

# Genesis Housing Association Executive Meeting



Date: 10<sup>th</sup> December 2013

Item:

Title of Paper : 2012/13 Core Benchmarking results

## 1 Executive Summary – Purpose of Paper

- 1.1 To provide the Executive with a summary of Genesis Housing Association’s performance in the 2012/13 Core Benchmarking exercise; excluding support cost benchmarking which will be produced by Housemark in January 2014.

## 2 Recommendation

- 2.1 The Executive is invited to
- i) Note the performance of GH and consider if further action is required
  - ii) Identify areas of strong performance that teams should be recognised for

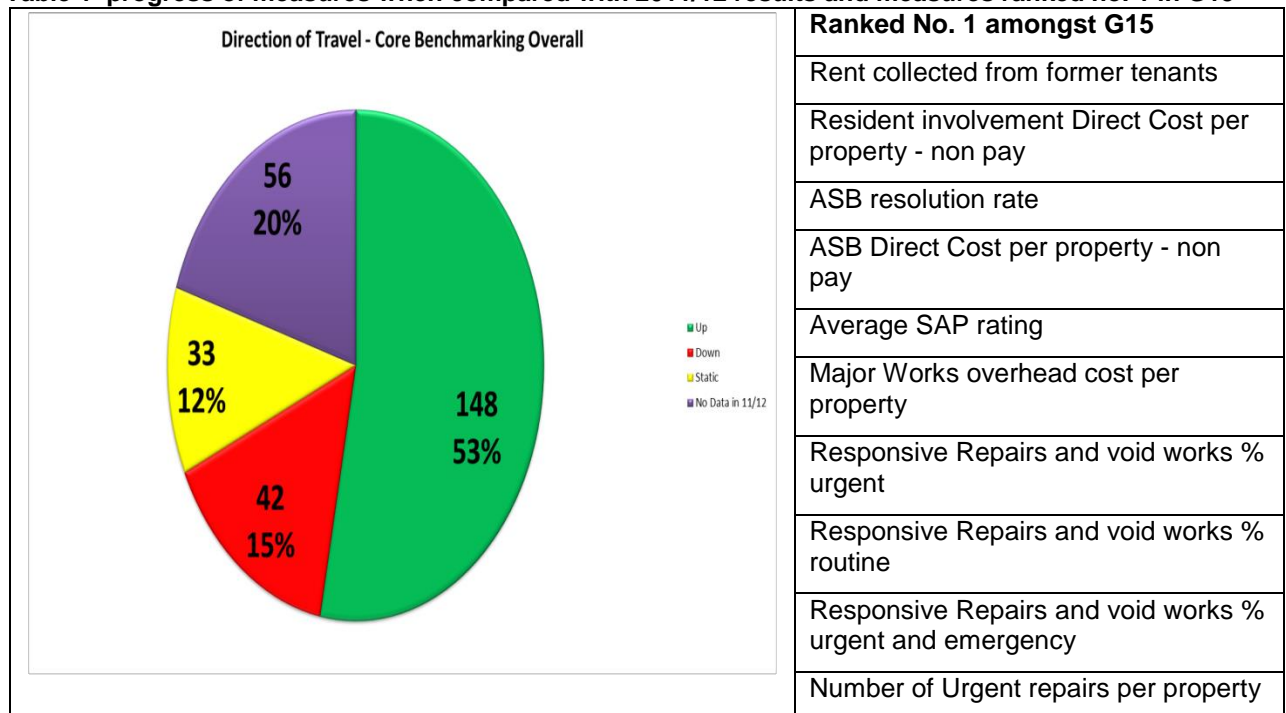
## 3 Performance Overall

- 3.1 Compared to 2011/12, there has been a strong improvement in Core Benchmarking performance; 148 out of 279 measures have improved. Quartile positioning is also improving, the number of measures in the upper quartile range rose from 52 in 2011/12 to 62 in 2012/13, and the number of measures in lower quartile reduced from 81 to 68 (see table 2).

Genesis were ranked top within the G15 in 10 measures (see table 1).

