



 Lewisham
Homes

**ANNUAL
REPORT
TO RESIDENTS
2020/21**



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WELCOME FROM OUR CHIEF EXECUTIVE



Welcome to the 2020/21 annual report to residents. In a very eventful and challenging year dominated by the Covid-19 global pandemic, our focus has been on supporting our residents and communities, while working to deliver our essential services.

We are an ambitious organisation committed to making a real difference in Lewisham. In the pages that follow you can read about our year at Lewisham Homes. We have been working to put residents at the heart of everything we do. Through the year some of our performance has been affected, with the pandemic seriously impacting the way services could be delivered. We saw an increase in calls, which meant longer waiting times for residents. We also know that we have work to do to improve our repair service longer-term, and how we manage resident complaints.

Despite the challenges of the pandemic, there have been many achievements this year. These include our work to support vulnerable residents, community initiatives, building new social homes in partnership with Lewisham Council, fire and building safety work, and much more. More residents than ever before from our diverse communities across Lewisham have been involved in our work. We are committed to working with our residents – tenants and leaseholders – to hear your views and shape our work.

There are tough challenges ahead, particularly managing the ongoing impact of Covid-19, and delivering the new building and fire safety agenda in line with government policy and legislation. In 2020/21 we laid the foundations for a journey of change at Lewisham Homes. This is all about improving and modernising the ways we work and the services we provide for our residents, staff and communities. This will mean we are better equipped to deliver in the face of these challenges. It will also make it easier for residents to get quality services they need, when they need them.

A key part of this will be making sure our residents shaping how we deliver services in the future. Ultimately, this will help us to deliver our vision – to create thriving communities and places that people are proud to call home.

Our achievements this year would not have been possible without the support of Lewisham Council and many partners across the borough, our dedicated staff and you – our residents. Thank you.

Best wishes,

M. Dodwell

Margaret Dodwell
Chief executive

A MESSAGE FROM THE CHAIR OF THE BOARD

Dear residents,

The last year has been one of extraordinary challenges for you, Lewisham Council and all our staff at Lewisham Homes. These challenges included increased pressures on finances, and disruptions to how we live and interact with each other. We have all had our resilience tested by the Covid-19 pandemic, but it has also shown that we are able to rally around and help each other.

I am very proud of the way that colleagues have responded to the pandemic – from those on the frontline to those working at home. Collectively our staff stepped up to go the extra mile for residents, delivering essential services, calling vulnerable residents and helping with community support initiatives.

We have demonstrated that Lewisham Homes is a trusted partner of the council and community-based groups. We responded to change while maintaining the provision of essential services to residents and the community.

The last year has also been one of enormous change in the housing sector, with new legislation around building and fire safety, and the housing white paper. This has resulted in changes to regulation, and the way the sector is required to engage, communicate and provide services to our residents.

The repairs service is being modernised and prioritised – we recognise it is the most important service to our residents. We have also embarked on a business transformation project – Raising our Game. This is an initiative to modernise and

improve everything we do at Lewisham Homes, from the IT we use, to the services we provide, and how we interact with our residents. It is therefore essential that we involve our residents and staff in the process so that what we develop is relevant and effective. You can read more about this work in the Our Services section, page 12.

In 2020/21 it was not just the pandemic that caused the whole world to sit up and take stock. Diversity issues were brought into sharp focus this year. The profile of the Black Lives Matter movement, and the brutal murder of George Floyd and others, placed the reality of racism on display for all to see.

This year we developed an equality, diversity and inclusion (EDI) strategy for Lewisham Homes. We want to make a stronger and more visible commitment to EDI, both within the business and externally. We will continue to build on this work in partnership with staff and residents, making sure that it reflects the communities we serve.

We continue to operate in an ever-changing and increasingly complex environment. The Board are confident that our plans to modernise what we do at Lewisham Homes will mean we are ready to respond to change and deliver for our residents.

Tragically this year we lost a number of residents to Covid-19 and our deepest condolences go out to their friends, families and loved ones.

I, on behalf of the Board wish you and your families the best for the coming year.



Ainsley Forbes
Chair of the Board

WHO WE ARE

Lewisham Homes is a social housing provider, managing properties across Lewisham on behalf of Lewisham Council. As well as managing around 19,000 homes, we also work with the council to build more much-needed new social homes in the borough. We work with our residents to help them sustain their tenancies, providing welfare benefits support and advice. We work in the community, providing support for vulnerable residents and range of local activities.


