



Housing Select Committee

Lewisham Homes Annual Performance Outturn Report 2022/23

Date: 12th September 2023

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors:

Director of Housing Strategy, Chief Executive Lewisham Homes, Director of Law and Corporate Governance, Director of Finance

Outline and recommendations

The purpose of this report is to provide Housing Select Committee with an overview of performance achieved by Lewisham Homes against the Annual Business Plan objectives and KPI targets in 2022/23.

1. Summary

- 1.1. This paper gives an overview of Lewisham Homes' performance against the Annual Business Plan objectives and key performance indicators in 2022/23. It also provides an update on the quarter one performance and references the Business Plan for 2023/24.

2. Recommendations

- 2.1. Housing Select Committee are asked to note the report.

3. Policy Context

- 3.1. The Business Plan 2022/23 supports the delivery of the Lewisham Homes Corporate Plan, 2019-2023, which was developed in collaboration with London Borough of Lewisham (LBL).
- 3.2. The Business Plan also supports the aims and objectives of LBL and aligns with key priorities in Lewisham's Corporate Strategy, notably on:
- Tackling the housing crisis.
 - Building an inclusive local economy.
 - Making Lewisham greener.
 - Building safer communities.

Regulation and the Introduction of Tenant Satisfaction Measures (TSMs)

- 3.3. The end of 2022/23 introduced a period of greater regulation. In July 2023 the Social Housing (Regulation) Act received Royal Assent and the Regulator of Social Housing (RSH) has commenced consultation on more rigorous consumer standards, that they regulate proactively, a key element of which will be via an inspection regime.
- 3.4. From April 2023 the RSH has required landlords to collect a standard set of information, in a prescribed format which comprises the Tenant Satisfaction Measures (TSMs); this includes the 12-perception metrics measured through tenant surveys and 10 operational metrics covering housing service provision.
- 3.5. In order to ensure scrutiny of the TSMs, the Lewisham Homes Performance Pack report has been expanded to accommodate the introduction of the TSMs. The TSMs also now have close alignment with the updated Consumer Standards, as they now form the sixth consumer standard through which the Regulator of Social Housing is expected to regulate social housing providers from April 2024.

4. Background

- 4.1. 2022/23 has been a challenging year across the social housing sector; with the economy still recovering from Covid and Brexit when the war in Ukraine started; supply chain issues and energy price growth has led to inflation and interest rates increasing. It has been a year where our residents have experienced significant financial pressures and Lewisham Homes has enhanced its support to residents to support them to sustain their tenancies.
- 4.2. In December 2022, Mayor and Cabinet gave approval to end the management agreement with Lewisham Homes. Lewisham Homes has been working proactively with the Council to support the resumption of direct management of housing from 1 October 2023.

5. Annual Report to Residents 2022/23 – A Summary

- 5.1. The Lewisham Homes annual report for 2022/23, was developed with the support of a resident editorial panel and was approved by Board on 8 August 2023. The virtual annual report can be found here: [Our 2022/23 Annual Report to Residents - Lewisham Homes](#) and consists of 12 pages of useful information including:
 - 5.1.1. An introduction from Ainsley Forbes, Chair of Lewisham Homes.
 - 5.1.2. An update on compliance, building safety and fire safety.
 - 5.1.3. A summary on improvements to the repairs service and property conditions.
 - 5.1.4. Forward thinking around planning to meet the net carbon zero targets by 2030.
- 5.1.5. Addressing the post Covid pandemic issues such as helping residents to overcome the cost-of-living crisis through welfare support and supporting staff on Safeguarding and Diversity and Inclusion.
- 5.1.6. A focus on resident consultation, engagement, and scrutiny. The improvement journey taken on complaints handling, which is now delivering dividends through much improved response times.
- 5.1.7. Showcasing community sustainment projects e.g., the support offered to residents, including the community investment fund project, and offering local employment opportunities to residents through partnership arrangements with contractors.
- 5.1.8. The independent living considerations of older residents living in sheltered housing.
- 5.1.9. Meeting the housing supply demands of local people. This includes the 15 projects in 2022/23 that delivered a total of 215 new homes to local residents and plans to deliver

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101 new homes across 4 sites in 2023/24.

