

review of the year 2016

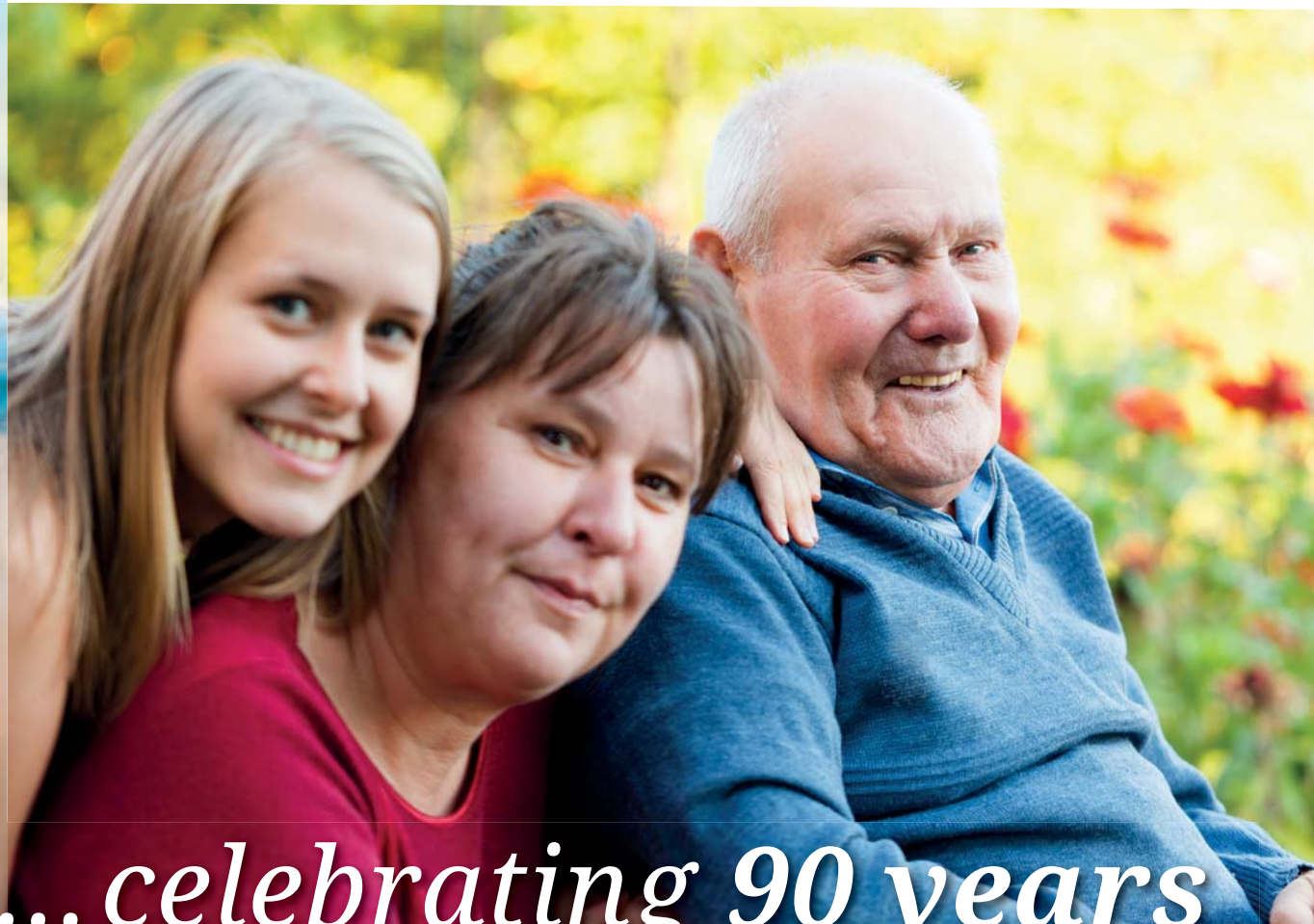


90th
ANNIVERSARY



**Lambeth &
Southwark**
HOUSING ASSOCIATION

“Faith, hope and a capital of seven pounds”



...celebrating 90 years

Anniversary Review *inside*



Headlines

Governance Review = two new committees

Stock Condition Survey

Compliance with
NHF Code of Governance

Comprehensive
Tenant Survey



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Message from the Chair

This year we continued and developed the themes of last: ensuring that we are as strong as we can be in order to be able to face a tough environment with strength and confidence.

