



**RAISING  
OUR  
GAME**

**Performance Report**  
March 2022

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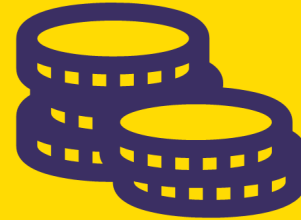
# Highlights

## Income Collection



Lewisham Homes rent collection for March was **99.44%, ahead of 2021/22 target** and 0.75% more than March 2021 (102.85% for acquisitions rent collected, also above target).

## Leasehold Service Charge



Lewisham Homes service charge collection rate is at 106.7%, **19.4% higher than March 2021 and 4.7% above target.**

## Repairs



Repairs completed at first visit was **79% for March and 87% for 2021/22** as a whole, **above its 80% target.**

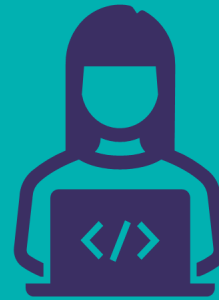
# Challenges

## Complaints



Complaints responded to on time for March was **81%** which is an improvement but the year end position is **23% below target**.

## Human Resources



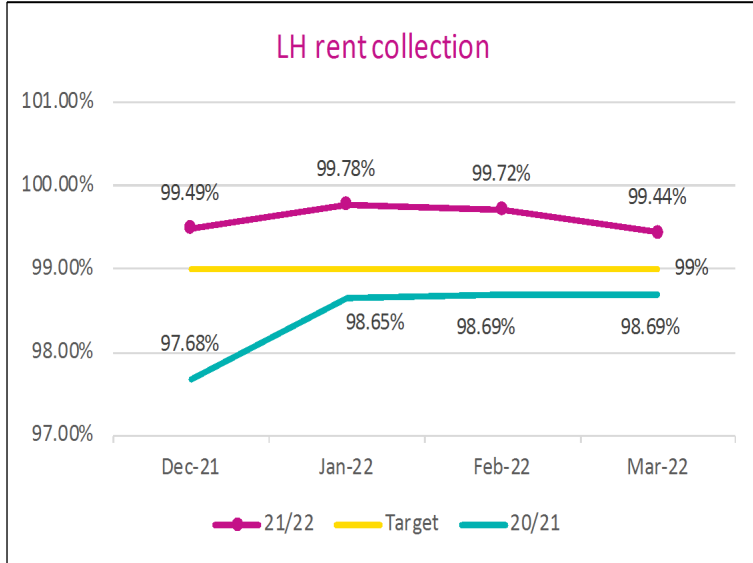
Field based staff sickness for year end was **25.8 days annual equivalent**, behind target (though office based sickness is 7.7 days, ahead of target).

## Repairs

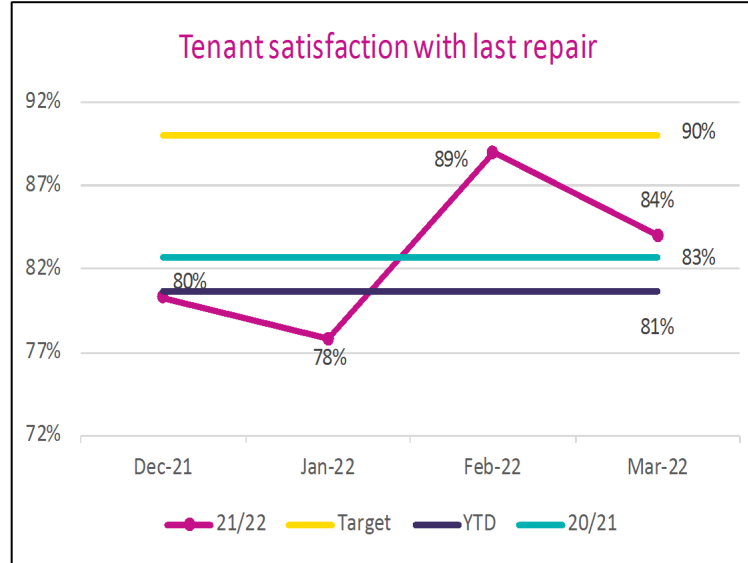


Tenant satisfaction with last repair was **84% for March** but **81% for 2021/22** as a whole, **9% below target**.

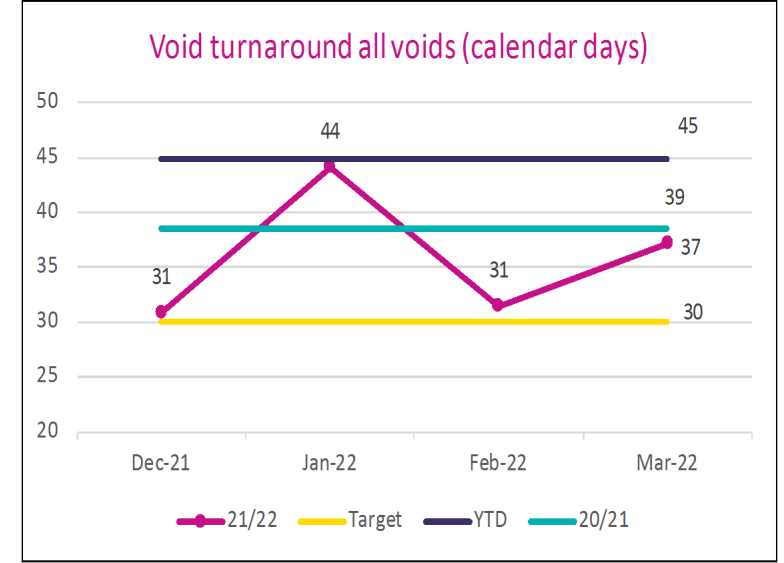
# Trends



Rent collection for year end was 99.44% and has exceeded the target for 2021/22. This was partly achieved through Thames Water refunds credited in November (see Performance Scorecard). Rent collection has been on target all year though other external macro-economic factors have had a greater influence (see Key Observations). There is no YTD line as the latest monthly value is the YTD figure.

