

# Corporate Strategy & Business Plan 2011-16

London Housing Trust

May 2011

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## **1 CHAIR'S STATEMENT**

Welcome to London Housing Trust's (LHT) Corporate Strategy and Business Plan 2011-16. This Plan has been developed to outline the trust's current market position and set out its ambitious objectives and direction for the future. This is the first Corporate Strategy and Business Plan that the trust has produced during my period as Chair of the trust. During this time, we have already made significant progress in terms of achieving strong governance, continued growth, and excellent service delivery.

We are of course, operating within an environment of considerable challenge and change, and it is important that we maintain the pace of improvement to ensure that our customers continue to receive first class housing services. Significant drivers of change are the Welfare Reform Bill (2011), with the introduction of Universal Credits, Personal Independence Payments and reforming Employment Support Allowance; the Health and Social Care Bill (expected in 2013) the Exempt Accommodation Consolidation and of course the Comprehensive Spending Review. The Board has worked with Service Users and volunteers to develop a strategic direction for the Trust that places our Service Users and the diverse communities in which they live at the heart of everything we do.

We will focus our priorities moving forward on improving the quality of our services, and on achieving continued and sustainable growth. We will achieve our vision through applying our commitments to continuous improvement and adopting a flexible and innovative approach to identifying opportunities for growth. We will also develop and enhance our relationships with our partners to maximise the impact we can have in the neighbourhoods in which we operate. These are exciting times, and the Board will ensure that it supports its volunteers to deliver the objectives set out in this plan to the upmost standards of quality and excellence to bring about real improvements for Service Users and communities that we serve.

Dr Stephen Dellar  
Chair

## 2 MISSION STATEMENT

LHT's mission is to promote social inclusion for the public benefit by preventing homelessness, social exclusion, relieving the needs of those who are socially excluded and assisting them to integrate into society by the provision of social housing to those in housing need with suitable care, support or supervision.

## 3 EXECUTIVE SUMMARY

This document represents LHT's Corporate Strategy and Business Plan 2011-16. It is a three year rolling business plan that sets out our corporate priorities and objectives. It is supplemented by a forward plan which provides a greater level of detail about the delivery targets and timescales that will be implemented over the forthcoming year.

The Business Plan sets out our vision to be a growing housing trust (as defined in the Housing Associations Act 1985) that delivers a quality services to a diverse range of Service Users with support needs. This is to be achieved in accordance with a set of core values, and outline the minimum standards that should characterise all of our interactions with its customers, partners and stakeholders. These values are the culture that we wish all people within the Trust to foster.

Following an outline of our current position, the Business Plan outlines the future position that we intend to achieve. This reflects a dual commitment to improving quality and continued growth. Through a focus on quality, we will bring about improvements in customer satisfaction levels for both the services it delivers and the standard of its housing stock. This will be coupled with a challenging programme of sustained growth through diverse means.

In devising its strategy, LHT has undertaken a market analysis. Reference has been made to the wider housing sector which is undergoing a period of considerable and radical change. This creates both risks and opportunities for LHT, reflected in its SWOT analysis. This Business Plan sets out how LHT will take advantage of the opportunities that exist whilst mitigating the risks.

The next section of the Business Plan outlines our three Objectives. These are to:

- Achieve continuous improvement in Service User satisfaction
- Achieve sustained growth through partnership working
- Achieve growth through diversification in response to unmet needs

**Objective 1 - Achieve continuous improvement in Service User satisfaction** the Business Plan sets out our commitments to improving customer satisfaction through a concerted focus on

improving quality to bring about service excellence. It is through this approach that LHT is also able to strengthen its commitments to continued growth and expansion. The approach places Service Users at the heart of everything LHT does. It highlights the need to implement our commitments to Service User involvement, and to obtain regular feedback on satisfaction with services delivered against agreed standards so that they may shape services and bring about continuous improvement. It also highlights the need for LHT to proactively work to meet the diverse needs of the communities it serves, and it also reinforces the need for LHT to raise and maintain a high profile for the organisation in order to reinforce the positive LHT brand.