5.1.10. A focus around performance against key performance measures, targets, and financial information. The financial information provides a summary of income and expenditure over the last 6 years.

6. Review of Key Performance Indicator (KPI) Performance for 2022/23

6.1. Appendix 1 includes the outturn performance for 2022/23. Collection rates of 98% for rental income and 95% for service charge income were achieved. Whilst these attainments remain slightly behind target, they do broadly reflect the position across peer groups in London when compared with Housemark's benchmarking datasets.

6.2. During 2022/23, Lewisham Homes has reported regularly to Housing Select Committee on work to improve the repairs service and the delivery of the Repairs Improvement Plan.

Repairs

6.3. During 2022/23 Lewisham Homes tracked responsive repairs through four key metrics:

6.3.1. Tenant satisfaction with last completed repair: This is a transactional survey carried out within a week of a repair being completed. Over the last 12-month period satisfaction levels have fluctuated. The year-to-date average is 75%.

6.3.2. Repairs completed on first visit: this shows 80% of jobs were completed at the first appointment.

6.3.3. Repair appointments made and kept: the outturn for 2022/23 showed 92% of repair appointments were kept.

6.3.4. Average calendar days taken to complete a responsive repair: during the year Lewisham Homes took on average 29 days to fully complete a repair.

6.4. As in previous reports to Housing Select Committee, incoming disrepair claims remained high in 2022/23. This trend is seen with many other providers within the industry who have a large number of blocks and estates. The government's decision not to introduce fixed recoverable costs (FRC) to housing cases, and a commitment that this would not be reviewed until 2025 at the earliest, is likely to see this number continue to rise in 2023/24. However, there is an expectation that the improved communication and management of repairs, which has been seen in the increase in customer satisfaction in Q1 of the TSMs will result in more issues being resolved outside of the legal process.

Asset Compliance

6.5. During 2022/23 the following standards of performance were achieved:

Compliance Measures	% Achieved
% of Fire Risk Assessments completed	100%
% of Gas Safety checks completed (One certificate was not obtained until 4 April 2023)	100%
% of asbestos risk assessments completed	100%
% of water risk assessments completed	100%
% of Passenger Lift Safety Inspections completed	100%
Non-TSM metric	
% of domestic properties with EICR (electrical safety) certificates up to five years old	99.02%

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Complaints Handling

- 6.6. For 2023/24 the regulator has introduced two key measures for responding to stage 1 and 2 complaints (as per the Housing Ombudsman Complaints Handling Code of Practice issued in October 2022) and one further perception measure looking at complaint's satisfaction.
- 6.7. Consistent with other landlords during 2022/23, complaints volumes have increased significantly. Stage 1 complaint volumes have increased by more than 50%, whilst those progressing to stage 2 has increased by more than 90%, compared to 2021/22.
- 6.8. Despite the increase in volume of cases, response time performance has improved significantly compared to last year. The 90% target for both stage 1s and 2s was exceeded in March 2023 and the year-to-date aggregate was 83%, seven percentage points outside target. This is reflective of the continued investment in training and support for staff on effectively handling complaints. However, it is recognised that more work is needed to improve how complaints are handled and to get to the root cause to reduce repeat complaints.
- 6.9. The Housemark benchmarking data on complaints handling indicates Lewisham Homes reached a high of 95% by March 2023, compared to the London median of 79% for the same period. Overall, significant improvement was made in the 2nd, 3rd, and 4th quarter results during 2022/23.

7. TSM Satisfaction Measures for 2023/24

- 7.1. Of the 22 TSM KPIs, 12 are TSM perception metrics and residents are surveyed through research partner Acuity Research Ltd). A summary of results and the independent survey report from Acuity is included in Appendix 3.
- 7.2. The TSM regulations came into effect from April 2023, meaning the first set of results for Q1 of 2023/24 are key. Comparisons against 2022/23 can be made using the TSM Likert scale rating system against our previous 1-10 scale.
- 7.3. Initial comparisons made by research partner Acuity against 55 other social landlords suggests overall satisfaction level for service provided has dropped slightly across the sector, whereas Lewisham Homes' satisfaction has improved compared to the previous Q4 results.

