BUILDING OUR FUTURE

CORPORATE PLAN 2019 - 2022

Lewisham Homes

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FOREWORD

This is our three year corporate plan and it sets out what sort of organisation we want to be and what we want to deliver between now and 2022. Our residents, staff, key stakeholders and the Board have contributed to shaping this plan. The key messages are clear; we need to focus and invest in the quality of our existing homes and estates, and all the services we provide, whilst delivering more new homes to help the Mayor's objective aimed at tackling the local housing crisis.

We are an ambitious organisation, this is reflected in the plan, with the objective of benefitting our residents and staff.

We are looking forward to working closely with our residents, staff and partners to make a real difference.

M. Dodwell

Margaret Dodwell
Chief Executive

Ainsley Forbes
Chair of the Board

1 SUMMARY

WE RECOGNISE THE IMPORTANCE OF AN AFFORDABLE, SAFE AND SECURE HOME AS A FOUNDATION FOR LIFE AND LIFE CHANCES

At Lewisham Homes we also recognise that, once someone has a home, their neighbourhood and community play a crucial role. Empowering people to interact with each other, build strong communities and reduce neighbourhood tensions stands side-by-side with the need to provide good quality homes and reliable and trusted services. Getting these factors right will improves our residents' life chances.

OUR VISION IS:

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

IT'S WHY WE EXIST

This is our Corporate Plan for 2019 to 2022.
It articulates our mission and our five ambitions.

Together these will help us deliver our vision in an ever-changing and increasingly complex environment.

OUR MISSION IS:

TO PROVIDE SAFE, QUALITY HOMES, DELIVER EFFICIENT SERVICES AND ENHANCE LIFE CHANCES

We will do this by focusing on our five ambitions:

LANDLORD

Consistently delivering an excellent and reliable resident experience

PLACEMAKER

Building and investing in safe, attractive and sustainable homes and neighbourhoods

EMPLOYER

Enable our staff to be the best they can be

PARTNER

Working in partnership to improve quality of life and life chances

ENTERPRISE

Being an efficient, high performing business, maximising opportunities to deliver more

THE FEEDBACK WE RECEIVED CONFIRMS JUST HOW IMPORTANT OUR SERVICES AND THE WAY WE DELIVER THEM ARE TO OUR RESIDENTS

Consultation on our Corporate Plan 2019 - 22

We have consulted widely on setting our Corporate Plan. This commenced with significant contributions from our staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of our residents. We also sought the views of the Mayor of Lewisham, the Housing Select Committee and the Cabinet Member for Housing, as well as local MPs.

We received considerable feedback. This confirmed just how important our services and the way we deliver them are to our residents. There is a strong desire to see us do more and be innovative, but to do this in a way that retains the focus on delivering a high quality housing service.

2 ABOUT US

2. ABOUT US

Lewisham Homes is the London Borough of Lewisham's housing company. We manage homes on behalf of the Council, and have our own small portfolio of acquired homes, purchased to help the Council deliver its responsibilities to tackle homelessness. Lewisham Homes is a wholly owned local authority company limited by guarantee. We are a not-for-profit business investing in our communities for the benefit of local people and making a major contribution to life in our borough.

Lewisham Homes began operating in 2007 with the primary purpose of delivering the Decent Homes Programme across the Council's's 13,300 social-rented homes. Since then, the range of services that we deliver for the Council has increased and we now also develop new homes on the Council's behalf. In 2017, our tenth anniversary year, we agreed a new 10-year management agreement with the Council.

Lewisham Homes manages around 19,400 homes and houses around 47,000 people. We house individuals and families in general needs, temporary and specialist accommodation, including sheltered housing for older people.

With the exception of our 1,400 units of temporary housing, all the homes we manage for the Council are let on social rents. These are substantially below rents in the private rented sector and also provide far greater security of tenure. In addition to our 12,600 social rented homes, we also manage 5,400 leasehold properties, most of which transferred into private ownership under Right to Buy. These homes are now occupied by a mix of the original owner occupiers, second or subsequent generation owner occupiers, and the private tenants of portfolio landlords.

Our customer base is diverse, we recognise everyone as an individual and must provide services in a way that distinguishes and responds to this. Residents' expectations are changing all the time and the way technology enables us to respond to them will evolve significantly over the duration of this plan.

