

# Lewisham Homes Board Meeting

Tuesday 29th September 2009

6.30pm – 8.00pm

Holbeach House, Catford, SE6 4TW

**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

Chief May Agbakoba

John Paschoud

Lawrence Britton

Margaret Renshaw

Marion Nisbet

Mel Couldwell

Nick Joslyn

Ron Stockbridge

Ruth Oshikanlu

Terry James

Tim Fallon

## **Lewisham Homes Officers**

Andrew Potter – Chief Executive

Mark Leahy – Director of Housing

Mark Agnew – Director of Property Services

Adam Barrett – Director of Resources

Hilary Barber – Head of Service Development

Mike Sims – Head of Governance

Nicola Clarke – Governance Manager

## **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 Manager

Lewisham Homes

Holbeach House, 9 Holbeach Road, Catford, London, SE6 4TW

E:nicola.clarke@lewishamhomes.org.uk

# LEWISHAM HOMES BOARD MEETING AGENDA

Tuesday 29<sup>th</sup> September 2009, starting at 6.30pm  
Holbeach House, 9 Holbeach Road, SE6 4TW

## Part A - Open items

	Item	Page	Report type	
1	Welcome and introductions		Information	<b>Chair</b>
2	Decent Homes Presentation		verbal	<b>Ridge Property and Construction Consultants</b>
3	Questions from members of the public		Decision	<b>Chair</b>
4	Apologies for absence		Information	<b>Chair</b>
5	Declaration of interests		Information	<b>Chair</b>
6	Minutes of last meeting 30 <sup>th</sup> July & matters arising	4	Decision	<b>Chair</b>
7	Chairs Actions		Decision	<b>Chair</b>
8	Chief Executive Update	8	Information	<b>Andrew Potter</b>
9	LHL Financial Monitoring Report	11	Decision	<b>Adam Barrett</b>
10	Business Plan 2009/10 and KPI Performance	23	Decision	<b>Hilary Barber</b>
11	Debt Management Policy	41	Decision	<b>Adam Barrett</b>
12	Customer Service Standards Strategy	55	Decision	<b>Hilary Barber</b>
13	Board Development Plan	92	Decision	<b>Mike Sims</b>
14	Major Works Procurement Project	95	Decision	<b>Mark Agnew</b>
15	Capital Programme Update	100	Information	<b>Mark Agnew</b>
16	Board Forward Plan	108	Decision	<b>Mike Sims</b>

<b>Information Items</b>				
<b>1</b>	Board Members Enquiries	111	Information	<b>Mike Sims</b>
<b>Part B – Exempt Items</b>				
<b>1</b>	Exempt Minutes of Meeting 30 <sup>th</sup> July	115	Decision	<b>Chair</b>
<b>2</b>	Contract Awards	117	Decision	<b>Mark Agnew</b>
<b>3</b>	Approval of Annual Company Accounts 2008/09	125	Decision	<b>Adam Barrett</b>
<b>4</b>	Minutes of Repairs Audit Committee 14 <sup>th</sup> July	174	Information	<b>Terry James</b>
<b>5</b>	Minutes of Remuneration Committee 30 <sup>th</sup> July	178	Information	<b>Chair</b>
<b>6</b>	Notes of Performance Panel 5 <sup>th</sup> August	181	Information	<b>Vice - Chair</b>

# LEWISHAM HOMES

Minutes of the Lewisham Homes Board meeting  
held on Thursday 30<sup>th</sup> July 2009, Holbeach House, Catford

## **Present**

### **Board**

Julia Cotton (Chair)  
David Gannicott (V. Chair)  
Alan Barker  
Lawrence Britton  
Marion Nisbet  
Mel Couldwell  
Ron Stockbridge

## **Apologies**

### **Board**

Chief May Agbakoba  
John Paschoud  
Margaret Renshaw  
Nick Joslyn  
Ruth Oshikanlu  
Terry James  
Tim Fallon

### **Lewisham**

### **Homes**

### **Officers**

### **LBL**

Hilary Barber (Head of Service  
Development)  
Lesley Seary (Executive Director for  
Customer Services)

### **Lewisham**

### **Homes**

### **Officers**

Andrew Potter (Chief Executive)  
Adam Barrett (Director of Resources and Company Secretary)  
Mark Agnew (Director of Property Services)  
Mark Leahy (Director of Housing)  
Mike Sims (Head of Governance)  
Nicola Clarke (PA to Adam Barrett and Governance Officer)

### **LBL**

Genevieve Macklin (Head of Strategic Housing)  
Richard Hards (Senior Group Manager for Strategic Housing)

### **In**

### **Attendance**

	<b>PART A – BOARD MEETING</b>	<b>Action</b>
<b>1</b>	<b>Welcome and Introductions</b> The Chair opened the meeting at 6.40pm and welcomed everyone to the meeting.	
<b>2</b>	<b>Apologies for Absence</b> The Chair gave apologies for Chief May Agbakoba, John Paschoud, Margaret Renshaw, Nick Joslyn, Ruth Oshikanlu, Terry James and Tim Fallon (Directors) and Hilary Barber (Staff).	
<b>3</b>	<b>Declarations of Interest</b>	
<b>3.1</b>	David Gannicott declared an interest in the balloting for the transfer of Chrysalis stock.	
<b>4</b>	<p><b>Minutes of the meeting of 28 May 2009 and Matters Arising</b></p> <p><b>Accuracy</b> None.</p> <p><b>Matters arising</b> None.</p> <p><b>Minutes of the meeting of 30 July 2009 and Matters Arising</b></p> <p><b>Accuracy</b> None.</p> <p><b>Matters arising</b></p> <p><b>Page 13, item 4.4, Health and Safety Annual Review.</b> Board accepted assurances from the Chief Executive that a report outlining the findings from the recent risk assessment regarding incidents involving electrical fires, will be reported at the meeting in November.</p> <p><b><u>Decision</u></b> The minutes were recorded as an accurate record of the meetings.</p>	<b>Chief Executive</b>
<b>5</b>	<b>Chairs Actions and Questions from the Public</b>	
<b>5.1</b>	The Chair reported to Board that it was agreed at the Chairs meeting on 8 <sup>th</sup> July that a cycling allowance is to be included in the expenses scheme for Board.	
<b>5.2</b>	The Chair reported to Board that adverts for Resident applications to join the Board have been placed in the Home and Involver Magazines. The deadline for Resident applications is 4 <sup>th</sup> September. Board will be contacted concerning the establishment of an interview panel.	
<b>5.3</b>	The Chair reported to Board that Lewisham Homes would interview for Independent Directors in September. Board will be contacted concerning the establishment of an interview panel.	

<p><b>6</b></p> <p><b>6.1</b></p> <p><b>6.2</b></p>	<p><b>Chief Executive Update</b></p> <p>The Chief Executive introduced an update report for information.</p> <p>Board noted that the recent ministerial statement regarding round 6 ALMO Decent Homes funding would effect Lewisham Homes. The Chief Executive explained to Board that a report would be tabled at the meeting to discuss Lewisham Homes' position.</p>	
<p><b>7</b></p> <p><b>7.1</b></p> <p><b>7.2</b></p> <p><b>7.3</b></p> <p><b>7.4</b></p>	<p><b>LHL Financial Monitoring Report and LHL Budget Strategy Update</b></p> <p>The Director of Resources introduced a report for decision updating the Board on the May 2009 financial monitoring forecasts for the Lewisham Homes' company budgets, the HRA repairs and maintenance budgets, the repair service trading account budget for 2009/10, the draft budget timetable for 2010/11 and the HRA Capital Programme.</p> <p>The Director of Resources reported that the HRA Capital Programme is showing an under spend of £226k which equates to 1.7% of the budget.</p> <p>The Director of Resources reported that the company is forecasting a breakeven position by the end of the 2009/10 financial year.</p> <p>The Director of Resources reported that the forecast position on employee costs is £14.95m against a budget of £14.79m which has resulted in a projected overspend of around £195k. Board accepted assurances from the Director of resources that this was mainly as a result of the use of interim and agency staff to fill in vacancies that have still not been recruited to, and for use in specialist projects. Board requested that an update be brought to the next meeting detailing how many interim posts are full time posts waiting to be filled.</p> <p><b>Decision</b> Board agreed:</p> <ul style="list-style-type: none"> <li>• To approve the repair service budget for 2009/10.</li> <li>• To approve the budget setting timetable for 2010/11.</li> </ul> <p>To note the position on the following:</p> <ul style="list-style-type: none"> <li>• Lewisham Homes Accounts.</li> <li>• The HRA Repairs and Maintenance budget.</li> <li>• The Repairs Service trading account.</li> <li>• The HRA Capital Programme.</li> </ul>	<p><b>Director of Resources</b></p>
<p><b>8</b></p> <p><b>8.1</b></p> <p><b>8.2</b></p>	<p><b>Business Plan 2008/09 and KPI Performance</b></p> <p>The Chief Executive introduced a report for decision setting out Lewisham Homes' key performance indicators (KPI's) and progress against target times for tasks in the Business Plan for 2008/09.</p> <p>Income Collection – Board noted that there had been a decline in rent collection performance – 97.6% compared to the 2008/09 year end figures of 99.3%. However, the proportion of tenants who are in more than seven weeks rent arrears has continued to improve from 11.9% in quarter one last year to 9.9% in arrears for May 2009.</p>	

8.3	<p>Voids – Board noted that the average time to re-let a void property took 32 days against a target of 25 days. Performance for this indicator is also affecting the percentage of rent lost through vacant properties, although this is still within the 3% target at 2.63%.</p> <p><b><u>Decision</u></b> Board agreed to approve the proposed approach to rectify under performing areas.</p>	
<p>9</p> <p>9.1</p> <p>9.2</p> <p>9.3</p>	<p><b>Capital Programme Update</b></p> <p>The Director of Property Services introduced a report for information updating the Board on the Capital Programme, as at the end of May 2009.</p> <p>Board noted that the spend at the end of May was approximately £400k, out of a forecast £13.690m for the year.</p> <p>Board noted that a report detailing the precise definitions of the key performance indicators for the Capital programme will be brought to its next meeting. The Board accepted assurances from the Director of Property Services that the report would detail spend for the current year against the current budget.</p> <p><b><u>Decision</u></b> The report was noted.</p>	<p><b>Director of Property Services</b></p>
10	<p><b>Forward Plan</b></p> <p><b><u>Decision</u></b> Board agreed the Forward Plan</p>	

There being no other business to conclude, the Chair closed the meeting at 8.00pm.

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**Chair: Julia Cotton**

.....  
**Date**

The next Lewisham Homes Board Meeting will take place on **Tuesday 29<sup>th</sup> September 2009**, starting at **6.30pm** at **Holbeach House, Catford**.

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>8</b>
Report Title	<b>Chief Executive's Update</b>		
Contributor	<b>Chief Executive – Andrew Potter</b>		
Class	<b>Information</b>	Date	<b>29<sup>th</sup> September 2009</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. Business Plan 2010/13**

We held the Residents Business Plan Day on the 15<sup>th</sup> August that was attended by 60 residents, staff and other stakeholders are being consulted next for the final draft to Board in January 2010.

**5. Board Succession**

Board selection panels are meeting on 14<sup>th</sup> and 22<sup>nd</sup> September to recommend the appointments to the Board to fill places that are vacant and where exiting members have stood down.

**6. CEO Appraisal**

Now the Board appraisal have been completed the Chief Executive's appraisal will be conducted in September 2009.

**7. Board Away Day**

This is planned for 16<sup>th</sup> and 17<sup>th</sup> October at Greenwich with a focus on Business planning, inspection and Board training.

**8. Joint Board Event with HFI and the TSA**

This is taking place on 17<sup>th</sup> September 2009 when Peter Marsh will be attending from the Tenants Services Authority (TSA).

**9. Capital Programme Funding 2010 – 2012**

Further discussions have taken place with the Council in respect of capital funding allocations to Lewisham Homes. As yet no agreement has been

reached as to the sums due to Lewisham Homes. An update will be provided at the board meeting.

## Operational Updates

### 10. Repairs Service

Summary of the Improvement Programme progress.

- Revising of the schedule of rates and operative pay – **Started.**
- Procurement of sub-contractors by June 09 – **completed.**
- Opti-time automatic scheduling system by Sept 09 – **delay Nov 09.**
- Electronic stores system by December 09 – **on target.**
- VFM review on the fleet by March 10 – **on target.**
- VFM test will be done in September 09 – **completed**
- Introduce Performance management framework in May 09 – **Completed**

### 11. Decent Homes Procurement

- Project on schedule
- Project within budget
- Project Board fully formed (includes 3 residents)
- Project Board have met on 2 occasions (3<sup>rd</sup> planed prior to LH Board meeting)
- The following documents are to be approved prior to LH Board meeting:-

Project Initiation Document  
Procurement Options Report

Thanks to Nick Joslyn for his insightful input and the time so far invested supporting the Project Board and Project Team.

### 12. Revised Decent Homes Bid

This has been submitted to the Homes for Communities Agency (HCA) and the financial analysis is attached for information.

### 13. Apprentices

We will be taking apprentices this year as part of the Borough's drive to increase employment and skills opportunities for your people.

### 14. Cleaning Sheltered Housing

The Council has approached us to take over the cleaning of the sheltered scheme, which is currently undertaken by the Council. We have agreed to set up a Joint project team to look at these proposals.

### 15. Voids Service Review

Now the Voids Team has been integrated with the trades and reports within Property services we have started the Business Process Review to streamline procedures and improve performance.

### 16. Residents Open Day

This was on 12th September at Ladywell Fields.

**17. Operatives Pay Review**

We have started the consultation with trade unions on the revised pay scheme.

**18. Fire Risk Assessments**

We have conducted the fire risk assessments for Lewisham Homes and are just finishing the assessments for the Dunlop stock. There are no high risks and we are working with the Fire Service to ensure we follow good practice.

**19. Communal Electrical Risers Risk Assessments**

These have been completed and the capital report makes reference to the funding required. All high risk electrical works will now be progressed.

**20. Organisational Learning**

The Equality and Diversity e-learning programme has been completed by all managers within the organisation, with a view to send it out to all staff in the near future.

**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>9</b>
Report Title	<b>LHL Financial Monitoring Report</b>		
Report Of	<b>Director of Resources - Adam Barrett</b>		
Class	<b>Decision</b>	Date	<b>29<sup>th</sup> September 2009</b>

**1. Purpose of the Report**

- 1.1 This report updates the Board on the July 2009 financial monitoring forecasts for the Lewisham Homes' company budgets, the repairs service trading account and the HRA managed budgets.

**2. Recommendation**

- 2.1 The Board to note the following financial monitoring forecasts for:

- Lewisham Homes' Accounts.
- The repairs service trading account
- The HRA Capital Programme
- HRA Managed Budgets

**3. Introduction**

- 3.1 This report sets out the financial monitoring forecasts for the month of July 2009/10. These forecasts are based on actual Income and Expenditure up to the end of July 2009.

- 3.2 The report is structured as follows:

**1. Summary monitoring statement – Lewisham Homes and Repair Service Trading Account**

**2. Summary monitoring statement – HRA Managed Budgets**

- Lewisham Homes Company Account
- Repairs Service Trading Account
- HRA Repairs and Maintenance
- HRA Capital Programme
- HRA Managed Income and Utilities Budget

**Financial Monitoring**

- 3.3 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.

- 3.4 This report identifies any major forecast variations to the budgets for 2009/2010 and assesses their potential impact on the HRA and the Company's financial position.

- 3.5 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

3.6 Unless there are clear material risks and pressures in budget, forecasts at this point in the year will tend to be on or close to budget. As the impact of any unforeseen expenditure and income variations that do occur will be factored into the outturn forecasts. Financial monitoring forecasts in the latter half of the year are more likely to show variations to budget to the extent that these variations cannot be addressed by management action.

3.7 **Table 1 - Summary Budgets and Forecast for 2009/2010 –Lewisham Homes and Repair Service Trading Account**

	<b>Budgets 2009/2010</b>	<b>Revised Budgets 2009/2010</b>	<b>Forecast to March 2010</b>	<b>Variance – Forecast to Revised Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Budget	0	0	(504)	(504)
LHL - Company	(233)	(233)	(216)	17
Repairs Services Trading				
<b>Totals</b>	<b>(233)</b>	<b>(233)</b>	<b>(720)</b>	<b>(487)</b>

( ) = Under-spend or Surplus

3.8 The total summary forecast position for the Company as a whole for 2009-2010 is a surplus of £720k. This surplus is made up of £216k in the Repairs trading account and £504k in the Company's main account.

3.9 **Table 2 – Summary Budgets 2009/2010 – HRA Managed Budgets**

	<b>Budgets 2009/2010</b>	<b>Revised Budgets 2009/2010</b>	<b>Forecast to March 2010</b>	<b>Variance – Forecast to Revised Budget</b>
<b>Description</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
HRA Managed – Repairs & Maintenance	20,700	21,405	21,405	0
HRA Managed - Capital Programme	13,690	13,804	13,165	(639)
HRA Managed – Income	(85,672)	(84,257)	(84,132))	125
HRA Managed – Utilities	2,834	3,055	3,651	596
HRA Utilities Reserve	0	0	(651)	(651)
<b>Total</b>	<b>(48,448)</b>	<b>(45,993)</b>	<b>(46,562)</b>	<b>(569)</b>

( ) = Under-spend or Surplus

3.9.1 The forecast position on the HRA managed budgets is an under-spend of £0.57m on budget. The variance is broken down as follows; Repairs & Maintenance is forecast to revised budget, the Capital programme is forecast to under-spend by

£0.64m, income is projected to be £0.12m less than the revised budget and expenditure on utilities is expected to over-spend by £0.59m.

#### 4. Lewisham Homes Company Accounts

4.1 The company is forecasting to return a surplus of £504k for 2009/2010.

**Table 3 – Lewisham Homes Company**

	Budgets 2009-2010	Revised Budgets 2009-2010	Forecast 2009-2010	Variance to Revised Budgets 2009-2010
	£'000	£'000	£'000	£'000
Income	22,042	22,125	22,259	(134)
Employees	14,756	14,882	14,571	(311)
Operational Costs	3,581	3,537	3,590	53
SLAs	3,706	3,706	3,594	(112)
Total	0	0	(504)	(504)

() = Under-spend or Surplus

4.2 **Appendix A and B** provides information on the company financial position as at the end of July 2009 and projections to the end of the year, with an analysis of the main budget heads – Income, Employee costs, Operational costs and SLAs split across Directorates.

#### 4.3 Income - Green

4.3.1 The £134k extra income represents a recharge to capital for temporary staff engaged on the Decent Homes Procurement programme.

#### 4.4 Employee Costs – Green

4.4.1 There is a projected under-spend of £311k on employee costs. Employee budgets are set at the top of the pay range for a grade and assume that all staff are members of the pension scheme. As some staff are not members of the scheme and have not yet reached the top of the pay scale expenditure forecasts are less than budget. In addition some newly created posts in particular a Building facilities manager and a Business Analyst have not yet been recruited to.

#### 4.5 Operational Costs – Amber

4.5.1 At this point in the year operational costs are projected to over-spend by £53k. A half year review will be conducted on operational budgets to better inform forecasts, and will be reported to board in November.

#### 4.6 SLAs – Green

4.6.1 The SLA budgets are expected to under-spend by £112k. This under-spend is derived mainly from ICT, Learning & Development and Commercial Properties SLAs.

## 5. Repair Service Trading Account – Green

- 5.1 The Repair Service Trading account is forecasting a surplus of £233k for the 2009/2010 financial year. This is in line with the draft trading account budgets. There is a separate section of the report that seeks approval for the Repairs Service budgets.

**Table 4 - Repair Service Trading Account**

	Budget 2009/2010 £'000	Forecast 2009/2010 £'000	Variance to Budget
<b>Income:</b>			
Response Repairs	(6,950)	(6,950)	0
Response Emergency	(300)	(320)	(20)
Voids & Disrepair	(3,900)	(4,200)	(300)
<b>Repairs Income:</b>	<b>(11,150)</b>	<b>(11,470)</b>	<b>(320)</b>
Other Income:	(746)	(746)	0
<b>Total Repairs Income</b>	<b>(11,896)</b>	<b>(12,216)</b>	<b>(320)</b>
<b>Expenditure:</b>			
Internal Variable Costs	5,959	6,042	83
External Variable Costs	1,626	1,790	164
Fixed Costs	1933	2,029	96
Direct Service Overheads	825	819	(6)
SLAs – LBL	741	741	0
Support Recharges	579	579	0
<b>Total expenditure:</b>	<b>11,663</b>	<b>12,000</b>	<b>337</b>
<b>(Surplus)/Deficit</b>	<b>(233)</b>	<b>(216)</b>	<b>17</b>

() = Under-spend or Surplus

- 5.2 **Appendix C** provides detailed information on the current financial monitoring position of the trading account to the end of July 2009.

### 5.3 Income – Green

- 5.3.1 Repair Services are forecast to generate extra Income of £320k. This is mainly from make safe orders during out of hours, insurance works (fire damage) and also orders from the Private Sector Leasing Team. The actual position shows a shortfall of income of £278k compared to the income profile. However the generation of income is expected to pick up in the latter half of the year.

### 5.4 Internal Variable Costs – Amber

- 5.4.1 These consist of operative wages, materials costs and fleet charges. These costs are forecast to over-spend by £83k in line with the extra income.

## 5.5 External Variable Costs – Amber

5.5.1 This represents payments made to subcontractors for work carried out for the service. The extra income of £320k to be generated will mean an increase in the level of sub-contracting, hence a marginal increase in cost is expected.

## 5.6 Fixed Costs - Amber

5.6.1 This consists of employee costs and other overheads. Employee costs are forecast to over-spend by £96k. This is due to some posts being covered on an interim basis at a cost higher than budget. Measures will be taken to address the under-spend in fixed costs as part of the trading account budget strategy for 2010/2011.

## 5.7 SLAs - Green

5.7.1 SLAs are fixed charges agreed with the Council principally for the use of the depot, insurance and ICT. These costs are forecast to budget.

## 6. HRA Repairs& Maintenance Lewisham Homes Managed – Green

6.1 **Appendix D** is a detailed analysis of the year to date July 2009 financial monitoring position of the Repairs & Maintenance Budgets. The analysis is between Lewisham Homes and Budgets allocated to Hostels across the various work streams.

6.2 The HRA Repair budgets have been allocated additional resources of £705k. The budgets have therefore increased from £20.7m to £21.4m. Half of the additional resources is to fund risk work and the other half is also due to the final settlement on subsidy levels for 2009/2010.

6.3 The HRA Repairs Budget is currently under-spending by - £794k. This position is expected to change in the second half of the financial year, which is consistent with historic expenditure patterns.

**Table 5 – HRA Repairs Budget Monitoring**

	Budgets 2009/2010	Revised Budgets 2009/2010	Forecast 2009/2010	Variance
Description	£'000	£'000	£'000	£'000
Cyclical works & external decorations	2,800	3,150	3,130	(20)
Voids	3,600	3,786	3,783	(3)
Planned schemes	600	600	510	(90)
Planned gas works	936	936	936	0
Planned M&E works	709	752	760	8
OAP decorations	50	50	50	0
Responsive repairs	7,275	7,320	7,320	0
Disrepair cases	400	450	450	0
Gas and boiler repairs		2,290	2,330	40

	2,290			
Lift repairs	200	200	290	90
Asbestos works	194	320	320	0
Fire assessments	115	190	165	(25)
Pest control	200	200	200	0
Other responsive M&E repairs	967	797	797	0
<b>Lewisham Homes Total</b>	<b>20,336</b>	<b>21,041</b>	<b>21,041</b>	<b>0</b>
<b>Hostels</b>	<b>364</b>	<b>364</b>	<b>364</b>	<b>-</b>
<b>R&amp;M Budgets Total</b>	<b>20,700</b>	<b>21,405</b>	<b>21,405</b>	<b>-</b>

() = Under-spend or Surplus

## 7. HRA Capital Expenditure – (Lewisham Homes Managed) – Green

- 7.1 The Capital budget monitoring report shows an actual spend to date position of £1.77m. The 2009/2010 budgets of £13.8m is forecast to under-spend by £640k.
- 7.2 Find below a summary table analysed by scheme status. **Appendix E** provides a more detailed monitoring report which outlines the budget monitoring position by type of work, and split between schemes started before 2008-2009 and schemes started post this financial year. A separate Capital monitoring Board report will be presented to board by the Director of Property Services.

