



Review
of the
Year
2014

During the Year LSHA...

- Said goodbye to Chief Executive Tony Withnell, who retired after 20 years
- Welcomed new Chief Executive, Mark Jackson
- Completed a major refurbishment of Linden Hall, SW9
- Started on site with construction of a new block of nine flats, St. Faith's Road SE21
- Submitted LSHA's first Value for Money Statement
- Successfully undertook an internal audit review of Governance arrangements and followed up on Maintenance, Repairs and Finance services
- Gained Board approval of our 30 year Business Plan



2014
Board Away Day

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Message from the Chair

I write this with some sadness as it will be one of my last acts as Chair of LSHA. After over 13 years as a Board member and three years as Chair, I will be stepping down at the March 2015 AGM. For any organisation to develop, it does need to bring in new people with new ideas, which means that some of us need to step down. Along with myself, three other Board members will have retired by the time of the AGM; Bob Gleaves and Jonathan Hall and Marie Whitmore. Bob and Jonathan have served LSHA well for many years and I would particularly like to thank them for their contribution and time.

The last year has been an especially busy time; not least with the retirement of Tony Withnell, who had been with LSHA for twenty years, the last ten as Chief Executive. We were successful in the recruitment of a new Chief Executive, Mark Jackson, who joined us last January with a wealth of experience working with social housing providers of all sizes. LSHA is his second role as Chief Executive of a small housing association.

Working with Mark, the Board has been successful in recruiting a new Chair, Howard Webber and four new board members, Ann Beatty, Delia Beddis, Danny Friedman and Hilary Barber. I welcome them all to LSHA and am confident that I am leaving the strategic direction of LSHA in very safe hands. As a Board, we were very impressed with the quality of applications we received for both the Chair and Board positions. It is encouraging to know that small though we may be, LSHA has an attraction for such competent and capable new members.

The first of two others areas of work I would particularly like to highlight is the comprehensive customer satisfaction survey that was undertaken towards the end of 2014. It is fair to say that the results show a mixed picture with some areas of strength but some concerns around estate services in some of our newer schemes and repairs more

generally. Driving up tenant satisfaction will be a key task for officers and Board in 2015 and beyond.

Secondly, we have commissioned our first ever asset management review. At LSHA we have always been proactive in maintaining our assets to a good standard, but this is the first time we have had an opportunity to look at just how much value we get from different schemes. We may be working in a less regulated environment but our regulator, the Homes and Community Agency (HCA) has been clear that all Housing Associations need to have a good understanding of how their stock performs. This review will give the Board plenty to work with over the coming few years both with respect to how best to maintain stock but also how it will impact on our development aspirations.

Finally, I am pleased to be able to confirm that at the time of writing we are over half way through the construction of our latest development at St Faiths Road, SE21. This block of nine generously sized flats will be the first LSHA scheme that will generate all the landlord's supply of electricity to power all shared services including lift. It will even, at times, allow us to supply power to the national grid and generate income, via the government's feed-in tariff scheme.

On that small but positive thought towards the future, it just remains for me to wish my successor and all LSHA residents, staff and the Board all the best for the future.

Matthew Wicks

Matthew Wicks, Chair



*"I'm more than satisfied with the treatment received...
Special thanks to (name removed)... always
very helpful with any queries I have."*

2014 STAR Survey respondent



Chief Executive's Message

This Annual Review coincides with the anniversary of my first year as Chief Executive of LSHA. It has been a hugely exciting year in which I have enjoyed meeting many LSHA tenants as well as many other key stakeholders who are integral to the LSHA story.

So what have I learned after a year at the helm? Perhaps most importantly, we need to be a listening organisation. We have undertaken our first customer satisfaction STAR Survey for five years and this shows that we have work to do to ensure all our tenants receive the quality of service that we believe we can deliver. We had some wonderful and supportive feedback but we did also have feedback that suggests that we need to do better.

