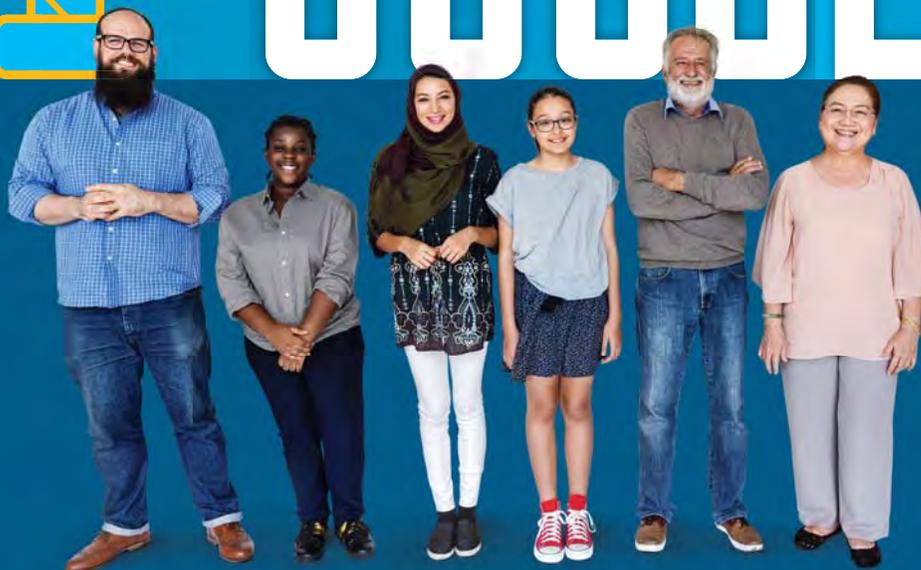


**BUILDING ON OUR**  
**SUCCESS**



**2017**

**REVIEW OF THE YEAR**

**Lambeth & Southwark**  
HOUSING ASSOCIATION



# HIGHLIGHTS

OF THE YEAR

We are reviewing all aspects of the repairs service

We celebrated 90 years as an organisation

- 👍 We celebrated 90 years as an organisation committed to improving the housing conditions of the peoples of Lambeth, Southwark and more recently, Lewisham.
- 👍 We created a new in-house surveyor role.
- 👍 We established a Repairs Working Group made up of Board members and officers to review all aspects of the repairs service including VFM.
- 👍 We entered into a partnership development scheme to deliver 11 new homes at zero cost to LSHA and no grant input.
- 👍 We undertook a comprehensive treasury management review including implementing recommendations.
- 👍 We paid down £2,000,000 on loan facility.



We have created a new in-house surveyor role



90th Anniversary:  
Thank you to everyone who joined us to celebrate

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Development and Planning Challenges 6 | Existing Stock and Improvement Works 8 | Our Performance 10  
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## Chair's Report

This section allows me to look back and look forward, and also to thank the excellent staff team at LSHA, led by Mark Jackson, and my experienced, expert and committed colleagues on the Board. It is a pleasure and privilege to work with them. These have been the key themes of the year:

**Development.** Any small London-based social housing provider faces considerable challenges in developing new homes – in terms of finance, logistics, planning and competition from larger associations. But at LSHA we are determined to use every good opportunity for development, and actively to seek such opportunities. Our planned modular development at Anthony and Roderick Houses in Southwark exemplifies our prudent but innovative approach. It has featured in a BBC London TV programme on modular building, and we hope that Southwark Planning Department would approve this exciting proposal.

**Maintenance and tenant services.** All of us at LSHA are determined that seeking new development opportunities will in no way be at the expense of our core duty – to provide high quality homes and services to existing residents. Despite the year-on-year rent reductions required by the government, we continued to invest in our existing stock. This year we created a new surveyor role and appointed a new day-to-day repairs contractor. We have also reviewed how we procure repairs, in order to ensure both the best quality we can achieve for our tenants and excellent value for money.

**Finance, governance and management.** Despite inevitably reduced income levels due to rent reductions, our continued sound financial management was demonstrated by a positive external audit. Alongside this, during the year we commissioned an internal audit examination of services including rent collection and voids. The Board was pleased to receive a positive report on these areas, demonstrating that the team continues to adopt best practice and to apply it consistently. The system of Board committees – Audit, Development, and Governance and Remuneration – has worked well, thanks to the energy and commitment of their Chairs (Delia Beddis, Danny Friedman and Hilary Barber respectively) and members. The committees free the Board to focus on more strategic issues, while ensuring that important issues within the remit of each receive the depth of analysis and discussion they deserve.

