

# Lewisham Homes Board Meeting

Thursday 25th September 2008

6.30pm – 8.00pm

Holbeach House, Catford, SE6

**Members of the Lewisham Homes Board and Lewisham Homes officers are requested to attend this meeting**

## **Lewisham Homes Board**

### **Members**

Julia Cotton (Chair)

David Gannicott (Vice-Chair)

Alan Barker

Andrew Park

Chief May Agbakoba

John Paschoud

Lawrence Britton

Margaret Renshaw

Marion Nisbet

Mel Couldwell

Nick Joslyn

Ron Stockbridge

Ruth Oshikanlu

Terry James

## **Lewisham Homes Officers**

Andrew Potter – Chief Executive

Mark Leahy – Director of Housing

Mark Agnew – Director of Property Services

Adam Barrett – Director of Resources

Kate Robertson – Head of Human Resources

Hilary Barber – Head of Service Development

Mike Sims – Head of Governance

Nicola Clarke – Governance Officer

## **London Borough of Lewisham**

Janet Senior – Executive Director for Resources

Lesley Seary - Executive Director for Customer Services

Between 5.30pm-6.30pm Board members can meet the Chief Executive and Head of Governance to discuss reports in advance of the meeting. If you would like to attend, please contact Nicola Clarke.

### **For more information please contact:**

Nicola Clarke

Governance Officer

Lewisham Homes

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# LEWISHAM HOMES BOARD MEETING AGENDA

Thursday 25<sup>th</sup> September 2008, starting at 6.30pm  
Holbeach House, 9 Holbeach Road, SE6 4TW

## Part A - Open items

	Item	Page	Report type	
	Presentation by Audit Commission	verbal	Information	<b>Audit Commission</b>
<b>1</b>	Welcome and introductions		Information	<b>Chair</b>
<b>2</b>	Apologies for absence		Information	<b>Chair</b>
<b>3</b>	Declaration of interests		Information	<b>Chair</b>
<b>4</b>	Minutes of last meeting 29 <sup>th</sup> July 2008 & matters arising	4	Decision	<b>Chair</b>
<b>5</b>	Chairs Actions		Decision	<b>Chair</b>
<b>6</b>	Chief Executive Update	9	Information	<b>Andrew Potter</b>
<b>7</b>	Portfolio Management	11	Decision	<b>Mike Sims</b>
<b>8</b>	HRA and Lewisham Homes Financial Monitoring Report July 2008 and Budget Strategy 2009/10 – 2010/11	14	Decision	<b>Adam Barrett</b>
<b>9</b>	Business Plan 2008/09 and KPI Performance	26	Decision	<b>Hilary Barber</b>
<b>10</b>	Board Forward Plan	45	Decision	<b>Mike Sims</b>
<b>Part B - Exempt Items</b>				
<b>1</b>	Part B Minutes from Board Meeting 29 <sup>th</sup> July 2008	48	Decision	<b>Chair</b>
<b>2</b>	Approval of Annual Company Accounts 2007/08	50	Decision	<b>Adam Barrett</b>
<b>Information Items</b>				

<b>1</b>	Progress Report on Academy Optimisation Programme	100	Information	<b>Adam Barrett</b>
<b>2</b>	Updated Leasehold Review	103	Information	<b>Andrew Potter</b>
<b>3</b>	Board Member Enquiry Update		Information	<b>Mike Sims</b>

# LEWISHAM HOMES

Minutes of the Lewisham Homes Board meeting  
held on Tuesday 29<sup>th</sup> July 2008, Holbeach House, Catford

## **Present**

### **Board**

Julia Cotton (Chair)  
David Gannicott (V. Chair)  
Lawrence Britton  
Nick Joslyn  
Alan Barker  
John Paschoud  
Margaret Renshaw  
  
Andrew Park  
Marion Nisbet  
Ron Stockbridge  
Mel Couldwell

## **Apologies**

### **Board**

Linda Wallace  
Ruth Oshikanlu  
Terry James  
Chief May Agbakoba

### **Officers**

Mark Agnew (Director of Property Services)

### **LBL**

Lesley Seary (Executive Director for  
Customer Services)

### **Lewisham**

Andrew Potter (Chief Executive)

### **Homes**

Adam Barrett (Director of Resources and Company Secretary)

### **Officers**

Mark Leahy (Interim Director of Housing)  
Kate Robertson (Head of HR)  
Mike Sims (Head of Governance)  
Nicola Clarke (PA to Adam Barrett and Governance Officer)

### **LBL**

Simeon Abraham (Housing Commissioning Manager)  
Peter Gadsdon (Head of Strategy and Performance)

### **Guests**

Wendy Gajadhar (Board Development Manager)

	<b>PART A – BOARD MEETING</b>	<b>Action</b>
<b>1</b>	<p><b>Welcome and Introductions</b> The Chair opened the meeting at 6.30pm and welcomed everyone to the meeting. Introductions were made.</p>	
<b>2</b>	<p><b>Apologies for Absence</b> The Chair gave apologies for Ruth Oshikanlu, Linda Wallace, Terry James and Chief May Agbakoba (Directors) and Mark Agnew (Staff).</p>	
<b>3</b>	<p><b>Declarations of Interest</b> None.</p>	
<b>4/5</b>	<p><b>Minutes of the meeting of 22 May 2008 and Matters Arising Accuracy, Page 4,</b> Andrew Park was absent from meeting but not recorded as such in the minutes.</p> <p><b>Page 10, item 2.4(i),</b> Building Services update. The minute should refer to a Service Improvement plan rather than a 2-star action plan.</p> <p><b>Matters arising</b> <b>Page 5, item 6.3,</b> Chief Executive Update, location of Board meetings. Board noted that a report on future location of Board meetings would be presented at its November meeting.</p> <p><b>Page 6, item 6.8,</b> Chief Executive Update, Honor Oak Housing Office. Board noted that further communications needed to be made available to local residents to reaffirm that the office would not be closing.</p> <p><b>Page 7, Item 9.3,</b> Performance Monitoring Report. Board asked for an explanation of poor performance at Call Point. An update was to be provided at item 9 on the agenda.</p> <p><b>Page 9, item 13.1,</b> Estate tour. Board noted:</p> <ul style="list-style-type: none"> <li>a) David Gannicott had toured six estates with staff, was impressed with the overall caretaking standard and encouraged others to take up the offer to carry out similar visits.</li> <li>b) Nick Joslyn had visited major repairs schemes, reporting variable performance.</li> </ul> <p><b>Decision</b> With these amendments, the minutes were recorded as an accurate record of the meeting.</p>	<b>Director of Housing</b>

<p><b>6</b></p> <p><b>6.1</b></p> <p><b>6.2</b></p> <p><b>6.3</b></p> <p><b>6.4</b></p> <p><b>6.5</b></p>	<p><b>Chief Executive Update</b> The Chief Executive introduced an update report for information.</p> <p>Board agreed that it should be represented by Andrew Park at the forthcoming HRA Budget Strategy 2009/10 meeting with the Council.</p> <p>Board noted that its away day has now been rescheduled to 19<sup>th</sup> and 20<sup>th</sup> September 2008. The agenda would focus on self-assessment, business planning and the November voluntary inspection. Additionally a further away day was being planned for March 2009.</p> <p>Board noted that a panel of Legal Services contractors should be appointed in August 2008.</p> <p>The Chief Executive reported that:</p> <ul style="list-style-type: none"> <li>a) Lewisham Homes had been served with two statutory notices by the London Fire Brigade. Plans were in place to comply with both notices by October 2008.</li> <li>b) Lewisham Homes had engaged an independent audit to evaluate all existing fire risks across its buildings and estates.</li> </ul> <p>Board noted that gas servicing still remained an area of concern and hoped that the introduction of new gas contractors would rectify this failure. In the short term, contingency plans have been put in place so that works could be placed with two alternative sub-contractors rather than LBL Building Services.</p> <p>(Alan Barker arrived at 6.52pm).</p> <p><b><u>Decision</u></b> Board noted the report.</p>	
<p><b>7</b></p> <p><b>7.1</b></p> <p><b>7.2</b></p>	<p><b>Appointment of Company Secretary</b></p> <p>The Head of Governance introduced a report for decision proposing the appointment of Adam Barrett as Company Secretary for the organisation.</p> <p>Board agreed that Adam Barrett should be appointed as Company Secretary for Lewisham Homes Ltd.</p> <p><b><u>Decision</u></b> Board agreed that Richard Adam Barrett be appointed Company Secretary to Lewisham Homes Limited with effect from 29<sup>th</sup> July 2008.</p>	
<p><b>8</b></p> <p><b>8.1</b></p> <p><b>8.2</b></p>	<p><b>People Strategy</b></p> <p>The Head of HR and Corporate Services introduced a report for decision proposing the adoption of a People Strategy for the organisation.</p> <p>Board noted that the document was very clear and well presented.</p> <p><b><u>Decision</u></b> Board approved the People Strategy.</p>	

<p><b>9</b></p> <p><b>9.1</b></p> <p><b>9.2</b></p> <p><b>9.3</b></p> <p><b>9.4</b></p> <p><b>9.5</b></p> <p><b>9.6</b></p> <p><b>9.7</b></p> <p><b>9.8</b></p> <p><b>Decision</b></p>	<p><b>Business Plan Performance Reports and KPI's</b></p> <p>The Chief Executive introduced a report for information reviewing performance indicators for 2008/09 and progress with tasks within the 2008-11 Business Plan.</p> <p>Complaints – the dip in performance related to two factors:</p> <ul style="list-style-type: none"> <li>a) A result of correcting errors in data recorded and calculated. This was being rectified by organisational and procedural changes within the section responsible.</li> <li>b) Continued poor performance within Building Services. In advance of a service transfer, negotiations were taking place to permit Lewisham Homes access to the service to begin to effect change sooner rather than later.</li> </ul> <p>Repairs – Board noted the comments already made whilst considering complaint performance.</p> <p>Gas Servicing – Board noted the comments already made whilst considering poor performance under the Chief Executive Update Report .</p> <p>Sickness – Board noted that the level of sickness continued to remain a cause of concern but recognised that the full benefits of organisational learning had yet to impact on attendance.</p> <p>Rents – Board noted a robust monitoring regime would continue and that the Council was, in principle, open to writing off debts provided Lewisham Homes could present an appropriate case for doing so.</p> <p>Voides – Board noted continued satisfactory performance.</p> <p>Business Plan tasks – Board noted continued satisfactory performance.</p> <p>Board noted the report.</p>	
<p><b>10</b></p> <p><b>10.1</b></p> <p><b>10.2</b></p> <p><b>10.3</b></p> <p><b>10.4</b></p>	<p><b>LHL Financial Monitoring Report</b></p> <p>The Director of Resources introduced a report for information updating the Board on the May 2008 financial monitoring forecasts for Lewisham Homes' Company Accounts, HRA and HRA 2008/09 Capital Programme.</p> <p>Board noted that the key issues remained the financial pressures within Building Services together with the inflation of energy costs on the HRA. The use of £500,00 from energy reserve contingency was, in fact, likely to increase further. The issue remained for the Council as to whether there was any intention to transfer these costs to residents from October 08 rather than April 09. Lewisham Homes has currently been discussing this with the Council and will advise Board.</p> <p>Board noted the company account was forecast to break even.</p> <p>Board asked staff to note it was pleased with the format of the report.</p>	<p><b>Director of Resources</b></p>