The last couple of years have seen some big changes in the way in which LSHA operates. We have undertaken and implemented a major governance review and Board recruitment process. We have undertaken our first ever internal audit process of the four key areas of business: housing management; maintenance; finance and governance. No simple task! This has been a demanding but ultimately rewarding exercise in helping strengthen the core business.

The time for reflection is behind us now and we need to look to ensure the hard work we have done in setting the foundations results in improving services to tenants. This process has already started and I look forward to working with the team to continue to develop LSHA as a significant local housing provider which listens to its tenants.



Mark Jackson, Chief Executive



CEO Mark Jackson,
prepares for
the Chartered
Institute of Housing
Presidential
Dinner



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***New Development
on St Faith's Road, SE21***

*This last year has seen LSHA start on site
with the first new development for two years.*

New Development

This last year has seen LSHA start on site with the first new development for two years. What makes this new development so exciting is the fact that we have total control of the whole process from initial design through to appointing all the key parties involved, from architects to builders.

The development has been designed by local award winning architectural practice Bell Phillips Architects.

The scheme is on St Faith's Road in SE21 and is being built on a site previously occupied by a Victorian house. We are able to replace what were four difficult to heat flats in a rather rambling house, which was also expensive to repair, with nine much needed family size homes.

The scheme consists of six 3 bedroom and three 2 bedroom flats. Because we did not need to buy the land to build this scheme we have been able to design each flat to larger than average dimensions.

This does add to the construction costs but with homes for families we believe that the more space people have the more they will benefit from living there. Importantly we have been able to keep the rents at an affordable level. The rent on these homes will only be 65% the level of comparable private sector local rents.

The St Faith's Road scheme will also include solar photovoltaic (PV) panels to meet the cost of the landlords supply including the lift. This again helps tenants as it keeps the service charge costs down. As the PV panels have been designed in from the beginning they will not be visible from ground level so will not affect the aesthetic visual impact of what we believe will be a significant improvement to the area.

We should be letting the new homes in September 2015.



Asset Management

Looking after our homes

Linden Hall, SW9 Major Refurbishment

2014 saw us take a slightly different approach to stock refurbishment. We concentrated all our resources into undertaking a complete refurbishment exercise at Linden Hall, 38 Stockwell Park Road, SW9.

This block has suffered from problems with condensation. Despite efforts in the past to reduce the impact with limited insulation works this has had mixed results. In 2014 we decided the time was right to do a complete renovation of this beautiful Art Deco block. So in addition to major internal insulation works, involving the replacement of entire kitchens and bathrooms and, where necessary, central heating boilers. We have also totally redecorated externally and replaced the security doors and door entry system with a design sympathetic to the building.



The scale of works involved was very extensive; too much to expect residents to have to live through, so we temporarily moved everyone out of their flat into the 'show flat' whilst work was undertaken on their home. This was quite a challenge in itself and took a

great deal of understanding and co-operation from tenants and tested the project management skills of Heather, the local Housing Officer, to ensure everything ran smoothly.

Tenant feedback has been overwhelmingly positive, which suggests that, despite some temporary upheaval, the end result has proved worthwhile.

Asset Management Strategy

Understanding our stock is critical to the ongoing financial viability of LSHA. We are custodians of a wide range of London's architectural legacy. Our property ranges from Georgian townhouses through to contemporary new build homes and examples of just about everything in-between.

To better understand what property works well for us and what might be more of a challenge to maintain we commissioned our first comprehensive asset management strategic review. This exercise looks not just at the bricks and mortar but also qualitative factors. This includes issues such as the popularity of our property at scheme and neighbourhood level. It addressed a range of criteria such as ease of letting; tenure mix and ease of management. To do this effectively required input from all staff involved with the delivery of services and maintenance functions.

The findings from this exercise will help ensure we direct our limited resources in the most efficient manner over the coming few years.


STAR Survey 2014

Towards the end of 2014 we undertook our first comprehensive tenant survey since 2009. The findings are generally encouraging but there are areas where we clearly need to do more work. We are undertaking follow-up work with those residents who expressed concerns, to see what needs to be done to improve customer feedback ratings.

