



Mayor and Cabinet

Lewisham Homes Annual Business Plan 2020/21

Date: September 16th 2020

Key decision: Yes

Class: Part 1

Ward(s) affected: Borough-wide

Contributors:

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Margaret Dodwell, Chief Executive Officer, Lewisham Homes

Outline and recommendations

This report introduces Lewisham Homes' Annual Business Plan for 2020/21 which has been structured around delivery of the Corporate Plan 2019/22.

Recommendation: Mayor and Cabinet approves the business plan

Timeline of engagement and decision-making

- Annual Business Plan approved by Lewisham Homes' Board, January 2020
- Annual Business Plan reviewed by Housing Select Committee, March 2020

1. Summary

- 1.1. The report gives background to the development of Lewisham Homes' Annual Business Plan for 2020/21, and the key information and implications.
- 1.2. The business plan sets out an ambitious programme of objectives that Lewisham Homes will commit to deliver in 2020/21, and is aligned to the Corporate Strategy of Lewisham Council. The full business plan is attached as an appendix to this report.
- 1.3. Following consideration by HSC in March 2020, this report was delayed due to the impacts of Covid-19 on the meeting schedule.

2. Recommendations

- 2.1. It is recommend that Mayor and Cabinet approve the business plan for 2020/21

3. Policy Context

- 3.1. The Business Plan 2020/21 supports the delivery of the Lewisham Homes Corporate Plan, 2019-2023 which was developed in collaboration with Lewisham Council.
- 3.2. The Business Plan also supports the aims and objectives of Lewisham Council and aligns with key priorities in Lewisham's Corporate Strategy, notably on:
 - Tackling the housing crisis;
 - Building an inclusive local economy;
 - Making Lewisham greener;
 - Building safer communities.
- 3.3. The plan continues Lewisham Homes' commitment to the council corporate strategy objective of building new homes for social rent.

4. Background

- 4.1. This report has been brought to Housing Select Committee, and is being brought to Mayor and Cabinet, in line with the business planning requirements in the management agreement between Lewisham Council and Lewisham Homes.
- 4.2. Lewisham Homes consulted widely on setting the Corporate Plan 2019-23. This

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commenced with significant contributions from our staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of our residents. Lewisham Homes sought the views of the Mayor of Lewisham, local MPs and the Housing Select Committee and Cabinet Member for Housing.

- 4.3. Consultation on the content of this year's business plan has been with staff and Council Officers. Lewisham Homes' board were consulted on the emergent themes at their Away Day in September 2019. Business plan actions will form part of team plans and be included in individual objectives, so all staff are aware of the plans and their role in delivery.
- 4.4. One small amendment was made to the report following Housing Select Committee in March 2020. In task 6 under the 'Landlord' ambition, the original wording used the phrase "customer profiling", which was felt to have potential negative connotations. On the advice of Housing Select Committee, this has been changed to "expand the use of customer data to facilitate preventative measures and target support".
- 4.5. Part 3, our KPIs, has been updated since Housing Select Committee in March to include the full outturn figures for 2019/20.

5. Lewisham Homes Annual Business Plan 2020/21

- 5.1. The proposed business plan is appended and consists of the following sections:
 - Context and background
 - Objectives for 2020/21
 - KPIs and targets for 2020/21
 - Finances
- 5.2. The objectives were developed in line with our three year Corporate Plan objectives, and are grouped by our five 'ambitions': Landlord, Placemaker, Employer, Partner, and Enterprise.
- 5.3. Each task supports the delivery of one of the strands of our Corporate Plan, and each task has been allocated a directorate lead with a target date for delivery.
- 5.4. There are 23 KPIs included in the 2020/21 Business Plan, reduced from 68 in the current year. All currently reported indicators will continue to be measured, but where they are at a more granular, or service-specific level they will now be captured in the Directorate Plans rather than the Business Plan.
- 5.5. The KPI table in section 3 of the plan includes the targets that have been set for the next three years. Where the KPI measure is benchmarked by Housemark, we have also indicated, where available, what the upper quartile performance of our peer group is.

6. Covid-19 Impact

- 6.1. As noted above, consultation on this year's business plan began as early as September 2019 with Board engagement on key themes, and was finalised in January 2020. We set out with an ambitious plan that aimed to deliver for residents, and support Lewisham's corporate strategy.
- 6.2. The year to-date has been significantly overshadowed by the pandemic. In the early months of lockdown, a great deal of effort was focussed on supporting our most vulnerable residents, and on ensuring key services could still be delivered.
- 6.3. In light of lockdown and the financial pressure residents have faced we have seen a significant impact on some of our key performance indicators, such as void turnaround

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times and rent collection. We will therefore be working with our Board to re-cast some of these targets in the coming months and will come back to Mayor & Cabinet with any revisions.

- 6.4. We will also be looking at the action plans in the same way to ensure we are concentrating on the areas important to residents.
- 6.5. In light of the above, Lewisham Homes Board will be formally reviewing the Business Plan at its meeting in September 2020. Any changes will be advised to Housing Select Committee and Mayor and Cabinet as appropriate.
- 6.6. As at August 2020, there are some objectives that have already been impacted by Covid and will be delivered later than originally targeted. However, there are currently no business plan objectives that are forecast not to be completed in this financial year.

7. Financial implications

- 7.1. There are no direct financial implications arising from this report.

8. Legal implications

- 8.1. There are no specific legal implications arising from this report, save for noting the general obligations that the Council must adhere to pursuant to the Equality Act 2010; namely,

The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 8.2. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 8.3. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 12.2 above.
- 8.4. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 8.5. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also

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covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

8.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

8.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

9. Equalities implications

9.1. The business plan covers the implementation of Lewisham Homes' 'Equality, Diversity and Inclusion' strategy.

10. Climate change and environmental implications

10.1. Several tasks within the business plan actively support Lewisham Council's aim of becoming carbon neutral by 2030.

11. Crime and disorder implications

11.1. None specific to this report.

12. Health and wellbeing implications

12.1. Several tasks within the business plan actively and positively address the health, safety and wellbeing of Lewisham Homes' staff.

13. Background papers

13.1. None.

14. Glossary

14.1. The following terms are referenced in this report, or in the attached appendix.

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Term	Definition
Corporate Plan	The current three-year plan of objectives for Lewisham Homes, begun in April 2019.
Annual Business Plan	The agreed set of objectives that Lewisham Homes plans to deliver in a given year. The Annual Business Plan attached to this report is for the financial year beginning April 2020, and ending March 2021.
KPI	'Key Performance Indicator'. A measurement taken of a specific element of business performance. A KPI usually has a target that performance can be tracked against.
ELT	'Executive Leadership Team'. The Chief Executive and Directors of Lewisham Homes.
LBL	'London Borough of Lewisham'
ASB	'Anti-Social Behaviour'
ICT	'Information and Communications Technology'. In the context of this report, ICT refers to the Lewisham Homes team concerned with IT support and infrastructure.
Hackitt Report	The government's independent review of building regulations and fire safety, commissioned following the Grenfell Tower fire.
FOI	'Freedom of Information'. In the context of this report, this refers to the Freedom of Information Act that requires us to supply certain information when requested.

15. Report author and contact

- 15.1. If you have any queries in relation to this report please contact Rachel Dunn, Housing Partnership and Service Improvement Manager, Rachel.Dunn@Lewisham.gov.uk.

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