



Mayor and Cabinet

Lewisham Homes Annual Business Plan 2022/23

Date: 14 September 2022

Key decision: Yes

Class: Part 1

Ward(s) affected: Borough-wide

Contributors: Fenella Beckman, Director of Housing Services

Outline and recommendations

This report introduces Lewisham Homes' Annual Business Plan for 2022/23 which has been structured around delivery of the Corporate Plan 2019/23.

Recommendation: Mayor and Cabinet are asked to approve the Lewisham Homes' Annual Business Plan for 2022/23.

Timeline of engagement and decision-making

Annual Business Plan approved by Lewisham Homes' Executive Leadership Team, March 2022

Annual Business Plan approved by Lewisham Homes' Board, March 2022

Annual Business Plan submitted to Housing Select Committee, June 2022

1. Summary

- 1.1. The Council is required to approve the Lewisham Homes Business Plan on an annual basis. This report gives background to the development of Lewisham Homes' Annual Business Plan for 2022/23, and the key information and implications.
- 1.2. The business plan sets out the objectives that Lewisham Homes will commit to deliver in 2022/23 and is aligned to the "Corporate Strategy" and political commitments of Lewisham Council.
- 1.3. The business plan does not explicitly reference the Council's review of housing management options, but was drawn up in the knowledge that this was likely, it focusses on business improvement and measures that could be taken to improve resident satisfaction. These reflect the Council's priorities regardless of the delivery route for housing management functions. Should the recommended option of bringing housing management services back in house be approved by Mayor and Cabinet following resident consultation over the summer, these changes will be reflected in the next update to the business plan. Such an update to the plan would set out shared objectives for both Lewisham Homes and the Council to work towards in continuing to improve service delivery prior to insourcing.
- 1.4. The full business plan for Financial Year 2022/23 is attached as an appendix to this report.

2. Recommendations

- 2.1. Mayor and Cabinet are asked to approve the Lewisham Homes' Annual Business Plan for 2022/23.

3. Policy Context

- 3.1. The Business Plan 2022/23 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' contribution to the Mayor's commitment to building for homes for social rent.

4. Background

- 4.1. This report 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 commenced with significant contributions from staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of residents. Lewisham Homes sought the views of the Mayor of Lewisham, local MPs, the Housing Select Committee and Cabinet Member for Housing.
- 4.3. Content of this year's business plan has been developed in line with the 'Raising Our Game' agenda and focusses on two main themes, the implementation of the data and

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systems roadmap which replaces the current housing management system, and the improvement of the repairs and service charge functions in order to support the work which is being undertaken to meet the additional requirements of consumer regulation to improve levels of resident satisfaction.

- 4.4. Over the last two years, resident satisfaction with repairs has fallen, in part due to the impact of COVID. Lewisham Homes, together with the council, are committed to improving standards and delivering improvements in the repairs process.
- 4.5. The actions and objective contained in the plan will form part of directorate and team plans, as well as being included in individual performance objectives. All Lewisham Homes staff are therefore aware of the plans and their role in delivery.
- 4.6. The business plan does not explicitly reference the Council's review of housing management options, but was drawn up in the knowledge that this was likely, it focusses on business improvement and measures that could be taken to improve resident satisfaction. These reflect the Council's priorities regardless of the delivery route for housing management functions. Should the recommended option of bringing housing management services back in house be approved by Mayor and Cabinet following resident consultation, these changes will be reflected in the next update to the business plan.
- 4.7. Such an update to the plan would set out shared objectives for both Lewisham Homes and the Council to work towards in continuing to improve service delivery prior to insourcing and would be shaped by tenant and leaseholder feedback from engagement over the summer. It is likely that such objectives would include:
 - 4.7.1. A priority focus on a deliverable asset management plan that is appropriately resourced to manage building safety, responsive repairs and delivers value for money in planned works.
 - 4.7.2. A continued focus on business improvement, readiness for new consumer standards and improving systems.
 - 4.7.3. Delivering a better resident experience.
 - 4.7.4. Investing in the workforce to support the delivery of shared objectives across Lewisham Homes and the Council, with a focus on developing and retaining talent.

