

Performance Report

March 2023

**RAISING
OUR
GAME**


Lewisham
Homes



Report Contents



		Page
Highlights & Challenges	Overview of three highlights and challenges from previous reporting period	3 - 4
Trends	Comparison of performance across periods, highlighting key trends	5 - 6
Key Observations	Assessment of performance and key findings	7 - 9
Performance Scorecard	Details of indicators	10 - 11
Exception Report	Performance outliers with manager comments & remediation actions	12 - 17
Annual Business Plan	Update on Annual Business Plan indicators	18 - 24

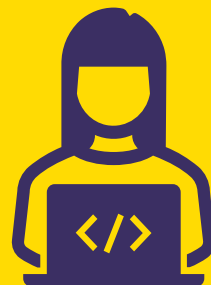
Highlights & Improvements

Complaints



Complaints responded to on time **rose to 95%** in March, **5% above target** for 2022/23 with 2022/23 overall at 83%, **9% higher than last year.**

Staff Turnover



Staff turnover **fell to 17.9% in March (rolling 12 months), below the target figure of 20%** and **6.6% lower** than the highest figure in June.

Income Collection



Lewisham Homes acquired rent collection rose to **95.93%** in March, **above the 95% target** and the highest figure so far for 2022/23.

Challenges

Disrepair



Total disrepair caseload currently stands at **319**, with **48 new cases opened** in March and 349 for 2022/23 as a whole. There were **12 cases closed** in March and 120 for 2022/23 overall.

Voids



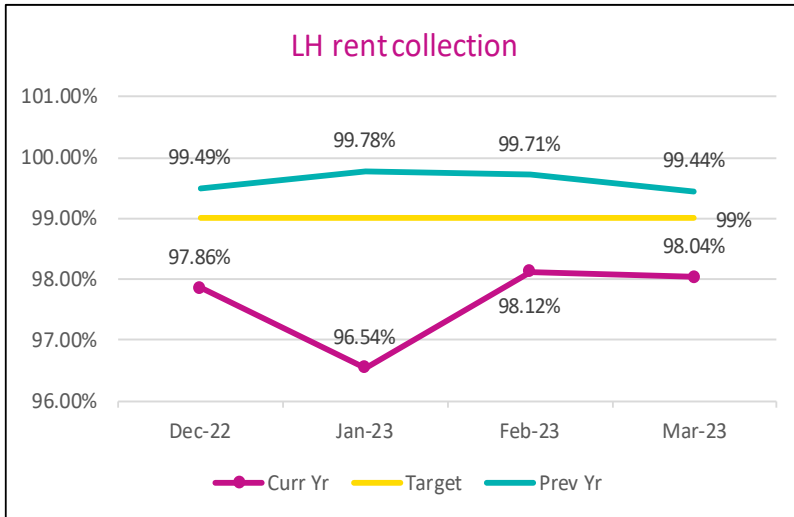
Average days to turnaround major voids **rose to 78 days in March** and **66 days overall for 2022/23**, with the figure for minor voids at **54 days in March** and **41 days overall for 2022/23**.

Repairs

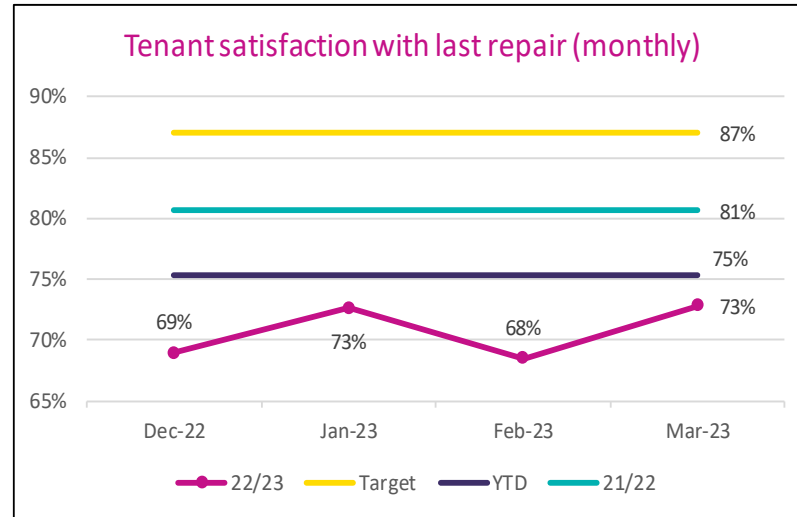


Average calendar days to complete responsive repairs rose to **47 days in March**, against a target of 12 days, with 2022/23 overall completion time **at 29 days**.

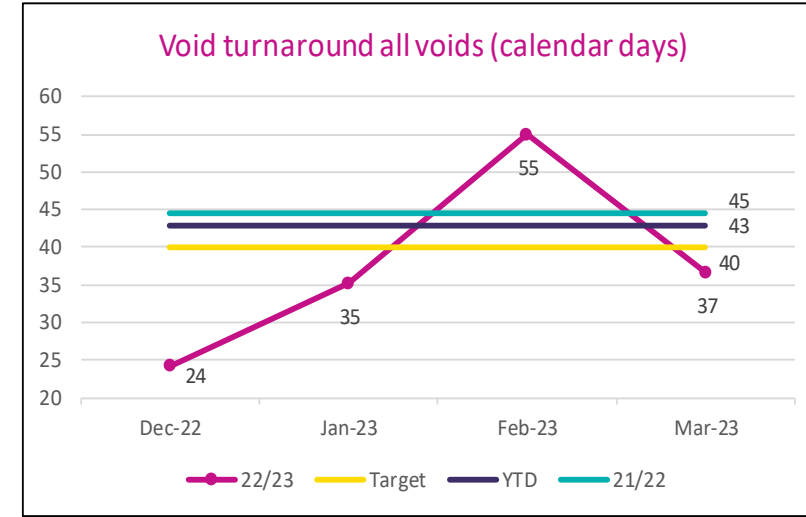
Trends



Rent collection for March was 98.04%, compared to February's figure of 98.12%, against the target of 99%. Up to November, rent collection had in general improved steadily during the year since May's figure of 95.69%. This year the impact of high inflation, energy price shock and a fall in real income has squeezed household budgets. There was a time lag issue associated with payment posting impacting on rent payments, however these have since been corrected (see Key Observations). There is no YTD line as the latest monthly value is the YTD figure.

