



RAISING OUR GAME

ANNUAL BUSINESS PLAN 2021 - 2022


Lewisham
Homes

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Please note that some of the photographs in this document pre-date social-distancing requirements, but were chosen to be more reflective of Lewisham Homes' ethos and ways of working under normal circumstances.



THE CONTEXT

This is the third annual business plan focused on delivering the Lewisham Homes Corporate Plan 2019–23 – Building Our Future. In 2020 we demonstrated that Lewisham Homes is a business that is capable of stepping up and responding to changing circumstances, while continuing to deliver for our residents.

As a **LANDLORD**, we have faced the past year's challenges head-on, maintaining essential services even in full lockdown, while making major adjustments to our ways of working.

As a **PLACEMAKER**, we continued with major fire safety and renovation programmes at the same time as improving our current stock and developing new social homes in the borough.

As an **EMPLOYER**, we have supported and developed our staff through turbulent times, making sure we addressed their needs, from ongoing health and wellbeing support, flexibility around childcare, to appropriate PPE provision.

As a **PARTNER**, we work closely with the London Borough of Lewisham, our contractors and other partners to deliver our common goals in a collaborative spirit.

As an **ENTERPRISE**, we have maintained our commitment to improving our ways of working and laid the foundation for our transformation journey and delivering value for money.



A year of change

2021/22 will be a year of change as we work to deliver a new transformation agenda for Lewisham Homes. This is essential to ensure we are well equipped to respond to such external factors as the long-term impacts of the Covid-19 pandemic, uncertainty around our departure from the EU and the new legislative requirements around building safety.

We need to be equipped to deliver the Regulator of Social Housing's consumer standards and the requirements that will emerge from the new social housing White Paper. Positioned as a 'charter for social housing residents', the White Paper makes clear the government's intention to give more weight to tenants' voices, and back it up with a strong consumer regulator. Other themes include the importance of safe, good quality homes and neighbourhoods, and more transparency and accountability for landlords.

Our business strategy is only as good as our ability to adapt and respond to these factors, and a continually changing external environment. We strive to meet customer expectations, from the services we provide, to the way they are accessed and the pace at which we deliver. Moreover, we must be able to deliver a more personalised service based on needs, with demonstrable effectiveness, value for money and social impact.

Our transformation work through 2021/22 and beyond will enable us to raise our game and deliver for our residents, our colleagues and our communities. We must continue to modernise and streamline our ways of working to make it easier for all of us to deliver a consistent, quality and reliable service to our residents.

RAISING
OUR
GAME



Our response to the Covid-19 pandemic has proven that as an organisation we have great strength in our people working as a collective. We value everyone's skills, knowledge and ideas, and we will be focused on ensuring colleagues are involved and have a say in shaping our transformation.

We will work to design and begin to implement our resident focused Target Operating Model. Our efforts will be supported by the right investments, particularly in modernising ICT with enhanced strategic alignment with the council. Major ICT change is a priority and is expected to arrive in phases over two to three years, but alongside this we will be focused on making the smaller everyday changes to ensure we are continuously improving in our ways of working.

This is how we will make a positive impact on our residents and our communities, while making the working lives of our colleagues more fulfilling and rewarding.



Ultimately, this will help us to deliver our core purpose:



to create thriving communities
and places that people are proud to call home.

OUR PROMISE

At Lewisham Homes we strive to deliver a consistently high quality of service, making a positive impact on our residents, our communities and our colleagues.

We have a desire to change, to constantly improve and push ourselves to be better.
We do this every day by listening to our residents and challenging what we do.

When we face challenges, we step up and we adapt.

We do it because we are passionate about making our vision a reality -
to create thriving communities and places that people are proud to call home.

Equality, diversity and inclusion



2020 brought themes around equality into sharper focus. We are committed to celebrating and championing equality, diversity and inclusion. We will build on solid foundations laid in 2020 through the delivery of our new Equality, Diversity and Inclusion Strategy that was developed in partnership with colleagues across the business. We are proud that our staff represent the communities we serve. This is one of our strengths.

Our agenda includes making a stronger and more visible commitment to equality, diversity and inclusion, internally and externally. We will use insight to develop the organisation, design services and tailor interventions to be responsive to needs. We will work to provide high quality services that are accessible, deliver outcomes, and that are continuously improving. We will also encourage and facilitate the involvement of customers in shaping the design and delivery of those services, and we will work to recruit, develop and retain a diverse, talented and motivated workforce that reflects the communities we serve.



People

We recognise that our people are our biggest asset and they will help drive the required changes in culture, leadership, talent management, performance, reward and recognition that is needed to deliver our transformation journey.

Our current people strategy will be reviewed to take account of the pandemic which dominated 2020 and heightened inequalities, further highlighted by the global Black Lives Matter movement. It will be updated to reflect the pandemic's continued impact on the health and wellbeing of our staff, along with new challenges to ensure staff are engaged and agile. It will also support the culture change required to meet the ambitious transformation journey of Raising our Game.