**Table 6 - HRA Capital Budget Monitoring – Summary by Status of Projects**

Status of Schemes	Spend Year to Date - July 2009	Budget 2009/2010	Forecast 2009/2010	Variance to Budget
	£'000	£'000	£'000	£'000
Pre-contract	39	1,664	1,719	54
In contract	1,381	11,493	10,917	(576)
Practically complete	174	341	291	(50)
Closed	181	306	238	(68)
<b>Grand Total</b>	<b>1,775</b>	<b>13,805</b>	<b>13,165</b>	<b>(640)</b>

() = Under-spend or Surplus

## 8. HRA – (Lewisham Homes Managed) – Green

## 8.1 **Income - Amber**

8.1.1 The revised income from rent budget after accounting for the late changes introduced by the government is now ££84.2m. The forecast on income is slightly less than budget at £84.1m. This is mainly due to an under recovery of Right to Buy administration costs because of the drop in sales. Future board monitoring reports will reflect any significant changes that management action is unable to correct.

## 8.2 **Utilities – Amber**

8.2.1 The utilities expenditure budgets have also been revised to £3.05m, with the forecast expenditure at £3.65m. The potential over-spend of £600k is to be covered by a drawdown from the Energy Reserves.

## 9. **Implications**

### 9.1 Financial Implications

9.1.1 Contained within the report.

### 9.2 Legal Implications

9.2.1 The Board has a duty to ensure that Lewisham Homes can trade as a going concern and is able to meet its financial liabilities. The Board must ensure that its income in the form of the management fee is sufficient to meet the financial obligations it sets out in its budget.

### 9.3 Value for Money Implications

9.3.1 None specific to this report.

### 9.4 Equality and Diversity Implications

9.4.1 None specific to this report.

### 9.5 Consultation Implications

9.5.1 None specific to this report.

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

## Lewisham Homes' Monthly Monitoring Statement 2009/10 - Appendix A

July 2009

	2009/10 Original Budget	2009/10 YTD Budget	2009/10 YTD Actual	2009/10 Forecast	Variance Forecast to Budget	Variance % Budget
<b>Income</b>					Increase / (Decrease)	
Management Fees & Other Income	(22,124,880)	(7,374,960)	(6,993,448)	(22,258,950)	134,070	(0.6%)
<b>Total Income</b>	<b>(22,124,880)</b>	<b>(7,374,960)</b>	<b>(6,993,448)</b>	<b>(22,258,950)</b>	<b>134,070</b>	<b>(0.6%)</b>
<b>Expenditure</b>						
<i>Employee</i>						
Direct Payroll Cost	13,231,200	4,410,400	4,368,988	12,949,226	281,974	2.1%
Other Employee Cost	1,650,792	550,264	96,609	1,621,525	29,267	1.8%
<b>Total Employee Cost</b>	<b>14,881,992</b>	<b>4,960,664</b>	<b>4,465,596</b>	<b>14,570,751</b>	<b>311,241</b>	<b>2.1%</b>
<i>Operational</i>						
Corporation Tax	0	0	(31,912)	0	0	0.0%
Depreciation	125,000	41,667	0	172,583	(47,583)	(38.1%)
Interest on balances	0	0	0	0	0	0.0%
Other Staff Costs	319,500	106,500	116,589	367,936	(48,436)	(15.2%)
Premises	443,500	147,833	65,448	450,977	(7,477)	(1.7%)
Supplies and Services	2,483,318	827,773	664,094	2,433,502	49,816	2.0%
Transport	165,600	55,200	43,329	164,682	919	0.6%
<b>Total Operational Cost</b>	<b>3,536,918</b>	<b>1,178,973</b>	<b>857,547</b>	<b>3,589,680</b>	<b>(52,762)</b>	<b>(1.5%)</b>
SLAs	3,705,970	1,235,323	888,266	3,593,733	112,237	3.0%
<b>Total expenditure</b>	<b>22,124,880</b>	<b>7,374,960</b>	<b>6,211,409</b>	<b>21,754,164</b>	<b>370,716</b>	<b>1.7%</b>
<b>Net operating surplus / (deficit) for year</b>	<b>0</b>	<b>0</b>	<b>(782,038)</b>	<b>(504,786)</b>	<b>504,786</b>	

Budget Manager	(All)
Cost Centre	(All)
Account	(All)

**Subjective Analysis by Directorate for the month ended 31th July 2009**  
**Appendix B**

Directorate	Budget Grp	Annual Budget	Profiled Budget	YTD Actual	Accrual / ADJUST	Total YTD	variance YTD	Forecast for rest of year	Total Forecast	Variance for year
<b>Chief Exec</b>										
	Employee	1,256,750	418,917	351,824	18,966	370,789	48,127	730,773	1,101,562	155,188
	Income	(127,370)	(42,457)			0	(42,457)	(127,370)	(127,370)	0
	Operational	604,600	201,533	48,760		48,760	152,773	554,308	603,068	1,532
<b>Chief Exce Total</b>		<b>1,733,980</b>	<b>577,993</b>	<b>400,584</b>	<b>18,966</b>	<b>419,549</b>	<b>158,444</b>	<b>1,157,711</b>	<b>1,577,260</b>	<b>156,720</b>
<b>Housing</b>										
	Employee	6,884,749	2,294,916	2,210,482	87,854	2,298,336	(3,420)	4,438,183	6,736,519	148,230
	Income	0	0	(10,887)		10,887	10,887	10,887	0	0
	Operational	442,420	147,473	274,988		274,988	(127,514)	167,432	442,420	0
	SLAs	141,500	47,167	(1,620)		(1,620)	48,787	143,120	141,500	0
<b>Housing Total</b>		<b>7,468,669</b>	<b>2,489,556</b>	<b>2,472,962</b>	<b>87,854</b>	<b>2,560,816</b>	<b>(71,260)</b>	<b>4,759,623</b>	<b>7,320,439</b>	<b>148,230</b>
<b>Property</b>										
	Employee	2,155,561	718,520	666,336	27,228	693,564	24,957	1,553,738	2,247,302	(91,741)
	Income	(453,070)	(151,023)			0	(151,023)	(596,735)	(596,735)	143,665
	Operational	176,540	58,847	22,671		22,671	36,175	155,595	178,267	(1,727)
	SLAs	1,495,250	498,417	272,458		272,458	225,959	1,177,068	1,449,526	45,724
<b>Property Total</b>		<b>3,374,281</b>	<b>1,124,760</b>	<b>961,465</b>	<b>27,228</b>	<b>988,693</b>	<b>136,067</b>	<b>2,289,667</b>	<b>3,278,360</b>	<b>95,921</b>
<b>Resources</b>										
	Employee	4,584,932	1,528,311	999,826	103,082	1,102,908	425,403	3,382,460	4,485,368	99,564
	Income	(21,544,440)	(7,181,480)	(6,982,560)		(6,982,560)	(198,920)	(14,552,285)	(21,534,845)	(9,595)
	Operational	2,313,358	771,119	511,128		511,128	259,991	1,854,797	2,365,925	(52,567)
	SLAs	2,069,220	689,740	617,428		617,428	72,312	1,385,279	2,002,707	66,513
<b>Resources Total</b>		<b>(12,576,930)</b>	<b>(4,192,310)</b>	<b>(4,854,178)</b>	<b>103,082</b>	<b>(4,751,097)</b>	<b>558,787</b>	<b>(7,929,748)</b>	<b>(12,680,844)</b>	<b>103,914</b>
<b>Grand Total</b>		<b>0</b>	<b>(0)</b>	<b>(1,019,168)</b>	<b>237,129</b>	<b>(782,038)</b>	<b>782,038</b>	<b>277,253</b>	<b>(504,786)</b>	<b>504,786</b>

APPENDIX C

Repair Service Trading Account Budget Monitoring - July 2009/2010

	Actual	Budget YTD	Variance - Actual to	Budget	Forecast	Variance - Budget to
	YTD - July 2009/2010	YTD - July 2009/2010	Budget	2009/2010	2009/2010	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income:</b>						
Response Repairs & Int. Decs.	(1,883)	(2,317)	434	(6,950)	(6,950)	0
Response - Emergency	(103)	(100)	(3)	(300)	(320)	(20)
Voids & Disrepair	(1,455)	(1,300)	(155)	(3,900)	(4,200)	(300)
<b>Total Income:</b>	<b>(3,441)</b>	<b>(3,717)</b>	<b>276</b>	<b>(11,150)</b>	<b>(11,470)</b>	<b>(320)</b>
Recovery of Call Centre Cost	(235)	(235)	0	(704)	(704)	0
Recovery of Wearside Lease	(14)	(14)	0	(42)	(42)	0
Total Recoveries:	<b>(249)</b>	<b>(249)</b>	<b>0</b>	<b>(746)</b>	<b>(746)</b>	<b>0</b>
<b>Total Income Including Recoveries</b>	<b>(3,690)</b>	<b>(3,965)</b>	<b>276</b>	<b>(11,896)</b>	<b>(12,216)</b>	<b>(320)</b>
<b>Expenditure:</b>						
Wages	1,187	1,314	127	3,941	3,869	(72)
Materials	423	502	79	1,505	1,668	163
Sub-Contracting Costs	466	542	76	1,626	1,790	164
Fleet	161	171	10	512	505	(7)
Salaries	693	644	(49)	1,933	2,029	96
Direct Service Overheads	277	275	(2)	826	819	(7)
SLAs & Recharges	440	440	0	1,320	1,320	0
<b>Total Expenditure</b>	<b>3,647</b>	<b>3,888</b>	<b>241</b>	<b>11,663</b>	<b>12,000</b>	<b>337</b>
<b>(Surplus)/Deficit</b>	<b>(43)</b>	<b>(78)</b>	<b>35</b>	<b>(233)</b>	<b>(216)</b>	<b>17</b>

## Repairs &amp; Maintenance Monitoring July 2009

## Appendix D

	Original Budget	Revised Budget	YTD spend actual	YTD budget	YTD underspend / (overspend)	Academy commitments	Forecast	Forecast Underspend / (overspend)
Lewisham Homes	20,335,722	21,040,722	4,344,585	7,013,574	2,668,989	1,874,562	0	21,040,722
Areas subject to stock transfer	0	0	0	0	0	0	0	0
Chrysalis	0	0	0	0	0	0	0	0
Hostels	364,278	364,278	67,688	121,426	53,738	54,508	0	364,278
	<b>20,700,000</b>	<b>21,405,000</b>	<b>4,412,273</b>	<b>7,135,000</b>	<b>2,722,727</b>	<b>1,929,070</b>	<b>0</b>	<b>21,405,000</b>

## Budgets managed by Lewisham Homes

	Original Budget	Revised Budget	YTD spend actual	YTD budget	YTD underspend / (overspend)	Academy commitments	Forecast	Forecast Underspend / (overspend)
<b>Planned Schemes</b>								
Cyclical works & external decorativ	2,800,000	3,150,000	632,815	1,050,000	417,185	0	0	3,150,000
Voids	3,600,000	3,785,722	468,004	1,261,907	793,903	951,076	0	3,785,722
Planned schemes	600,000	600,000	103,177	200,000	96,823	206,254	0	600,000
Planned gas works	936,000	936,000	73,808	312,000	238,192	250	0	936,000
Planned M&E works	709,000	752,000	175,562	250,667	75,105	44,175	0	752,000
OAP decorations	50,000	50,000	4,312	16,667	12,355	100	0	50,000
	<b>8,695,000</b>	<b>9,273,722</b>	<b>1,457,678</b>	<b>3,091,241</b>	<b>1,633,562</b>	<b>1,201,855</b>	<b>0</b>	<b>9,273,722</b>
<b>Responsive</b>								
Responsive repairs	7,275,000	7,320,000	1,632,115	2,440,000	807,885	377,721	0	7,320,000
Disrepair cases	400,000	450,000	86,620	150,000	63,380	56,315	0	450,000
Gas and boiler repairs	2,290,000	2,290,000	892,926	763,333	(129,593)	36,905	0	2,290,000
Lift repairs	200,000	200,000	52,285	66,667	14,382	109,750	0	200,000
Asbestos works	194,000	320,000	592	106,667	106,074	4,272	0	320,000
Fire assessments	115,000	190,000	12,963	63,333	50,370	0	0	190,000
Pest control	200,000	200,000	89,761	66,667	(23,094)	3,331	0	200,000
Other responsive M&E repairs	966,722	797,000	122,614	265,667	143,052	84,412	0	797,000
	<b>11,640,722</b>	<b>11,767,000</b>	<b>2,889,877</b>	<b>3,922,333</b>	<b>1,032,457</b>	<b>672,707</b>	<b>0</b>	<b>11,767,000</b>
Total Expenditure	20,335,722	21,040,722	4,347,555	7,013,574	2,666,019	1,874,562	0	21,040,722
less Recoveries	0	0	(2,970)	0	2,970	0	0	0
<b>Net Expenditure</b>	<b>20,335,722</b>	<b>21,040,722</b>	<b>4,344,585</b>	<b>7,013,574</b>	<b>2,668,989</b>	<b>1,874,562</b>	<b>0</b>	<b>21,040,722</b>

HRA Capital Monitoring Statement 2009/2010 - July 2009 Appendix E

	2009/2010	2009/2010				
	Budget	YTD Actual	Accruals	YTD Actual and Accruals	2009/2010 Forecast	Variance
	£	£	£	£	£	£
<b>2007/2008 Schemes</b>	<b>660,325</b>	<b>237,426</b>	<b>0</b>	<b>237,426</b>	<b>660,325</b>	<b>0</b>
<b>Lewisham Homes Programme (2008/09 - 2010/11)</b>						
<b>Structural &amp; Essential Works</b>	2,355,914	300,889	31,442	332,331	2,421,882	65,968
<b>Decent Homes</b>	5,241,037	37,400	117,096	154,496	5,234,437	-6,600
<b>Mechanical &amp; Electrical</b>	3,433,857	893,886	32,242	926,128	3,051,977	-381,881
<b>Tenants Panel Package</b>	385,274	9,951	0	9,951	388,456	3,182
<b>ICT</b>	722,000	0	58,800	58,800	490,600	-231,400
<b>Fees for future schemes</b>	600,000	0	0	0	499,500	
<b>Caretaking</b>	126,100	55,817	2	55,819	137,403	11,303
<b>Salaries</b>	280,000	0	0	0	280,000	0
<b>Total Lewisham Homes - 2008/09</b>	<b>13,144,182</b>	<b>1,297,943</b>	<b>239,581</b>	<b>1,537,524</b>	<b>12,504,255</b>	<b>-639,928</b>
<b>TOTAL</b>	<b>13,804,507</b>	<b>1,535,368</b>	<b>239,581</b>	<b>1,774,949</b>	<b>13,164,580</b>	<b>-639,928</b>

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>10</b>
Report Title	<b>Business Plan and KPI Performance</b>		
Contributor	<b>Head of Service Development – Hilary Barber</b>		
Class	<b>Decision</b>	Date	<b>29 September 2009</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 2009/10.

## 2. Recommendations

- 2.1 That Board:

- 2.1.1 Approves the proposed approach to rectify under performing areas.

## 3. Background of the Report

- 3.1 At the March 2009 Board meeting, the Board agreed the 2009-12 Business Plan. This included the performance targets and tasks, which the Board monitors.
- 3.2 Appendix A shows The KPI performance for April 2009 through to July 2009 against the agreed targets.
- 3.3 Appendix B shows progress in completing tasks in the 2009-12 Business Plan against target times from April to July 2009.

## 4. Context

- 4.1 As presented to the Board in March, the KPIs are now presented in a dashboard format by service area, which is intended to make the data more accessible. Where relevant there are comments from directors about contextual issues impacting on performance, or lack of data. The year to date figures show accumulated performance from 1 April 2009 to 31 July 2009.

- 4.2 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 dashboard also includes the direction of travel (current year to date compared to the 2008/09 figure) and graphs with trend information.

- 4.3 We aim to be in 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 most up to date figures from the Housemark ALMO Performance Improvement Club, a national benchmarking group, for most indicators this is for the 3<sup>rd</sup> quarter 2008/09, as the year end figures are not yet available. The tables in appendix A indicate the quartile we fall into<sup>1</sup>.

<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%.

## 5. Performance Issues

- 5.1 Income collection, gas servicing and complaints represent the greatest risk to us achieving a two star rating. This was identified by the Audit Commission in its inspection last November. Together with recommendations for improvement, progress and performance in these areas will be monitored at each Board meeting until there is sustained improvement. Performance in these areas, and voids performance, is also being examined in more detail through the Performance Panel, a sub-group of the Board, which meets every six weeks.

### a) Income collection

	Rent collected excluding opening balances (LH29)				Percentage of rent accounts >7 weeks in arrears		
	Year end 07/08	Year end 08/09	July-09	Patches achieving > 100%	Year end 07/08	Year end 08/09	July-09
Core	97.3	99.4	98.16	2	13.5	9.6	9.3
Interim	97.7	98.6	97.7	0	12.2	10.6	10.3
<b>Total</b>	<b>97.6</b>	<b>99.3</b>	<b>98.1</b>	<b>2</b>	<b>13.4</b>	<b>10.4</b>	<b>9.5</b>

The above table shows a decrease in rent collection performance – 98.1% compared to the 2008/09 year end figures (99.3%). However, it also shows that the proportion of tenants who are in more than seven weeks arrears has continued to improve from 10.4% of tenants in arrears at the end of 2008/09 to 9.5% in arrears for July 2009.

Action to improve rent collection performance includes the following:

- The project to implement recommendations from the income management review is underway, as previously reported. Additional resources to project manage and deliver this have been secured;
- Income performance is being scrutinised in weekly meetings which include the Chief Executive and Directors of Resources and Housing. This has included a detailed analysis of rent collected and audits of action taken to recover arrears;
- As a result of this, further management action is being taken for staff who have not complied with procedures;
- A training needs analysis has been completed and this is feeding into a training package;
- We are currently working on a benefit take up campaign in partnership with the Council;
- An agreement has now been signed with the Credit Union
- An audit of cases over £2000
- Implementation of Academy enhancements for legal cases
- Strengthen management with an Interim Head of Service

### b) Void re-let times

From April to July 2009, the average time to re-let a void property took 34 days against a target of 25 days. This is a decline in performance compared to 2008/09 – 31 days. However, it is also an improvement in performance in the last quarter of 2008/09, when time taken to re-let rose to above 40 days, as shown in the table below. Performance for July has improved to 29 days.

Jan	Feb	Mar	2008/09	Apr	May	Jun	Jul	2009/10 YTD
47	44	38	31	31	33	40	29	34

The year to date performance has been affected by a high re-let time in June - the result of letting a higher than usual number of sheltered/supported housing properties, which had been vacant for a long time. Performance that month for non-sheltered properties was 33 days, compared to sheltered properties which involved 7 properties with an average re-let time of 109 days.

Performance for this indicator is also affecting the percentage of rent lost through vacant properties although this is still within the 3% target at 2.74%.

From 1<sup>st</sup> September, all functions relating to empty properties, from end of tenancy to start of the new one, transferred to Property Services. This is to make accountability clearer, and improve communications throughout the void process. A reorganisation within the two teams previously carrying out the void functions will shortly be going through the consultation process. Additional resources have been secured to carry out a service review, which will challenge the time taken to let voids, the costs and the quality of properties let.

### c) Occupancy checks

Current figures (at end of July) show that 547 occupancy checks which have been carried out since April. This is a little above the proportion of checks expected at this point in the year (533). Where we are unable to verify that the tenant is in occupation after three visits, the procedure requires a notice to quit (NTQ) to be served on the tenant. Since April, 103 NTQs have been served – of these, 59 tenancies have now been investigated and confirmed as legitimate, 2 have been abandoned, 1 deceased and for 23 tenancies we are taking legal action to recover the property (2 in July, 14 in August and 7 in September (up to 10 September).

### d) Staff sickness

The average number of days lost to sickness was 10.3 days at July 2009. This shows an improvement compared to the position at the end of 2008/09 when the average was 11.4 days. If staff who have left the organisation are excluded, the average reduces to 6.4 days

The table below outlines the contribution that long term sickness has on the overall figures. We are still off the target of 9.5 days and the Housemark upper quartile of 9.12 days. The total days lost to each service does not include sickness for those who have left Lewisham Homes during the period, this is reported separately in the table.

### Absence data for the period August 08 – July 09

(Note that not all changes following the restructure have been entered onto the HR system)

Service Area	Days Lost	FTE	Avg Days Lost	Total Days Long Term Absence	Avg Days Lost excl. Long Term Absence	Target
<b>Lewisham Homes Total (excluding leavers)</b>	<b>2699.5</b>	<b>421.2</b>	<b>6.4</b>	<b>1273.0</b>	<b>3.4</b>	
Housing	862.5	91.0	9.5	535.0	3.6	
Property	985.0	163.4	6.0	367.0	3.8	
Housing Environmental	632.0	107.5	5.9	303.0	3.1	

Resources	124.0	27.0	4.6	43.0	3.0	
Corporate Services	75.0	21.3	3.5	25.0	2.3	
Service Development	19.0	7.0	2.7		2.7	
Building Services**	2.0	3.0	0.7		0.7	
Chief Executive	0.0	1.0	0.0		0.0	
Leavers	1645					
<b>Housing Total inc Leavers</b>	<b>4344.5</b>	<b>421.2</b>	<b>10.3</b>			<b>9.5</b>

\*\* this refers to staff displaced who are on notice

The following action is being taken to help tackle levels of staff absence –

- Monthly meetings with Directors to discuss cases
- Ensuring procedures are complied with through audits and monitoring
- Finding solutions to deal with specific health problems – for example, one of the highest categories is skeletal-muscular problems and as a result all caretakers have received manual handling training

## 5.2 Improved performance

### a) Gas servicing

The performance for carrying out gas safety checks, which are required by law for all landlords, has improved significantly since the new gas contracts commenced last October. The table below shows latest performance by contractor and gives an indication of the number of properties. It shows that performance has continued to rise since the year end, and was 99.7% at the end of the first week of August.

Position as at 09/08/09	Lewisham Homes total	T Brown (South)	QHS (north)
Properties requiring safety check	12555	6394	6161
Serviced Properties	12515	6385	6130
Non serviced properties	40	9	31
<b>% properties compliant</b>	99.7%	99.9%	99.5%

At the end of July 2009 there were 40 properties overdue for a gas safety check. All of these comply with legal requirements, as all reasonable steps have been taken to gain access. In line with our procedures, they have all had at least two letters from the gas contractors, additional cold calling, and a further letter from the Lewisham Homes Gas Access Team threatening legal action.

The table below outlines further action taken:

Further actions for remaining properties	Number of properties
Tenants who are vulnerable and require additional support	3
Number of EPA notices issued	40
Suspected abandoned properties	0

Where properties are found to be abandoned, the relevant actions take place to formally end the tenancy and ensure the property is re-let.

## b) Complaints

Complaints responded to within targets times declined in July to 89%, just below the target of 90% – see table below. The year to date performance, however, remains above target at 93%.