As for people, good practice meant that over the past two years we have had to replace our experienced, able and committed Board members. But we have been able to make a virtue out of necessity, and now have in place a Board which, while new or relatively new to LSHA, is not only just as able and committed but is also extraordinarily strong in the skills we need. I am delighted to have such excellent colleagues.



Howard Webber
LSHA Chair



As for infrastructure more generally, the year began with the handover of our flats in St Faith's Road, Tulse Hill. During the year we completed a comprehensive stock condition survey, which confirmed that LSHA properties were generally in good condition and well maintained. We also completed an asset and liability register for all LSHA rented and commercial property.

Other elements of the year's progress included a cost benchmarking exercise across SolFed housing associations, successful implementation of a texting service to over 75% of LSHA tenants, and completion of a comprehensive telephone survey which was successful in contacting over 50% of tenants.

The survey's main findings were that:

- **LSHA is getting better at communicating with tenants**
- **The repair service is the main area for improvement - which provides a key issue to address for the future.**

Our Board committee structure is now fully in place, with Delia Beddis chairing Audit and Risk, Danny Friedman Development and Hilary Barber Governance and Remuneration. The committees will both provide detailed scrutiny of these vital areas of LSHA's work and allow the main Board to operate in a more streamlined manner.

So, as I say, we are well placed to deal with such future challenges and opportunities as those shown on the right:

Communication with Residents. The telephone survey showed that we are making progress with this. We will aim for continuing improvement.

Services for Residents. An excellent repairs service is a high priority; but we shall aim to go well beyond this in what we offer our residents.

Making full use of the Board. We shall increasingly call on Board members' skills and experience, for instance in staff/ Board working groups on specific issues such as repairs.

Development. For a small inner London association, developing new housing inevitably poses difficulties. But the climate for the development of new genuinely affordable rented homes in London is becoming better now than for some years past, in terms of emerging central government policy, the Mayor of London's housing strategy, and continuing low interest rates. And LSHA is in a good position, in terms of finance and of relations with our local authorities, to take advantage of this. We shall seek to use our modest size to advantage – for instance, to work on small sites that larger associations might not consider.

From 90 to 100... 2017 marks LSHA's 90th anniversary. Surviving for 90 years as an independent provider of low-cost rented accommodation is an achievement of which we can be proud. The task for the current staff and Board is to ensure that this proud history continues and that the Board's successors, at the centenary in 2027, will be able to look back with equal pride. This requires a blend of entrepreneurial spirit and financial prudence, a focus on continually improving how we work with our residents, an active search for opportunities for development which are consistent with our values, and a determination to make good use of our skills. I am confident that LSHA will achieve this.

Chief Executive's Report

“Faith, hope and a capital of seven pounds”

2016 proved to be another really exciting and successful year for LSHA. Perhaps best summarised as a year of transition.

The year saw the retirement from the Board of two of our longest serving Board members, Jonathan Prichard and Peter Allen, who between them had over 60 years accumulated knowledge of LSHA history!

I am just extremely grateful that I was able to share a couple of those years before they stepped down and to benefit from their experience, so my personal thanks to both Jonathan and Peter.

During 2016 we also established two new Committees; the Audit and Risk Committee and the Remuneration and Governance Committee. The aim of which along with the existing Development Committee is to enable the main Board to focus more on the strategic direction of LSHA.

Cumulatively these changes mean that 2016 saw the achievement of a goal that the Board set itself in January 2014, my first LSHA Board meeting, which was to achieve compliance with the NHF Code of Governance by March 2016. This was no easy task and I would thank Board members old and new for their help in achieving this important objective.

With LSHA celebrating its 90th anniversary in 2017 it is important that we continue to maintain our homes in good condition. During 2016 we undertook an extensive independent stock condition survey of all our homes and were pleased that the findings support our assertion that LSHA continues to do a good job at maintaining its property in good condition.

The investment we have made in our property has never been more important given the fact that LSHA along with all registered landlords implanted the first year of a four year reduction in rents. While any reduction in outgoing for tenants is to be welcomed, a reduced income of close to £200,000 over the next four years will have a real impact on our ability to invest. LSHA's Board will be faced with some stark choices. A challenge I am confident they are more than capable of addressing in the best interests of both existing and future residents.

