

# Annual Business Plan 2020-21

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## OUR VISION IS:

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TO CREATE THRIVING COMMUNITIES AND PLACES  
PEOPLE ARE PROUD TO CALL HOME

## OUR VALUES ARE:

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ENGAGE • EMPOWER • INNOVATE • DELIVER

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## PART ONE: THE CONTEXT

It is an exciting time as we launch our Annual Business Plan for 2020/21. There is a huge amount we aim to achieve, both for our residents and our staff as we continue to deliver our three year Corporate Plan, “Building our Future”. We remain fully committed to working in partnership with Lewisham Council to deliver high quality housing services and to building new homes for social rent in the borough in furtherance of the number one political priority of the Mayor.

Keeping our buildings safe for all remains our top priority, but this year we also want to focus on the quality and consistency of the customer experience. We recognise we need to make it easier for customers to deal with us and we’ll be working on that throughout the year. We’re aiming for an increasingly effortless experience and in this year’s plan we will be introducing new service standards to help us achieve this.

We also want to improve our offer for staff, from modernising our office and workspaces, to a renewed approach to reward and recognition, and empowering staff to deliver for our residents.

We will be kicking off a significant project, with Board and Lewisham Council, to define our future IT needs; these will inevitably need to reflect new access channels for customers, our need as employees to work in more agile ways and the enhanced record keeping requirements required following the Grenfell enquiry and Hackitt report.

In 2019 the Oxford English Dictionary chose ‘Climate Emergency’ as its word of the year. Lewisham Council declared a climate emergency in 2019 and this year we want to ensure that climate and sustainability are an integral part of what we do. We will be working closely with our partners to ensure we are playing a key part in Lewisham becoming carbon neutral by 2030. Informed by our new stock condition survey, we will be looking afresh at how we invest in and maintain our homes as well as the way we all work on a day-to-day basis to do this more sustainably.

The second year of the plan aims to build on the work undertaken in 2019/20, deliver key objectives, and lay the groundwork for further tasks that will be delivered in year three. As with last year, our Business Plan is focussed on delivering our vision and mission and is organised around our five key ambitions.

Our “Pyramid of Purpose” indicates the structure that Lewisham Homes has in place to support and ensure delivery of our Vision and Mission. The Annual Business Plan is illustrated by the third layer, and includes the key tasks and KPIs. It is supported by directorate and team plans, and all staff will have objectives and performance targets focussed on delivering these plans. Our performance against this plan will be regularly monitored by the Board and reported to the Council.



Our suite of corporate Strategies play a key role in supporting and directing the delivery of our plan. We have already put in place our strategies for Customer Experience; People; Community Engagement; Value for Money; Asset Management; and our Medium-Term Financial Strategy. By the end of 2019/20 we will have also put in place our Health, Safety and Wellbeing Strategy, and our Equality, Diversity and Inclusion Strategy. In 2020/21 we will deliver our strategies for: ICT; Sustainability; and Social Value.

## PART TWO: OUR OBJECTIVES

LANDLORD					
Task		Directorate	Target	Progress	
Deliver consistent and reliable landlord services					RAG
1	Implement an agreed suite of Service Standards in line with our Customer Experience Strategy	Resident Services	September 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	
2	Following revision to ASB service in Year 1, track ASB satisfaction and undertake post-implementation review	Resident Services	October 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	
3	Continue the implementation and delivery of Repairs Modernisation Programme	Property Services	March 2021	<div><div></div><div></div><div></div><div></div><div></div></div>	
4	Launch the Service Charge Modernisation project to carry out a service by service review of costs, and to create a Rents and Service Charge Team within Finance to modernise service charge administration	Resident Services	June 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	
Greater access and choice through our quality online service offer					RAG
5	Scope and develop our digital offer by researching new technological solutions for the management of our assets in line with our ICT Roadmap and Strategy	Property Services	October 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	
Help sustain tenancies, working to meet individual needs					RAG
6	Complete first year of three-year plan to expand the use of customer data to facilitate preventative measures and target support	Resident Services	March 2021	<div><div></div><div></div><div></div><div></div><div></div></div>	
Maintain high quality and safe homes to meet or exceed building safety requirement					RAG
7	Achieve certification to the Fire Quality Standard, BS9997	Property Services	September 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	
8	Implement regulatory and legislative requirements established through the findings of Grenfell Enquiry Part One Report, and Hackitt Report	Property Services	All year	<div><div></div><div></div><div></div><div></div><div></div></div>	
Know our residents; engage and collaborate, ensuring their voices are heard					RAG
9	Embed a tenant and leaseholder involvement culture, including resident panels for procurement and complaints, and a resident stakeholder group	Resident Services	October 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	

