

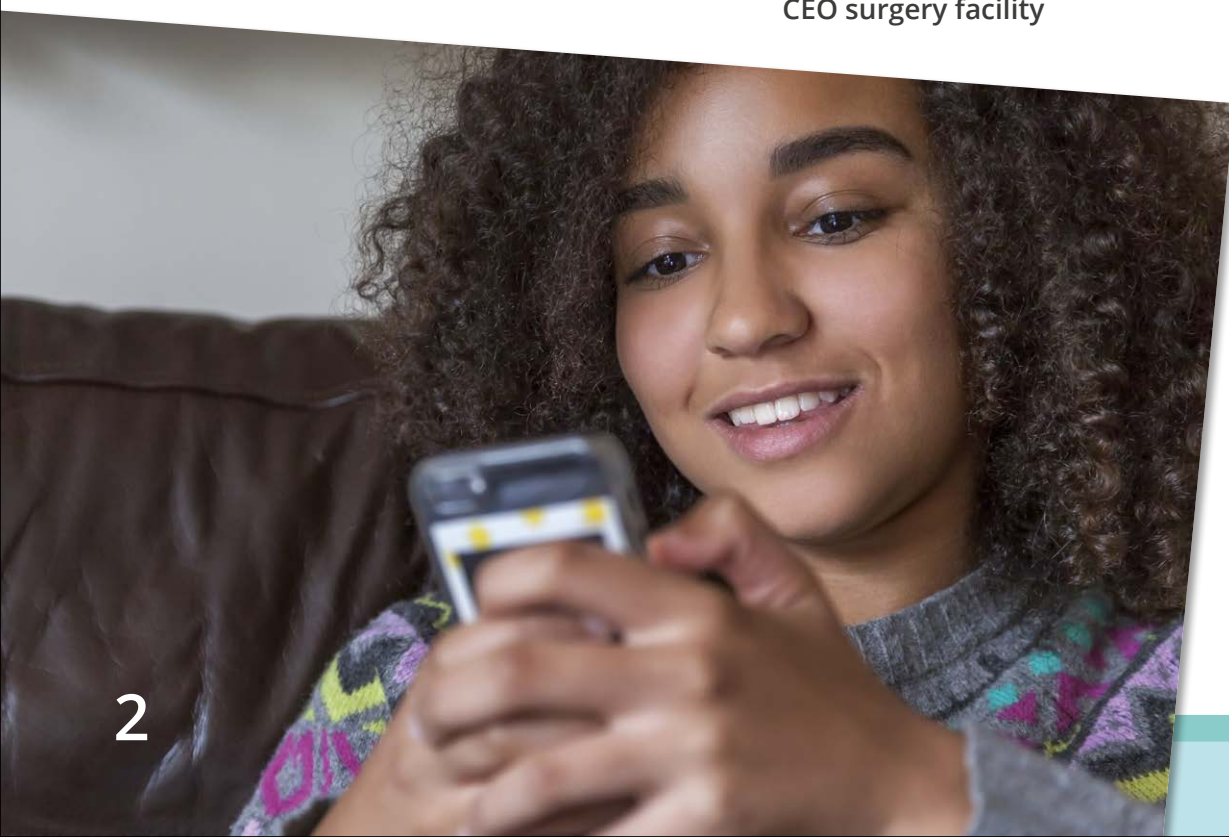


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# During the Year LSHA:

- Welcomed a new Chair and six new Board members
- Completed the construction of nine new family homes at St. Faith's Road, SE21
- Undertook LSHA's first ever comprehensive asset management strategy review
- Completed a comprehensive stock condition survey
- Initiated an asset and liability register
- Achieved a significant reduction in rent arrears
- Reviewed its tenant engagement strategy to improve customer satisfaction and communication
- Introduced validated texting communication with 75% of LSHA tenants
- Introduced a monthly CEO surgery facility



# Message from the Chair

The rest of this review provides a factual record of the year at LSHA. This 'message' gives me the chance to write a more personal note about my first year as Chair.

The first point to make is that my predecessor, Matthew Wicks, left LSHA in fine shape, with a strong Board and staff team, and that it has been a privilege and a pleasure to take over from him. The second point is that you can never foretell the future...