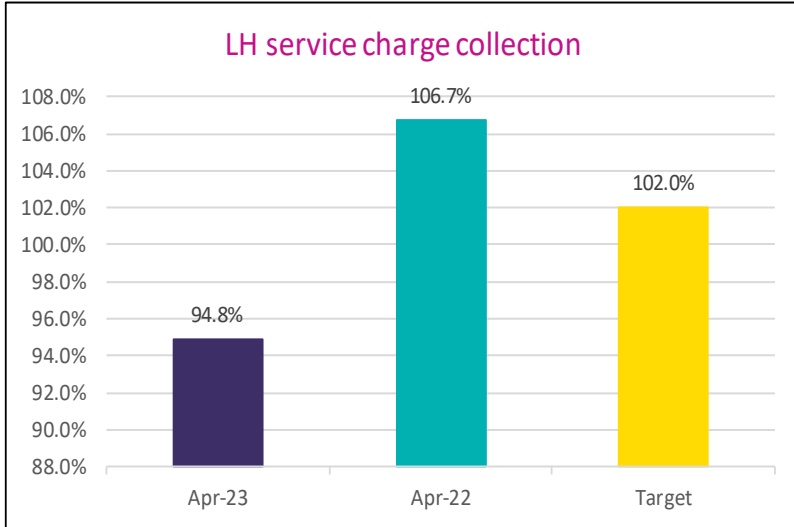


Tenant satisfaction with the last completed repair rose to 73% in March from 68% in February, and is 75% overall for 2022/23. March 2023 performance is 11% lower than a year ago, with satisfaction at 84% in March 2022, and 81% for 2021/22 as a whole. Ease of reporting a repair rose to 63% in March from 61% in February, and 67% for 2022/23 overall, while quality of works was 83% in March from 84% in February, with the overall figure for 2022/23 at 85%.

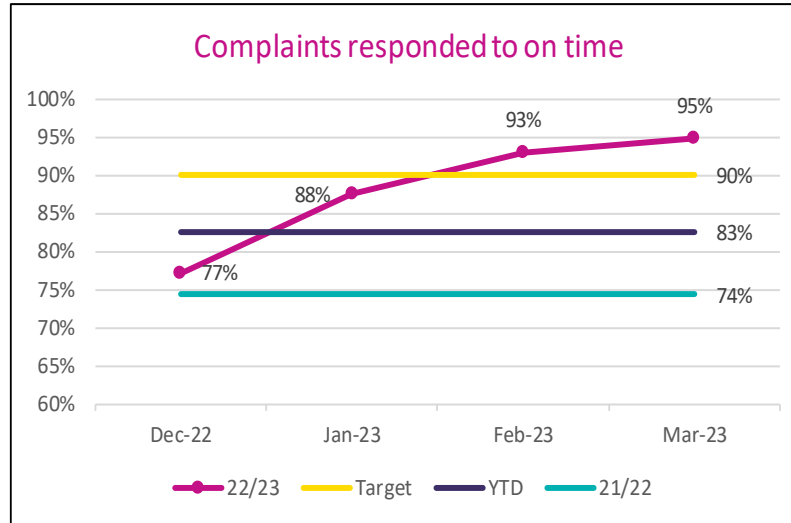


Average days to turnaround all voids dropped to 37 days in March from 55 days in February, following figures of 35 days in January and 24 days in December. March's figure is below the target of 40 days, with the overall figure for 2022/23 at 43 days, just 3 days above the target (see Key Observations for explanation). Compared with a year ago, March 2022 had a figure of 36 days, 1 day lower than the figure for March this year.

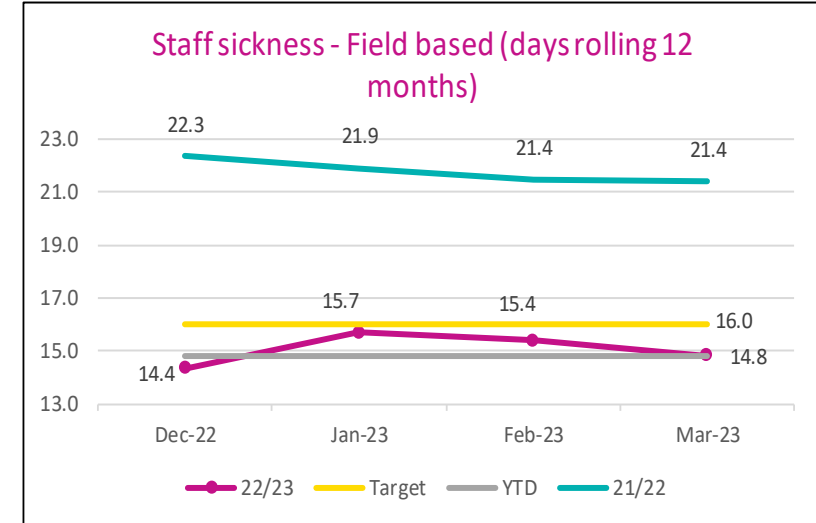
Trends



Leasehold service charge collection for March was 94.8%, finishing below the 102% target for 2022/23 by 7.2%, following past months where the gap above the target had been shrinking steadily before falling behind the target. Service charge collection was consistently above the pro-rata target for 2021/22, finishing at 106.7%, 11.9% higher than March 2023 (please see the Key Observations for more information).