	<b>Decision</b> Board noted the report.	
<b>11</b>	<b>Resident Board Members Update</b>	
<b>11.1</b>	Board noted that a Directors Enquiry System, with responses within 10 working days, had been implemented to update the existing system whereby specific queries were only responded to on a two-monthly basis at meetings.	<b>Head of Governance</b>
<b>11.2</b>	The system is open to all Board Directors, not just Resident Directors.	
<b>11.3</b>	Staff will continue to provide a summary of enquiries received within the Part B information section of the reports.	
	<b>Decision</b> Board noted the update.	
<b>12</b>	<b>Board Forward Plan</b>	
	<b>Decision</b> Board noted the report.	
<b>13</b>	<b>Any Other Business</b>	
<b>13.1</b>	Board agreed to the appointment of Julia Cotton, John Pashoud and Terry James to its Ethics Committee.	<b>Head of Governance</b>

There being no other business to conclude, the Chair closed the meeting at 8.30pm.

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**Chair: Julia Cotton**

.....  
**Date**

The Next Lewisham Homes Board Meeting will take place on **Thursday 25<sup>th</sup> July 2008**, starting at **6.30pm** at **Holbeach House, Catford**.

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>6</b>
Report Title	<b>Chief Executive's Update</b>		
Contributor	<b>Chief Executive – Andrew Potter</b>		
Class	<b>Information</b>	Date	<b>25th September 2008</b>

**1. Purpose of the Report**

Update Board Members.

**2. Recommendation**

Note the report.

**3. Report**

This report will be presented at each Board meeting to provide summary information to Board Members on current activities within the business.

**Governance, Strategy and Finance**

**4. HRA Budget Strategy 2009/10**

**4.1** The Council has set out a timetable for consultation on the HRA budget strategy for 2009/10 and Andrew Park has been nominated as the Board's representative to participate in the process.

**4.2 Board Away Day**

This will be changed from November to September 19<sup>th</sup> & 20<sup>th</sup> which will be the start of the 2009/12 Business planning process and preparation for the voluntary inspection. The program will be sent out a week before and the venue will be Devonport House in Greenwich.

**4.3 Repairs & Maintenance Funding**

The Council has agreed to one-off additional £3.5M funding for R&M in 2008/9.

**4.4 Voluntary Inspection**

Our voluntary inspection will be 17<sup>th</sup> to 24<sup>th</sup> November 2008 and the Self Assessment will be discussed at the Board Away day.

## Operational Updates

### 5. Building Services

The transfer date is planned for 1<sup>st</sup> November 2008 and the Council has started TUPE consultations. There is a joint Project Team of LH and LBL staff to steer through the transfer and subsequent improvements. To support the project we have appointed a Programme Manager supported by a Business Analyst, Senior Finance professional and are appointing external skills in culture change and DLO management.

### 6. Gas Servicing Contracts

These are on target to start 1<sup>st</sup> October 2008.

### 7. Office Refurbishments

Honor Oak office refurbishment is due to completed at the end of September 2008 which completes the refurbishments. The office will be used as a customer contact point, offices and training centre.

### 8. Legal Services

We have appointed a panel of external solicitors to supply our legal services supported by our own staff taking on more of the tasks and using the court on-line process.

### 9. Director of Housing

The appointments panel interviewed 2 candidate (1 dropped out) and appointed the Acting Director of Housing, Mark Leahy.

### 10. Stock Condition Survey

This is on target to complete by September and be reported to Board in November 2008.

### 11. STATUS Customer Satisfaction Survey

The results of this will be reported to Board in January 2009.

If you require any further information on this report please contact Andrew Potter on 0208 314 8969 or [andrew.potter@lewishamhomes.org.uk](mailto:andrew.potter@lewishamhomes.org.uk)

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>7</b>
Report Title	<b>Portfolio Management</b>		
Contributor	<b>Head of Governance - Mike Sims</b>		
Class	<b>Decision</b>	Date	<b>25<sup>th</sup> September 2008</b>

## **1. Purpose of the Report**

- 1.1 To seek Board approval for the introduction of Board Director portfolios.

## **2. Recommendations**

- 2.1 That Board:

- 2.1.1 Approves the principle of Board holding specific portfolios.
- 2.1.2 Determines which portfolios should be introduced, now or if in the future.
- 2.1.3 Appoints Board members to hold portfolios.
- 2.1.4 Agrees that portfolios should be reviewed and reallocated amongst Board as required from the first ordinary meeting after the AGM 2009.

## **3. Context**

- 3.1 Although Portfolios for Directors were not considered when establishing Lewisham Homes, it is felt there is now merit in the Board considering whether such a role could bring added benefit to the organisation.
- 3.2 The existing Board structure is relatively flat with only two Committees sitting below Board to which functions are delegated other than the Chief Executive (Audit Committee and Remuneration Committee).
- 3.3 Individual Board members have already been involved to varying extents in the preparation of strategies that have then been proposed to Board for approval. To an extent, the introduction of portfolio management would serve to formalise a practice already in place in some areas of the governance framework.
- 3.4 Whilst Board scrutinises business plan tasks in detail at each meeting, there is sometimes little or no scope to delegate further consideration of specific items other than requesting the Chief Executive to report back. Portfolio management might permit the Board to assure itself that its role to both contribute to overall strategy, together with performing its role of scrutinising the executive, is fulfilled without necessarily creating a series of cumbersome or unwieldy Committees below board.

3.5 There are further reasons both for and against the establishment of portfolios:

	<b>For</b>	<b>Against</b>
1	Strategies would have a “sponsor” at Board level. Individual Directors could “channel” their views/ queries through one particular Service Director who would move forward with staff.	Poor and unprofessional method for influencing strategies given only one director is involved rather than a Committee or the Board. Potentially open to bias.
2	Directors could bring expert knowledge, and in some cases, serve to legitimise what may be already seen as “unofficial” portfolios because of specific expertise.	Duplication or work with staff and Service Director.
3	Director involvement and accountability in strategic service areas.	Board members might confuse their strategic role with the operational responsibilities of staff.
4	Opportunity to develop relationship with Service Director – opportunity to effectively “bid” in business planning process for resources relating to strategies.	Abrogation of responsibility of Board as a whole.
5	Better understanding of strategies which can be monitored to ensure that they meet the objectives of the Business Plan.	Additional time commitment.
6	Similar models exist at local and national levels for public bodies, for strategic management by portfolio.	
7	Enhances personal development.	

3.6 The portfolio role would focus on the organisation's strategies that support the overall business plan.

3.7 At present Lewisham Homes has a series of strategies which are agreed by Board on at least an annual basis. An option would be for the Board to assign portfolios to some or all strategies not currently delegated to any Committee:

	<b>Strategies</b>	<b>Lead Service Director</b>	<b>Recommendation</b>
1	Customer Service Strategy	Head of Service Development	Could be a single portfolio or combined with Residents charter.
2	Residents Charter	Head of Service Development	Could be a single portfolio or combined with Customer Service Strategy.
3	People Strategy	Head of HR	Recommended as one portfolio
4	Procurement Strategy	Director of Property Services	Recommended combined as a portfolio with Asset Management Strategy.
5	Asset Management Strategy	Director of Property	Recommended combined as a portfolio with Procurement

		Services	Strategy.
6	Value for Money Strategy	Director of Resources	Recommended as one portfolio
7	Equality and Diversity Strategy	Head of Service Development	Recommended as one portfolio
8	Communications Strategy	Head of HR	Recommended as one portfolio
9	ICT Strategy	Director of Resources	Recommended as one portfolio
10	Health and Safety Policy	Director of Property Services	Not recommended as a portfolio

3.8 It is recommended that portfolios be reviewed in line with the timetable for selecting the membership of Committees (at present every year) and that the membership of portfolios is decided at this time.

#### 4. **Terms of reference**

4.1 In practical terms the role of a portfolio would be to:

- Consider with the relevant Service Director whether the strategy is “fit for purpose” before presentation to the Board.
- Consider resourcing issues relating to the proposed action plan.
- Monitor the strategy action plan on a quarterly basis with the Service Director.
- Consider with the Service Director any major in-year changes of direction being proposed to the strategy.

#### 5. **Implications**

5.1 Financial Implications.

5.1.1 There are no Financial Implications.

5.2 Legal Implications

5.2.1 There are no Legal Implications.

#### 6. **Conclusion**

6.1 There is some risk in the introduction of portfolio management for Board directors in relation to the potential confusion of boundaries between a strategic rather than an operational role. However, this should be seen as a development opportunity rather than a barrier to introduction. Portfolios should be introduced and their effectiveness reviewed by the Board after one year.

**If you require further information on this report please  
Contact Mike Sims on 020 8314 6075 or email [mike.sims@lewishamhomes.org.uk](mailto:mike.sims@lewishamhomes.org.uk)**

Committee	<b>Lewisham Homes Board</b>		Item No	<b>8</b>
Report Title	<b>HRA and Lewisham Homes Financial Monitoring Report July 2008 and Budget Strategy 2009/10 – 2010/11.</b>			
Contributor	<b>Director for Resources – Adam Barrett</b>			
Class	<b>Decision</b>	Date	<b>25<sup>th</sup> September 2008</b>	

## **1. Purpose of the Report**

- 1.1 This report updates the Board on the July 2008 financial monitoring forecasts for the Lewisham Homes' company budgets and the Council's Housing Revenue Account (HRA) and HRA Capital Programme. The report also includes the budget strategy for the HRA and Lewisham Homes.

