



Lambeth & Southwark Housing Association

our community

REVIEW OF THE YEAR 2018-19

highlights... OF THE YEAR

“ Appointed a second major repair contractor

“

Achieve improved service at a reduced cost

Planning Submission for 30 flats of affordable homes in Bermondsey

”



“

Acquired 11 Key Worker flats in Camberwell

Developed a Community Investment Strategy ”

inside... THIS REVIEW

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welcome... & CHAIR'S MESSAGE

Among my first questions to Board colleagues when I became Chair four years ago was: 'What is the point of LSHA?'. It was never enough to reply 'small is beautiful'.

It was always clear that we cannot provide the wide range of services offered by the larger social landlords.

But we can provide something valuable and distinctive, and this year we have made real progress towards this goal.

DEVELOPMENT

As Mark Jackson reports, we have taken over eleven NHS Key Worker flats on Camberwell Road. Key Worker housing is a new venture for LSHA but fits perfectly with our founding values of supplying good quality affordable homes for people living and working in Lambeth.

Mark also reports on our airspace development at Antony and Roderick House in Southwark. While this has taken a long time, we have made real progress this year. Meanwhile the development has generated much interest from the Greater London Authority.

They are keen to see it delivered and become an exemplar for other social landlords. Whatever the outcome – and I remain optimistic – the exercise has shown not only that small housing associations can make a real impact, but also that LSHA stands out among social landlords of our scale.

continued...



MEETINGS
DURING
THE
YEAR

welcome... & CHAIR'S MESSAGE CONTINUED

COMMUNITY INVESTMENT STRATEGY

The development of a Community Investment Strategy reflecting the needs of our tenants and stakeholders has been a priority for the Board. We trained a small group of community researchers who between them interviewed nearly 80 tenants. Based on this and on survey findings from stakeholders we developed a draft strategy and work plan which, with our tenants, we shall be implementing in the coming year.

MAINTENANCE SERVICE

Mark reports on the main progress this year – the appointment of a second major contractor, and the introduction of a Schedule of Rates scheme – unglamorous but vital parts of our mission to look after the fabric of our property efficiently and effectively.

FINANCE

We undertook a comprehensive review of our 30 year Business Plan. The plan is robust and enables us to finance an ongoing development programme despite the continued annual rent reduction, which still has one more year to go. During the year we also reviewed our Treasury Management Policy and updated our financial regulations to ensure that we can meet future borrowing requirements from a position of strength.



AND FINALLY...

My job on these occasions is to look back at the year's highlights and look forward at the year to come.

The external circumstances we face – from Brexit to Universal Credit – are hugely uncertain and troubling. But my Board colleagues share my enthusiasm and optimism about LSHA's future. There is an element which I haven't yet mentioned – the commitment and ability of Board members themselves and of executive colleagues. Taking this altogether, we have the opportunity to make Lambeth & Southwark truly outstanding.

HOWARD
WEBBER



message... FROM THE CHIEF EXECUTIVE

On the surface 2018 was a relatively quiet year. Below the surface however things have been a little busier. A great deal of my energy has been involved in progressing our airspace development in Southwark.

2018 ended with our submitting, along with our partner, Apex Airspace, a planning application for 30 new homes to Southwark Council. We are incredibly proud of this development and fully hope to be in a position to start work on this during 2019.

The year ended on another positive note with the purchase of a block of eleven key worker flats in Camberwell. Key worker accommodation is a new venture for LSHA. It does sit comfortably with our founding values...*"There are certain things which should surely be within the reach of every decent, hard-working couple at a rent which they can afford..."* (taken from the annual report accompanying LSHA's first self funded development at Liberty Street in 1932).

LSHA has always sought to keep balance between new acquisitions and the maintenance of its existing stock. We have a responsibility to contribute to providing new homes but must never forget the duty of care we have towards our existing tenants.

To this end we were really pleased to announce the appointment of a second major repair contractor, A&E Elkins. We also introduced a formal schedule of rates to help ensure, during a time of reducing rents, that we can deliver Value for Money.



On the surface 2018 was a relatively quiet year. Below the surface however things have been a little busier.