The results from the survey demonstrate that the majority of tenants are satisfied with the Association. Overall satisfaction with the services provided by the Association is at 75% and reflects the relatively high ratings awarded for the quality of the home (82%) and the neighbourhood (84%). However, one in seven tenants is dissatisfied with the overall service (15%) which is 6% more than when we last completed a survey.

The majority of LSHA's tenants are satisfied with the overall quality of the home (82%) as shown in Table 1. Seven out of ten tenants are satisfied with the value for money of the rent (70%), fewer are satisfied with the service charge (57%). This is clearly an area that needs greater understanding.

There is no simple sense of what tenant priorities are. Table 2 sets out what are important issues that tenants would like LSHA to address. Nor is it as simple as saying that these views are common to tenants across LSHA's stock. There are clearly issues that are important to tenants on some schemes but are far less so on others. Again, we are working with tenants to help prioritise these issues.



*Mark Jackson, LSHA's
Chief Executive presents
Mrs Mignott with her iPad mini
as the lucky survey prize winner*

Survey of Tenants and Residents (STAR)

The results from the 2014 STAR Survey demonstrate that the majority of tenants are satisfied with the Association.

Table 1:
Satisfaction with overall quality of the home

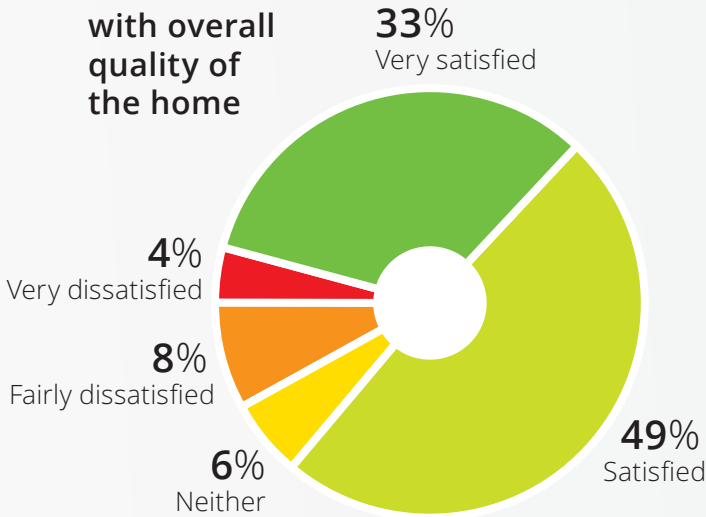
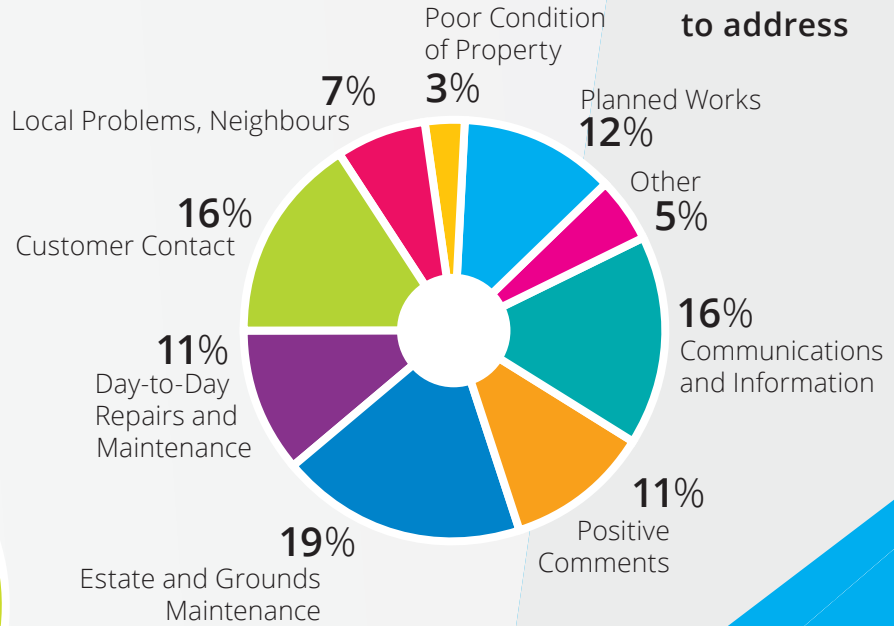


Table 2:
Issues tenants would like LSHA to address



“Maybe have a drop-in service, once a month to discuss issues tenants think relevant.”