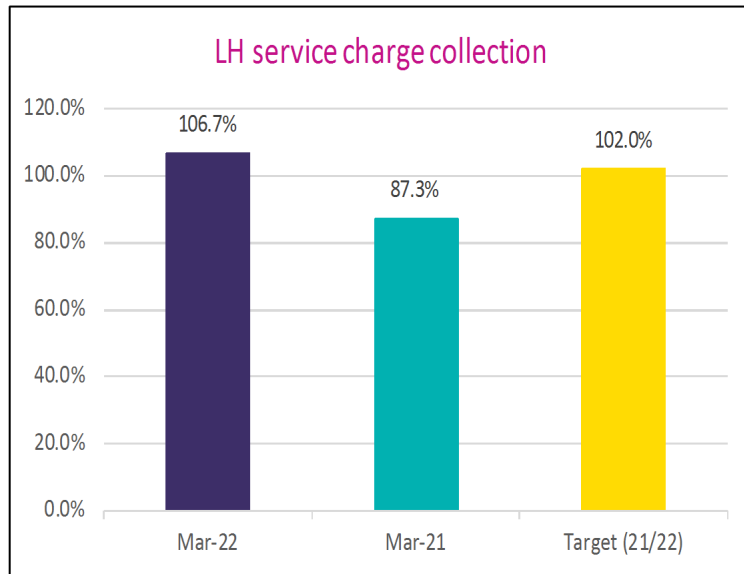


Tenant satisfaction with the last completed repair fell to 84% in March from 89% in February. Overall year end satisfaction was 81%, below the 90% target. Satisfaction has improved since June which was year low at 73%, with six of the last seven months at 80% or higher. Ease of reporting a repair was 72% in March compared to 76% last month. Being kept informed was 79% from 84% last month.

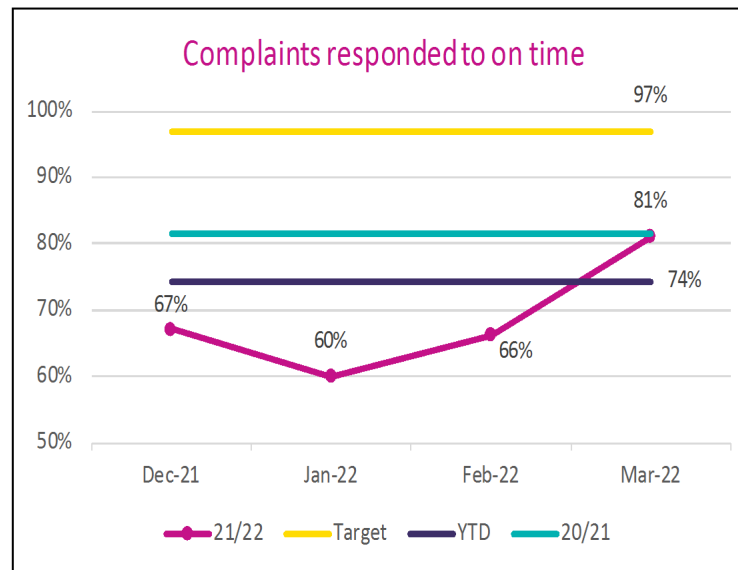


Average days to turnaround all voids has increased to 37 days in March. Overall year end average time for all voids was 45 days. Since July it has been range bound between 26 and 41 days monthly average, except for January where it was at 44 days. The second half of the year was much better with average relet time at 36 days (between October to March), compared to 52 days during first half of the year (between April to September, see Performance Scorecard), which includes figures of 89 days in May and 65 days in June.

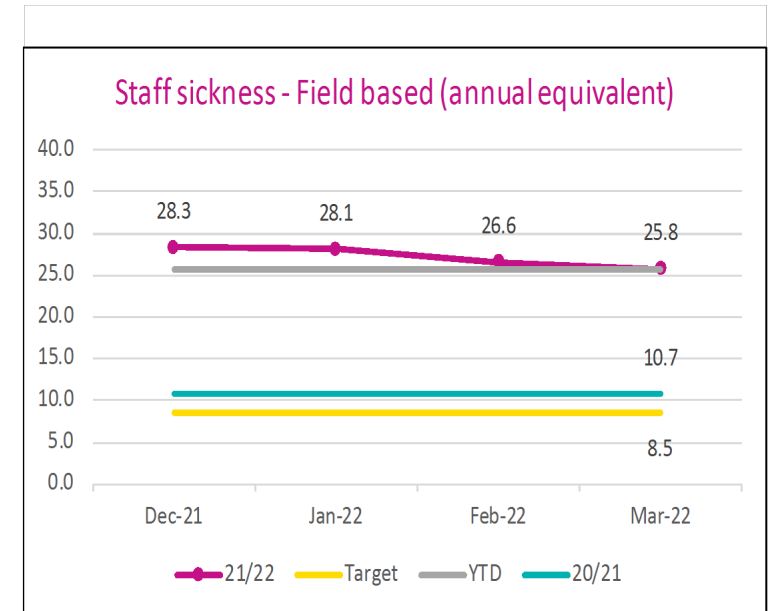
# Trends



Service charge collection for year end was 106.7%, and has been consistently above the pro-rata target for the year, finishing above target by 4.7% for 2021/22. Last year it was 87.3% as leaseholders opted for payment plans for arrears due to Covid uncertainty (see Key Observations for further details).