We are here for our residents and are committed to further amplifying their voices as we shape and improve all aspects of our services so that they:

- follow a stringent compliance framework
- place strong customer advocacy at the heart of service delivery
- deliver the Council's priorities on housing
- produce quality, value for money services
- have clear accountabilities in the management and maintenance of the whole property asset, with an emphasis on creating safe and thriving communities
- value employees, the employee experience and levels of engagement

We want residents to be involved at every level, actively participating in decision-making. This includes our Board. Eight of our 15 board member positions are reserved for residents, who set the strategic direction of the organisation.

Listening to residents and working in partnership with them is an important theme of this plan. We recognise that we have a long term relationship with the majority of our residents, and we want them to trust us and have confidence in our services.

Our team comprises 550 people. Our workforce is talented, with a strong commitment to meeting housing need and delivering high quality services to our residents. Our people are critical to the delivery of our vision.

We have reviewed our organisational values alongside the development of this plan. Our values define the way we work with our residents and each other.

LISTENING TO RESIDENTS AND WORKING IN PARTNERSHIP WITH THEM IS AN IMPORTANT THEME OF THIS PLAN

OUR VALUES

ENGAGE

We work with you and include you in decision making

EMPOWER

We encourage and enable you to achieve your best

INNOVATE

We actively seek new ideas and explore solutions with energy and excitement

DELIVER

We work with empathy and integrity to provide quality homes and great services

3 OUR OPERATING ENVIRONMENT

3.OUR OPERATING ENVIRONMENT

The national context

The housing sector, like all others, continues to change and evolve. Since our last Corporate Plan, social housing has risen much higher on the national agenda, predominantly as a result of the national housing 'crisis', and the tragic fire at Grenfell Tower.

Our Corporate Plan commences immediately after the UK is scheduled to leave the European Union, and covers a period where there is likely to be continued economic uncertainty. This will inevitably create challenges for Lewisham Homes and our residents, particularly those who rely on public services.

We exist in an increasingly global economy. National and international trends will affect both Lewisham Homes and our residents, interest rates, energy prices and inflation being key examples. A period of economic stagnation, and potential increases in both interest rates and inflation, would have a significant impact on those on low incomes.

Welfare reform will continue to place a strain on the incomes of our many residents who receive social security payments as part of their household income. The new mechanisms for claiming social security payments mean that social landlords like Lewisham Homes will need embedded approaches to tenancy sustainment, if we are to avoid increasing tenant debt and costs of collection.

Departure from the EU presents challenges to the construction industry, both in respect of costs and the availability of labour and materials. The impacts are predictable but their extent is so far unknown. Skills shortages in the construction sector are forecast but this will also create an opportunity to work with our partners to train and employ more local people. The rise in offsite construction is expected to continue.

Social housing makes an important contribution to addressing the issues of undersupply and affordability that underpin our national housing crisis. The 2017 Autumn Budget set a national target to build 300,000 homes a year by 2020. This has been accompanied by a return to social rent grant funding, a change in direction from the Cameron years, when policy focused exclusively on homeownership and affordable, near-'market' rents. In recent years, the number of homes built for social rent in the UK have fallen to record lows. Lewisham Homes is firmly committed to working with the London Borough of Lewisham to deliver increased numbers of homes for rent in our borough.

After four years of rent reductions, rents will increase from 2020. The Government's rent policy, which will commence in April 2020, links rents to the Consumer Price Index plus 1% for a period of five years. This will increase monies available in the HRA to build more homes, increase the investment in existing homes, or do more for our residents.

In August 2018 the long awaited green paper on social housing was published. This focused on five key themes:

EXPANDING SUPPLY AND OWNERSHIP

ENSURING SAFE AND DECENT HOMES

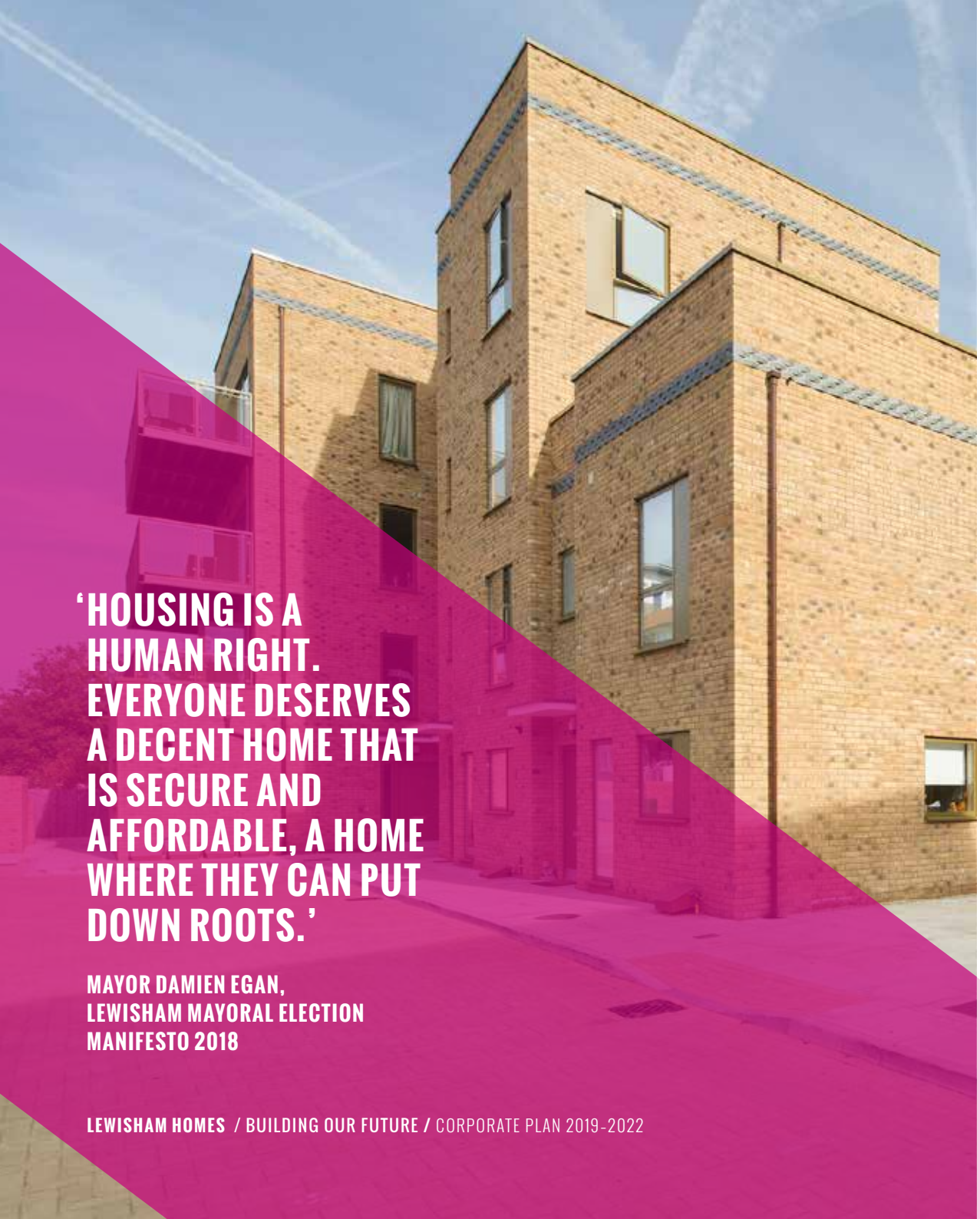
EFFECTIVE COMPLAINT RESOLUTION

EMPOWERMENT OF RESIDENTS AND THE REGULATOR

ENDING STIGMA

We welcome these changes and have actively addressed the anticipated changes in our plan. One outcome that will specifically impact Lewisham Homes is the likelihood that all social housing providers will be regulated by the Regulator of Social Housing, in the same way as housing associations are. We have already measured ourselves against these standards.

The tragic fire at Grenfell Tower in June 2017 has had a profound impact on the social housing sector. Lewisham Homes has the highest regard for the safety of our residents and staff, and the tragedy has brought this into renewed focus. We will respond proactively to any additional requirements arising from the Grenfell Inquiry, and will develop and implement a plan to address the recommendations from the Hackitt Review of Building Regulations, accepted in full by the Government in December 2018



'HOUSING IS A HUMAN RIGHT. EVERYONE DESERVES A DECENT HOME THAT IS SECURE AND AFFORDABLE, A HOME WHERE THEY CAN PUT DOWN ROOTS.'

MAYOR DAMIEN EGAN, LEWISHAM MAYORAL ELECTION MANIFESTO 2018

The local context

Lewisham Homes actively supports the Council's strategic direction and ambitions for our borough. This plan coincides with the current Mayoral term of office, and the Council's priorities have been a significant consideration in the formulation both of our strategic direction and our detailed plans. A key Council priority is to deliver 1,000 new social homes by 2022.

Tackling poverty, deprivation and inequality is at the heart of Lewisham Council's vision for a resilient, healthy and prosperous borough. This will be achieved through strong and collaborative partnerships, like the one with Lewisham Homes.