Some things, such as the completion of our St Faith's Road development, did go to plan. And we have made good progress in strengthening ourselves against the pressures and challenges which a small housing association is bound to face.

And some things are simply enjoyable. It was good to meet our tenants informally at the Summer barbeque in Kennington Park.



We intend to do something similar this year. Indeed, over the year ahead, I hope to meet many more LSHA tenants, and listen to and learn from them. This is a two way process: we are always looking for better ways to communicate – we want communication back!

As for the Board itself, we are completing the process of Board renewal agreed back in 2014. What this has meant in practice is saying farewell to hugely experienced, dedicated and long-serving members and creating a mainly new Board. We have seven Board members (including me) all recruited since late 2014, and my colleagues are a strong, focused team.

All of which has been essential, given the external challenges we have faced. We knew that the climate was tough, but nothing had prepared us for the Chancellor's July 2015 budget. This constituted a double whammy for the social housing sector: mandatory year-on-year rent cuts, rather than the modest rent rises which the Government had told us, only two years before, we should be planning for; and a 'right to buy' scheme.

I am delighted that we remain able to manage a modest development programme despite the rent cuts.

And I was also pleased that the LSHA Board voted decisively against the 'voluntary' right to buy deal agreed between the National Housing Federation and the Government. I should explain this briefly. First, no scheme is truly voluntary when you know there is a compulsory version in the background.

Second, the Government's plan should have been subject to detailed parliamentary scrutiny. Third, the homes for sale would be taken out of the social rented sector, and are not going to be replaced in that sector. 'Right to buy' is fine - really; but what about the right to an affordable rent – indeed, the right to a roof over one's head? This is a debate which is not going to go away.

The Board's vote on right to buy underlines a crucial point about LSHA's values. For nearly ninety years, we have been committed to providing well managed and well maintained homes at affordable rents to people who need them. That is not going to change.

*We are always looking for better ways to communicate – we want communication back!*

**Howard Webber**  
LSHA Chair

# Chief Executive's Message

## Well where to begin?

It is fair to say that the May 2015 General Election presaged a somewhat more exciting second half to the year than we had envisaged.

Two particular events stand out. Firstly, the announcement of a reduction of 1% in rents for each of the next four years in the 8th July 2015 Budget.

Of course this is to be welcomed by tenants but given that it followed on from the Coalition announcing as recently as the 2013 Spending Round that "from 2015-16 social rents will rise by CPI plus 1 per cent each year for 10 years", it has meant we have had to revisit our plans for the next few years. We are not in a position to make significant savings on overheads in quite the same way that larger social landlords can.

As Howard Webber, LSHA's Chair, says elsewhere in this review, we will still be able to afford a modest building programme. This is really important not just to me personally but to the Board too.

The other key event was the Government's announcement that it had agreed a voluntary right to buy proposal with the National Housing Federation. The view of the Board as well as myself is that whilst we support home ownership aspirations for those who want it, a voluntary right to buy scheme is not the best way to go about it.

## So what else?

Digital inclusion is something I have a particular interest in and I am pleased that we have been able to help a number of LSHA tenants increase their online IT skills through free training sessions and also take advantage of subsidised tablets.

So many people unable to access online services are losing out and this is something we need to play our part in to address.

Towards the end of the year I was honoured to accept the role of Chair of Souhag, the London Borough of Southwark's main forum for interacting with local housing associations. I see this role as ensuring that smaller associations will be well represented at the top table!

## And finally...

I would like to use this opportunity to extend my thanks to Jonathan Prichard and Peter Allan two Board members, stepping down at the March 2016 AGM, who between them have given over 50 years service to LSHA.



*Digital inclusion is something I have a particular interest in and I am pleased that we have been able to support a number of LSHA tenants increase their online IT skills through free training sessions*



**Mark Jackson**  
Chief Executive

*above:*  
Online IT Skills Training

# Engagement and Communication

One of the most significant findings in the comprehensive Survey of Tenants and Residents (STAR) we reported on in our last annual review was how tenants felt LSHA needed to address issues around 'communication and information'.

Over the last year we have initiated a number of developments to improve the way in which we provide information and communicate with tenants.