We undertook a comprehensive phone survey of tenants during the Autumn of 2016 to better understand what we were doing well and what needs improving. More of this on the following page.

Suffice to say the message is clear, whereas tenants feel we are listening more, they have concerns over aspects of our repair service. We are listening and the Board has given this a high priority for addressing in 2017.

And as for *“Faith, hope and a capital of seven pounds”*, this is a quote from the launch of the Lambeth Housing Movement back in 1927. The centrefold of this years annual review showcases some of the highlights on the long journey from 1927 to 2017.



Mark Jackson
Chief Executive

Customer Satisfaction

Findings of our 2016 Tenant Survey

Following the findings of our 2014 tenant survey which highlighted scope for improvement in the way we listen to and interact with tenants, at both Board and officer level, LSHA has put a lot into improving the way we communicate and listen to tenants.

Two years is not a long time to make a big difference – perceptions are often a challenge to change. That said we do feel our 2016 telephone survey gives much cause for optimism. Interestingly we received more positive scores from Lambeth residents than Southwark residents!

Differences don't seem to differ significantly across tenant categories – Gender, age or ethnicity.

KEY HEADLINES

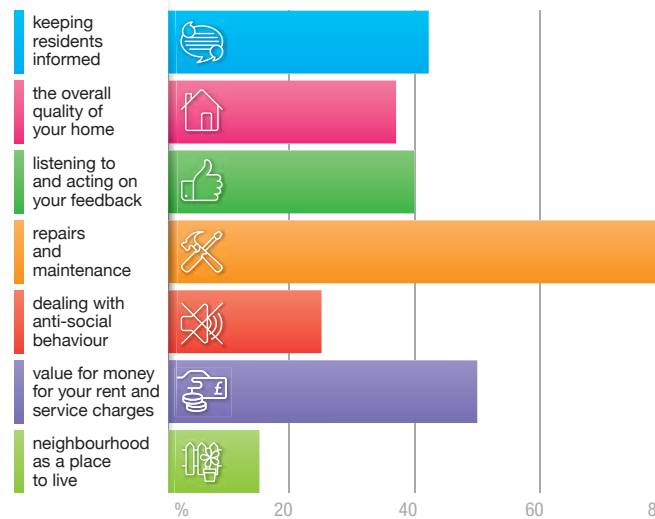
Perceptions can be slow to change. The findings clearly demonstrate that while we have made small improvements in people reporting higher levels of satisfaction we have made significantly better improvements in the numbers reporting dissatisfaction.

LSHA are more likely to recommend us to friends and family than two years ago. Those tenants expressing a negative rating has nearly halved in the two years!

Value for Money. Residents report improved levels of satisfaction with the value for money they get for their rent.

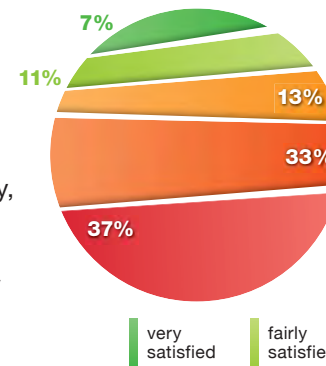
Customer Service. This shows a more mixed response. Yes, overall people reported an improvement in the number of negative responses. On the negative side there was an more people reported a difficulty in getting hold of the right person.

Communication and Involvement. This was the area that the survey's findings gave most cause for satisfaction. There is evidence of real improvement over even a couple of years, with a 30% increase in the number of people who were satisfied or very satisfied with the way in which LSHA listens to and acts on their views. The number expressing any level of dissatisfaction has reduced to only 4% (previously 23%).



Which services do tenants consider to be priorities?

When asked which of seven main services provided by LSHA they consider the highest priority, somewhat unsurprisingly tenants identify repairs and maintenance as the priority issue, as shown in the bar graph above.



Repairs and Maintenance

There was a very small increase in the number of tenants who are dissatisfied with the way that LSHA deals with repairs and maintenance. Of more concern was a noticeable decrease in the number of tenants (11%) who are satisfied with the repair and maintenance service.



Generally, how satisfied or dissatisfied are you with the way that LSHA deals with repairs and maintenance?