OUR VISION IS TO CREATE THRIVING COMMUNITIES AND PLACES PEOPLE ARE PROUD TO CALL HOME



OUR MISSION

**TO PROVIDE SAFE, QUALITY HOMES,
DELIVER EFFICIENT SERVICES
AND ENHANCE LIFE CHANGES**

OUR VALUES



ENGAGE
We work with you
and include you in
decision making



EMPOWER
We encourage
and enable you to
achieve your best



INNOVATE
We actively seek new
ideas and explore solutions
with energy and excitement



DELIVER
We work with empathy and
integrity to provide quality
homes and great services

OUR AMBITIONS

SNAPSHOT OF OUR YEAR

AS A LANDLORD, we faced the year's challenges head-on, maintaining essential services even in full lockdown, while making major adjustments to our ways of working.

AS A PLACEMAKER, we continued with major fire safety and building programmes at the same time as investing in safe and decent homes. We also developed new social homes in the borough.

AS AN EMPLOYER, we supported our team through turbulent times. We provided colleagues with health and wellbeing support, flexibility around childcare, and Covid-safe working practices.

AS A PARTNER, we worked closely with Lewisham Council, contractors and many others to deliver our work. Partnerships were at the heart of our community work through the year.

AS AN ENTERPRISE, we put the building blocks in place for a business and service modernisation journey. This will enable us to raise our game, and deliver for our residents and communities.



OUR SERVICES

01



A MESSAGE FROM NIGEL BOWNESS

Resident board member and service and performance committee chair

For most of us this past year has been challenging and for many, the pandemic continues to make life difficult. Social housing landlords like Lewisham Homes provide key services to thousands of people and it is unsurprising that, in the midst of the pandemic, we are not alone in seeing a drop in resident satisfaction with some of those services.

While I appreciate your patience and understanding at this difficult time, as a Lewisham Council tenant myself, I know how important it is that we deliver for you. As chair of the service and performance committee, I can assure you that this is a priority for the business.

Our core services are now back on track after a period of restrictions and backlogs, but we know that we have work to do in key areas – improving the experience of using our repair service, how we manage complaints, and making it easier for all our residents to contact and engage with us and access our services.

I am confident that the business is taking steps to respond to the 'new normal' in a way that is inclusive of diversity, makes tangible improvements that matter to you, and responds effectively to the legislative changes arising out of the Grenfell tragedy.

We saw a drop in overall resident satisfaction this year, with the pandemic seriously affecting the way services could be delivered, especially repairs. More calls to our contact centre resulted in longer waiting times for residents.

However, beyond the challenges of Covid-19, we know that we have a lot of work to do to improve our residents' experience of our repair service, our communication with them, and how we manage resident complaints.

Listening to our residents continues to be an important part of our planning as we build our business transformation programme. As a resident board member, I would particularly like to draw your attention to the various ways you can get involved in shaping our services in section 5 of this report.

REPAIRS



In 2020/21
we completed
29,816 repairs

The pandemic brought many challenges for his repairs service and created backlogs. We worked hard to make sure we could respond to emergency repair requests through the pandemic in line with government restrictions and safety guidance.

We know that having a good repairs service matters to our residents, and feedback from resident surveys have told us that we need to improve the service we provide. This is a key focus in the year ahead for our transformation programme.

“Not only did he (repairs operative) do his best with the door, but he explained to my daughter how to work the door and how to be secure in her flat.”

Lewisham Homes resident

“I would like to thank the repairs team for their quick response in these difficult times and keeping us safe at Guardian Court”

Lewisham Homes resident



When someone moves out of one of our properties, we need to give our repairs team some time to make any necessary refurbishments, but we want to make it available as soon as possible to a new tenant.

During 2020/21, we refurbished and re-let 366 homes, which took an average of 39 days from the previous tenant moving out to the new one moving in. This is seven days more than the previous year, with the closure of the Council's lettings office and choice-based lettings being suspended over the pandemic periods contributing to delays. Combined with the lockdowns, this made almost all viewings in the year restricted in some way.

According to HomesMark, the leading data and insight company for the housing sector, this is a slight improvement on most other social landlords, with only two thirds experiencing similar backlogs in 2020/21.



LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021

CARETAKING, GROUNDS MAINTENANCE AND SUSTAINABILITY

Through the year, in response to the pandemic, our environment team focused on sanitising touch points, such as communal door handles and lift panels, on all our estates. We prioritised the daily cleaning of shared sanitary facilities in the sheltered accommodation and temporary stay hostels we manage. This meant that we had to reduce the frequency of some caretaking and grounds maintenance tasks.