## **2. Recommendations**

- 2.1 Approve the organisational efficiency targets for 2009/10 and 2010/11.
- 2.2 Note Directorate savings for these targets will be presented for approval to Board in November 2008.
- 2.3 Note the financial monitoring forecasts for 2008/09.

## **3. Introduction**

- 3.1 Lewisham Homes' management agreement with the Council requires preparation of monitoring forecasts for HRA budgets managed by Lewisham Homes on behalf of the Council and for the Lewisham Homes Company account. Overall responsibility for the HRA strategy and balancing the HRA remains with the Council.
- 3.2 Monitoring information for all of the HRA is included in this report as the overall health of the HRA is a key factor in determining whether sufficient resources are available to enable Lewisham Homes to meet its key objective of delivering a 2\* housing service. The July 2008 monitoring forecast for the HRA has been prepared by Lewisham Homes in consultation with Lewisham Council.
- 3.3 This report identifies major forecast variations to the budget for 2008/2009 and assesses their potential impact on the HRA and company's financial position.
- 3.4 The report uses the following colour coding:
- **Red** - High Risk – Significant Financial Impact
  - **Amber** - Medium Risk - Moderate Financial Impact
  - **Green** - Low Risk - Minor Financial Impact
- 3.5 The following financial statements are attached:
- Appendix A - Lewisham Homes Company Account.
  - Appendix B - Housing Revenue Account.

- Appendix C - HRA Capital Programme.

#### **4. Lewisham Homes Company Accounts**

- 4.1 The forecast is that the company will breakeven in the 2008/9 financial year. There has been a significant restructuring of budgets as part of the 2008/9 budget process.
- 4.2 Stronger controls are now in place for monitoring employee costs of both permanent and temporary staff.
- 4.3 Budget Holder responsibility has now been devolved from Directors to service managers. Reviews of operational expenditure will be taking place with budget holders over the coming months.

#### **Income - Green**

- 4.4 Forecast income for the year is in line with the Lewisham Council budget report for 2008/2009.

#### **Employee Costs – Green**

- 4.5 The budget for 2008/2009 was based on a break even position for the year, i.e. that income equalled expenditure and assumed that reductions in establishment were made in order to meet the savings targets required by the HRA financial strategy.

Although YTD spend is higher than the YTD budget, the impact of reductions in establishment made to date enable forecast expenditure for the year to be contained within budget.

The forecast assumes that:

- All payroll costs associated with the project for the transfer of Building Services to Lewisham Homes will be rechargeable to the Council.
- Pay-in- lieu of notice costs are met by the Company whilst redundancy costs arising from the restructure are funded by the Council.

The improvement in forecast from that previously reported is due to the finalisation of the restructuring of the Legal Services team following completion of the consultation process and putting in new structures to handle Customer Relations.

Two areas which need to be monitored closely over coming months to ensure budget pressures do not increase are ICT and Property Services. A timesheet monitoring system will be implemented this year to ensure costs directly associated with specific schemes within the HRA capital programme are able to be recovered by the company.

#### **Operational Costs - Amber**

- 4.6 The overall forecast position is currently in line with budget. This is after forecasting an additional £100,000 of increased postage costs. This forecast is subject to ongoing review and may need to be further increased in line with spend patterns in coming months.

The forecast assumes that the cost of obtaining legal services from a panel of external providers will be contained within the existing budget of £330,000. However there is a risk that the cost of the new arrangements may be higher.

## Service Level Agreements - Green

- 4.7 The forecast reflects reductions negotiated with Council in respect of the SLA for the provision of Oracle financial systems. The £90,000 reduction in cost will instead be met directly from the HRA (see paragraph 5.3).

## 5. Housing Revenue Account (HRA)

- 5.1 The account is currently forecast to make a small operating deficit of £61,000 (last month break even). This is after utilising £400,000 of contingencies and drawing down £500,000 from the energy reserve.

- 5.2 The forecasts presented in this report do not reflect the impact of the Grove Park and Foreshore stock transfers. The financial impact upon various elements of the HRA budgets is currently being calculated and will be reported in future monitoring reports.

### 5.3 Summary of significant HRA forecast year end variances

		£'000
	Net Surplus per approved budget	0
1	Increased rent income	150
2	Additional lessee service charge income	1,000
3	Reduced recharge to Capital for RTB receipts	(475)
4	Reduced court cost income	(64)
5	Increased repairs and maintenance	(3,500)
6	Building Services trading deficit	(730)
7	Building Services clienting overspend	(156)
8	Increased energy costs	(842)
9	Use of contingency	400
10	Additional support cost recharged to HRA	(90)
11	Increased legal costs	(70)
12	Other variations (net)	16
	Net increase in deficit	4,361
	Transfer from reserves:	
	Increased energy costs	500
	Additional repairs & maintenance budget	3,500
	Use of 2007/08 surplus	300
		4,300
	Reported forecast deficit	61

## 5.4 Explanation of variances

### 5.4.1 Income from residents

#### **Increase in Income due to improved void performance £150,000 - Amber (LH Managed)**

The current void loss is 1.71% against a budget of 2%. This improvement if sustained would yield additional income of circa £200,000. An additional £150,000 for the year has been assumed at this stage.

#### **Additional Lessee Income £1,000,000 – Green (LH Managed)**

Charges raised in 2008/09 for routine services charges and major works are £4,750,000 to date which is £1,013,000 more than the annual budget. It is anticipated that further amounts will be invoiced to lessees in respect of major works recoveries over the remainder of the year but the level can not be fully quantified at this stage.

### 5.4.2 Other Income

#### **RTB admin (£475,000) – Red (LH Managed)**

The charged to capital for administration costs associated with RTB sales has been reduced by £475,000 to reflect a drop in RTB sales from 109 in 2007/2008 to an estimated 50 in 2008/2009.

### 5.4.3 Staff Expenses – Green (Council Retained)

These are forecast to spend to budget.

### 5.4.4 Repairs and Maintenance (£3,500,000) – Amber (LH Managed)

Following the increased budget of £3,500,000 recently negotiated by Lewisham Homes for overall HRA repairs & maintenance, the forecast outturn reflects the provisional allocation of resources.

While this forecast anticipates full spend will be achieved, the additional resources were not available at the start of the year and as a result as the year develops there is therefore a risk that an under spend could occur.

The increased budget now available for repairs and maintenance in 2008/09 is a one-off variation that is being funded from HRA reserves.

### 5.4.5 Operating Costs

#### **Increased Energy Costs - (£842,000) Red (LH Managed)**

There is significant volatility in energy markets for which an adjustment of £842,000 has been made to the forecast. Both the Gas and Energy Contracts are scheduled for renewal in October 2008. An allowance of £815,000 has been made for increased costs. Actual costs will be determined by wholesale energy price forecasts at the time of the tender.

The increase in energy costs will necessitate a variation in service charges but there will be a time-lag between incurring the higher charges and recovering those costs

from tenants and lessees. The in-year effect of increased utility costs will therefore need to be partially met from existing balances on the Energy Reserve.

#### **Reduction in contingency (£400,000) - Amber (Council Retained)**

This reflects the reduction in contingency to balance the HRA in 2008/2009.

#### **5.4.6 External Contractors - Green (Council Retained)**

Contract costs are fixed in the case of Lewisham Homes, Dunlop Haywards and the Tenant Management Organisations. Costs in respect of the Brockley PFI increase in line with the rate at which properties are refurbished. Once a property is refurbished an increased charge is payable as part of the contract. Penalties may be deducted from these payments for poor performance.

External Contracts are forecast to spend to budget as these costs are fixed for Dunlop Haywards and TMO'. Brockley PFI increase with rate of properties refurbished. .

#### **5.4.7 Building Services (£730,000) – Red (Council Retained)**

The Building Services Trading account is forecasting a loss of £730,000 (£810,000 in 2007/2008). The amount of the forecast deficit is £670,000 less than the amount previously reported to Board as overheads to charged to Building Services by the Council have been reduced. This figure does not reflect the effect of the proposed integration of Building Services into Lewisham Homes.

#### **5.4.8 Other Miscellaneous expenditure - Green (Council Retained)**

These are forecast to spend to budget.

### **6. HRA Capital Expenditure – Red (LH Managed)**

6.1 The latest monitoring report shows the forecast expenditure for 2008/09 at £14,322,000 against a budget of £15,670,000. The anticipated shortfall is principally attributable to slippage arising from the time taken to mobilise new schemes that are due to commence during the year.

6.2 It is anticipated that the programme will be substantially committed during the course of the financial year. However the expenditure profile shows significant expenditure in the 4<sup>th</sup> quarter which gives rise to a risk of some further slippage of expenditure. Property Services will manage the programme to minimise such slippage and an updated report will be produced at the end of the 2nd quarter.

### **7. Budget Strategy 2009/2010**

#### **Process**

7.1 The management agreement between the Council and Lewisham Homes sets out that the Council has responsibility for the Housing Revenue Account (HRA) budget strategy. This includes setting the management fee for Lewisham Homes. Lewisham Homes has responsibility for setting its budgets within the management fee it has agreed with the Council.

The governance arrangements around budget setting are that the Lewisham Homes board:

- approves Lewisham Homes company budgets.
- approves the allocation of resources within HRA managed budgets set by the Council.
- agrees its response to the Council as part of the Council's consultation on the HRA budget strategy.

The Council:

- sets the overall budget strategy
- consults with residents and other stakeholders on the strategy
- agrees budgets, rent and service charge increases having considered the consultation responses.

## 7.2 Timetable

7.2.1 The Council has now set out its process for taking the budget strategy through Mayor and committee approvals.

The timetable for the process including Lewisham Homes governance processes is set out in the table below:

<b>Date</b>	<b>Council</b>	<b>Lewisham Homes</b>
24/07/2008	Public Accounts Committee considers the Council's Financial Survey including its high level HRA strategy	Lewisham Homes provides the Council with comments on the HRA strategy
08/09/2008	Financial Liaison Meeting reviews progress on the strategy	Lewisham Homes provides updates on the company position and managed budgets
19/09/2008		Lewisham Homes sets out initial savings proposals in line with the financial estimates contained in the 2008/9 Business Plan
24/09/2008	Mayor's Star Chamber reviews HRA budget strategy and proposals	
25/09/2008		Lewisham Homes Board reviews high level Company budget strategy and identifies areas to deliver savings
08/10/2008	Housing select Committee considers savings proposals	
04/11/2008	Public Accounts Committee considers savings proposals	
		Lewisham Homes Board reviews progress on Company Budget setting
19/11/2008	Mayor and Cabinet	

	considers all savings proposals	
25/11/2008		Lewisham Homes Board reviews progress on Company Budget setting and agrees response to the Council
27/01/2009		Lewisham Homes Board sets Company Budgets
February 2009	Mayor and Cabinet recommends budget to Council	
March 2009	Council sets budget	

### 7.3 Key Issues

7.3.1 The Council HRA strategy at summary level has identified core budget pressures of £3.5m in both 2009/10 and 2010/11. Over 2 years savings of £7m are required to ensure that the HRA budget can be set at a breakeven position. In addition to this the Council has identified a requirement for an additional £1m on an ongoing basis to be allocated to Repairs and Maintenance (R&M) budgets to ensure that repairs budgets are set at Housing subsidy maintenance allowance levels.

