

# Lewisham Homes

## Annual Business Plan 2020/21 - All Directorates, April 2021



Final Status Reporting	
	This task has been delayed by COVID, with minor actions remaining that will be delivered in 2021/22, managed locally by Directorates
	This task was not delivered in 2020/21
	The task has been completed

ANNUAL BUSINESS PLAN 2020/21							
Item No.	Ambition	Directorate	Task	Target Date	Status	Comments	Next Steps
LA1	Landlord	Resident Services	Implement an agreed suite of Service Standards in line with our Customer Experience Strategy	30/09/2020			
LA2	Landlord	Resident Services	Following revision to ASB service in Year 1, track ASB satisfaction and undertake post-implementation review	31/10/2020		Agreed at September 2020 Board to be moved into a later year.	Progress will now be reported as part of BP8 ABP 2021-22 (Resident Services Operating Model).
LA3	Landlord	Property Services	Continue the implementation and delivery of Repairs Modernisation Programme	31/03/2021		With the arrival of MN and the launch of the RoG programme, the Repairs Modernisation programme is being retired at this stage.	As part of the Lean Diagnostics, and the wider Transformation agenda, an end-to-end review of Repairs will be included and will pick up any remaining actions to deliver great services.
LA4	Landlord	Resident Services	Launch the Service Charge Modernisation project to carry out a service-by-service review of costs, and to create a Rents and Service Charge Team within Finance to modernise service charge administration	30/06/2020		Agreed at February Board to be moved into 2021/22 plan. Main project streams have been identified and drawn up. Initial scoping sessions held, with project team being set up and starting to deliver in Q1 2021/22	Progress will now be reported as part of BP1 ABP 2021-2022 (Service Charges Modernisation)
LA5	Landlord	Property Services	Identify, pilot and review up to 3 new technological solutions for the management of our assets in line with our ICT Roadmap and Strategy	31/10/2020		True Compliance and Promaster are in the process of being implemented and new devices are being rolled out as part of the new Modern Workplace project.	
LA6	Landlord	Resident Services	Complete first year of three-year plan to expand the use of customer data to facilitate preventative measures and target support	31/03/2021			
LA7	Landlord	Property Services	Achieve certification to the Fire Quality Standard, (BS9997)	30/09/2020		The BS9997 audit assessor attending in Feb (delayed due to Covid-19 lockdown), after which the objective will be complete.	
LA8	Landlord	Property Services	Implement regulatory and legislative requirements established through the findings of Grenfell Enquiry Part One Report, and Hackitt Report	All year			
LA9	Landlord	Resident Services	Embed a tenant and leaseholder involvement culture, including resident panels for procurement and complaints, and a resident stakeholder group	31/10/2020		The various panels and stakeholder groups are in place, and will continue to embed as BAU.	
PL1	Placemaker	Property Services	Develop a Five Year Plan for maintenance across Lewisham Homes stock investment, including leasehold	31/12/2020		Paper presented at Feb Board. LBL and LH have agreed to develop a new joint Asset Management and Sustainability strategy following the stock condition survey results. The joint Strategy is included in the ABP 2021/22, which will be delivered prior to being able to deliver a 5 Year Plan.	Progress will now be reported as part of BP6 ABP 2021-22 (Joint Approach - Asset Mgmt and Sustainability).
PL2	Placemaker	Resident Services	Re-procure our parking contract to improve provision of digital parking, making payment easier and more streamlined	30/09/2020		Agreed by September Board to be removed from this year's business plan as the task now sits with LBL.	
PL3	Placemaker	Resident Services	Conduct review of operating model for delivery of Housing Management	10/10/2020		Agreed by September Board to be moved into 2021/22 plan.	Progress will now be reported as part of BP8 ABP 2021-22 (Resident Services Operating Model).
PL4	Placemaker	Development	Complete the preparation and submission of planning applications for all viable schemes within Package A	31/12/2020		Progress is being made in the design and preparation of planning applications, however technical surveys and stakeholder engagement have been delayed, owing to Covid restrictions. As such, the planning submissions are scheduled from May-July depending on the size of the scheme.	
PL5	Placemaker	Property Services	Develop and publish a Sustainability Strategy tied to LBL's 2030 Zero Carbon target simultaneous with publishing of Asset Management Strategy	30/09/2020		Paper presented at Feb Board. LBL and LH have agreed to develop a new joint Asset Management and Sustainability strategy following the stock condition survey results. The joint Strategy is included in the ABP 2021/22.	Progress will now be reported as part of BP6 ABP 2021-22 (Joint Approach - Asset Mgmt and Sustainability).
PL6	Placemaker	Property Services	Develop a methodology for undertaking 20% stock condition surveys to keep asset knowledge up-to-date	30/09/2020			
PL7	Placemaker	Property Services	Identify smart technology for existing properties and run pilots aligned with Asset Management strategy	31/03/2021		Agreed by September Board to be moved into 2021/22 plan.	Progress will now be reported as part of BP2 ABP 2021-22 (Housing Management System options appraisal)
PL8	Placemaker	Development	Prepare and complete design guide and specification for new build sites, incorporating design guidance for specialist housing and SMART technology.	30/09/2020			
EM1	Employer	CEO	Continue our new approach to staff engagement, based on staff feedback, pulse survey results and best practice	All year			