We made sure we continued fire checks, removing bulk waste, and that we were able to respond to urgent requests, seven days a week.

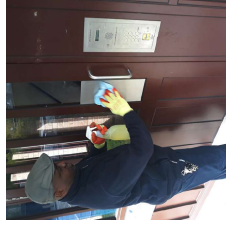
2020/21

81% residents were satisfied with grounds maintenance (83% in 2019/20)

78% of residents were satisfied with internal caretaking and cleaning (81% in 2019/20)

“Thank you [Lewisham Homes] for the prompt action in removing the fly tipping and keeping an eye on the area.”
Councillor Jean Millbank

“All your hard work to keep the block clean and hazard free is very much appreciated.”
Lewisham Homes resident



LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021

In partnership with the council we are working to deliver the Mayor's climate emergency action plan and find more sustainable ways of working. This includes planting wild flower meadows and providing green spaces for residents. Residents told us they wanted natural green areas with more colour, and for us to think about nature conservation and value for money in our environments work. In 2020/21, this included planting an orchard of fruiting trees on Honor Oak estate in partnership with national charity Orchard Project. We have also been working to increase habitats for pollinators such as butterflies and bees, in line with the Royal Horticultural Society guidance.

INVESTING IN QUALITY HOMES

Investing in safe, decent homes improves our residents' quality of life. In 2020/21 we spent £36m on improvements to the properties we manage, including:



£9.6m
on exterior improvements,
including windows

£5m
on interior refurbishment,
including kitchens and bathrooms

£8.6m
on fire stopping works

£2.3m
on cladding programmes

£2.2m
on new fire doors

£2m
installing sprinklers
in our hostels

In 2019 and 2020 we carried out a major review of the condition of the properties we manage, with 70% of tenants providing access to their homes for inspections. We are committed to investing in safe and decent homes, with more than £70m budgeted for 2021/22.

This will include working to reduce the number of residents who experience damp and mould in their homes.

Some of our major refurbishment projects centred on fire safety improvements. See Safety First, page 22.

Through the year, we put plans in place for a new more inclusive approach to resident engagement for major works. It will mean we will introduce non-statutory consultation with all residents before statutory consultation notices are issued to leaseholders. We will engage with leaseholders on this before it is introduced in 2021/22.



SAFETY FIRST

02

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21

SAFETY FIRST

In a year dominated by Covid-19, the safety of our residents and staff was at the heart of our work.

The biggest challenge for us was continuing to provide our essential services with so many national restrictions in place. Almost all our office staff worked from home for all of 2020/21. We also had to find ways for our frontline staff to operate while protecting their safety and the safety of our residents. This included minimising the contact they had with each other. At the two peaks of the pandemic we reduced the time staff spent on site and especially inside people's homes.

We faced a number of challenges around access to residents' homes. While ensuring vital safety checks and security in line with government guidelines. This included equipping our staff with appropriate personal protective equipment, making sure the right risk assessments were in place, and working with vulnerable residents to ensure safe access to their homes.

We maintained a 100% completion rate on our fire risk assessments

Issues around access to residents' homes affected gas safety checks for a short period, though we never dropped below 99%. We are now back to 100%

Setting the standard with fire safety

In 2020/21 we were proud to be among the first social landlords to receive the BS 9997 fire safety certification.

This standard sets the benchmark all housing providers should be working towards and we are proud to be leading the way. We are the first London local authority and only the second landlord in London to receive this certification.

We were also recognised as one of the winners of Inside Housing's resident safety campaign 2020 for our work on fire safety through the year.



"Safety is at the heart of everything we do at Lewisham Homes. Receiving this certification is a testament to the hard work and collaboration of staff across the business, who all play a part in ensuring our buildings are kept safe for our residents."

Margaret Tidwell, chief executive

Clear corridors

Across London, around 600 to 700 fires occur each year in the communal areas of blocks of flats. Our Clear Corridors policy keeps residents safe by ensuring corridors, walkways and landings are kept clear of items which can be easily set alight, support the growth of a fire or which restrict access in or out of your block. It is part of our legal duty to ensure our buildings are safe, and follows the recommendations of the London Fire Commissioner.