### Status of Stage 1-3 complaints handling since May 2009

	May 09			Jun 09			July 09		
	Responded to (all stages)		Stage1 Ave time (days)	Responded to (all stages)		Stage 1 Ave time (days)	Responded to (all stages)		Stage 1 Ave time (days)
	On-time	Late		On-time	Late		On-time	Late	
Housing - Management	95% (41)	5% (2)	9	89% (42)	11% (5)	8	83% (35)	17% (7)	9
Property - Services	100% (66)	0% (0)	10	91% (62)	9% (6)	11	93% (53)	7% (4)	8
Corporate Services -	100% (1)	0% (0)	9	- 0	- 0	n/a	100% (2)	0% (0)	10
<b>Grand Total</b>	<b>98% (108)</b>	<b>2% (2)</b>	<b>9</b>	<b>90% (104)</b>	<b>10% (11)</b>	<b>10</b>	<b>89% (90)</b>	<b>11% (11)</b>	<b>9</b>

In addition to complaints we also record compliments. The table below gives a breakdown of compliments by service area.

Service area	Comments
Customer Relations	"The Customer Relations Team are helpful and keep promises."
	"X took my concerns seriously and I felt that at last I was being listened to"
Property Services	"X the plumber was fantastic"
	"Thank you for resolving my previous complaint."

## c) Repairs completed within timescale.

Performance is 93.87% in the number of repairs that are completed within target timescales. Performance for all categories of responsive repairs have met targets at July 2009 (year to date). Performance is in the top quartile for London ALMOs<sup>2</sup> for the 'urgent' and 'routine' categories.

	Target 09/10	Current YTD	08/09 Actual	Upper Quartile
% of emergency repairs completed on time	97%	98.3%	94%	97.95
% of urgent repairs completed on time	97%	98%	96%	96.04
% of routine repairs completed on time	97%	98.9%	97%	97.24

<sup>2</sup> Housemark data for London ALMOs 2008/09.

## d) Repairs call centre

The level of calls being answered has continued to improve and 89% of calls were answered within 15 seconds in April to July 2009, against a target of 85%. In addition, only 3% of calls were lost against a target of 6%.

## 6. Business Plan tasks

6.1 The table in Appendix B shows progress on tasks in the Business Plan for 2009/10. Tasks have traffic lights to show:

- **Green** – completed
- **Red** – not completed

6.2 From April 2009 to July 2009, 47 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. When tasks have been marked as completed, documentary evidence is required.

RAG	Housing Services	Property Services	Service Development	Resources	Overall	
					No.	%
RED	0	5	3	5	13	28%
GREEN	11	9	5	9	34	72%
Total	11	14	8	14	47	100%

## 7 Implications

### 7.1 Financial Implications

7.1.1 Of the performance issues identified in paragraph 5 a number have an immediate financial impact, that is improved income collection, void re-let-times and staff sickness. Poor or improved performance in these areas impacts immediately on the funds available in the Housing Revenue Account and the accounts of Lewisham Homes. It is vital that all performance indicators improve and business plan tasks be completed in order to contribute to the achievement of 2 stars rating and the release of Government Decent Homes funding.

### 7.2 Legal Implications

7.2.1 None specific to this report.

### 7.3 Value for Money Implications

7.3.1 Several KPIs and business plan tasks relate to planned improvements in efficiency and improved services. Continuing to monitor progress and take action where required will improve value for money for Lewisham Homes.

### 7.4 Equality and Diversity Implications

7.4.1 Many of the tasks and targets in the Business Plan have an impact on promoting equality and diversity. Some tasks are directly related – such as the review of translation and interpreting services. Others, less obviously so, for example the task

to develop reality checks in reception, which include a check on DDA compliance and the provision of toys/facilities for carers who call with children. The target to increase tenancy profiling to 100% enables us to understand the diverse needs of our residents and use this to develop and target services appropriately. All reviews carried out consider equality and diversity issues.

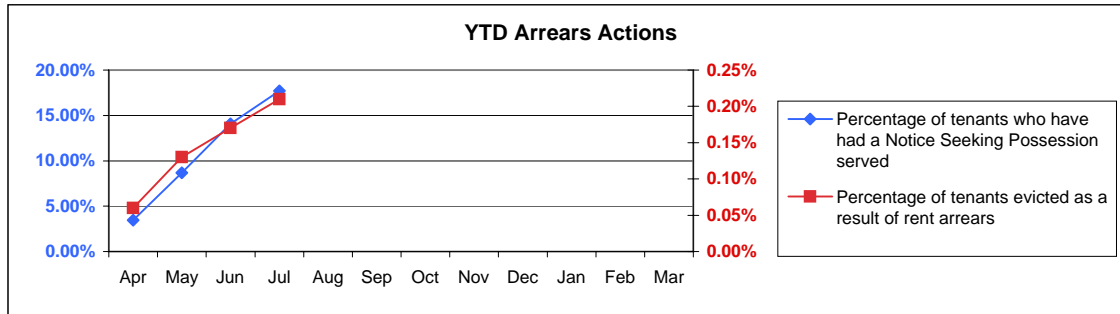
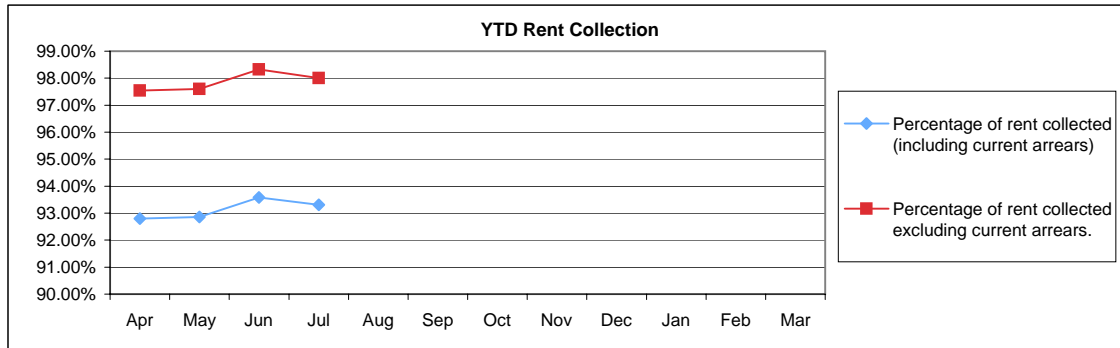
7.5 Consultation Implications

7.5.1 None specific to the report.

**If you require further information on this report please contact Hilary Barber on 020 8314 6407 or email [hilary.barber@lewishamhomes.org.uk](mailto:hilary.barber@lewishamhomes.org.uk)**

## Rent collection and arrears

indicator	2007 - 2008	2008 - 2009	Current YTD	Target	direction of travel	YTD vs Target
Monthly Indicators						
BV 66a Percentage of rent collected (including current arrears)	93.46%	94.60%	-	96.00%		
BV66b Percentage of rent accounts > 7 weeks in arrears	13.7%	10.4%	9.5%	8.0%	▲	▼
BV 66c Percentage of tenants who have had a Notice Seeking Possession served	35%	48%	18%	45%	-	-
BV 66d Percentage of tenants evicted as a result of rent arrears	0.88%	0.61%	0.21%	1.00%	-	-
LH 29 Percentage of rent collected excluding current arrears.	97.68%	99.28%	98.12%	100.40%	▼	▼
LH 40 Rent written off as not collectable as a percentage of the total rent	0.52%	0.94%	0.19%	1.00%	▲	▲



\*\* Direction of travel compares the current ytd with the 2008/09 figure

Performance Commentary
BV66a - under review see main report

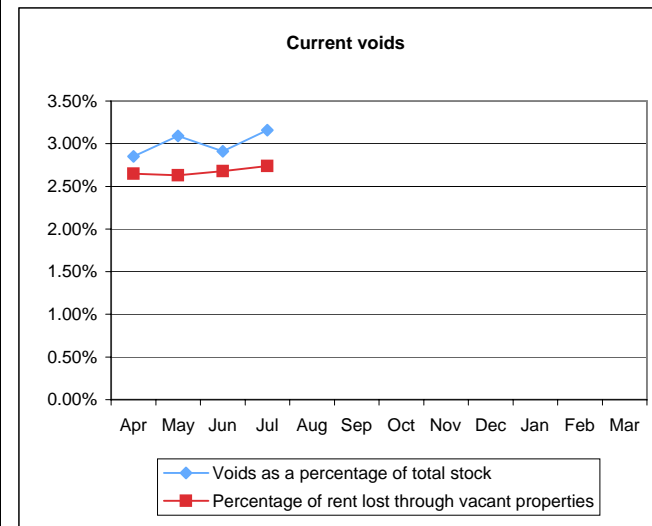
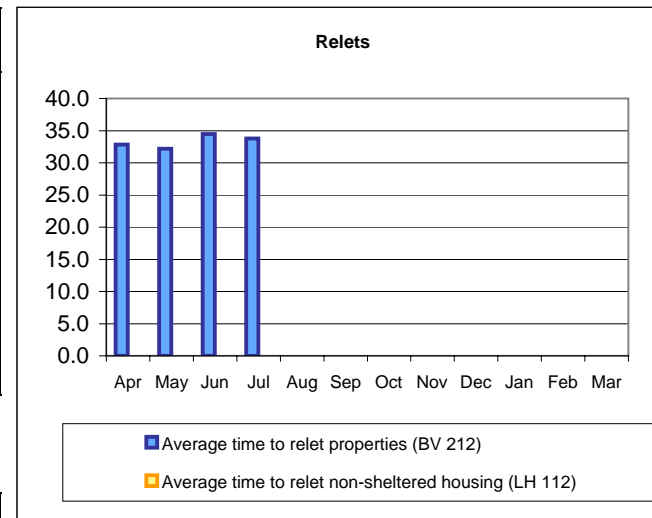
Benchmarking (year end 07/08 Housemark London club)	BV 66a	BV 66b	BV 66c	BV 66d	LH 40
	Ascham Homes ***	Q3	Q3		
Barnet Homes **	Q1	Q1	Q2	Q1	Q2
Brent Housing Partnership	Q2	Q4	Q4	Q4	Q2
City West Homes ***					
Ealing Homes	Q1	Q1	Q1	Q1	Q1
H and F Homes*	Q1	Q3	Q3	Q3	Q4
Hackney Homes **					
Hillingdon Homes **	Q1	Q1	Q2	Q1	Q1
Homes for Harringey **	Q2	Q4	Q1	Q4	Q3
Homes for Islington ***	Q1	Q3	Q2	Q3	
Homes for Havering *		Q1	Q2	Q1	
Hounslow Homes	Q4	Q3	Q1	Q2	Q2
K & C TMO ***	Q4	Q4			Q1
Lewisham Homes	Q4	Q4	Q4	Q4	Q4
Newham Homes **		Q2		Q1	
Redbridge Homes	Q2	Q1	Q3	Q3	
Sutton Housing Partnership *	Q3	Q2	Q1	Q3	Q1

## Voids and Relets

indicator	2007 - 2008	2008 - 2009	Current YTD	Target	direction of travel	YTD vs Target
BV 212 Average time to relet properties	38	31	34	25	▼	▼
LH 30 Percentage of rent lost through vacant properties	2.53%	2.26%	2.74%	2.90%	▼	▲
LH 18 Voids as a percentage of total stock (excl sheltered housing)	1.61%	3.55%	3.16%	Contextual		

### Performance Commentary

See main report



Benchmarking (Quarter 3 of 2008/09 London club)	BV 212
Ascham Homes ***	Q4
Barnet Homes **	Q3
Brent Housing Partnership	Q1
City West Homes ***	
Ealing Homes	Q1
H and F Homes*	Q3
Hackney Homes **	
Hillingdon Homes **	Q1
Homes for Harringey **	Q4
Homes for Islington ***	Q1
Homes for Havering *	Q2
Hounslow Homes	Q4
K & C TMO ***	Q2
Lewisham Homes	Q3
Newham Homes **	Q1
Redbridge Homes	Q2
Sutton Housing Partnership *	Q2

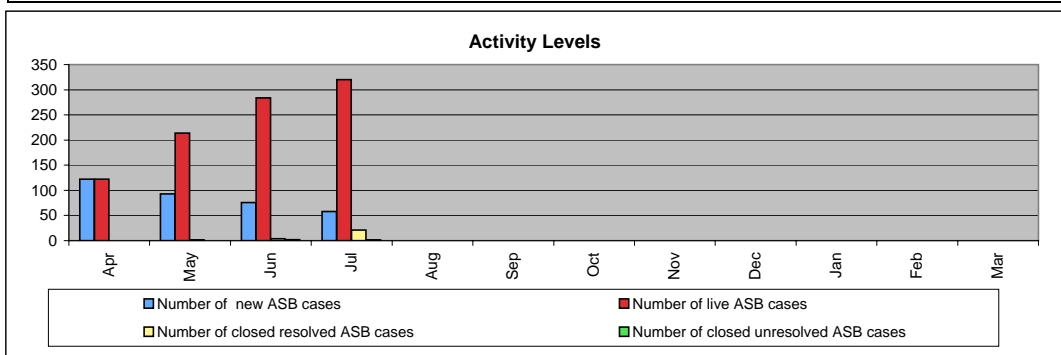
\*\* Direction of travel compares the current ytd with the 2008/09 figure

## Anti-Social Behaviour

Indicator	2007 - 2008	2008 - 2009	Current YTD	Target	direction of travel	YTD vs Target
<b>Monthly Indicators</b>						
BV174	Number of racial incident cases reported	24	22	1	none	-
BV175	Number of racial incident cases reported that resulted in further action	23	22	1	none	-
RES C1	Number of early intervention actions taken	-	-	313	none	-
RES D1	Number of enforcement actions taken	-	-	8	none	-
RES E1	Number of perpetrator supportive actions taken	-	-	5	none	-
RES G1	Percentage of respondents satisfied with the way their ASB complaint was dealt with	51%	82%	No surveys	none	-
RES G2	Percentage of respondents satisfied with the outcome of their ASB complaint	-	-	No surveys	none	-
RES A1	Number of new ASB cases	271	748	349	none	-
RES A2	Number of live ASB cases	-	-	320	none	-
RES A3	Number of closed resolved ASB cases	-	-	26	none	-
RES A4	Number of closed unresolved ASB cases	-	-	3	none	-

### Annual indicators

RES A6	Percentage of closed resolved cases where ASB reoccurs by the same perpetrator(s) within 12 months of the case being resolved	-	-	Annual	-	-
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### Performance Commentary

Telephone surveys are due to start in October for cases closed in September - there has been a delay due to teething problems with the new ASB module.

### Benchmarking Housemark ASB - ALMO group 08-09

	RES G1	RES G2
A1 Housing Bassetlaw	Q1	Q4
Barnet Homes	Q1	Q2
Blackpool Coastal Housing	Q4	Q1
Carrick Housing	Q4	Q1
Charnwood Neighbourhood Housing	Q1	Q4
Cheltenham Borough Homes	Q1	Q4
Derby Homes	Q1	Q4
East Durham Homes	Q1	Q4
Enfield Homes	Q4	Q3
Gateshead Housing Company (The)		
Homes in Havering	Q4	Q1
New Progress Housing Association	Q3	Q1
Newark and Sherwood Homes	Q1	Q4
Poole Housing Partnership	Q1	Q4
Sheffield Homes	Q4	Q3
Solihull Community Housing	Q4	Q2
South Essex Homes	Q4	Q1
St Leger Homes of Doncaster	Q4	Q1
Your Homes Newcastle	Q1	Q4
Lewisham Homes	Q2	

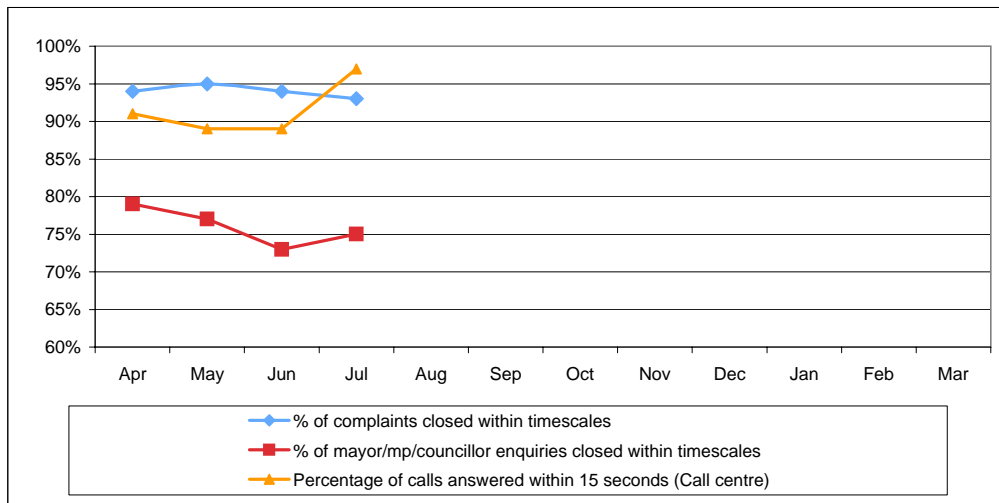
\*\* Direction of travel compares the current ytd with the 2008/09 figure

## Customer Services and Complaints

indicator	2007 - 2008	2008 - 2009	Current YTD	Target	direction of travel	YTD vs Target
Monthly Indicators						
Lh 34 % of complaints closed within timescales	61%	69%	93%	90%	▲	▲
LH 35 % of mayor/mp/councillor enquiries closed within timescales	70%	49%	75%	90%	▲	▼
LH 50a No. of complaints received at stage 1	806	1106	369	none	-	-
LH 50b No. of complaints received at stage 2	112	122	87	none	-	-
LH 50c No. of complaints received at stage 3	25	15	10	none	-	-
LH 52 Percentage of calls answered within 15 seconds (Call centre)	80%	76%	89%	85%	▲	▲
LH 120 Percentage of calls lost (call centre)	20%	6%	3%	6%	▲	▲
LH 123 Percentage of letters responded to within 10 days.	-	87%	90%	90%	▲	▲

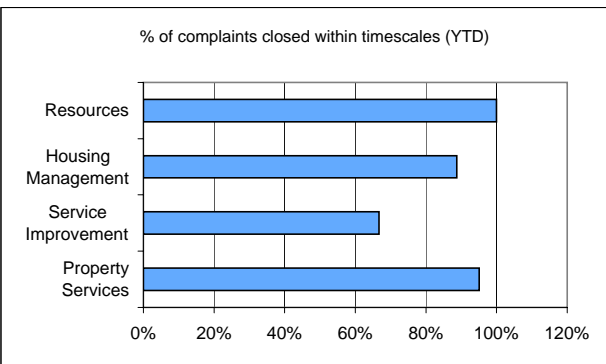
### Annual Indicators

LH 51a % of complaints resolved at stage 1	86%	89%	Annual	90%	-	-
LH 51b % of complaints resolved at stage 2	78%	88%	Annual	88%	-	-



### Performance Commentary

LH 35 is still being calculated to the old definition, which includes the council's element of the performance. A training/consultation day has taken place but there are still on going discussions on some system issues.



\*\* Direction of travel compares the current ytd with the 2008/09 figure

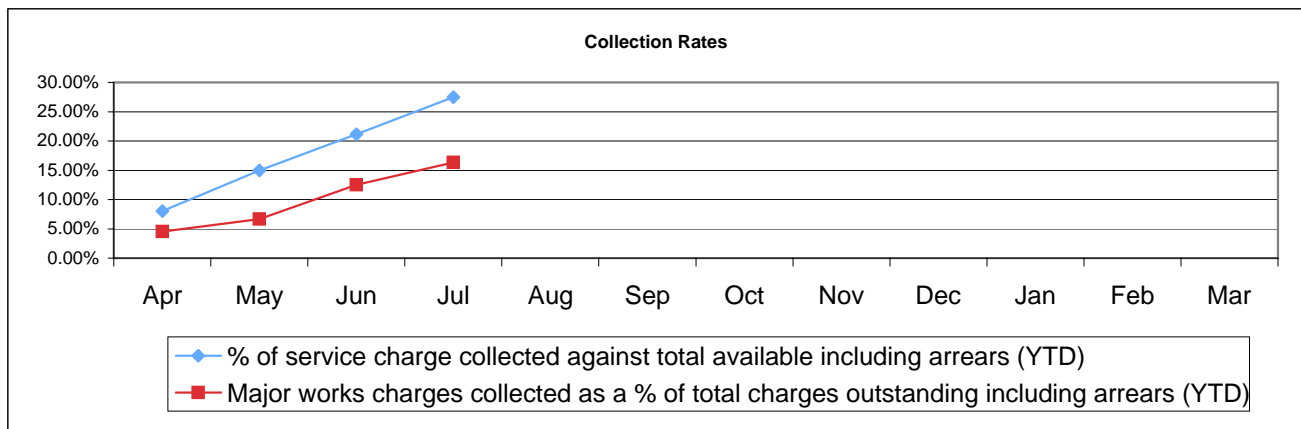
## Leasehold Services

indicator	2007 - 2008	2008 - 2009	Current YTD	YTD Target	Year end Target	Current YTD v YTD Target
LH 116 a % of service charge collected against total available excluding arrears	101%	92%	42%	39%	102%	▲
LH 116 b % of service charge collected against total available including arrears (YTD)	62%	62%	27%	23%	68%	▲
LH 117 b Major works charges collected as a % of total charges outstanding including arrears	26%	33%	16%	12%	35%	▲

indicator	2007 - 2008	2008 - 2009	Current YTD	Target	direction of travel	YTD vs Target
LH 24 Percentage of RTB2 forms served within statutory target of 4 weeks	37%	94%	100%	100%	▲	▲
LH 25 Percentage of S125 forms for freehold properties served within statutory target of 8 weeks	71%	81%	100%	100%	-	-
LH 26 Percentage of S125 forms for leasehold served within statutory target of 12 weeks	80%	92%	100%	100%	▲	▲
LH 206 Number of Leasehold Tribunal Cases	-	-	0.0%	none	-	-

### Performance Commentary

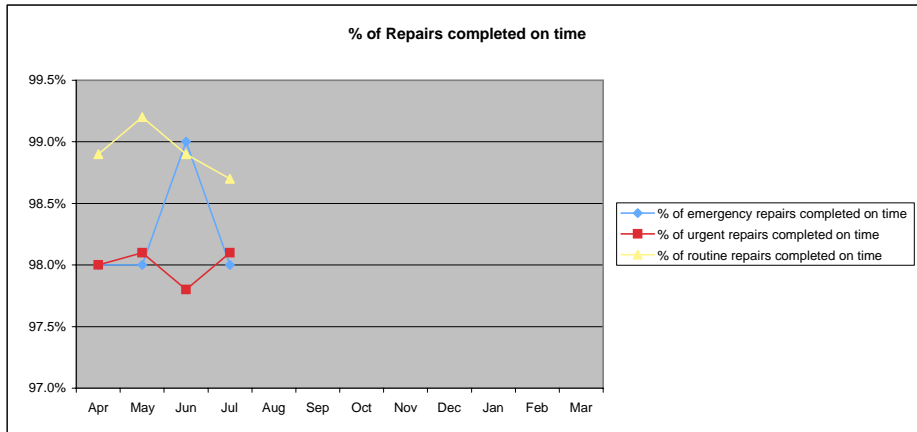
YTD targets have been added. For LH116 the target takes into account the fact that the collection rate is higher in the first few months of the year. For LH116b and LH117b the target is simply pro rota of the annual target.



