

<b>Housing Select Committee</b>		
Title	Lewisham Homes Corporate Plan 2019 to 2022 and Annual Business Plan for 2019/2020	
Wards	All wards	
Contributor	Margaret Dodwell, CEO Lewisham Homes	Item 5
Class	Part 1	1 <sup>st</sup> May 2019

## **1 Purpose**

- 1.1 The purpose of this report is to provide Committee with an opportunity to discuss the Lewisham Homes Corporate Plan 2019-2022 and the Annual Business Plan 2019-2020.

## **2 Recommendations**

- 2.1 It is recommended that Housing Select Committee note the contents of this report.

## **3 Background**

- 3.1 Lewisham Homes (LH) is a company wholly owned by the Council to manage the housing stock and latterly its role has expanded to being the Council's delivery agent for the new build programme.
- 3.2 It was set up 12 years ago to:
- deliver great housing services for thriving neighbourhoods;
  - provide great housing services to residents;
  - secure decent homes funding; and
  - improve the housing stock.
- 3.3 The Council sets strategy and key housing policy and manages homelessness prevention and the overall Housing Revenue Account (HRA). It clients the PFI and meets every six weeks to client LH.
- 3.4 Lewisham Homes:
- Manages day to day housing services
  - Ensures effective engagement with residents
  - Carries out day to day repairs and planned maintenance programmes to the housing stock
  - Manages the capital investment programme on the Council's behalf
  - Manages the new build programme on the Council's behalf.
- 3.5 Lewisham Homes has a strong resident voice on the board which comprises:
- Councillors who represent the community
  - Independents who provide expertise in areas such as finance and asset management
  - Residents who ensure the resident voice is central to everything Lewisham Homes do.

3.6 Lewisham Homes' overall direction is set out in its Corporate Plan and Annual Business Plan. The Management Agreement between the Council and LH requires the Council to approve the Lewisham Homes Business and Delivery Plan (the Plan or Business Plan).

#### 4 Appendices

- Appendix 1 – Building Our Future - The Corporate Plan 2019-2022;
- Appendix 2 – Annual Business Plan 2019-2020

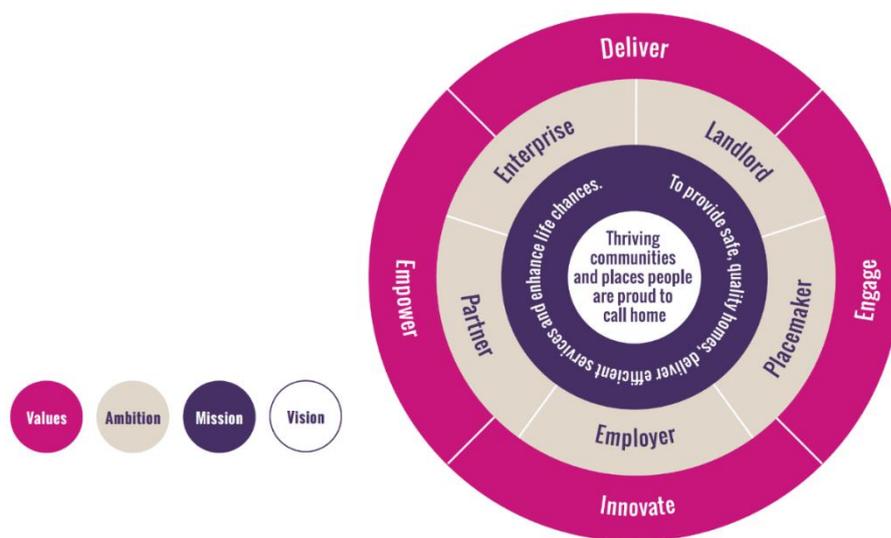
#### 5 The Corporate Plan 2019-2022

5.1 In June 2018 Lewisham Homes Board commissioned a review of its vision and mission. This has culminated in the creation and approval of a new vision and mission and a new Corporate Plan, these were approved by Board on 27 March 2019.