**Looking ahead – and community investment.** We were pleased to be the first small housing association to sponsor the Housing Plus Academy. The academy's focus is on social landlords' wider activities and interventions in low-income communities - beyond renting homes. This links with both our general philosophy and a particular focus on community investment which was the subject of the October 2018 Board Away Day, expertly facilitated by Sandra Ferguson. An outcome of the away day is the development of a practical, meaningful and measurable community investment strategy.

**Howard Webber**  
*Chair*

**WELCOME**  
**FROM THE CHAIR**



## Chief Executive's Message

The year started with a comprehensive telephone survey of all LSHA tenants. We were pleased that over 50% of tenants were willing to share with us how they felt about our services.

As anyone knows who has been asked to respond to a phone survey or, indeed has commissioned one, we are all so busy with our lives that finding the time to share our experiences, good or bad, is always a struggle.

I for one was hugely grateful to everyone who did take the time to respond. The two main headlines we took from the survey were:

- We can do better with how we deliver our repairs service.
- There has been a significant increase in the perception that LSHA listens to and acts on tenants views.

In my four years as Chief Executive of LSHA I have been committed to fostering a culture of openness and honesty. For me it is all about communication, communication and communication.

When we get things wrong we need to be open about it, apologise and seek to do better. This is very much the approach we have taken with the repairs service. We have listened and we are taking steps to improve the way we deliver services.



**Harry Walden:**  
New surveyor since  
November  
2017

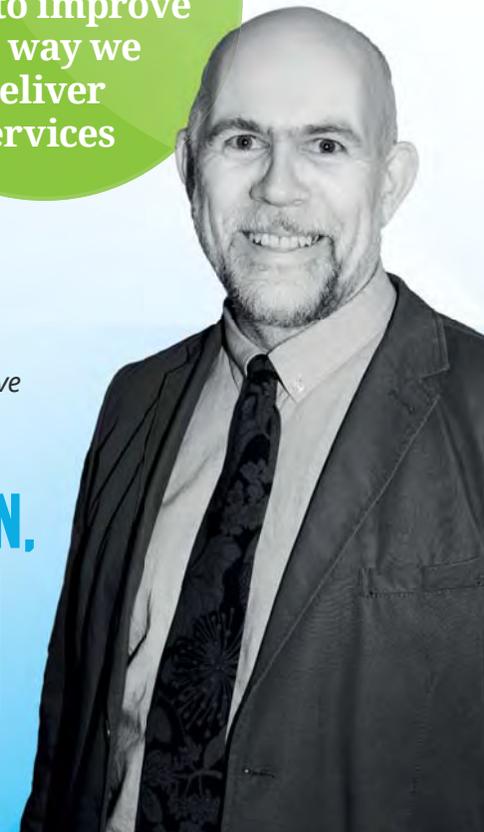
We have created a new surveyor role to bring more services in house; we have introduced an appointment service for non urgent repairs and we are working with a new repairs contractor.

Even for a small organisation, it takes time to change perceptions but we hope that the work we have been doing along with the tenants having more faith in our willingness to listen and act will bring dividends over the next couple of years.

**Mark Jackson** *Chief Executive*

We are  
working with  
a new repairs  
contractor

We have  
listened and  
we are taking  
steps to improve  
the way we  
deliver  
services



COMMUNICATION, COMMUNICATION,  
**COMMUNICATION**

## Reflections on our 90th Year

*“We ask our friends in Lambeth to help the tired mothers, the delicate children. The boys and girls running wild, and to help them quickly: harm done in a month may take years to put right.*

*Since Lambeth has not many rich citizens, we say to our friends outside: Ask yourself.*

*Who is my neighbour?”*

These words come from the 1934 Annual Report of our predecessor the ‘Lambeth Housing Movement’. This was three years after we completed our first new build development, Liberty Street which we still own today.

Whereas the language may be dated and Lambeth today may contain a few more ‘rich citizens’, the sentiment still holds true.