Complaints responded to on time rose to 95% in March, following figures of 93% in February, 88% in January and 77% in December, and is 12% above the overall figure for 2022/23. March 2023 is 15% higher than the monthly figure a year ago and 5% above the target of 90%. The overall figure for 2022/23 has risen to 83%, and is 9% higher than the overall performance from 2021/22. For further information please see the Key Observations and Exceptions Report.



YTD sickness for field based at the end of March was 14.8 days, an improvement from 15.4 days in February. We have seen continuous reduction in sickness levels since March 2022 which was 21.4 days rolling 12 months (see Performance Scorecard). Sickness for Repair operatives was 26.0 days rolling 12 months (based on 51 FTE), compared to 10.6 days for Environmental Services (based on 163 FTE).

Key Observations

Customer Satisfaction

Tenant satisfaction with the overall service was 44% in the final quarter of 2022/23. The overall figure for 2022/23 stands at 48% against the target of 65%. Leasehold satisfaction with the overall service was 26% in the final quarter of 2022/23. The overall 2022/23 figure is 34% against the target of 50%.

Tenant satisfaction that the landlord listens to their views was 41% in the final quarter of 2022/23, with 42% the overall 2022/23 figure against a target of 60%. Tenant satisfaction with repairs and maintenance also has a final figure of 42% for 2022/23, after recording 37% in the final quarter, compared to a target of 67%. Resident satisfaction that staff are friendly and approachable is 57% in the past quarter, against the target of 80%, but is the best performing metric of the five with an overall figure of 60% for 2022/23.

Other satisfaction metrics saw increases in the past quarter, such as tenant satisfaction that they are treated fairly and with respect (see Appendix C for further analysis). The first quarter of 2022/23 is not applicable as a different scaling methodology was used to experiment ahead of the impact of the incoming Tenant Satisfaction Measures (TSMs) from April 2023, which have been finalised and are to be recorded from the beginning of 2023/24. All five metrics within Customer Satisfaction are assessed on a per quarter basis in the Performance Pack, rather than monthly.

Repairs

Tenant satisfaction with the last repair was 73% in March, a rise from 68% in February, and is 75% for 2022/23 as a whole against a target of 87%.

Repairs completed on first visit was 73% in March from 74% in February, with the overall position at 80% for 2022/23. Appointments made and kept was 90% in March. The overall 2022/23 position at the end of March remains at 92%, only 3% behind target. Eleven of the twelve months so far this year have had figures of 90% or higher, except February at 87% (see Performance Scorecard).

The average number of calendar days to complete responsive repairs was 47 days in March, compared to 41 days in February. The overall average up to March was 29 days, against the target of 12 days. Since the beginning of the calendar year, we have been focused upon clearing down our commercial work in progress (revenue accrual). This has involved reviewing completed works and ensuring that the correct schedule of works codes have been applied and reflect the works undertaken. As a good proportion of these jobs are aged work in progress, this has had a negative impact in February and March on both our first-time fix and average days to complete KPIs, whilst it has however had a positive impact on our invoicing and cash position. We are unable to quantify the impact due to system reporting limitations. It is anticipated that this will be repeated during April as we continue to clear jobs through the system. In summary, our true performance is better than that reported, however we are unable to be certain as to by how much.

New disrepair cases have had a significant increase in January, February and March following the government's decision not to introduce fixed recoverable costs (FRC) to housing cases and a commitment that this would not be reviewed until 2025 at the earliest. Some housing providers are reporting that they have received more cases in January 23 – March 23 than they received last year in its entirety. From January 2023 to March 2023 Lewisham Homes received 140 new claims, last year we averaged 4 new cases a week (see also Repairs Exceptions page).

Key Observations

Voids

Average days to turnaround all voids was 37 days in March and an improvement from 55 days in February, with the figure 3 days below the target of 40 days. The overall 2022/23 figure is at 43 days, three days above the target. Excluding long-term and management void relets in the current year, the relet time would have been 36 days so far up to March. There were no long-term voids (LTV) let in March and three LTVs remain active this year, averaging 636 days. The Executive Leadership Team (ELT) are to receive an enhanced voids status report on a weekly basis going forward.

Minor works relet time dropped to 54 days in March, compared with 57 days in February, with the overall average at 41 days against a target of 30 days. Major works relet time in March was 78 days, compared to 77 days in February, with the overall average at 66 days against a target of 40 days. Since March 2022, more void works is being done by a sole contractor, with staffing issues within the DLO; this is adding pressure to deliver quick turnarounds. The high turnover of voids and terminations received during 2022/23 is being investigated and we expect to report back on this in May 2023.

Void loss for March was 0.79%, compared to 0.53% a year ago and remains behind the target of 0.6%.

Income Collection

Lewisham Homes rent collection was 98.04% in March, compared to 98.12% for February. Average weekly cash collection (excluding Housing Benefit) was £947K in March compared to February's figure of almost £1.4m and January's (post-Christmas) figure of £693K. A combination of factors is affecting rent collection this year; the cost of household energy has tripled from a year ago, rising inflation which has peaked at 11.1% in November and household income squeeze in the last year. Welfare benefits this year have not risen in line with inflation which is another factor reducing rental income collection.