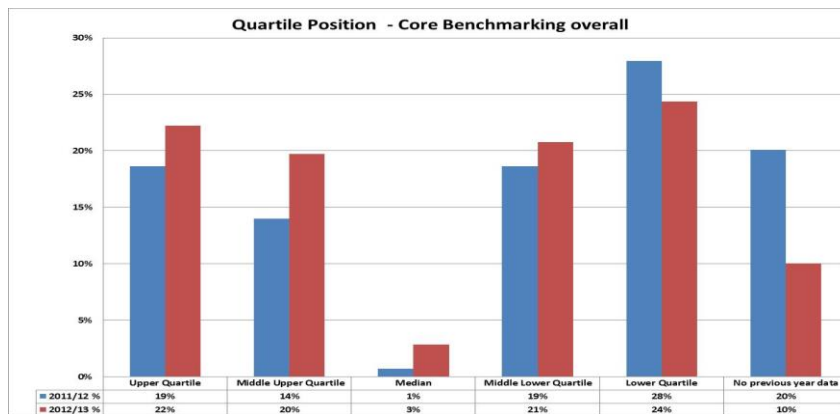
3.2

**Table 1 progress of measures when compared with 2011/12 results and measures ranked no. 1 in G15**



## 4 Table 2 overall quartile positions compared to 2011/12

4.1



4.2 Genesis now has 42% of measures in the top two quartiles compared to only 33% in 2011/12; but 45% still remain in the bottom two quartiles, indicating that more needs to be done to enable Genesis to achieve its vision of being a leading property based service provider.

## 5 Highlights and Lowlights

5.1 Some of the most improved measures are:

- Involuntary Staff Turnover % from 10.4% (lower quartile) to 3.3% (upper quartile); however with ongoing restructures this figure may well increase again for 2013/14.
- Write off %, has moved from 0.83% (lower quartile) to 0.10% (upper quartile); this reduction may be linked to the increase in former tenant arrears. Former tenant arrears is now at 1.08% moving from 1% in 2011/12.
- Overhead Cost Per Property for Major Works & Cyclical Maintenance, moved from £69.23 (lower quartile) to £32.53 (upper quartile).
- Genesis' operating margin has improved from 18.2% to 20.4% (although still ranked last).

5.2 The largest deterioration was Non-decent dwellings % which deteriorated from nil (1st position in 2011/12) to 3.9% (13th in 2012/13); this is due to data being more accurately collected and reported in the system than in 2011/12. Rent Collected from Current and Former Tenants % (incl. arrears b/f), deteriorated from 101.8% (upper quartile) to 99.1% (middle lower quartile).

## 6 The progress of measures compared to 2011/12 by business stream

6.1 Core Benchmarking splits the information into a number of business areas; this year's results show that although there was some deterioration compared to 2011/12, five areas achieved a 50% or more improvement in performance (see table 3 below).

Table 3 - Direction of Travel	Up	Down	Static	No Data in 11/12	Total
<b>Business Wide measures</b>	12 (50%)	4 (17%)	3 (13%)	5 (21%)	24
<b>Corporate Overhead measures</b>	22 (65%)	9 (26%)	3 (9%)	0 (0%)	34
<b>Housing Management measures</b>	55 (60%)	17 (19%)	9 (10%)	10 (11%)	91
<b>Major Works &amp; Cyclical Maintenance measures</b>	21 (64%)	6 (18%)	1 (3%)	5 (15%)	33
<b>Responsive Repairs &amp; Voids Work measures</b>	35 (56%)	2 (3%)	11 (18%)	14 (23%)	62
<b>Development measures</b>	2 (33%)	1 (17%)	3 (50%)	0 (0%)	6
<b>Estate Services measures</b>	0 (0%)	2 (40%)	1 (20%)	2 (40%)	5
<b>Other measures</b>	0 (0%)	1 (33%)	2 (67%)	0 (0%)	3
<b>Satisfaction measures</b>	1 (5%)	0 (0%)	0 (0%)	20 (95%)	21
	148 (53%)	42 (15%)	33 (12%)	56 (20%)	279

