

## Key Performance Indicators 2016/19

Indicators with focus on improvement	2012/ 13	2013/ 14	2014/ 15	2015/ 16	Target 16/17	Target 17/18	Target 18/19
<b>Excellent Services</b>							
Tenant satisfaction with the overall service	69%	-	71%	-	75%	-	85%
Leaseholder satisfaction with the overall service	-	-	35%	-	50%	-	60%
Tenant satisfaction with the last repair	94%	93%	87%	93%	95%	96%	97%
% homes with a current annual gas safety check	100%	100%	100%	100%	100%	100%	100%
Number of properties for which a fire risk assessment is overdue	0	0	0	5	0	0	0
Satisfaction with Internal Caretaking and Cleaning	59%	68%	64%	70%	75%	80%	80%
Satisfaction with grounds maintenance	69%	69%	67%	65%	70%	80%	80%
Average monthly number of new complaints	47	40	62	49	35	35	35

<b>Thriving neighbourhoods</b>							
Tenant satisfaction with the quality of their home	63%	-	70%	-	80%	-	85%
Number of new properties built	0	0	6	9			500
Tenant satisfaction that we take their views into account	57%	-	59%	-	63%	-	65%
Percentage of tenanted homes that meet the Decent Homes Standard	56.1%	55.7%	80%	90%	95%	100%	100%

<b>Sustainable future</b>							
Average days to relet all properties (includes all major works time)	62	71	43	46	38	35	30
Average days to re-let minor works voids	57	52	29	34	18	18	18
Current tenant rent arrears as a percentage of the annual debit	4.18%	4.70%	3.8%	3.4%	4.0%	4.0%	4.0%
Percentage of rent lost through vacant properties	0.81%	0.78%	0.61%	0.61%	0.65%	0.65%	0.65%
Percentage of rent collected excluding current arrears	99.1%	98.7%	99.9%	99.6%	99.5%	99.5%	99.5%
Percentage of leaseholder service charge collected against total available excluding arrears	103.7%	101.5%	100.4%	100.6%	102%	101%	101%
Right to Buy sales completed (annual equivalent)*	17	91	105	102	-	-	-
Energy efficiency SAP rating			67%	67%			72%

<b>Employer of choice</b>							
Percentage of staff who agree that Lewisham Homes is a good place to work.	70%		69%*	91%		93%	
Number of working days lost due to sickness (YTD) annual equivalent	8.1	6.3	6.7	7.6	6	6	6
Voluntary staff turnover as a percentage of total workforce.		8.3%	7.2%	6.4%	6.0%	5.5%	5.0%

\*69% good; 23% no opinion; 8% don't agree

## Strategic Performance Indicators and Action Plans 2016/19

2016/17	2017/18	2018/19
<b>Excellent Services</b>		
<p>Develop more services online</p> <p>Review resident engagement options, particularly for leaseholders</p> <p>Seek residents views through the STAR survey</p> <p>Introduce an enhanced service in sheltered housing schemes</p> <p>Support Resident Scrutiny Committee to complete review of safety and security</p>		
<p>Digital transformation programme - (focus housing, customer services, repairs 2016/18)</p> <p>Investment in improving green spaces</p>		

2016/17	2017/18	2018/19
<b>Thriving neighbourhoods</b>		
<p>Deliver a range of initiatives to help residents get online</p> <p>Deliver a £100,000 investment programme in community partnerships and projects</p> <p>Acquire 30 properties and identify opportunities for more</p>	<p>Complete Decent Homes Programme</p> <p>Invest £4m improvements to sheltered housing schemes</p>	<p>Provide management and support for estate based community facilities</p>
<p>Improve the energy efficiency of homes we manage</p> <p>Build 500 new homes</p>		

2016/17	2017/18	2018/19
<b>Sustainable Future</b>		
Invest in new technology - Telephony System  Take on new estate services including sweeping and bulk waste services  Take on new services including PSLs and hostels  Deliver a procurement and contract management training programme  Set out a programme for repairs service business development and value for money	Take on new housing services - pest control  Three year review of our Business Plan  Review viability of the repairs service providing gas servicing	Invest in new technology - Implement CRM system
Implement improved information management systems and training		
Grow the repairs service		

2016/17	2017/18	2018/19
<b>Employer of Choice</b>		
Develop an employer brand and reward offer  Provide 10 apprenticeship and graduate places	Implement the London Living Wage across all services	Become a Times Top 100 company
Provide targeted career development support to employees		
Deliver a change in leadership style and mindset across the organisation		

## Financial Forecasts 2016/21

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Business Plan</b>					
Management Fee	20,824	20,878	20,860	20,740	20,960
Efficiency savings	-1,041	-451	-397	-500	-295
Investment target	1,150	1,150	1,250	1,250	1,250

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Management allowance per HRA dwelling (£000)</b>	<b>1,641</b>	<b>1,669</b>	<b>1,687</b>	<b>1,698</b>	<b>1,732</b>
<b>Stock numbers (under management)</b>					
Opening stock	12,808	12,571	12,446	12,279	12,154
Stock loss	-112	0	-42	0	0
Right to buy	-125	-125	-125	-125	-100
Closing stock	12,571	12,446	12,279	12,154	12,054
Average stock	12,690	12,509	12,363	12,217	12,104

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Lewisham Homes Repairs</b>					
Income	14,233	14,470	15,117	20,614	20,614
Total direct costs	-9,734	-9,947	-10,488	-14,908	-14,908
Fixed costs	-3,940	-3,980	-4,060	-4,626	-4,626
<b>Projected surplus/-deficit</b>	<b>559</b>	<b>543</b>	<b>569</b>	<b>1080</b>	<b>1080</b>
<b>Investment target</b>	<b>600</b>	<b>600</b>	<b>800</b>	<b>1000</b>	<b>1000</b>
Efficiency Target	-41	-57	-231	0	0

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Investment Plans</b>					
Core system upgrades	130	100	100	100	100
New business	20	100	400	100	100
Service modernisation	550	500	400	800	800
<b>Total service improvement projects</b>	<b>700</b>	<b>700</b>	<b>900</b>	<b>1,000</b>	<b>1,000</b>
Asset investment	800	850	900	1,000	1,000
Community investment	250	250	250	250	250
<b>Total investment</b>	<b>1,750</b>	<b>1,800</b>	<b>2,050</b>	<b>2,250</b>	<b>2,250</b>

\*Investment allocations to be agreed annually by Lewisham Council