

LAMBETH & SOUTHWARK HOUSING ASSOCIATION

LSHA STRATEGIC PLAN 2025-28

SHAPING OUR FUTURE

This plan sets out our vision and strategic objectives over the next three years.

It is supplemented by annual action plans and will be implemented by our Management Team and our Board. Oversight and scrutiny will be provided by the Board. This plan enables our Tenants and stakeholders to track our progress. Our 30-year financial plan supports these objectives.

ABOUT US

With a rich history dating back to 1927, Lambeth and Southwark Housing Association (LSHA) is a small provider of social and affordable rented homes for families and individuals, including one small keyworker scheme and a block of flats managed on behalf of a charity. LSHA operates in the London Boroughs of Lambeth, Southwark and Lewisham.

We operate against a backdrop of high housing need and changing regulatory and statutory expectations. We aim to be tenant-focused in the way that we deliver our services. Our size means that we are small enough to know our Tenants but strong enough to make a difference.

Our properties include listed buildings in high value conservation areas through to a rooftop and infill development of 30 homes completed in October 2023. Approximately 30% of our stock is less than 25 years old, which reflects our ambition for growth. Almost 80% are 2-bedroom homes or smaller.



CONTEXT

LSHA is required to meet the Regulator of Social Housing’s (RSH) consumer and economic standards and abide by the Housing Ombudsman’s statutory complaint handling code.

Rents are set in accordance with the RSH’s rent standard, with planned annual inflationary increases of CPI + 1% from 2025/26 for a period of ten years.

The RSH’s 2025 sector risk profile emphasizes the need for strong governance and effective risk management in a challenging economic environment. Many providers operate with low-headroom and financial health is therefore paramount as is organisational culture, transparency and accountability. Focus should be on customer safety and service quality.

During the life of this plan, two further phases of Awaab’s Law will be implemented to address quality standards within social housing, and a refreshed Decent Homes standard is expected.

The Social Tenants Access to Information Requirements (STAIRs) are due to be implemented in two phases commencing in October 2026. The Competence and Conduct Standard will come into force in October 2026, with a four-year transition period for smaller providers such as LSHA, with the aim of promoting high standards and professionalism within the sector. The Renters’ Rights Act 2025 is due to apply to registered providers from 2027 and will abolish starter tenancies and amend some of the current grounds for possession.



OUR VISION, MISSION AND VALUES

Our Vision

Creating a safe and secure place where you can thrive.

Our Mission

Working together to provide homes and services we can all feel proud of and where people feel safe and happy to live.

Our Values

Developed in conjunction with our Tenants, Staff and Board members during 2025, our Values underpin all that we stand for.

LEADERSHIP

We create a culture where people feel trusted and empowered to deliver our shared purpose

SUPPORTIVE

We help and encourage our Tenants and each other and build strong trusting relationships with partners

HONEST

We are truthful, open, and transparent in how we communicate and deliver our services

ACCOUNTABLE

We do what we say we are going to do and stand by our decisions and actions

Our Vision, Mission and Values were reviewed in conjunction with our Tenants’ Group, Staff and Board Members in 2025 to ensure they remain relevant, promote organisational alignment and drive our strategic direction.

OUR STRATEGIC OBJECTIVES

At the heart of what we do, is a desire to be a landlord which our Tenants trust to deliver quality services and provide safe and secure properties.

We recognise that good quality homes support improved life chances and the health and well-being of our Tenants and their families. We acknowledge that, in some areas, we fall short of our Tenants' expectations, as reflected in feedback from satisfaction surveys, and will address this through the implementation of this strategy.

1 OUR TENANTS

Being a landlord in which our Tenants trust

This entails having a strong foundation, doing the fundamentals well, partnership working, and focusing on tenant sustainability. We want to deliver the right services, in the right way, for the benefit of our Tenants.

- We will build our knowledge and intelligence in relation to our Tenants, their communication preferences, and vulnerabilities to help us tailor our services appropriately.
- We will improve our visibility to Tenants through regular visits to our estates and blocks of flats, attendance at Tenants' meetings and local events, and home visits.
- We will offer a range of opportunities for Tenants to provide feedback and influence what we do, alongside training and support for those who wish to get involved in the way that we do business.
- We will review the way that we proactively communicate with Tenants and provide information about our services, including considering accessibility and timeliness.
- We will strengthen our partnership arrangements and contacts with local community organisations that share our values and can support our Tenants.
- We will learn from our mistakes and the complaints that we receive, using this feedback to strengthen and improve the services we provide.

2 OUR HOMES

Providing safe and well-maintained homes and communal areas

Central to our vision and mission is our commitment to provide safe homes. But this is about more than just meeting our statutory and regulatory obligations. We want Tenants to feel proud of where they live, so having communal areas which are both functional and inviting is important, as is maintaining our homes well.

- We will set out our approach to managing and maintaining our existing assets, including divesting where appropriate, and to energy efficiency, sustainability, and responsible growth.
- We will improve our responsive maintenance service by better contract management, having greater management oversight and by acting promptly on feedback.
- We will improve transparency around the communal services we provide, including sharing outcomes of inspections and charges.
- We will re-tender services to improve Value for Money and quality following tenant consultation, where appropriate.
- We will have Staff who are trained in compliance, repairs handling and diagnostics, and the necessary legislative and regulatory changes as and when they occur.



DELIVERING VALUE

3 OUR CORE

Being a financially resilient landlord and delivering value

The stronger we are financially, the more we will be able to deliver good quality, tenant-centred services and invest in our properties and growth.

- We will deliver our Value for Money strategy.
- We will invest in technology and systems where it will improve efficiency, data security or performance reporting.
- We will strengthen the breadth, depth and quality of the data we hold on our physical assets.
- We will strengthen our approach to risk management to ensure our strategic objectives are met and business continuity not jeopardised.
- We will ensure that business decisions are driven by clear and accurate information and in keeping with our vision, mission and values.
- We will reduce our carbon footprint.

4 OUR COLLEAGUES

Valuing our Team and Board members

Investing in our Staff and Board members improves their ability and motivation to perform their roles effectively and make sound decisions.

We aspire to have a 'one team' culture throughout LSHA which embraces quality and excellence and builds trust between Staff, Board members and involved Tenants.

- We will develop and maintain a valued, inspired and empowered Staff team that fosters respect, fairness and resilience.
- We will have an engaged, supportive and knowledgeable Board.
- We will focus on professional development, ensuring that colleagues have the skills, training, and tools to perform their respective roles.
- We will embrace and celebrate the diversity of our people.
- We will have a clear performance framework that supports excellence and drives improvement.

OUR DELIVERY

Annual plans with clear actions, timescales, and expected outcomes will support delivery of our Strategic Plan. Progress and performance will be reported to the Tenants' Group and Tenant Experience Committee, with quarterly updates to the Board. This will ensure scrutiny and accountability around progress.

Periodic updates will be published in our tenant newsletters and on our website.

