



LEASE INTERIM BUSINESS PLAN: 1 October 2018 – 31 March 2019

1.0 Foreword

- 1.1 This Interim Business Plan sets out the immediate priorities and planned activities for LEASE covering the period from October 2018 to the end of March 2019. The business plan builds on the recommendations of MHCLG's internal review of advice and support to leaseholders and we will continue to work with MHCLG on implementing the review throughout this period. The period covered by this business plan is necessarily short as we anticipate the appointment of a new interim Chair who will want the opportunity to consider their own vision and plan for the organisation upon their appointment.
- 1.2 This updated business plan replaces the previous one dated March 2016. The Board took the view that the previous plan should not be updated until the completion of the Government's internal review of advice and support to leaseholders which was announced on 21 December 2017.
- 1.3 One key difference between this plan and the previous one is that LEASE no longer engages in any commercial activity to generate funds and its sole purpose is to support leaseholders. In February 2017 the Government announced that LEASE would no longer engage in commercial activities and would only advise leaseholders. LEASE has honoured this commitment since that date. We emphasise that LEASE is unapologetically on the side of leaseholders and does not knowingly advise leasehold professionals or commercial entities in the pursuit of their commercial activities. This commitment to leaseholders is a golden thread which runs through this business plan.

2.0 LEASE Strategic Objectives

- 2.1 LEASE has defined its strategic objectives, supported by indicators and target metrics to provide a clear measure of performance. These are set out below.
 1. Position LEASE as the primary source of free high quality initial advice on residential leasehold and park homes in England and Wales.
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2. Support leaseholders in high rise building in England as the primary source of free high quality initial advice as regards fire safety in high-rise buildings.
3. Raise awareness of LEASE's services and to work with other organisations in the advice sector to improve the support available and maximise the number of leaseholders who receive timely advice.
4. Use LEASE's data, knowledge and insight to inform the sector by highlighting trends and anomalies and influence improvement in the sector.
5. Make LEASE an excellent opportunity for all our staff to develop their careers.
6. Ensure LEASE operates as an efficient public service and responds to the recommendations of the MHCLG internal review of advice and support to leaseholders.

Objective 1: Position LEASE as the primary source of free high quality initial advice on residential leasehold and park homes in England and Wales.

KPIs:

1. Number of UK visits to the LEASE website and downloads of online materials
2. Number of enquiries addressed by LEASE advisers
3. Capacity growth of other advice providers to assist leaseholders locally
4. Customer satisfaction surveys for advice by telephone in writing and face –to-face (including outreach) show high satisfaction rating
5. Turnaround for written enquiries within specified time
6. Telephone enquiries addressed within specified time
7. Outreach events arranged within specified time

Target Metrics:

1. Achieve 424,000 advice guide downloads in the period
2. Achieve 423,000 FAQ downloads in the period
3. Complete 12,750 enquiries in England in the period.
4. Collaborate with two relevant organisations to grow their capacity to support leaseholders
5. Achieve an average of 4.5 out of 5 in customer satisfaction surveys (telephone, written and outreach)
6. Address 75% of written enquiries within 10 working days
7. Hold phone advice sessions within two working days of customer requesting call
8. Arrange outreach events within 10 working days of request

Delivering Objective 1

We will:

- Maintain LEASE's website, update content and complete the external review of advice guides by 15 November 2018.
- Roster LEASE advisers to support leaseholders by telephone helpline, written advice and outreach channels every working day.
- Engage other advice providers with a view to assisting their local leasehold advice provision by 30 November 2018.
- Implement the recommendations arising from LEASE's external audit of advice quality and the mystery shopper exercise by 22 November 2018.
- Launch LEASE's first online E-Learning module by 26 October 2018.
- Implement outcomes for LEASE arising from MHCLG's review of advice and support for leaseholders in England.
- Maintain an awareness of the leasehold and park home policy environments and support the reform agenda through participation in workshops, working groups and responding to Government and other associated consultations.

Objective 2: Support leaseholders in high rise building through advice and information as regards fire safety.

KPIs:

1. Number of UK visits to the fire safety page
2. Number of UK page views to the fire safety pages
3. Number of enquiries addressed by LEASE advisers
4. High ratings in customer satisfaction surveys for advice by telephone, in writing and face-to-face (including outreach)
5. Turnaround for written enquiries within specified time
6. Telephone enquiries addressed within specified time
7. Number of outreach events held
8. Arrangement of outreach events within specified time

Target Metrics:

1. Achieve 43,500 visits to the fire safety page
2. Achieve 68,000 page views for the fire safety pages
3. Complete 1,200 enquiries in the period
4. Achieve an average of 4.5 out of 5 in customer satisfaction surveys (telephone, written and outreach)
5. Address 75% of written enquiries within 10 working days
6. Hold advice sessions within two working days of customer requesting call
7. Hold eight outreach sessions in the period
8. Arrange outreach events within 10 working days of request

Delivering Objective 2

We will:

- Maintain LEASE's fire safety page and update content.
- Roster LEASE advisers for the fire safety service via telephone, written advice and outreach channels every working day.
- Implement any relevant recommendations arising from LEASE's external audit of advice quality and mystery shopper exercise.
- Implement the fire safety outreach plan throughout the period.
- Continue to liaise with MHCLG and other stakeholders to understand and influence the building safety reform agenda.