New homes

As social homes remain in short supply across London, we are proud to be working with Lewisham Council to build genuinely affordable, high-quality council housing, while helping to create and support sustainable and diverse communities throughout Lewisham.

Our development programme has a number of projects under construction, and continues to identify where opportunities may exist to build on vacant land, garage sites, or on top of existing buildings (rooftop homes). We have robust processes in place to continue this work, making sure the voice of residents and local communities is integral to our decision making.



Resident engagement

We are committed to improving the scope of our engagement with residents, both tenants and leaseholders, and communities, across our various activities. Our Community Engagement Strategy 2019–23 sets how we plan to listen to a wider group of residents, representative of our overall resident demographic, and provide effective ways for residents to influence service quality and strategic direction.

Resident and community engagement is also a focus for our development team, and we have worked to develop digital engagement processes through the pandemic. Making sure residents are involved in shaping projects from the start enables us to make better decisions which reflect local needs and enhance neighbourhoods.

Communities

We are proud of our strong social purpose. We are not just a landlord; we are working to build sustainable and thriving communities and to improve quality of life. Community cohesion was heightened during the recent pandemic, with staff from across the borough joining forces to ensure vital services were provided, and the most vulnerable residents were looked after.

Our community relations team will continue to play a crucial role organising and supporting initiatives to support our residents and local communities. It will also make sure our communities have an active role in helping to improve and shape the services we offer.



Partnerships

We are passionate about working collaboratively with a range of partners across the borough to deliver our agenda, and this will be central to our work in 2021/22. At the heart of this is our strong working relationship with Lewisham Council and the Mayor, and this role will be key to strengthening existing relationships, as well as forging new ones with a range of external stakeholders and partners to enable us to strengthen the services we provide for our residents and communities.

Property services

The safety of our residents is our top priority, and both our repairs and major works programmes are integral to meeting our landlord responsibilities. In July 2019, Lewisham Homes' Board gave the go-ahead for a programme to modernise our repairs service to make it simpler and easier for both staff and customers. It is linked to our landlord ambition to consistently deliver an excellent and reliable resident experience.

We have laid foundations to build on, but there is more work to do to meet our regulatory requirements. The pandemic has brought many challenges for the repairs service, and our focus in the year ahead is on keeping our modernisation programme on track and working to deliver an improved service for our residents.



A new way of operating

During 2021/22 we will design and begin our transition to a new operating model. Combined with effective measurement processes our new operating model is being designed to be adaptive and continuously improve how we do business and deliver services. Integral to it will be meeting new building safety demands, the White Paper/consumer standards, and our commitments on sustainability, equality, diversity and inclusion. We intend to provide our services in a way that is accessible to all our residents.

Its ultimate focus is the delivery of our mission:



To provide safe, quality homes, deliver efficient services and enhance life chances.

OBJECTIVES

LANDLORD

Item No.	Ambition	Task	Target Date
BP1	Landlord	Continuation of the Service Charge Modernisation project, carrying out a service-by-service review of costs, improve transparency of charges, and demonstrate value for money.	All year
BP2	Landlord	Undertake options appraisal, and work with LBL to procure an appropriate housing management system, with a view to implementation commencing in 2022/23.	March 2022
BP3	Landlord	Continue rollout and integration of True Compliance software, including water hygiene, playgrounds, lifts and mobility equipment.	September 2021
BP4	Landlord	Implement the Building Safety Programme and organisation-wide training, in line with legislation.	TBC
BP6	Landlord	Following guidance from government white paper, develop a joint approach with LBL for asset management and sustainability.	TBC
BP7	Landlord	Develop a campaign to raise awareness of tenancy support services offered, and help residents to maximise their incomes and prioritise their rent.	December 2021
BP8	Landlord	To consult and implement new operating structure for Resident Services, to increase efficiency in delivery of services, and improve the resident experience.	March 2022

PLACEMAKER

Item No.	Ambition	Task	Target Date
BP9	Placemaker	Meet client newbuild and start on site targets which contribute to the Mayor's direct delivery ambitions.	All year
BP10	Placemaker	Complete the leasing and mobilisation of a new vehicle fleet with enhanced sustainability.	September 2021
BP11	Placemaker	Undertake internal review of out of hours cover arrangements, linked to review of operating model. Aligned with task BP8.	TBC

EMPLOYER

Item No.	Ambition	Task	Target Date
BP12	Employer	Following refurbishment of office space in 2020/21 business plan, move Lewisham Homes staff into Laurence House, subject to COVID-19 safety measures.	April 2021
BP13	Employer	Launch rollout of 'People First' customer service programme for all staff and complete first round of training.	September 2021
BP14	Employer	Develop and deliver a new communications and engagement framework to inform and support colleagues through change. Roll out a staff survey focused on providing insight on culture and engagement from across the business.	All year
BP15	Employer	Launch new people strategy	June 2021
BP16	Employer	Continue to review our wellbeing offer and response to five star health and safety audit, with a view to achieving accreditation to 'ISO 45001:2018 Occupational Health and Safety Management Systems' in Q1 2022/23.	All year