Summary of Quarter 1 tenant perception results

- 7.4. Eleven of the twelve satisfaction metrics in the first quarter improved on their performance from the previous quarter, with five of these metrics above their targets for 2023/24.
- 7.5. Key highlights of the Quarter 1 STAR tenant figures include:
 - 7.5.1. Satisfaction that the landlord keeps tenants informed about things that matter to them is at 74%, compared to 50% in the past quarter, and is above its 60% target by 14%.
 - 7.5.2. Other satisfaction metrics that were on or above target for the first quarter of 2023/24 were tenant satisfaction with landlord actions to keep communal areas clean and well maintained (64% against 55% target, and a 30% increase on the previous quarter); tenant satisfaction that the home is safe (65%, an 18% increase on the previous quarter) and tenant satisfaction that the landlord makes a positive contribution to neighbourhoods (62%, a 16% increase on the previous quarter).
 - 7.5.3. Whilst the focus of the TSMs is on tenants, Lewisham Homes are also measuring leaseholder satisfaction using the same TSM questions. On the key measure of overall satisfaction, there is a similar increase in satisfaction levels, rising from 20% in Q4 of last year to 31% in Q1 of this year.

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2023/24 Performance Summary and TSM Impact

7.6. Performance highlights and observations for June 2023, Q1 (see Appendix 2):

7.6.1. Complaints responded to on time was 95% in June 2023, 5% above target. Response for complaints TSMs (tenant cases received) in June 2023 was 98% at Stage 1 and 96% at Stage 2.

7.6.2. Staff turnover was 17.7% in June 2023 (rolling 12 months), below the target figure of 20% and 6.8% better than the highest figure in June 2022.

7.6.3. Lewisham Homes and TMOs service charge collection was 30.7% in June 2023, above the target by 5.2% and above target for the third month in a row.

Performance challenges for June 2023:

7.7. Ongoing challenges include:

7.7.1. Total disrepair caseload currently stands at 414, with 24 new cases opened in June 2023 and 7 cases closed.

7.7.2. Void loss is at 1.16%.

7.7.3. Lewisham Homes rent collected was 97.23% in June 2023, which is higher than a year ago at 96.51% for June 2022, but below the target of 99%.

Compliance:

7.8. TSM compliance performance for Q1 shows:

7.8.1. Four of the five TSM compliance metrics rose in performance from May to June 2023, with the percentage of assets with gas safety checks remaining level at 99.9%. Currently two of these metrics meet the 100% target (water and asbestos), with two others very close to 100% (gas 99.9%, FRAs 99.7%).

7.8.2. There are a total of four sites with non-operational lifts, these sites are Congers House, Eddystone Tower, Milford Towers and Prendergast Road (1-10).

Repairs:

7.9. Due to pending ongoing reconciliation with contractor data for the transactional elements of the TSM, the average number of calendar days to complete responsive repairs and the TSM non-emergency and emergency responsive repairs completed on time indicators will not be reported. Lewisham Homes have been working with contractors over the past couple of months to resolve these issues. They are some ways forward now and have correct data from Mashers (who do most of the subcontracted work) however the process is very manual and time consuming. This is part of the scope for the HMS system which will be in place prior to the first submission in April 2024. Lewisham Homes are looking to create a less manual process in the meantime to be able to report on this. It is hoped that they will have valid data by the start of Q3 with Q1 and 2 backdated.

7.9.1. Q1 perception survey for repairs is showing positive improvements, with a 24% increase in the number of satisfied residents with the overall repairs service from Lewisham Homes in the last 12 months, and an 11% increase in the time taken to complete a repair once reported. The increase in satisfaction is due to the work undertaken in terms of culture and the recruitment and introduction of more customer focused roles in the team. Lewisham Homes have also done more positive communications this year in terms of the improvement initiatives in repairs. The service feels more modern following the launch of initiatives like Localz and the service in the contact centre has also improved.