## PART TWO: OUR OBJECTIVES

PLACEMAKER					
Task			Directorate	Target	Progress
Ensure our neighbourhoods are safe and attractive					RAG
1	Develop a Five Year Plan for maintenance across Lewisham Homes stock investment, including leasehold	Property Services	December 2020	□□□□□	
Safe neighbourhoods and communities that promote cohesion					RAG
2	Re-procure our parking contract to improve provision of digital parking, making payment easier and more streamlined	Resident Services	September 2020	□□□□□	
3	Conduct review of operating model for delivery of Housing Management	Resident Services	October 2020	□□□□□	
Deliver quality homes to contribute significantly to the Mayor's new homes target					RAG
4	Complete the preparation and submission of planning applications for all viable schemes within Package A	Development	December 2020	□□□□□	
Innovation and sustainability achieving added social value					RAG
5	Develop and publish a Sustainability Strategy tied to LBL's 2030 Zero Carbon target simultaneous with publishing of Asset Management Strategy	Property Services	October 2020	□□□□□	
Improve our asset management knowledge to ensure informed investment decisions based on sound data					RAG
6	Develop a methodology for undertaking annual 20% stock condition surveys to keep asset knowledge up-to-date	Property Services	October 2020	□□□□□	
Increase the use of smart technology to know how our homes are performing and when works are needed					RAG
7	Identify smart technology for existing properties and run pilots aligned with Asset Management strategy	Property Services	March 2021	□□□□□	
8	Prepare and complete design guide and specification for new build sites, incorporating design guidance for specialist housing and smart technology	Development	September 2020	□□□□□	

## PART TWO: OUR OBJECTIVES

EMPLOYER					
Task		Directorate	Target	Progress	
Value and encourage our people to be the best they can					RAG
1	Continue our new approach to staff engagement, based on staff feedback, pulse survey results and best practice	Chief Executive	All year	□□□□□	
Have an exciting culture and flexible employment offer that attracts, develops and retains talented people					RAG
2	Support the modernisation and refurbishment of the Town Hall office by LBL	Property Services	March 2021	□□□□□	
3	Implement an 'Agile Working' policy, in line with the ICT Roadmap	Finance and Technology	March 2021	□□□□□	
4	Implement the outcomes of the renewed reward and recognition approach	Chief Executive	September 2020	□□□□□	
Invest in skills, expertise and the right tools to ensure we deliver high quality services					RAG
5	Commence new approach to customer service training, ensuring it is both customer-centred, and solution-focussed	Resident Services	June 2020	□□□□□	
6	Implement a new approach to organisational development and training	Chief Executive	September 2020	□□□□□	
7	Implement skills matrix and programme of training to upskill field-based staff	Property Services	September 2020	□□□□□	
8	Review and develop our apprenticeship and graduate programme, and work with local schools	Chief Executive	January 2021	□□□□□	
Embed the principles of inclusive leadership and embrace diversity and wellbeing					RAG
9	Implement Equality, Diversity, and Inclusion Strategy for both staff and residents	Resident Services	January 2021	□□□□□	
10	Implement the wellbeing plan to promote work-life balance and improve levels of attendance	Chief Executive	March 2021	□□□□□	
11	Introduce Mental Health First Aid for Lewisham Homes	Chief Executive	October 2020	□□□□□	
12	Audit the Occupational Health and Safety Management Systems against 45001 standard, and prepare for external validation	Chief Executive	October 2020	□□□□□	
Become a high-performing organisation that learns and embraces creativity and change, setting clear expectations, pace and standards					RAG
13	Procure and develop a new intranet and launch first phase	Chief Executive	July 2020	□□□□□	
14	Implement the new internal communications framework and plan	Chief Executive	All year	□□□□□	