From contemporaneous records we have descriptions of many of the first families housed at Liberty Street:

*“Mr and Mrs M and four children, a boy of ten and three girls, came to Liberty Street when the flats first opened from three rooms, two of them semi-basement. The boy had been under treatment at St. Thomas’s Hospital for some time with Bronchitis and Asthma: he had attacks at home but was free from them away; one of the girls was also delicate and under hospital. They had for a long time been seeking airier (sic) rooms, but could not find anything they could afford.*

*The boy has now started work and seems much stronger.”*

Interestingly, the Treasurer at the time, the Honourable Sir Arthur Stanley, GBE. CB. MVO, was also treasurer of St. Thomas’s Hospital. Sir Arthur Stanley was himself disabled for

most of his life and went on to Chair the British Red Cross from 1938 – 1946. We are also fortunate enough to retain a copy of our lettings records covering the Second World War which refer to helping families who had lost homes as the result of enemy bombing.

Other important luminaries of the Association include Lilian Baylis, who lay the foundation stone to Liberty Street.

We still have the inscribed silver trowel used for the occasion. It has subsequently been used as a somewhat refined cake slice at our 60th and 90th Anniversaries as well as more recent scheme openings.

The Archbishop of Canterbury - the role, not individual - was President of the Association for many, many years.

Since its initial inception we have had three offices. In Webber Street, SE1; Cleaver Square, SE11 and, since the early 1990s at St. Agnes Place. We are finally outgrowing this office and are actively looking to relocate to something more suitable for our visitors, staff and Board.

**Maud Butler, one of our longest standing tenants, attended our 90th Anniversary celebrations, and was also at LSHA’s Silver Jubilee Party back in 1987!**



Liberty Street circa 1930 (above left) and more recently

The silver trowel used to lay the foundation stone to Liberty Street



90  
20

## Development and Planning Challenges

Developing new homes is a real challenge for LSHA. The Board and staff are committed to providing new homes for Londoners and in maintaining the social diversity that makes London such a unique city to live and work in. This however comes with its challenges.

In recent years smaller housing associations have found it more difficult to identify sites as we cannot compete with commercial speculative builders. Most social or 'affordable' housing has been delivered by the larger associations who have the financial clout to be able to make larger sites work.

**Developing new homes is a real challenge for LSHA**

**The Board and staff are committed to providing new homes for Londoners**



In addition to which, we regularly face challenges trying to develop our small sites. Local residents and planners are often unwilling to see new homes delivered.

With a local presence going back 90 years we are not about making a quick return and moving on. We look to build sensitive designs that reflect the existing vernacular, whilst not wanting to simply build a pastiche of the existing built environment.

The image, left, is an artist's impression of one scheme we hope to deliver in Stockwell which is currently subject to a planning appeal. We will leave it to the viewer to identify which will be the new block...

LSHA  
needs to  
explore more  
innovative ways  
of delivering  
homes



With the challenges we face in building new homes, LSHA needs to explore more innovative ways of delivering homes.

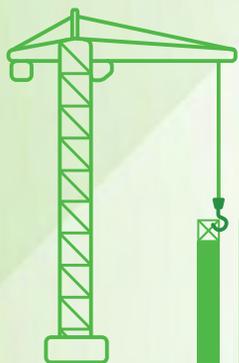
We were really pleased during the last year to sign an agreement with Apex Housing Solutions, to work together on a scheme in Bermondsey to deliver up to 28 new modular and airspace homes. All being well we hope to be able to build without having to use grant funding.

This is a hugely exciting project and even attracted the interest of the BBC who filmed and broadcast an interview with our Chief Executive.

# DEVELOPMENT AND PLANNING CHALLENGES



Bermondsey  
airspace development  
- early drawing



# EXISTING STOCK AND IMPROVEMENT WORKS

As a year 2017 was overshadowed by the Grenfell Tower tragedy. Although Grenfell Tower was not owned or managed by a housing association the tragedy has had a massive impact on the sector.

It has lead a number of commentators and senior housing professionals to question whether housing associations may have allowed the drive to develop new homes to come at the expense of investment in existing homes.

At LSHA we are proud that we have continued to invest in our existing stock.

Our independently commissioned 2016 stock was *“found to be in good condition and well maintained by the Association. Very few backlog or catch-up repairs were observed by our surveyors indicating that the Association have maintained a programme of renewals and improvements over the last few years.”*

During 2016/17 we have been systematically addressing a number of issues that have been identified arising from our last set of Fire Risk Assessments.

We are pleased (and relieved) to be able to report that we do not have any cladding in any high rise blocks in which we own flats that have been identified as a possible cause for concern.



