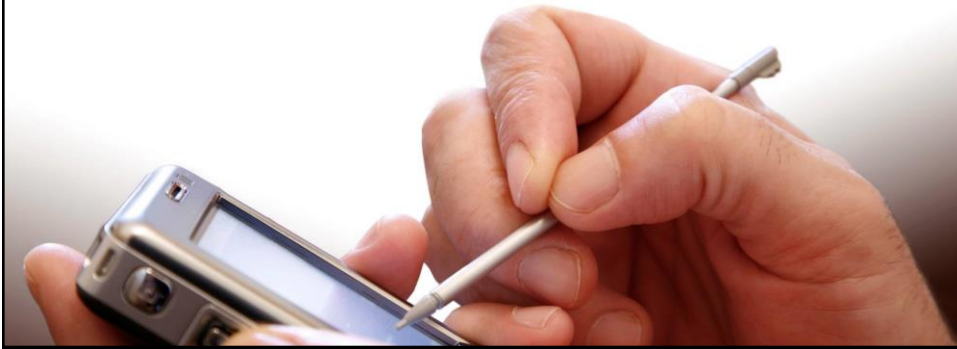


# cipfa housing diagnostics & benchmarking service 2015/16



## Presented by Dr Louise Dunne CIPFA Housing Lead



We do benchmarking to learn

To learn from the best, to change our behaviours, our systems & processes

To reduce the amount of time we spend re-inventing and reproducing mistakes

In a time of austerity this is particularly important

*"The wheel may be turning but the hamster is dead"*



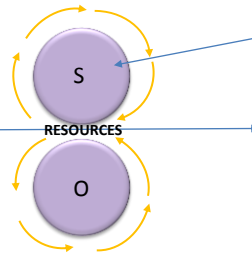
One dimensional benchmarking was useful throughout the bleak days of external inspection where stars and traffic lights would suffice.



But we are now in a quasi or sub CCT era (the last time new approaches to benchmarking was tackled) where government create a 'commercial' environment for the public sector to operate within, without actually setting the parameters or rules of that new environment – as they did with CCT

A new approach to benchmarking needed to capture the importance of the strategic functions of organisations, not just the operational ones. It needs to capture the interrelationships between strategy and operations and this requires analytics, NOT merely 'descriptives'

Performance information presented to Cabinet/Boards must allow them to: focus on the things that matter, - too often across the sector this is simply not happening.



- RISK MANAGEMENT
- GOVERNANCE
- PLANNING
- RESOURCING

The problem with inventing something new ? As the old Project management adage says: "Cheap. Good. Fast. You can have any 2"

### What Do The Results Indicate?

- Business Planning into the future – the post Self-financing era for HRA Authorities versus the uncertainties for many Housing Associations; and ALMO's
- The lack of useful information versus a lot of information (too much?) especially statistics that may look positive in isolation
- HRA's managing to deliver and evidence 'value for money' especially in relation to management costs and overheads
- If you were imaginative pre SF, you are imaginative now and vice versa – housebuilding continues to be at a standstill
- Great care needed in analysis of what statistics actually mean – for example the relationship between planned maintenance and depreciation
- Rent arrears and insufficient provisions – historically based pre Universal Credit
- Typical regional variations of too much stock / not enough /wrong types of stock

### CONCLUSIONS –

The primacy of strong operational performance, - reflecting the way we see 'performance'



Looking across the 80+ organisations, to see the emerging picture, one either concludes we are a nation of shop keepers,



Or a tribe of contortionists!

### Moving forward

CIPFA will look in detail at the results of the strategic benchmarking exercises and make recommendations to those organisations participating about what the critical strategic decisions could be and encourage a focus upon these.

The next steps after this is to look at the impact of government policies upon the markets of supply and demand and benchmark organisation's performance against this, within the context of changing socio-economic trends across regions.

CIPFA is well placed to undertake this type of work – undertaking statistical analysis & benchmarking since 1875

Ensure your organisation can access the range and quality of performance information to support you moving forward – join CIPFA's diagnostic and benchmarking service for just £4,500 per annum.

- ▶ Top level assessment with strategic, operational, forward and backward looking metrics that will enable CIPFA experts to supply a diagnostic health check and to identify your own tailored peer group for benchmarking.
- ▶ Annual Benchmarked Report and, an annual Trend Analysis Report detailing significant risks to the business plan & identifying significant opportunities for your services.
- ▶ A dedicated team of housing benchmarking professionals to give technical support to your organisation
- ▶ A suite of on-line tools to support further interrogation of your data, and performance, as and when you choose.
- ▶ Dedicated website access containing a wealth of information including briefings, blogs, articles and updates, as well as current and past event materials to allow you to engage with colleagues and members in your area and share best practice.
- ▶ Virtual and on-site meetings with housing experts to discuss performance at the organisational level & identify innovative solutions to persistent issues.
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- ▶ Webinars, subscriber forum news updates covering performance, technical, policy and strategic issues.
- ▶ Free access to CIPFA's TISonline (Housing streams) providing online support to finance managers in the public services.
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- ▶ 2 x delegate places at the national housing benchmarking conference & 2 x delegate places at regional events



If you want to join the growing number of Social Landlords who have joined this new service, simply call our housing expert, **Louise Dunne** on **07767 865 614**, or email for more details: [louise.dunne@cipfa.org](mailto:louise.dunne@cipfa.org).

Alternatively contact our networks subscription team at [cipfanetworks@cipfa.org](mailto:cipfanetworks@cipfa.org) or call on **020 7543 5805** to speak with us direct.