We consulted residents in developing the policy before launching it in 2019 and have since collected feedback which we will consider as part of a full review of in autumn 2021. We will talk to residents and fire safety experts to explore ways of putting safety first while allowing our residents to make use of and take pride in the areas around their homes. Among the points for consideration are:

- Storage for bicycles
- Community gardening
- Clothes drying facilities

Hatfield Close and Gerard House

Three tower blocks at Hatfield Close and Gerard House in New Cross were found to have combustible cladding in 2017. This was removed

immediately and the towers have since been subject to major refurbishment.

By the end of 2020/21, the works were almost complete, with the final elements of fire-safe terracotta tiles and new windows being installed, and scaffolding removed. These were just the finishing touches of a big programme of improvements and fire safety upgrades, including sprinklers, automatic smoke ventilation, and new kitchens for most flats.

Fire safety works on the Pepps Estate

Surveys on a number of blocks on the Pepps Estate in 2020 raised concerns around fire compartmentation – how well the buildings would prevent fire and smoke from spreading between rooms, flats and communal areas.

We have been looking at individual properties and ensuring that each one comes up to the safest standard possible. This includes upgrading smoke alarm and electrical systems, and replacing doors where they do not meet the required standard.

Works inside flats were paused for a period during lockdown. They started again once restrictions were eased, following strict Covid-safe operating procedures.

Looking ahead

We have created an action plan to address new responsibilities set out in the Fire Safety Act 2021 and those expected to follow as the draft Building Safety bill becomes law.

As a result of the Fire Safety Act, new fire risk assessments (FRAs) will become more comprehensive and intrusive, and will include the exterior of the building, including balconies. The other major implication of the act is the introduction of regular fire doors checks on front doors to individual flats and also communal fire doors.

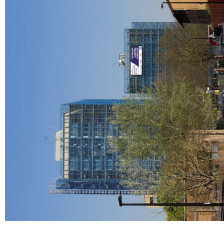
Although the frequency of checks has not yet been specified, we do expect it will lead to increased service

charges for leaseholders in high rise blocks. We will keep residents informed and proceed to Section 20 resident consultations if increases are above £250 per leaseholder per year.

Lewisham Homes is also in the process of creating a new, dedicated building with a named building safety manager. Building safety managers will be a point of contact for residents and will ensure that all the requirements from the new regulator for social housing are met.

Over time, we will need to amend and update the action plan as more details emerge from the government and the new regulator.

We are committed to keeping residents informed, consulted with, and able to influence the operation and development of these services.



03 SUPPORTING OUR RESIDENTS

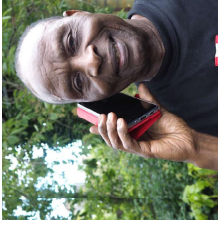
OUR COVID-19 RESPONSE

The coronavirus crisis has had a monumental effect on every individual and organisation in the country, and we are no different. Lewisham Homes responded quickly to the challenges posed by the pandemic and dedicated our efforts on supporting residents in a variety of ways.

Through the pandemic we called more than 6,000 of our most vulnerable residents. This included those over the age of 70, residents in hostels with shared facilities, and anyone we knew who might need our support.

We sent letters to those we were unable to contact by phone. We also worked with Lewisham Council to knock on doors to offer support. We were able to identify and support residents with safeguarding issues, including helping with care packages, domestic abuse and antisocial behaviour issues.

We had lots of positive feedback from residents. Some told us this was the first personal contact they had received through the pandemic.



"I registered my neighbour (for the Covid-19 phone service) and you guys called today. Thanks for doing that - he was very grateful."

"Lewisham Homes are wonderful for providing this calling service."

Lewisham Homes resident

6000

Vulnerable residents were contacted across Lewisham

759

Residents needed ongoing support

547

Residents were helped with access to food support

183

Residents were helped with their income

121

Emergency repairs were completed

159

Residents were referred for befriending

Working with Lewisham Council and other partners, we helped residents to access health and social care, and support from Lewisham Local. Through the pandemic our free counselling service provided ongoing support for residents with mental health concerns.

In partnership with community groups, GPs and the council we supported Covid-19 vaccine clinics on estates, including Evelyn and Pepys.

We also held two Covid Conversations events for residents to ask questions about the pandemic and vaccine, one of which was chaired by Mayor Deputy Mayor Brenda Dacres.

We continue to offer free test kits to the local community with support of the Evelyn tenant and resident association, Lewisham Council and the Department of Health.

Supporting our older residents

We have around 500 older residents who live in our sheltered housing schemes.

Protecting the safety and wellbeing of our vulnerable older residents

was a top priority through the pandemic. During lockdowns we delivered our sheltered housing service remotely in line with government restrictions and risk assessments.