7.9.2. The Decent Homes statistics are reported on an annual cycle and the current status of homes that do not meet the Decent Homes Standard is estimated at 17% for 2022/23.

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- 7.9.3. Work is still underway to clear the backlog of jobs in repairs. Due to budgetary constraints the Work in Progress (WIP) recovery project supported by United Living was not launched; alongside the increased wait time for new repairs to be attended to as operatives' diaries are full up to and past the target date for some trades, this impacts on satisfaction rate for the time taken to complete a repair and the ease of getting issues resolved. There is a continued effort to drive up productivity which has improved over the last 12 months. This is a key objective for the new Repairs Manager who joined Lewisham Homes in August 2023 with a view to raise the end of year average above 4.5 jobs per day (top quartile performance).
- 7.9.4 The Repairs Improvement Plan was developed in October 2022, with the recognition from the Director of Repairs for the need of pace in terms of business recovery, alongside business improvement to transfer and revitalized service in terms of delivery and culture. The development of the plan started from the Operatives SWOT analysis session, operational issues workshops with office-based staff, and incorporated the work carried out by Ad Esse following the decision not to make changes to Lewisham Homes' target operating model.
- 7.9.5 The requirement for recovery was mainly due to a high level of staff turnover and the transition from the fair pay scheme. This was challenging for Lewisham Homes and productivity significantly decreased to as low as 1.3 jobs completed on average and sickness rose to an average of 40 days for field-based operatives. This led to poor employee relations.
- 7.9.6 Although the service still struggles with technology that is not modern, there have been some notable improvements since the launch of the plan.
- 7.9.7 Key Improvement areas:

Engagement	Action	Outcome
<ul style="list-style-type: none"> • Operative productivity was 2.1 jobs completed per day • Jobs being incorrectly coded by operatives • 'Them and us' culture between office and field-based staff • Job coding as low as £30 per job on average 	<ul style="list-style-type: none"> • Operative Forums implemented • Staff Engagement Group created • Trade based supervisors for greater operative support and management • Weekly round-up detailing the stats for each operational area, each week • Additional training for Operatives on coding • Launch of the Localz App 	<ul style="list-style-type: none"> • Productivity increased jobs per person (with a high of 4.6 jobs per person in February 23) • Jobs coding improved to this fiscal year. • Field based staff engaged in decision making, first seasonal event as a team organised by operative in December 23 • Improved relations with Unions
Operational Performance	Action	Outcome
<ul style="list-style-type: none"> • Lack of dedicated management of operational areas • 26 operatives that had left Lewisham 	<ul style="list-style-type: none"> • Scheduling and Supervisors co-location • New roles – Paralegal, Void Manager, Customer Experience Team Leader, Property Condition 	<ul style="list-style-type: none"> • Less mis-diagnosed emergency jobs • Highest completion of legal disrepair cases since tracking started in 2021.

<p>Homes, without being replaced</p> <ul style="list-style-type: none"> • Scheduling system not being used correctly • Average wait time for calls up to 50mins • Backlog of emails and portal requests over months • Poor void performance 	<p>Manager, and 16 new operatives</p> <ul style="list-style-type: none"> • Recruitment campaign of 41 staff launched in January 2023 • Production of MI reports for contact centre • Introduction of an experienced call centre manager, specialising in driving up performance not specialist in housing 	<ul style="list-style-type: none"> • Dedicated damp, mould and leaks team • Portal requests responded to same working day, internal and external emails responded to within 48 hours. • Average wait time on the phones decreased to c. 5mins in June 23. • Void WIP of 201 reduced to 66 in Aug with an average e completion of 30 voids per week
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Voids:

- 7.10. Void turnaround times remain high when compared to the targets in the Performance Pack, however improvements have been made in the average turnaround times for all voids and for major works voids:
- 7.10.1. The average turnaround for all voids was 56 days in May 2023 but improved to 45 days in June 2023, 5 days behind the target of 40 days. For major voids, the average turnaround is high, at 83 days for June 2023, but this represents a decrease of 15 days when compared to May 2023 figure of 98 days.
- 7.10.2. Lewisham Homes has experienced a decline in void turnaround time and void loss; however, this decline is reflected across the London peer group and is representative of a wider context that is not unique to Lewisham Homes. This is based on benchmarking data from our Housemark peer group.