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EM2	Employer	Property Services	Support the modernisation and refurbishment of the Old Town Hall office by LBL	31/03/2021		This has been superseded by a plan to move into Laurence House. This is expected to complete by March 2021.	Progress will now be reported as part of BP12 ABP 2021-2022 (Laurence House Move).
EM3	Employer	Finance & Technology	Implement the 'Agile Working' policy, in line with the ICT Roadmap	31/03/2021		ICT Roadmap is completed. Linking of roles and device requirements is completed. Full rollout will now occur in line with the move back to office setting in Q1 2021/22 which has been delayed by Covid.	
EM4	Employer	CEO	Implement the outcomes of the renewed reward and recognition approach	30/09/2020			
EM5	Employer	Resident Services	Commence new approach to customer service training, ensuring it is both customer-centred and solution-focussed	30/06/2020		New approach successfully piloted between October and January and now rolling out across the business.	
EM6	Employer	CEO	Implement a new approach to organisational development and training	30/09/2020		Courses are procured, and the new OD team is in place, but the implementation will not commence until Q1 2021/22, owing to Covid. This has been built into People Strategy in the 2021/22 business plan.	
EM7	Employer	Property Services	Implement skills matrix and programme of training to upskill field-based staff	30/09/2020		Skills matrix is complete, and the programme of training defined, but cannot be fully implemented with necessary face-to-face training during Covid restrictions.	With launch of People First training, we will also be reviewing the training programme to ensure there is robust customer service elements included.  This will be managed locally by the Repairs service, with People services, once COVID restrictions ease.
EM8	Employer	CEO	Review and develop our apprenticeship and graduate programme and work with local schools	31/01/2021		Lewisham Homes is supporting the mayor's apprentice program but is not in a position to implement a graduate programme. We continue to work with local schools	
EM9	Employer	Resident Services	Implement Equality, Diversity and Inclusion Strategy for both staff and residents	31/01/2021			
EM10	Employer	CEO	Implement the wellbeing plan to promote work-life balance and improve levels of attendance	31/03/2021		Well being has had a high profile this year and this will now be superseded by the new People Strategy, and has been incorporated in to the business plan objective for 2020/21.	
EM11	Employer	CEO	Introduce Mental Health First Aid for Lewisham Homes	31/10/2020			
EM12	Employer	CEO	Audit the Occupational Health and Safety Management Systems against 45001 standard and prepare for external validation	31/10/2020		Agreed at February Board to be moved into 2021/22 plan. The audit has now moved to May 2021 to allow H&S to focus on emergent health & safety issues relating to Covid.	Progress will be reported as part of BP16 ABP 2021-22 (H&S Accreditation).
EM13	Employer	CEO	Procure and develop a new intranet and launch first phase	31/07/2020			
EM14	Employer	CEO	Implement the new internal communications framework and plan	All year			
PA1	Partner	Corporate	Continue to develop and deepen our relationship with LBL	All year		Strong relationship is developing between the CEO of LH and LBL. In addition, RL is leading on the Clienting relationship, while the new Bus. Improvement team are looking to closer align our activities with their new Transformation programme and their recently appointed PMO.	This relationship development will continue into 2021/22, and onwards.