7.3.2 Savings proposals of £5.5m have been identified in 2009/10 and £1.6m in 2010/11.

The table below summarises the position.

Category	2009/10 £,m	2010/11 £,m	Total £,m
Reduction in Council Support Costs	1.4	1.2	1.4
Reduction in contracting costs	1.4	0.7	2.1
Increased Service Charges	2.7	0	2.7
<b>Total</b>	<b>5.5</b>	<b>1.9</b>	<b>7.4</b>
<b>Savings Requirement</b>	<b>4.5</b>	<b>3.5</b>	<b>8.0</b>

7.3.3 The reduction in Council support costs involves a significant transfer of costs from the HRA to the General Fund. The reduction in transfer costs includes savings in the Lewisham Homes management fee. The savings requirement in 2009/10 includes an additional requirement of £1m that will be used to increase R&M budgets by £1m.

7.3.4 Outstanding issues to be addressed are that the savings requirement is still £0.6m short. The 2009/10 R&M budgets are still short of subsidy maintenance allowances by £1m to £1.5m. The Director of Resources is working with Council Officers to identify once off funding resources that could be utilised to bridge this gap. Risk assessments still need to be carried out on other HRA operational budgets to assess whether there are ongoing pressures particularly in the areas of energy costs and building services that will require budget provision in 2009/10.

## 8. Lewisham Homes Business Plan

8.1 Lewisham Homes Business Plan anticipated savings in the Company accounts of £800,000 as part of the 2009/10 budget process and £1,250,000 as part of the

2010/11 budget process. Savings reductions in management costs would assist in the process of reallocating resources from management to Repairs and Maintenance.

8.2 The savings proposals in the HRA budget strategy represent a re-profiling of the £2m overall savings with £1m planned for 2009/10 and £1m for 2010/11.

8.3 Gross savings having added back inflation allowances assumed at 2.5% require savings as follows:

2009/10	£1,650,000
2010/11	£1,700,000

8.4 Lewisham Homes Business Plan has identified staffing and Service Level Agreements as the areas to focus on for savings. Operational budgets are protected to ensure that the organisation has the financial capacity to procure the support required to deliver a two star service.

8.5 The Board is requested to endorse the savings targets set out below and request that Directors develop proposals in their respective areas to deliver savings as set out in the tables below.

#### 2009/10

Area	£	Rationale
Housing	210,000	Efficiencies from service review
Resources	40,000	Efficiencies from service review
Corporate Services	50,000	Efficiencies from service review
Property Services – Employees	350,000	Elimination of duplicate client function
Service Level Agreements	1,000,000	Efficiencies from service reviews, outsourcing and elimination of duplication in property services.
<b>Total</b>	<b>1,650,000</b>	

#### 2010/11

Area	£	Rationale
Housing	450,000	Efficiencies from service review
Resources	70,000	Efficiencies from service review
Corporate Services	70,000	Efficiencies from service review
Service Development	110,000	Elimination of duplicate client function
Service Level Agreements	1,000,000	Efficiencies from service reviews, outsourcing.
<b>Total</b>	<b>1,700,000</b>	

8.6 Savings in 2010/11 will be delivered through efficiency savings in staffing due to improved working practices requiring less staff input and the backlog of work built up due to poor practices in the past being eliminated. However, the efficiencies per Directorate may vary nearer the time.

8.7 The savings target for SLA's is set at £1m. This target will be reviewed in light of the SLA reviews carried out as part of the 2009/10 budget and business planning process.

## 9. Implications

- 9.1 Financial Implications
  - 9.1.1 Contained within the report.
- 9.2 Legal Implications
  - 9.2.1 Contained within the report.

**If you require any further information on this report please contact Adam Barrett on 020 8314 3405 or [adam.barrett@lewisham.gov.uk](mailto:adam.barrett@lewisham.gov.uk)**

## Lewisham Homes' Monthly Monitoring Statement 2008/09

July 2008

	2008/09 Original Budget	2008/09 YTD Budget	2008/09 YTD Actual	2008/09 Forecast	Variance Forecast to Budget	Variance % Budget
<b>Income</b>					Increase / (Decrease)	
Management Fees & Other Income	(21,587,000)	(7,195,667)	(7,213,800)	(21,588,400)	1,400	(0.0%)
<b>Total Income</b>	<b>(21,587,000)</b>	<b>(7,195,667)</b>	<b>(7,213,800)</b>	<b>(21,588,400)</b>	<b>1,400</b>	<b>(0.0%)</b>
<b>Expenditure</b>						
Employee						
Direct Payroll Cost	12,631,872	4,210,624	4,652,277	12,867,582	(235,709)	(1.9%)
Other Employee Cost	1,599,701	533,234	(179,300)	1,599,701	0	0.0%
	14,231,573	4,743,858	4,472,977	14,467,283	(235,709)	(1.7%)
Operational						
Corporation Tax	0	0	4,000	0	0	0.0%
Depreciation	25,000	9,615	0	25,000	0	0.0%
Interest on balances	0	0	187	0	0	0.0%
Premises	159,000	61,154	5,093	159,000	0	0.0%
Supplies and Services	2,390,880	919,569	1,336,019	2,419,620	(28,740)	(1.2%)
Transport	154,300	59,346	44,160	160,963	(6,663)	(4.3%)
Other Staff Costs	284,500	109,423	62,675	284,500	0	0.0%
	3,013,680	1,159,108	1,452,134	3,049,083	(35,403)	(1.2%)
SLAs	4,341,747	1,447,249	904,761	4,251,747	90,000	2.1%
<b>Total expenditure</b>	<b>21,587,000</b>	<b>7,350,214</b>	<b>6,829,872</b>	<b>21,768,112</b>	<b>(181,112)</b>	<b>(0.8%)</b>
<b>Net operating surplus / (deficit) for ye</b>	<b>0</b>	<b>154,548</b>	<b>(383,927)</b>	<b>179,712</b>	<b>179,712</b>	