Complaints responded to on time improved to 81% in March, the highest figure since September at 84% (see Performance Scorecard). This is closer to performance of 87% in August and the highest monthly figure of 92% in April, and is only 8% down on the figure from March 2021 of 89%. Consequently, the overall performance for 2021/22 has risen to 74%, though below 2020/21 performance of 81% and the target for 2021/22 of 97%. For further information please see the Key Observations and Exceptions Report.



Staff sickness for field based employees is now HouseMark aligned. Year end sickness at the end of March was 25.8 days, falling for the sixth consecutive month since September (see Performance Scorecard). Sickness has stabilised and is falling slowly in recent months but remains high compared to last year. Please note there is no YTD line given the latest monthly value is the YTD figure.

# Key Observations

## Customer Satisfaction

Customer Satisfaction experienced improvements in performance across all four metrics in the past quarter. All four metrics within Customer Satisfaction are assessed per quarter in performance, rather than monthly, but currently no metrics are above target in 2021/22 when viewed against their overall performance.

Leasehold satisfaction with the overall service has increased from 38% to 48% in the past quarter. This followed a slight improvement between the final quarter of the previous year and the first quarter of this year (45% to 46%) before a decline in the second and third quarters (41% and 38% respectively).

Tenant satisfaction with the overall service fell to 53% in the third quarter, but has since risen back to 62% in the fourth quarter, remaining consistent from the last quarter of 2020/21 and the first two quarters of 2021/22 at around 62-63%, with the overall performance at 60% against the target of 74%. Regarding comments from residents on their dissatisfaction, 48% of their comments were about repairs and customer contact (34% for repairs and 14% for customer contact).

## Repairs

Two of the repairs indicators had similar figures in March to the previous month, and whilst tenant satisfaction with the last completed repair fell to 84% in March from 89% in February, the monthly figure is above overall year end satisfaction at 81%, below the 90% target. Satisfaction during the first half of the year was 78%, this improved to 83% in the second half of the year.

Repairs completed on first visit is at 79% in March and has seen a decline since its peak in August and September at 92%. However, the indicator has finished above its 80% target for the year overall at 87%. Despite the recent declines in performance, the overall figure for 2021/22 does suggest the process of fixing first time repairs is still very effective.

Appointments made and kept has bounced back after post-Christmas catchup in January, with 94% of appointments kept in March, continuing its consistent range between 93% and 95% for most of this year. The indicator has finished below its 98% target, with the overall position at 92%.

## Voids

Two void metrics increased in March. Average relet time for all voids rose in March to 37 days when compared to 31 days in the previous month, and 45 days overall for 2021/22. Excluding LTVs overall 2021/22 average was 40 days. Over the course of 2021/22 both repair and lettings time have had mixed fortunes. Labour and material shortages in void repairs caused some delay in the first half of the year, with void repair time averaging 33 days, this improved when given to contractors to 20 days in the second half of the year. A similar issue arose with lettings when property advertising software was changed in April causing teething problems; this increased lettings time to 20 days in the first half of the year, but fell to 11 days as system and Covid conditions improved in the second half of the year.

Minor works relet time fell in March to 30 days, compared to 32 days in February, with overall 2021/22 relet time being 32 days as well. Major works relet time rose to 57 days in March, compared to 30 days in February, with overall 2021/22 relet time being 46 days.

Void loss for year end was 0.53% and has fallen consistently throughout the year, from a peak of 0.67% in April and May.

# Key Observations

## Income Collection

Lewisham Homes rent collection was 99.44% for year end and above the 99% target. Rent collection has been above target all year and was also helped by Thames Water refund credited in November. In recent months the collection rate has tailed off due to recent "cost of living" headwinds; some of it impacted by geopolitical events which has squeezed household finances in the form of sharp rises in fuel bills and food prices. Inflation is expected to peak at 9.5% (OBR projection) by end of 2022, compared to last five year average of 2.2%.

Lewisham Homes & TMOs service charge collection is also above target for year end at 106.7% against a target of 102%. We have recovered an additional £259K through payment plans for arrears built up during Covid uncertainty from the previous year.

Acquisitions rent collection was 102.85% for year end and ahead of 98% target. The team undertook a project to obtain Homeless Prevention funding from LBL to reduce arrears of those acquired tenants meeting the funding criteria, this has significantly helped to improve performance.

Current tenant arrears as a percentage of the annual rent debit was 5.15% for 2021/22, and the annual rent debit was £69,487,826.

## Customer Relations

Overall performance for Customer Relations increased in March, moving away from the lower figures experienced towards the end of 2021 and beginning of 2022. Complaints responded to on time rose to 81% in March from 66% in February, having previously reached 87% and 84% in August and September and been as high as 92% in April before dropping to 84% in May. For further information please see the Trends and Exceptions Report part of this report.

The percentage of FOIs responded to on time fell from 100% to 60% in the past month, though these percentages only involve small numbers of FOIs and can fluctuate from month to month. Three from five FOIs were responded to on time for March, compared to one from one for February and one from three for January. Previous figures for FOIs were at 100% for August and 60% for September, with the former (alongside February) matching its target figure for 2021/22. In total for 2021/22, 39 from 64 FOIs have been responded to on time.