Lewisham Homes & TMOs service charge collection up to March was 94.8% against the final pro-rata target of 102%. The collection rate was higher this time last year at 106.7%, which was mainly the result of payment plans to pay arrears built up in 2020 due to Covid uncertainty. We have seen a significant increase in cancelled direct debits and standing orders, with the number of rejected direct debits for leaseholders rising from 377 in 2021/22 to 561 in 2022/23, which suggests leaseholders are struggling with the cost of living crisis. Monthly cash collection for March was £525K compared to £391K in February and a peak of £624K in May. This metric and its target is measured as a monthly accumulation instead of an annual YTD average.

Due to an upgrade of Lewisham Homes' third-party income management system, there was a time lag issue associated with payment posting impacting on rent payments, however these have since been corrected. For service charges & major works, there is also a significant drop in the recovery stats across the board as the cost-of-living crisis deepens, with as much as possible being done to address this. The above is also applicable for TMO service charge collection.

Acquisitions rent collection was 95.93% in March compared to 95.72% for February, the highest figure of 2022/23 so far and ahead of the 95% target for the second successive month. We have seen an increase in "arrears direct" payments for Universal Credit (UC) accounts directly from Department of Works and Pensions. The "cost of living" headwinds and the number of rent accounts on UC has increased every month since May 2020, representing 67% of all accounts. UC direct payments are paid in arrears, compared to Housing Benefit which is paid at the same time as rent charge.

Key Observations

Customer Relations

The first four metrics for Customer Relations were above target for the second successive month in March. Complaints responded to on time rose to 95% in March. The complaint performance has fluctuated over the last six months but we are on an upward trend with the year-end figure continuing to rise. The expectation is that from April we will see figures remain at 90% or above. March's figure is 5% above the target figure of 90%, with the overall 2022/23 figure at 83% compared to overall performance from 2021/22 at 74%. Complaints responded to on time for Property Services rose from 93% in February to 94% in March, with Repairs rising from 95% to 98% in the past month, and Resident Services was at 100% for March. For further information please see the Trends and Exceptions Report.

The percentage of FOIs responded to on time was 100% in March. There were nine FOIs for March, all responded to on time, compared to three from three for February, zero from one for January and one from one for December. These percentages only involve small numbers of FOIs and can fluctuate monthly, nevertheless six of the past eight months have been at 100%. Overall, 41 from 52 FOIs have been responded to on time for 2022/23 (79%).

Councillor & MP enquiries responded to on time fell slightly to 91% in March from 94% in February, but still above the 90% target, with the overall 2022/23 figure at 75%. Performance for this metric is influenced by enquiries that also involve handling from LBL, particularly in regards to mayor enquiries prior to January 2023. The average time to respond to complaints fell to 10.5 days in March, the sixth month from the past seven below target, against 10.7 days in February and is 13.1 days overall for 2022/23. The resident satisfaction with the outcome of complaints is one month behind in reporting due to the nature of the survey collection. Satisfaction was 22% in February from 22% in January, though these percentages are usually low and tend to fluctuate. The overall figure for 2022/23 is 18% against the target of 35%.

Human Resources

Sickness overall (office & field) was 11.2 days rolling 12 months at the end of March, which is the same figure for February 2023. Sickness had been averaging roughly 10.9 days from April 2022 to March 2023, down from 12.0 days peak in March 2022 (see Performance Scorecard).

Office based sickness at the end of March was 9.0 days rolling 12 months, compared to 8.8 days in February. Field based sickness was 14.8 days at the end of March, and is 6.6 days lower than March 2022, which was 21.4 days (see Performance Scorecard). Sickness for Repair operatives was 26.0 days rolling 12 months (based on 51 FTE), compared to 10.6 days for Environmental Services (based on 163 FTE).

At the end of March staff turnover on a rolling 12 month basis decreased to 17.9%, which is 2.1% below the 20% target and further improvement compared to February which was at 19.6%. Turnover has been falling consistently since November 2022. The Development Team, who transferred to LBL, are not included in the figures from 1st of February. This will apply to any teams going forward who transfer to LBL.

Performance Scorecard

New indicators for 2022/23

No	Indicator	Polarity	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Vs Prev Month	Target	YTD Status	+/-
Customer Satisfaction																			
1	Tenant satisfaction with the overall service	High is best			N/A			54%			46%			44%		↓	65%	48%	-17%
2	Leasehold satisfaction with the overall service	High is best			N/A			37%			40%			26%		↓	50%	34%	-16%
3	Tenant satisfaction that their landlord listens to their views	High is best			N/A			45%			42%			41%		↓	60%	42%	-18%
4	Resident satisfaction that LH staff are friendly & approachable	High is best			N/A			63%			60%			57%		↓	80%	60%	-20%
5	Tenant satisfaction with landlord's repairs and maintenance service	High is best			N/A			49%			41%			37%		↓	67%	42%	-25%
Repairs																			
6	Tenant satisfaction with last repair	High is best	84%	73%	81%	78%	75%	83%	86%	71%	72%	69%	73%	68%	73%	↑	87%	75%	-12%
7	Repair completed at first visit (First Time Fix)	High is best	79%	89%	84%	72%	85%	83%	82%	80%	82%	83%	87%	74%	73%	↓	90%	80%	-10%
8	Appointments made and kept	High is best	94%	93%	95%	90%	95%	96%	95%	92%	92%	93%	93%	87%	90%	↑	95%	92%	-3%
9	Average number of calendar days to complete responsive repairs	Low is best	52	8	8	67	17	18	22	24	26	23	27	41	47	↓	12	29	-17
Disrepair																			
10	New disrepair cases opened	Low is best	33	21	28	21	14	18	22	27	33	25	36	56	48	↑	-	349	-
11	Disrepair cases closed	High is best	18	8	5	8	9	5	11	9	13	10	13	17	12	↓	-	120	-
12	Total number of disrepair cases	Low is best	90	103	126	139	144	157	168	186	206	221	244	283	319	↓	-	319	-
13	Potential disrepair cases determined under Alternative Dispute Resolution (ADR)	High is best	1	0	0	0	0	0	1	2	4	2	6	2	1	↓	-	18	-
14	Settled disrepair cases yet to be closed (cumulative)	High is best	15	18	19	23	23	29	33	47	57	64	76	86	97	↑	-	97	-
Voids																			
15	Average days to turnaround all voids (calendar days)	Low is best	36	26	35	77	73	35	42	33	50	24	35	55	37	↑	40	43	-3
16	Average days to turnaround major voids (calendar days)	Low is best	57	43	55	66	78	41	71	44	99	42	74	77	78	↓	40	66	-26
17	Average days to turnaround minor voids (calendar days)	Low is best	30	36	41	29	38	35	30	29	44	49	49	57	54	↑	30	41	-11
18	Void rent loss as a percentage of annual rent roll	Low is best	0.53%	0.67%	0.65%	0.64%	0.67%	0.68%	0.70%	0.70%	0.71%	0.72%	0.74%	0.77%	0.79%	↓	0.6%	0.79%	-0.19%