## HRA Monthly Monitoring Statement 2008/09

July 2008

	2008/09 Original Budget	2008/09 Revised Budget	2008/09 YTD Revised Budget	2008/09 YTD Actual	2008/09 Forecast	2007/08 Actual	Variance Forecast vs Revised Budget	Variance % Budget	Previous months forecast	Change
							Increase / (Decrease)			Increase / (Decrease)
<b>Income</b>										
Grants & contributions										
HRA subsidy	15,457,000	15,457,000	5,153,364	5,152,333	15,457,000	14,491,136	0	0.0%	15,457,000	0
Other grants & contributions	72,000	72,000	24,005	352,068	122,000	12,915	50,000	69.4%	72,000	50,000
	15,529,000	15,529,000	5,177,369	5,504,401	15,579,000	14,504,051	50,000	0.3%	15,529,000	50,000
Income from residents										
Rent income	75,136,000	75,136,000	24,569,472	25,043,890	75,286,000	86,359,892	150,000	0.2%	75,286,000	0
Tenant service charges	3,042,000	3,042,000	994,734	1,110,102	3,042,000	3,447,052	0	0.0%	3,042,000	0
Lessee income	3,737,000	3,737,000	1,245,916	2,138,637	4,737,000	6,258,550	1,000,000	26.8%	5,327,000	(590,000)
	81,915,000	81,915,000	26,810,122	28,292,629	83,065,000	96,065,494	1,150,000	1.4%	83,655,000	(590,000)
Other Income										
Commercial Property Rents	582,000	582,000	194,039	275,008	582,000	889,349	0	0.0%	582,000	0
Fees & Charges	2,996,000	2,996,000	998,866	1,115,973	2,918,180	3,411,416	(77,820)	(2.6%)	2,922,000	(3,820)
Recharges to capital	2,656,000	2,613,000	0	18,633	2,138,000	1,384,955	(475,000)	(18.2%)	2,165,000	(27,000)
Other recharges	505,000	505,000	168,367	147,722	541,502	1,603,689	36,502	7.2%	464,682	76,820
Interest received	59,000	59,000	0	0	59,000	55,778	0	0.0%	59,000	0
	6,798,000	6,755,000	1,361,272	1,557,335	6,238,682	7,345,187	(516,318)	(8.3%)	6,192,682	46,000
<b>Total Income</b>	<b>104,242,000</b>	<b>104,199,000</b>	<b>33,348,763</b>	<b>35,354,366</b>	<b>104,882,682</b>	<b>117,914,731</b>	<b>683,682</b>	<b>0.7%</b>	<b>105,376,682</b>	<b>(494,000)</b>
<b>Expenditure</b>										
Staff Expenses										
General payroll costs	2,547,000	2,504,000	834,834	986,579	2,622,009	4,104,811	(118,009)	(4.7%)	2,578,411	43,598
Operative payroll costs	354,000	354,000	118,024	94,123	334,606	230,041	19,394	5.5%	345,259	(10,653)
Agency staff	0	0	0	182,241	615	625,192	(615)		0	615
Agency staff	0	0	0	538,462	0	1,414,676	0		0	0
Other staff costs	8,000	8,000	2,667	9,218	8,360	203,110	(360)	(4.5%)	8,000	360
	2,909,000	2,866,000	955,524	1,810,622	2,965,591	6,577,831	(99,591)	(3.5%)	2,931,670	33,920
Repairs & Maintenance										
Planned works	10,639,632	10,639,632	3,547,253	1,732,154	12,344,178	9,590,988	(1,704,546)	(16.0%)	10,644,290	1,699,888
Responsive repairs	8,460,368	8,460,368	2,820,687	2,616,456	10,268,217	11,713,454	(1,807,849)	(21.4%)	8,461,801	1,806,416
	19,100,000	19,100,000	6,367,940	4,348,610	22,612,395	21,304,443	(3,512,395)	(18.4%)	19,106,091	3,506,304
Operating costs										
Utilities	1,816,000	1,816,000	605,454	434,833	2,658,121	2,259,912	(842,121)	(46.4%)	2,755,162	(97,041)
Grounds Maintenance	1,004,000	1,004,000	334,734	107,424	954,027	1,119,614	49,973	5.0%	938,027	16,000
Premises	1,305,000	1,305,000	435,087	(7,624)	1,340,558	1,031,984	(35,558)	(2.7%)	1,321,906	18,652
Equipment & supplies	503,000	503,000	157,698	86,362	555,956	833,616	(52,956)	(10.5%)	538,246	17,710
Professional fees	289,000	289,000	96,353	125,586	348,611	362,275	(59,611)	(20.6%)	352,024	(3,413)
Grants to external organisations	781,750	782,000	260,719	190,768	782,000	793,988	0	0.0%	782,000	0
Other operating expenses	245,000	245,000	81,683	1,934,355	277,682	1,647,502	(32,682)	(13.3%)	284,717	(7,036)
	5,943,750	5,944,000	1,971,728	2,871,703	6,916,954	8,048,890	(972,954)	(16.4%)	6,972,081	(55,127)
External contractors										
Lewisham Homes	21,506,000	21,506,000	7,170,100	7,546,279	21,545,551	22,663,259	(39,551)	(0.2%)	21,545,551	0
Brockley PFI	6,129,000	6,129,000	2,043,409	(256,732)	6,129,000	5,262,746	0	0.0%	6,129,000	0
Other third party contractors	1,950,000	1,950,000	650,130	233,082	1,950,000	1,904,358	0	0.0%	1,950,000	0
	29,585,000	29,585,000	9,863,639	7,522,629	29,624,551	29,830,363	(39,551)	(0.1%)	29,624,551	0
Recharges										
Directorate recharges	1,834,000	1,834,000	0	0	1,834,000	3,126,921	0	0.0%	1,834,000	0
Director of Resources	1,367,000	1,367,000	0	0	1,457,000	2,717,051	(90,000)	(6.6%)	1,457,000	0
Building Services deficits	0	0	0	0	730,000	810,000	(730,000)		1,400,000	(670,000)
Other recharges	106,000	106,000	0	0	106,000	606,589	0	0.0%	106,000	0
	3,307,000	3,307,000	0	0	4,127,000	7,260,560	(820,000)	(24.8%)	4,797,000	(670,000)
Other miscellaneous expenditure										
Capital financing costs	24,276,250	24,276,000	0	0	24,276,000	20,090,007	0	0.0%	24,276,000	0
Depreciation	13,829,000	13,829,000	0	0	13,829,000	17,198,868	0	0.0%	13,829,000	0
Provision for bad debts	800,000	800,000	0	0	800,000	2,812,273	0	0.0%	800,000	0
Residual rent rebates	1,382,000	1,382,000	0	(787,892)	1,382,000	1,445,911	0	0.0%	1,382,000	0
Accounting adjustments	0	0	0	0	0	0	0	0.0%	0	0
	40,287,250	40,287,000	0	(787,892)	40,287,000	41,547,059	0	0.0%	40,287,000	0
<b>Total expenditure</b>	<b>101,132,000</b>	<b>101,089,000</b>	<b>19,158,831</b>	<b>15,765,672</b>	<b>106,533,490</b>	<b>114,569,146</b>	<b>(5,444,490)</b>	<b>(5.4%)</b>	<b>103,718,393</b>	<b>2,815,097</b>
Net operating surplus / (deficit) before transfers	3,110,000	3,110,000	14,189,932	19,588,693	(1,650,808)	3,345,585	(4,760,808)	288.4%	1,658,289	#####
Transfers (to)/from Reserves	(3,110,000)	(3,110,000)	0	0	1,590,000	(3,345,585)	4,700,000	(151.1%)	(1,910,000)	3,500,000
<b>Net surplus / (deficit) after transfers</b>	<b>0</b>	<b>0</b>	<b>14,189,932</b>	<b>19,588,693</b>	<b>(60,808)</b>	<b>(0)</b>	<b>(60,808)</b>		<b>(251,711)</b>	<b>190,903</b>

## HRA Capital Monitoring Statement 2008/09

Jul-08

	2008/09 Original Budget	2008/09 YTD Actual	2008/09 Forecast	Variance Forecast to Budget	Variance % Budget
				Increase / (Decrease)	
<b>Projects commenced prior to 2008/09</b>					
Tenure Diversification Schemes	100,000	100,000	100,000	0	0.0%
Essential Schemes	119,400	2,964	114,873	(4,527)	(3.8%)
Energy Efficiency Works	0	39,268	39,268	39,268	
Central Boilers	1,038,926	1,957	1,038,926	0	0.0%
Long Term Voids	61,701	0	61,701	0	0.0%
Lift Refurbishment Programme	439,383	10,100	286,800	(152,583)	(34.7%)
Homelessness Group	21,100	0	21,100	0	0.0%
Decent Homes Programme	2,476,851	376,670	2,406,576	(70,275)	(2.8%)
Capitalised Repairs	1,413,000		1,413,000	0	0.0%
	5,670,361	530,959	5,482,244	(188,117)	(3.3%)
<b>New Projects (2008/09)</b>					
Structural and Essential Schemes	1,299,424	78,526	1,062,812	(236,612)	(18.2%)
Decent Homes Programme	1,233,014	0	588,703	(644,311)	(52.3%)
Mechanical & Electrical Schemes	5,083,198	602,400	5,222,956	139,758	2.7%
Tenant and Caretaking schemes	1,560,000	0	1,140,855	(419,145)	(26.9%)
ICT & Offices	824,364	0	824,364	0	0.0%
	10,000,000	680,926	8,839,690	(1,160,310)	(11.6%)
<b>Total</b>	<b>15,670,361</b>	<b>1,211,885</b>	<b>14,321,934</b>	<b>(1,348,427)</b>	<b>(8.6%)</b>

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>9</b>
Report Title	<b>Business Plan 2008/09 and KPI Performance</b>		
Contributor	<b>Head of Service Development – Hilary Barber</b>		
Class	<b>Decision</b>	Date	<b>25th September 2008</b>

## 1. Purpose of the Report

- 1.1 This report sets out Lewisham Homes' key performance indicators (KPIs) and progress against target times for tasks in the Business Plan for June and July 2008.

## 2. Recommendations

- 2.1 Approve the proposed actions to rectify under performing areas.

## 3. Background of the Report

- 3.1 At the March 2008 Board meeting, the Board agreed the 2008-11 Business Plan. This included the performance targets and tasks, which the Board monitors.
- 3.2 Appendix A shows The KPI performance for April through to July 2008 against the targets set.
- 3.3 Appendix B shows progress in completing tasks in the 2008-11 Business Plan against target times agreed in March.

## 4. Key performance indicators

- 4.1 The indicators include:
- Best Value performance indicators (with a BV prefix);
  - Indicators used in the annual Comprehensive Performance Assessment (CPA prefix) of all councils reported by the Audit Commission; and
  - Locally developed indicators (LH prefix).
- 4.2 The indicators have been grouped by director so that accountability for performance is clear. Where relevant there are comments from directors about contextual issues impacting on performance, or lack of data.
- 4.3 The Year To Date column on the spreadsheet shows accumulated performance from 1 April to 31 July 2008.
- 4.4 Performance in relation to targets is highlighted by a traffic light system:
- **Green** - indicates performance was on or above target
  - **Red** - indicates performance did not meet the target.
- The adjacent column shows the direction of travel, assessing both –
- Year to date performance against the 2007/08 baseline; and
  - July performance against June 2008.
- 4.5 Lewisham Homes aims to be one of the top 25 per cent (top quartile) of performers, and so comparative data is shown where this is available. The

source for this is the 2007/08 year end figures from the Housemark ALMO Performance Improvement Club, which is a national benchmarking group. The table in appendix A indicates both the quartile Lewisham Homes that falls into<sup>1</sup>, and the performance required to be in the top quartile for last year.

- 4.6 The last Board paper in July stated that an independent report from Housemark in May 2008 showed that some data for repair performance indicators are still failing to comply with definitions. Work is ongoing to conduct data audits on a whole range of performance indicators. This work has highlighted the need to validate information further before asking Housemark to continue with an independent audit. Furthermore, the repairs performance indicators have been subject to a considerable amount of scrutiny by reviewing the repairs priorities and reports. It has been decided that until we have audited all our Performance Indicators early next year, the validation column is temporarily removed.
- 4.7 The table only shows monthly indicators. There are other KPIs which are reported quarterly, six-monthly or annually.
- 4.8 The annual decent homes indicators were not available in the last report. This will be provided once data is available to Lewisham Homes through the stock condition data that has been transferred from LBL, and the stock condition survey has been completed. It is anticipated that we will be able to report on this indicator for the end of the financial year.
- 4.9 There are still some monthly KPIs where data is not available. These are shown in a separate table in appendix A with an estimation of when this information will be available.
- 4.10 The definitions of all KPIs have been reviewed to ensure there are clear records of these. This has shown some anomalies and where relevant definitions have been made clearer.

## **5. Areas of concern and areas of good/improving PI performance**

### **5.1 Areas of concern**

The following shows areas where performance has declined or not met targets, and action taken to address this:

#### **a) Complaints**

The results of the audit into complaints data and performance were reported at the last Board. Much work is now being undertaken to correct inconsistencies, improve quality of responses and target outstanding actions. However, performance dipped in June and July showing the percentage of complaints resolved within timescales as 69% and 48% respectively, giving a YTD of 65%. This dip is marked by a large amount of work being done to resolve previously un-dealt with outstanding cases, many of which are outside of the required timescale.

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<sup>1</sup> Quartiles – this shows how Lewisham Homes performs against its peers. Quartile 1 is the top 25% of performers, quartile 2 is above average, quartile 3 is below average and quartile 4 is the bottom 25%.

The 2007/08 data has been corrected and shows that 61% of cases were closed/resolved within the deadline. This figure was unavailable to the Board last time.

In July a reorganisation of the Customer Relations team took place and the management of complaints during this period was disrupted. It may take a few months for improvement to show in the performance data. However, actions are being monitored weekly by service area.

Service managers are now responsible for stage 1 complaints within their service area and Directors are responsible for ensuring MP, Councillor, Mayor and Stage 2 and 3 complaints are dealt with on time and to the appropriate quality.