A gap exists between the 2021/22 figures for the two Customer Relations metrics and their targets, with the percentage of FOIs responded to on time at 61% for 2021/22 but with a target of 100%. Complaints responded to on time is at 74% for its performance in 2021/22, but this is 23% behind its target figure of 97%, with no figure in each month of 2021/22 above the target figure for this metric.

## Human Resources

Office based staff sickness for year end was 7.7 days annual equivalent, which is below the 8.5 days target. Sickness reporting is HouseMark aligned, meaning it includes in year ongoing sickness as well as closed sickness in the period; this gives a more accurate picture of actual sickness.

Field based sickness for year end was 25.8 days annual equivalent, and has fallen for the sixth consecutive month in a row. Sickness for Repairs operatives was 34.2 days annual equivalent, compared to 23.4 days for Environmental Services. In the last six months both services have seen a gradual fall in sickness. Field based sickness across other industries has increased recently due to a rise in the new Covid 19 variant, including a rise in mental health related absence which is in the top three reasons of absence along with muscular-skeletal (back problems) and chest and respiratory problems. 1.6 days was lost due to Covid out of 14.5 days sickness for all staff at year end. Please see page 9 for full covid sickness breakdown with explanatory notes.

Staff turnover on a rolling 12 month basis at the end of March was 22.8%.



	2021/22	Covid sickness %
All sickness	14.5	-
All Covid sickness	1.6	11.0%
Office based all sickness	7.7	-
Office based Covid sickness	1.1	14.3%
Field based all sickness	25.8	-
Field based Covid sickness	2.5	9.7%
Repair Service all sickness	34.2	-
Repair Service Covid sickness	2.2	6.4%
Environmental Service all sickness	23.4	-
Environmental Service Covid sickness	2.7	11.5%













### Summary

Covid sickness for all staff was 1.6 working days lost for year end 2021/22, this represented 11% of all sickness. Covid sickness was the highest as a proportion amongst office based staff; with 1.1 working days lost (13%) out of 7.7 days for this group. Covid sickness was lower amongst field based staff at 9.7%, however, there is a difference within this group. Covid sickness was higher within Environmental Services (caretakers) at 11.5%, which is lower than office based staff. The lowest proportion of Covid sickness was within Repairs Service (operatives) at 6.4%, also lower than office based staff. It should be noted that non-Covid sickness within Repairs Service is largely due to a handful of long-term sickness cases having a greater impact on reducing the proportion of Covid sickness.

# Performance Scorecard

No	Indicator	Polarity	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Trend	Target	YTD Status	+/-
<b>Customer Satisfaction</b>																			
1	Tenant satisfaction with the overall service	High is best	63%	62%			63%			53%				62%			74%	60%	-14%
2	Leasehold satisfaction with the overall service	High is best	45%	46%			41%			38%				48%			55%	43%	-12%
3	Net promoter score tenants	High is best	-4	-2			-6			-17				3			0	-5	-5
4	Net promoter score leaseholders	High is best	-58	-55			-64			-61				-60			-44	-60	-16
<b>Repairs</b>																			
5	Tenant satisfaction with last repair	High is best	81%	84%	80%	73%	78%	75%	80%	86%	80%	80%	78%	89%	84%		90%	81%	-9%
6	Repair completed at first visit (First Time Fix)	High is best	85%	91%	90%	90%	86%	92%	92%	91%	89%	87%	86%	79%	79%		80%	87%	7%
7	Appointments made and kept	High is best	86%	89%	90%	91%	90%	93%	92%	94%	94%	95%	90%	95%	94%		98%	92%	-6%
<b>Voids</b>																			
8	Average days to turnaround all voids (calendar days)	Low is best	32	38	89	65	40	26	30	34	41	31	44	31	37		30	45	-15
9	Average days to turnaround major voids (calendar days)	Low is best	25	40	45	74	46	31	42	42	42	28	47	30	57		40	46	-6
10	Average days to turnaround minor voids (calendar days)	Low is best	23	34	44	29	34	24	22	28	40	32	42	32	30		19	32	-13
11	Void rent loss as a percentage of annual rent roll	Low is best	0.45%	0.67%	0.67%	0.61%	0.57%	0.56%	0.55%	0.54%	0.54%	0.54%	0.53%	0.53%	0.53%		0.4%	0.53%	-0.13%