**Window replacement and external decorations works at Commercial Way**



**We are proud that we have continued to invest in our existing stock**

We are pleased to report that we do not have any cladding in any high rise blocks in which we own flats that have been identified as a possible cause for concern

**Additional works that we have undertaken over the last year include:**

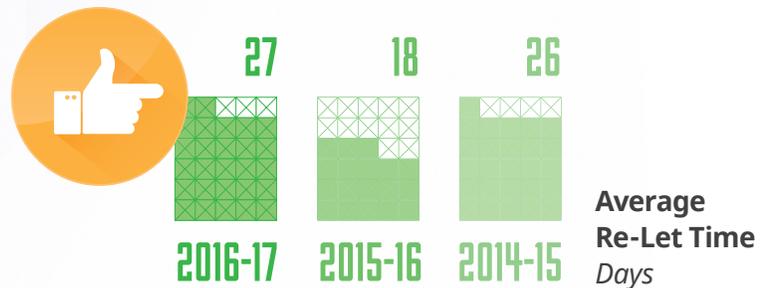
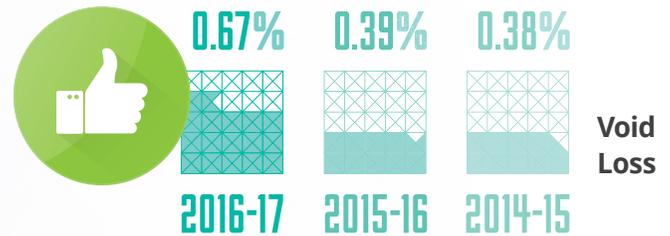
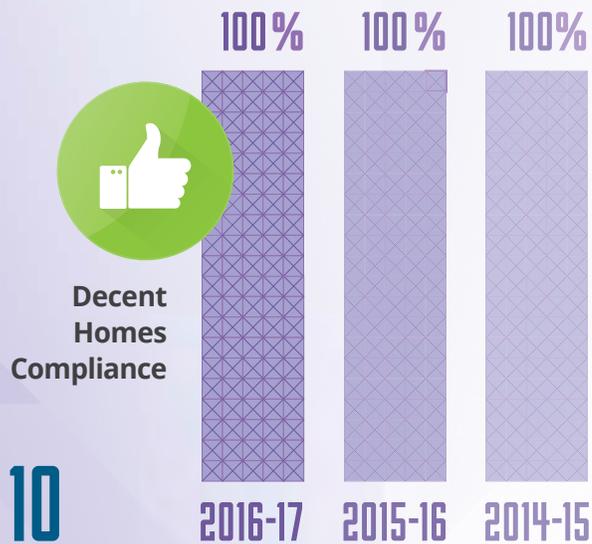
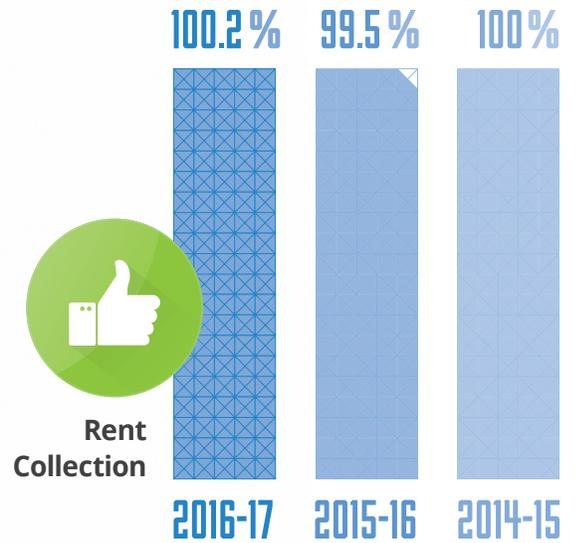
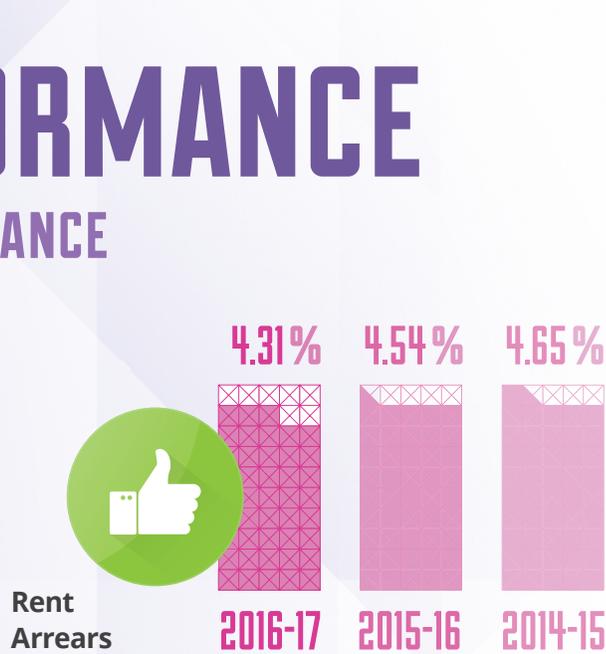
- Creation of a new in-house surveyor role.
- Kitchen and bathroom works for the following properties: 41 Stockwell Park Road, 63/65 Kennington Park Road, Butler Court.
- Window replacement and external decorations works for: Commercial Way, Cator Street.
- Replacement of all windows to the upper flats at Garden House.
- Replacement of rear garden doors and side screen for Albert Way houses.