\*\* Direction of travel compares the current ytd with the 2008/09 figure

## Repairs and Maintenance

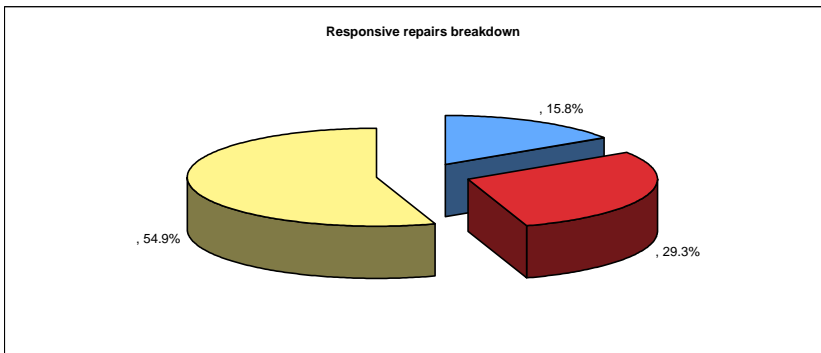
indicator	2007 - 2008	2008 - 2009	2009-10 YTD	Target	direction of travel	YTD vs Target
CPA H5 Average time taken to complete non-urgent repairs	6.77	7.06	7.10	10.00	▼	▲
LH 204 Percentage of repairs subcontracted	-	-	15.5%	15%	-	▼
LH 107a % of emergency repairs completed on time	76%	94%	98%	97%	▲	▲
LH 107b % of urgent repairs completed on time	68%	96%	98%	97%	▲	▲
LH 107c % of routine repairs completed on time	76%	97%	99%	97%	▲	▲
LH 13 Percentage of repairs which were 'emergency'	10%	19%	16%	10%	▲	▼
LH 12 Percentage of repairs which were 'urgent'	28%	29%	29%	20%	▼	▼
LH 14 Percentage of non-emergency repairs	62%	53%	55%	70%	▲	▼
LH 6 Percentage of non-emergency (housing) repairs during the year for which the authority both made and kept an appointment	90%	95%	96%	97%	▲	▼
LH 7 Percentage of repairs completed on first visit	84%	83%	94%	85%	▲	▲
LH 32 Tenant satisfaction with the repairs service - % very or fairly satisfied	73%	75%	82%	80%	▲	▲
LH 32b Tenant satisfaction with the repairs service - % very or fairly dissatisfied	-	-	15%	12%	-	▼
LH 110 Gas servicing overdue >6months (% of properties)	3%	1%	0.1%	0%	▲	▼
LH 4 % of gas services completed within the 12 month target time (rolling 12 months)	94%	99%	99.5%	100%	▲	▼
LH 208 Average number of jobs carried out by active operatives	-	-	7.1	7	-	▲



**Performance Commentary**

The target set for indicators LH12, 13 & 14 are those recommended by the Audit Commission. A major benchmarking exercise with 91 organisations undertaken in April showed that Lewisham Homes compares favourably with similar organisations. Measures to improve on this performance include daily monitoring to ensure jobs are allocated to the correct priority.

Benchmarking (Quarter 3 of 2008/09 London club)	LH 6	CPA H5	LH 107a	LH 107b	LH 107c
Ascham Homes ***	Q2	Q3			Q1
Barnet Homes **	Q1	Q1			
Brent Housing Partnership	Q1				
City West Homes ***					
Ealing Homes	Q1	Q1	Q4	Q3	Q2
H and F Homes*	Q3	Q4			
Hackney Homes **					
Hillingdon Homes **		Q3	Q1	Q1	Q1
Homes for Harringey **	Q2	Q4	Q1		
Homes for Islington ***	Q1	Q1	Q4	Q4	Q2
Homes for Havering *		Q3			
Hounslow Homes		Q4			
K & C TMO ***					Q4
Lewisham Homes	Q3	Q2	Q3	Q2	Q1
Newham Homes **	Q4	Q3	Q4	Q4	Q4
Redbridge Homes	Q1	Q1	Q1	Q3	Q1
Sutton Housing Partnership *	Q4	Q2	Q2	Q2	Q3



\*\* Direction of travel compares the current ytd with the 2008/09 figure

## Performance Monitoring all Remaining areas

indicator	Baseline (2007/8)	2008/9	2009/10 YTD	Target	direction of travel	YTD vs Target	Comments	
<b>Resources ~ HR</b>								
LH 106 a	Percentage attendance at staff training	88%	92%	97%	95%	▲	▲	
LH 114	Staff turnover as a percentage of total workforce.	18%	13%	15%	10%	-	-	This is a quarterly indicator - figures are for end June
LH 129	Percentage of posts which are vacant	13%	11%	16%	15%	▼	▼	There are vacant posts as a result of the reorganisation earlier in the year and some have been difficult to fill.
LH 130	Percentage of posts which are filled by a temp	8%	4%	10%	10%	▼	▲	
LH 38	Number of working days lost due to sickness (rolling 12 month average)	10.6	11.4	10.3	9.5	▲	▼	
LH 105	Percentage of staff who agree that Lewisham homes is a good place to work.	-	48%	annual	65%	-	-	

## Resources ~ VFM

LH 104	Average cost to repair a void property	£2,618	£3,590	annual	-	-	-	
LH 104	Average weekly cost per dwelling of repairs	£19.34	£21.67	annual	-	-	-	
LH46	Average weekly housing management costs	£54.15	£45.08	annual	-	-	-	
					-	-	-	

## Housing Management

LH 200	Number of properties with unauthorised occupants or squatters.	110	154	170	none	-	-	
LH 124	Proportion of welcome visits completed on time.	-	38%	no data	85%	▲	▲	Resource issue that has now been resolved - figure will be available for the next meeting
LH 131	Number of occupancy checks completed	645	1780	547	1600	-	-	
LH132	Number of occupancy checks completed that resulted in the discovery of an illegal occupant	-	-	2	none	-	-	See report - 103 NTQs served to date - 21 referred for legal action
LH 47	Percentage of tenancy profiling completed	88%	91%	91%	90%	▼	▲	
LH 201	Percentage of estates passing a caretaking quality inspection	-	87%	93%	87%	▲	▲	
LH 100b	Percentage of racist/sexist/offensive graffiti removed from internal communal areas within 24 hours	-	-	100%	90%	-	-	

## Health and Safety

LH 125	Percentage of risk assessments for display screen equipment completed.	-	79%	Annual	100%	-	-	
LH 126	Percentage of risk assessments undertaken against the number or hazardous substances on the register	-	100%	Annual	100%	-	-	
LH127	Percentage of middle managers attending safety training	-	100%	Annual	100%	-	-	
LH128	Percentage of teams who have had a lone working risk assessment	-	60%	Annual	100%	-	-	
						-	-	

\*\* Direction of travel compares the current ytd with the 2008/09 figure

## Business Plan Tasks due from April to July 2009

								RAG Status	
								Green - On track / completed	Red – Not completed
Task number	Service	Task	Target Date	Director	Rag Status	Revised Completion Date	Comment for Board		
319	Income	Provide clear guidance to income officers on rent advice and record keeping, and undertake frequent quality checks of rent arrears case files	Apr-09	Housing Management	Green				
337	Leasehold	Develop a strategy for dealing with leaseholder disputes and consider introducing a formal arbitration process.	Apr-09	Housing Management	Green				
422	Income	Review of rent arrears policy, procedures and monitoring systems and clarify collection priorities.	Apr-09	Housing Management	Green				
534	ASB	Implement the recommendations from the review of Lewisham Homes' approach to dealing with handling reports of Hate Crime	Apr-09	Housing Management	Green				
21	Asset Investment	Develop a SMART action plan to include a detailed and resourced programme for the delivery of the DHS contract	Apr-09	Property Services	Green		A smart detailed action plan is in draft format and will be signed of at the Project team meeting on the 20 <sup>th</sup> July 2009.		
580	Health and Safety	Develop a Business Continuity Plan, to allow for greater control in the case of an emergency.	Apr-09	Property Services	Green				
593	Responsive Repairs	Develop procedures to ensure quality controlling of subcontractors work and in-house operatives.	Apr-09	Property Services	Green				
644	Asset Investment	Prepare an asset management information systems plan to address issues of integration.	Apr-09	Property Services	Green				
656	Responsive Repairs	Relocate Repairs Contact Centre (including telephony installation)	Apr-09	Property Services	Green				
120	Community Involvement	Complete self-assessment for TPAS accreditation	Apr-09	Resources	Green				
217	HR	Develop a training strategy for Equality and Diversity: Prioritise front line staff, SMT, Managers and induction for all new staff. Address gaps in awareness in Religious Beliefs, LGBT & DV issues	Apr-09	Resources	Red	Jul-09	Equality & diversity training has been rolled out to staff in a learning package-staff have until the end of August to complete the training.		
222	HR	Ensure that all staff members receive appropriate diversity training	Apr-09	Resources	Red	Jul-09	Equality & diversity training has been rolled out to staff in a learning package-staff have until the end of August to complete the training.		

Task number	Service	Task	Target Date	Director	Rag Status	Revised Completion Date	Comment for Board
233	HR	Provide a directory of all training facilities with disabled access	Apr-09	Resources	Green		
793	ICT	Implement ASB module on the Academy system	Apr-09	Resources	Green		
417	Service Development	Review all strategy action plans to ensure they are SMART and outcome focused	Apr-09	Service Development	Green		
721	Finance	Budget Strategy and Timetable in Place	Apr-09	Resources	Green		Council timetable now received, will be considered by senior management on 8/7/09.
533	ASB	Ensure the publicity for support and assistance available to all victims of DV is targeted at specialist groups such as religious organisations. To encourage reporting from such organisations and to protect victims of different religions	May-09	Housing Management	Green		
572	Asset Investment	Define the Lewisham Homes Decent Homes Plus standard	May-09	Property Services	Red	Jul-09	Completion date revised to allow additional time for resident involvement as requested at Special Board Meeting on 25 June 09.
604	Responsive Repairs	EPC surveys (in house resourcing)	May-09	Property Services	Red	Aug-09	Staff have been trained and IT set up however awaiting final test passes before implementing
609	Responsive Repairs	Join local and national benchmarking clubs for the repairs service	May-09	Property Services	Green		
633	Responsive Repairs	Introduce new Operative Pay & Incentive scheme (including VFM benchmarking)	May-09	Property Services	Red	Oct-09	The scope of the original project has changed with the introduction of the national federation schedule of rates. There are additional consultation period requirements which were not known at the time of setting the BP task. these two issues combined have led to the change of date.
759	M&E	Conduct review of gas contracts and report results	May-09	Property Services	Red	Sep-09	The target costs for the contract are to be set in September and as such the review will be carried out at the same time.
817	Finance	Develop Lewisham Homes Corporate Debt Policy in partnership with Housing Benefit (LBL)	May-09	Resources	Green		
735	Service development	Complete customer care service review	May-09	Service Development	Green		
714	ICT	Develop a strategy for replacing telephone communications systems	May-09	Resources	Red	Jun-09	Awaiting feedback from LBL on options for inclusion within their new phone system, following which an options appraisal will be provided to SMT for decision.

Task number	Service	Task	Target Date	Director	Rag Status	Revised Completion Date	Comment for Board
379	Service Development	Review the corporate approach to issues of sexuality, faith and illiteracy, and identify where service improvements may be required	June-09	Services Development	Red	Aug-09	Linked to analysis of profile data.
824	Service Development	Analyse satisfaction data from customer surveys, and investigate any differential satisfaction between groups (e.g. ethnicity, age and disability)	Jun-09	Service Development	Red	Sep-09	Delayed awaiting transfer of data onto the Academy system-now in progress.
205	Finance	Develop effective benchmarking to compare service costs, identify best performers and practice to inform service developments and identify potential efficiency savings.	Jun-09	Housing Management	Green		
6	ASB	Explore with partners the potential of developing a responsive out of hours ASB service	Jun-09	Resources	Green		
416	ASB	Review the hate crime policy and procedure.	Jun-09	Housing Management	Green		
730	Governance	Ensure all board members receive appropriate diversity training	Jun-09	Resources	Red	Oct-09	This has been referred and will be discussed at the Board Away Day in October
752	ASB	Complete service review of approach to tackling anti-social behaviour	Jun-09	Housing Management	Green		
741	Tenancy Management	Complete garage management service review	Jun-09	Housing Management	Green		
691	Asset Investment	Update Procurement Strategy. Strategy to include equality and diversity considerations.	Jun-09	Property Services	Red	Nov-09	Completion date revised by LHL Board 25/6/09
556	Health and Safety	Audit risk assessments related to COSHH, [Hazardous Substances regulations] and working at height.	Jun-09	Property Services	Green		
697	Finance	Introduce Multiple Direct Debit Billing Dates to encourage direct debit take up	Jun-09	Resources	Red	Nov-09	Advised by Capita to delay any changes to existing Direct Debit arrangements until new payments
685	Responsive Repairs	Tender for specialist and non-specialist sub-contracted work	Jun-09	Property Services	Green		
362	Customer Relations	Develop a system to analyse complaints trends and to embed learning from complaints	Jun09	Service Development	Green		
725	ICT	Implement text message reminders for Rent & service charge arrears, and customer surveys to be conducted.	Jun-09	Resources	Green		SMS text messaging solution implemented. Rent balance enquiries live. Rent reminders to be piloted for a fortnight before being used borough wide.

Task number	Service	Task	Target Date	Director	Rag Status	Revised Completion Date	Comment for Board
825	Service Development	Review customer service standards and develop a customer service strategy that sets out approach to customer care and customer contact.	Jun-09	Service Development	Green		
810	Governance	Complete development of the business continuity plan	Jun-09	Property Services	Green		
221	HR	Achieve Investors in People (IIP) accreditation	Jul-09	Resources	Red	Nov-09	Postponed to ensure information about IIP is cascaded to all staff.
179	Estate Management	Achieve Investors in People (IIP) accreditation	Jul-09	Housing Management	Green		
315	Income	Review, in conjunction with the Council, the level of provision of independent debt and welfare rights advice for Lewisham Homes' tenants and leaseholders, and explore opportunities such as dedicated advice surgeries in local areas	Jul-09	Housing Management	Green		Task completed and emailed to DOH by Damian Gibson on behalf of Melanie Brennan on 31/7/09
358	Performance	Review how performance on repairs appointments made and kept is monitored, with a clear definition of what is and is not to be included in the measure	Jul-09	Service Development	Green		
521	Service Development	Achieve Customer Service Excellence Standard	Jul-09	Service Development	Red	Nov-09	Deferred.
278	Communications	Provide customers with a single contact number for all services	Jul-09	Resources	Red	Aug-09	Due to relocation of customer services staff to one location.

Meeting	<b>Lewisham Homes Board</b>	Item No.	<b>11</b>
Report Title	<b>Lewisham Homes Debt Management Policy</b>		
Report Of	<b>Director of Resources – Adam Barrett</b>		
Class	<b>Decision</b>	Date	<b>29th September 2009</b>

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

- 1.1 The report sets out the draft debt management policy for Lewisham Homes.

## **2. Recommendations**

- 2.1 To approve the debt management policy.

## **3. Background of the Report**

- 3.1 The lack of an overarching debt management policy was identified as a weakness in the mock audit commission inspection in 2008. The draft debt management policy sets out the overriding principles of how income collection will be managed by Lewisham Homes.

## **4. Context**

- 4.1 The purpose of the policy is to set out the key principles to be used in collecting sums due to Lewisham Homes or the Council. The policy is not intended to set out the detailed operational procedures for how income will be collected.
- 4.2 The policy covers the following areas of income collection:
- Current Tenant Arrears
  - Former Tenant Arrears
  - Leasehold Service Charges
  - Rechargeable Items
  - Garage Rents
  - Commercial Rents
- 4.3 The overall objective of the policy is that income due will be collected but will be collected in a fair manner. To support these aims information to residents and customers will be clear. Expectations and standards will be communicated to all residents and customers at the point they enter into a tenancy or lease agreement.
- 4.4 Lewisham Homes will ensure that the principles of its customer care strategy are applied throughout the income collection process.
- 4.5 Lewisham Homes will ensure that there are a range of options for residents and customers to access information on current account balances and that there are a variety of payment options available.

- 4.6 Lewisham Homes will ensure that debt advice and support is available to those who experience difficulty with keeping to their payment obligations. The objective is to ensure sustainable tenancies in preference to eviction. Should this approach fail to secure payment then the court process and ultimately eviction will be pursued as a last resort..
- 4.7 Lewisham Homes will set targets for income collection and monitor performance against these targets on a regular basis.

## **5. Implications**

### 5.1 Legal Implications

- 5.1.1 The organisation must ensure that its recovery processes are consistent with the law to enable it to enforce sums owed to it in the courts.

### 5.2 Financial Implications

- 5.2.1 Ensuring that sums owed to the organisation and the Council are collected are key to ensuring the financial viability of both the company and the Housing Revenue Account.

### 5.3 Value for Money Implications

- 5.3.1 Ensuring sums due are collected is a key value for money goal. Ensuring that debt advice and support is available to residents can help to sustain tenancies and avoid costly court action and the social as well as financial costs that such actions involve. Ensuring that a range of payment options exist and the promotion of electronic payments helps to secure value for money.

### 5.4 Equality and Diversity Implications

- 5.4.1 There are some groups that are more likely to be in arrears than others. Ensuring early intervention and provision of debt advice and support to these groups will help to sustain tenancies that may otherwise be terminated through eviction.
- 5.4.2 From research for an Equality Impact Assessment it was found that there was a difference in ages and ethnicities of those who get into rent arrears. This showed that 76% of those tenants in the 16-19 age group were in arrears and that this percentage reduced as tenants got older to 18% of those in the 75+ age group.
- 5.4.3 In relation to ethnicity the highest percentage of tenants in arrears were those in the Black African, Mixed other, Mixed Black African and Mixed White and Black African or Black Caribbean having over 60% of tenants in arrears compared with the 47% of all tenants.
- 5.4.4 This research illustrated that there were variations in age and ethnicity and also across the two housing areas North and South. For instance White British in the 20-39 age group accounted for 22% of the tenants, the average was 33% of tenants were in this range and amongst Black African and Black other this was 50%.

- 5.4.5 There were 35% White British tenants in the North but 49% in the South. Those who were disabled were less likely to be in arrears at 37% of those stating they were disabled
- 5.4.6 Household composition and employment were also indicators considered. Those households with three or more people in them and with children under 16 were more likely to be in arrears.
- 5.4.7 Apart from the retired, sick and disabled all of those groups who were unemployed or employed, in education, training or looking after others were more likely than the average to be in arrears.
- 5.5 Consultation Implications
  - 5.5.1 Contained within the report.

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

# Debt Management Policy

November 2009

DRAFT

Review date: November 2009

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# Lewisham Homes

## Debt Management Policy

### 1. Aim

Lewisham Homes aims to keep rent arrears and other debts at the lowest possible level, in order to maximise income and to demonstrate good financial management. Our policy on debt management will be to offer support and advice to tenants, leaseholders and residents, enabling them to understand their responsibilities and entitlement to benefits. However, where debts do arise, we will take prompt action in line with agreed policy and procedures.

### 2. Objectives

The objective of the Debt Management Policy is to be **“firm but fair”** to place emphasis on effective prevention and firm, fair action to tackle rent and service charge arrears, in order to minimise debts and to sustain tenancies

#### Firm

- Lewisham Homes will have agreed procedures to ensure consistency. These will be monitored across the organisation.
- The timescales before and between action will be kept to a minimum, ensuring that action is taken promptly to prevent debt increasing.
- If payments cease, Lewisham Homes will move onto the next stage of action.
- If a tenant breaks an agreement, we will move on to the next course of action.
- Lewisham Homes will oppose applications to suspend an eviction.
- Lewisham Homes will ensure tenants know that they are responsible for their own actions.

#### Fair

- Advice and assistance will be publicised and help offered to all tenants at the earliest opportunity.
- The potential consequence of non payment will be publicised.
- Tenants will be given the opportunity to negotiate an agreed payment plan before action is taken.
- Lewisham Homes will provide advice and assistance, with tenants being informed of any benefits they may be entitled to claim and they will also be helped to seek the necessary advice and information to enable them to pay their rent.
- to comply with all statutory and regulatory requirements e.g. Data protection, Human Rights Act, regarding debt and arrears recovery

### 3. Key Principles

The Director of Housing will be responsible for the overall implementation of the Debt Management Policy. The Director of Resources will be responsible

for monitoring the financial implications of arrears collection performance.

The policy has regard to various other policies which include:

- Lewisham Borough Council Debt Recovery Policy
- The Equalities and Diversity Policy
- Vulnerable Tenants Policy
- Customer Care Procedures

The debt management policy forms part of Lewisham Homes approach to improving financial inclusion and to ensuring sustainable tenancies.. When undertaking the collection function Lewisham Homes will apply the following principles:

- That Lewisham Homes will provide all those liable to a charge with clear and prompt information on the amounts due and how they have arisen. That all computer systems which are used to bill and recover monies satisfy statutory requirements;
- That tenants, leaseholders and other customers of Lewisham Homes have a responsibility to pay for the services they receive and the charges and rents they are liable for; Efficient record-keeping will be a priority;
- The success of this policy depends on the consistent implementation of agreed procedures. Staff will be well-trained and encouraged to take responsibility for achieving targets, to ensure that debts are kept as low as possible;
- The majority of debts owed to Lewisham Homes are **priority debts** and as such we expect that debtors will give priority to the repayment of these debts over most other debts that they may owe;
- The cost of collection of sums due will be minimised by promoting efficient payment methods like Direct Debit wherever possible. Automated payments and the Internet will also be promoted ahead of other methods due to efficiency, choice and convenience;
- Lewisham Homes reserve the right to pursue debts individually in cases where any multiple payment offer falls into arrears. This does not mean that Lewisham Homes together with Lewisham Council will not enter into multiple debt solutions in appropriate circumstances;
- Lewisham Homes acknowledges that some tenants and leaseholders with arrears face genuine financial hardship. All will be treated equitably by members of staff. Each case will also be treated on its individual merits. Action to recover arrears will be appropriate to the circumstances of the tenant, whilst following Lewisham Homes' policy and procedures;
- Debt write off will be a last resort after all mechanisms for recovery have been exhausted and the debt is irrecoverable or too uneconomic to collect.
- It is recognised that the Voluntary Sector have a key role to play in both the prevention of debt and the debt recovery process. Lewisham Homes will work with key partners to undertake debt prevention work in our communities and help citizens with multiple arrears.

- Targets will be set for the recovery of debt and will be monitored on a regular basis by management and the Board to ensure income is maximised and all possible debt recovered.

#### **4. Links to the Council on Debt Recovery**

Lewisham Homes will have regard to the Council's debt recovery policy and will ensure that its debt recovery arrangements are consistent with the Council's standing orders and financial regulations.

Lewisham Homes will put in place arrangements to exchange information with the Council where multiple debts exist and consider joint recovery action where appropriate.

#### **5. Methods of Payment**

A full range of means by which customers can pay are offered;

- Rent payment card (cash and cheque payments) at Post offices
- Lewisham Town Hall cash office (cash, cheques, debit and credit cards).
- Pay Point outlets (Cash only)
- Debit /Credit Cards via the internet at **[www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)**
- By telephone using the automated payment hotline on 020 8690 8707.
- Lewisham Town Hall cash office and the post office.
- Direct Debit and bank standing order exc. leaseholders who cannot pay by Direct Debit
- Direct deductions from wages/salaries for current staff.
- Direct deduction from pension for former staff.

#### **6. Debt Advice**

At all stages of the debt recovery process, for residents in arrears, regard will be taken of the financial circumstances of the debtor. Should staff become aware that there is an issue regarding multiple debts then advice and assistance will be provided. Debtors will be provided with a self help debt pack and Lewisham Homes staff will assist in completing the forms if required. Any further difficulties regarding multiple debts will be referred to Direct Debt line, a free service, to assist in managing debts and making repayments.