## Examples of which include:

- A Board level review of LSHA's Tenant Engagement Statement – available to view on the LSHA website
- Setting up a monthly Chief Executive's Tenant Surgery
- Provision of a two way texting service with 75% of LSHA tenants

One of the highlights of the year was our Barbeque in the Park. Despite a generally wet summer we were treated to a wonderful afternoon and early evening's weather at the Café in Kennington Park. This was an opportunity for tenants, staff and Board members to meet informally and share experiences and aspirations for LSHA.

*This was the first such event that LSHA has held for many years and we plan to build on it with another event in 2016.*



LSHA Barbeque in the Park, 2015

*We have initiated a number of developments to improve the way in which we provide information and communicate with tenants.*

# St Faith's Development

We are extremely proud of our new development at St. Faith's Road, SE21.

Following the demolition of an older, energy inefficient Victorian house we have been able to replace it with nine new two and three bedroom flats.

The new homes were handed over to us in October 2015 and all nine tenancies had been let within 24 hours! The new tenants are a range of new LSHA tenants nominated from the London Borough of Lambeth and some transferring LSHA tenants.

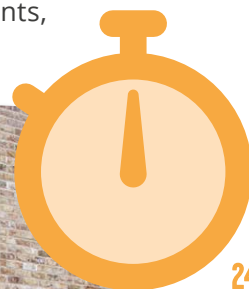
We are grateful for the support of the Greater London Authority whose grant funding of £260,000 helped make the scheme affordable. This support enabled us to let the flats at 65% of market rent levels.

In addition to high levels of thermal insulation the scheme also includes photovoltaic panels on the roof. These help generate sufficient energy to go a long way to meet the landlords energy requirements, including the lift.

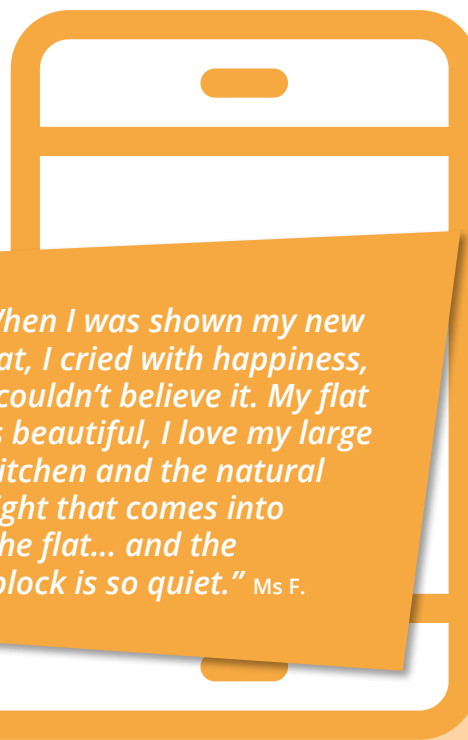
As well as the obvious environmental benefits this will also enable us to keep the service charges affordable.

We were also pleased that the scheme was selected to be Inside Housings 'Development of the Week'. The success of St Faith's Road is also due to the close collaboration between all the main parties:

Architect: **Bell Phillips Architects**  
Builder: **The Purelake Group**  
Employers Agent: **Pod Partnership**  
Development Support: **Ark Housing**



all let within 24 hours



*"When I was shown my new flat, I cried with happiness, I couldn't believe it. My flat is beautiful, I love my large kitchen and the natural light that comes into the flat... and the block is so quiet."* Ms F.



*We were also pleased that the scheme was selected to be Inside Housing's 'Development of the Week'.*

### Development of the week St Faith's Road, Lambeth, London



**Local authority:** London Borough of Lambeth  
**Housing association:** Lambeth & Southwark Housing Association (LSHA)  
**Developer:** The Purelake Group  
**Architect:** Bell Phillips  
**Number of homes:** Nine  
**Cost:** £1.5m  
**Completion:** October 2015  
**The scheme:** This new build, general needs scheme of family-sized, two and three-bedroom flats comes with energy-generating solar PV panels. The scheme received support from Lambeth Council and grant funding from the Greater London Authority. LSHA says it is the blueprint for the future where small London associations have control over commissioning and development. The flats will be let at 65% market rents.



# Asset Management

With a history stretching back nearly ninety years and some of the property we own being closer to 200 years old LSHA takes it's responsibility for custodianship of its stock very seriously.