2014 STAR Survey respondent

A good idea and one we are looking to introduce.

Money Matters

Summary of our Audited Accounts

Year to: **30.9.14** 30.9.13

Income & Expenditure	£000s	£000s
Income from rents and other sources	1,717	1,673
less repair and administration costs	1,450	1,318
gives an operating surplus of:	267	355
deduct interest on our loans	118	120
add interest received	3	4
gives an available surplus of:	152	239

Balance Sheet

Cost of investment in homes*	20,934	21,093
Long-term investments	399	379
Funds we hold	1,046	775
Total	22,379	22,247
Social housing grant	13,756	13,756
Long-term loans	3,639	3,701
Reserves we hold	4,984	4,790
	22,379	22,247

*Reduced cost of investment in homes is due to demolition of St Faith's Road

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

Highlights from the Accounts

£567,915
invested in stock
improvement

4%
reduction in
maintenance costs

26%
reduction in rent losses
from bad debts

2%
reduction in service
charge costs

Staff and Board

The Board

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

- Matthew Wicks**, Chair
Housing Professional
- Peter Allen**, Deputy Chair
Surveyor
- Jonathan Prichard**, Treasurer
Retired Clergy Officer
- Lekiddo Arbuah**
Performer
- Bob Gleaves**
Surveyor
- Jonathan Hall**
Architect
- Tonya Richards-Clarke**
Solicitor
- Maria Whitmore**
Senior Procurement Officer
- Charles Folorunsho**
Actor
- Andrew Munk**
Local Government Officer
- Ann Beatty** (co-optee)
Trainer, Coach and Mentor

Staff Team

- Mark Jackson**
Chief Executive
- Angela Bailey**
Operations Manager
- Rocky Charles**
Finance Manager
- Orfeo Amsterveen**
Finance Officer/
Administrator
- Hamilton Rene**
Housing Officer
- Heather Rawlins**
Housing Officer

Estate Maintenance

- Carol Baxtor**
- Margaret Campbell**
- Clive Gayle**
- Derek Smith**



Value for Money (VfM)

VfM for LSHA means the delivery of our 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

In brief, LSHA seek to ensure VfM through:

- Embedding VfM within the culture of the organisation.
- Improving customer satisfaction and customer involvement.
- Benchmarking and comparing costs to other registered providers. LSHA is part of the Acuity benchmarking group. This allows LSHA to benchmark performance against other small housing associations in London.
- Ensuring financial controls support the delivery, measurement and reporting of VfM.
- Ensuring consideration of VfM in all procurement and increasing partnership activities to provide more cost effective services (in part through membership of SoLFed).
- Encouraging green initiatives and minimising wastage in our operations.
- Improving our housing stock in accordance with our asset management strategy.
- Getting the best returns from our assets.
- Improving IT systems to make LSHA more efficient and cost effective.

Practical VfM initiatives initiated by LSHA during 2013/14 include:

a) Assets

- Contract for nine new build family size homes at St. Faiths Road at 14% less than pre-tender estimate.
- Linden Hall internal and external works successfully tendered.
- External decoration works successfully completed at Otha and Butler House

b) Operations

- Establishment of SoLFed Tenant Scrutiny Panel. Working in partnership with other SoLFed members to improve customer involvement across a range of services including cleaning and gardening services.
- Emphasis on tenancy sustainment. Three downsize transfers to help mitigate the impact of the under occupation charge. This has maximised housing benefit income and minimised cost to the affected residents.
- Undertaking a process review of local authority housing benefit schedules to simplify and speed up processing of electronic payments.

c) Treasury Management

LSHA reviewed its treasury management strategy to ensure VfM in the procurement of loan finance. It also reviewed its loan portfolio and approach to hedging and risk management.

d) Business Plan

LSHA agreed a 30 year Business Plan which builds on its existing 2012-16 Development Strategy.