Lewisham Council was the first Council to become an accredited Living Wage employer; Lewisham Homes is similarly accredited.

Lewisham is a vibrant, culturally rich and inclusive inner London borough. It has a population of 306,000 people, and this is forecast to increase by approximately 0.9 per cent per year to more than 340,000 in 2028. Lewisham is the 15th most ethnically diverse borough in the country. In the 2011 Census, 46.4 per cent of Lewisham's people

were from a Black, Asian and Minority Ethnic (BAME) background.

Lewisham is a very young borough, with a quarter of residents under 20 years old, so demand for housing will continue to grow in the future. However older residents and those with additional needs still comprise a major part of the population. 14.4 per cent of Lewisham's residents described themselves as living with a long-term health condition in the 2011 Census, compared to 17.6 per cent for England. The number of residents aged 85 and over also continues to rise.

Lewisham is situated close to the centre of London, one of the wealthiest cities in the world. Yet, as in many London boroughs, our community still suffers from high levels of poverty, deprivation and inequality.

According to the Department for Communities and Local Government's 2015 Index of Multiple Deprivation (IMD), the borough ranked 48th out of 326 local authorities (1st being most deprived). This is a marked improvement from 2011 when it was ranked 31st, yet Lewisham still remains well within the most deprived quartile of local authorities. As would be expected in a highly diverse inner London borough, there are significant variations in deprivation by ward, with concentrations in the far north and the far south of the borough.

In the 2017 London Poverty Profile, Lewisham ranked among the bottom 25 per cent of all 32 London boroughs for the average across all poverty indicators. Lewisham is among the worst four boroughs for the number of out-of-work benefit claimants and the proportion of 19 year olds lacking level 3 qualifications.

In the north of the borough, high housing costs and low incomes combine to produce high levels of deprivation, but there are good connections to the rest of London. In the south, housing tends to be marginally more affordable but incomes are low and residents are more likely to be unemployed and in receipt of out-of-work benefits.

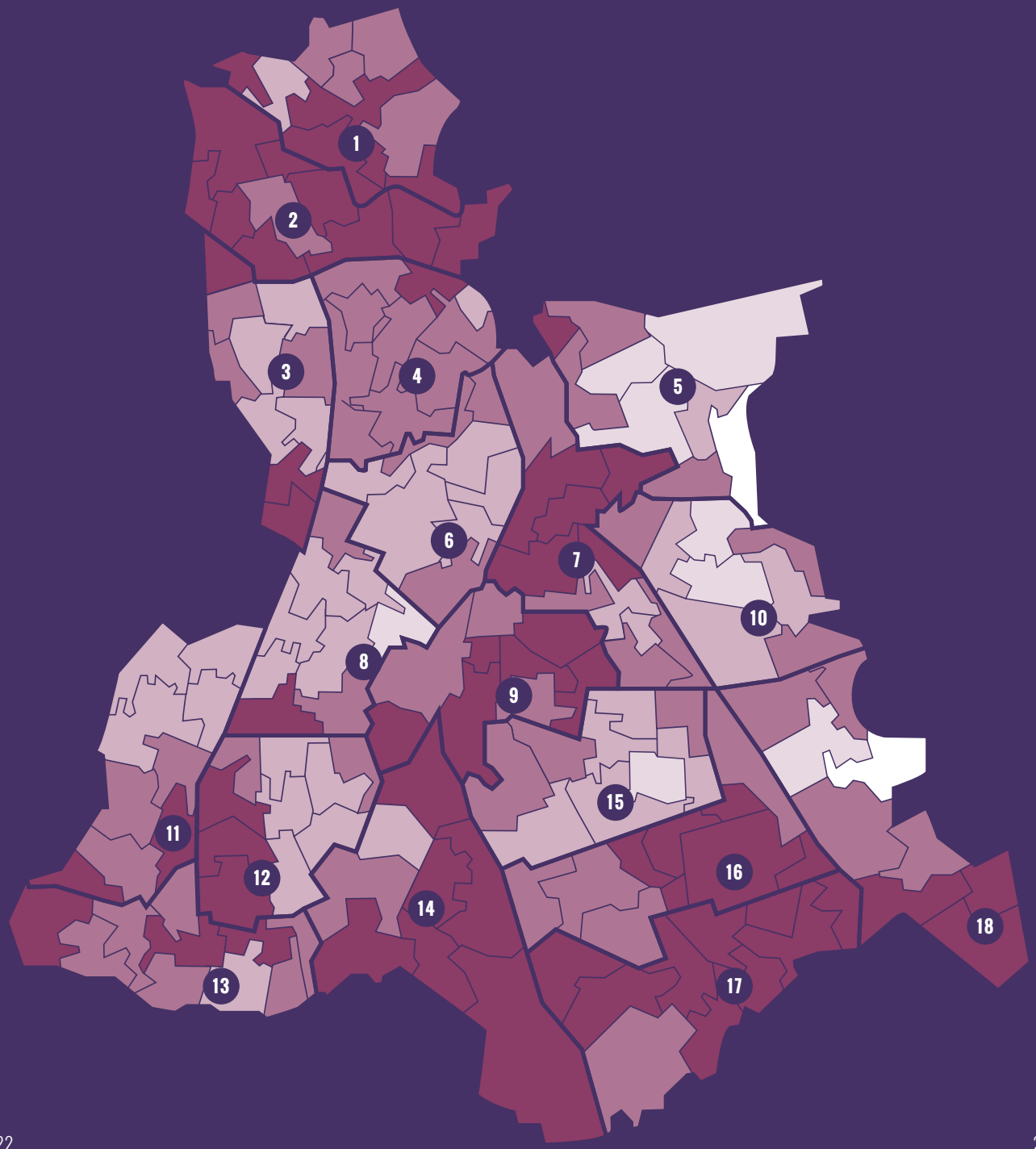
The average property value in Lewisham is over twelve times the average income level.