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PA2	Partner	Development	Meet client build and 'start on site' targets set by Mayor	31/03/2021		<p>Whilst good progress has been made on the scheme starts, 213 starts will have been achieved by end March 2021 which is 49% of the 427 target. This is primarily due to the significant delay at Ladywell due to the revised client brief to retain PLACE and phase the redevelopment of the site following options appraisals and M&amp;C approval. The brief has yet to be finalised from LBL and will now have a start on site after March 22.</p> <p>Mayfield - A decision to not proceed with the existing consent has also reduced starts by 47 units. A revised planning application is being worked up where the intention is to increase density, remove commercial space in an effort to improve viability. Discussions are underway with Planning to make adjustments to the Local Plan to support a revised approach for this site.</p> <p>Some Package A sites have been reviewed to go beyond the red line provided by LBL to maximise the number of homes, as such this has resulted in schemes requiring DRP's and being considered as major applications. The additional density has necessitated additional engagement and consultation with the community.</p> <p>Covid19 has had an impact on rooftop development feasibility work, whereby access was not possible to occupied homes to undertake due diligence and delayed schemes being considered.</p>	Progress will be reported as part of BP9 ABP 2021-22 (Build Targets)
PA3	Partner	Property Services	Set up strategic core groups for property services workstreams, including Responsive Repairs, Stock Investment, Heating, Health and Safety, and Sustainability	30/11/2020		<p>Agreed at March Board to move into 2021/22 plan. Once the procurement phase has completed. Mobilisation will continue into Q1 &amp; Q2 2021/22 and these tasks will follow</p>	
PA4	Partner	Resident Services	Complete the transfer of five Community Centres and promote their usage to maximise benefit to the communities	30/06/2020		<p>Agreed at February Board to be moved into 2021/22 plan. Awaiting revised service transfer agreement from LBL.</p>	Progress will now be reported as part of BP17 ABP 2021-22 (Transfer of Community Centres).
PA5	Partner	Development	Develop a Social Value strategy	31/05/2020			
PA6	Partner	Resident Services	Develop a framework for Corporate Social Responsibility	31/03/2021		This is being measured by the Thrive software.	
EN1	Enterprise	Finance & Technology	Develop an assurance framework, focussing on "three lines of defence" on data quality	30/09/2020		This has been developed by the risk and assurance group, and will go to Audit & Risk committee in April 2021 for approval.	
EN2	Enterprise	CEO	Deliver actions arising from Five Star Health and Safety audit	30/06/2020			
EN3	Enterprise	Resident Services	Undertake a review of tenancies and leases in conjunction with LBL, ensuring that they meet legislative requirements and best practice.	31/08/2020		The review has been carried out and will be for LBL's legal dept to agree. Any changes to update new leases will be affected by any new building safety regulations so may be put on hold.	
EN4	Enterprise	Finance & Technology	Develop ICT Roadmap with LBL for primary systems	30/09/2020			
EN5	Enterprise	Resident Services	Implement delivery of projects in line with ICT Strategy	30/03/2021			
EN6	Enterprise	Finance & Technology	Complete implementation of financial services transformation to deliver efficiencies	30/09/2020			
EN7	Enterprise	Resident Services	Establish Housemark benchmarking as a 'business as usual' task, and use data to drive improvements in cost and service	30/09/2020		Benchmarking has been established and built into job roles; this covers finance, service costs, and performance. We have agreed to send two years of data in June 2021.	
EN8	Enterprise	Finance & Technology	Embed operational risk registers in line with the framework developed in Year 1	30/06/2020			
EN9	Enterprise	Resident Services	Embed the Programme Management Office, and programme governance principles	30/06/2020			
EN10	Enterprise	Property Services	Mobilise the long-term major works and maintenance contracts	31/10/2020		<p>Agreed at March Board to move into 2021/22 plan. Procurement phase has completed. Mobilisation will continue into Q1 &amp; Q2 2021/22.</p>	
EN11	Enterprise	Finance & Technology	Review our current ICT processes and systems and identify methods for improving organisational reporting and performance monitoring	30/09/2020			
EN12	Enterprise	Resident Services	Develop a Service Improvement Framework	30/04/2020			