'Repairs and maintenance' is the issue that tenants have identified clearly as a priority and this is reflected in these findings, as shown in the pie chart below.

Over the last year we have undertaken a number of measures that might have improved tenant perception of the repairs service. These include:

- Appointing an additional day-to-day repair contractor.
- Introducing texting to inform tenants of repair reporting and feedback.
- Discussions with a potential new head leaseholder at Orchard Court.
- Act on and feedback to tenants following major works programmes consultation.

It is clear that we still have a way to go and the Board have identified this as a priority for 2017.

LSHA Development Activity

Innovation, development, maintenance

After the handover of nine new flats at St Faith's Road in late 2015, 2016 was a quiet year in terms of new homes delivered. Behind the scenes though activity continues apace.

LSHA, along with many smaller housing associations, struggles to compete with larger developers, both private and housing associations. Even after the Brexit vote land prices continue to increase and with the reduction of rents introduced in 2016 our income decreases. So although borrowing is not difficult the ability to bring homes into development is still a constant challenge.

We are at an advanced stage with plans to build a small block on an existing garage site in Stockwell, *below right*. Elsewhere in Stockwell we are looking to obtain planning permission for a family size detached house, again on an existing site we own. The idea is to sell the site and use the funds to help keep rents down on another development.

We are also at an early stage on a really innovative scheme where we will be working with a private developer to deliver a scheme of 28 new homes at affordable rent and market sale. More of this in next year's Annual Report.



Maintaining our existing homes continues to be a major priority for LSHA. As we are about to enter our 90th year the importance of effective investment back into our existing stock continues to be a major priority.

During 2016 we undertook the following major works:

CYCLICAL REDECORATIONS

12 Durand Gardens
41 Stockwell Park Road
Butler Court
99a Fitzalan Street
1 and 3 Cleaver Street
6 Cleaver Square
55-78 Liberty Street

KITCHEN AND BATHROOM REPLACEMENT WORKS

18 flats at Antony and Roderick House
Cleaver Square and Cleaver Road
Lorn Road



BUTLER HOUSE

LIBERTY STREET



RODERICK HOUSE

STOCKWELL: AT THE PLANNING STAGE

1927 - 2017 in review



“Faith, hope and a capital of seven pounds”



...celebrating 90 years

The LSHA Journey...

1927
Publicity still used by early Fundraisers



1931 Liberty Street
Lambeth Housing Movement builds its first homes

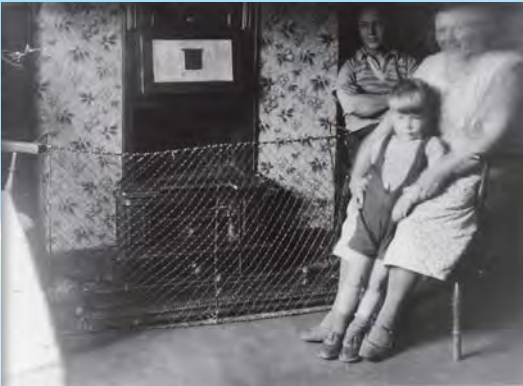
1938 Otha House
'Over Thirties Housing Association' 18 Flatlets,
or what we would now call Studio Flats



1927

1937

1945



1927 Lambeth Housing Movement



The engraved trowel used by
theatrical producer and manager,
Miss Lilian Baylis
to lay the foundation stone
to 322 Clapham Road

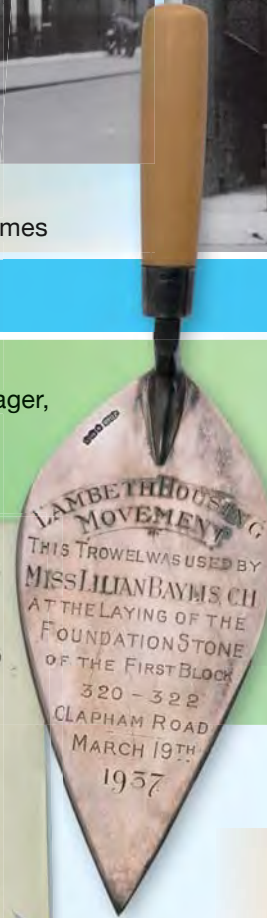
LAMBETH HOUSING MOVEMENT.
OPENING
OF
GARDEN HOUSE, 322, CLAPHAM ROAD
BY
HIS GRACE THE ARCHBISHOP OF CANTERBURY,
DECEMBER 7th, 1937

At 3 p.m. Sir George Harvey, M.P. will open the proceedings.
His Grace the Archbishop will declare the flats open.
A tenant will present the key of Flat No. 1.