## PART TWO: OUR OBJECTIVES

PARTNER					
Task		Directorate	Target	Progress	
Continue to be a trusted and proactive partner in supporting the delivery of Lewisham Council's aspirations and plans					RAG
1	Continue to develop and deepen our relationship with LBL	Corporate	All year	□□□□□	
2	Meet client build and 'start on site' targets set by Mayor	Development	March 2021	□□□□□	
3	Set up strategic core groups for property services workstreams, including Responsive Repairs, Stock Investment, Heating, Health & Safety, and Sustainability	Property Services	November 2020	□□□□□	
Promote investment in communities and a positive image of social housing					RAG
4	Complete the transfer of five Community Centres and promote their usage to maximise benefit to the communities	Resident Services	June 2020	□□□□□	
Enhance social value through our partnerships and supply chain					RAG
5	Develop a Social Value strategy	Development	May 2020	□□□□□	
6	Develop a framework for Corporate Social Responsibility	Resident Services	March 2021	□□□□□	

## PART TWO: OUR OBJECTIVES

ENTERPRISE					
Task		Directorate	Target	Progress	
Meet our legal and regulatory responsibilities					RAG
1	Develop an assurance framework, focussing on “three lines of defence” on data quality	Finance and Technology	September 2020	□□□□□	
2	Deliver actions arising from Five Star Health and Safety audit	Chief Executive	June 2020	□□□□□	
3	Undertake a review of tenancies and leases in conjunction with LBL, ensuring that they meet legislative requirements and best practice.	Resident Services	August 2020	□□□□□	
Invest in modernisation and removing waste from processes					RAG
4	Develop ICT Roadmap with LBL for primary systems	Finance and Technology	September 2020	□□□□□	
5	Implement delivery of projects in line with ICT Strategy	Resident Services	March 2021	□□□□□	
6	Complete implementation of financial services transformation to deliver efficiencies	Finance and Technology	September 2020	□□□□□	
Focus on embedding a culture of affordability, efficiency, and value for money					RAG
7	Establish Housemark benchmarking as a ‘business as usual’ task, and use data to drive improvements in cost and service	Resident Services	September 2020	□□□□□	
Manage risk well - innovate, take measured risks and protect the future					RAG
8	Embed operational risk registers in line with the framework developed in Year 1	Finance and Technology	June 2020	□□□□□	
9	Embed the Programme Management Office, and programme governance principles	Resident Services	June 2020	□□□□□	
Put in place a range of new long-term contracts to deliver enhanced value					RAG
10	Mobilise the long-term major works and maintenance contracts	Property Services	October 2020	□□□□□	
Improve access to quality management information to make timely decisions					RAG
11	Review our current ICT processes and systems and identify methods for improving organisational reporting and performance monitoring	Finance and Technology	September 2020	□□□□□	
12	Develop a Service Improvement Framework	Resident Services	April 2020	□□□□□	



## PART THREE: OUR KPIs

No.	Indicator	Directorate Responsible	Actual 2019/20	Peer Group Benchmark Upper Quartile 2018/19	Target 2020/21	Target 2021/22	Target 2022/23
<b>Satisfaction with overall service</b>							
1	Tenant satisfaction with the overall service	Resident Services	80%	80.4%	83%	84%	85%
2	Leasehold satisfaction with the overall service	Resident Services	59%	-	61%	62%	63%
3	Tenant 'Net promoter' score	Resident Services	-2	9.6	-1	0	+1
4	Leasehold 'Net promoter' score	Resident Services	-54	-	-53	-51	-49
<b>Repairs service</b>							
5	Tenant satisfaction with the last repair	Property Services	89%		91%	92%	93%
6	Repairs completed at first visit (First Time Fix)	Property Services	(new)	93.3%	TBC	TBC	TBC
7	Appointments made and kept	Property Services	(new)	98.1%	98.1%	98.1%	98.1%
<b>Voids performance (General Needs)</b>							
8	Average days to turnaround all voids	Resident Services & Property Services	32	33.9	30	27	25
9	Average days to turnaround major voids	Resident Services & Property Services	(new)	-	TBC	TBC	TBC
10	Average days to turnaround minor voids	Resident Services & Property Services	21	-	18	17	16
11	Void rent loss (as a % of annual rent roll)	Resident Services & Property Services	0.40%	0.75%	0.40%	0.38%	0.37%
<b>Collection Rate</b>							
12	LBL General Needs Rent collected	Resident Services	99.15%	101%	99%	99%	99%
13	Leasehold & TMO service charge collected	Resident Services	104.9%	-	102%	102%	102%
14	LH acquisitions rent collected	Resident Services	94.79%	-	95%	96%	97%
<b>Customer relations</b>							
15	Complaints responded to on time	Resident Services	91%	88.4%	95%	98%	99%
16	Percentage of FOI responded to on time	Resident Services	91%	-	100%	100%	100%
<b>Compliance</b>							
17	Gas safety checks completed time	Property Services	100.0%	-	100%	100%	100%
18	Fire risk assessments completed on time	Property Services	97.2%	-	100%	100%	100%
<b>Staff sickness and turnover</b>							
19	Average days lost to sickness (office based)	Chief Executive Office	5.1	7.6	8.5	8.5	8.5
20	Average days lost to sickness (manual workers/site based)	Chief Executive Office	(new)	-	8.5	8.5	8.5
21	Staff turnover	Chief Executive Office	18.1%	10.6%	18%	13%	13%
<b>Development</b>							
22	Starts on site	Development	(new)	-	427	355	80
23	Handovers	Development	27	-	37	609	250

