance and management structures effective 1 April 2011
- Improve service charge reporting to meet standards set by customer scrutiny panels and in line with legal requirements expected to be formalised later in 2010
- Review the format of rent statements and update as appropriate following consultation with customer scrutiny panels, Housing Managers and legal advice



2. Improved performance levels

- Implement changes to reporting arising from the Group restructure expected from 1 April 2010
- Improve timeliness of reporting so that monthly management accounts to cost centre level are available within 10 working days of month end and all principal financial statements have been audited within three months of year end
- Reduce costs of transaction processing by 10% by financial year 2011/12
- Implement regular business stream reporting for use by operations teams for 2010/11
- Complete work on clearing 31 March 2009 audit management letter points by 31 March 2011

3. Maintaining financial robustness

- Ensure financial advice and support is in place to enable the delivery of the Group's asset management strategy approved in February 2010
- Devise and implement a new simpler treasury strategy by 31 March 2011 and 2012 respectively
- Resolve current interest rate option positions by 31 March 2012
- Create and implement a strategy for the Group's property owning joint ventures by 31 March 2011 (with some important aspects much sooner)
- Improve the Genesis credit rating to AA3
- Improve the Group's liquidity position to £100m minimum by 30 September 2010
- Implement component accounting and other issues from the new Statement of Recommended Practice for Accounting by housing associations for 2012/13
- Prepare for implementation of International Financial Reporting Standards to the Group's statutory accounts in 2013

4. Focused engagement in strategic areas

- Review requirements for local finance presence in regional offices and implement any changes required by 1 April 2012

5. Creating a modern, effective governance and management structure

- Working with the Group Learning and Development team, review training needs in Finance and implement new training programmes that will improve skills levels for staff and prepare them for improving the organisation's efficiency

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