**b) Gas service/safety checks**

Performance for this indicator is significantly below target with 69% YTD in July compared to the 100% target for properties that have had a gas service in the last 12 months and 3% of properties requiring a certificate are more than 6 months out of date.

The number of properties with a current gas safety certificate was 10,062, in addition, there are a further 194 properties that are currently void and do not require a gas certificate at present.

Note that Property Services will not recognise a property as compliant unless it is in possession of the actual certificate.

The number of properties without a current gas safety certificate was 4,464. All properties with no current gas safety certificates have some form of action taken to gain access apart from 283 properties which have been identified as having no current action and this is under investigation with Building Services for immediate action. See table below for breakdown.

Number of Properties	Status
2256	1 <sup>st</sup> appointment letter stage.
374	2 <sup>nd</sup> appointment letter stage.
250	Serviced by the contractor, process of certifying data on certificated before uploading to systems.
453	Legal letter stage or referred for court action.
825	Claimed to be serviced by Building Services – no actual certificate.
23	No gas appliance, do not require service.
283	No current action under this investigation with Building Services.
<b>4464</b>	<b>Total number of properties outstanding.</b>

The following actions have taken place to increase the contractor performance:

- Weekly progress meeting are held with the contractor to discuss, monitor and improve performance.

- Access to 209 properties that had constantly refused access was gained in June and this allowed us to fit interruption devices to the boilers that would activate if the gas servicing did not take place next year.
- A five week action plan has been put into place to increase the number of services. This is now in its second week (20/08/08). This will produce an additional 950 service in August 2008.
- Property Services are working with Building Service to increase the number of services by recommending that night duty staff call tenants with out of date certificates to make appointments or the option to send gas fitter straight away if tenant is in. Also by extending evening working hours/ appointment and cold calling until 8pm.
- The client is in the process of procuring new contracts for gas servicing and repairs with two external contractors. The expected start date is scheduled for 1<sup>st</sup> October 2008. The client is working with these contractors to ensure that any outstanding gas servicing is completed as a priority.

**c) Repairs service –**

An update of the indicators most commonly used by housing organisations (responsive repairs completed within target by priority category) is shown in the table below:

Indicator	07/08 Actual	June	July	YTD	YTD (last Board)	Target 08/09	Upper Quartile
% of emergency repairs completed on time	76%	91%	76%	87%	89%	96%	98.66%
% of urgent repairs completed on time	68%	81%	81%	71%	66%	96%	98.40%
% of routine repairs completed on time	76%	82%	83%	82%	81%	96%	97.44%

This shows performance which is:

- Improving in urgent and routine repairs but shows some slippage on emergency repairs.
- Significantly below target; and
- Significantly below top quartile performance.

Performance also fell in July for the percentage of non-emergency repairs for which the authority both made and kept an appointment to 92.73%. This had remained relatively constant since April at just over 95%.

Work is being undertaken to audit the data reported on repairs performance indicators, to ensure consistent and accurate reporting across the repairs service and building services. This is a large programme of work that will be completed by the end of the year.

Repairs satisfaction which is well below the target of 85% at 69% YTD has shown a 7% improvement since the last Board report.

**d) Rent collection**

Performance for rent collection has improved from the baseline (93.46%) to year to date figure (94.66%). It has, therefore, now achieved the 2007/08 target of 94%, but is well below the 2008/09 target of 96%. Performance in June rose to 95.02%. July, however, has shown a dip which has lowered the overall year to date figure. The blip in performance could be due to the holiday period. This will be closely monitored over the next few weeks. The percentage of tenants who are more than seven weeks in arrears has continued to fall from 12.6% reported last time to 11.6% YTD.

The Rent Scrutiny Panel, chaired by the Chief Executive, was set up earlier in the year to examine issues across the board. This function is now being continued by the Director of Housing.

**e) Attendance at staff training days**

Performance in this indicator had shown consistent improvement month on month until July which dropped to 93%, down from 100% in June. On further investigation there were valid reasons for non attendance for which prior notification could not be given. This indicator is also prone to fluctuation as the numbers involved are very small.

**f) CallPoint telephone handling – Calls answered within 15 seconds**

Performance by the call centre relating to time taken to answer repairs calls has continued to fall since April. The latest YTD figure showing only 64% of calls are answered within the time period of 15 seconds compared to 80% in 07/08. This falls short of the 08/09 target of 95% by 31%. The average time taken to answer calls was 53 seconds in June and 57 seconds in July. This service is provided by the Council under an SLA with Lewisham Homes.

Performance in telephone answering has deteriorated due to an operational change in procedure from April. CallPoint had previously relied on the assistance of other specialists in the general call centre at busy times to pick up when the volume of repairs calls were too high. This additional resource ended at the beginning of the new financial year. Performance was also exacerbated due to staff shortages (both long-term sickness and staff leaving the organisation). Cover was sought but there were problems finding specialist customer service operatives as temporary cover. There were additional complications in that all permanent recruitment had been frozen by the Council.

Many of these issues have now been resolved. In August there was a full compliment of staff who have all had the necessary training. Early figures show that the percentage of calls answered within 15 seconds is now 74%.

**5.2 Areas of good/improved performance**

These include:

**a) Sickness absence –**

Performance has improved in tackling sickness. The July figure of 10.3% is the lowest this year, and is better than the 07/08 figure of 10.6%. Although this is still failing to meet the target of 7.97 it has consistently been falling month on month. It is still above average performance for our benchmarking group. The majority of sickness in the organisation is in the Housing management directorate. There are a small number of long-term

sickness cases which are manual grades, the majority of short-term episodes are at officer level.

There is close monitoring of sickness by HR who make regular monthly reports available to directors and managers. There is a monthly meeting between HR and the head of estate services to look in depth at issues. HR also perform random checks to make sure that all back to work interviews are undertaken by all managers.

**b) Leasehold service**

Percentage of service charge collected (including arrears) is currently 24% YTD this is above the monthly target of 22%. The cumulative performance showing 16% collected in June and 24% in July having risen considerably from 6% in May when the service charge estimates were issued.

Performance is also measured for service charges collected excluding arrears, this is also on the increase showing 36% collected YTD against a target of 35%. If this trend continues we will exceed the end of year target of 105%.

**c) Voids**

The target for re-let times at 28 days has been exceeded again in July with performance rising sharply, the average number of days to re-let a property now stands at 19 days, compared to the baseline of 38 days for 2007/08. In relation to other ALMOs, our performance was in the third quartile for 2007/08, but, is now second quartile and above average for the group.

Performance in all voids performance indicators is Green, meaning that they have either met or are exceeding their target. Re-let times for sheltered housing however is on the increase and may need to be monitored although it is affected largely by very small numbers. A report has been commissioned on the long-term strategy of sheltered housing and is to be presented to Mayor and Cabinet in October.

**d) Repairs**

Performance for the percentage of repairs being completed on the first visit continues to exceed the target. 83.8% compared to the target of 80%.

The percentage of expenditure on emergency and urgent repairs in relation to non-urgent repairs is also performing well at 26% compared to a target of 40%. In terms of benchmarking this indicator is now performing around the median.

**e) Dealing with illegal occupation**

This performance indicator showed 'red' last time. It is now Green with 559 checks having been carried out by the end of July compared with the target of 500. The monthly target for this performance indicator is 125 checks, the average for each month is currently 140. Since May in particular, performance in the number of tenancy verification checks carried out has significantly improved. Methods to record and report on the outcome of checks are currently being set up. Statistics to date show that 20 unauthorised occupants have been discovered as a result of occupancy checks.

**f) Right to buy**

Percentage of RTB2 forms served within statutory target of 4 weeks – this has improved from 67% to 81% (YTD), but is significantly below the target of 100%. The YTD figure shows an average of performance in the year so

far, June and July did achieve 100% and so suggests that performance is on track to reach the target. The percentage of S125 forms served within target are generally improving but below the 100% target at 75%.

## 6. Business Plan tasks

- 6.1 The table in Appendix B shows progress on tasks in the Business Plan for the months April and May. Tasks have traffic lights to show:
- **Green** – completed
  - **Red** – not completed
- 6.2 From June to July 2008, 40 tasks were due for completion. The table below shows the breakdown of tasks under these traffic light headings. Reasons for delay are captured in the 'comments' column of the table.
- 6.3 A process for adding tasks to the Business Plan through the year has been implemented. This is to ensure significant tasks arising out of, for example, recommendations from services reviews or various audits, can be included in the task list and progress monitored.

RAG	Housing Services	Property Services	Service Development	Resources	Corporate Services	Overall	
						No.	%
RED	14% (1)	40% (4)	38% (3)	20% (1)	20% (2)	11	27.5
GREEN	86% (6)	60% (6)	62% (5)	80% (4)	80% (8)	29	72.5
Total	7	10	8	5	10	40	100

When tasks have been marked as completed, documentary evidence is required.

## 7. Implications

- 7.1 Financial Implications
- 7.1.1 Contained within the report.
- 7.2 Legal Implications
- 7.2.1 Contained within the report.