For many years now we have undertaken a programme of cyclical and planned improvement works. We have periodically undertaken stock condition surveys to obtain independent validation of the condition of our property.

The most recent of which was completed in late 2015. The Board were pleased to note the summary finding that *"The properties were generally found to be in good condition and well maintained by the Association. Very few backlog or catch-up repairs were observed..."*

Mark Conway, Principle Surveyor,  
Ark Housing Consultancy.

With housing associations facing the challenging external environment that we do, it is ever more important that we understand the value that individual schemes contribute overall to the business.

To this end during the year we undertook our first asset management review. This review factors in qualitative elements such as the popularity of a scheme, as well as more objective assessments such as are found in a stock condition survey.

This process allows us to more objectively assess which schemes are more profitable in terms of management and maintenance costs.

Both these exercises are important in helping LSHA model its Business Plan and provide the Board and stakeholders that LSHA continues to have an important and financially sustainable role as an independent, community based housing association.

***"Polite service, speedy service."***

Mr S.  
Montgomery  
House

***"Plumber was polite, punctual, professional and did a great job. Excellent."***

Ms B.  
Liberty Street



# Kitchen and Bathroom Replacements

During 2015 we undertook kitchen and bathroom replacement work at three schemes:

**St. Agnes Place, SE11**  
**Commercial Way, SE15**  
**Cator Street, SE15**

One of the ways that LSHA, as a small association, can provide additional value when doing improvement works is the ability to give a more personalised service. Wherever possible we look to work around tenant's personal preferences.

This is not always easy to achieve but it is important to help tenants realise their aspirations for their homes.

During the 2015 works we are pleased to have achieved a level of 82% satisfaction with the way the works were undertaken.



*"Came at a convenient time to me in the afternoon. Very pleasant workman, tiling looks good."*

Mrs B.  
Kennington Park  
Road

**We achieved 82% satisfaction with the way the works were undertaken**



*"They kept their appointment and the job was done in one visit. Thank you very much for your time."*

Mrs W.  
Roderick House

# Value for Money Statement

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

# Our Track Record

**What we have achieved over the past year**

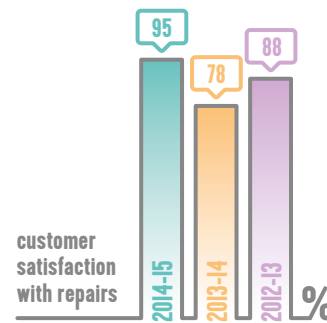
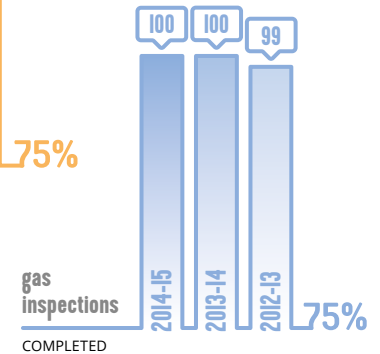
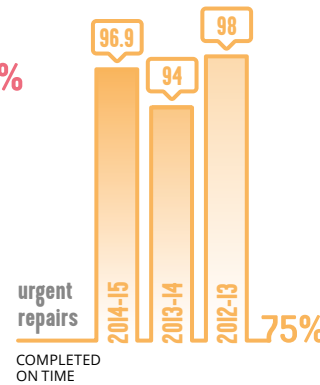
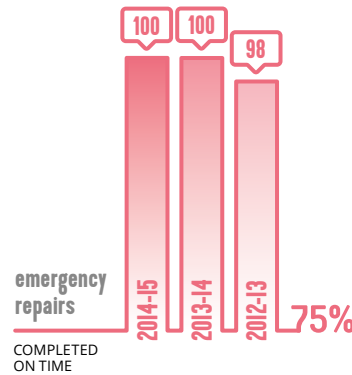
## Assets

- We completed the St. Faith’s development – nine two and three bedroom homes in budget and on time. Included a successful grant claim of £260,000
- We successfully tendered kitchen and bathroom works at St. Agnes Place, Commercial Way and Royal Road
- We commissioned and delivered LSHA’s first asset management review



# Key Performance Indicators

## OUR PERFORMANCE



### Operations

- LSHA is part of the Acuity benchmarking group. This allows LSHA to benchmark performance against other small housing associations in London
- Initiating a comprehensive stock condition survey
- Initiating an asset and liability register
- Implementing a monthly CEO surgery
- Negotiating improved terms with a website support company to facilitate more frequent updating of the website. Significant reduction in rent arrears
- Implementing of a texting service for 75% of all LSHA tenants
- Participating in independent mediation in a complex three legal case, resulting in savings in excess of £10,000 in costs
- Exploring the potential for joint procurement within SoLFed group of housing associations
- Reviewing tenant engagement strategy to improve customer satisfaction.