# Performance Scorecard

No	Indicator	Polarity	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Trend	Target	YTD Status	+/-
<b>Income Collection</b>																			
12	Lewisham Homes rent collected	High is best	98.69%	101.09%	100.52%	99.96%	99.26%	99.14%	99.10%	99.04%	100.69%	99.49%	99.78%	99.72%	99.44%		99.00%	99.44%	0.44%
13	Lewisham Homes & TMOs service charge collected	High is best	87.3%	14.7%	24.0%	33.3%	43.5%	51.1%	58.7%	65.8%	72.9%	84.6%	87.2%	94.8%	106.7%		102.0%	106.7%	4.7%
14	LH acquisitions rent collected	High is best	98.94%	92.86%	93.62%	91.68%	91.52%	91.88%	91.83%	92.57%	94.91%	91.34%	94.91%	95.54%	102.85%		98.00%	102.85%	4.85%
<b>Customer Relations</b>																			
15	Complaints responded to on time	High is best	89%	92%	84%	80%	77%	87%	84%	72%	52%	67%	60%	66%	81%		97%	74%	-23%
16	Percentage of FOI responded to on time	High is best	100%	50%	82%	50%	75%	100%	60%	40%	43%	67%	33%	100%	60%		100%	61%	-39%
<b>Human Resources</b>																			
17	Staff sickness (days annual equivalent) - office based	Low is best	6.7	5.0	6.1	6.6	7.7	7.1	7.9	8.4	8.0	8.1	8.3	7.7	7.7		8.5	7.7	0.8
18	Staff sickness (days annual equivalent) - field based	Low is best	10.7	24.2	18.5	18.2	21.0	22.3	31.2	30.5	30.2	28.3	28.1	26.6	25.8		8.5	25.8	-17.3
19	Staff sickness (days annual equivalent) - all staff	Low is best	8.2	12.3	10.8	10.9	12.7	12.6	16.7	16.7	16.1	15.6	15.6	14.7	14.5		8.5	14.5	-6.0
20	Staff turnover (rolling 12 months)	Low is best	13.0%	13.3%	13.6%	13.5%	14.9%	15.9%	16.2%	16.8%	17.5%	18.8%	19.5%	20.9%	22.8%		12%	22.8%	-10.8%
<b>Development</b>																			
21	Number of site starts for new build	High is best	32	0	0	0	0	0	0	0	0	0	0	0	0		152	0	0
22	New build homes completed	High is best	0	0	0	0	0	0	0	0	0	0	0	6	6		69	12	0
<b>Decants</b>																			
23	Total live decants cases	Low is best	N/A	N/A	N/A	N/A	N/A	N/A	34	30	23	23	18	18	19		-	19	-

# Exception Report

## Repairs

### Exception Description

Tenant satisfaction with the last completed repair fell to 84% in March from 89% in February. Satisfaction during the first half of the year was 78%, this improved to 83% in the second half of the year. Overall year end satisfaction was 81%, below the 90% target.

There are encouraging signs of improvement in several key areas like ease of reporting a repair and being kept informed; both scoring 72% and 79% respectively for March, the same as year end average. Imbedding consistent service delivery remains key to improving customer satisfaction.

Appointments made and kept has bounced back after post-Christmas catchup in January, with 94% of appointments kept in March, continuing its consistent range between 93% and 95% for most of this year. The indicator has finished below its 98% target, with year end position at 92%.

### Managers Comments

Satisfaction with last repair is showing a general trend to improvement, which reflects efforts to improve the service. The two main areas for improvement remain the ease of reporting, where we have reduced call wait times in recent months, and ensuring we keep residents informed. As noted these have improved significantly in recent surveys but we still have some way to go. Satisfaction with operatives attitude remains high at 94% suggesting our main issue with satisfaction is around communication rather than delivery of repairs.

The dip in the percentage of repairs completed at first visit is a reflection of tighter management of the definition. A first time completion rate of well over 90% is very high by industry standards and not supported by satisfaction figures, where residents suggest we are mid 80s for things like quality and problem solving. Although these are slightly different perception measures a first time fix rate of 80% is probably more realistic. There is of course a limit to how many repairs can be completed in a single visit. Operatives are not allowed to leave jobs without completing the repair or booking another appointment, this supports a high first time fix rate.

Appointments made and kept shows a general trend to improvement and we continue to work to prevent missed appointments.

### Proposed Improvements

We are continuing to bring call wait times down through a combination of new additional staff and improving efficiency in the call centre. Improving communication is partly a cultural issue that we continue to work on with operatives and frontline staff but also a feature of limited IT systems. We have put more manual tracking of repairs in place and analysts are working on exception reports to help us identify repair issues to be more proactive.

We continue to focus operatives on completing works in a single visit and doing additional repairs where needed. This should help improve satisfaction and ensure a high first time fix rate. Work is ongoing with operatives and the scheduling team to ensure good planning, effective communication and proactive management of diaries to prevent appointments being missed.

# Exception Report

## Voids

### Exception Description

Void relet time rose in March to 37 days for all voids, against the target of 30 days, and 45 days overall for 2021/22. Excluding LTVs overall 2021/22 average was 40 days.

Minor works relet time fell to 30 days in March, compared to 32 days in February, with overall 2021/22 relet time being 32 days. Major works relet time rose to 57 days in March, compared to 30 days in February, with overall 2021/22 relet time being 46 days. Void repairs and lettings time had challenging issues in 2021/22; dealing with labour and material shortages. Lettings was hampered by a new property advertising software glitches between April to June, but conditions improved later in the year.

Since January 2022, the majority of void repairs are completed by external contractors.

### Managers Comments

2021/22 has been a challenging year for void repairs and lettings; dealing with Covid, system changes, labour shortages and long-term DLO operative sickness. Since October we have implemented several measures which has improved relet times, these include: reducing DLO head count, greater use of external contractors which has improved minor works relet times, closer working relations with Housing officers.

We are receiving a disproportionate number of voids with pest control issues requiring several treatments over a number of weeks before void works can begin. We have also received properties where full gas central heating is required, as no adequate heating were found in these properties.

Recently, one of our contractors was experiencing delays in void works; as a result major works time increased in March. We are continuing to monitor this contractors' performance more closely until the delays are resolved.

### Proposed Improvements

Our plan is to raise and escalate held up appeals cases at the monthly LBL Liaison meeting.

Both Lettings & Voids team are working closely with Housing officers to maximise opportunities to enter properties prior to tenancies terminating.

From January 2022, the majority of void repairs will be completed by external sub-contractors; this will reduce operative sickness and DLO head count.

# Exception Report

## Customer Relations

### Exception Description

Complaints responded to on time rose to 81% in March from 66% in February, having dropped in previous months from 72% in October and 84% in September. The overall performance for complaints responded to on time is at 74% for 2021/22, 23% behind its target figure. For further information please see the Trends and Key Observations.