5. Lewisham Homes Annual Business Plan 2022/23

- 5.1. The proposed business plan is appended and consists of the following sections:
 - Context
 - Objectives
 - Key performance indicators
 - Property safety compliance measures
- 5.2. The context gives a significant overview into how and why the objectives have been developed, as well as the emerging landscape of regulation against which the plan will be delivered.
- 5.3. The objectives began development in October 2021 in line with both the four year Corporate Plan objectives, and the budget-setting process. Objectives are grouped by the five 'ambitions': Landlord, Placemaker, Employer, Partner, and Enterprise.
- 5.4. Each task supports the delivery of one of the strands of the Lewisham Homes Corporate Plan, and each task has a target date for delivery.
- 5.5. The KPI table in section 3 of the plan includes the current year-to-date performance, and the targets. Where the KPI measure is benchmarked by Housemark, Lewisham

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Homes have also indicated, where available, what the median quartile performance of their peer group is.

- 5.6. The KPIs included in the Business Plan reflect the areas which are of importance to residents, such as complaints performance and repairs times, financial management such as collection rates for rent and service charges and employer concerns such as staff turnover and sickness. A wider and more granular range of performance indicators are tracked across the business and these are captured and reported at Directorate plan level. This forms part of the performance pyramid where teams and directorates focus on lower level indicators which impact on the improvement of the KPIs reported to Board and LBL.
- 5.7. Where there is a budgetary implication in relation to an indicator, such as rent collection, we have ensured that the target is reflective of the budget.
- 5.8. Also included in the KPIs are the satisfaction measures. These indicators are reported on quarterly rather than monthly as the other indicators. The satisfaction surveys are conducted independently every three months and residents are telephoned and invited to take part in a telephone interview. The survey is designed to collect the views of approximately 380 residents proportionately sampled by tenure. The survey is confidential, and the results are sent back to Lewisham Homes anonymised unless the residents give their permission to be identified.
- 5.9. The property safety scorecard in section 4 gives a high level overview of all the compliance measures that are captured throughout the year and illustrates how these important indicators will be reported to the Lewisham Homes Executive, Board, and to Lewisham Council.

All of the targets have been compared against current performance and benchmarking information where available. This has meant that some of these targets are aspirational in respect of the current performance. It should also be noted that in the sector in general, the covid-19 pandemic and the general economic position have impacted on performance, with complaints rising and dissatisfaction with services. The current benchmarking information relates to the first year of the covid-19 pandemic as the latest benchmarking information is awaited.

6. Financial implications

- 6.1. The Lewisham Homes Board has approved a budget to deliver the Annual Business Plan which includes investment in system improvement. This budget is based on the management and other allowances agreed with the authority on an annual basis and is predominantly funded from the Housing Revenue Account (HRA).
- 6.2. Lewisham Homes have ensured that all costs associated with the actions contained in the Business Plan have been contained within this budget. There are no further costs anticipated which are outside this envelope.

7. Legal implications

- 7.1 In accordance to Section 105 of the Housing Act 1985, the Council has a legal obligation to consult its secure tenants (including flexible tenants) on "matters of housing management" which in the opinion of the landlord represent a change in the practice or policy of the authority. In addition, the Housing and Regeneration Act 2008 established the Regulator for Social Housing. Lewisham Council and Lewisham Homes are the current regulators. Sections 193 and 194 of the 2008 Act empower the regulators to set standards as to financial management, the nature, extent and quality of accommodation and facilities or services provided in connection with social housing. The consultation process outlined in this report affords the Council and its tenants the opportunity to influence those standards. It is not considered that any individual's human rights will be adversely affected by the report's recommendations.

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8. Equalities implications

- 8.1. The business plan covers the implementation of Lewisham Homes' 'Equality, Diversity and Inclusion' action plan, both in the context section, and with specific objectives.

9. Climate change and environmental implications

- 9.1. Objectives within the business plan actively support Lewisham Council's aim of becoming carbon neutral by 2030.

10. Crime and disorder implications

- 10.1. None specific to this report.

11. Health and wellbeing implications

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

12. Appendix

- 12.1. Appendix 1 – Lewisham Homes Annual Business Plan 2022-23

13. Glossary

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

Term	Definition
Corporate Plan	The current four-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 2022, and ending March 2023.
KPI	'Key Performance Indicator'. A measurement taken of a specific element of business performance. A KPI usually has a target against which performance can be tracked.
ELT	'Executive Leadership Team'. The Chief Executive and Directors of Lewisham Homes.
LBL	'London Borough of Lewisham'
EDI	'Equality, Diversity and Inclusion'
ICT	'Information and Communications Technology'. In the context of this report, ICT refers to the Lewisham Homes team concerned with IT support and infrastructure.
"The White Paper"	Refers to the government white paper "The charter for social housing residents", published in November 2020, which sets out the actions the government will take to ensure that

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Term	Definition
	residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.

14. Report author and contact

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