A vote of thanks will be
Proposed by Mr. F. P. Hess, Chairman, Lambeth Housing
Movement.

Seconded by Lady Walden, Chairman of the Housing Com-
mittee, Over Thirty Association.

At 3.30 p.m. His Grace will proceed to the door of the flats, where
he will bless the building. After unlocking the door he will inspect the
flats which will be in view until 3 p.m.



1937 Garden House
So named as
it was built
with individual
garden plots to
'mitigate' one
of the principle
drawbacks
to Flat life



**Celebrating
V.E. Day**



1948

Montgomery House
Bought and converted after WWII to house ex-servicemen and their families. Named after Field Marshall Montgomery



1957

1957
Becomes the *Lambeth and Southwark Housing Society*

1985 St Agnes Place



1999
Merges with Bermondsey and Rotherhithe Housing Association to become *Lambeth & Southwark Housing Association*

1999

2016

1983 Jonathan Prichard, LSHA's longest serving Board member until his retirement in 2016, presents a certificate to Mrs Holmes celebrating 50 years with the Society



1989 Members of the all-female staff enjoying a sunny day in the old Cleaver Square office gardens

2016 St Faith's Road
Our newest block... until the next one!



Coming Soon...

Our latest project in Stockwell Park Road is at the planning stage



2017-2018



2007



Lambeth & Southwark Housing Association
7a St Agnes Place, London SE11 4AU
phone: 020 7735 3935 email: info@lsha.org.uk
text: 07826 826823 website: www.lsha.org.uk

Value for Money

Statement on Value for Money (VFM)

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 communities, 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.

Our Track Record

What we have achieved over the past year

ASSETS

- Successful completion of nine flats at St Faith's Road within budget.
- Completion of kitchen and bathroom works at Antony House and Roderick House, and major improvements at 3 Cleaver Square houses and Lorn Road, and cyclical works to Durand Gardens, Stockwell Park Road, Butler Court, Fitzalan Street, Cleaver Street Houses, 6 Cleaver Square and 55-78 Liberty Street.
- Completion of a new stock condition survey.
- Implementation of a programme of installing low energy ventilation extractor units.

OPERATIONS

- LSHA is part of the Acuity benchmarking group. This allows LSHA to benchmark performance against other small housing associations in London.
- Successful implementation of a texting service to over 75% of LSHA tenants, reducing postage costs.
- Cost benchmarking exercise across SoLFed housing associations.
- Completion of a comprehensive stock condition survey.
- Completion of an asset and liability register for all LSHA rented and commercial property.
- Successful independent legal mediation in a complex legal case, saving LSHA in excess of £20,000 in legal costs.
- Review of tenant engagement strategy to improve customer satisfaction.
- A utilities review to reduce gas and electricity costs.



TREASURY MANAGEMENT

- A comprehensive review of the 30 year Business Plan.
- Training for Board members on housing association finance and treasury management.
- Initiation of a comprehensive treasury management review.



Key Performance Indicators

How we are doing

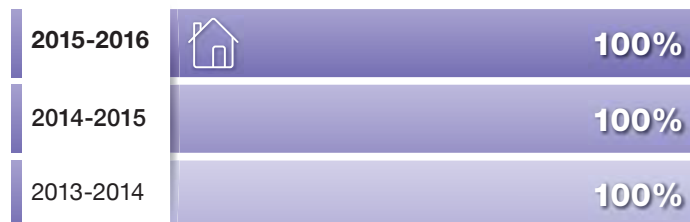
LSHA places great importance on key performance indicators (KPIs) as a measure of how well we are doing as an organisation in the delivery key services.

Our Board receive quarterly reports on KPI performance and use them to influence the strategic direction to the organisation. Performance over the last year has been strong in a number of areas including gas inspections; emergency repairs and rent arrears.