The percentage of FOIs responded to on time fell from 100% to 60% in the past month, though these percentages do involve small numbers of FOIs, with three from five FOIs responded to on time for March, compared to one from one for February and one from three for January. The overall performance for the percentage of FOIs responded to on time is at 61% for 2021/22 against a target of 100%.

### Managers Comments

The number of complaints and enquiries received has increased compared to this time last year, resulting in increased pressure on staff. This is one factor influencing the fall in the percentage of complaints responded to on time in recent months. The increased pressure is exacerbated by staff turnover, which continues to have a knock-on effect on complaint and FOI response times.

Residents have reported finding it difficult to report repairs and other issues to the organisation by phone. This can result in the loss of opportunity to resolve an issue before it becomes a complaint (e.g. a missed appointment or unreturned phone call). Understanding the importance of resolving issues at the earliest point of contact remains challenging for some areas of the business. However, teams also appear to be utilising the available information (such as the open cases report) to better manage their complaints and have received training on iCasework in the past month.

In February, Lewisham Homes received its first Complaints Handling Failure Order from the Housing Ombudsman for failing to provide information for a case it was reviewing or give a reasonable explanation for the delay. We have set out some steps to ensure future failures do not occur (see Proposed Improvements).

### Proposed Improvements

54 officers attended iCase user training during March, and we're currently drafting the procedure on how they can use the system to better manage and process their cases. In addition to uploading their own responses and logging stage 0 complaints, they will also be able to record and monitor the commitments made to resolve complaints so we can ensure that promises have been kept. CRT are available to provide guidance and support, with the focus currently around closing cases. Automatic reports on cases due that day are being produced, in addition to the weekly reports of all outstanding casework. We're also drafting guidance on how to deal with complaints in line with the Housing Ombudsman's updated Complaint Handling Code and produce good quality letters. On FOIs we will have a greater concentration on these in the coming months to ensure performance improves.

Steps to ensure future failures do not occur with regards to the Complaints Handling Failure Order - increased transparency with the Housing Ombudsman where information isn't available, document protocols to ensure information is stored in a standardised way and increase visibility of information, direct point of contacts for the Housing Ombudsman for each case from the service areas, directors to be made immediately aware of contact from the Housing Ombudsman, daily reporting on complaints due for that day to enable prioritisation and reduce failure.

# Exception Report

## Human Resources

### Exception Description

Field based sickness for year end was 25.8 days annual equivalent, and has fallen for the sixth consecutive month in a row. Currently there are five ongoing sickness cases lasting more than 30 days, up from three in February, but well below the peak of 11 cases in September.

Staff turnover on a rolling 12 month basis at the end of March was 22.8%, compared to 13.3% a year ago.

## Managers Comments

We have seen a significant increase in absence rates amongst our field staff in the financial year, and we are working through a longer-term plan on employee health & wellbeing. Long term absences have increased impacting on the average days of sickness. More tailored interventions to effectively manage sickness absence have taken place, which include the right balance of supporting staff with health issues to stay in or return to work sooner, and taking timely appropriate action to reduce absence rates. People Services and the H&S team have been collaborating on plans for preventative measures, and diagnostics has been completed by an Occupational Hygienist commissioned and led by H&S team. The outcomes from this will form the basis of our approach to employee health & wellbeing for 2022/23 year, with a focus on preventative sickness measures.

Lewisham Homes like other UK organisations in the financial year has been affected by the "Great Resignation", coupled with the uncertainty of the review of the ALMO by LBL impacting on our turnover. We continue to review our recruitment practises and a longer term aim under our People & Culture strategy to focus on how we retain talent. People Services continue to monitor and review exit interviews and staff feedback from the survey to develop a longer term approach to retention

## Proposed Improvements

People Services to bring in Occupational Hygienist; to deliver objective risk assessments and an outcome led strategy for sickness prevention / intervention measures.

People Services continue to monitor and review exit interviews, with longer term approach to retention.

# Exception Report

## Development

### Exception Description

The number of new build homes completed is at six for February and six for March and the number of site starts for new build is zero for 2021/22 on the Performance Scorecard. Regarding site starts for new build, the five units for Elderton Road Garages experienced a delay in awarding the contract as the bids came in over budget and were unable, during purdah, to seek an additional budget approval from LBL.

Regarding new build homes completed, 12 units were completed in this financial year against the target of 69, with six units in Canonbie in February and six units in Marnock in March.

The 25 units in Kenton Court experienced a delay due to gas meter connections and are now due to be completed in April 2022.

## Managers Comments

For the five units in Grace Path and the six units in Silverdale, due to productivity/material shortages these are now programmed beyond March 2022 (now June 2022).

The sector is challenged by material and labour shortages which has impacted productivity and sequencing of works, hence delays have been felt on every scheme. Changes in briefs for some schemes that were due to have started on site by now has led to delays.

An additional factor is that build cost increases have meant changes in tenure have and design changes been required to accommodate more sales subsidy. New building regulations to come into effect on 15th June are also requiring some design changes for schemes that were about to be submitted for planning.

It should be noted that Walsham demolition has been completed and further due diligence on the site is being carried out. Demolition of Greystead Road Garages has also been completed and Valentines, Elderton and Drakes demolitions are completed.

## Proposed Improvements

Regarding Elderton, tender returns have come back higher than anticipated so we are now focused on providing detailed programme information to LBL in order that a decision can be reached to enable the start. We are in direct negotiation with a preferred bidder but are yet to agree the contract sum.