The tables below provide an indication of performance against some key indicators

Financial KPIs	2011-12	2012-13	2013-14
Rent collection	100.3%	99.85	105%
Rent arrears	5.0%	4.7%	4.8%
Void loss	1.9%	1.6%	1.3%
Average relet time (days)	35.5	45	23
Debt per unit	£12,894	£13,105	£13,089
Total Surplus	£200,508	£261,922	£173,642

Asset Management	2011-12	2012-13	2013-14
Decent homes compliance	100%	100%	100%
Emergency repairs on time	100%	98%	100%
Urgent repairs on time	97%	98%	98%
Routine repairs on time	91%	93%	96%
Gas inspections completed	100%	99%	100%
Reactive maintenance expenditure	30%	35%	24%
Planned maintenance expenditure	69%	65%	76%

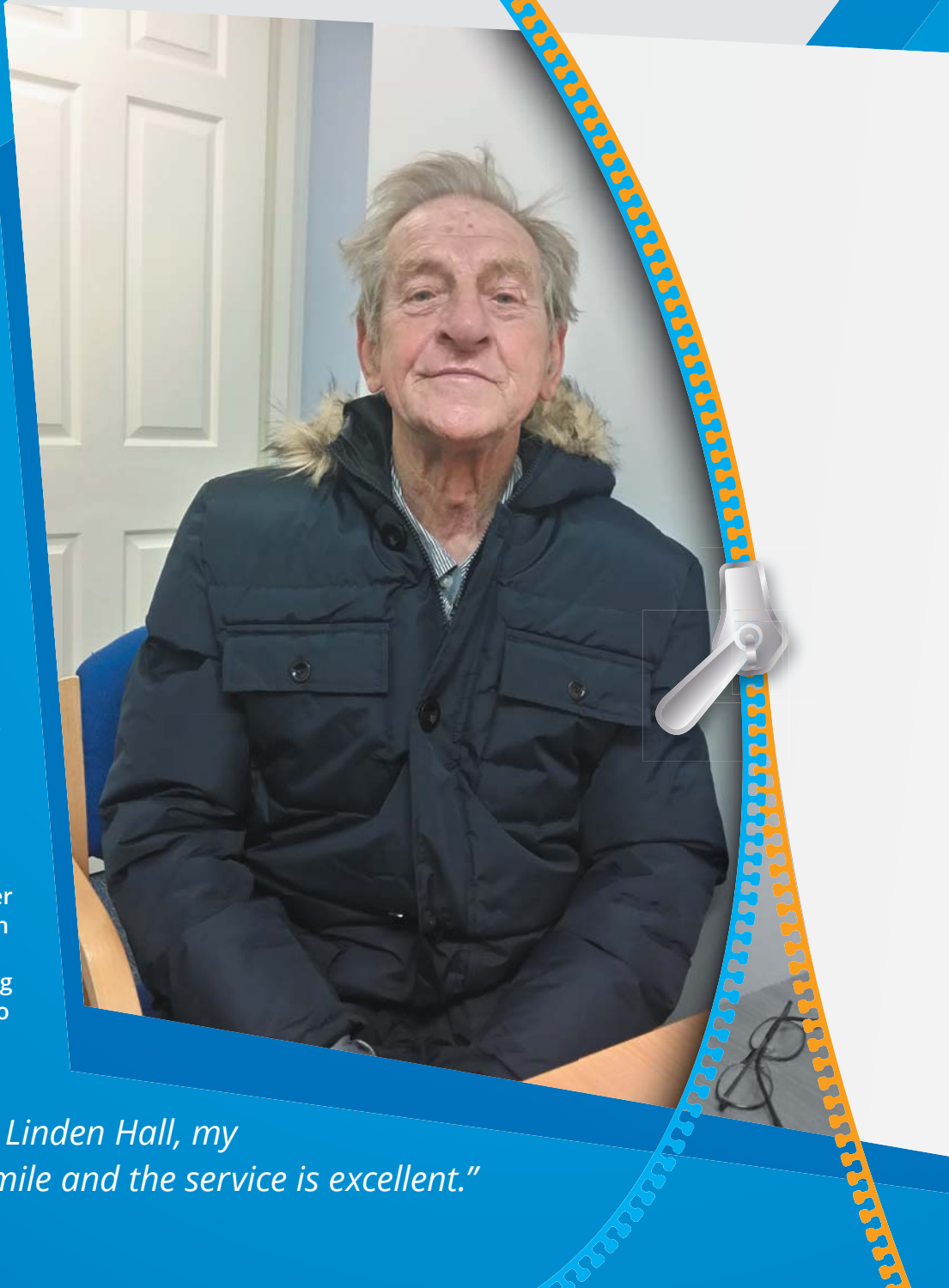
Tenant Focus

Edward Murell

Tenant at Linden Hall for over 30 years

Edward has been a tenant of LSHA since 1984, he first came to LSHA as a Caretaker, looking after 5 Cleaver Square and 41 Stockwell Park Road, his flat came with the job. Edward says *"I have seen many changes, with lots of people coming and going in my block over the years and at the Association, who I think are good landlords"*. Before coming to live and work for LSHA, Edward served in the British Army for the Royal Irish Fusiliers in 1958 doing his two years National Service. In his working life, he has worked as a bus conductor, a postman, a clerk and finally for British Gas cleaning the gas lamps at the Royal Palaces until his retirement 10 years ago.

Edward's home was part of the cyclical and refurbishment programme last year. He says that he is pleased with the works to his flat and loves the new kitchen and bathroom. The new central heating system is easy to use and keeps him nice and warm and the new door makes the flat feel secure too. Edward says that his Housing Officer, Heather Rawlins has helped him in so many ways with moving out temporarily and moving back to his flat. She has supported him in overcoming some personal challenges, like helping him to use his first mobile phone!



