

Invest Grow Transform

Our corporate plan **2019/20**

L&Q



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Chief Executive's introduction



The objectives set out in this corporate plan form the second year of our two-year transformation programme, taking us up to 2020. We listened to our people, our residents and our partners when we shaped its first year, and we came back to you again to refine our aims for year two.

Those aims continue to span our 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.

As we move into year two, quality must become our watch word.

We want only ever to hand over new homes we are proud of and to manage existing L&Q homes as well as we would our own. We must take personal responsibility for delivering great service, whether that is to our customers or to each other.

Only then can we maintain our upward trend on resident satisfaction and, importantly, regain the trust and confidence of residents in our most challenging schemes.

This year, we'll also need to manage the challenges and opportunities present in our operating environment: delivering growth, maintaining the bottom line and investing in our service and existing homes.

Each of us at L&Q has a role to play in all of this.

Whether it's developing new ideas and products, or new, efficient ways of doing things, we've always been a leader in the sector. We're a leader because we have great people who work for us – and who care about what we do.

I'd like to thank you for your commitment.

Your hard work since we set out on this two-year journey has got us where we are now. We've made good progress and delivered what we said we would.

Now is the time for that next push to get us where we want to be.

David Montague
Group Chief Executive

Introduction from the Resident Services Group



Operating in a tough environment has become almost second nature for housing associations. Yet, despite our best efforts, the housing crisis remains very real, the number of homeless people is rising, and people are struggling.

We cannot afford to stand still.

L&Q's plans to build 100,000 quality new homes will help alleviate these problems – and it's continuing to invest in our homes, to keep them in good condition.

Its work to support residents makes a huge difference too. Thanks to the L&Q Foundation, residents are increasing their income and getting new or better jobs.

Residents have a lot to offer in return. Listening to us and working with us as equal partners makes L&Q a better landlord.

L&Q's standard for the homes it relets is a good example of the difference residents can make. It was residents who flagged that refurbishing homes more thoroughly between lettings would give the people moving in a better start to their tenancy.

That's why I'm delighted that L&Q is making it easier for more of us to have our views heard. For example, it's signed up as an early adopter of the National Housing Federation's Together with Tenants initiative, working with residents to make sure it remains accountable to us.

And more than 3,500 residents have now joined L&Q's new online panel, which offers a fresh way to hear what we have to say.

This is all part of its new customer promise. This includes a commitment to listen to residents and act on our feedback and to make it easier for us to interact with L&Q – anytime, anyplace, using any device.

Keeping us safe is another key promise. It will do this, in part, by continuing to invest in our homes and by being active members of the government's early adopters programme on building and fire safety.

It's also pledged to put things right if ever they go wrong. During the past year, we've seen L&Q be open and honest when it has failed residents – and, importantly, it has committed to learn from its mistakes.

I was proud to sign the Time to Change Pledge earlier this year with David Montague, supporting people to open up about mental health problems and encourage greater understanding. This is another way that L&Q is helping to lead the housing sector.

Over the coming year, there is still work to do to improve resident satisfaction. But positive initiatives are in place and there is a genuine desire from people right across L&Q to make it happen.

Fayann Simpson

Chair of Resident Services Group and member of Group Board



Invest People

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

In 2019/20 we will:

- Introduce and implement a new pay and reward strategy, including new pay grades, revised bonus arrangements and a review of our range of flexible benefits
- Implement a new skills and development strategy to support our future leaders
- Expand the reach of the L&Q Academy by creating degree-level apprenticeships
- Enhance our support to prevent low-level conflict from escalating.

Invest

Colleague experience

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

In 2019/20 we will:

- Improve remote modern working capabilities that reflect colleagues' different needs, with easy access to information anytime, anyplace, on any device
- Make it easier to transact with us – by delivering our Microsoft Dynamics 365 programme, including CRM and customer service centre upgrades and using innovative technologies and artificial intelligence to deliver better, faster, lower-cost services
- Provide customers and colleagues with cyber security assurance that L&Q is a business they can trust.

Invest

Quality of homes

We will manage homes for existing residents to a level we can be proud of.