**If you require further information on this report please contact  
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**Appendix A**  
**- Monthly and Quarterly KPIs**

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Corporate Services																	
Complaints	LH34	Percentage of complaints closed / resolved during the month within timescales by service	Monthly	61%	67%	82%	69%	48%	65%	94%		↑	↓	Red			New more reliable reports are coming directly from the icasework system. Despite performance dipping in June, the same number of cases were actually closed on time as in May, however in June, more cases were closed overall (including late ones), lowering the % on-time.
Complaints	LH35	Percentage of Mayor/Member/MP complaints closed or resolved during the month within target	Monthly	70%	88%	44%	69%	38%	59%	100%		↓	↓	Red			
Complaints	LH50a	Number of complaints received at stage 1	Monthly	806	116	90	97	116	419	contextual indicator		-	-	-			
Complaints	LH50b	Number of complaints received at stage 2	Monthly	112	7	5	8	9	29	contextual indicator		-	-	-			

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Complaints	LH50c	Number of complaints received at stage 3	Monthly	25	1	2	0	1	4	contextual indicator		-	-	-			
Human resources	LH 106a	% attendance at staff training days	Monthly	88%	94%	97%	100%	93%	96%	100%		↑	↓	Red			
Human resources	LH 106b	No of individual staff training days booked.	Monthly	693	200	115	116	101	532	contextual indicator		-	-	-			
Human resources	LH 114	Staff Turnover as a % of total workforce (YTD)	Quarterly	18%	6%			-	6%	10%		↑	-	Green			
Human resources	LH129	Number of vacant posts as a percentage of the total number of permanent posts.	Monthly	13%	15%	16%	14%	14%	n/a	contextual indicator		-	-	-			
Human resources	LH130	Number of posts filled by temps as a percentage of the total number of permanent posts.	Monthly	8%	8%	8%	10%	8%	n/a	contextual indicator		-	-	-			
Human resources	LH38	No. of working days lost to sickness (FTE) (rolling 12 month average)	Monthly	10.6	10.4	11	12.4	10.3	10.3	7.97		↑	↑	Red	9.12	2	
Housing Management																	
Anti-social behaviour	BV174	Number of racial incidents reported	Monthly	10	2	0	2	3	7	contextual indicator		-	-	-			
Anti-social behaviour	BV175	Number of racial incidents reported that resulted in further action	Monthly	not available	7	2	5	3	17	contextual indicator		-	-	-			

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Anti-social behaviour	LH 101	Number of ASB / neighbour nuisance cases reported	Monthly	271	81	113	72	49	315	contextual indicator		-	-	-			The increase in caseload reflects the set up of specialist ASB teams and their increased level of activity. We have already exceeded the 07-08 baseline figure.
Anti-social behaviour	LH 102	Number of ASB / neighbour nuisance cases resolved	Monthly	393	62	68	65	221	416	contextual indicator		-	-	-			A 'clean up' of cases on the system has led to a high numbers of outstanding cases being resolved, which do not reflect the level of cases being opened.
Leasehold services	LH116 a	% of service charge collected against total available excluding arrears	Monthly	101%	-	4%	14%	12%	36%	105%	35%	-	↓	Green			At end of June income stands at 23.49 % of total raised against a profiled target 25.75% showing catch up on impact of late billing.
Leasehold services	LH116 b	% of service charge collected against total available including arrears (YTD)	Monthly	62%	11%	6%	16%	24%	24%	65%	22%	-	↑	Green			
Leasehold services	LH117 a	Major works charges collected as a % of total charges outstanding excluding arrears	Monthly	55%	199%	37%	8%	21%	49%	45%	15%	-	↑	Green			

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Leasehold services	LH117 b	Major works charges collected as a % of total charges outstanding including arrears (YTD)	Monthly	26%	3%	5%	6%	10%	10%	35%	12%	-	↑	Red			
Leasehold services	LH24	Percentage of RTB2 forms served within statutory target of 4 weeks	Monthly	37%	73%	50%	100%	100%	81%	100%		↑	→	Red			
Leasehold services	LH25	Percentage of S125 forms for freehold properties served within statutory target of 8 weeks	Monthly	71%	100%	50%	100%	67%	75%	100%		↑	↓	Red			
Leasehold services	LH26	Percentage of S125 forms for leasehold served within statutory target of 12 weeks	Monthly	80%	100%	70%	64%	80%	79%	100%		↓	↑	Red			
Rent collection	BV66a	Percentage of rent collected (including current arrears)	Monthly	93.46%	93.78%	94.85%	95.02%	94.66%	94.66%	96%		↑	↓	Red	97.50%	4	
Rent collection	BV66b	Percentage of rent accounts > 7 weeks in arrears	Monthly	13.7%	12.4%	12.6%	11.8%	11.6%	11.6%	8.0%		↑	↑	Red	3.90%	4	
Rent collection	BV66c	Percentage of tenants who have had a Notice Seeking Possession served	Monthly	35%	4%	7%	4%	3%	19%	35%	12%	-	↓	Green	16.04%	4	

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments	
Rent collection	BV66d	Percentage of tenants evicted as a result of rent arrears	Monthly	0.88%	0.01%	0.06%	0.06%	0.05%	0.20%	0.65%	0.22%	-	↓	Red	0.23%	4	The ytd has been recalculated based on the new method of counting evictions. Further work needs to be done to reflect this in the monthly figures.	
Rent collection	LH29	Percentage of rent collected excluding current arrears. (Month by month)	Monthly	97.68%	98.38%	100.41%	100.10%	98.33%	99.31%	98%		↑	↓	Green	100.40%	4		
Rent collection	LH40	Rent written off as not collectable as a percentage of the total rent (YTD)	Quarterly	0.52%	1.76%			-	1.76%	0.70%			↓	-	Red	0.42%	2	
Tenancy management	LH118	Number of unauthorised occupiers	Monthly	106	121	129	123	124	n/a	contextual indicator		-	-	-			The increase reflects increased arrears activity and tenancy checks leading to the discovery of unauthorised occupants as a result	
Tenancy management	LH119	number of squatters	Monthly	4	6	5	6	6	n/a	contextual indicator		-	-	-				
Tenancy management	LH131	Number of tenancy verification checks carried out	Monthly	645	40	185	149	185	559	1500	500	-	↑	Green				
Tenancy management	LH47	% of tenancy profiling completed and maintained thereafter	Monthly	88.48%	88.74%	89.24%	89.40%	89.67%	89.67%	90%		↑	↑	Green				
Voids	LH112	Average relet time for non-sheltered housing (days)	Monthly	35	27	25	23	16	23	28		↑	↑	Green				
Voids	LH17	Average relet time for sheltered housing (days)	Monthly	70	39	36	63	71	49	50		↑	↓	Green				

Housemark ALMO  
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(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Voids	BV212	Average time to relet properties (days)	Monthly	38	28	26	24	19	24	28		↑	↑	Green	25	3	
Voids	LH18	Voids as a percentage of total stock (excluding sheltered housing)	Monthly	1.61%	1.76%	1.87%	1.76%	1.93%	-	contextual indicator		-	-	-			
Voids	LH30	Percentage of Rent lost through vacant properties	Monthly	2.53%	1.73%	1.74%	1.66%	1.82%	1.74%	3%		↑	↓	Green	1.11	4	
Property Services																	
Customer service	LH120	Percentage of lost calls (Call centre)	Monthly	20%	14%	14%	10%	9%	12%	10%		↑	↑	Red			
Customer service	LH52	Percentage of phone calls relating to repairs answered by the call centre within 15 seconds (Call centre)	Monthly	80%	72%	68%	62%	55%	64%	95%		↓	↓	Red			
Repairs & maintenance	CPA H4	Urgent Repairs completed within government timescales	Monthly	96%	96%	96%	98%	96%	97%	98%		↑	↓	Red	98.74%	4	
Repairs & maintenance	CPA H5	Average time taken to complete non-urgent repairs (from time repair reported until time repair completed) - days	Monthly	6.77	8.57	7.51	7.95	6.71	7.50	10		↓	↑	Green	8.1	4	
Repairs & maintenance	LH 107a	% of emergency repairs completed on time	Monthly	76%	84%	93%	91%	76%	87%	96%		↑	↓	Red	98.66%		
Repairs & maintenance	LH 107b	% of urgent repairs completed on time	Monthly	68%	53%	80%	81%	81%	71%	96%		↑	→	Red	98.40%		
Repairs & maintenance	LH 107c	% of routine repairs completed on time	Monthly	76%	78%	83%	82%	83%	82%	96%		↑	↑	Red	97.44%		

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Repairs & maintenance	LH12	Percentage of repairs which were 'urgent' against target of no more than 20% of all repairs carried out	Monthly	28%	26%	19%	17%	18%	20%	20%		↑	↓	Green			
Repairs & maintenance	LH13	Percentage of repairs which were 'emergency' against target of no more than 10 % of all repairs carried out	Monthly	10%	9%	9%	12%	7%	9%	10%		↑	↑	Green			
Repairs & maintenance	LH14	Percentage of non-emergency repairs against target of 70% or more of all repairs	Monthly	62%	65%	72%	71%	75%	71%	70%		↑	↑	Green			
Repairs & maintenance	BV211 b	% of expenditure on emergency and urgent repairs to dwellings compared to non-urgent repairs expenditure (BV211b)	Monthly	17%	30%	24%	26%	23%	26%	40%		↓	↑	Green	14.35		
Repairs & maintenance	LH6	Percentage of non-emergency (housing) repairs during the year for which the authority both made and kept an appointment	Monthly	89.68 %	95.30 %	95.9 4%	95.6 4%	92.7 3%	94.8 0%	98%		↑	↓	Red	97.77	4	
Repairs & maintenance	LH7	Percentage of repairs completed on first visit	Monthly	83.61 %	83.29 %	85.4 6%	84.0 7%	82.6 8%	83.8 2%	80%		↑	↓	Green			

Housemark ALMO  
Performance  
Improvement Club  
(07/08 year end)

Work Area	Ref	Indicator	Frequency	07/08 Actual	Apr	May	Jun	Jul	YTD	Target 08/09	Profiled Monthly Target (YTD)	YTD v Baseline	Current Month v Previous Month	YTD v Target	Upper Quartile	LH Quartile	Comments
Repairs & maintenance	LH32	Housing repairs service customer satisfaction survey - % of good/excellent responses from the customers surveyed	Monthly	73%	61%	63%	77%	74%	69%	85%		↓	↓	Red			
Repairs & maintenance	LH108	Number of repairs complaints as a percentage of the number of repairs completed.	Monthly	3%	4%	3%	3%	2%	3%	3%		→	↑	Red			
Repairs & maintenance	LH109	Gas servicing overdue (number of properties) %	Quarterly	6%	17%	20%	25%	31%	31%	5%		↓	↓	Red			
Repairs & maintenance	LH110	Gas servicing overdue >6months (number of properties)	Monthly	3%	3%	4%	4%	3%	3%	0%		→	↑	Red			
Repairs & maintenance	LH4	Number of gas services completed within the 12 month target time (rolling 12 months)	Monthly	94%	83%	80%	75%	69%	69%	100%		↓	↓	Red			