Information on advice and support available to residents will be communicated on a regular basis through newsletters and the internet. Information on advice and support will be communicated directly via letter and direct phone contact with those residents who are in arrears.

#### **7. Payments to Debtors**

Where a situation arises that payments are being made to tenants or Lewisham residents a check will be undertaken for debt outstanding in respect of rent, leasehold service charges and commercial and garage rents. If such debts exist then the debtor will be advised of the debt and prior to the

payments being made the debtor will be requested to use the payment to redeem some or all of the debt.

## **8. Current Tenants Arrears**

At the sign up of new tenants the responsibilities of tenancy will be explained, and the need to regularly pay the amount due weekly. Lewisham Homes will promote a rent payment culture from this point. A benefit check will be undertaken and assistance given to complete any relevant forms and in the case of the verification framework assist in gathering the relevant evidence.

The consequences of non payment will be explained so that all new tenants are aware that breaches of the tenancy agreement could mean losing their home. The methods by which rent can be paid will be clearly explained and all help possible offered to ensure that debts will not accrue. At this stage if a tenant is identified as vulnerable then the appropriate procedures will be followed to obtain the required support.

A range of literature will be provided to new tenants including, how to pay your rent and rent arrears guarantee.

Lewisham Homes will make contact with all tenants who fall into arrears in writing, telephone and in person. The tenant will be assisted in ensuring that all the benefits for which there is an entitlement are claimed and that the housing benefit is correctly recorded on the account, with any problems resolved. Arrangements to pay arrears off over a period of time will be agreed if appropriate and assistance with debt advice given. The notice to seek possession will not be pursued until all these avenues have been explored. At all stages Lewisham Homes will endeavour to assist the tenant to maintain their tenancy while ensuring that rent due is paid and arrears recovered. Issues of vulnerability will be dealt with in line with the vulnerable tenants policy, a more sympathetic, sensitive and practical approach being necessary to recover debt.

Methods of recovery which will be utilised through the legal process are:

- money judgements
- attachment of earnings
- garnishee orders

Eviction will be a last resort if Lewisham Homes have failed to rectify the arrears despite intervention and assistance. Eviction will not be pursued if the arrears on the account relate to former tenancies.

Debts will continue to be pursued as former tenants arrears following eviction.

## **9. Former Tenants Arrears**

Where there are arrears all endeavours will be made at the end of a tenancy to obtain a forwarding address from the vacating tenant. However where the tenancy is terminated through abandonment or death this is not possible.

All endeavours will be made to trace tenants who have left the tenancy with rent outstanding. Tracing will be through internal Council resources and by the use of tracing agents or other Local Authorities within the FTA Forum. Tracing

agents used will be expected to abide by all relevant legislation and good practice. Once traced all possible methods of obtaining payment as detailed above will be utilised. Lewisham Homes will assist debtors in gaining all the benefits they are entitled to as a means to obtain agreement to repayment of the debt.

In the case of the death of a tenant the next of kin will be notified of any outstanding debt as a claim on the estate. Lewisham Homes will ensure that all such correspondence will be sympathetic to the circumstances. If no next of kin is known then an attempt to trace will be made.

Debt recovery will take the debtors personal financial circumstances into account. A realistic arrangement to pay off the arrears can then be assessed.

Each demand for payment will explain clearly the methods of payment available. Legal action will only be pursued if a voluntary arrangement cannot be agreed. Recovery of the debt will be pursued through the Court for a money judgement. If the judgement is broken Lewisham Homes will seek an attachment of earnings or utilising bailiffs to seize sufficient goods to clear the debt. All Bailiffs used are expected to comply with industry code of practice and the Councils Code of Conduct. If vulnerability is identified all the necessary support will be obtained during the debt recovery process and assistance will be provided to deal with multiple debt problems.

## **10. Leaseholders Service Charges**

Lewisham Homes has leasehold properties resulting from sales under the Right to Buy. Non-payment of service charges may be pursued as a breach of covenant or a breach of the conditions of the lease.

Lewisham Homes is committed to providing clear details of service charges due within the appropriate timescales and that leaseholders have an understanding of their responsibilities under the lease to pay towards the costs of their building.

Lewisham Homes aims to prevent leaseholders from accruing serious debts, which may lead to involving the mortgage lender in capitalising the arrears, which in turn could lead to repossession. Leaflets informing leaseholders of payment options and the availability of assistance will be provided regularly. Non-payment of service charges will be dealt with in line with the same principles as apply to rent arrears: i.e. clear explanations of responsibilities, information about benefits and sources of independent advice, prompt action in chasing arrears.

Officers will make contact with leaseholders by phone, mail and in person to explore options for repayment before taking legal action, including a voluntary agreement to recover the debt.

Lewisham Homes will not take legal action without giving a clear explanation of the reasons for the action and adequate warning of the proposed course of action and the consequences, this will include a suggestion that the leaseholder seek advice.

The means of debt recovery are legal action to:

- Application to the small claims court
- Application to the LVT
- Attachment of earnings

This policy allows for a degree of flexibility in individual cases. Where there is extreme hardship, which is determined on a case by case basis, a charge may be taken out on the property to provide relief to the debtor and sustain them in their home. The debt then being repaid when the property is subsequently disposed of.

All Councils are required to grant loans under the Right to a Loan Regulations. Service charge loans will be offered in line with the current regulations to those who are within 10 years of the lease being granted. All service charge holders will be provided with information on eligibility and the terms and conditions of any loan granted. Leaseholders will be made aware of the consequences of defaulting on loan payments.

Forfeiture of lease will only be considered as a last resort where there is no alternative action for Lewisham Homes to take. Close liaison with the Council in such cases will be undertaken prior to this action being taken.

Action to forfeit the lease will not be taken if a leaseholder is withholding charges while a reasonable challenge or dispute is being resolved. Lewisham Homes will notify any known mortgagor of intended action to forfeit a lease.

## **11. Rechargeable Items**

Some items of expenditure by Lewisham Homes are rechargeable to tenants such as the forced entry to undertake gas servicing and on repairs which are due to damage caused by the tenant or those living in the property. Lewisham Homes will ensure that all the charges are clearly identified in all the recovery action taken.

The tenant will be contacted regarding the debt by phone and in writing. Legal action will only be pursued if no agreement to payment is made. Legal action will be pursued through attachment of earnings or after due consideration of the financial circumstances use of the bailiffs to seize possessions to repay the debt. All Bailiffs used are expected to comply with the industry code of practice and the Councils Code of Conduct. The financial circumstances to consider are whether there are other debts outstanding such as rent or Council Tax. If this is the case then the tenant will be referred to the debt line and Lewisham Homes will liaise with the Council on debt recovery.

## **12. Garage Rents**

At the commencement of the license for the garage the licensee will be interviewed and the responsibilities to make regular payments will be explained. The consequences of non payment will be made clear and where possible arrangements to pay will be made through bank standing orders.

As soon as arrears begin to accrue the licensee will be contacted in writing and by phone regarding payment. All endeavours will be made to obtain payment. Should no arrangements be made to clear the arrears and is 4 weeks or more in arrears then a notice to quit will be served. A notice to quit

may also be served if the licensee accrues arrears on other accounts owed to the Council or for other breaches of the licence. On termination of the license any goods found in the garage will be noted and the licensee notified. The former licensee will be given the opportunity to recover the goods prior to disposing of them appropriately. A fee will be chargeable to reinstate the garage licence after the notice to quit has been executed but not relet. It is subject to the arrears being cleared.

At all stages in the recovery process the licensee will be treated in line with the customer care policy and vulnerable tenants policy.

### **13. Commercial Rents**

Lewisham Homes is responsible for the recovery of commercial rents on properties leased within Lewisham. Lewisham Homes are committed to ensuring that all invoices represent the agreed charges due under the leases and will liaise with the Council where there are disputes. Endeavours will be made for an arrangement to clear arrears agreed. Contact will be made by phone and in writing making clear the consequences of non payment.

Legal action will only be pursued when all other methods of recovery have failed. Instructions for legal action will be for bailiffs to seize goods or to enact an eviction. Bailiffs used will comply with relevant codes and good industry practice.

The debt will continue to be pursued following an eviction. Endeavours will be made to gain an agreement or legal action through the courts to gain an arrangement to pay. A charge may be placed on the debtors other properties usually the debtors home. This will only be enacted after due consideration of the debtors personal and financial circumstances.

### **14. Write off of Debt**

Write off of debt is carried out as a last resort and is in line with the Lewisham Council's Standing Orders and financial regulations and procedures.

Lewisham Homes makes recommendations to Lewisham Council for debts to be written off. Such recommendations will only be made when all avenues for recovery have been exhausted. Approval is sought by the appropriate delegated Officer or Mayor and Cabinet of Lewisham Council in line with the Councils Financial Procedures and delegations.

Write offs will be considered for the following reasons:

- The debt is statute barred.
- The debt is not upheld as due in an Leasehold Valuation Tribunal or Court.
- The debt is uneconomic to pursue.
- Under exceptional circumstances where a partial write off of debt is part of a repayment plan package

In the latter instance a proposal to write off debt will only be made where the repayment plan proposal maximises the income recovered and supports the debtor in sustaining any ongoing payments due. These cases will be considered on a case by case basis and must be approved by Lewisham Homes Director of Resources before submission to the Council.

When a debt is written off it does not necessarily mean that this debt cannot be collected at a future date, although the debt will be written off for accounting purposes, Lewisham Homes will continue to seek payment and monies received will be monitored. In all cases, should the former tenant contact the Council or Lewisham Homes in the future, payment will be requested.

#### **Leaseholders - Write off**

Each leaseholders debt position is considered on a case by case basis. The main reasons for write off of such debt will be for legal reasons e.g. LVT or Court ruling, the charges could not be collected as the debt was not raised according to the legislation or the quality of works undertaken was not to an acceptable standard. Leaseholder debts may be written off where the debt is from a former leaseholder who is untraceable and the debt cannot be recovered from the current leaseholder.

#### **Commercial Debts – Write off**

Write offs will be recommended if the debt is considered uneconomic to collect or is considered irrecoverable by the legal advisor.

### **15. Customer Service Standards**

All those in arrears will be treated at all times in line with the Customer Care procedure. This procedure details the standards of communication which all customers can expect when contacting Lewisham Homes.

### **16. Complaints and Disputes**

Lewisham Homes will endeavour to resolve any disputes in relation to debt recovery at the earliest possible opportunity and will ensure that debtors are fully aware of the ways in which they can contact us. In order to discuss such disputes. Where part of a debt is disputed then Lewisham Homes will endeavour to collect the undisputed amount while dealing with the disputed debt. Should a debtor wish to make a complaint regarding the way in which Lewisham Homes has endeavoured to collect arrears then they will be advised of the customer complaints procedure. Every assistance will provided to bring forward their complaint.

### **17. Monitoring and Reporting**

Annual targets for the recovery of current tenant rent arrears are set and agreed with the Council. These targets are then allocated between areas to the relevant staff concerned. The targets are monitored on a monthly basis by SMT and a bi-monthly basis by the Board.

Targets are set annually for the collection of Leaseholder service charges and the collection of the costs of major works to leaseholder properties. These are

cascaded to each member of the team collecting leaseholder debt. These targets are monitored monthly and reported to SMT. Similarly targets for the collection of garage arrears which are reported to SMT.

As part of the delivery plan Lewisham Homes set a range of targets on performance which were agreed with the Council. A regular monitoring report is provided to the Council for discussion on achievement of targets.

Reports on the performance of the organisation which includes collection of rents and arrears are included in the regular newsletter "Home" to residents.

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Committee	<b>Lewisham Homes Board</b>	Item No.	<b>12</b>
Report Title	<b>Customer Care Strategy</b>		
Contributor	<b>Head of Service Development – Hilary Barber</b>		
Class	<b>Decision</b>	Date	<b>29 September 2009</b>

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

- 1.1 This report sets out how the customer care strategy was developed and key points of the strategy. It asks the Board to recommend adoption of the strategy.

## **2. Recommendations**

- 2.1 That Board approves the proposed approach to customer care as set out in the attached Customer Care Strategy.

## **3. Background of the Report**

- 3.1 The Lewisham Homes Business Plan for 2009-12 was approved by the Board in March 2009. This sets out Lewisham Homes' strategic objectives and priorities for the next three years, including

- To deliver excellent services, focusing on –
  - Customer service
  - Repairs service
  - Tackling anti-social behaviour
- To improve customer satisfaction to top quartile performance, focusing on -
  - Improving complaints handling
  - Improving customer care at all our main contact points
  - Evaluating how we inform and communicate with our customers
  - Understanding the main drivers for resident satisfaction and addressing these

The Business Plan action plan includes a task to complete a customer care service review and develop a customer care strategy.

- 3.2 The Audit Commission highlighted some weaknesses in customer care in its advice and assistance work last November. The included:

- ensuring that all staff receive appropriate customer care training;
- monitoring all the customer service standards and improving performance;
- undertaking a full review of the complaints procedures and systems and training staff in receiving and handling complaints.

- 3.3 A service review of customer care was carried out from February to April 2009. This involved the assistance of consultants, Housing Quality Network, to help provide an independent challenge to the approach taken with customer care. The review involved the following activities:

- Consultation with both residents and staff through focus groups;
- Interviews with key staff involved in the delivery of customer care;

- Assessment of requirements of the audit Commission's Key lines of enquiry for Access and customer care;
- Comparison with other organisations in terms of performance and good practice

One of the outputs of the review was a customer care strategy. This has taken account of –

- The findings of the service review;
- Results of the 2008 tenant satisfaction (Status) survey and other customer surveys;
- Other feedback from mystery shopping and audits;
- Analysis of performance data;
- Benchmarking with other organisations.

3.4 The customer care strategy was presented to the Area Panels in August 2009, and comments made through this process have been incorporated into the final version.

#### **4. Context**

4.1 The customer care strategy is attached to this report at Appendix A. The strategy is based on principles of excellence which were developed through focus groups with residents. These are to -

- Respond, act and follow up – with knowledgeable and empowered staff;
- Be professional, discreet and respectful
- Help customers feel valued rather than anonymous
- Be accommodating and proactive and listen properly
- Take everyone seriously and give care and attention
- Go beyond the call of duty
- Be proud to serve
- Understand who our customers are and how to engage them
- Be honest
- Offer a personal touch with a smile
- Provide points of contact and systems which offer prompt, effective assistance

4.2 The main priorities for the strategy are:

- Embedding a customer care culture at Lewisham Homes. This includes developing and monitoring customer service standards; setting expectations for managers; and training and supporting our staff to ensure they have the necessary skills and information;
- Providing the service at the first point of contact. This includes adopting a one point of call policy, implementing a single number for telephone contact and a diagnostic system for repairs;
- Improving complaints handling, especially responsiveness, feedback and learning from complaints;
- Capturing insight and satisfaction from our customers and learning from it;
- Promoting this strategy and the action plan, with a nominated champion/driver for the strategy.

4.3 The strategy is centred on four key themes, linked to the action plan within the strategy:

- A customer focused workforce
- Accessible services
- Understanding our customers
- Efficient and effective processes and technology

4.4 The strategy includes revised customer service standards, which were developed in consultation with residents:.

- Customer care
- Repairs service
- Estate services
- Rent collection
- Anti-social behaviour
- Leasehold services
- Major repairs

The standards will be measured and regularly monitored and reported to the senior management team. It is proposed to report on this annually to the Lewisham Homes Board and to residents.

- 4.5 Implementation of the strategy will be overseen by a dedicated project manager and project board to drive through change.
- 4.6 The strategy will be reviewed every two years, with the next review occurring in July 2011. However, it will be amended and reviewed in the interim, as necessary, to ensure that we keep abreast of development with new regulatory standards and policies.

## **5 Implications**

### **5.1 Financial Implications**

- 5.1.1 Delivery of the strategy highlights areas for improvement, but no items that will incur costs that exceed current budgets. Improvements to ICT mentioned within the strategy to deliver enhanced customer care have been accounted for through the ICT strategy, which has been approved by the Board. A potential increased cost could be the proposal to consider a corporate contact centre, but it is not intended to progress this till the next financial year.

### **5.2 Legal Implications**

- 5.2.1 None specific to this report.

### **5.3 Value for Money Implications**

- 5.3.1 The approach to value for money is set out in the Lewisham Homes Value for Money Strategy, which includes a service review programme to challenge value for money. The customer care service review was undertaken using this methodology, which challenges delivery of the service, ensures consultation with key stakeholders and evaluation of value for money.
- 5.3.2 The Customer care strategy includes the approach to value for money by greater efficiency through the use of new technology to inform and contact customers. It also refers to the need to ensure that contractors and other partners deliver good customer care.

### **5.4 Equality and Diversity Implications**

- 5.4.1 The strategy has been developed in line with the Equality and Diversity Strategy, which was approved by the Board in May 2008. There are elements of the two strategies that overlap. This particularly relates to the theme 'understanding our customers'. The aim of this is to improve the quality and quality of customer profile data to help plan and deliver services. It will also being used to identify where approach to service delivery impacts on a particular group of residents – for example by examining the profile of tenants receiving (or not receiving) the repairs service, or tenants evicted. The strategy also covers how customer care will be delivered to

meet all customers' needs, by ensuring that delivery points and information are easy to access, for example by those with sensory impairment or literacy issues.

5.5 Consultation Implications

5.5.1 Contained within the report.

**If you require further information on this report please contact Hilary Barber on 020 8314 6407 or email [hilary.barber@lewishamhomes.org.uk](mailto:hilary.barber@lewishamhomes.org.uk)**

## Appendix A

### Lewisham Homes

#### Customer Care Strategy 2009 – 2011

##### 1.0 Introduction

We are an Arms Length Management Organisation (ALMO) created in January 2007. This was one of a number of investment vehicles set up by Lewisham Council to improve housing services and deliver the Decent Homes Standard (DHS).

We manage 13,000 social housing tenancies and more than 5000 leasehold properties within the borough, as well as 5000 additional properties which we are managing on an interim basis. This interim arrangement is in place while other proposed investment options are being decided by residents; for example, ballots for stock transfer.

We are a non-profit making company limited by guarantee and the Council is the sole shareholder. The Board of Management consists of 15 members including Councillors, Tenants, Leaseholders and Independents.

##### 1.1 *Who are our customers?*

This strategy is intended to apply our values and vision for customer care across all of our services and wherever we are in contact with customers. Our main customers are the tenants and leaseholders who live in the properties we manage. This strategy also covers customer care for internal services. It applies to temporary staff and to our contractors and consultants.

We collect information about the profile of our customers, which we are using to ensure the delivery of a targeted service that meets residents' needs.

The tenant base broadly reflects Lewisham's community:

- Women hold 58% of our tenancies;
- 21% of our tenants are over 65;
- 29% of our tenants are classed as long-term ill or with a disability;
- 47% of tenants are white, 36% black, 3% Asian and 6% mixed race;
- 19% of our tenants don't have English as their first language. There are no other dominant languages spoken in Lewisham, although there is a French population (2.5%) Chinese population (2%) and a Vietnamese population (2%), predominately in the north of the borough.

Our last leaseholder survey showed this profile:

- 30% are single-person households with the leaseholder aged under 60 years old;
- 18% are two-person households where both residents are aged under 60;
- 49% indicated they are White British; 14% African; 10% Caribbean; 7% are Asian or Asian British and 2% are Chinese;
- 2% are permanently sick or disabled.

## **1.2 The next 3 years for customer care**

This strategy has been developed following a review of customer care which consulted residents and staff about the current customer experience and how it can be improved.

By delivering this strategy we will:

- Provide good quality services delivered in the way our customers want them to be
- Improve customer experience at the point of contact
- Make use of new technology in providing our services
- Deliver increasing customer choice
- Improve customer satisfaction
- Ensure the service delivered is accessible and appropriate for the needs of all groups of customers
- Ensure Value for Money

We have already made some progress in improving our approach to customer care, for example –

- Repairs programme – improvements to the repairs service have focused on improving the number of repairs carried out in one visit; and making sure that operatives tell customers what will happen next if they are unable to complete the repair on the first visit;
- Reorganisation of the responsive repairs, contact centre and housing customer service functions;
- Commissioned and rolled out training programmes on customer care and complaints handling;
- Increased the scope and quality of customer feedback through surveys for specific services, like estate services and for new tenants;
- Mystery shopping and quality audit programmes;
- Improved accessibility of customer profile data;
- Protocol between Property and Housing Services to provide a more 'seamless' service.

The strategy is centred on four key themes, which are developed further in section 5:

- **A customer focused workforce**
- **Accessible services**

- **Understanding our customers**
- **Efficient and effective processes and technology**

### **1.3 Impact**

We anticipate that this strategy will impact our customers, staff and the organisation in the following ways:

For our customers:

- Easier access to services at a time and place that suits them
- Resolution to queries at the first point of contact
- Joined up services
- A more consistent service
- Every customer will feel valued
- We will keep our commitments set out in our service standards

For our staff:

- Be part of a customer focused organisation
- Have a clear direction
- Greater knowledge to resolve enquiries
- Greater investment in technology to enable them to provide excellent customer services
- Greater empowerment and involvement in the shaping of improved services.
- Better management of information
- New and more efficient ways of working

For the organisation:

- Clear focus on the customer
- Improved customer satisfaction
- Improved working relationships with key stakeholders and other providers.
- Efficiency savings resulting from more effective ways of working

## **2.0 Our Commitment**

The aim of this strategy is to ensure we keep our commitments to our customers, as set out in our service standards, in line with our overall mission of

**‘Delivering great services for thriving neighbourhoods’**

Our vision is underpinned by four strategic objectives set out in our Business Plan, two of which relate directly to our approach to customer service and customer care:

- Deliver excellent services;
- Instil a value for money (VFM) culture throughout the organisation and demonstrate business efficiency;

- Improve customer satisfaction to top quartile performance in London;
- Improve our homes to the Decent Homes Standard (DHS).

In our Business Plan we state that the delivery of excellent services we will focus on improving:

- Repairs service
- Tackling anti-social behaviour
- Customer service

We employ nearly 450<sup>1</sup> people. We are committed to leading and developing our workforce to deliver our main priorities and objectives. We recognise that well informed, trained staff are fundamental to the delivery of excellent customer service. To that end, another short term goal is for Lewisham Homes to achieve Investors in People status (IIP) by September 2009. Ultimately, we would like to be recognised as one of the best local employers.

We are committed to making our customers feel valued, and ensuring they receive a fair and effective service that meets their needs. This is reflected in our seven core values.

- Challenge
- Excellence
- Passion
- Openness
- Reliability
- Respect
- Sustainability

We expect that over the course of the next three years our customers will see a marked difference in the level of service that they receive in the following ways:

- It will be even easier to contact us at times and in ways that suit the customer's individual needs and preferences;
- When customers contact us they will experience a consistently excellent service delivered by a customer focused organisation;
- A greater percentage of our customers will have their enquiry resolved at the first point of contact;

And as a result we expect customer satisfaction to increase and for the number of complaints to decrease.

We will review our strategy annually to ensure that it is meeting its aims and objectives.