Residents received weekly welfare calls and food parcels were delivered by Lewisham Local. The Independent Living team visited schemes weekly to test fire alarm systems and carry out vital health and safety checks. We worked closely with supporting agencies, such as social services and carers, and Lewisham Pensioners Forum.

We worked with partners to provide social activities to help residents cope with loneliness and isolation through the pandemic.

We continued to produce our sheltered scheme resident newsletter to keep in touch with the latest news, information and Covid-19 updates.

We supported Covid-19 vaccine clinics on estates, including Evelyn and Pepys



"I'm very happy that you've still provided a service during lockdown and contacted us more frequently."

Lewisham Homes resident



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LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021

LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021

Helping residents to keep their homes

We work with our residents to help them make the most of their incomes and resolve any debt problems. We saw an increase in the number of residents struggling to pay their rent due to the pandemic, with many going into arrears for the first time.

During the year more than 1,000 residents made new claims for Universal Credit. We supported residents with their claims, and helped with welfare benefits advice and services.

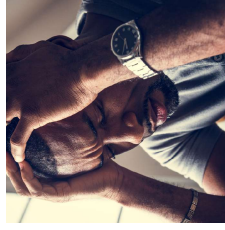
Our welfare benefits team helped residents secure a total of almost £880k in backdated housing benefits and Universal Credit.

We continued to support the Lewisham Credit Union, which helps members with savings and low cost loans. Almost 1,500 residents have accounts with more than £1m in savings.

We helped Lewisham Council provide homes for people on the housing register, recovering 70 illegally sublet homes for those in need.

In 2020/21, despite the financial challenges that the pandemic brought to our residents, year on year rent collection dropped by less than 0.5% and we collected 98.6% of rent due.

Some leaseholders faced financial challenges through the pandemic and this meant we saw a drop in our service charge collection for the year – from 104.8% in 2019/20 to 87% in 2020/21. We encouraged leaseholders suffering financial difficulties or struggling to make their service charge payments to contact us for support and to agree payment plans. We were contacted by 39 leaseholders who we worked with to agree payment plans.



Tackling anti-social behaviour

We saw a big (219%) increase in reports of anti-social behaviour through the pandemic, especially noise nuisance during lockdowns. Our anti-social behaviour and housing teams worked hard to resolve complaints, supported by evidence from our noise app and professional witnessing service.

This year we obtained 20 injunctions to protect residents from anti-social behaviour – our highest annual total ever.

In partnership with the police and council, we also obtained two closure orders against properties at the centre of anti-social behaviour issues.

04 IN THE COMMUNITY



IN THE COMMUNITY

We are proud of our strong social purpose. We are not just a landlord. We are working to build sustainable and thriving communities, and improve quality of life. Our community relations team plays a crucial role organising, supporting and delivering a range of initiatives for residents and local communities.



Supporting residents with food poverty

Community cohesion was heightened during the pandemic, with organisations across the borough joining forces to ensure vital services were provided, and the most vulnerable residents looked after.

There was a huge surge in demand for support during the pandemic as more residents across the borough were struggling with food poverty. We stepped up to deliver for our residents, building on the strong foundations and partnerships we already had in our communities. We were proud to play our part.

Our community stores exist to provide locals on low incomes with affordable groceries. An alternative to food banks, the stores provide members with low cost food every week (€3.50 for up to €30 worth of food). They are run by local volunteers and our community relations team. We run them in partnership with food poverty charity FareShare, Travis Perkins and London Catalyst.

Our Evelyn community store provided help for more than 200 families in 2020/21. Peop's social supermarket opened its doors during lockdown. Within a few weeks of opening it was helping more than 150 families on the Peop's estate with weekly food supplies. Work also got underway for a third community store at Kelvin Grove, which opened in June 2021.

Through the year we were also given significant amounts of money to help with food poverty. This included a £25k grant from Action Against Hunger to set up two new food stores at Achilles Street and Kelvin Grove.

Our Evelyn community store provided help for more than 200 families in 2020/21.



In September, footballer Marcus Rashford spoke to members of the Evelyn community store for a BBC news report about his taskforce, which works to reduce child poverty in partnership with big food brands.

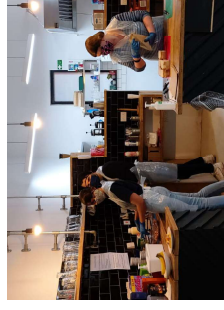
Other Evelyn store highlights included Lewisham Mayor Damien Egan naming volunteers Dawn Atkinson, Natasha Ricketts and Christine Norman as the trio of Lewisham mayoresses for an extended six-month term.