LEWISHAM HOMES IS FIRMLY COMMITTED TO WORKING WITH THE LONDON BOROUGH OF LEWISHAM TO DELIVER INCREASED NUMBERS OF HOMES FOR RENT

Deprivation in England

- Most deprived 20%
-
-
-
- Least deprived 20%

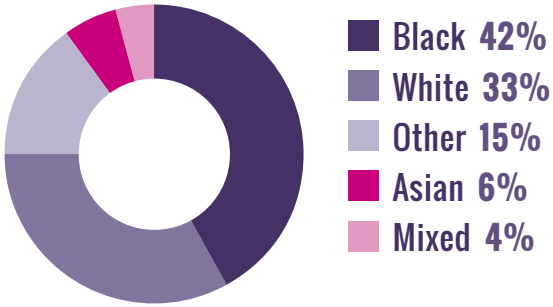
1. Evelyn
2. New Cross
3. Telegraph Hill
4. Brockley
5. Blackheath
6. Ladywell
7. Lewisham Central
8. Crofton Park
9. Rushey Green
10. Lee Green
11. Forest Hill
12. Perry Vale
13. Sydenham
14. Bellingham
15. Catford South
16. Whitefoot
17. Downham
18. Grove Park



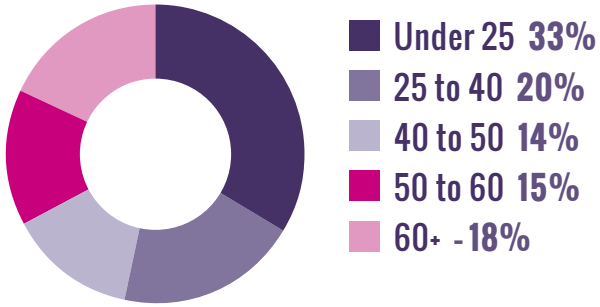
Our residents

We use the knowledge that we have of our residents to help us design and tailor our services. We recognise the need to know more about our residents in order that we can improve our services, as well as identifying residents who might be able to benefit more from the services we offer.