PARTNER

Item No.	Ambition	Task	Target Date
BP17	Partner	Complete the transfer of five Community Centres and promote their usage to maximise benefit to the communities	June 2021
BP18	Partner	Move core ICT services to shared LBL platform	December 2021
BP19	Partner	Establish current limitations and develop a plan to target wider access to digital services for residents.	All year

ENTERPRISE

Item No.	Ambition	Task	Target Date
BP20	Enterprise	Implementing "Modern workplace", including upgrade to Office 365 suite, and matching devices and tools, including lightweight devices, to appropriate job roles.	December 2021
BP21	Enterprise	Scope and implement finance system migration to Oracle from Integra.	December 2021
BP22	Enterprise	Undertake a review of legal expenditure and contracts in order to deliver a procurement strategy	September 2021
BP23	Enterprise	Design the target operating model for the enablement and application of the corporate strategy and vision of Lewisham Homes.	June 2021
BP24	Enterprise	Following the review of EDI strategy in 2020/21, launch the EDI action plan	All year

KPIs

No.	Indicator	Directorate Responsible	Actual (Dec 2020)	Housemark Median 2019/20	Target 2021/22	Target 2022/23	Target 2023/24
SATISFACTION WITH OVERALL SERVICE							
1	Tenant 'Net promoter' score	Resident Services	-1	3.8	0	+1	+2
2	Leasehold 'Net promoter' score	Resident Services	-44	-54	-44	-42	-40
REPAIRS SERVICE							
3	Tenant satisfaction with the last repair	Property Services	85%	n/a	90%	91%	92%
4	Repairs completed at first visit (First Time Fix)	Property Services	(new)	88.7%	80%	80%	80%
5	Appointments made and kept	Property Services	(new)	95.3%	98%	98%	98%
VOIDS PERFORMANCE (GENERAL NEEDS)							
6	Average days to turnaround all voids	Resident Services & Property Services	38	29.5	30	28	26
7	Average days to turnaround major voids	Resident Services & Property Services	45	n/a	40	38	36
8	Average days to turnaround minor voids	Resident Services & Property Services	32	n/a	19	18	17
9	Void rent loss (as a % of annual rent roll)	Resident Services & Property Services	0.42%	0.68%	0.40%	0.38%	0.37%
COLLECTION RATE							
10	LBL General Needs Rent collected	Resident Services	97.68%	99.7%	99%	99%	99%
11	Leasehold & TMO service charge collected	Resident Services	93.0%*	101.2%	102%	102%	102%
12	LH acquisitions rent collected	Resident Services	95.39%	n/a	98%	98.5%	99%

No.	Indicator	Directorate Responsible	Actual (Dec 2020)	Housemark Median 2019/20	Target 2021/22	Target 2022/23	Target 2023/24
CUSTOMER RELATIONS							
13	Complaints responded to on time	Finance & Technology	94%	83.6%	97%	98%	99%
14	Percentage of FOI responded to on time	Finance & Technology	88%	n/a	100%	100%	100%
STAFF SICKNESS AND TURNOVER							
15	Average days lost to sickness	Chief Executive Office	6.4	8.0	8.5	8.0	7.5
16	Staff turnover	Chief Executive Office	13.2%	11.9	12%	12%	12%
DEVELOPMENT							
17	Starts on site	Development	181	n/a	152		
18	Handovers	Development	6	n/a	69		

PROPERTY SAFETY SCORECARD

No.	Indicator	Target 2021/22	Number Overdue in Month	+/- From Last Month	Actual 2021/22	Actions Required
FIRE RISK ASSESSMENTS AND ACTIONS						
1	Fire Risk Assessments	100%				
2	Overdue PIX Actions	0				
3	Overdue PIX Actions (not in programme)	0				
4	Overdue P1 Actions	0				
5	Overdue P1 Actions (not in programme)	0				
6	Overdue P2 Actions (landlord responsibility)	0				
GAS SAFETY						
7	Gas safety checks (domestic assets)	100%				
8	Gas safety checks (communal assets)	100%				
9	Gas safety checks (PSL properties)	100%				
10	Ducts inspected	100%				
FIRE EQUIPMENT SERVICING						
11	Fire Alarms	100%				
12	Automatic Opening Vents	100%				
13	Emergency Lighting	100%				
14	Dry Risers	100%				
15	Wet Risers	100%				
16	Sprinklers	100%				

No.	Indicator	Target 2021/22	Number Overdue in Month	+/- From Last Month	Actual 2021/22	Actions Required
WATER HYGIENE						
17	Water Tank Risk Assessments	100%				
18	Water Tank Overdue Risk Actions	100%				
ASBESTOS						
19	Asbestos Surveys Completed	100%				
20	Asbestos Actions Completed	100%				
LIFTS						
21	Passenger Lift Safety Inspections Completed	100%				
22	Passenger Lift Services Completed	100%				
LIGHTNING CONDUCTORS						
23	Services Completed	100%				
PLAYGROUND INSPECTIONS						
24	Number of RoSPA Completed	100%				

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