In October, we supported the mayoresses' packed lunch appeal. We delivered lunches daily during half term to more than 1,000 children across Lewisham and supported the appeal with raising more than €35k.

Community Investment Fund

2020/21 was the first year of our Community Investment Fund. The fund awards up to €10k for local communities – all chosen by a resident panel. We received 55 submissions this year and funded five great community projects.

"It's about creating that stamp around what we're doing with food poverty."
Natasha Ricketts, Lewisham mayoress and founding member of Evelyn Community store



We delivered lunches daily during half term to more than 1,000 children across Lewisham



Hatcham House project

One of the projects selected for community investment funding was Hatcham House's employment support initiative.

We know that many residents in temporary accommodation face barriers when looking for work. The project provides mentoring for temporary housing and hostel residents aged 18 to 30 in New Cross Gate to find a job or start their own business. We are working with Hatcham House to identify young adult residents who can benefit from this initiative.



IN THE COMMUNITY

Youth work

We work to create quality opportunities that help the young people of Lewisham achieve their potential and help themselves in life. More than 300 young people took part in youth projects and events in 2020/21, which we run with a range of partners. In partnership with other Lewisham-based housing providers we funded summer outreach youth projects at seven estates across the borough.

Lewisham Homes provides funding to The Albany in Deptford as part of an ongoing partnership. Their youth initiatives have improved the lives of hundreds of young people across Lewisham. This year we provided £65k to The Albany who delivered an exciting range of projects and initiatives. Young residents were empowered to develop new projects during lockdowns.

More than 300 young people took part in youth projects and events in 2020/21

Training and employment

Lewisham Homes Academy – a one-stop shop for training and employment needs – went fully digital through the pandemic, with 110 residents benefiting from online courses.

We are empowering, upskilling and improving life chances through our Changemakers programme, a free eight-week programme to help residents get a business up and running.

Other initiatives included working with London Metropolitan University to deliver an introduction to housing course. This enables residents to learn about housing and how to get more involved in our work.

We also partnered with the National Careers Service, supporting residents to get help with careers advice, CV writing, job searches and interview preparation.

This year we appointed an apprentice to help residents with digital skills like completing online forms and applying for employment.

We helped temporary accommodation residents have access to laptops for online learning.

'A heartfelt thank you to Lewisham Homes for everything you have done to help and support me. The Changemakers course has given me the training and confidence to develop my business. It has made it a stronger project which can support more people and do more in the community.'

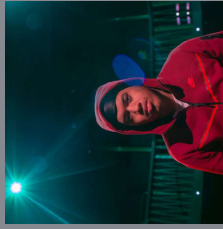
Lewisham Homes resident



KIERON'S STORY

After being involved in Albany youth projects, Lewisham Homes resident, peer mentor and youth support worker Kieron Morris set up Rezon8, a youth-led record label.

He has since gone on to study for a degree at Goldsmiths University.



"This was to give young people a place to be able to record and release music without the stress of financial issues, or being judged about the type of music they want to create."

Kieron said on setting up Rezon8



LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021



05

WORKING WITH AND INVOLVING OUR RESIDENTS

SOME HIGHLIGHTS

- 340 residents responded to our 'future of working' survey which will help us to develop our services to meet residents' needs.
- Digital engagement was a focus for our development team. This included training for 20 residents who are now becoming design and communication champions.
- We worked with young Achilles Street residents over Zoom to take part in creating an animated film to share their vision for estate regeneration.
- Our first ever leaseholder forum launched in February 2021 and was attended by more than 65 leaseholders. Quarterly meetings are chaired by Alan Wake, CEO of the National Leaseholders Group, whose aim is to 'improve standards in leasehold management'. They are an opportunity for leaseholders to have their home ownership questions answered and for us to hear their views on a range of topics. There is an actions log to track activity and outcomes, and to feed back to the forum to ensure openness and transparency.
- We held several workshops for residents to consult on various topics, including our approach to managing bulk waste and fly tipping after seeing an increase in both through the pandemic.
- In 2020/21 we started holding quarterly meetings with the chairs of our tenant and resident associations. These forums provide a valuable opportunity to talk to Lewisham Homes about issues and concerns, share ideas and give feedback about our services.