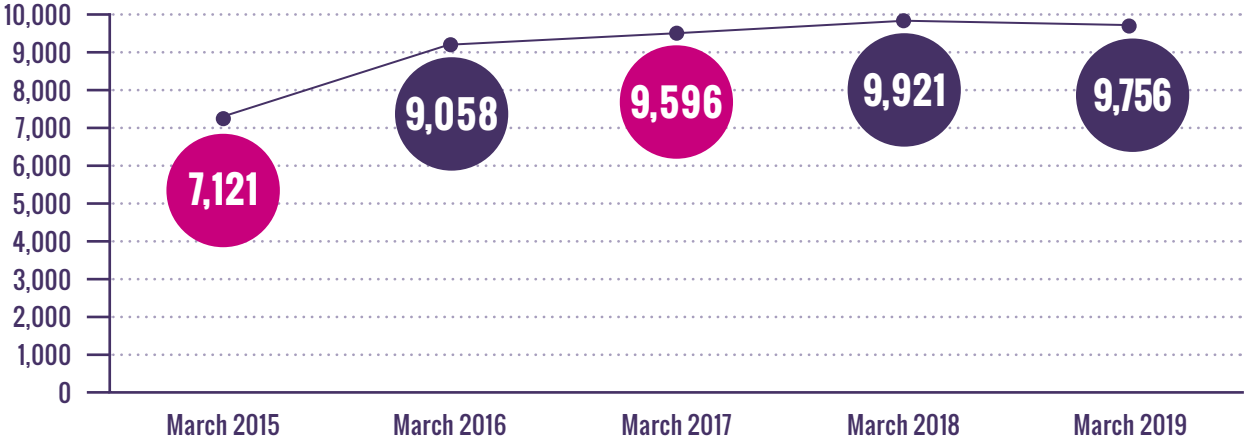
Lead tenants and leaseholders



Age of all occupants in tenanted and leasehold homes where age is known



The housing register

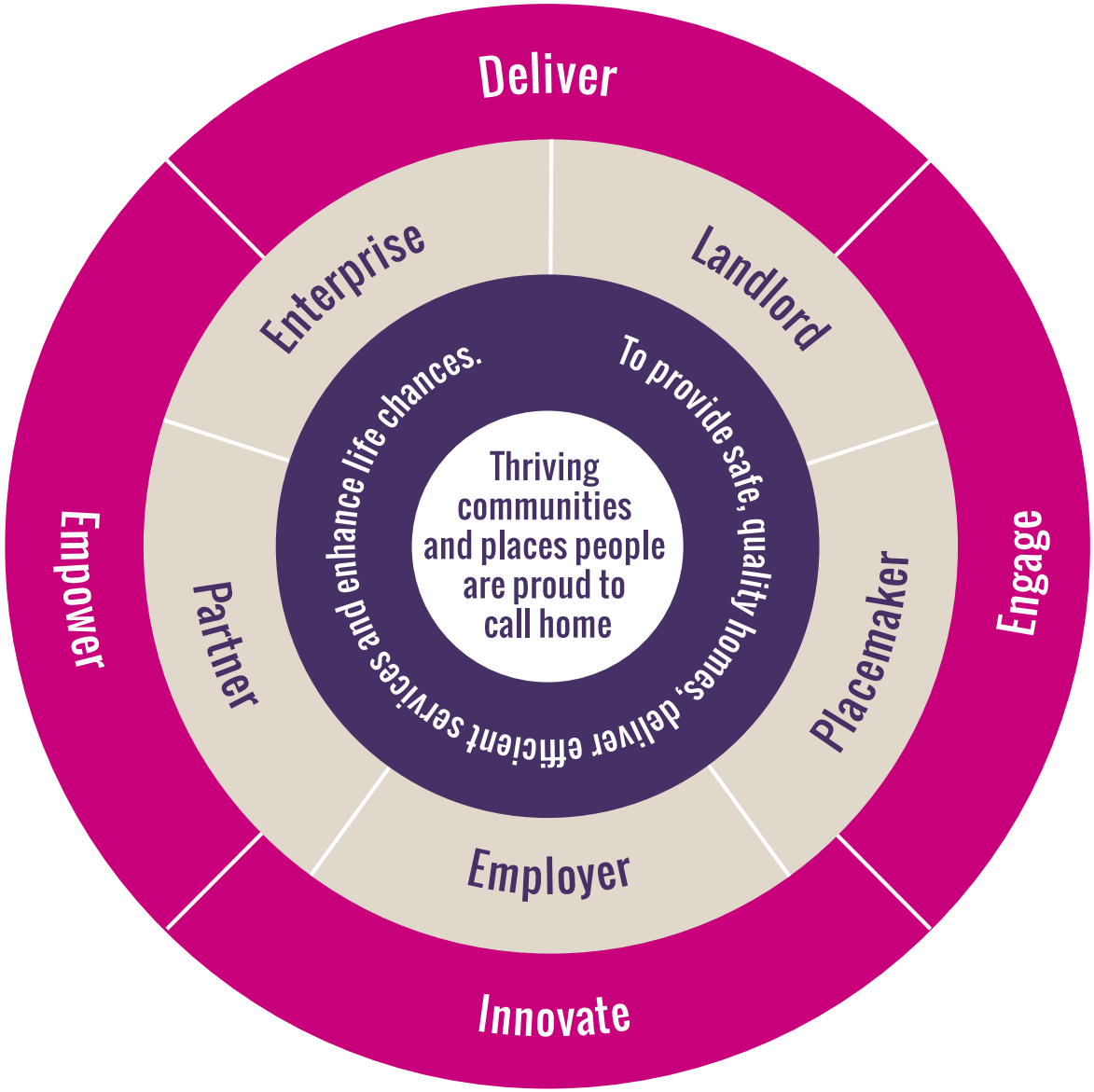


4

DELIVERING OUR AMBITIONS

4. DELIVERING OUR AMBITIONS

Lewisham Homes is ambitious for our residents, our employees and our organisation as a whole. We want to continuously improve, to be easy to deal with and to get things right first time. Here's how we plan to do this.