No. 18 - void rent loss figure in March expected to be 0.77%, requiring Capita update for Canonbie Road properties

Performance Scorecard

New indicators for 2022/23

No	Indicator	Polarity	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Vs Prev Month	Target	YTD Status	+/-
Income Collection																			
19	Lewisham Homes rent collected	High is best	99.44%	97.10%	95.69%	96.51%	97.30%	97.67%	97.64%	97.87%	98.03%	97.86%	96.54%	98.12%	98.04%	↓	99.00%	98.04%	-0.96%
20	Lewisham Homes & TMOs service charge collected	High is best	106.7%	12.8%	23.2%	30.7%	38.5%	45.8%	52.9%	59.8%	66.7%	73.4%	79.3%	86.0%	94.8%	N/A	102.0%	94.8%	-7.2%
21	LH acquisitions rent collected	High is best	102.85%	94.04%	90.91%	92.67%	93.36%	91.76%	92.39%	93.67%	94.95%	95.71%	93.01%	95.72%	95.93%	↑	95.00%	95.93%	0.93%
Customer Relations																			
22	Complaints (stage 1 & 2) responded to on time	High is best	80%	69%	56%	51%	64%	89%	98%	92%	87%	77%	88%	93%	95%	↑	90%	83%	-7%
23	Percentage of FOI responded to on time (including Internal Reviews)	High is best	60%	100%	60%	60%	25%	100%	100%	100%	80%	100%	0%	100%	100%	→	100%	79%	-21%
24	Councillor & MP enquiries responded to on time	High is best	80%	64%	54%	33%	78%	87%	87%	84%	83%	64%	87%	94%	91%	↓	90%	75%	-15%
25	Average time to respond to all stage 1 & 2 complaints (working days)	Low is best	19.1	15.0	16.5	18.6	19.2	14.3	11.3	11.0	10.5	11.6	14.9	10.7	10.5	↑	13.0	13.1	-0.1
26	Resident satisfaction with the outcome of complaints	High is best	12%	39%	0%	17%	29%	13%	33%	17%	3%	14%	22%	22%	N/A	→	35%	18%	-17%
Human Resources																			
27	Staff sickness (days rolling 12 months) - office based	Low is best	6.6	5.9	6.2	6.6	7.0	7.1	6.8	7.2	7.7	8.1	8.0	8.8	9.0	↓	8.0	9.0	-1.0
28	Staff sickness (days rolling 12 months) - field based	Low is best	21.4	19.0	19.5	20.9	19.7	16.2	17.5	16.7	15.9	14.4	15.7	15.4	14.8	↑	16.0	14.8	1.2
29	Staff sickness (days rolling 12 months) - all staff	Low is best	12.0	10.7	11.1	11.8	11.6	10.4	10.7	10.7	10.7	10.3	10.8	11.2	11.2	→	11.0	11.2	-0.2
30	Staff turnover (rolling 12 months)	Low is best	22.8%	23.7%	24.1%	24.5%	24.4%	24.0%	22.3%	20.8%	21.1%	20.6%	20.2%	19.6%	17.9%	↑	20%	17.9%	2.1%
Development																			
31	Number of site starts for new build	High is best	0	57	0	0	0	8	41	40	5	0	0	0	0	N/A	49	151	102
32	New build homes completed	High is best	12	0	25	0	0	0	0	0	11	0	17	23	0	N/A	193	76	-117
Decants																			
33	Total live decants cases	Low is best	19	23	25	20	18	17	19	19	28	25	26	26	24	↑	-	24	-
Evictions																			
34	Number of rent arrears evictions	Low is best	3	1	2	0	1	1	2	2	1	3	1	0	3	N/A	-	17	-
35	Number of ASB evictions	Low is best	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A	-	0	-
36	Number of Unauthorised/Sub-let evictions	Low is best	0	0	0	1	1	1	3	0	0	0	1	1	0	N/A	-	8	-

Exception Report

Repairs

Exception Description

Repairs completed on first visit was 73% in March from 74% in February, with the overall position at 80% for 2022/23.

Appointments made and kept was 90% in March, compared to 87% in February. The overall 2022/23 position at the end of March remains at 92%, only 3% behind target.

The average number of calendar days to complete responsive repairs was 47 days in March, compared to 41 days in February. The overall average up to March was 29 days, against the target of 12 days.