We are committed to working with our residents - tenants and leaseholders, and communities - to hear views, work together to shape services and involve them in our work.

Our Community Engagement Framework, launched in 2020/21, sets out how we plan to listen to a wider group of residents, representative of the different communities we support, and provide ways for residents to influence what we do. Making sure residents are involved in shaping our strategies, plans, policies and projects from the start helps us make better decisions which reflect local needs and improve neighbourhoods.

We got creative through the pandemic restrictions to ensure we could continue this vital work.

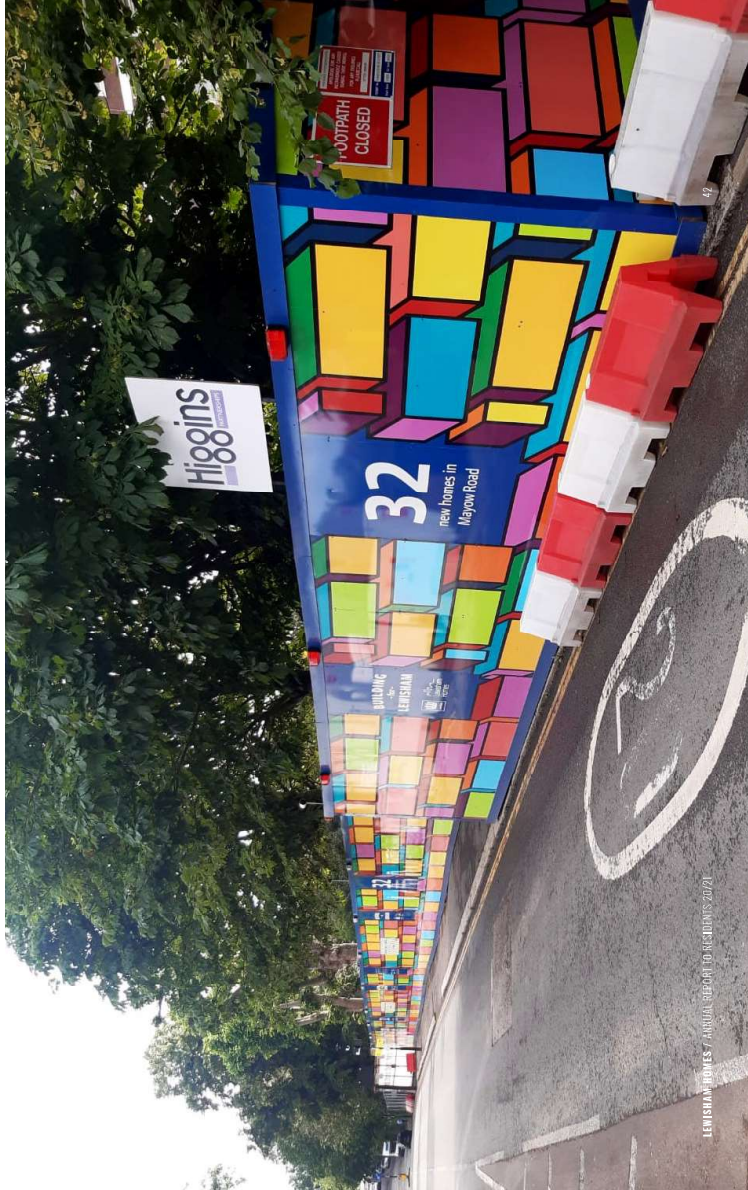
There are many ways our residents can get involved in improving the ways we work. To find out more, call 0800 028 2028 or visit lewishamhomes.org.uk/get-involved



NEW HOMES

06





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Housing is in short supply across Lewisham and building new homes is an important way the council can help.

In 2020/21, around 2,500 Lewisham families were living in temporary council accommodation, of which more than 750 people stayed in nightly paid accommodation. Building new homes means we are able to help families move out of temporary and emergency housing into a home of their own.

As the council's housing company, Lewisham Homes is a big part of its ambitious social home building programme, Building for Lewisham. Despite Covid-19, we were able to continue our building work following Construction Leadership Council guidance.

As well as existing projects, we continue to look for opportunities to build on vacant land, garage and shed sites. We are also examining the possibility of building on top of existing buildings (rooftop homes).

We always consult our residents and local communities when looking to build, and make sure we keep listening to them throughout the process.



HIGHLIGHTS OF THE YEAR:

7

New homes completed and tenants moved in

293

Homes under construction, on 14 sites

770

Homes in design and planning, on 15 sites

"Housing is a human right. Everyone deserves a decent home that is secure and affordable, a home where they can put down roots."