Values Ambition Mission Vision

We will expand on each of the five ambitions in turn in the sections that follow. However, all five ambitions are interconnected and interdependent. They represent where we want Lewisham Homes to be at the end of our Corporate Plan period in 2022.

The Board will approve an annual business plan each year so it can monitor ongoing delivery of the Corporate Plan. The business plan will include the tasks, projects and KPIs that ensure that we are delivering our ambitions. All our staff will have team and individual targets focused on delivering our plan in line with our values. These values are brought to life by the behaviours that underpin our culture and style of service delivery. We are developing a competency model which will support the achievement of the Corporate Plan and set these behavioural expectations for all staff.

OUR BEHAVIOURS

- Excels with residents and customers
- Collaborates with colleagues/partners
- Takes responsibility for delivering
- Learns and innovates
- Communicates effectively
- Safety first

OUR AMBITIONS REPRESENT WHERE WE WANT LEWISHAM HOMES TO BE BY 2022

OUR LANDLORD AMBITION IS TO

CONSISTENTLY DELIVER AN EXCELLENT AND RELIABLE RESIDENT EXPERIENCE

THIS AMBITION HAS SEVEN STRANDS:

Deliver consistent and reliable landlord services

- Have a resident offer in place for each tenure
- Set new service standards and hold ourselves to account against the promises we make to residents
- Review our ASB service and demonstrate an increase in satisfaction with this service
- Increase the frequency and way we look at resident satisfaction, follow up areas of dissatisfaction in a proactive way, and use this to drive service improvement
- Look in depth at our service charges to ensure they are both transparent and value for money

Greater access and choice through our quality online self-service offer

- Develop a digital offer that works for our residents; this means face-to-face and telephone contact will remain in place alongside self-service channels
- Improve our self-service offer, making it intuitive and easy to use

Help sustain tenancies, working to meet individual needs

- Ensure that our residents feel supported and are aware of the support we can offer
- Increase the use of customer data to facilitate preventative measures and target support
- Help people to maximise their incomes and prioritise their rent

Review our offer to leaseholders with an increased focus on affordability, transparency and communication

Maintain high quality and safe homes to meet or exceed building safety requirements

- Continue to invest in our existing homes and maintain them to a high standard
- Develop a plan to enhance the quality of the communal areas on our estates, recognising that investment is required
- Develop and implement a proactive plan to ensure we meet the requirements of the Hackitt report

Reduce energy use and fuel poverty

- Gain an understanding of our residents' energy costs to target investment and ensure homes are cost effective
- Offer support and advice to alleviate fuel poverty

Know our residents; engage and collaborate, ensuring their voices are heard

- Have a comprehensive framework for resident involvement
- Be clear what we need to know about our residents on an ongoing basis, to maintain this information securely
- Support the development and maintenance of Tenants and Residents Associations
- Work in partnership with Lewisham Tenants Fund

OUR PLACEMAKER AMBITION IS TO:

BUILD AND INVEST IN SAFE, ATTRACTIVE AND SUSTAINABLE HOMES AND NEIGHBOURHOODS

THIS AMBITION HAS SIX STRANDS:

Ensure our neighbourhoods are safe and attractive

- Maintain decent homes
- Work closely with the Police, the Council and other agencies to reduce crime, nuisance and anti-social behaviour
- Enhance the security of homes through our ongoing investment programme

Safe neighbourhoods and communities that promote cohesion

- Develop a standard for our estates; take action where these standards are not met
- Review parking and garage provision and management

Deliver quality homes to contribute significantly to the Mayor's new homes target

- Make a significant contribution to delivering 1,000 new homes in Lewisham by 2022
- Build homes that are high quality, well designed, energy efficient
- Ensure where we build new homes we create the right environment for communities to thrive