MARK
JACKSON



community... INVESTMENT STRATEGY

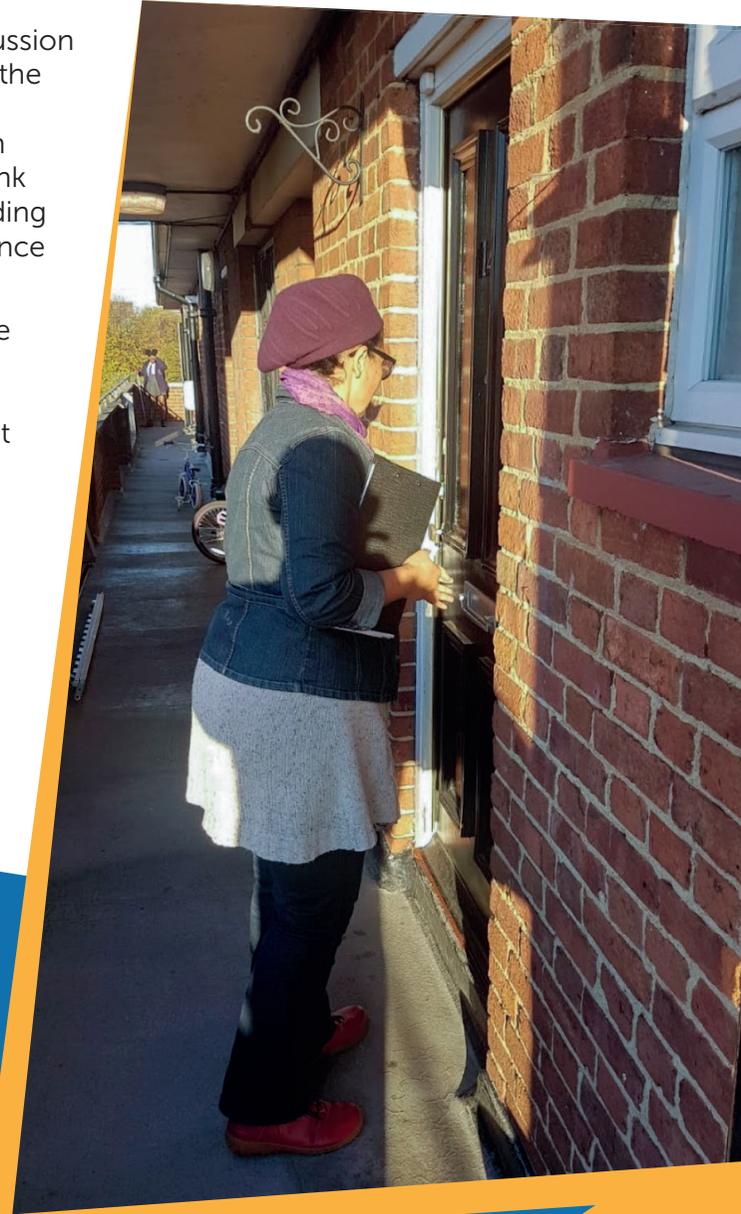
At LSHA the Board and staff are very aware of the responsibility they have to the communities in which we operate.

There has been a great deal of discussion within the social housing sector on the balance between investing in badly needed new homes and investing in existing communities. We like to think that LSHA has been true to its founding values in not forgetting the importance of our existing tenants and assets.

That said, we do also want to ensure that what we can afford to invest in the wider community should be targeted in a way that ensures it best maximises LSHA tenants priorities and investment already being undertaken by other services.

As a small organisation with very limited resources, the ongoing investment in our own tenant homes will always be our main priority.

COMMUNITY
INVESTMENT
STRATEGY -
TENANT SURVEY



SO WHAT DOES THIS LOOK LIKE IN 2018

To this end LSHA undertook an extensive exercise during the Autumn of 2018 to understand local priorities and come up with a Community Investment Strategy. Working with Paul Bragman, Economic and Community Regeneration Consultants we surveyed over twenty potential stakeholder organisations and LSHA tenants.

To get a real feel for what LSHA residents priorities might be we felt it would be helpful to work with tenants to undertake the survey work. To that end we worked with and helped train four tenants in the skills necessary to undertake survey work. In total this small group were able to undertake conversations with over 80 different LSHA households.

The primary objective for this strategy is to ensure LSHA deliver on the following:

- Resident engagement
- Tackle disadvantage as well as social and financial exclusion
- Helping build sustainable and cohesive communities



To date we are very much at the beginning of this project. We are currently setting up a Community Investment Steering Group made up of tenants, board members and staff to oversee and steer the delivery of LSHA's community investment strategy.



development...NEWS

STOCKWELL

It has not all been positive news on the development front over the last year. Our plans to redevelop an unsightly small garage site in Stockwell into four flats of affordable accommodation were turned down following a public planning appeal. This unsuccessful development is a good example of the challenges that LSHA and other small housing associations face in trying to develop small sites in planning sensitive areas of high land costs.

The challenges of developing small sites:



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At LSHA we have always prided ourselves in our ability to maintain a healthy balance between the need to look after our existing tenancies whilst also recognising that we have a responsibility to help address the massive demand that we all know exists for affordable housing in London.