Objective 3: To raise awareness of LEASE's services and to work with other organisations in the advice sector to improve the support available and maximise the number of leaseholders and prospective leaseholders who receive timely advice.

KPIs:

1. Adwords campaign achieves its targets
2. Key stakeholders, including Citizens Advice, Which, Local authorities and local media (radio and newspapers) engaged
3. Generate and implement the Communication Strategy
4. Draft and implement an outreach plan

Target Metrics:

1. Achieve 27,760 visits to LEASE's fire safety pages
2. Increase use of social media and engagement with national and local media and outreach events throughout the period
3. Complete Communication Strategy by 30 November 2018

Delivering Objective 3

We will:

- Implement a communications strategy.
 - Engage with stakeholders and other organisations who provide advice and who have an interest in our work.
 - Implement a comprehensive outreach plan.
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- Attend and represent LEASE at speaking engagements and housing conferences.
- Create opportunities for joint working with other advice bodies including leasehold grass roots groups.

Objective 4: Use LEASE's data, knowledge and insight to inform the sector by highlighting trends and anomalies and influence improvement in the sector.

KPIs:

1. Create data page on LEASE website
2. Publish data quarterly on LEASE website

Target Metrics:

Create a data page on the LEASE website by 31 March 2019 and establish a process for dissemination of information within the sector.

Delivering Objective 4

We will:

- Analyse LEASE's local, regional and national enquiry data and publish:
 - LEASE's inaugural annual data analysis of trends in leasehold and park homes by 31 March 2019
 - FAQs for journalists.
- Submit a comprehensive LEASE response (which includes analysis and intelligence) to all relevant Government consultations.
- Use our data knowledge and expertise to inform our regular accountability meetings with MHCLG, identifying trends and highlighting anomalies where further scrutiny of leaseholder issues may be required.

Objective 5: Make LEASE an excellent opportunity for all our staff to develop their careers

KPI:

1. Collaboration with relevant organisations across the housing advice and support sector e.g. Citizen's Advice, and bring learning back into the organisation
2. Improve staff survey from 2017-18 baseline

Target Metric:

- By 31 March 2019 achieve agreement with two relevant organisations for LEASE staff

to have short-term placements.

- Raise staff survey scores for
 - My Team to 85%;
 - My Manager to 86%; and
 - Learning & Development to 60%

Delivering Objective 5

We will:

- Engage stakeholders who have an interest in our work in order to help us drive innovation of the services our staff provide, build LEASE's network and relationships with stakeholders and reduce the risk of stakeholders misunderstanding the work of LEASE staff and its Board.
- Increase investment in L&D and ensure L&D opportunities are available to all categories of staff by 31 March 2019.
- Include target for L&D within staff objectives.
- Career development plans are developed and put in place for all staff.
- Work effectively with MHCLG on the delivery of the recommendations from the internal review of advice and support to leaseholders. Take forward those recommendations that fall to LEASE to deliver.

Objective 6: Ensure LEASE operates as an efficient public service and responds to the recommendations of the MHCLG internal review of advice and support to leaseholders.

KPI:

1. Manage LEASE's budget effectively and use financial and people resources to best effect
2. Prepare for 2018-19 annual audit of financial statements by 31 March 2019

Target Metric:

- Preparations completed for 2018-19 annual audit of financial statements by 31 March 2019.
- Maintain Cost per Customer at less than £1.10 by 31 March 2019.

Delivering Objective 6

We will:

- Approve external auditor's 2018 Audit Plan by 15 February 2019.
- Monitor spend closely throughout the period and complete monthly workbook reports, and associated commissions as required by MHCLG to achieve a break even financial result for 2018-19.
- Commit to publishing a new 3 year corporate plan and annual business plan which reflects the recommendations of the internal review and, jointly with MHCLG, revise our aims and objectives. We will also consider whether the framework agreement that governs our primary role and our relationship with MHCLG, including the Department's expectations needs to be updated.

5.0 Cost of delivering the plan

- 5.1 LEASE is committed to delivering its objectives cost-effectively and is conscious in all it does of its responsibility to providing value for money to the taxpayer.
- 5.2 The forecast costs for delivering the interim plan set out above in the next six months are £815,000

6.0 Staffing

- 6.1 LEASE will continue to ensure it has the correct staff capacity and capability within its budget limits. During April the total workforce will increase by one fixed-term member of staff. This addition is a reflection of the fire safety service implemented in December 2017.

7.0 Governance

- 7.1 LEASE is accountable to MHCLG for the use of resources and performance. The relationship is set out in a Management Statement and Financial Memorandum that operate as framework documents and monthly meetings attended by LEASE and MHCLG officials are held to review performance, risks and the use of financial and other resources. LEASE reports quarterly to the Welsh Government on its performance against the objectives set for the year.
- 7.2 LEASE's Board's responsibilities are to provide leadership and strategic direction and supervise the overall management of LEASE activities. The Board has two sub-committees:
- Audit and Risk Assurance Committee, with three non-executive members, which reviews the completeness, reliability and integrity of the
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assurance framework and advises the Accounting Officer and the Board;
and

- Remuneration Committee, with three non-executive members, which determines pay and related matters, reviews performance appraisal frameworks and assists in the recruitment of senior staff.