Invest Grow Transform

Our corporate plan **2018/19**

L&Q



Invest.Grow.Transform

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Chief Executive's introduction



This is our first corporate plan since we completed a large-scale merger with fellow housing association East Thames. We've emerged from this process a unified organisation that's ready to make real our ambitions for the future.

The objectives set out in this corporate plan form the first year of what will be a two-year transformation programme, taking us up to 2020. Importantly, it's a plan our people, our residents and our partners have helped to shape. Their comments have made this plan what it is.

The messages came through loud and clear from all three groups. Our ambition and our commitment to growing a strong business capable of making a real difference to the housing crisis are supported – admired, even. However, they felt that we needed to renew the emphasis we place on our social purpose, our homes and our service.

We have listened to this feedback and reflected it in this plan.

We are committed to investing in the quality of our existing homes and using new technology to improve our offer to residents and customers and simplify how we operate. We'll also develop our capability so that we can grow and deliver better services. Finally, we will build an improved resident and customer-focused culture within our newly united organisation.

We've boiled down these aims into three key themes:

- **Invest** – we'll invest in our people, in our existing homes and in the tools we need for the job
- **Grow** – we'll grow our organisational and financial capability so we can deliver services better
- **Transform** – we'll transform our services, tackle social stigma and embed a customer service culture across the business.

L&Q believes that homes matter, because people matter. We look forward to continuing to work closely with the people who matter to deliver this.

David Montague
Group Chief Executive

Introduction from the Resident Services Group



Last year was overshadowed by the tragic events at Grenfell Tower. In my role on the Resident Services Group, and now since joining the Group Board, I have seen the co-ordinated response to this within L&Q, keeping residents informed while still providing day-to-day services.

Moments like that serve to show just how challenging it can be to work in housing. The dedication and hard work I have witnessed has made me proud of L&Q and its people.

Today, we face some fresh challenges – and some exciting opportunities.

Giving good customer service, listening to residents and involving them in our decision making is more important now than ever. So I'm delighted that residents are at the heart of this plan.

I also think L&Q's increased investment into maintaining and improving its homes is something for us all to celebrate. We want to be as proud of our existing homes as we are of our new developments.

But L&Q does so much more than provide homes – it invests in communities. This plan will see it renew its focus on its social purpose. As part of that, the L&Q Foundation, with its new training academy, will offer more chances than ever before for residents to improve their lives.

That's what really matters.

So, as we turn the ambition set out in this corporate plan into reality, we must remember that it is our residents we are doing it for. If we keep them in our mind's eye, I know we'll deliver the transformation this plan envisages.

Fayann Simpson
Chair of Resident Services Group and member of Group Board



Invest

Invest
People

We will be an employer of choice and create opportunities for our people and residents to realise their full potential by:

- Raising the L&Q Foundation budget to £10 million a year to increase activities supporting our residents and communities
- Investing £5 million a year to expand the L&Q Academy apprenticeship programme and graduate scheme
- Growing a visible and values-led management team through a new suite of management training
- Living our inclusion value through a strategy led by our new Head of Diversity and Inclusion
- Delivering a new employer offer, pay and reward approach and succession strategy to recognise and retain high potential colleagues.

Invest
Technology

We will improve the service our residents receive by giving our teams the right tools for the job and becoming a more connected business. We will do this by:

- Investing £12 million to make us fit for the digital age and support our work to provide more online services for residents
- Implementing new mobile technology so that we can respond even more quickly to residents' needs
- Promoting greater internal collaboration and networking so that we offer more joined-up responses to issues
- Applying a new digital security system to provide watertight protection for the information and data we hold.

Invest
Quality of homes

We will manage homes for existing residents to a level that we can be proud of by:

- Increasing total investment in maintaining and improving our existing homes by 14%, to include provision for fire safety works
- Overhauling our repairs service to focus on right-first-time fixes, increased choice and better service overall
- Developing new, improved works to prepare empty properties for new residents and sheltered living standards in consultation with our residents
- Improving the way we manage and monitor properties through smart home digital systems and a new approach to managing our buildings.



Grow

Grow
Building more homes

In response to the housing crisis, we will work to create 100,000 new homes over the next ten years directly or by working with partners. At least 50% of the new homes we build will be affordable, with a target of 60% in London. We will do this by:

- Investing £1.4 billion in new land and completing 3,220 homes (increasing each year to 10,000 per annum by year ten)
- Establishing a Product Innovation team to research and develop ways of improving construction speed and efficiency, focusing on new developments in building techniques and systems
- Defining a new management and maintenance approach for new homes in L&Q's Counties region
- Working with local stakeholders to strengthen and generate partnership working opportunities
- Improving the customer experience for people buying or renting our homes, with a view to meeting the Home Builders Federation five-star quality standards.

Grow
Financial capacity

We will build financial flexibility and strength to maximise our capacity to deliver services and homes, and manage risk effectively by:

- Exploring different ways of funding the development of new homes and increasing the amount of affordable housing built – while continuing to operate within our financial agreements and risk limits
- Assessing the potential for securing different types of external funding for our shared ownership and commercial activities, so that we can make greater use of our surpluses to invest in our existing and new social homes
- Maintaining our strong approach to financial viability and governance, ensuring that we retain the confidence of the Regulator of Social Housing and our investors.

Grow
Offer

We will focus on delivering social rented homes as our main housing offer and make sure that we maximise the income from our other types of homes to support this by:

- Delivering a campaign to position L&Q private rented homes (including London Living Rent and Rent to Buy products) as a brand of choice
- Reviewing and adapting L&Q's intermediate rent offer to ensure products match customer needs and aspirations as we grow
- Launching an L&Q later-life strategy, which will include a new approach to housing for older people and people looking to downsize their home
- Investing £5 million in existing older people's scheme upgrades
- Improving customer research to make sure that we get the L&Q offer right in the newer areas where we operate.

Transform



Transform
Customer service

We will make it easier for our people, residents and customers to engage and transact with us by embedding customer-focussed systems and behaviour. We will do this by:

- Increasing opportunities for resident and customer voices to be heard, enabled by data analysis, customer research and the launch of a new customer panel
- Consulting residents to review our service, to include examining our complaints process, service standards and key performance indicators
- Improving the efficiency of our repairs, allocations and rent accounting systems
- Developing the My L&Q portal to enable customers to access online repair booking, enquiry logging and lettings.

Transform
Culture

We will transform our organisational culture to one that empowers and encourages colleagues to achieve their goals by:

- Demonstrating more clearly to our people and our residents how the work we do helps to improve lives
- Launching training and internal communications activity to help colleagues really understand our customers and their needs
- Enabling frontline teams to reduce bureaucracy and improve resident and customer experience
- Revising our induction programme to focus on residents, customers and teamwork
- Introducing shared key performance indicators to encourage teams to work together towards shared goals
- Implementing a new performance management process that more closely reflects our values and behaviours.



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For more information

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