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<sup>1</sup> 431 staff at August 2009

### **3.0 Our current points of delivery**

We reviewed our main points of public contact, in consultation with residents during our first year. We now offer:

- Access in person from
  - four public points of access (Holbeach, Pepys, Honor Oak, Home Park offices)
  - three estate surgeries (Heathside, Lee Green, Kingswear House)
  - home visits by staff
- Access over the telephone
  - a freephone number for repairs via a contact centre
  - an emergency repairs service out of hours
  - general contact numbers for front line teams
  - direct dial to individuals
  - via text for our involvement opportunities, (rent balances and satisfaction surveys to follow autumn 2009)
- Access over the internet
  - via email contact - addresses advertised on the website, in leaflets and magazines
  - via the web site with on-line reporting forms for a range of services such as Anti Social Behaviour, rent payments, non urgent repairs and for consultation purposes
- Access in writing
  - via a freepost address
- Provision of information through a range of printed copy and on-line leaflets, and a quarterly residents magazine
- Provision of a complaints service
- Provision of consultation, events and feedback mechanisms

### **4.0 Developing the strategy**

A recent review of customer care has consolidated previous feedback and analysis that had been gathered about our customers' experience. The review of customer care was carried out by independent consultants to offer external challenge. The review also engaged with customers and staff to capture views and key issues to be addressed by this strategy. This strategy has been influenced by:

- the most recent STATUS survey results (2008)

- IPSOS MORI research into drivers of satisfaction for Lewisham Homes residents and follow up focus groups
- findings from mystery shopping exercises carried out by our own customers, independent professionals and a peer organisation
- focus groups consulting on services with vulnerable tenants, support agencies and partners
- staff focus groups
- resident focus groups (involved and non involved)
- resident challenge sessions for the Business Plan
- staff workshops and away days
- research into the needs of vulnerable tenants.

Customers were involved in the development of our customer care standards as part of the review. They were also consulted at the Area Panel meetings in August, and feedback used to finalise the strategy.

#### **4.1 What our customers told us**

Our learning points from all of the influences outlined above can be summarised as:

- Customers are clear that they want Lewisham Homes staff to be responsive, attentive, knowledgeable and helpful;
- The STATUS results showed that Lewisham Homes is currently in the lower quartile for overall satisfaction;
- Over 75% of those dissatisfied with the outcome of the contact are also dissatisfied with the overall service. Outcome is clearly linked to overall satisfaction;
- Just over half, 51%, of the survey find it easy to get hold of the right person;
- Too few, 64%, of those surveyed find the staff helpful;
- Only 59% of those surveyed say the staff were able to deal with the problem;
- Customer care standards need to be embedded to offer consistent levels of care across all points of contact;
- Staff ownership of policies, processes and standards of care is key to; delivering consistent and excellent customer care, more work needs to be done on this;
- A lack of knowledge of the 0800 number and what services it covers;
- Customers would like one number for all enquiries;
- Many vulnerable tenants are unaware of additional support available and Lewisham Homes are unaware of the vulnerabilities of many tenants;
- The telephony system for our main offices does not currently offer tenants what they expect of an excellent landlord;
- The complaints process is not delivering outcomes and resolution to the satisfaction of those making the complaint.

Capturing insight into our customers' satisfaction is a key component of the strategy. As such we will regularly monitor and review the strategy and

improvement plan to ensure that it keeps pace and keeps delivering effectively.

We also consulted staff as part of our review of customer care. Good communication with our internal customers will improve efficiency, staff morale, and ultimately translate to the delivery of better external customer service. The specific objectives for internal communications at Lewisham Homes are outlined in the 2009/10 Communications Strategy.

#### **4.2 The Principles of Excellence**

The focus groups for the review of customer care asked people to offer what they considered to be their own principles of excellence, and what they considered to be great service and great customer care. In our own customers' words, we need to aim to:

- Respond, act and follow up – with knowledgeable and empowered staff;
- Be professional, discreet and respectful
- Help customers feel valued rather than anonymous
- Be accommodating and proactive and listen properly
- Take everyone seriously and give care and attention
- Go beyond the call of duty
- Be proud to serve
- Understand who our customers are and how to engage them
- Be honest
- Offer a personal touch with a smile
- Provide points of contact and systems which offer prompt, effective assistance

### **5.0 Our Priorities for Action**

In developing this strategy, we have identified five issues which we believe will have the biggest impact upon service improvement. They are:

- Embedding a customer care culture at Lewisham Homes. This includes developing and monitoring customer service standards; setting expectations for managers; and training and supporting our staff to ensure they have the necessary skills and information;
- Providing the service at the first point of contact. This includes adopting a one point of call policy, implementing a single number for telephone contact and a diagnostic system for repairs;
- Improving complaints handling, especially responsiveness, feedback and learning from complaints;
- Capturing insight and satisfaction from our customers and learning from it;
- Promoting this strategy and the action plan, with a nominated champion/driver for the strategy.

Our strategy is built around four themes which are inter-dependent and all equally important. These themes are based primarily around what our own customers have told us they want:

- A customer focused workforce
- Accessible services
- Understanding our customers needs
- Efficient and effective processes and technology

To accompany this strategy, we are developing an improvement action plan following each of these four themed priorities. The plan will set out what we want to achieve, by when, and the impact for the customer. Some of the targets will be revised, with our customers, during the life of this strategy as current targets are met and new ones are set.

### ***5.1 A customer focused and knowledgeable workforce, empowered to consistently provide excellent services***

We want every single member of staff, from all levels of our organisation, to be committed to delivering excellent services to every customer they serve, every single time.

Our priority actions are to:

- Ensure our staff are customer focused  
We will achieve this by:
  - Instilling a culture of customer care throughout the organisation which will be led from the top with formalised feedback mechanisms - including regular staff briefings;
  - Integrating our commitment to customer care into our procedures for the recruitment and induction of new staff and into our training programme;
  - Adopting 'Customer Care' as one of our key internal messages, and making sure all staff are aware of this;
  - Surveying our staff about the quality of in-house support services;
  - Integrating customer care into our performance management scheme and framework.
- Ensure our staff are well motivated.  
We will achieve this by:
  - Setting out clear expectations for managers to support and lead their teams. Our management charter will include a focus on customer care;
  - Recognising and valuing achievements. For example, we have 'Gold Members' publicised in the staff newsletter;
  - Responding to suggestions from staff - for example, developing a social calendar and improving team meetings, as suggested by the Staff Forum;

- Surveying staff annually to help identify any issues;
  - Reviewing the rewards for our staff;
  - Other cultural changes, for example encouraging work-life balance.
- Ensure our staff are supported and equipped with the right skills and knowledge.  
We will achieve this by:
    - Completing the customer care training programme and providing this to new staff;
    - Including customer care in the management training programme;
    - Delivering complaints handling and letter writing courses;
    - Regularly reviewing and evaluating our training programme, and ensuring customer care is integrated into all relevant training courses;
    - Providing staff with accessible information about internal and external services so they can effectively advise customers, for example -
      - Providing a bank of Frequently Asked Questions
      - Providing a directory of both internal and external support services for signposting to customers
      - Continuing to update the policy and procedure manual
    - Capturing and sharing good practice, customer feedback and useful information throughout the organisation;
    - Promoting and reinforcing the message that abuse of our staff will not be tolerated
- Achieve the Customer Service Excellence (CSE) award. This standard replaces the Government's Chartermark standard. We are applying for this accreditation and aim to have achieved the award during 2009/2010.
- Ensure good internal communications  
It has been identified that poor communications between teams and individuals has sometimes led to an unco-ordinated approach, duplication of effort and poor information for external customers. To address this we will deliver our Communications Strategy, and in particular:
    - Ensure that customer facing staff are well supported by other departments, by setting standards and protocols for internal customer care;
    - Hold a quarterly Managers' Forum to share information and good practice;
    - Provide regular information through the staff bulletin and the 'e-flyer';

- Use the intranet to access up to date information about the work of teams and current projects;
- Hold regular 'meet the Chief Executive and Directors' sessions
- Hold an annual staff conference
- Target staff campaigns - for instance working '10% smarter'

## **5.2 We will provide accessible services that our customers can utilise at a time and in a way that suits them**

We know that our customers want services which are easy to access and available in a variety of ways at a time that best suits their needs. They have also told us that they want services that are timely and consistent, and that they do not appreciate making several calls to access services or information. they have raised concerns about being 'passed around' and staff not getting back to them.

Our priority actions are to:

- Get things done at first point of contact  
Regardless of the way they choose to contact us, our customers have told us they want a larger proportion of enquiries dealt with at the first point of contact. Where we are unable to fully resolve the query at the first point of contact we will explain why and discuss with the customers what the next steps will be and give a time in which these steps will be completed. We will do this by:
  - Training customer services staff in our Housing Management Service to take repairs requests, so that a full range of services can be provided at our two main offices;
  - Ensuring repairs operatives are equipped to carry out the repair ordered on the first visit, and arrange any follow-up work before they leave.
  - Evaluating whether additional services could be covered by the contact centre;
- Improve telephone access  
Increasing numbers of customers prefer to contact us by telephone and this figure is rising on a yearly basis. To meet this growing demand we will:
  - Invest resources to enable us to improve the quality and extent of our telephone provision.
  - Provide customers with one single number to call whatever the query.
- Review our opening hours  
We will achieve this by:
  - Looking at ways of extending the provision of our services to enable customers to contact us at a time that suits them including evenings and weekends. This will include a review of the opening hours of our offices and contact telephone points, and consulting with customers on alternative contact options;

- Developing our electronic services through our website at [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk).
  - Reviewing the out of hours service for reporting emergency repairs and incidents of anti-social behaviour, to ensure these give a good service but are also cost effective.
- Set out clear expectations for our staff about the quality of service expected and regularly check this is happening. We will achieve this by:
  - Developing and launching service standards;
  - Revising and publicising customer service procedures;
  - Customer care publicity campaign for staff;
  - Regular mystery shopping and quality audits of service delivery.
- Provide access for all customers  
We will achieve this by:
  - Continuing to provide a walk-in face to face service at our offices, for our customers who prefer to use more traditional methods of contact;
  - Ensuring that our offices are accessible and meet legal requirements, by regular audits and completing actions recommended by the DDA audit
  - Providing printed easy to read information in a range of formats to suit customers' needs;
  - Use the staff we have trained in sign language to help customers with a hearing impairment;
  - Make full use of the translation and interpretation service for customers who do not understand English well;
  - Improving services to vulnerable customers, based on the findings of research commissioned to engage with vulnerable people, and improved information about residents' vulnerability.
- Improve the complaints service  
We will achieve this by:
  - Completing the review of complaints policy and procedures;
  - Training staff in complaints handling and writing responses;
  - Measuring satisfaction with the complaints service and responding to results;
  - Establishing a process to ensure learning from complaints takes place
- Provide a consistent service and good customer care, regardless of who is delivering the service  
We will achieve this by:
  - Using this strategy and our customer care standards in the selection of contractors, within contract terms and in contract monitoring;
  - Requiring contractors, where relevant, to provide training for their staff in customer care and our standards;
  - Integrating our approach to customer care in Service Level

### **5.3 We will aim to understand our customers better to continuously improve and develop our services.**

We want to know who our customers are, to understand their behaviours, needs and preferences, and then use this information effectively to enable us to deliver excellent customer services.

Our priority actions are to:

- **Develop a culture which encourages feedback**  
We already survey our residents, provide a range of opportunities for feedback (as set out in our Residents' Compact), and involve them in mystery shopping. However, to further improve this we will:
  - Increase opportunities for customers to shape services - particularly for groups who are not currently engaging with us;
  - Continue to expand the range of services that are tested for customer satisfaction;
  - Use learning from complaints to improve services;
  - Feedback to our customers what action we have taken in response to their views, for example in the 'You Said, We Did' page in our resident magazine and on our website;
  - Involve residents in staff development initiatives.
- **Make better use of profile information to deliver the service**  
To achieve this we will:
  - Use the demographic information that we collect effectively, to plan service delivery;
  - Use information to meet diverse needs. For example, using information recorded to provide information in a particular language, Braille, large print or an easy to read format;
  - Feed information we capture into our business and financial planning process to make sure our resources are prioritised;
  - Use customer profile data to monitor customer satisfaction and access to services so we can plan to address any differences, to help us meet the aims of our Equality and Diversity Strategy
- **Use Information about customers to eradicate exclusion**  
We recognise that some of our customers are at risk of, or experience, exclusion either as a result of individual circumstances (including deprivation, discrimination; for instance disability, age or nationality); or they because they do not know how or where to access them. We are committed to recognising these people and removing any barriers that might be preventing them from accessing our services. This includes:
  - Continuing to use equality impact assessments to identify barriers as set out in our Equality and Diversity Strategy;
  - Improving information recorded about vulnerability, ensuring this is accessible to staff and periodically reviewed - but also meets

data protection and confidentiality requirements.

#### **5.4 We will invest in efficient and effective processes and technology that will enable us to provide excellent customer services.**

Like any modern organisation we make extensive use of ICT to support our staff in delivering services. Increasingly, we are also using ICT to allow our customers to get the information they want electronically, and to communicate with us directly – especially over the internet. We need to continue to identify the potential to make use of technology to improve the services we offer, enabling greater and easier access and more joined up consistent services.

Our priority actions are to:

- Increase accessibility  
Improved technology and access to data will improve the service to customers and provide staff with easier access to information about services other than their own. We will achieve this by:
  - Evaluating the introduction of a corporate contact centre allowing customers to dial one number to access our services
  - Providing a 0800 number for free phone access to all services;
  - Implementing new telephony to enable the introduction of integrated directories, real time call monitoring and call routing;
  - Improving the Lewisham Homes website, for example, providing online access to rent and service charge information;
  - Reviewing and improving the intranet to make information more accessible;
  - Introducing electronic document management system;
  - Implementing a customer relationship management system;
  - Improving customer profile information on the Academy system, including advice/warning flags to indicate a specific need or issue.
  
- Increase efficiency and value for money  
We will achieve this by:
  - Using mobile technology (for example, hand-held computers) to help staff deal better with enquiries when they are away from the office. This applies particularly to our caretaking, repairs and income staff
  - Extend our text message service so that, for example, residents will receive a message to let them know when our repairs staff are on their way;
  - Make sure our contractors deliver good customer care and work to the same standards as us;
  - Work effectively with other organisations and partners to deliver a joined up service;
  - Ensure that customer contact is recorded consistently.
  
- Improve performance reporting

To achieve this we will:

- Improve our systems to ensure we can measure, monitor and report on customer care standards and performance indicators;
- Analyse learning from a continuous programme of mystery shopping, quality audits and surveys.

## 6.0 Linking up

Our combined **Business and Delivery Plan** for 2009/10 was agreed between Lewisham Homes and Lewisham Council, and sets out how we plan to deliver excellent housing services and provide decent homes for all. The plan has been developed with input from our residents, the Board, staff and other stakeholders.

It reflects the important partnership Lewisham Homes has with the Council and stakeholders and is in line with the overall vision of the Council in the Local Strategic Partnership. The priorities in our Business Plan are reflected in this strategy. Our approach to customer care is integral to delivering our Business Plan. We will review and develop our customer care strategy in line with future Business Plans to ensure this continues.

Most of our customers are also customers of **Lewisham Council**. We will continue to strengthen links, review protocols and information sharing arrangements with council departments to achieve a more seamless service to the customer. To ensure a consistent approach, we have also reviewed this strategy to align with Lewisham Council's Customer Service Strategy, which shares similar objectives including:

- "We put service to the public first":
  - We respect all people and all communities
  - We invest in employees
  - We are open, honest and fair in all we do
- Customer focus which ensures:
  - Easier access to services (Better Access)
  - Improved services (Better Services)
  - Services are providing Value for Money.

General aims:

- Make it quick, simple and straight forward to access services
- Focus on customer and user needs
- Take responsibility for resolving enquiries and problems quickly and efficiently.

Our **Residents' Compact** is an agreement between our residents, Lewisham Council and Lewisham Homes. It sets out how we will work together to

ensure residents are involved in shaping services delivered by Lewisham Homes. It includes an annual review, a yearly action plan and targets by which the success of the Compact can be measured.

Our **Communications Strategy** 2009/2011 plays a vital role in the delivery of Lewisham Homes' strategic objectives, of which customer care is a core element. The strategy contains an Action Plan for the next year. Each section has a selection of key tasks for the future. The plan is fed into the organisation's Business Plan and is reviewed annually.

Lewisham Homes launched its four year **Equality and Diversity Strategy** in May 2008 and this is due to be reviewed by March 2010. We are committed to ensuring that the services we provide are relevant to the needs of all sections of the community, and that our workforce is representative of the people we serve (see Section 7).

We have also carried out a major consultation exercise with **vulnerable residents** and stakeholders who support them, in order to identify key issues for these groups in accessing services. We will ensure that in implementing this strategy we address key issues arising out of that consultation, in order to meet our commitment of equality of access for all.

A key priority for Lewisham Homes is **Value for Money**, as we aim to move resources away from management costs and invest more in improving our properties and the service we provide. Our Value for Money strategy was approved by our Board in November 2008. Service reviews will be used to ensure that services are providing a balance of quality and cost. We are planning to do a number of things to make sure our services are value for money:

- Checking how much our service costs compared to others, by benchmarking with other ALMOs.
- Asking our customers about their priorities to make sure we spend money on the services that matter most to them.
- Looking at our approach to contracted services so that we ensure they are good value and closely monitored
- Maximising the income we collect – from both rent and leaseholder charges.
- Improving ICT systems to improve our efficiency and provide improved online services to customers

This Customer Care strategy works alongside our **ICT strategy**, which was approved by Board in May 2009.

### **The national picture**

In recent years there have been a number of national drivers that have raised the profile of customer services in the public sector. These include:

<b>National Strategy/Agenda Link with Customer Service</b>	Takes a wide view of access to services including an analysis of
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<b>Strategy 'Accessible Services'- 2006</b>	what customers are looking for from a service and considers the need to be able to respond to differences between consumers in relation to their needs, characteristics, expectations and relationship with the services.
<b>Gershon (Efficiency) Agenda</b>	Aimed at improving efficiency in the public sector
<b>Service Transformation'- (Varney Report)</b>	Sets out the opportunities for transforming the delivery of public services in the UK by looking at how the channels through which services are delivered can be made more responsive to the needs of citizens and businesses.
<b>Strong and Prosperous Communities - The Local Government White Paper</b>	The aim of this White Paper is to give local people and local communities more influence and power to improve their lives. It is about creating strong, prosperous communities and delivering better public services through a rebalancing of the relationship between central government, local government and local people.
<b>Reducing avoidable contact</b>	Reducing avoidable contact (NI 14) is one of the 198 indicators against which local government is being assessed within the new performance management framework agreed between Communities and Local Government and the Local Government Association.

## 7.0 Equality and Diversity

Our Equality and Diversity Strategy sets out our approach and this is integral to providing good customer care. We aim to treat all customers fairly and with respect, so that this becomes a natural part of the way we do things at Lewisham Homes. This involves staff at all levels considering whether we are being fair and respectful to different types of people during normal work activities. This includes when we are:

- Delivering existing services
- Developing new services
- Reviewing existing policies and procedures
- Arranging consultation events and questionnaires

- Procuring goods and services
- Undertaking service reviews
- Dealing with comments and complaints

To emphasise the importance of equality and diversity within Lewisham Homes, we have set up an Equality and Diversity Challenge group, which includes representation from staff throughout the organisation.

We will meet all legislative requirements and work to current good practice relating to diversity issues. We will do this by:

- Ensuring that everyone has equal access to our services
- Carrying out Equality Impact Assessments for all aspects of our services and reviews
- Delivering services that are relevant, responsive and sensitive.
- Ensuring that our contractors and others who provide our services also share our vision and values and deliver to this strategy.
- Recruiting, developing and retaining the most talented people as well as valuing their varied skills and experiences.
- Encouraging an honest and open culture which values differences between us
- Promoting and encouraging tolerance, fairness and equality.
- Incorporating our commitments to promote equality in all supplier contracts – these range from major building works to auditing our financial records
- Aligning the way we approach equality and diversity with the Equality Framework for Local Government

We carry out Equality Impact Assessments (EIAs) wherever a policy or service is amended or a new one is introduced. We use them to identify any issues with our services for specific groups, and include solutions to adverse impacts in our Business Plan. When conducting EIAs we look at all the information we have on individual services to see if:

- We need to make any special arrangements for different groups of people, such as disabled people, or older people
- Anything we do disadvantages some groups of people
- We can identify any unmet needs or positive impacts, for example providing hearing loops and signers for people with sensory disability at consultation events

## **8.0 Driving it through**

We have established governance arrangements to provide leadership and clear direction to all of our customer care activities and to oversee implementation of this strategy.

## **8.1 Responsibility for the strategy**

We recognise that we need to designate someone to be responsible for leading on and unifying customer services and customer care across our organisation, to raise the profile of customer services and to co-ordinate the many tasks that we will need to complete over the coming years.

Our Service Development Manager will have overall ownership of the strategy and will be responsible for overseeing progress against the strategy. However the responsibility for making it happen is that of every member of staff within our organisation. We will not succeed in our aims unless every one clearly understands what we are striving to achieve and gives their full support.

The key groups and individuals that will be involved in the implementation of this strategy are outlined below:

<b>Title</b>	<b>Role</b>
Property Services Director	Customer care champion
Service Development Manager	Responsible for the delivery of the Customer Service Strategy and improvement plan
Project Board	Oversee the implementation of the strategy and action plan, acting as a critical friend
Project Team	Deliver elements of the improvement plan and input into review of the strategy.
Senior Management Team and Lewisham Homes' Board	Review progress against the strategy and ensure links between this strategy and others are consistent

## **9.0 Monitoring**

The overall purpose of the Lewisham Homes performance management framework is to ensure that our strategic objectives are threaded through all levels of the organisation to the frontline service delivery. We will monitor progress against our customer care strategy within this framework.

In addition, a Customer Care Project Board has been set up to drive and monitor the implementation of this strategy. This will monitor specific actions through the Customer Care Implementation action plan.

## **9.1 Customer Service Standards**

Alongside this strategy we have produced a set of Customer Service standards, in conjunction with our customers. The standards clearly set out what our customers can expect from us. We will be measuring our performance against them. The standards can be found in full in the appendix to this strategy.

The standards relate to customer care across the organisation and are applicable whichever service is being used. They are supplemented by service specific standards which detail the additional standards customers can expect from that particular service. These have also been produced through consultation with customers, and are clear, measurable and relevant to the customer.

We will monitor to check how we are doing against these service standards in a number of ways including:

- Collection of performance indicators;
- Mystery Shopping by our syndicate and resident mystery shoppers;
- Customer satisfaction surveys;
- Focus groups;
- Quality audits.
- Lessons learned from our complaints monitoring.

We will report results of this:

- Every three months to the Senior Management Team;
- Annually to the Lewisham Homes Board
- And publish key themes and indicators quarterly on our website and in the Home newsletter and in more detail annually in the report to residents.

We will review our service standards every two years and involving our customers in the process.

## **9.2 'Delivering great housing services....'**

### **In the eyes of residents.....**

The measure of our success in delivering our mission and core values is judged primarily and most importantly by our own customers. Customer satisfaction surveys and community engagement activities are among the ways we will continue to capture customer experience, of all the services we provide. A key element of this will be effective learning from complaints.

In continuing to develop our own residents as mystery shoppers, resident inspectors and auditors we will gain valuable insight into the experience of being one of our customers.

### **In the eyes of Lewisham Council.....**

The Council as sole shareholder, property owner and as the strategic authority has a responsibility to ensure our service meets residents'

expectations. Our performance is regularly monitored by Lewisham Council and we work closely with our shareholder to ensure that we maintain and develop the standards of customer care they require.

#### **In the eyes of the Tenant Services Authority....**

The Tenant Services Authority (TSA) is now in place as the regulatory authority for housing associations. In 2010 this will extend to all ALMOs as well as local authority landlords. In developing our customer care and in delivering great housing services we will look to the new requirements of this regulator. By 2010 new standards developed with tenants across England will become the basis for regulation and Lewisham Homes will need to comply with these. We aim not just to comply, but become a leader in good practice. We will keep a watchful eye on the development of the TSA standards and work with our customers to ensure these are integrated into our own.