In 2019/20 we will:

- Focus on providing good quality homes by embedding new quality standards consistently across all schemes, including a new standard for sheltered housing
- Develop a targeted and strategic asset disposal strategy based on quality of home, efficiency, organisational geography and accelerated staircasing, to generate £30 million in extra revenue
- Invest in smart systems and technology, including rolling out low-cost broadband to customers and connecting more schemes so that we are alerted if work is needed to, say, boilers or lifts.



Grow

Grow

Organisational capacity

In response to the housing crisis, we will work to create 100,000 new homes over 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.

In 2019/20 we will:

- Achieve growth through targeted strategic acquisitions and partnerships, including developing our relationship with Trafford Housing Trust
- Complete a road map for standardising components and house types, with flat layouts, standard house types and bathroom and balcony pods
- Focus on ensuring the 'one L&Q' mindset is adopted in our development strategy, with an absolute focus on quality
- Implement a new brand strategy to enable us to stand out from the crowd and tell a compelling and authentic narrative around our social purpose and growth aspirations
- Review our corporate governance structure to support future growth and make sure that the resident voice and accountability are appropriately represented.

Grow

Financial capacity

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

In 2019/20 we will:

- Develop a new capacity model that ensures we can sustain our investment and growth ambition while operating within set levels of financial risk appetite, linked to key financial metrics
- Seek new funding opportunities and diversify funding to support the capacity model, articulated within a new five-year funding strategy.

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.

In 2019/20 we will:

- Reduce our environmental impact by installing photovoltaic systems, offsetting carbon, fitting charging points for electric vehicles and sourcing energy from green suppliers
- Minimise the waste we generate from our offices and construction sites and monitor the outputs through annual environmental impact reporting
- Create a new Place Makers Fund for the Counties region to support community activity and increase social impact
- Support vulnerable people living within the wider community by working in partnership with St Mungo's to set up a homeless recovery centre in Stratford.



Transform

Transform Culture

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

In 2019/20 we will:

- Implement and embed an engagement strategy to encourage high levels of trust and engagement within the organisation, monitored through the Great Places to Work index
- Embed our values and behaviours through cultural conversations workshops, helping our people connect our values to our everyday work
- Support colleagues and managers in getting the most from a modern workplace, where we work more flexibly, including at hot desks or from home
- Deliver a group-wide culture campaign involving colleague events, film and photography.

Transform

Customer service

We will make it easier for our people, residents and customers to engage and transact with us by embedding customer-focused systems and behaviour to make real our customer promise.

In 2019/20 we will focus on five key areas of work:

Quality service

- Complete more repairs at first visit by improving scheduling, diagnostics and getting the right skilled tradespeople to the right jobs – targeting 80% first-time-fix at year end
- Review and improve the current operating model to deliver better local services.

Easy to deal with

- Deliver online services to enable customers to self-serve, anytime, anyplace, on any device
- Launch a new website and start delivering online transactional services (webchat, intelligent help and advice, sign in, payments online and dynamic web forms)
- Consolidate customer contact for the L&Q Group into a unified customer contact centre

- Provide transparent cost information to all customers by reviewing our approach to service charges and sinking funds and delivering best practice in how we charge for services.

Listen and act

- Support colleagues in using a consistent and helpful tone of voice across all channels – from letters to phone calls – to help build customer trust
- Set up an electronic panel to hear the thoughts of a larger, more diverse range of customers and pilot a new approach to resident involvement in three communities
- Take part in the National Housing Federation early adopters programme for Together with Tenants and embed the approach within our governance structures.

Put things right

- Embed a two-stage complaints process to improve customer experience and reduce complaint resolution time, aiming to resolve complaints with customers within ten days
- Systemise and embed our learning from the complaints we receive.

Keep customers safe

- Be active members of the Ministry of Housing, Communities and Local Government's early adopters programme
- Meet our landlord obligations set out in the Homes (Fitness for Human Habitation) Act by delivering a more effective and robust response to damp and mould
- Deliver a single point of statutory asset compliance in the home for the Group.



For more information

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