5.2 Staff throughout Lewisham Homes have been involved in the formulation of the plan. Significant consultation was undertaken in the second half of 2018 with the following groups:

- Two open sessions for residents
- The Mayor
- The Cabinet Member for Housing
- Housing Select Committee
- Senior staff at Lewisham Council
- MPs Vicky Foxcroft and Janet Daby
- Trade Unions

5.3 The new vision and mission are shown pictorially below, along with Lewisham Homes' new corporate ambitions and organisational values.



- Landlord** Consistently delivering an excellent and reliable resident experience
- Placemaker** Building and investing in safe, attractive and sustainable homes and neighbourhoods
- Employer** Enabling our staff to be the best they can be
- Partner** Working in partnership to improve quality of life and life chances
- Enterprise** Being an efficient, high performing business, maximising opportunities to deliver more

## 6. The Business Plan 2019-2020

- 6.1 The Corporate Plan 2019/22: 'Building Our Future' sets the strategic direction for Lewisham Homes. The Annual Business Plan sets out how we plan to deliver the first year of our Corporate Plan. The annual plan is represented by the teal layer in the pyramid diagram below (the third layer from the top). It will be supported by annual directorate plans and each employee will have objectives designed to collectively deliver the annual targets.



- 6.2 The Corporate Plan is the primary public facing document; the Annual Business Plan will also be published on the LH website. The Annual Business Plan is intended to be read alongside the Corporate Plan and does not seek to replicate or precis the Corporate Plan.
- 6.3 The management agreement with the London Borough of Lewisham (LBL) prescribes elements of its content. In line with this, the plan comprises:
- Context
  - Objectives
  - KPIs for business performance and asset compliance
  - Financial projections
- 6.4 Part three of the plan includes KPIs for both LBL and LH owned stock and for temporary accommodation managed on behalf of LBL. The latter two were previously not regularly monitored by Board and the information provided is embryonic. For the temporary accommodation managed on behalf of LBL these targets are yet to be agreed with LBL.
- 6.5 KPIs are included for three years, but these will be reviewed further by the LH Board in mid-2019 once LH has benchmarked its performance with peers, through HouseMark. This will provide more information about relative quartile performance.

6.6 The Board will also review the suite of KPIs; these are currently a traditional and extensive range of indicators; they tend to be lagging in nature and the intention will be to include more leading indicators.

## **7 Crime & Disorder Implications**

7.1 There are no specific crime and disorder implications arising from this report. The Corporate Plan does include a review of the ASB Service including an exploration of diversionary activities to reduce ASB.

## **8 Legal Implications**

8.1 There are no specific legal implications arising from this report.

## **9 Financial implications**

9.1 There are no specific financial implications arising from this report. The Lewisham Homes Board have approved a Medium Term Financial Strategy to coincide with the Corporate Plan period.

## **10 Equalities Implications**

10.1 A key objective under the employer ambition in the Corporate Plan is to:

Embed the principles of inclusive leadership and embrace diversity and wellbeing

- Be an open, diverse and inclusive organisation at every level
- Ensure that our workforce represents the diverse communities we serve and that everyone is treated fairly while working for Lewisham Homes
- Develop and promote a wellbeing offer to staff

10.2 The Lewisham Homes Equality and Diversity Strategy is being reviewed during 2019/20.

10.3 Diversity is celebrated at all levels. A third of LH managers are from BAME background, and gender pay shows women earn on average 7.7% more than men.

10.4 Lewisham Homes continues to support the Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children.

## **11 Environmental Implications**

11.1 One of the objectives under the landlord ambition is to reduce energy and fuel use. It is integral to the Pacemaker ambition.

## **12 Background papers and report originator**

12.1 There are no background documents to this report.

For queries please contact Margaret Dodwell, CEO, Lewisham Homes: [margaret.dodwell@lewishamhomes.org.uk](mailto:margaret.dodwell@lewishamhomes.org.uk) or Rachel Dunn, Housing Partnerships and Service Improvement Manager, Lewisham Council: [rachel.dunn@lewisham.gov.uk](mailto:rachel.dunn@lewisham.gov.uk)