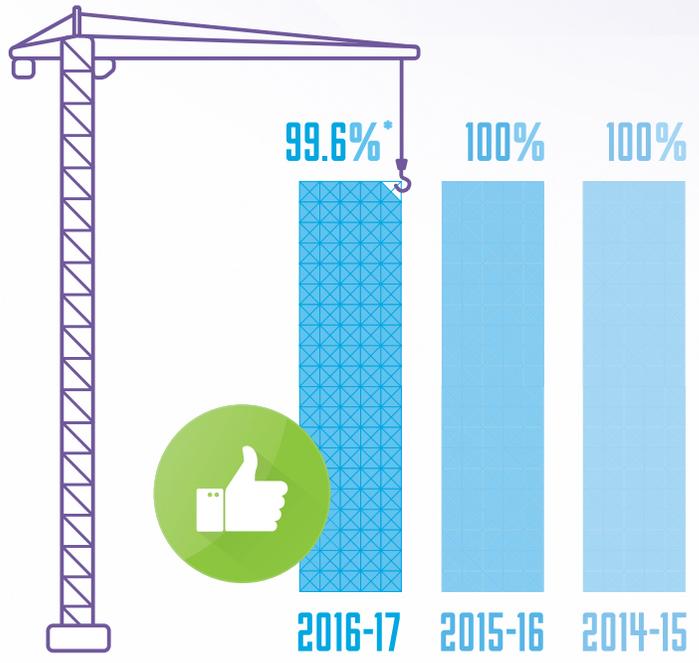
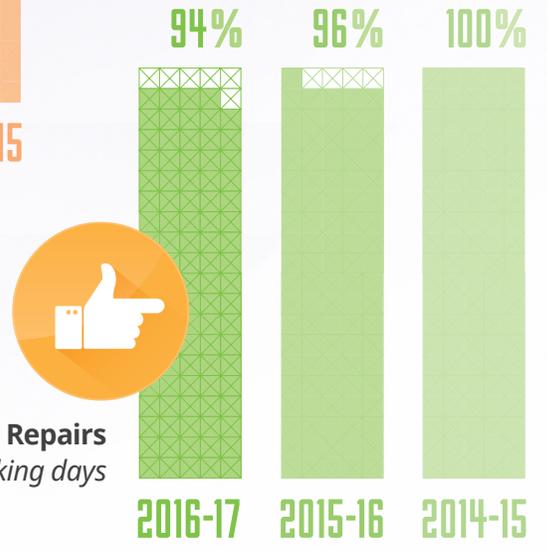
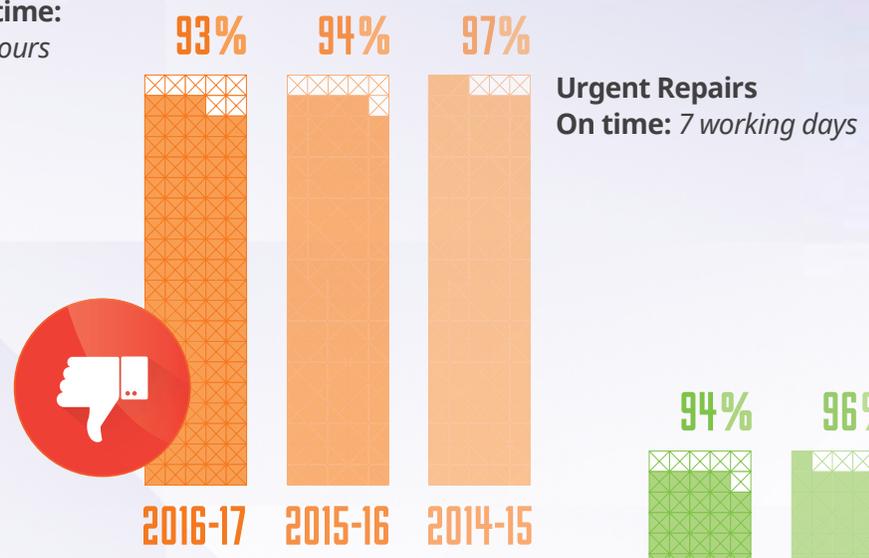
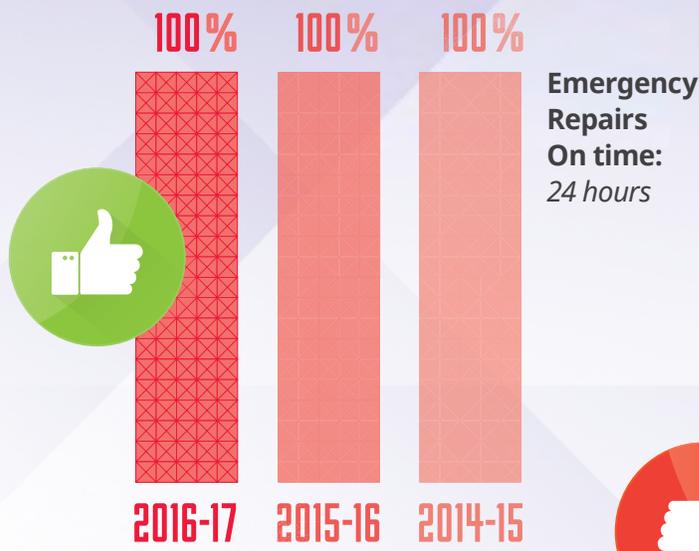