### Treasury Management

- The Board reviewed its Financial Procedures and Financial Regulations
- The Board initiated a review of 30 year Business Plan



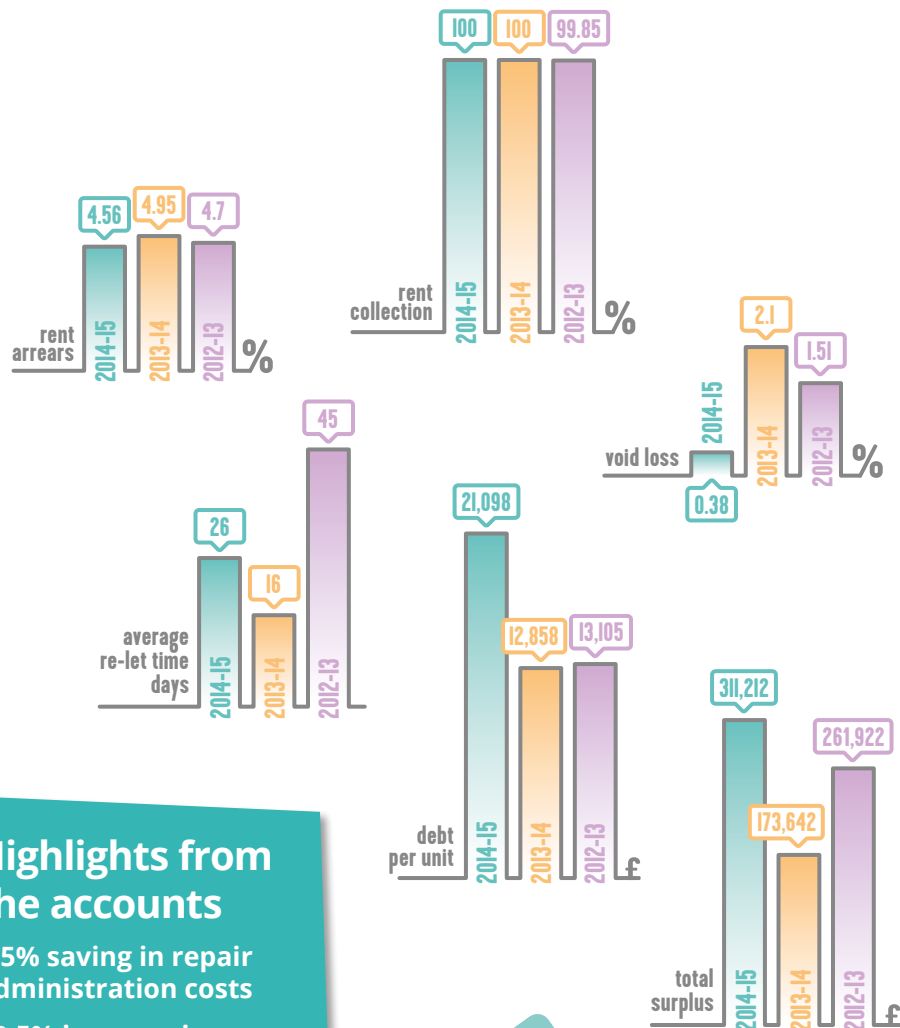
# Money Matters

## Summary of our audited accounts

Year to:	30.9.15	30.9.14
<b>Income &amp; Expenditure</b>	<b>£ '000s</b>	<b>£ '000s</b>
Income from rents and other sources	1,783	1,717
Less repair and administration costs	1,342	1,450
Gives an operating surplus of:	441	267
Deduct interest on our loans	158	118
Add interest received	5	3
Gives an available surplus of:	288	152