Tenant satisfaction with the last repair was 73% in March, a rise from 68% in February, and is 75% for 2022/23 as a whole against a target of 87%.

Managers Comments

- MPC training completed and MPCs now scheduled for completion prior to the end of May.
- The majority of operatives are now signed up to our Localz App providing us with an almost real time view of our customer satisfaction.
- Data cleansing project: All 'work in progress' data has now been categorised with required actions agreed. Cleansing due to start mid / end April once resource becomes available.
- Terms now agreed with United Living for assistance with work in progress clearance. Mobilisation underway with a target go-live date of 8 May 23 (delayed from previous advised date due to lengthy procurement process).
- We continue to carry 9 operative vacancies. CVs screened with interviews currently being arranged.
- March saw another difficult month in terms of IT and Telephony stability meaning our service was considerably impacted. Remedies are in place to address and investigations underway as to whether we can move onto the council's telephone system (8X8) prior to service transfer.
- Van stock schedules reviewed by operative team and feedback provided.
- Note – As we start to clear our aged work in progress, it is likely that the average time to complete a repair will temporarily increase.

Proposed Improvements

- Complaints analysis currently underway to better understand common themes and required corrective actions.
- All van stocks to be brought up to required levels and replenishment processes agreed.
- Continued implementation of our Repairs Improvement Plan.
- Continued monitoring of Localz tenant feedback enabling us to respond to dissatisfaction at the earliest opportunity.
- Recruitment of all outstanding vacancies combined with improved system integrity will significantly improve our front-end service delivery.

Exception Report

Disrepair

Exception Description

There were 319 disrepair cases at the end of March and this is 229 cases more than March 2022, which was 90. This number includes 48 new cases logged in March and 319 for 2022/23. In March, 12 disrepair cases were closed, while the number of potential disrepair cases determined under Alternative Dispute Resolution (ADR) was one in March. As of this month, there are 97 settled disrepair cases yet to be closed.

A high quality repairs service is a key element in the provision of good quality rented housing. Also it is an essential element in achieving high levels of tenant satisfaction, improving the landlord and tenant relationship and protecting health and safety.

Managers Comments

Disrepair cases remain high in the social housing sector, and this is likely to remain whilst there is no fixed cap on legal fees. The increase of legal disrepair cases brought against Lewisham Council has slowed in April, with 20 currently received in month, compared to 140 received from 01 January to 31 March 2023. 24 cases have now been closed prior to formal claim by our in-house paralegal, all works are still treated as urgent and we are able to resolve these more quickly as no reliance on communication through solicitors.

Proposed Improvements

Ongoing discussions with United Living have been positive and their proposal to provide 4 surveyors will provide much needed support where recruitment in this sector remains extremely difficult. This will see cases closed quickly and as a result greatly reduce compensation and legal costs.

Exception Report

Voids

Exception Description

The average number of days to turnaround all voids was 37 days in March, an improvement from 55 days in February, while March was 3 days below the target figure of 40 days. The overall 2022/23 figure is at 43 days, three days above the target. There were no long-term voids (LTV) let in March and three LTVs remain active this year, averaging 636 days.

Minor works relet time dropped to 54 days in March, compared with 57 days in February, with the overall average at 41 days against a target of 30 days.

Major works relet time in March was 78 days, compared to 77 days in February, with the overall average at 66 days against a target of 40 days.

Managers Comments

124 voids including 39 Buyback's were received in March that had an impact on turn-around times and resources. Talks are ongoing with an additional contractor to provide support. A new Voids Manager has been successfully recruited in addition to an additional Voids Supervisor being seconded. Both will start in May 2023.

There were 24 more lets in March compared to February. Of the properties where there was a long delay between handover and sign up these were due to:

- Multiple refusals of the property, requiring new nominations and/or new adverts. Two of these were studio flats which are harder to let.
- Delays with OT deciding whether the property would be suitable for any residents on their books.

Proposed Improvements

Lettings are working with ICT to directly inform Mashers when new voids are created on the system (this information currently only goes to the Voids team).

Exception Report

Customer Relations

Exception Description

Complaints responded to on time was 95% in March, following figures of 93% in February, 88% in January and 77% in December. March's figure is 5% above the target figure of 90%, with Property Services at 94% and Resident Services at 100% this month. The overall figure for 2022/23 is 83%, nearly 10% above overall performance from 2021/22 at 74%.

The percentage of FOIs responded to on time was 100% in March. There were nine FOIs for March, all responded to on time, compared to three from three for February, zero from one for January and one from one for December. Overall, 41 from 52 FOIs have been responded to on time for 2022/23 (79%).

Councillor & MP enquiries responded to on time fell slightly from 94% in February to 91% in March. The average time to respond to complaints fell to 10.5 days in March from 10.7 days in February, with six of the last seven months below the target of 13 days and the overall figure for 2022/23 just above at 13.1 days.

Managers Comments

Data shows a significant increase in casework, which has been reflected across the social housing sector. Alongside media focus on damp and mould complaints, the Housing Ombudsman's push to raise their profile has also resulted in more resident awareness of the complaints process.

The improvement in performance since the beginning of the financial year has been a result of increased focus. While the numbers of complaints and enquiries remain high, daily and weekly reporting has provided management with a highly visible central resource. This allows teams to focus on outstanding casework, deploying resources where they are most urgently needed. The hard work of the teams, increased staffing levels and staff changes on the Repairs side has seen improvements in performance overall.

The increased use of iCase by teams has alleviated the 'bottleneck' caused by the previous system whereby two people closed cases for the whole organisation.

The number of Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) remain higher than usual, with an anecdotal increase in the number of complainants requesting personal information, following a complaint outcome. The Data Protection Officer's (DPO) engagement with, and support of teams has increased to meet this demand, making the improvements in FOI response times all the more impressive.