**Kitchen replacement at Kennington Park Road: Before (left) and during works**

# OUR PERFORMANCE

## KEY PERFORMANCE INDICATORS





\*Gas inspection due by end of September 2017 not completed until first week of October, 2017. Tenant has severe mental health issues and had not responded to letters calls or visits.

**Our Performance compared with Peer Group 2016-17**



We are getting the best returns from our assets

We are benchmarking and comparing costs with those of other registered providers

**Value for Money (VFM) means the delivery of our social objectives in the most cost effective way possible.**

The value we produce is directly related to our social purpose – our mission is to make a difference to people’s lives by:

- Providing quality homes.
- Providing a range of outstanding services.
- Improving the physical and social sustainability of estates and communities.

For LSHA achieving VFM is about making a bigger difference by providing quality homes, the best services and the best neighbourhoods we possibly can with the resources available.

We will do this mindful of the legitimate and sometimes competing interests of our key stakeholders: tenants, local community, local partner organisations (including the three local authorities in which we operate) and funders.

**In summary, we seek to ensure VFM through:**

- Embedding VFM within the culture of the organisation.
- Improving customer satisfaction and customer involvement.
- Benchmarking and comparing costs with those of other registered providers.
- Ensuring financial controls support the delivery, measurement and reporting of VFM.
- Ensuring consideration of VFM in all procurement.
- Encouraging green initiatives and minimising wastage in our operations.
- Increasing partnership activities to provide more cost effective services.
- Improving our housing stock based on the results of our asset management review and forthcoming stock condition survey.
- Getting the best returns from our assets.
- Improving IT services to make LSHA more efficient and cost effective.



# STATEMENT ON VALUE FOR MONEY

**Practical VFM initiatives undertaken by LSHA during the year include:**

**Assets**

- Establish a Repairs Working Group made up of Board members and officers to review all aspects of the repairs service including VFM.
- Agree Heads of Terms on innovative development scheme to deliver 11 new homes at zero cost to LSHA and no grant input.
- Creation of a new in-house surveyor role.
- Kitchen and bathroom works for the following properties: 41 Stockwell Park Road, 63/65 Kennington Park Road, Butler Court.
- Window replacement and external decorations works for: Commercial Way, Cator Street.
- Replacement of all windows to the upper flats at Garden House.
- Replacement of rear garden doors and side screen for Albert Way houses.