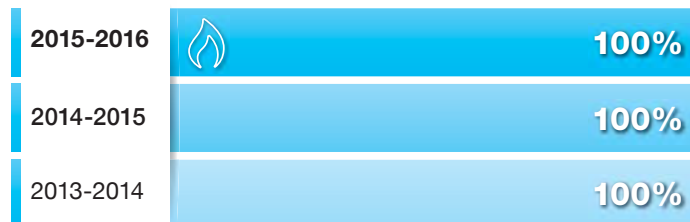
The areas that have been flagged as in need of attention are in the non emergency repair performance. This reflects the feedback that we had in our latest comprehensive tenant survey in the Autumn of 2016. The Board have given this a high priority for 2017 and have set up sub groups to look at the steps that need to be undertaken to improve performance in this important area of service delivery.



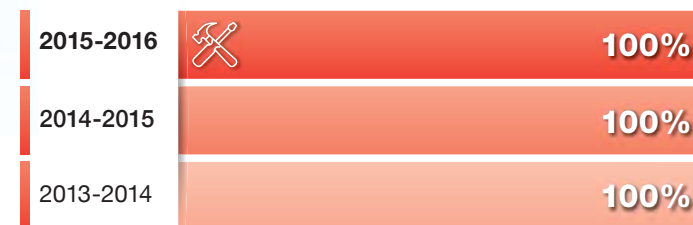
Decent Homes compliance



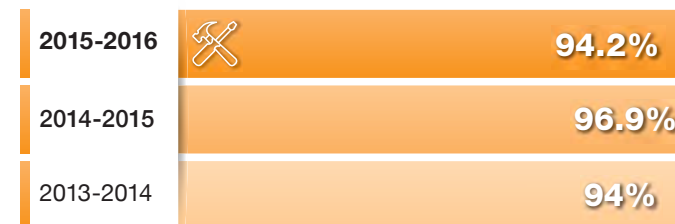
Gas Inspections completed



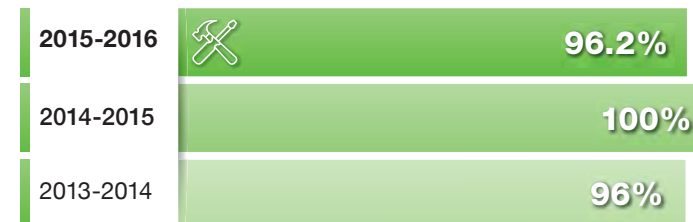
Emergency Repairs completed on time



Urgent Repairs completed on time



Routine Repairs completed on time



Money Matters

Summary of our audited accounts

Year to: **30.9.16** 30.9.15*

INCOME & EXPENDITURE	£000s	£000s
Income from rents and other sources	2,074	1,919
Less repair and administration costs	1,581	1,357
Gives an operating surplus of:	493	562
Deduct interest on our loans	195	158
Add interest received	6	5
Gives an available surplus of:	304	409

BALANCE SHEET

Cost of investment in homes	20,923	20,915
Long-term Investments	847	764
Funds we hold	2,772	2,588
Total	24,542	24,267
Social housing grant	11,209	11,276
Long-term loans	5,901	5,971
Reserves we hold	7,432	7,020
Total	24,542	24,267

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

* Restated following implementation of new FRS102 accounting standards.

Highlights from the accounts

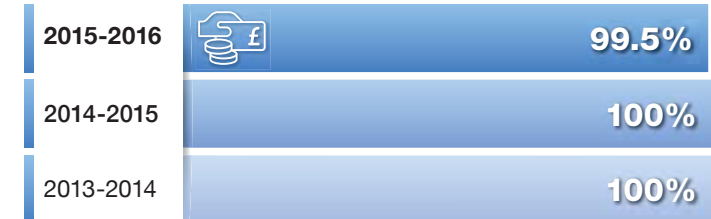
Successful implementation of FRS102 accounting standard 