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Edward says *"I love living at Linden Hall, my landlord goes the extra mile and the service is excellent."*

SoLFed

LSHA is an active participant of the South London Federation of Small Housing Associations (SoLFed). SoLFed is made up of a group of small but otherwise quite different housing associations operating across south London. Through SoLFed the landlords work together to improve the way that services are delivered to residents.

The year saw a new member joining the SoLFed family. United St Saviours Charity becomes the sixth member organisation. 2014 was an active year for SoLFed in other ways too. The member organisations Chief Executives have been looking at how the organisation needs to continue to be dynamic and offer its members added value. With a sector emphasis on value for money there was agreement that joint procurement of services was an area that we would look to work more closely on in 2015.

Another new area for SoLFed was tenant training on the internet. As part of our digital inclusion strategy we were able to offer a group of tenants a day of training on how the internet works and provide subsidised tablets to assist in accessing the internet. This will be an important area of growth for SoLFed.

Meanwhile the SoLFed Scrutiny Panel continues to be the main conduit through which tenants of all the landlords can influence services. How it operates is best described by LSHA panel member Charlie Folorunsho:



"The SoLFed Panel is more inviting than it sounds. It aims to bring together tenants and housing staff from quite different social housing organisations. We've been encouraged to express our views and tackle difficult social issues in a relaxed and informal atmosphere. As a tenant I feel able to talk positively about a range of issues and although these things take time to see their results it has still been a worthwhile experience."