## 7 Table 4 quartile position compared to 2011/12 by business stream

7.1

	Upper Quartile	Middle Upper Quartile	Median	Middle Lower Quartile	Lower Quartile	No Quartile rank	Total
<b>Business Wide measures (2011/12)</b>	2 (8%)	1 (4%)	0 (0%)	5 (21%)	11 (46%)	5 (21%)	24
<b>Business Wide measures (2012/13)</b>	4 (17%)	4 (17%)	0 (0%)	4 (17%)	12 (50%)	0 (0%)	24
<b>Corporate Overheads measures (2011/12)</b>	10 (29%)	13 (38%)	0 (0%)	8 (24%)	3 (9%)	0 (0%)	34
<b>Corporate Overheads measures (2012/13)</b>	8 (24%)	12 (35%)	0 (0%)	14 (41%)	0 (0%)	0 (0%)	34
<b>Housing Management measures (2011/12)</b>	19 (21%)	14 (15%)	0 (0%)	18 (20%)	30 (33%)	10 (11%)	91
<b>Housing Management measures (2012/13)</b>	22 (24%)	23 (25%)	2 (2%)	22 (24%)	21 (23%)	1 (1%)	91
<b>Major Works &amp; Cyclical Maintenance measures (2011/12)</b>	7 (21%)	3 (9%)	0 (0%)	10 (30%)	8 (24%)	5 (15%)	33
<b>Major Works &amp; Cyclical Maintenance measures (2012/13)</b>	12 (36%)	8 (24%)	0 (0%)	2 (6%)	7 (21%)	4 (12%)	33
<b>Responsive Repairs &amp; Voids Work measures (2011/12)</b>	8 (13%)	4 (6%)	2 (3%)	11 (18%)	23 (37%)	14 (23%)	62
<b>Responsive Repairs &amp; Voids Work measures (2012/13)</b>	10 (16%)	6 (10%)	5 (8%)	16 (26%)	21 (34%)	4 (6%)	62
<b>Development measures (2011/12)</b>	4 (67%)	1 (17%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	6
<b>Development measures (2012/13)</b>	5 (83%)	0 (0%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	6
<b>Estate Services measures (2011/12)</b>	2 (40%)	1 (20%)	0 (0%)	0 (0%)	0 (0%)	2 (40%)	5
<b>Estate Services measures (2012/13)</b>	1 (20%)	2 (40%)	0 (0%)	0 (0%)	1 (20%)	1 (20%)	5
<b>Other measures (2011/12)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	3 (100%)	0 (0%)	3
<b>Other measures (2012/13)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	3 (100%)	0 (0%)	3
<b>Satisfaction measures* (2011/12)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	20 (95%)	21
<b>Satisfaction measures* (2012/13)</b>	0 (0%)	0 (0%)	1 (5%)	0 (0%)	2 (10%)	18 (86%)	21
<b>Total 2011/12</b>	52 (19%)	37 (13%)	2 (1%)	52 (19%)	80 (29%)	56 (20%)	279
<b>Total 2012/13</b>	62 (22%)	55 (20%)	8 (3%)	58 (21%)	68 (24%)	28 (10%)	279

7.2 Almost all areas saw an improvement in the number of measures in the upper quartile. Major works and cyclical maintenance has 10 more measures in the top two quartiles compared to 2011/12; this is mainly due to improvements in cost per property measures (direct, overhead and total).

7.3 Corporate overheads has seen a 26% deterioration in direction of travel (table 3) compared to last year, and also saw less measures in upper quartiles and more in the lower quartiles (table 4), however this is mainly

due to the premises costs measures which are being addressed via the move to Camden, it should be noted that overhead costs overall have reduced from 13.5% to 12.0% of turnover, moving Genesis from 11<sup>th</sup> position in 2011/12 to 8<sup>th</sup> in 2012/13.

7.4 \*Genesis does not contribute to the Housemark Star surveys, hence the low numbers in satisfaction measures. However there are satisfaction measures contained within the business areas; in total there are 38 of which Genesis input data for 12. Satisfaction with the quality of new homes rose from 81.4% (lower quartile) to 93.3% (upper quartile), but 8 of the 12 measures are in the lower quartile range.

## **8 Appendices**

8.1 Appendix 1 contains the summary of Genesis results and Appendix 2 contains the detailed results

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