Factors including staff turnover and depleted teams causing a significant knowledge gap appear to have stabilised.

Proposed Improvements

Heads of Service met to discuss customer satisfaction and how the complaints process might better serve residents. This will be taken forward to the wider organisation at the next Leadership Group Meeting. The importance of information management has been communicated to Heads of Service in the areas with the highest numbers of complaints and enquiries and the introduction of the new CRM should greatly improve this issue.

The Policy Officer has now mapped processes for SAR and FOI requests and the DPO has published information on HUB. CRT will meet with LBL colleagues to discuss integration of systems and processes and ensure the progress made is not eroded going forward.

Exception Report

Human Resources

Exception Description

Office based sickness at the end of March was 9.0 days rolling 12 months, compared to 8.8 days in February. Field based sickness was 14.8 days at the end of March, and is 6.6 days lower than March 2022, which was 21.4 days (see Performance Scorecard). Sickness for Repair operatives was 26.0 days rolling 12 months (based on 51 FTE), compared to 10.6 days for Environmental Services (based on 163 FTE).

At the end of March staff turnover on a rolling 12 month basis decreased to 17.9%, which is 2.1% above target and the further improvement compared to February which was at 19.6%. Development Team who transferred to LBL are not included in the figures from 1st of February. This will apply to any teams going forward who transfer to LBL.

Managers Comments

We are finding challenges due to the combination of the great resignation attributed to Covid 19, quiet quitting (doing only what your job demands and nothing more and quitting doing anything extra) to the boomerang phenomenon (people who quit their jobs and are now returning or wanting to return). We have additional challenges with the review and now closing of the ALMO and salaries not keeping up with the market, which all contribute to a high rate of staff turnover.

In March we continued to deliver mandatory training sessions to managers on supporting staff with mental health as well as offering Health MOT's for staff. We have received positive feedback from these sessions and the health MOT's have resulted in better awareness for those attending on improving their lifestyle and we hope this will support longer term with reducing sickness absence.

Proposed Improvements

The mandatory managers induction has been launched and will take place monthly. This will provide an overview of responsibilities for managers in managing sickness.

Skilled managers are critical to employee engagement, organisational success and even wellbeing. Therefore, providing development opportunities for managers is essential. The Managers Development Programme has been launched to provide further management tools, awareness and how to create a healthy working environment with the aim of reducing turnover and reducing sickness absence. There have also been workshops on HR policies including support attendance at work. In April a review of our approach to wellbeing will be undertaken. With the additional initiatives we expect to see a longer term reduction in sickness as a consequence.

Exception Report

Development

Exception Description

For 2021/22, the number of new build homes completed was twelve for March (six units in Canonbie and six units in Marnock) on the Performance Scorecard.

For 2022/23, the number of site starts for new build (including planning permission, demolition and contractor start on site etc.) is 151 and the number of new build homes completed is 76.

Managers Comments

Knapdale Close - handover for Knapdale is complete and all but one of the new homes is now occupied.

Valentine Court - 41 affordable homes (26 London Affordable Rent and 15 Shared Ownership) were submitted for planning on 31st May 2022. Committee approval was given on 29 September 2022. Two tenders have been returned and these are currently being assessed.

Greystead – next step is to gain approval to submit the planning application. Demolition is complete. Grace Path/Silverdale - sign ups complete and homes are occupied.

Drakes Court - Drakes to go out to tender once Employers Requirements are finalised. We have not had much success with the soft market testing hence the delay.

Home Park and Edward Street - we have issued notice to the bondsman (Gately Vinden), via Winckworth Sherwood, of our intention to call in the performance bonds for both sites – per ONHB approval on 9 March. Work is ongoing to determine delivery options for both sites and potential meantime use. It is expected that a further update on this will be made next month.

For our Algernon Rd project, the contractor has pulled off site in an effort to leverage additional, unwarranted costs. We have robustly responded and it is possible that we will terminate the contract. Work is ongoing to assess the cost and programme implications of the options available. The performance bond will insulate some of the financial impact, for the remainder we will pursue damages, this will require the payment of solicitors and the process could be lengthy. A paper is being prepared for circulation on the options for restarting the project.

Proposed Improvements

Elderton and Walsham to start in May due to delays with party wall awards.

Annual Business Plan 2022-23



All

Objectives due in Q3

- Repairs E2E Review (Oct)
- Shared Ownership service design and processes (Nov)
- Customer data project plan (Dec)