VAUGHAN ROAD, KEY WORKER HOMES, SE5

In this regard 2018-19 has been a very exciting year for us. In March 2019 we completed on the acquisition of a block of 11 Key Worker flats in Vaughan Road, Camberwell SE5 serving local NHS hospitals.

The provision of Key Worker accommodation is an new venture for LSHA but fits comfortably with our founding values. London, especially central London, desperately needs accommodation that Key Workers can afford to live in. This group is often marginalised as high accommodation costs mean property is only available to the wealthy or applicants who have priority for more traditional social housing.



VAUGHAN
ROAD
SE5



ANTONY AND RODERICK HOUSE

Another major project for the year has been the progression of our airspace development at Antony and Roderick House in Bermondsey. Here we are working closely with our partner, Apex Airspace, to deliver new homes of a modular construction type on top of and to the side of two existing blocks.

Since the original conception of the scheme we have been listening to local resident concerns around tenure mix and we are confident that we can now deliver a project which will provide us with ownership of all the new homes.

This will mean 30 new affordable homes for local need as well as the addition of a lift and other amenities to benefit existing tenants. The innovative approach being adopted along with the use of modular construction methodology is attracting great deal of attention.

The scheme, along with an interview with our Chief Executive was included in the BBC current affairs programme, *Inside Out*. We were also involved in the launch of a GLA, Apex Housing partnership event at London's City Hall where the Chief Executive was involved in a panel session alongside James Murray, the Deputy Mayor for Housing.

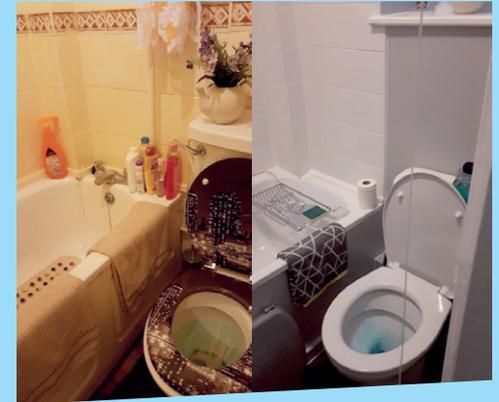


ANTONY AND RODERICK HOUSE

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stock... IMPROVEMENT WORKS

Through prudent financial planning we are pleased that despite a third year of reduction in rental income LSHA has still been able to maintain its programme of kitchen and bathroom improvements, and external decoration programmes.



BEFORE & AFTER



St. Agnes Place Roof

value for money... **FINANCIAL REVIEW**

LSHA & VALUE FOR MONEY

We are open about how we meet our targets and manage our finances. Each year we publish our annual report so that residents can see how we are performing against agreed standards. Our financial statements explain how we have managed our money.

SIGNIFICANCE

Maximising the Value for Money (VFM) derived from scarce resources is always important for any housing association; never more so than at the present time of severe financial restraint and annual cash reductions in rents over the four year period to March 2020. As a small housing association with limited levels of activity we are constrained in the ways in which we can easily make savings without impacting the quality of our service.

As part of our published financial accounts we seek to publish a robust self assessment which sets out in a way that is transparent and accessible to stakeholders how they we achieve value for money. The assessment:

- Enables stakeholders to understand the return on assets measured against the organisation's objectives;
- Sets out the absolute and comparative costs of delivering specific services;
- Evidences the Value for Money gains that have been and will be made.

STRATEGIC APPROACH

A key objective of LSHA's Business Plan is to deliver affordable quality in homes and services. Through VFM LSHA aims to ensure:

- That resources are available to achieve the association's Business Plan objectives and key priorities;
- A balance between cost, quality and performance;
- A good level of customer satisfaction.

Three significant areas of investment: development, community investment and staffing have received particular attention by the Board during the year, with a focus of making the best use of resources to enable further investment, particularly in developing new homes.

We also operate in an environment where staff are encouraged to take ownership of opportunities that could be used to achieve VFM and for business improvement.