# Annual Business Plan 2021-22

**All**

**Objectives due in Q4 (March 2022)**

- LBL housing management system procurement
- New operating structure for Resident Services



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12 6


**Landlord**

**Red Projects**

- LBL housing management system procurement
- Rollout and integration of True Compliance

**Amber Projects**

- N/A




**Placemaker**

**Red Projects**

- Client newbuild and on site targets for mayor delivery ambitions
- Leasing and mobilisation of new vehicle fleet

**Amber Projects**

- N/A



**Employer**

**Red Projects**

- N/A

**Amber Projects**

- N/A



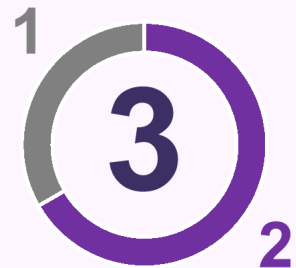
**Partner**

**Red Projects**

- N/A

**Amber Projects**

- N/A




**Enterprise**

**Red Projects**

- Implementing "Modern workplace"

**Amber Projects**

- N/A



# Lewisham Homes

## Annual Business Plan 2021/22



OVERALL PROGRESS	
<b>G</b>	The task is on target to be completed within the original timescale
<b>A</b>	The task is likely to miss the original target, but will be delivered in the financial year
<b>R</b>	The task is at high risk of not completing within the current financial year
<b>P</b>	The task has been successfully completed
<b>S</b>	The task has been deferred
<b>B</b>	No update has been provided for this reporting cycle

LANDLORD						
		Directorate	Target Date	Status	Comments	
BP1	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.	Resident Services	All year	S	Service Charge Project has paused including the work on the Service Charge Matrix. The revised project for 2022/23 has now been scoped and will start in Quarter 1 of 2022/23.	
BP2	Undertake options appraisal, and work with LBL to procure an appropriate housing management system, with a view to implementation commencing in 2022/23.	Finance and Technology	March 2022	R	Red status is due to the definition of done not being met by 31st March 2022. The procurement of the replacement system is now underway with LBL taking the lead. The first stage of the procurement has been completed and we are still on track to complete the exercise by May 2022 and implement the replacement of those functions covered by Capita by March 2023.	
BP3	Continue rollout and integration of True Compliance software, including water hygiene, playgrounds, lifts and mobility equipment.	Property	September 2021	R	Red status is due to the definition of done not being met by 31st March 2022. The project restarted in February 2022 having been paused in October 2021. The project is now progressing well. The action has been captured in the ABP for 22-23. Regarding project completion, we have identified this as June 2023 for the 'big 6', but if we are to include playgrounds/warden call/CCTV/working at height this will take us into March 2024 (but could be sooner).	
BP4	Implement the Building Safety Programme and organisation-wide training, in line with legislation.	Property	TBC	S	Legislation is not yet in place but Lewisham Homes is taking proactive steps to set-up and roll out the Building Safety project to be ready for when the legislation is enacted. Over FY 21-22 the Building Safety Programme has been set up and incorporated into the ROG Portfolio. Five Building Safety Managers have been hired to support the rollout of the Building Safety programme and support the high rise buildings managed by Lewisham Homes.	

# Annual Business Plan 2021/22

LANDLORD					
		Directorate	Target Date	Status	Comments
BP5	Following guidance from government white paper, develop a joint approach with LBL for asset management and sustainability.	Property	TBC	P	Asset Management strategy has been formally presented to LBL. However, LBL will not adopt the strategy until they complete work on formulating an HRA Business Plan. The HRA Business Plan will not be adopted until after the election.
BP6	Develop a campaign to raise awareness of tenancy support services offered, and help residents to maximise their incomes and prioritise their rent.	Resident Services	December 2021	P	RAG is Purple as the campaign plan is complete. The Campaign includes 4 key events planned between July to March 2022. The four major events between July and March were completed successfully.
BP7	To consult and implement new operating structure for Resident Services, to increase efficiency in delivery of services, and improve the resident experience.	Resident Services	March 2022	P	Consultation completed 23 February. New structure is in place from 01/04, roles to populate the structure are being recruited to through April/May.

PLACEMAKER					
		Directorate	Target Date	Status	Comments
BP8	Meet client newbuild and start on site targets which contribute to the Mayor's direct delivery ambitions.	Development	All year	R	Greystead demolition has commenced start on site for the garages although not the main works which will follow after the investment works. Walsham House garages have been demolished and derisking the site for the main contractor once appointed. We have a gateway process whereby the Council SDT have to approve post tender the cost to get into contract and approve to recommend to Mayor and Cabinet. Elderton did not meet the required threshold and we may have the same issue for other schemes, therefore the council may not approve for us to get into contract and start on site. It is subject to schemes meeting the Council financial hurdles and with rising build costs it is getting more challenging and is an industry issue.
BP9	Complete the leasing and mobilisation of a new vehicle fleet with enhanced sustainability.	Property	September 2021	R	The order for new vehicles has been placed and contracts etc signed and all Gateways signed off. Therefore the leasing is completed and that was done in November 2021. However the vehicles are not now likely to arrive until September 2022 at the earliest due to global supply chain issues.
BP10	Undertake internal review of out of hours cover arrangements, linked to review of operating model. Aligned with task BP7.	Property	2022/2023	P	Review completed. New arrangements will commence from 1st July 2022.