Mayor Damien Egan



07

CHAMPIONING EQUALITY, AND DIVERSITY, AND INCLUSION

We are committed to celebrating and championing equality, diversity and inclusion. We are proud that our staff represent the communities we serve. This is one of our strengths.

Our agenda includes making a stronger and more visible commitment to equality, diversity and inclusion (EDI), both within Lewisham Homes and externally.

At the heart of this work was the development of a new EDI strategy in partnership with residents and colleagues across the business.

We launched an EDI staff network to drive our agenda from the staff perspective.

Through the year we showed our support for a number of campaigns and awareness initiatives.

We will build on these foundations as we work to deliver our strategy over the coming year. This includes working to provide high quality services that are accessible, deliver outcomes, and that are continuously improving. We will involve residents in shaping the design and delivery of those services.

We will also work to recruit, develop and retain a diverse, talented and motivated workforce that reflects the diversity of Lewisham communities.



LEWISHAM HOMES / ANNUAL REPORT TO RESIDENTS 2021

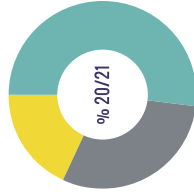
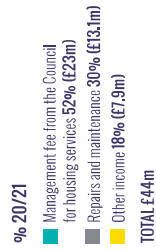


"Members of the EDI staff network will meet quarterly to discuss a range of topics, including the suitability of external diversity initiatives, and ways we can better engage and involve staff from all areas of the business, as well as residents from different backgrounds."

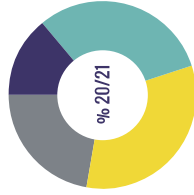
Chifit Onyema and Jo Seward,
EDI staff network chairs

KEY FINANCIALS

Income analysis



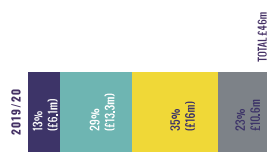
Expenditure analysis



Previous years



Previous years



PERFORMANCE OVERVIEW

| Landlord services | 2018/19 | 2019/20 | 2020/21 | Target |
|---|---------|---------|---------|--------|
| Tenant satisfaction with the overall service | 79% | 80% | 61% | 83% |
| Leasehold satisfaction with the overall service | 59% | 59% | 52% | 61% |
| Satisfaction with internal cleaning of blocks | 79% | 81% | 78% | 81% |
| Satisfaction with grounds maintenance | 80% | 83% | 81% | 81% |
| Tenant satisfaction with fast repair | 92% | 89% | 83% | 91% |

| Rent and service charge collection | 2018/19 | 2019/20 | 2020/21 | Target |
|---|---------|---------|---------|--------|
| Tenant arrears as a percentage of annual rent | 3.85% | 4.25% | 5.19% | n/a |
| Rent collected | 98.38% | 99.15% | 98.63% | 99% |
| Leasehold service charge collected as a percentage of annual charge due | 103% | 104.9% | 87.3% | 102% |

| Compliance (at 31 March 2021) | 2018/19 | 2019/20 | 2020/21 | Target |
|---|---------|---------|---------|--------|
| Fire risk assessments completed on time | 100.0% | 97.2% | 100% | 100% |
| Gas safety checks completed on time | 100.0% | 100.0% | 99.99% | 100% |
| Asbestos safety surveys completed on time | 100.0% | 100.0% | 100% | 100% |
| Lift safety inspections completed on time | 99.8% | 100.0% | 100% | 100% |
| Playground inspections completed on time | n/a | 100% | 100% | 100% |


| Service standards report | 2018/19 | 2019/20 | 2020/21 | Target |
|--|---|---------|---------|--------|
| We will aim to respond to at least 95% of Stage 1 complaints in 8 working days and 90% of Stage 2 in 15 days. | 92% | 91% | 81% | 95% |
| Our staff will be helpful, inclusive and respectful, treating residents with empathy. | n/a | 69% | 80% | 85% |
| We aim to answer 90% of all calls in under 2 minutes. | n/a | 65% | 62% | 90% |
| We aim to see you within 10 minutes when you visit us at reception. | As a result of the pandemic customer service points are not open | | | |
| We will respond to emails or letters you send to us as soon as possible, we will aim to respond to your enquiries within 2 working days and providing a full response within 8 working days. | We do not currently collect statistics relating to emails and letters | | | |



ANNUAL REPORT TO RESIDENTS 2020/21

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