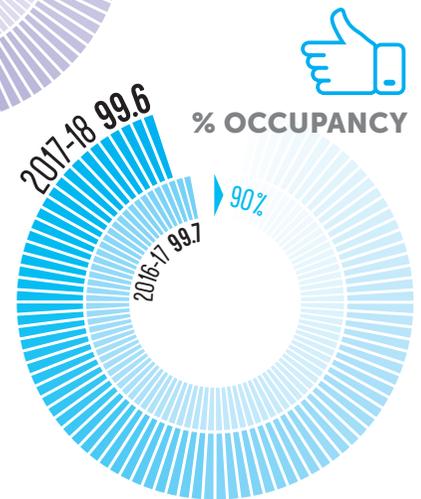
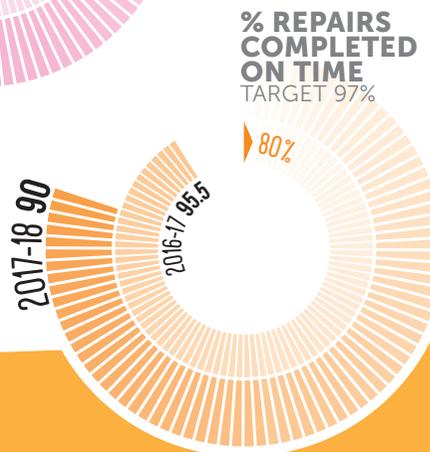
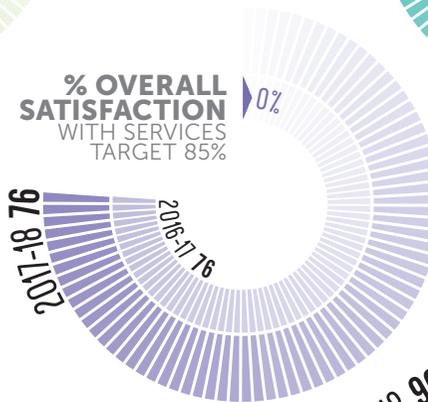
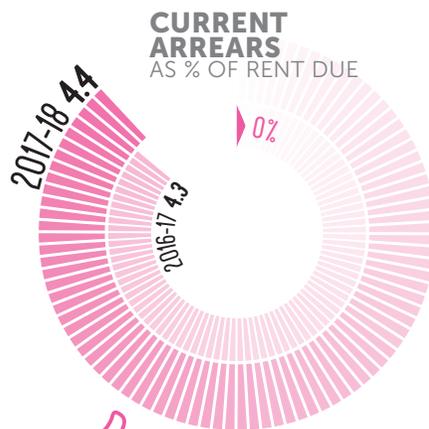
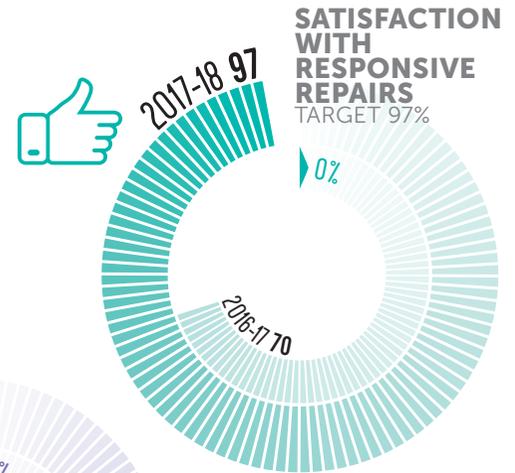
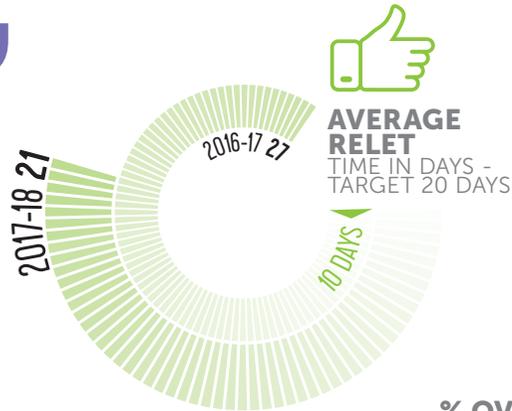
Practical examples of the ways in which VFM savings have been made include:

- Appointment of a second major repair contractor;
- Full implementation of a Schedule of Rates;
- Replacement of the company phone system to achieve improved service at a reduced cost;
- Use of email to send repair orders not mail;
- Extending use of target texting service;
- New no cost abandoned vehicle arrangement.

our performance... OVER THE YEAR

When compared with a sample of other smaller London housing associations, LSHA continues to perform above average in terms of Key Performance Indicators.