17

0 0 2

11 4

Landlord

Red Projects

- True Compliance

Amber Projects

- N/A

5

1 1 3

Placemaker

Red Projects

- N/A

Amber Projects

- N/A

2

2

Employer

Red Projects

- N/A

Amber Projects

- N/A

3

3

Partner

Red Projects

- N/A

Amber Projects

- N/A

3

3

Enterprise

Red Projects

- HMS/CRM

Amber Projects

- N/A

4

3 1

Lewisham Homes

Annual Business Plan 2022/23



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

LANDLORD

		Directorate	Target Date	Status	Comments
BP1	Service Charge Process: Restart of the Service Charge project, including a new design of service charge process and implementation of changes (subject to the completion of the Housing Management System project).	Resident Services	Mar-23	S	The project is linked to the Housing Management System and due to revised priorities is now due for completion in September 2023.
BP2	True Compliance: Continued rollout across the different compliance workstreams. Main focus on Fire, Electrical and Asbestos in 2022/23.	Property Services and Safety	Mar-23	R	<p>Gas and EICR (Electrical) data has been loaded and detail validated. WRA's have also been loaded and testing of data is in progress, passenger lifts data has been loaded and testing of certification starts w/c 3rd April 2023, FRA sites are being identified and property loading will commence w/c 3rd April 2023. Asbestos is currently in the data gathering process. We are still on target to have the big six compliance work streams loaded by the end of April 2023. The reporting aspect for the workstreams is the next step, which should be ready by June 2023. This will cover compliance reporting, including the Tenant Satisfaction Measures (TSMs), but we still have work to complete around reporting actions from all the regulatory inspections.</p> <p><i>Update - The big six compliance work streams were all loaded into TC before the end of April 2023, we are now working through the document uploads and reporting aspects and should be ready to report compliance by the end of June 2023. This will assist with the TSMs - work around action reporting from the regulatory inspections will follow.</i></p>
BP3	Building Safety: Fully staffed and qualified team in place, deliver resident engagement strategy and put in place programme to develop safety cases and fire strategies for all in scope buildings.	Property Services and Safety	Mar-23	P	
BP4	Repair End-to-End Review: End to end review completed and reported.	Property Services and Safety	Oct-22	P	

Annual Business Plan 2022/23

LANDLORD

	Directorate	Target Date	Status	Comments
BP5 Learning from Complaints: Proactively working with residents to better meet their needs and improve our services, leveraging complaints as a source of potential learnings and improvements across the business.	Finance and Technology	Mar-23	P	

PLACEMAKER

	Directorate	Target Date	Status	Comments
BP6 Housing Development: The submission of planning applications, site start and completions for the development Programme which contribute to the Council's Direct Delivery ambitions.	Development	Mar-23	P	
BP7 Shared Ownership: Design and implementation of Shared Ownership service design and processes, ready for when residents start to take ownership	Development	Nov-22	P	

Annual Business Plan 2022/23



EMPLOYER					
		Directorate	Target Date	Status	Comments
BP8	EDI Programme: Diagnostic exercise to identify root causes and issues for EDI and Ethnicity Pay-Gap, followed by definition and delivery of EDI programme to deliver improved outcomes. Areas of focus: recruitment and retention, staff development, ethnicity pay-gap, celebrating diversity and inclusivity.	CEO directorate	Mar-23	P	
BP9	Inclusive Work Culture: Strengthening our inclusive culture through the launch of the Management Development programme, further establishing staff network groups, employee voice opportunities, and enhancing our wellbeing offering to support ongoing resilience of our staff.	CEO directorate	Mar-23	P	
BP10	Digital 5S: Set principles for holding data & files, creating high-level design for filing structures and solutions for data types	Finance and Technology	Mar-23		The board agreed to remove this from the business plan
BP11	The full functionality of the LBL Oracle People Systems is available to Lewisham Homes.	CEO directorate	Mar-23		The board agreed to remove this from the business plan
BP12	People First: To continue to roll out People First Training and embedding with all staff.	Resident Services	Apr-23	P	

Annual Business Plan 2022/23



PARTNER					
		Directorate	Target Date	Status	Comments
BP13	Resident Voice: To develop an annual engagement workplan. To embed resident engagement across the business.	Resident Services	Mar-23	P	
BP14	Customer Data and Segmentation: To create a project plan for collecting customer data and agreeing the data to be collected.	Resident Services	Dec-22	P	
BP15	Tenancy Sustainment including Fuel Poverty: To provide support to tenants to retain and manage their tenancies. To engage, signpost and support residents suffering from fuel poverty.	Resident Services	Mar-23	P	

Annual Business Plan 2022/23



ENTERPRISE

		Directorate	Target Date	Status	Comments
BP16	HMS/CRM: Implement and go-live with a minimum viable product of Microsoft Dynamics as an HMS and CRM system for Lewisham Homes	Finance and Technology	Mar-23	R	Delivery accountability will move from Lewisham Homes to Lewisham Council as part for the transfer of TDD team and IT. Lewisham Homes will remain the key customer and benefactor for the project. Phase 1A project has been delayed to July 2023.
BP17	Integra to Oracle: Deliver finance system migration to Oracle from Integra.	Finance and Technology	Mar-23	S	Deferred to 2023/24 as per request from LBL.
BP18	Data Standards and Maturity: To establish the strategic direction and vision for data in Lewisham Homes. The project will deliver data standards, a framework for data ownership and governance	Finance and Technology	Apr-22	S	Identified data owners and stewards, meetings are still on-going with areas in the business to go through roles and responsibilities. Once completed the data steward group will be set up to lead on some of the data strategy actions that will leverage the HMS development work.
BP19	Property and Data Controls: Phase 2 focuses on strategy for: component level data, enabling effective business processes such as service charges & building safety	Finance and Technology	Mar-23	S	Reconciliation of the master property control data remains ongoing, with the bulk of Phase 1A data completed, changes will be reflected in the new HMS by Phase 1A go-live. The remaining reconciliation data sets will be completed by Phase 1C go-live.

Annual Business Plan 2022/23



2021-22 ABP Outstanding Actions

		Directorate	Ambition	Comments
BP8	Meet client newbuild and start on site targets which contribute to the Mayor's direct delivery ambitions.	Development	Placemaker	Action closed. The schemes not completed within the 21-22 Financial Year were rolled into 22-23 commitments. See BP6 for updates.
BP9	Complete the leasing and mobilisation of a new vehicle fleet with enhanced sustainability.	Property	Placemaker	The vehicles are now procured through the leasing agreement, however due to an increase in costs of racking and livery a further Gateway was required. Gateway since approved for vehicles. Fleet currently awaiting racking and likely to have the first tranche into Lewisham Homes in May 2023.
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	Enterprise	The rollout to Office based and Field based staff has completed. The project will now be closed formally from a governance perspective.