# Annual Business Plan 2021/22



EMPLOYER		Directorate	Target Date	Status	Comments
BP11	Following refurbishment of office space in 2020/21 business plan, move Lewisham Homes staff into Laurence House, subject to COVID-19 safety measures.	Development	April 2021	P	Staff now able to work in Laurence House subject to social distancing guidelines. The Clearance of OTH occurred at the end of May. Closed June 2021.
BP12	Launch rollout of 'People First' customer service programme for all staff and complete first round of training.	CEO	September 2021	P	453 staff have completed a core session. Face to Face field based operative core workshops were delayed due to COVID which has impacted the timeline for the Field Based training taking place. These have now restarted. 246 staff are enrolled on the MGI LMS, and 86 have activated their learning journey on the LMS. First internal Champions support session completed. An embedding plan is being established.
BP13	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.	CEO	All year	S	Action paused due change in direction around employee voice. Discussions on the use of future surveys and other methods of listening to the employee voice have been explored with the staff sounding board. The discussions will be shared with ELT.
BP14	Launch new people strategy	CEO	June 2021	P	People and Culture Strategy launched. Workplan for delivery to include RoG projects and BAU People Services activity. Closed in July 2021.
BP15	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.	Property	All year	S	Due to the council review of Lewisham Homes, we are no longer pursuing ISO 45001 certification. However, we continue to work to the 45001 methodology and to the same standards. We are evaluating new software to support this for 2022/23. Software project group reviewing H&S platform Safe365 and will report outcome to ELT 24 May 2022.

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## PARTNER

		Directorate	Target Date	Status	Comments
BP16	Complete the transfer of five Community Centres and promote their usage to maximise benefit to the communities	Resident Services	June 2021	S	LBL have not produced the transfer agreement yet. Following the announcement of the review of the management agreement, this has been put on hold as the direction of travel will impact whether an SLA/contractual terms need to be developed by LBL.
BP17	Move core ICT services to shared LBL platform	Finance and Technology	December 2021	P	The Lift and Shift took place between the 17th to 21st March and has successfully been completed.
BP18	Establish current limitations and develop a plan to target wider access to digital services for residents.	Resident Services	All year	P	A number of initiatives have been completed around this task, including the recruitment of a digital apprentice to support access for residents and the IL technology project. We continue to support digital inclusion as part of the community investment fund applications and as a strand of our community engagement strategy. Work on this will be ongoing.

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## ENTERPRISE

		Directorate	Target Date	Status	Comments
BP19	Implementing "Modern workplace", including upgrade to Office 365 suite, and matching devices and tools, including lightweight devices, to appropriate job roles.	Finance and Technology	December 2021	R	Status is Red as the project will not be delivered in 21/22. 65% of office staff migrated to date. The pause for Lift & Shift workstream and service transition to STS has added 3 weeks delay to the project, challenge remains with resourcing for the project to increase roll-out velocity. On target for May completion.
BP20	Scope and implement finance system migration to Oracle from Integra.	Finance and Technology	December 2021	S	The move from Integra to Oracle is dependent on collaboration with LBL as this is an LBL system that will require LBL resources and decision making to implement. As part of the Raising Our Game re-focus to organisational priorities it was agreed this project would be rescheduled to take place in 2022. The final date will be dependant on LBL.
BP21	Undertake a review of legal expenditure and contracts in order to deliver a procurement strategy	Finance and Technology	September 2021	P	Timeline revised to March 2022 for lift and shift, Risks identified and mitigated (no red flags identified). TUPE discussions initiated with all parties (LH/LBLB and Brent STS). HR consultation to commence with LH Staff in Jan 22 Detailed planning for lift and shift scheduled Feb 22. ICT service/support contract review to list items for novation / transfer and termination by Jan 22
BP22	Design the target operating model for the enablement and application of the corporate strategy and vision of Lewisham Homes.	CEO	June 2021	P	Target Operating Model design was approved at 27 July LH Board. Closed August 2021.
BP23	Following the review of EDI strategy in 2020/21, launch the EDI action plan	CEO	All year	P	Action complete as the EDI action plan year 1 report presented to Board and development of the year 2 action plan is underway.

## Annual Business Plan 2021/22



### 2020-21 ABP Outstanding Actions

		Directorate	Ambition	Comments
EM6	New approach to organisational development and training	CEO	Employer	Action complete and transitioned into BAU.
EM7	Skills matrix and programme of training to upskill field-based staff	CEO	Employer	Transitioned to BAU due to the need to take a hybrid approach to learning and with the impact of the pandemic coupled with issues with the training matrix. This is something OD will continue to work on in 22/23 under BAU. Mandatory training includes a range of H&S training related to the job role to ensure compliance with legislation and best practice which has been identified through the training matrix as well as soft skills in line with legislation including EDI, conflict management and GDPR.
EM3	Implement new Agile Working Policy in line with ICT Roadmap	CEO	Employer	Action complete. Policy is published and will be reviewed in the new year in line with review of TWA.
PL4	Annual Business Plan 20-21: Complete the preparation and submission of planning applications for all viable schemes within Package A	Development	Placemaker	Where schemes were once viable, due to rising build costs and changes to the building regulations, some schemes changed to being not viable. We have carried out further reviews of some schemes to improve viability, such as removing the intention for rooftop development for one scheme, further value engineering others and discussing with Planning and the council the limitations of infill development and that we are not able to complete more extensive estate improvement works and improvements to existing blocks on the estate. This has slowed the programme, but in doing so we are hopeful that we can submit a further 3 schemes for planning in the next 2 months (subject to the council's approval through their new gateway system). It can take a month before we get confirmation if we can submit for planning.