Of 20 key KPI's we were in the top quartile in four categories; second quartile in eight categories; third quartile in seven categories and in the fourth quartile in only one. This was for cost per property for major and cyclical works and followed an unforeseen major repair required at St Agnes Place.



highlights... FROM THE ACCOUNTS

Summary of our Audited Accounts

Year to:	30.9.18	30.9.17	30.9.16
Income & Expenditure	£000s	£000s	£000s
Income from rents and other sources	2,051	2,102	2,115
less repair and administration costs	1,808	1,748	1,600
gives an operating surplus of:	243	354	515
deduct interest on our loans	92	138	195
add interest received	6	4	6
gives an available surplus of:	157	220	326
Balance Sheet	£000s	£000s	£000s
Cost of investment in homes	20542	20,746	20,923
Long-term Investments	969	907	847
Funds we hold	1,062	900	2,772
Total		22,553	24,542
Social housing grant	10,923	11,064	11,209
Long-term loans	3,684	3,772	5,901
Reserves we hold	7,964	7,717	7,432
Total	22,571	22,553	24,542

3.2%
increase
in reserves
held



Historically low level of
surplus enabling higher
levels of investment
in existing stock

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

tenant...**STORY**

Mrs Dagloria said she is happy with life and feels truly blessed!

Mrs Dagloria has been a LSHA tenant for over 30 years and thinks we are a very good landlord.

She was born in Tottenham, North London in the 1920's and enjoyed athletics and swimming at school and took part in various swimming galas and almost drowned twice!

Mrs Dagloria says that she has seen many changes over the years, some good and some bad. During the Second World War, she experienced the bombing of her grandmother's home and loss of her boyfriend, George Buck who was unfortunately killed by a bomb whilst on leave from the army.

She went on to marry and is a proud Mother to four children, six grandchildren and four great-grand children. To help raise her family, she worked for Army & Navy at Pall Mall organising gala parties which the Royal family attended and enjoyed meeting the Queen, Prince Phillip (she says was so handsome), Princess Margaret and Louis Mountbatten on many occasions.

Mrs Dagloria also worked at the Royal Festival Hall and met many people including other famous royals when she was meeting and greeting visitors, which included Princess Diana, Prince Charles and the Princes, William and Harry. So you can see she had royal connections.

One of her many favourite pastimes were dancing, especially the Waltz and the foxtrot. These days she keeps busy by carrying out the usual household chores like cooking and still enjoys herself by travelling to Malaga in Spain to visit her daughter. She also loves to do a bit of shopping and attending any family functions too.

our staff...^{TEAM}

It was with real sadness that we said farewell to Orfeo Amstelveen, our Finance and Admin Officer, during the year.

After six years with LSHA, Orfeo decided that with the current backdrop of uncertainty he should return to the Netherlands to further his career. We wish Orfeo all the very best for his next venture.



Mark Jackson

Chief Executive

Overall responsibility for the management of the Association and its services. Guides the Board members in formulation of strategy and business planning. Responsibility for staffing and external relations.



Rocky Charles

Accountant

Responsibility for finances, budgets and accounting.



Orfeo

Amstelveen

Finance and Admin Officer



Angela Bailey

Operations Manager

Operational responsibility for delivery of all housing services, working closely with tenants, contractors and consultants. Also has direct responsibility for the preparation of asset management for housing and maintenance services.



Elaine Brown

Housing Officer

Responsible for housing management and maintenance functions for Southwark properties.

board...MEMBERS

Estate Maintenance

Clive Gayle and
Derek Smith

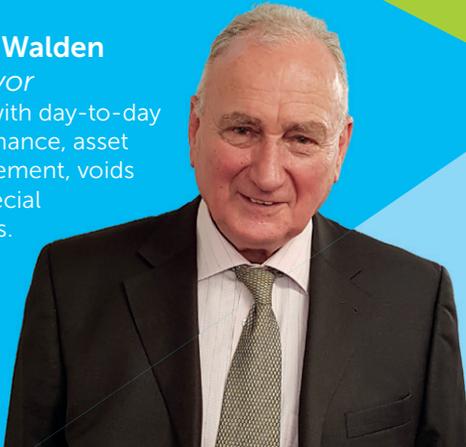
Diane Thompson

Housing Officer
Responsible for housing
management and
maintenance functions
for Lambeth &
Lewisham
properties.



Harry Walden

Surveyor
Deals with day-to-day
maintenance, asset
management, voids
and special
projects.



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

Howard Webber, Chair Retired Civil Servant

Hilary Barber, Vice-Chair Housing Professional

Danny Friedman Housing and Social Policy Research Director

Delia Beddis Planning and Development Manager

Tim Collins Accountant

Sandra Ferguson Community Involvement Consultant & Trainer
elected March 2017

Alicia Azucena Retired Housing Finance Manager
elected March 2017

Cleo Daley-Ranger
elected to the Board 2018

& 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

where ...WE WORK



IT'S EASY TO KEEP IN TOUCH...

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Lambeth & Southwark Housing Association – Working for Better Housing
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