11% increase in long term investment income 

6% increase in reserves held 



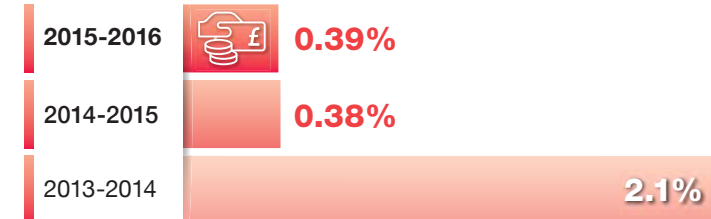
Rent Collection



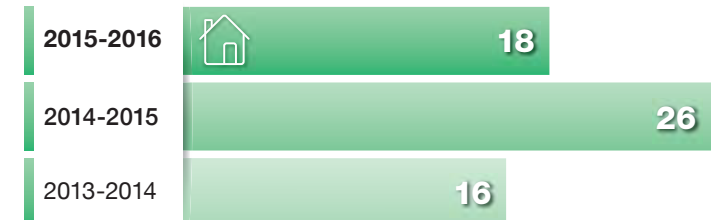
Rent Arrears



Void Loss



Average Re-Let Time days



Staff and Board

Who's who at LSHA

The Board

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

Howard Webber Chair
Retired Civil Servant

Peter Allen
Surveyor (*retired March 2016*)

Jonathan Prichard
Retired Clergy Officer
(*retired March 2016*)

Lekiddo Arbuah
Performer

Hilary Barber
Housing Professional

Ann Beatty
Voluntary Sector Chief Executive
(*resigned January 2016*)

Delia Beddis
Planning and
Development Manager

Danny Friedman
Housing and Social Policy
Research Director

Charles Folorunsho
Actor
(*resigned November 2016*)

Will Manning
Housing Professional
(*elected March 2016*)

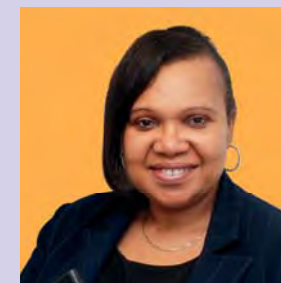
Tim Collins
Accountant
(*elected March 2016*)

Sandra Ferguson
Community Involvement
Consultant & Trainer
(*co-opted Nov 2016*)

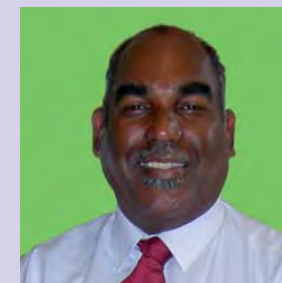
Staff Team



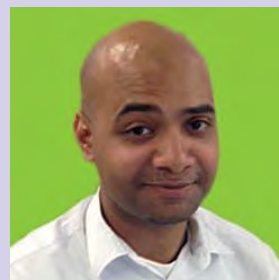
Mark Jackson
Chief Executive



Angela Bailey
Operations Manager



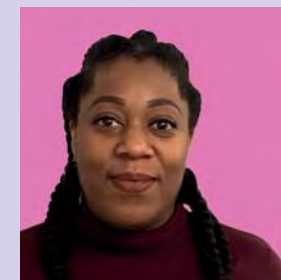
Rocky Charles
Finance Manager



Orfeo Amsterveen
Finance Officer/
Administrator



Mohamed Shajan
Housing Officer



Elaine Brown
Housing Officer
(*joined January 2017*)



Hamilton Rene
Housing Officer
(*left January 2017*)



Estate Maintenance

Margaret Campbell
Clive Gayle
Derek Smith

SoLFed

LSHA continues to be an active member of the South London Federation of Small Housing Association (SoLFed). SoLFed consists of a group of small housing associations which reflects the immense diversity that exists within the sector.

During 2016 The SoLFed directors took the decision to dissolve SoLFed as a registered Co-operative and Community Benefit Society. It was felt that the benefits of membership of the organisation could be retained without the costs involved in maintaining SoLFed as a registered body.

During 2016 one of its member bodies, Southwark and London Diocesan Housing Association left following its merger with Amicus Horizon housing association.

SoLFed members are still committed to working together in the mutual benefit of all. This is especially true of the work that the Tenant Scrutiny Panel can achieve in enabling tenants of all member organisations to have a role in influencing the services the member associations offer.

Our SoLFed Partners are:



...and our Partner Organisations

We work with:

SoLFed

South London Federation of Small Housing Associations:

Ekaya Housing Association

Housing for Women

Lambeth & Southwark Housing Association

New World Housing Association

Southwark and London Diocesan Housing Association

(left during the year)

United St Saviours Charity

We receive nominations to our homes from the following:

London Borough of Lambeth

London Borough of Lewisham

London Borough of Southwark

St Louise Hostel

Threshold Housing Advice

The Passage

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



LSHA

Where we work

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



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