## **10.0 Review**

We will formally review this strategy in July 2011. However it will be amended and reviewed in the interim, as necessary, to ensure that we keep abreast of development with new regulatory standards and policies and the CSE criteria.

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### **Appendices**

Customer service standards

## **Customer Care Standards: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

We report the results of our monitoring to the Lewisham Homes Board and publish performance information on our website and in newsletters

### **Telephone Calls – We will:**

- Answer all calls within 15 seconds and identify which member of staff you are speaking to
- Whenever possible, deal with your enquiry at the first point of contact
- Deal with your enquiry in a polite and helpful manner
- Call you back in response to messages by the next working day

### **Letters and Emails – We will:**

- Acknowledge any emails or letters you send us within 3 working days and provide a full response within 10 working days. If we need more time to reply, we will let you know when you can expect a full response
- Respond in a clear and understandable way, using plain language and covering all the points you have made

### **When you visit us - We will:**

- Keep our public areas clean and tidy, displaying up to date information
- Ensure reception areas are accessible to people with disabilities
- Ensure you are seen for an appointment or enquiry within 10 minutes
- Offer you a private interview room where available

### **When we visit you at home - We will:**

- Show you an identity card when we introduce ourselves, using a language Introduction Card where required
- Respect your home, your possessions and your beliefs
- Arrange appointments with you at a mutually convenient time
- Inform you if we are delayed, have to cancel, rearrange or make a return call

### **Information:**

From time to time we will ask you for information to help us further improve our service. This may include questions regarding:

- Your ethnic origin, sex and disability - to help us monitor whether we are delivering a fair, unbiased and accessible service
- Your preferences – such as how and when you prefer to be contacted
- Your needs – such as large print letters, interpreting or translation, or help if your mobility is limited
- Your area, your home and the services we or our contractors or partners provide to you

If we ask you for information we will explain what we need, and by when. We will let you know the results if we consult with you. For more information on how we consult with our customers, please refer to our Residents Compact.

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

All information that we print, or publish on our website will:

- Be kept up to date and carry details of how to contact us
- Explain how to get the information in other languages and formats
- Be considered first by a group of residents who check that it is written according to Plain Language guidance

We have more information on specific services available – including:

- Estate Services
- Repairs
- Rent collection
- Leasehold services
- Anti social Behaviour
- How to make a complaint

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Repairs service Standards: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

We report the results of our monitoring to the Lewisham Homes Board and publish performance information on our website and in newsletters

### **You can report repairs to us:**

- At our offices
- By letter
- By email
- On our website
- By phone
- Out of hours – for emergency repairs (weekdays 5pm-8am, weekends and Bank Holidays)

### **Reporting repairs – we will:**

- Offer a range of appointment times between 8am and 5pm Monday-Friday
- Provide a job number and completion date to all those that report a repair
- Provide you with a safety password that helps you identify our operative if you request it

### **Completing repairs – we will:**

- Complete repairs within our published timescales
- We will show our ID when we visit and explain what work we are going to do and how long this will take
- When we first visit you we will advise you how long the repair will take. If we are unable to complete the repair on the first visit we will book a further visit from within your property and advise you when this will be.
- Call you if we are unable to gain access. If we are still unable to contact you, we will leave a card advising you of who you can contact to rearrange the appointment
- Leave your home clean and tidy

### **Gas safety – we will:**

- Write to let you know when we are coming at least 10 working days in advance and remind you 5 days in advance
- Service all gas appliances, we are responsible for, every year

### **Information**

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

In particular we will

- Advise you of improvements you can make to your home and additional information you may need to provide before work can commence

- Provide details on how to claim compensation if we have failed to respond, or complete work within agreed timescales
- Undertake a survey to see how satisfied you are with our repairs service

We have more information on other services available – including:

- Customer Care
- Estate Services
- Rent collection
- Leasehold services
- Anti social Behaviour
- Major repairs

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Estate Service Standards: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

We report the results of our monitoring to the Lewisham Homes Board and publish performance information on our website and in newsletters

### **You can report estate services issues to us:**

- By advising the caretaker
- At our offices
- By letter
- By email
- On our website
- By phone

### **Estates service**

We have set out how we will maintain and clean communal areas on estates:

Daily – we will:

- Complete health and safety checks of all shared areas such as entrances, lifts, lobbies and stairways
- Check any play areas
- Clean lifts and lobby areas, and spot mop spillages to all other shared areas.
- Check bin chambers and chutes for blockages, place an empty bin under chutes and remove bulk items

Weekly – we will:

- Clean stairways, landings, corridors and sweep communal pathways
- Wipe ledges and balustrades and clean low level internal communal glazing
- Clear communal pathways of litter

Every six months:

- Clean windows to communal areas

Where necessary – we will:

- Pick litter from communal grassed areas
- Wash banisters, walls and deep clean other communal areas
- Remove external graffiti within 4 working days of it being reported, and offensive graffiti within 1 working day

### **Information**

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

In particular we will

- Annually publicise on our website a timetable of estate inspections

- Advise resident inspectors and tenant and resident associations of inspections at least one week in advance.
- Publish the results of our Programmed Estate inspections on our website within 4 weeks of the date of inspection
- Provide a copy of the inspection results to any resident who requests this, within 4 weeks of the date of inspection

We have more information on specific services available – including:

- Customer care
- Repairs
- Rent collection
- Leasehold services
- Anti social Behaviour
- Major repairs

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Rent Service Standards: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

### **You can report rent issues to us:**

- At our offices
- By letter
- By email
- On our website
- By phone

### **Rent services we provide**

We will provide a variety of payment methods including:

- Direct debit and Standing order
- Over the Phone
- Through the Internet
- At Lewisham Town Hall
- Post Offices, and stores that display the Paypoint sign

Where you require assistance - we will:

- Carry out a welfare benefit check
- Refer you to agencies that can provide financial advice
- Contact you by telephone or undertake home visits at your request

We will:

- Ensure payments appear on your account within 3 working days (except cheques which will appear on your account within 10 working days).
- Send a payment card out within 5 working days of your request
- Contact you to advise you of the amount you owe and any action to be taken
- Help you to reduce your arrears by negotiating practical repayment terms

### **Information**

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

In particular we will

- Provide you with a rent statement four times a year detailing charges, payments and the balance
- Inform you of changes to rent and service charges at least 28 days in advance of the change
- Include a named contact officer on all correspondence

We have more information on specific services available – including:

- Customer care

- Repairs
- Rent collection
- Leasehold services
- Anti social Behaviour
- Major repairs

**Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Anti-social behaviour Standards: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

### **You can report anti-social behaviour to us**

- By visiting us at one of the local offices -
- By telephone
- By email or online
- In writing
- By minicom or fax

### **When your report anti-social behaviour to us - We will -**

- Record details of your issues at the time and confirm this in writing within three working days
- Contact the person(s) causing anti-social behaviour within five working days if you agree to this
- At your request, visit/interview you within five working days of your report
- Assess what services and support you require, and confirm this in writing, within ten working days of your report

For the most serious cases – for example for hate crime, threats of or actual physical violence, and domestic violence – we will:

- Record details of your issues at the time and confirm this in writing within one working day
- Contact the person(s) causing anti-social behaviour within three working days if you agree to this
- At your request, visit/interview you within three working days of your report
- Assess what services and support you require, and confirm this in writing, within five working days of your report

### **Information**

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

In particular we will

- Treat all information you provide as confidential
- Keep you informed of the progress in your case every 10 working days
- Help you and witnesses access appropriate support – this may include specialist agencies

Before we close your case – we will

- Contact you to explain why we are closing the case
- Give advice on what you can do next
- Ask you for feedback on our service

We have more information on specific services available – including:

- Customer care
- Estate Services
- Repairs
- Rent collection
- Leasehold services
- Major repairs

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Service Standards for leaseholders: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

### **You can report leasehold issues to us:**

- At our offices
- By letter
- By email
- On our website
- By phone

### **Service charges – We will**

- Give you ten days notice if we are going to take any recovery action
- Provide the option for you to pay your annual service charge by 10 equal monthly instalments from the date that you receive your annual service charge bill.
- Offer you a confidential debt advice service if you are having difficulty with paying your annual service charge bills

### **Major works - We will**

- Consult you about the scope of the works, proposed contractors and costs. At least 12 weeks before the contract is due to be let.
- Notify you of any loans available from the Council for payment of major works bills within 10 working days of a written request
- Confirm in writing details of the loan, the administration fee and the repayment terms within 10 working days..
- If you confirm in writing acceptance of the loan within 28 days we will ask the Council's Legal Services to complete the loan and register this as a charge against your property.
- We will consider your financial circumstances if you are having difficulty paying your major works charges and discuss reasonable payment options with you.

### **Alterations – We will**

- We will notify you (in writing within 10 working days of a written application to make an alteration) whether this is allowed and any conditions we have.

### **Information**

We will keep you informed about services, improvements and performance information through newsletters, leaflets, texts and letters as well as our website [www.lewishamhomes.org.uk](http://www.lewishamhomes.org.uk)

In particular we will

- Send you an estimated service charge bill by April each year, giving payment options and the balance of your service charge account
- Send you details of the actual service charges each October for the previous year

- Explain how our service charges are calculated and provide details of the costs.
- Consult and liaise with leaseholder groups

We have more information on specific services available – including:

- Customer care
- Estate Services
- Repairs
- Rent collection
- Anti-social behaviour

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

## **Service Standards for Major repairs: Our Commitment To You**

Lewisham Homes aims to provide you with excellent services, working to standards our residents have helped us to set and monitor.

### **Before the work starts**

We will:

- Consult with you about the work and give you information about what it will involve
- Let you know how long the work will take
- Help you pack your furniture and belongings and store these
- Assess any specific needs you have, for example any disability, so that adaptations can be made to your home if necessary
- Provide you details of your resident liaison officer, who will be able to answer enquiries before and during the work

### **When we are on site**

We will:

- Ensure all staff and contractors provide identification
- Provide a site location where you can contact the project team
- Provide respite facilities so you can escape from the noise and disruption to your home
- Protect your furniture and belongings, using dust sheets etc
- Ensure you are left with drinking water, hot water, heating, electricity and cooking facilities at the end of each day
- Keep you informed of progress

We have more information on specific services available – including:

- Customer care
- Estate Services
- Repairs
- Rent collection
- Anti-social behaviour
- Leasehold services

### **Getting it right**

We aim to provide you with excellent customer service at all times, but if you feel we are not meeting these standards please tell us. If we fail to meet our standards and this causes a problem we will try to rectify this fairly. We will deal positively with your comments and complaints, and of course we welcome compliments from you.

Meeting	<b>Lewisham Homes Board</b>	Item No.	<b>13</b>
Report Title	<b>Board Training and Development Programme 2009/2010</b>		
Report Of	<b>Head of Governance – Mike Sims</b>		
Class	<b>Decision</b>	Date	<b>29<sup>th</sup> September 2009</b>

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

- 1.1 This report seeks guidance from Board on issues of the size of the budget required for its personal development programme and whether or not development should, in some way, be linked to the code of conduct or not in the future.

## **2. Recommendations**

That Board:

- 2.1 Agrees whether the existing budget for personal development is appropriate.
- 2.2 Agrees that the Chair should authorise the proposed spend for these development programmes.
- 2.3 Agrees whether or not it wishes to see a more explicit statement concerning development undertakings within its Code of Conduct, in terms of either attendance and or use of resources.

## **3. Background of the Report**

- 3.1 At its meeting in May this year Board considered and agreed the proposals concerning its overall development plan for 2009/10. The process agreed in the report means objectives are agreed between a Director and the Chair and that LH staff are then left to find the best way to provide the learning within a budget.
- 3.2 There are two issues that need clarifying by the Board:
- a) Where the authority exists to determine whether the cost of proposed development programmes are acceptable or not and;
  - b) Whether the existing budget for personal development programmes is adequate for the Board's expectations about development.

## **4. Authorities and Budgets**

- 4.1 Authority to agree proposed expenditure on development programmes is currently left with staff. The options about where this authority lies are:
- With the CE
  - With a Committee

- With the Chair
- With the Board

It is recommended the authority is placed with the Chair.

- 4.2 In 2009/10 the allocated training and development budget for Board is £9k, which works out to approximately £600.00 per Director. This excludes the resourcing of external trainers for presentations at Board meetings and Board Away Days. The £9k is allocated according to the objectives set by individual members during the PDR process which normally involves members' attendance to ALMO and TPAS seminars and conferences, personal skills training and currently, participation in the CIH qualification in Governance Programme.
- 4.3 Expenditure is not, understandably, usually evenly spread between Directors since this will be dependant on specific individual development needs which will vary.
- 4.4 The projected spend for this activity in 2009/10 is approximately £5.7k, which currently leaves an unallocated spend of £3.3k. It is possible that a further 0.5k at least will be spent on Audit Committee self-assessment leaving an unallocated spend of £2.8k.

## **5. PDR and the Code of Conduct**

- 5.1 The Board's Code of Conduct does not currently explicitly stipulate any link between commitment to undertakings made about development in terms of attendance or completion. On one hand it could do, and on the other, arguably, it does not need to since this relationship is part of the PDR process between a Board Director and the Chair.

It is intended to bring a revised Code of Conduct to Board later this year that reflects changes under the Companies Act, and an assessment of this issue could be made at that time rather than now unless there is a strong feeling it should be changed immediately.

## **6. Implications**

### **6.1 Legal Implications**

- 6.1.1 There is no legal requirement to develop a Board Director although it is best practice to ensure maturing competency through a development programme.

### **6.2 Financial Implications**

- 6.2.1 Contained within the report. The Director of Resources will advise at the meeting on the impact of increasing the existing budget either now or in the future.

### **6.3 Value for Money Implications**

- 6.3.1 None specific to this report.

### **7.3 Equality and Diversity Implications**

7.4.1 Decisions about Director personal development should be made in accordance with key principles of the organisation's Equality and Diversity strategy for service provision. Board should assure itself that decisions on personal development do not have adverse impact in terms of diverse groups on the Board.

7.4 Consultation Implications

7.4.1 None specific to this report.

**If you require further information on this report please contact Mike Sims on [mike.sims@lewishamhomes.org.uk](mailto:mike.sims@lewishamhomes.org.uk)**

Committee	<b>Lewisham Homes Board</b>	Item No.	<b>14</b>
Report Title	<b>Major Works Procurement Project– Your Homes, Your Environment</b>		
Contributor	<b>Director of Property Services – Mark Agnew</b>		
Class	<b>Decision</b>	Date	<b>29<sup>th</sup> September 2009</b>

## **1 Purpose**

- 1.1 To update the Board on progress regarding the Major Works Procurement Project (previously referred to as the Stock Investment Project) that will deliver compliance with the Decent Homes Standard.
- 1.2 To introduce Richard Hand of Ridge and Partners who will give a presentation to the Board on the information to be included in the OJEU Contract Notice for contractors.
- 1.2 To seek delegated authority from the Board for the Project Board to formally approve the Project Procurement Strategy in October prior to ratification by the Board in November to enable placement of the procurement notice in October as originally scheduled.

## **2 Recommendations**

- 2.1 That the Board acknowledge the delays caused by the enforced period of consideration following the Ministers letter of 17<sup>th</sup> July advising round six ALMO's of revised funding timescales.
- 2.2 That the Board delegates approval of the Project Procurement Strategy to the Project Board. The decision to be formally ratified at the Board meeting in November.
- 2.3 That the Board notes the presentation from Richard Hand and supports the issuing of the contract notice for delivery contractors in the Official Journal of the European Union, prior to the formal approval by the Board of the procurement strategy.

## **3 Background**

- 3.1 In July 2000, following its spending review 2001-2004, the Government announced a significant increase in resources for social housing as part of its desire to link increased spending to better outcomes. A 10 year target was set by which all social housing providers would bring their housing to a 'decent standard' by 2010.
- 3.2 Lewisham Homes was established in January 2007 for the express purpose of delivering the Decent Homes Standard (DHS) for those dwellings located within areas where the formation of an ALMO during the 'Home from Home' consultation process was the preferred option.
- 3.3 The Project was formally authorised by the Board at a special meeting held on the 26<sup>th</sup> June 2009.

#### **4 Progress update**

- 4.1 The Project Board was formed in July with the inaugural meeting being held as originally planned on 5th August. However, due to the Ministers letter of the 17<sup>th</sup> July advising the timing of ALMO funding, the following documents were not distributed with sufficient time to enable formal approval:-
- Project Initiation Document (PID)
  - Communications Plan
  - Procurement Options Report
- 4.2 The PID and Procurement Options report will now be formally approved at the next Project Board Meeting following a request for final amendments on 25<sup>th</sup> August.
- 4.3 Strategic procurement consultants (Ridge) have been appointed within the timescale identified in the project plan and have commenced development of the procurement options report. The report has been founded on the visits and presentations undertaken by the Major Works Forum (now referred to as the Residents Major Works Improvement Group), together with professional expertise in the procurement of Decent Homes programmes.
- 4.4 The Procurement Options Report is currently at Draft version 2 and has been reviewed by both the Project Team (Version 1) and the Project Board (Version 2). In light of the number of requested alterations received, it is now envisaged that the Procurement Options report be approved by the Project Board in September.
- 4.5 Due to the delay caused by the period of consideration following the Ministers letter, the procurement strategy will be completed for approval by the Board in November. In order to ensure that the project remains within schedule it is proposed that the OJEU Contract Notice for contractors is issued following a presentation by Richard Hand of Ridge & Partners on those procurement issues that will affect the content of the notice which will follow this report (see summary information attached as appendix 1). The issues being presented were discussed in detail during the Project Board meeting of the 25<sup>th</sup> August and are recommended to the Board for formal approval
- 4.6 A revised Building Cost Model (BCM) will be submitted to the Housing & Communities Agency. The revised level of funding which takes in to account the additional stock from the New Cross area, further deterioration in the housing stock and inflation since the previous 2006 submission will be quoted in all subsequent documentation.

## 5 Key milestones

5.1 The dates provided in brackets indicates the original scheduled date.

Milestone ref	Milestone description	Forecast completion
1	Appointment of Strategic Procurement Consultant	June
2	Project Initiation Document (PID) Approved	July (September)
3	Procurement Options Report Approved	July (September)
5	Project Procurement Strategy Approved	September (October)
6	Revised BCM submitted to Central Govt.	October
8	Pre-Qualifying Questionnaire completed	October
9	Contractor OJEU notice issued	October
<b>2010</b>		
10	Tender Short-list approved	January
11	Lewisham Homes Standard Approved	January
12	Asset Investment Plan Approved	January
13	Tender Documents Issued	February
14	Tenders Scored	May
15	Audit Commission Inspection	May / June
16	Notice of intent to award contracts	June
17	Leaseholder Consultation (section 151/20)	June
18	Contract Award	August

## 6 Key Risks

- 6.1 In any complex project, it is essential to identify key risks that must be monitored and managed so that necessary decisions can be made to reduce the threat and either keep the project on track.
- 6.2 The risks identified below have been generated between officers and as a direct result of feedback received from the stakeholder conference which was held on 27<sup>th</sup> May 2009.
- 6.3 The risks register will be reviewed and further developed by the Project Team w/c 7<sup>th</sup> September.
- 6.4 The risks shown are those that have the highest overall scores within each risk category.

Ref	Risk	L/M/H	Response	Owner
P3	Evaluation of tenders undertaken by unqualified evaluation panel	M	Training in procurement regulations to be undertaken prior to scoring of bids / determination of short-list	Project Manager
F7	Leaseholders unable or unwilling to meet cost of works	H	Ensure accurate & timely estimates and actual bills for leaseholders. Provide financial advice to assist identify funding options	Leasehold Services Manager
F8	We will have poor budgeting and spend control	M	All expenditure being tracked on a monthly basis and formally reported to Project Board.	Project Manager
F9	Decent Homes funding not available in 2011/12	M	Alternative funding options being investigated.	LBL
PD6	Contractor standard of work falls below required	M	Form of contract will ensure contractors will be incentivised to	Director of Property

	quality		perform. Contractors failing to meet required performance levels will receive reduced workload	Services
PD7	Failure to meet the DHS by the date agreed with HCA	H	Revised date DHS compliance date has yet to be agreed. Uncertainty in funding availability will also influence attainment.	Director of Property Services
PR4	Project Team only focus on Procurement element	M	Risks have been identified within the procurement element which will mitigate issues occurring within the delivery phase. PID will be written for the delivery phase and be approved by the Project Board	Project Manager
PR7	There will be poor attendance at meetings	H	Senior Management Team on Project Board will act as 3 line whip. Named contributors and pre-arranged meetings should ensure maximum attendance	Director of Property Services
C4	There will be poor communication within the Project Team	M	Closer working relationships across directorates will breakdown any silo mentality.	Project Manager

## 7 Implications

### 7.1 Legal Implications

7.1.1 There are no legal implications arising from this report.

### 7.2 Financial Implications

7.2.1 The financial implications of this project were set out in the Project Mandate that was approved by the Board in June 2009. There are no further financial implications arising from this report.

### 7.3 Value for Money Implications

7.3.1 The Project Board is monitoring the planning and procurement of the project to ensure that value for money will be achieved.

### 7.4 Equality and Diversity Implications

7.4.1 Equality and Diversity will be taken into account during the preparation of the Procurement Strategy and the Asset Investment Plan.

### 7.5 Consultation Implications

7.5.1 A Communications Plan is being prepared to describe in detail how residents and other stakeholders will be involved in the planning and procurement of the project.

If you require further information on this report please contact Mark Agnew on 020 8314 7329 or email [mark.agnew@lewishamhomes.org.uk](mailto:mark.agnew@lewishamhomes.org.uk)

## Information Requirements for OJEU Advertisement (Second Draft)

The following are the key information requirements when placing an OJEU notice:

Information Requirement	Proposal
Name of client	Lewisham Homes Limited
Client contact	Colin Dawes
Type of contract (works/ services/ supplies)	Works
Nature of contract (framework/ lump sum/ term)	Term
Length of contract/ ability to extend	4 + up to 3 Years
Type of procedure (open/restricted/accelerated/negotiated)	Restricted
Number of providers/areas	3 (maximum of 2 areas per contractor)
Location of works	LB Lewisham
Approximate value of the contract per annum/term	£3m to £12m per area (TBA)

The draft OJEU notice will provide full detail and recommended answers in respect of the information requirements/consideration when placing an OJEU notice, the following list provides an overview:

Information Requirement	Proposal
Name of client	Lewisham Homes Limited
Postal address/e-mail and general web address	Holbeach
Client contact	Colin Dawes
Competitive dialogue?	No
Type of contracting authority	Other/Housing and community
Purchasing on behalf of others?	No
Contract Title	Major Works Procurement 'your homes your environment'.
Type of contract (works/ services/ supplies)	Works
Nature of contract (framework/ lump sum/ term)	Term
Public contract?	Yes
Number of providers/areas	3
Short description of contract	TBA. (Include stock number)
Location of work (NUTS code)	LB Lewisham (TBA.)
Scope of work/ CPV codes	TBA.
Covered by Government Procurement Agreement?	Yes
Division into lots?	Yes (3 areas)
Approximate value of the contract per annum/term?	£3m to £12m per area
Length of contract term	4 years
Option to extend the term?	Yes + up to 3 years
Reserved contract?	No
Restricted to a particular profession?	No
Type of procedure (open/restricted/accelerated/negotiated)?	Restricted
Number invited to tender?	5 to 8 per area
e-auction to be used?	No
Previous publication?	No
Payable documents?	No
Posting and return dates for expressions?	TBA.
Recurrent procurement?	No
EU funding related?	No
Appeals body	Royal Courts of Justice
Appeals information	OGC
PQQs etc. issued by?	Ridge (return to LHL)

Meeting	<b>Lewisham Homes Board</b>	Item No.	<b>15</b>
Report Title	<b>Capital Programme Update</b>		
Report Of	<b>Director of Property Services – Mark Agnew</b>		
Class	<b>Decision</b>	Date	<b>29<sup>th</sup> September 2009</b>

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

- 1.1 The report provides an update on the current position of the Lewisham Homes (LH) capital programme 2009/10 and the status of the 2010/11 capital allocation.