Innovation and sustainability achieving added social value

- Gain a reputation for innovation and quality homes
- Use our purchasing power and supply chain to drive social value
- Develop our approach to the environment and sustainability across our fleet, homes and working practices

Improve and maintain our asset knowledge to ensure informed investment decisions based on sound data

- Improve knowledge of the condition of our homes and use this intelligence to drive our investment decisions
- Investment decisions to reflect both financial and social returns

Increase the use of smart technology to know how our homes are performing and when works are needed

- Explore the potential to use Smart Home technology to enable remote monitoring and management of systems and appliances
- Hold our property records so that staff can access a complete view of a home or building

OUR EMPLOYER AMBITION IS TO:

ENABLE OUR STAFF TO BE THE BEST THEY CAN BE

THIS AMBITION HAS FIVE STRANDS:

Value and encourage our people to be the best they can

- Develop and implement an innovative People and Organisational Development Strategy that aligns with our values and will drive culture and engagement
- Maintain positive and constructive relationships with trade unions, recognising their important role

Have an exciting culture and flexible employment offer that attracts, develops and retains talented people

- Improve and modernise our office environment and estate facilities
- Introduce effective mobile and agile working solutions that increase efficiency, resolve more customer issues at first point of contact, and enhance flexibility for staff

Invest in skills, expertise and the right tools to ensure we deliver high quality services

- Have a development offer that enables people to grow personally and professionally
- Promote and develop our apprentice and graduate programmes
- Recognise and celebrate achievements of teams and individual staff members

Embed the principles of inclusive leadership and embrace diversity and wellbeing

- Be an open, diverse and inclusive organisation at every level
- Ensure that our workforce represents the diverse communities we serve and that everyone is treated fairly while working for Lewisham Homes
- Develop and promote a wellbeing offer to staff

Become a high performing organisation that learns and embraces creativity and change, setting clear expectations, pace and standards

- Introduce an outcome-focused performance management system that enables every team and team member to understand their role in the delivery of this Corporate Plan
- Ensure effective internal communications mechanisms exist so staff are clear on priorities, what success looks like and decision making processes
- Promote our values and behaviours in a way that encourages people to connect and engage with our vision

OUR PARTNER AMBITION IS TO BE:

WORKING IN PARTNERSHIP TO IMPROVE QUALITY OF LIFE AND LIFE CHANCES

THIS AMBITION HAS FIVE STRANDS:

Continue to be a trusted and proactive partner in supporting the delivery of Lewisham Council's aspirations and plans

- Work with LBL to increase the scope of services provided on their behalf, particularly when this leads to a more seamless service for residents

Promote investment in communities and a positive image of social housing

- Align our investment in communities with our front line tenancy management to maximise impact
- Use social media and other channels to promote the achievements of Lewisham Homes and our residents
- Explore diversionary activities to reduce ASB

Build local partnerships to promote independent living, access to employment, health and wellbeing, and reduce social isolation and costs to the public purse

- Actively support the Lewisham Deal
- Develop our organisation-wide dementia awareness and friendliness
- Enhance our partnerships with social services, health and the voluntary sector to promote independent living in both our general needs and specialist homes

Enhance social value through our partnerships and supply chain

Facilitate and support digital inclusion

- Help to reduce digital isolation by supporting residents to become digitally active
- Support residents in transition to Lewisham Homes' digital offer

OUR ENTERPRISE AMBITION IS:

BE AN EFFICIENT HIGH PERFORMING BUSINESS, MAXIMISING OPPORTUNITIES TO DELIVER MORE

THIS AMBITION HAS SIX STRANDS:

Meet all our legal and regulatory responsibilities

- Have the highest regard for asset compliance
- Ensure effective systems of control and assurance are in place

Invest in modernisation and removing waste from processes

- Develop and implement a new ICT strategy
- Review our core ICT systems, bringing together our information and processes to ensure efficient working and the best possible services

Focus on embedding a culture of affordability, efficiency and value for money

- Enhance our understanding of the costs of service provision and benchmark this
- Demonstrate an increased focus on affordability and transparency in leaseholder service provision
- Drive a 'right first time' approach

Manage risk well - innovate, take measured risks and protect the future

- Implement a new Risk Management Framework – including setting a risk appetite
- Develop a financial strategy that balances investment in the business to deliver this plan with long-term business security

Put in place a range of new long term stock investment contracts to deliver enhanced value

Improve access to quality management information to make timely decisions

- Develop and embed our approach to quality information management
- Use customer feedback, solicited and unsolicited, to drive service improvement and enhance satisfaction

Lewisham
Homes

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