<b>Balance Sheet</b>	<b>£ '000s</b>	<b>£ '000s</b>
Cost of investment in homes	22,063	20,885
Long-term investments	421	399
Funds we hold	2,723	1,046
<b>Total</b>	<b>25,207</b>	<b>22,330</b>
Social housing grant	13,964	13,756
Long-term loans	5,971	3,639
Reserves we hold	5,317	4,984
<b>Total</b>	<b>25,252</b>	<b>22,379</b>

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



### Highlights from the accounts

- 7.5% saving in repair administration costs
- 39.5% increase in operating surplus
- 5.5% increase in long term investment income

## Key Performance Indicators

OUR FINANCES

# Staff and Board

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

**Howard Webber** Chair  
Retired civil servant

**Peter Allen** Deputy Chair  
Surveyor

**Jonathan Prichard** Treasurer  
Retired clergy officer

**Lekiddo Arbuah**  
Performer

**Hilary Barber**  
Housing Professional

**Ann Beatty**  
Voluntary sector  
chief executive

**Delia Beddis**  
Planning and  
Development Manager

**Danny Friedman**  
Housing and social policy  
research director

**Charles Folorunsho**  
Actor

## Staff Team

**Mark Jackson**  
Chief Executive

**Angela Bailey**  
Operations Manager

**Rocky Charles**  
Finance Manager

**Orfeo Amsterveen**  
Finance Officer/Administrator

**Hamilton Rene**  
Housing Officer

**Mohamed Shajan**  
Housing Officer

## 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 a group of small housing associations and which reflects the immense diversity that exists within the sector.

The last year has seen SoLFed concentrate on two distinct areas. In discussion with tenants it is clear that issues around access to online services continues to be grow in importance. The government have made clear that they will be adopting policy of digital by default for all benefit claimants.

This is a laudable aspiration for people who do have easy online access. It will make benefit claiming an easier process

and will enable people to notify the DWP of changes in circumstances in real time. It will however be a real challenge for tenants who lack the skills and means of online access.

To this end, working together, SoLFed have been able to lay on a number of free training courses to tenants of the member organisations. We were also able to provide a limited number of subsidised tablets as a benefit of our first session.

The other area where SoLFed members have been looking to work co-operatively, is through joint commissioning and procurement of services. Given the tightening external environment, LSHA is working to explore a number of avenues to build on the 7.5% year on year savings on repair and maintenance costs achieved in 2014-15. We are committed to doing this without compromising on services.



Housing for Women



NEW WORLD HOUSING ASSOCIATION



HOUSING ASSOCIATION



United St Saviour's Charity

*SoLFed have been able to lay on a number of free training courses to tenants of the member organisations.*

*We were also able to provide a limited number of subsidised tablets as a benefit of our first session.*



# Partner Organisations

We work with:

## **SoLFed**

South London Federation  
of Small Housing Associations:

Housing for Women

Ekaya Housing Association

Lambeth & Southwark  
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*





**LAMBETH &  
SOUTHWARK**  
HOUSING ASSOCIATION LIMITED



**It's easy  
to keep  
in touch!**

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

by phone: **020 7735 3935**

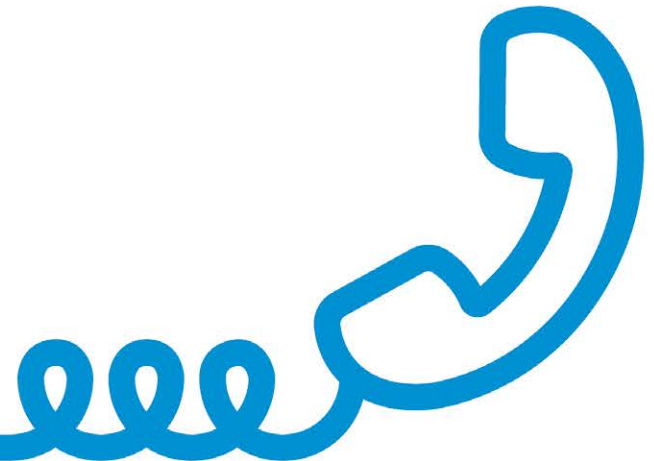
by email: **info@lsha.org.uk**

by text: **07826 826823**

web: **www.lsha.org.uk**

*Lambeth & Southwark  
Housing Association –  
a charitable housing association*

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



Registered Office: 7a St Agnes Place, London SE11 4AU