**LAMBETH &
SOUTHWARK**
HOUSING ASSOCIATION



Southwark and
London Diocesan
Housing Association



NEW WORLD
HOUSING ASSOCIATION



Housing for
Women



EKAYA
HOUSING
ASSOCIATION



United St Saviour's
Charity



Partner Organisations

We work with:

SoLFed

South London Federation
of Small Housing Associations:

Housing for Women

Ekaya Housing Association

Lambeth & Southwark
Housing Association

New World Housing Association

Southwark & London

Diocesan Housing Association

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

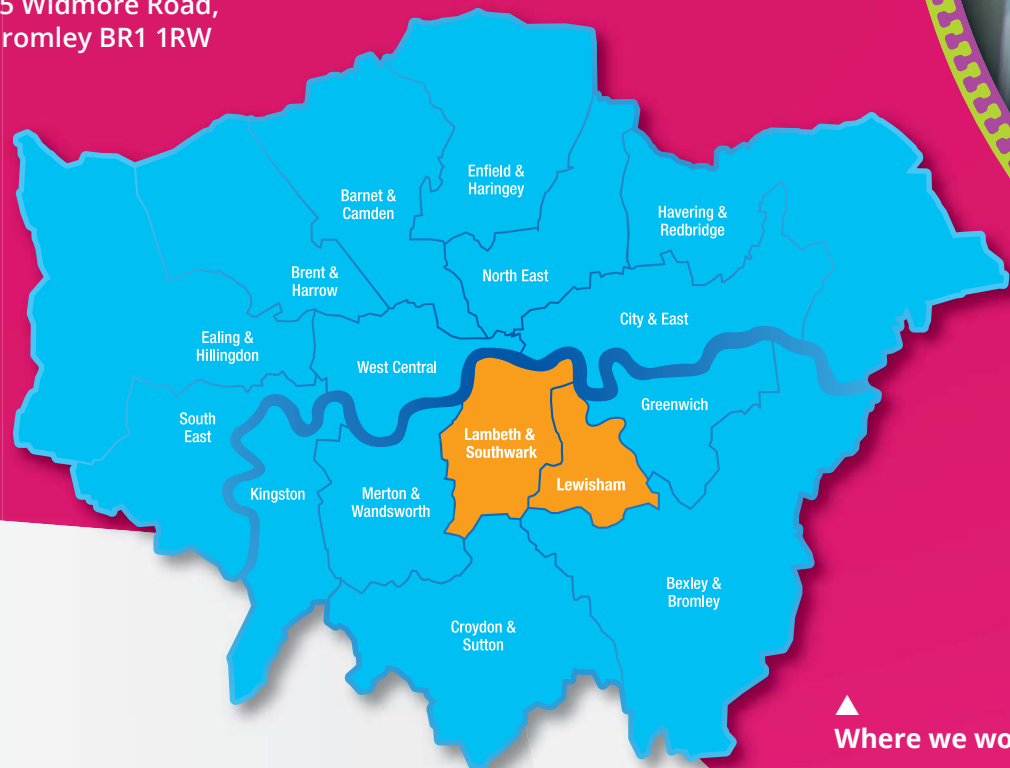
Beever & Struthers
15 Bunhill Row,
London EC1Y 8LP

Bankers

Barclays Bank PLC
180 Oxford Street,
London W1D 1EA

Solicitors

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



▲
Where we work



*"Visitors say they find
our home warm and inviting.
It is a comfortable environment with easy
access to amenities and transport.
I always find staff at LSHA
helpful and supportive."*

Mr and Mrs T.
Borough SE1



**HOMES
FOR BRITAIN**
BUILDING
OUR
FUTURE

LET'S END THE HOUSING CRISIS WITHIN A GENERATION



LAMBETH & SOUTHWARK
HOUSING ASSOCIATION LIMITED

*"Good Housing Association.
Very helpful with my
rent problems."*

2014 STAR Survey respondent

Registered Office

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a charitable housing association

7a St Agnes Place, London SE11 4AU

tel: 020 7735 3935 email: info@lsha.org.uk web: www.lsha.org.uk

A Registered Provider of Social Housing Registration Number: L0927 An exempt charity