**Operations**

- Introduction of appointment system for repairs.
- Comprehensive telephone satisfaction survey of all tenants.
- Review of grounds maintenance agreement.
- Supplying housing officers with tablets to enable real time access to Omniledger whilst on visiting tenants.
- Initiation of comprehensive tenancy audit programme.
- Comprehensive update of all scheme notice boards.

**Treasury Management**

- Training for Board members on housing association finance and treasury management.
- Undertaking a comprehensive treasury management review including implementing recommendations.
- Paying down £2,000,000 on loan facility.

We are encouraging green initiatives and minimising wastage in our operations

We are undertaking a comprehensive treasury management review



# HIGHLIGHTS FROM THE ACCOUNTS

Repayment of £2 million loan funding

Maintaining consistent level of investment in homes despite second year of 1% reduction in rents

4% increase in reserves held

A copy of the full audited financial statements is available from the registered office and on our website.



## Summary of our audited accounts

	Year to:		
	30.9.17	30.9.16	30.9.15*
<b>Income &amp; Expenditure</b>	<b>£000s</b>	£000s	£000s
Income from rents and other sources	<b>2,102</b>	2,115	1,919
less repair and administration costs	<b>1,748</b>	1,600	1,357
gives an operating surplus of:	<b>354</b>	515	562
deduct interest on our loans	<b>138</b>	195	158
add interest received	<b>4</b>	6	5
gives an available surplus of:	<b>220</b>	326	409
<b>Balance Sheet</b>			
Cost of investment in homes	<b>20,746</b>	20,923	20,915
Long-term Investments	<b>907</b>	847	764
Funds we hold	<b>900</b>	2,772	2,588
<b>Total</b>	<b>22,553</b>	24,542	24,267
Social housing grant	<b>11,064</b>	11,209	11,276
Long-term loans	<b>3,772</b>	5,901	5,971
Reserves we hold	<b>7,717</b>	7,432	7,020
<b>Total</b>	<b>22,553</b>	24,542	24,267

\* Restated following implementation of new FRS102 accounting standards.

# OUR BOARD...

The Board comprises the following volunteers who have served at some time during the year:

**Howard Webber**, Chair  
Retired Civil Servant

**Lekiddo Arbuah**,  
Performer (*retired March 2017*)

**Hilary Barber**, Housing Professional

**Delia Beddis**, Planning and  
Development Manager

**Danny Friedman**, Housing and  
Social Policy Research Director

**Will Manning**, Housing Professional  
(*resigned September 2017*)

**Tim Collins**, Accountant

**Sandra Ferguson**, Community  
Involvement Consultant & Trainer  
(*elected March 2017*)

**Andrew Wilson**, Development  
Professional (*elected March 2017*)

**Alicia Azucena**, Retired Housing  
Finance Manager (*elected March 2017*)



Above: **Board Away Day 2017**

# STAFF...

## Staff Team

**Mark Jackson** ▶  
Chief Executive

**Angela Bailey** ▶  
Operations Manager

**Rocky Charles** ▶  
Finance Manager

**Orfeo Amsterveen** ▶  
Finance Officer/Administrator

**Elaine Brown** ▶  
Housing Officer (*joined Jan 2017*)

**Diane Thompson** ▶  
Housing Officer (*joined Jan 2018*)

**Harry Walden** ▶  
Surveyor (*joined Nov 2017*)

**Estate Maintenance**  
**Clive Gayle and Derek Smith**

# & PARTNERS

## Registered Auditors

Beever & Struthers  
15 Bunhill Row, London EC1Y 8LP

## Bankers

Barclays Bank PLC  
180 Oxford Street, London W1D 1EA

## Solicitors

Batchelors Solicitors  
Charles House, 35 Widmore Road,  
Bromley BR1 1RW



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# WHERE WE WORK



*It's easy to keep in touch!*

in person: **7a St Agnes Place, London SE11 4AU**

by phone: **020 7735 3935**

by email: **info@lsha.org.uk**

by text: **07826 826823**

website: **www.lsha.org.uk**

Lambeth & Southwark Housing Association – Working for Better Housing  
Registered under the Co-operative and Community Benefit Societies Act 2014  
Registered Office: 7a St Agnes Place, London SE11 4AU