8. Annual Business Plan Project Update

- 8.1. During 2022/23, the annual business plan had a total of 19 projects; of these 8 were successfully completed as per target, 10 were deferred due to the decision to end the management agreement, and 1 was not completed. Projects completed include:
- 8.1.1. Repairs end to end review - focusing on improving customer journey and accurate diagnosis of repairs etc.
- 8.1.2. Learning from complaints - analysing lessons learned from complaints and by working proactively with residents to improve the complaints journey.
- 8.1.3. Deployment of the shared ownership programme.
- 8.1.4. A number of employee development initiatives - this included a diagnostic exercise to identify the root causes of ethnicity pay gap, employee development and recruitment and retention etc.
- 8.2. Tenancy sustainment - an initiative to help support tenants suffering from fuel poverty. The only project not completed was the launch of the HMS/CRM system. This is now part of the transfer of Lewisham Homes' functions to Lewisham Council.

9. Outcomes of Consumer Standards Self-Assessment June 2023

- 9.1. Lewisham Homes previously undertook a Consumer Standard Self-Assessment in 2019; this was subsequently independently reviewed by Housing Quality Network (HQN) and

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a report was presented to committee in October 2022. A further review of progress was made in June 2023 to ascertain how Lewisham meets specific expectations of the standards.

- 9.2. The assessment found Lewisham to be broadly compliant with the Consumer Standards, with most of the specific expectations being met. Lewisham remains in a positive position but strengthening of evidence is needed in some areas. These relate to property, capital works and investment. Areas of non-compliance within the standards are outlined below including actions to address the issues.

Home Standard

- 9.3. Specific Expectation within the Standard: Ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard.

- 9.3.1. This standard is non-compliant as of 31 March 2023, 83% of homes meet the Decent Homes Standard.

Neighbourhood and Community Standard

- 9.4. The assessment determined all areas were compliant in this standard, with some strong evidence provided. It was determined more work could be done around anti-social behaviour and an action plan has been formulated to achieve this.

Tenant Involvement and Empowerment Standard

- 9.5. There is evidence that Lewisham Homes is compliant in this area with good sources to refer to. There are a number of areas where the evidence will be strengthened but this does not affect compliance.

Tenancy Standard

- 9.6. This is one of the more detailed standards and includes many specific requirements. The standard covers the strategic housing functions carried out by the Council, including allocations, tenancy type etc. The Council have carried out a review of the standards and will be carrying out more work on this pre- and post-transfer.

- 9.6.1. Overall, this area is generally compliant. Two specific areas where the Consumer Standard was 'not met' are set out below:

- 9.6.2. Specific Expectation: Tenancy management policy must include type of tenancies they will grant, and for how long if fixed term.

- 9.6.3. Specific Expectation: Tenancy management policy must include the circumstances in which they will grant tenancies of a particular type.

- 9.6.4. The Council will need to develop a Tenancy Management Policy to fully meet the requirements of the Tenancy Standard.

10. Community Investment Update

- 10.1. Investment in the Albany continues to deliver youth work focused on employment and improving the mental health of young people through creative arts. A new contract has been signed to extend this partnership into 2024, with the option of a further one-year extension.

- 10.2. The Community Investment Fund for 2023-24 has been allocated and projects have begun. They include:

- 10.2.1. **Therapy 4 Healing (T4H)** - The project provides group and one-to-one mental and physical health support to Lewisham Homes' residents facing food insecurity and poverty.

- 10.2.2. **60 up CIC** - provides activities aimed at keeping older adults active and engaged in their

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local community and addresses the need for healthy lifestyle choices.