## **2. Recommendations**

- 2.1 That Board note the expenditure to the end of July of £1.775m and the current forecast for the year of £13.170m as set out in Appendix 1 against the total budget of £13.804m.
- 2.2 The Board note the re-profiled budgets for certain schemes, all of which are contained within the overall £13.8m budget
- 2.3 The Board note that additional schemes approved by the Board in May 2009 will now be included in the programme to offset this shortfall. These include the concrete repairs at Trinity estate and some landlords' electrics.
- 2.4 That Board note the high risk schemes as set out in 4.2.8.
- 2.5 That Board note the current level of funding allocated to 2010/11.
- 2.6 That Board approves a bid to the Council for £750,000 of additional capital resources to fund high priority electrical rise renewals.

## **3. Context**

- 3.1 This report reflects the actual expenditure to 31st July and the current forecast spend for the remainder of the year. The forecasts are updated monthly, reflecting actual spend and progress in each scheme to produce a single consistent database from which all reporting is generated.
- 3.2 Appendix 1 shows the status of each scheme, the majority of which are on site or completed. Of the schemes shown as pre-contract, we are currently awaiting tender returns or the finalisation of surveys which will establish the level of works and thus the likely spend for this year. Forecasts will then be reviewed.

## **4. Current Position – see Appendix 1 for Analysis**

### **4.1 Capital Programme Resources**

- 4.1.1 As outlined in the May 2009 Board report, the Capital Programme includes schemes inherited from London Borough of Lewisham (LBL), most of which are now completed. Any under or overspend on these will be managed by LBL. LH are still in discussions with LBL that any spare capacity within the £660k can be recycled into LH capital programmes.

Table 1 – Capital Programme Resources – 2009/10

	<b>£'000</b>
Brought Forward 2008/09	3,800
MRA Allocated Resources – 2009/10	9,890
Additional Resources – Pre 2007/08	115
Ex Chrysalis	1,000
<b>Total Capital Programme Resources 2009/10</b>	<b>14,805</b>

The brought forward balance of £3.8m and the MRA allocated resources for 2009/10 of £9.89m is as per the 28th May 2009 Capital Board Report.

The allocation of the extra resources of £115k for pre 2007/08 schemes and £1m to fund the Ex-Chrysalis Capital Programme are decisions that have been made since the May 2009 Board Report.

- 4.1.2 LH is required to manage within this budget, however underspends can be made available to off set overspends elsewhere or to introduce new approved schemes.
- 4.1.3 The total budget for 2009/2010 is £13.69m, made up of current year funding of £9.89m and a brought forward balance from 2008/2009 of £3.8m. In addition resources available for 2009/2010 include a provision for LBL inherited schemes of £545k and this has now been increased by £115k to £660k. A budget of £1m has been allocated to ex-Chrysalis properties. The aggregate resources available for 2009/10 are therefore £14.805m.
- 4.1.4 The initial budgets for 2009/10 were allocated to identified schemes based on the project co-ordinator's estimate for that scheme. The budgets were further refined when contracts were awarded. Individual projects are kept under review and funds reallocated to underpin delivery of the overall programme.
- 4.1.5 The table below outlines schemes where current forecasts result in lower than the original budgets (reasons are detailed in Appendix 1):

<b>Scheme Title</b>	<b>Initial 2009/10 budget</b>	<b>Revised 2009/10 Budget</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Merridale	175,097	164,436	-10,661
Lift refurbishment, Contract 2	68,414	42,737	-25,677
Replacement of fan coil units	46,438	3,395	-43,043
Lightning protection systems	67,812	3,461	-64,351
New door entry systems	130,861	127,657	-3,204
Refurbished door entry systems	760,973	663,601	-97,372
Hillcrest CCTV	187,785	50,693	-137,092
Milton Court CCTV	102,595	60,621	-47,974
<b>Total</b>	<b>1,539,975</b>	<b>1,110,601</b>	<b>-429,374</b>

4.1.6 The table below outlines schemes where additional funding has been allocated to address changed circumstances or additional work (as described in Appendix 1):

<b>Scheme Title</b>	<b>Initial 2009/10 budget</b>	<b>Revised 2009/10 Budget</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Endwell Court	111,641	131,641	20,000
Cold water tank replacement	89,438	123,195	33,757
Improvements to caretaker's facilities	126,100	137,403	11,303
<b>Total</b>	<b>327,179</b>	<b>392,239</b>	<b>65,060</b>

4.1.7 The budgets will be amended to reflect the reallocation of funds and will be used in future reporting as the base figure against which performance is

monitored. It should be noted that these adjustments maintain the programme within the overall Lewisham Homes capital resources for 2009/10

- 4.1.8 Other schemes are currently forecasting small under or overspends; these will be kept under review until there is certainty over the likely final scheme costs.
- 4.1.9 Included within this category is ICT where the current year is now forecasting an underspend of c£230k. The underspend will be rolled over and used on ICT projects in 2010/11.

## **4.2 Forecast outturn position for 2009/10**

- 4.2.1 The latest month's forecast of £13.170m (as at the end of July) indicates an underspend for the year of £633k.
- 4.2.2 Comments are included as appropriate on Appendix 1 where the variance for the current year on any scheme is more than £10k.
- 4.2.3 In order to mitigate the projected shortfall against the budget, schemes approved by the Board in May are now being started this year. These are the concrete repairs at Trinity estate (with around £250,000 expenditure anticipated for this year), the highest priority landlord's electricals, around £40k.
- 4.2.4 In addition to these schemes surveys of the electrical installations have identified £750,000 of further high priority electricals.
- 4.2.5 This will bring the revised forecast for the year to £13.460m, representing a variance of £350k against the 2009/10 annual budget.
- 4.2.6 There are other known potential overspends (see Honor Oak below) and other possible schemes that we are reviewing to offset this shortfall. This includes additional landlords' electrics.

### **4.2.7 Risk assessment**

Within the forecast, the following projects are considered to be at risk pending the provision of additional cost information :

- **Long term voids** – the budget is currently £75k. The current forecast is £129k as £50k has been spent on two properties carried forward from 2008/09. The balance of the budget (£25k) will be spent on consultants specifying the works. Once the specifications are received a decision will be taken on whether to undertake any works this year by adding additional budget.
- **Endwell Court** – additional problems have been identified with the roof at this property. Contract administrators have been instructed to provide estimated costs. In the short term an additional £20,000 has been allocated.
- **Honor Oak** – there are two risks to this project, cost and time. Surveys are now underway and suggest additional works may be needed, early indications are that these could be in excess of £100k. The contract

period is due to end on 31 March 2010 – any delay, access problems or additional works will cause it to run into 2010/11.

- **Hazel Grove** – detailed surveys are currently underway with works due to start on site on 7<sup>th</sup> September. Until the full extent of the works identified in the surveys are known the scheme is considered a risk.
- **Lanyard and Argosy** – the properties are being surveyed which will indicate the full costs for these blocks. Once these costs are known the budget will be reviewed.

#### 4.2.7 The Ex Chrysalis Capital Programme

The budget for the year is £1m, and the current forecast spend for the year is £650k, with the balance of £350k rolled forward into next year. The intention is that all works will be completed prior to the stock transfer.

The tenders for the works will be issued in early September with the aim of starting works in December 2009. It is therefore proposed to keep the forecast at £650k until tender prices are received.

### 4.3 Monitoring

- 4.3.1 As described in the last Board report, schemes are to be monitored on the basis of time, cost and quality (Customer Satisfaction).
- 4.3.2 Lewisham Homes are adopting the Councils “red, green and amber” protocol for reviewing the status of schemes within the current year’s programme. This will provide a risk monitoring mechanism which highlights the extent that the individual schemes are impacting on the spend profile for the year.
- 4.3.3 In addition, we are proposing to introduce a monitoring matrix for completed projects which measures overall project performance (KPIs) against target.
- 4.3.4 Outlined below are the two schedules, together with the suggested targets against which both risk and performance may be monitored

#### Risk Monitoring – Current Year

	GREEN	AMBER	RED
<b>TIME</b> (Monitors delivery within the year)	On programme to spend within the year	Delayed to the extent that up to £50k is rolled into subsequent year	Delayed to the extent that over £50k is rolled into subsequent year

<b>COST</b>  (Monitors expenditure against approved annual budget)	Within 5% of the latest approved budget	Forecast overspend more than 5% of latest approved budget or £50k.	Forecast overspend in excess of 15% or £100k of latest approved budget
<b>QUALITY</b>  (Monitors resident satisfaction survey at the time of handover)	95% of residents are either "satisfied" or above	90% of residents are "satisfied" or above	Below 90% of residents are satisfied

### Key Performance Indicators - Completed Schemes

	YEAR TO DATE	COMPLETED SINCE LAST REPORT
Total number of contracts or phases (if sectional completion applies) completed		
TIME: number of contracts or phases completed within 5% of contract project programme (defined as contract date to practical completion)		
COST: Number of contracts or phases completed within 5% of last approved budget		
QUALITY: (based on customer satisfaction surveys sent out at the end of projects) Of the satisfaction surveys returned the total number of contracts where 70% of residents were "satisfied" or above.		

#### 4.4 2010/11 Capital Programme Allocation

- 4.4.1 The capital allocation for 2010/11 has been increased since the initial allocation from Lewisham Council, with a total £8.3m now available for next year. Of this, £4.769m has been committed to complete existing schemes.
- 4.4.2 The allocation of the balance for 2010/11 to new schemes is currently being considered. The intention is to allocate this to schemes that fall within the following categories:

- health and safety requirements;
- keeping buildings wind and weather tight;
- emergency works/systems failures; or
- to meet decent homes requirements.

4.4.3 It is intended that the list of new schemes will be available for Area Panels to consider in October and the next Board report will include recommended new schemes.

**If you require further information on this report please contact Mark Agnew on 020 8314 7329 or email [mark.agnew@lewishamhomes.org.uk](mailto:mark.agnew@lewishamhomes.org.uk)**

Scheme	Status	Time	Cost	Quality	Budget for year	Profiled Budget	Oracle Spend	Unpaid invoices / accruals	Total spend to date	Variance to profiled budget	Committed Expenditure	Forecast spend remainder of year	Total forecast expenditure	Variance to budget for year	Comments
					£	£	£	£	£	£	£	£	£	£	
<b>Lewisham Homes Programme (2008/09 - 2010/11)</b>					<b>660,325</b>		<b>237,426</b>		<b>237,426</b>		<b>422,899</b>	<b>422,899</b>	<b>660,325</b>		LBL C&T will balance any under/ overspends
<b>Structural &amp; Essential Works</b>					<b>2,355,914</b>	<b>671,607</b>	<b>300,889</b>	<b>31,442</b>	<b>332,331</b>	<b>339,276</b>	<b>1,749,551</b>	<b>2,089,551</b>	<b>2,421,882</b>	<b>65,968</b>	
Long Term Voids	Pre-contract	G	A	N/A	75,000	0	34,180	0	34,180	-34,180	0	95,000	129,180	54,180	Previous year's works completed late
Disrepair Properties.	Pre-contract	G	G	N/A	75,000	0	0	0	0	0	0	75,000	75,000	0	
Hughesfield Est. Security & Communal works	In contract	G	G	N/A	197,474	42,969	0	0	0	42,969	197,474	197,474	197,474	0	
Glastonbury Hse / Falmouth Cl. / Barnstaple Hse	In contract	G	G	N/A	86,036	86,036	35,038	-1	35,037	50,999	53,729	53,729	88,766	2,730	
Somerville (Doors, Windows & Porches)	In contract	G	G	N/A	207,338	0	710	-710	0	0	207,339	207,339	207,339	1	
Valentine & Pikethorne Struct. Repairs.	In contract	G	G	N/A	460,066	92,852	2,450	31,591	34,040	58,812	424,526	424,526	458,566	-1,500	
Merridale - Structural Repairs	Practically complete	G	G	N/A	175,097	177,388	164,436	-0	164,436	12,952	0	0	164,436	-10,661	Scheme completed under budget
Dartmouth Road - Renewal of Roof Covering	In contract	G	G	N/A	146,479	91,550	0	0	0	91,550	146,479	146,479	146,479	0	
Longfield Crescent - Concrete Repairs	In contract	G	G	N/A	304,530	65,262	3,112	563	3,675	61,587	302,073	302,073	305,748	1,218	
Magnolia House - Roof Renewal	In contract	G	G	N/A	146,479	91,550	0	0	0	91,550	146,479	146,479	146,479	0	
Endwell Court. Window Replacement.	In contract	G	A	N/A	111,641	10,000	0	0	0	10,000	131,641	131,641	131,641	20,000	Problems identified with roof, not yet quantified
Bircham Path remedial works	In contract	G	G	N/A	110,774	14,000	0	0	0	14,000	110,774	110,774	110,774	0	
Planned schemes	Pre-contract	G	G	N/A	170,000	0	0	0	0	0	0	170,000	170,000	0	
Trinity fees	Closed	G	G	N/A	90,000	0	60,963	0	60,963	-60,963	29,037	29,037	90,000	0	
<b>Decent Homes</b>					<b>5,241,037</b>	<b>1,101,524</b>	<b>37,400</b>	<b>117,096</b>	<b>154,496</b>	<b>947,028</b>	<b>3,740,451</b>	<b>5,079,941</b>	<b>5,234,437</b>	<b>-6,600</b>	
Honor Oak (Phase 4)	In contract	G	G	N/A	1,057,100	210,776	0	0	0	210,776	1,053,732	1,053,732	1,053,732	-3,368	On site June 2009, due for completion March 2010
Honor Oak (Phase 5)	In contract	G	G	N/A	135,103	0	0	0	0	0	132,019	132,019	132,019	-3,084	On site June 2009, due for completion March 2011
Mercator-Rawlinson House	In contract	G	G	N/A	854,075	312,000	8,200	12,000	20,200	291,800	833,875	833,875	854,075	0	
Hazel Grove	Pre-contract	G	G	N/A	910,196	134,843	0	0	0	134,843	0	910,196	910,196	0	
Evelyn St. Laurel Hse. Abinger Gr. Shelduck Cr. G	In contract	G	G	N/A	507,699	123,467	6,279	23,970	30,249	93,218	477,450	477,450	507,699	0	
Sayes Court - Various	In contract	G	G	N/A	607,612	135,315	0	0	0	135,315	607,442	607,442	607,442	-170	
Sayes Court - Woodcote House	In contract	G	G	N/A	735,149	180,292	22,920	76,296	99,216	81,076	635,933	635,933	735,149	-0	
Lanyard/ Argosy	Pre-contract	G	G	N/A	434,103	4,831	0	4,831	4,831	0	0	429,294	434,125	22	
<b>Mechanical &amp; Electrical</b>					<b>3,433,857</b>	<b>1,482,934</b>	<b>893,886</b>	<b>32,242</b>	<b>926,128</b>	<b>556,806</b>	<b>2,131,849</b>	<b>2,131,849</b>	<b>3,057,976</b>	<b>-375,881</b>	
Lifts Refurbishment - Contract One	Practically complete	G	G	N/A	91,946	0	300	-300	0	0	93,976	93,976	93,976	2,030	
Lifts Refurbishment - Contract Two	In contract	G	G	N/A	68,414	0	27,397	0	27,397	-27,397	15,340	15,340	42,737	-25,677	Scheme completed under budget
Disability Lifting Equip. (renewals)	Closed	G	G	N/A	5,000	3,100	3,077	1,773	4,850	-1,750	0	0	4,850	-150	
Replacement Domestic Boilers	In contract	G	G	N/A	1,842,800	614,267	336,743	0	336,743	277,524	1,506,057	1,506,057	1,842,800	0	
Central Boilers	Practically complete	G	G	N/A	27,609	9,203	9,426	-0	9,426	-223	19,429	19,429	28,855	1,246	
Replacement fan coil units.	Practically complete	G	G	N/A	46,438	0	0	0	0	0	3,395	3,395	3,395	-43,043	Scheme completed under budget
Lightning Protection Systems	Closed	G	G	N/A	67,812	3,461	3,461	0	3,461	0	0	0	3,461	-64,351	Scheme completed under budget
New Door Entry Systems	Closed	G	G	N/A	130,861	122,866	135,811	-30,173	105,637	17,228	22,019	22,019	127,657	-3,204	
Refurb door entry systems	In contract	G	G	N/A	760,973	495,396	165,373	56,998	222,371	273,025	441,230	441,230	663,601	-97,372	Contingency not required
Ventilation System refurb.	Closed	G	G	N/A	9,842	4,760	4,760	0	4,760	0	5,082	5,082	9,842	0	
Cold water tank replacement	In contract	G	R	N/A	89,438	123,474	123,194	0	123,195	280	0	0	123,195	33,757	Payments expected 2008/09 received 2009/10
IRS (digital TV)	Closed	G	G	N/A	2,345	1,094	1,094	0	1,094	0	1,200	1,200	2,294	-51	
Hillcrest CCTV	In contract	G	G	N/A	187,785	50,693	49,730	0	49,730	963	963	963	50,693	-137,092	works completed significantly under budget
Milton Cr. CCTV & Barriers (Woodpecker Rd)	In contract			N/A	102,595	54,620	33,520	3,944	37,464	17,156	23,156	23,156	60,620	-41,975	works completed significantly under budget
<b>Lewisham Homes, General Schemes</b>					<b>2,113,374</b>	<b>275,100</b>	<b>-152,328</b>	<b>276,898</b>	<b>124,570</b>	<b>150,530</b>	<b>1,671,389</b>	<b>1,671,389</b>	<b>1,795,959</b>	<b>-317,415</b>	
ICT	In contract	R	G	N/A	722,000	0	-218,096	276,896	58,800	-58,800	431,800	431,800	490,600	-231,400	Revised forecast reflects late start of some projects
Tenants Panel Package (Resident Led Program)	In contract	G	G	N/A	385,274	4,000	9,951	0	9,951	-5,951	378,505	378,505	388,456	3,182	2 contracts on site, 3rd tenders received
Fees for future schemes	In contract	A	G	N/A	600,000	145,000	0	0	145,000	499,500	499,500	499,500	499,500	-100,500	Forecast expenditure delayed until 2010/11
Improvements to Caretakers environment	In contract	G	G	N/A	126,100	126,100	55,817	2	55,819	70,281	81,584	81,584	137,403	11,303	Additional essential works found on site
Salaries for all years	In contract	G	G		280,000	0	0	0	0	0	280,000	280,000	280,000	0	
<b>Sub-Total</b>					<b>13,144,182</b>	<b>3,531,164</b>	<b>1,079,847</b>	<b>457,677</b>	<b>1,537,524</b>	<b>1,993,640</b>	<b>9,293,240</b>	<b>10,972,731</b>	<b>12,510,254</b>	<b>-633,928</b>	
<b>TOTAL</b>					<b>13,804,507</b>	<b>3,531,164</b>	<b>1,317,272</b>	<b>457,677</b>	<b>1,774,949</b>	<b>1,993,640</b>	<b>9,716,140</b>	<b>11,395,630</b>	<b>13,170,579</b>	<b>-633,928</b>	

Chrysalis/ XPFI properties	Pre-contract	G	G	N/A	1,000,000	0	0	0	0	0	0	650,000	650,000		
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**Lewisham Homes Board  
Forward Plan 2008-09**

**26<sup>th</sup> November 2009**

<b>Report Title</b>	<b>Presenter</b>	<b>Status</b>
Election of Chair and Vice-Chair	Chair	Decision
Minutes of meeting 29 <sup>th</sup> September 2009 & matters arising	Chair	Decision
Questions from Members of Public	Chair	Decision
Chief Executive Update	Andrew Potter	Information
Chairs Action	Chair	Decision
Amendments to Company Standing Orders	Mike Sims	Decision
Appointment of Board Members to Committees	Mike Sims	Decision
LHL Financial Monitoring Report and LHL Budget Strategy	Adam Barrett	Decision
Business Plan 2009/10 and KPI Performance	Hilary Barber	Decision
Business Continuity Plan	Andrew Potter	Decision
Anti Social Behaviour Strategy	Mark Leahy	Decision
Asset Management Strategy (Annual Review)	Mark Agnew	Decision
Equality and Diversity Strategy Update	Hilary Barber	Decision
Procurement Strategy (Annual Review)	Mark Agnew	Decision
Value for Money Strategy (Annual Review)	Adam Barrett	Decision
Capital Programme Update	Mark Agnew	Information
Board Forward Plan	Chair	Decision
Board Member Enquiries	Mike Sims	Information
Events Calendar	Chair	Information
2010/11 Capital Programme – new schemes	Mark Agnew	Information
Staff Satisfaction Survey	Hilary Barber	Information
Away Day notes and actions	Mike Sims	Information
Exempt Minutes 29 <sup>th</sup> September 2009	Chair	Decision
Minutes from Remuneration Committee 21 <sup>st</sup> September	Chair	Information
Notes from Performance Panel 16 <sup>th</sup> September and 28 <sup>th</sup> October	Vice Chair	Information
Minutes from Audit Committee Meeting 1 <sup>st</sup> September 2009	Terry James	Information

**28<sup>th</sup> January 2010**

<b>Report Title</b>	<b>Presenter</b>	<b>Status</b>
Minutes of meeting 26 <sup>th</sup> November 2009 & matters arising	Chair	Decision
Chairs Action	Chair	Decision
Questions from Members of Public	Chair	Decision
Chief Executive Update	Andrew Potter	Information
LHL Financial Monitoring Report and LHL Budget Strategy	Adam Barrett	Decision
Business Plan 2009/10 and KPI	Hilary Barber	Decision

Performance		
Communications Strategy (Annual Review)	Adam Barrett	Decision
Resident Business Plan	Adam Barrett	Decision
Dates of Board Meetings from May 2010 to May 2011	Mike Sims	Decision
Capital Programme Update	Mark Agnew	Information
Board Forward Plan	Chair	Decision
Board Member Enquiries	Mike Sims	Information
Events Calendar	Chair	Information
Exempt Minutes 11 <sup>th</sup> November 2009	Chair	Decision
Notes from Performance Panel 9 <sup>th</sup> December	Vice Chair	Information
Minutes from Audit Committee 17 <sup>th</sup> December	Terry James	Information

### 25<sup>th</sup> March 2010

Report Title	Presenter	Status
Presentation by Audit Commission on Inspection	tbc	Information
Minutes of meeting 28 <sup>th</sup> January 2010 & matters arising	Chair	Decision
Questions from Members of Public	Chair	Decision
Chairs Action	Chair	Decision
Chief Executive Update	Andrew Potter	Information
LHL Financial Monitoring Report and LHL Budget Strategy	Adam Barrett	Decision
Lewisham Homes Self Assessment	Andrew Potter	Decision
Business Plan 2009/10 and KPI Performance	Hilary Barber	Decision
Business Plan 2010-11	Hilary Barber	Decision
ICT Strategy (Annual Review)	Adam Barrett	Decision
Residents Compact (Annual Review)	Adam Barrett	Decision
Capital Programme Update	Mark Agnew	Information
Board Forward Plan	Chair	Decision
Events Calendar	Chair	Information
Board Members Enquiries	Mike Sims	Information
Exempt Minutes 28 <sup>th</sup> January 2010	Chair	Decision
Notes from Performance Panel 20 <sup>th</sup> January & 3 <sup>rd</sup> March 2010	Vice Chair	Information
Minutes of Audit Committee Meeting 9 <sup>th</sup> March 2010	Terry James	Information