## Appendix B - Business Plan Tasks – due in June & July 2008

RAG Status	
Green - On track / completed	Red – Not completed

Strategic Theme	Task Ref	Service	TASK	TARGET DATE	Director	Rag Status	Revised Completion Date	Comment for Board
Strong organisation	328	HR	Set up training centre at Honor Oak	Jun-08	Corporate Services	Red	Oct-08	Project initially delayed due to funding issues with the Council. This is now on track with the centre operational by revised completion date.
Strong organisation	352	Communications	Review communications strategy	Jul-08	Corporate Services	Red	Sept-08	This was delayed as it requires information from Equalities Impact Assessment consultation which is now underway but had also been delayed so as not to clash with the STATUS survey
Strong organisation	349	Communications	Produce annual report for residents	May-08	Corporate Services	Green	Aug-08	This has now been completed and is awaiting sign off regarding financial data used.
Strong organisation	317	HR	Join the "" scheme and promote with local disability groups and in application packs	Jul-08	Corporate Services	Green		
Strong organisation	327	HR	Establish employee forum	Jul-08	Corporate Services	Green		
Strong organisation	350	Communications	Evaluate the current systems being used for the Lewisham Homes website and intranet, and develop a programme of internet and intranet improvements for the year	Jun-08	Corporate Services	Green		
Strong organisation	351	Communications	Produce and implement a proactive media campaign for Lewisham Homes	Jul-08	Corporate Services	Green		
Strong and involved community	524	Community Involvement	Identify partnerships and funding streams (locally and nationally) that will benefit our residents	Jun-08	Corporate Services	Green		
Strong organisation	362	HR	Develop a people strategy	May-08	Corporate Services	Green	Jul-08	See separate report to Board
Strong organisation	361	HR	Conduct 2008 staff survey using SNAP software	May-08	Corporate Services	Green	Jun-08	Promoted in June edition of 'Home'
Excellent Services	234	Tenancy management	Introduce policy on photo IDs for new tenants	Jun-08	Housing	Red	Oct-08	A review took place and it was agreed that photo ID would be introduced. The task is dependant however, on changes in ICT for the electronic storage of images. A decision was taken to put the project on hold until a feasibility study has been carried out which will explore cost and benefits.
Excellent Services	157	Estate management	Develop performance management system to ensure estates are clean.	Jun-08	Housing	Green		

Strategic Theme	Task Ref	Service	TASK	TARGET DATE	Director	Rag Status	Revised Completion Date	Comment for Board
Excellent Services	181	Leasehold	Review debt recovery policy and payment terms/ assistance offered to leaseholders	Jul-08	Housing	Green		
Excellent Services	238	Tenancy management	Evaluate introductory tenants and other forms of tenancy	Jun-08	Housing	Green		
Excellent Services	494	Leasehold	Establish leasehold special interest group, for consulting and engaging leaseholders - agree work programme and methods of communication	Jun-08	Housing	Green		
Excellent Services	495	Leasehold	Review recovery of former leaseholder arrears, including considering using DIY small claims court action for low level s/charge arrears.	Jul-08	Housing	Green		
Excellent Services	483	Tenancy management	Resolve issue of responsibility for internal cleaning and include in protocol between Lewisham Homes and Lewisham Council.	May-08	Housing	Green	Jul-08	
Decent Homes	15	Capital, Cyclical & Major Repairs	Carry out a new stock condition survey, which includes garages. Introduce system & procedures for updating data.	Jul-08	Property Services	Red	Sep-08	Delay in appointing consultant. Survey currently in progress on site.
Decent Homes	36	Responsive repairs	Revise the R&M policy and procedures - to include repair responsibilities, appointments, response times, promises and priorities in line with available resources. Load the policies and procedures onto the corporate intranet so they are available to all	Jun-08	Property Services	Red	Sep-08	Tied in with Building Services and CallPoint transfer
Decent Homes	46	Capital, Cyclical & Major Repairs	Review internal decorations policy and eligibility criteria in line with resources.	Jun-08	Property Services	Red	Nov-08	Until the income in the overall budget was agreed by the Council no works were carried out under internal decorations. New funds have been made available, work is now going on to review and revise the policy.
Strong organisation	422	Health and safety	Develop a company wide control of contractors safety policy and sub set guidelines and monitor compliance by contractors with safety legislation.	Jun-08	Property Services	Green		
Strong organisation	425	Health and safety	Develop mandatory safety training policy	Jun-08	Property Services	Red	Dec-08	The main reason for slippage is due to the need for further consultation with staff on what should be deemed mandatory. A survey is in progress and the resulting draft policy will be presented to the Health and Safety Committee.
Decent Homes	443	Capital, Cyclical & Major Repairs	Develop and implement a system to update the stock condition database	Jul-08	Property Services	Green		
Strong organisation	416	Health and safety	Develop health and safety legal register	Jul-08	Property Services	Green		

Strategic Theme	Task Ref	Service	TASK	TARGET DATE	Director	Rag Status	Revised Completion Date	Comment for Board
Strong organisation	418	Health and safety	Develop mechanisms for communicating safety, through intranet page, newsletters and training events.	Jun-08	Property Services	Green		
Strong organisation	420	Health and safety	Develop and agree policies or procedures for company wide use to cover: - Manual handling, Lone Working and Personal Safety, Display Screen Equipment, Control of Substances Hazardous to Health Regulations.	Jul-08	Property Services	Green		
Strong organisation	369	Finance	Agree with the Council a Medium Term Financial Plan that balances the HRA and provides adequate repairs and maintenance resources that meets a minimum of subsidy level investment.	Jun-08	Resources	Green		
Strong organisation	386	Finance	Establish a Value for Money register that lists efficiencies and re-investments	Jul-08	Resources	Red	Sep-08	The VFM and efficiency items on the BP i.e. numbers 384,386,387 and 388 have been included in one project brief. To which a consultant will be working from the 18th August 2008 This was delayed initially as additional resources were required.
Strong organisation	405	ICT	Develop IT based asset register	Jul-08	Property Services	Green	Jul 08	
Strong organisation	368	Finance	Establish a Corporate Risk management Forum that reviews the risk register and approaches to mitigation.	Jun-08	Resources	Green	Jul-08	
Strong organisation	404	ICT	Ensure that the technical environment for Apex system is fit for the purpose proposed by Property Services, including consideration of transfer of the system from the Council	Jun-08	Resources	Green	Jul-08	
Strong organisation	371	Finance	Develop a performance management framework for SLAs. (To include a standard format for performance standards, targets and cost, which are discussed at quarterly performance meetings.	May-08	Resources	Green	Jun-08	Standard format has been agreed - SLAs still to be signed
Excellent Services	533	Customer Relations	Review Complaints policies, procedures and systems to ensure that complaints are dealt with quickly and effectively.	Jun-08	Service Development	Green	Aug-08	
Excellent Services	534	Service development	Review customer service standards	Jun-08	Service Development	Red	Oct-08	Now part of a larger project on customer service. Customer service procedures have been drafted.

Strategic Theme	Task Ref	Service	TASK	TARGET DATE	Director	Rag Status	Revised Completion Date	Comment for Board
Strong organisation	395	Service Development	Review performance management framework, including performance indicators reported to the Board and senior management team.	Jun-08	Service Development	Red	Sept-08	The delay in carrying out a review of performance information has been due to a high volume of data validation and audits by the performance team. The review is underway, options are being scoped and suggestions will be presented to Board in November.
Excellent Services	535	Service Development	Develop a customer service strategy that sets out approach to customer care and customer contact.	Jun-08	Service Development	Red	Oct-08	Part of larger project on customer service
Strong organisation	396	Service Development	Evaluate Lewisham Homes' approach to liaison and joint working with external partners. Develop a strategy and action plan with ways to improve this.	Jul-08	Service Development	Green		
Excellent Services	466	Estate management	Agree process, criteria and budgets for delivering estate improvements / planned work schemes, in consultation with residents	Jul-08	Service Development	Green		
Excellent Services	511	Service Development	Develop a systematic approach to equality impact assessments, ensuring these are mainstreamed and that all new policies and service changes have been subject to an EIA.	Jul-08	Service Development	Green		
Excellent Services	510	Service Development	Arrange for an independent audit of reception areas to ensure they are accessible to customers, and meet the requirements of the Disability Discrimination Act.	May-08	Service Development	Green	Jul-08	

**Lewisham Homes Board  
Forward Plan 2008-09**

**25th November 2008 – HFI Board to attend**

<b>Report Title</b>	<b>Presenter</b>	<b>Status</b>
Election of Chair and Vice- Chair	Mike Sims	Decision
Minutes of meeting 25 <sup>th</sup> September and matters arising	Julia Cotton	Decision
Chief Executive update	Andrew Potter	Information
Chairs Actions	Mike Sims	Decision
ICT Strategy (Annual Review)	Adam Barrett	Decision
Communications Strategy (Annual Review)	Kate Robertson	Decision
Business Plan 2008/09 and KPI Performance	Hilary Barber	Decision
Leasehold Management Fee	Adam Barrett	Decision
Building Cost Model and Asset Management Strategy	Mark Agnew	Decision
External Decorations Contract 2008/09	Mark Agnew	Decision
Future Board Meetings Location	Mike Sims	Decision
HRA and LHL Financial Monitoring Report	Adam Barrett	Decision
Board Forward Plan	Mike Sims	Decision
Draft Minutes of Ethics Committee 7 <sup>th</sup> October 2008	Mike Sims	Information (exempt)
Minutes of Audit Committee 11 <sup>th</sup> September 2008	Terry James	Information (exempt)
Outcomes of Equality Impact Assessments	Hilary Barber	Information

**27th January 2009**

<b>Report Title</b>	<b>Presenter</b>	<b>Status</b>
Minutes of meeting 25 <sup>th</sup> November and matters arising	Julia Cotton	Decision
Chief Executive update	Andrew Potter	Information
Chairs Actions	Mike Sims	Decision
Voluntary Inspection - outcomes	Hilary Barber	Decision
2009 -10 Budget approval	Adam Barrett	Decision
Business Plan 2009-11	Hilary Barber	Decision
Residents Involvement Strategy	Kate Robertson	Decision
Customer Service Standards Strategy	Hilary Barber	Decision
Business Continuity Plan	Mark Agnew	Decision
New Service Charge – Window Cleaning	Mark Leahy	Decision
LHL Financial Monitoring Report	Adam Barrett	Decision
Business Plan Performance Reports & KPI's	Andrew Potter	Decision
Board Forward Plan	Mike Sims	Decision
Rent and Service Charge Report	Mark Leahy	Information
Status Survey	Hilary Barber	Information

**24th March 2009**

<b>Report Title</b>	<b>Presenter</b>	<b>Status</b>
Minutes of meeting 27 <sup>th</sup> January and matters arising	Julia Cotton	Decision
Chief Executive update	Andrew Potter	Information
Chairs Actions	Mike Sims	Decision
ASB Strategy	Hilary Barber	Decision
LHL Financial Monitoring Report & 2009/10 Company Budget	Adam Barrett	Decision
Board Development Plan 2009/10	Mike Sims	Decision
Business Plan Performance Reports and KPI's	Hilary Barber	Decision
Board Forward Plan	Mike Sims	Decision
Minutes from Remuneration Committee (27/01/09)	Mike Sims	Information (exempt)