## NOTES ON KPIS:

The 'Peer Group Benchmark' is the reported upper quartile figure from our Housemark peer group, to give an indication of how similar organisations are performing against each KPI. Where this column is blank, a benchmark was not available from our peer group. The peer group consists of 21 London-based local authorities, ALMOs, and Housing Associations with between 5,000 and 25,000 properties.

Several of the KPIs are new measures for this year. These have been introduced following comments from both Board and Performance Committee on areas where greater visibility would be desirable, such as more detail on the Repairs Service, on Voids, and also on staff sickness where we will be reporting separately on office-based and field-based sickness.

Targets have been set for the next three years. Where some of the KPIs are new, there will be a further benchmarking exercise to establish firm definitions and industry best practice before these targets are populated. On staff sickness, we have set the target at 8.5 days. This is our Housemark peer group median. There is some concern there may currently be under-reporting of sickness, so we will be reviewing both office-based and field-based staff sickness after the first quarter of 2020/21 and reviewing the targets accordingly.

Repairs completed at first visit, and major voids are new measures. We will develop a methodology in the first quarter of 2020/21 to calculate appropriate targets for these indicators, and will start reporting this in the second quarter of 2020/21.

## PART FOUR: OUR FINANCES

	2019/20 £000	Original 2020/21 £000	Revised 2020/21 £000	2021/22 £000	2022/23 £000	2022/23 £000
<b>Business Plan</b>						
Management Fee and Other Income	(28,904)	(28,904)	(28,652)	(28,904)	(28,904)	(28,904)
Core Company Costs	28,638	28,638	28,176	28,638	28,638	28,638
Efficiency Savings	0	(481)	(271)	(859)	(859)	(859)
Surplus on Management Fee	(266)	(747)	(747)	(1,125)	(1,125)	(1,125)
Repairs Service	(585)	(684)	(684)	(694)	(716)	(722)
Acquisitions	81	0	81	0	0	0
Place Ladywell (ends March 2020)	(17)	0	(17)	0	0	0
School Leases (ends March 2022)	(31)	(31)	(31)	(31)	0	0
<b>Total Lewisham Homes Budget</b>	<b>(818)</b>	<b>(1,462)</b>	<b>(1,398)</b>	<b>(1,850)</b>	<b>(1,841)</b>	<b>(1,847)</b>
	2019/20 £000	Original 2020/21 £000	Revised 2020/21 £000	2021/22 £000	2022/23 £000	2022/23 £000
Allocated Reserves Brought Forward	(10,034)	(10,234)		(10,434)	(10,634)	(10,834)
Movement in reserves	(200)	(200)		(200)	(200)	(200)
Allocated Reserves Carried Forward	(10,234)	(10,434)		(10,634)	(10,834)	(11,034)
Usable Reserves Brought Forward	(1,483)	(1,801)	(1,801)	(2,699)	(4,549)	(6,390)
Contribution to reserves	(818)	(1,462)	(1,398)	(1,850)	(1,841)	(1,847)
Investment	500	2,000	500	0	0	0
<b>Usable Reserves Carried Forward</b>	<b>(1,801)</b>	<b>(1,263)</b>	<b>(2,699)</b>	<b>(4,549)</b>	<b>(6,390)</b>	<b>(8,237)</b>

# Annual Business Plan

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## 2020-21



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