- 10.2.3. **Home Is where the (he)art Is** - a zine-making course on the theme of home, enabling participants to create personal zines.
- 10.2.4. **Litter Interaction Voluntary Experience (L.I.V.E)** - a debris collecting community group who engage communities to pick up litter and debris regularly and safely. They tackle issues like dog fouling, litter in parks and debris on cycling paths.
- 10.2.5. **BelEve UK** - 'Lead her Ship', programme for 25 girls aged 12-15 years in Lewisham from low-income families. Participants are mentored and supported in leading, designing and delivering a social action campaign or event which will bring about change or raise awareness of a chosen subject or issue they care about.
- 10.2.6. **Friends of Dacres Wood Nature Reserve in conjunction with Secret Adventurers' Club** - The project is a series of forest school sessions held in Dacres Wood Nature Reserve for Lewisham Homes residents aged 8-12 years old. The aim of the project is to provide a safe and engaging outdoor learning experience for children and to connect them with nature.

11. Business Plan for 2023/24

- 11.1. Acknowledging that the Lewisham Homes management agreement will come to an end in October 2023, the Lewisham Homes Business Plan for 2023/24 has been prepared to align with the Council's Corporate Strategy 2022-2026.
- 11.2. It sets out the vision to create thriving communities and places people are proud to call home. To achieve this vision, the business plan seeks to:
 - 11.2.1. Ensure homes and services are safe and compliant
 - 11.2.2. Meet residents' service expectations
 - 11.2.3. Deliver a more personalised service based on needs
 - 11.2.4. Demonstrate effectiveness, value for money and social impact
- 11.3. The business plan for 2023/24 can be accessed via the Lewisham Homes website at: <https://www.lewishamhomes.org.uk/report-21-22/business-plan-welcome.html>
- 11.4. The 2023/24 plan covers a period of transition during which Lewisham Homes commit to work closely and collaboratively with the Council; where the shared endeavour is to ensure change is as seamless as possible for residents and staff and that all continue to enhance services and improve service delivery to residents.
- 11.5. The business plan advises the objectives have been set for the whole year despite the transition of Lewisham Homes back to the council in October 2023.
- 11.6. All key performance indicator targets have been set with available resources in mind, the challenging operating environment and recognition that this will be a year of transition as the Council resume direct management.

12. Financial implications

- 12.1. This report has no additional financial implications for LBL as the costs of delivering the business plan in each year is funded from the management fee and maintenance allowances agreed as part of the HRA budget.

13. Legal implications

- 13.1. There are no direct legal implications arising from this report.

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14. Equalities implications

- 14.1. During the year Lewisham Homes continued to deliver their Equalities, Diversity, and Inclusion (EDI) strategy, in partnership with residents and colleagues across the business, supported by the EDI staff network to drive the agenda from the staff perspective.
- 14.2. Lewisham Homes will be working to provide high quality services that are accessible, deliver outcomes, and that are continuously improving, and will involve residents in shaping the design and delivery of those services. They will also work to recruit, develop, and retain a diverse, talented, and motivated workforce that reflects the diversity of Lewisham communities.
- 14.3. A focus of the Lewisham Homes Board in respect of 2021/22 was on the ethnicity pay gap, which has been reduced from 22.6% to 18.2% over this period, with the EDI strategy continuing to deliver on actions which will support further improvements going forward.

15. Climate change and environmental implications

- 15.1. None.

16. Crime and disorder implications

- 16.1. There are no direct crime and disorder implications arising from this report.

17. Health and wellbeing implications

- 17.1. Since the pandemic began, Lewisham Homes have provided a variety of support services for staff who are experiencing issues that are affecting their health or wellbeing.
- 17.2. Lewisham Homes have qualified mental health first aiders who offer mental health and well-being support.

18. Background papers

- 18.1. None.

19. Glossary

- 19.1. The following terms are used in this report:

Term	Definition
Corporate Plan	The current three-year plan of objectives for Lewisham Homes, begun in April 2019.
Annual Business Plan	The agreed set of objectives that Lewisham Homes plans to deliver each year. The Annual Business Plan which is the subject of this report is for the financial year beginning April 2022 and ending March 2023.
KPI	'Key Performance Indicator.' A measurement taken of a specific element of business performance. A KPI usually has a target that performance can be tracked against.

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Term	Definition
FRA	'Fire Risk Assessment' (These are undertaken externally by specialist fire advisors)
LBL	'London Borough of Lewisham'

20. Report author and contact

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