**Objective 2 - Achieve sustained growth through partnership working** reflects our commitments to continued growth and expansion, both in terms of traditional social housing developments and more innovative and diverse property and service orientated approaches. Through delivery of this objective, LHT will be able to generate improved economies of scale, and increase operational efficiencies whilst contributing to the local communities in which LHT operates.

**Objective 3 - is to achieve growth through diversification in response to unmet needs**

Whilst acknowledging that further research and analysis of the markets are required, it has identified a number of key areas for potential growth. This includes housing for older and / or vulnerable people, and housing for people that may require domiciliary.

The Business Plan also provides a section on the resources that LHT will require in delivering its programme of challenge and change. A detailed budget for 2011 / 16 has been produced to support the plan, and a forward plan has been developed to outline the specific actions that are required for LHT to deliver on its objectives during 2011 /16.

## 4 VISION AND VALUES

### Vision

LHT's Vision is to be a growing and financially vibrant housing trust that delivers high quality services to a diverse range of Service Users.

### Values

LHT respects the following values in the pursuance of their common purpose to provide sustainable housing and quality services:

- Listen to, and communicate with Service Users, volunteers and external stakeholders in a timely, accurate, understandable and respectful manner.
- Understand the value of effective and efficient business processes to bring about positive results.
- Foster an environment that promotes personal and corporate innovation, sharing and maximisation of resources together with a desire for team work.
- Be open to change and flexible in attitude.
- Acknowledge that respect, integrity, trust and fairness are fundamental to personal, customer and interagency relationships.

- Value a culture where everyone is involved, accountable, respected and appreciated.
- Aim to perform at the highest level of competence and take pride in accomplishment.
- To operate at the highest standards of governance and probity

## **5 CURRENT POSITION**

LHT was established in October 2010. The organisation has concentrated on the development and management of accommodation for homeless people in London.

LHT now leases and manages one property in the London Borough of Lewisham. This unit is a women only facility and houses clients with disability type benefits. The Trust has close working relationships with Lewisham Council, Inigo Housing Trust and Quo Vadis Trust. It is now well positioned to build upon its strengths as a flexible organisation that can be relied upon to deliver continued growth alongside a commitment to service excellence.

### **Purpose**

Our reason for being is to provide high quality and affordable housing whilst contributing to the broader generation of sustainable communities. LHT does this through engaging with its customers and working in partnership with key stakeholders to create neighbourhoods where people want to live today and in the future

### **Effective Controls and Procedures**

Trustees meet every three months to discuss the position of the trust and to make certain that effective controls and procedures are in place to ensure security of assets and the proper use of public funds. Also the Service Users Forum which is made up of a representative of Service Users from each project meets every two months and then report to the board.

In addition weekly meetings (group or individual) with Service Users are held. At these meetings we make sure that the support plan is sufficient for its purpose and the support needs of our clients are being met.

### **Services**

The core housing services that LHT delivers are summarised as follows:

- Housing management services, including: Hostel management; Lettings- and Service User Involvement.
- Property management, including planned and responsive repairs.
- Development of social housing, including housing for rent.

### **Service Users**

Information from the 2011 Service User's satisfaction survey indicates the following key statistic's in relation to our existing client profile:

- 50% of Service Users are aged 60 years or above
- 50% of respondents were from a BME background
- 100% have a longstanding illness, disability or infirmity
- 0% of our clients are employed full-time or part-time
- 100% of clients are in receipt of Income Support / Employment Support Allowance
- 75% of clients are in receipt of Job Seekers Allowance
- 100% of Service Users receive their whole household income from state benefits
- 100% of households are currently in receipt of Housing Benefit

This information is based upon talking to our 4 Service Users.

#### **Responding to the needs of Service Users**

LHT shall demonstrate how we respond to Service Users' needs in the way we provide services and communicate with Service Users. In achieving these specific expectations, we:

- We shall ensure that all Service Users are treated with fairness and respect.
- We demonstrate that we understand the different needs of our Service Users, including in relation to the seven equality strands and Service Users with additional support needs

#### **Stakeholders**

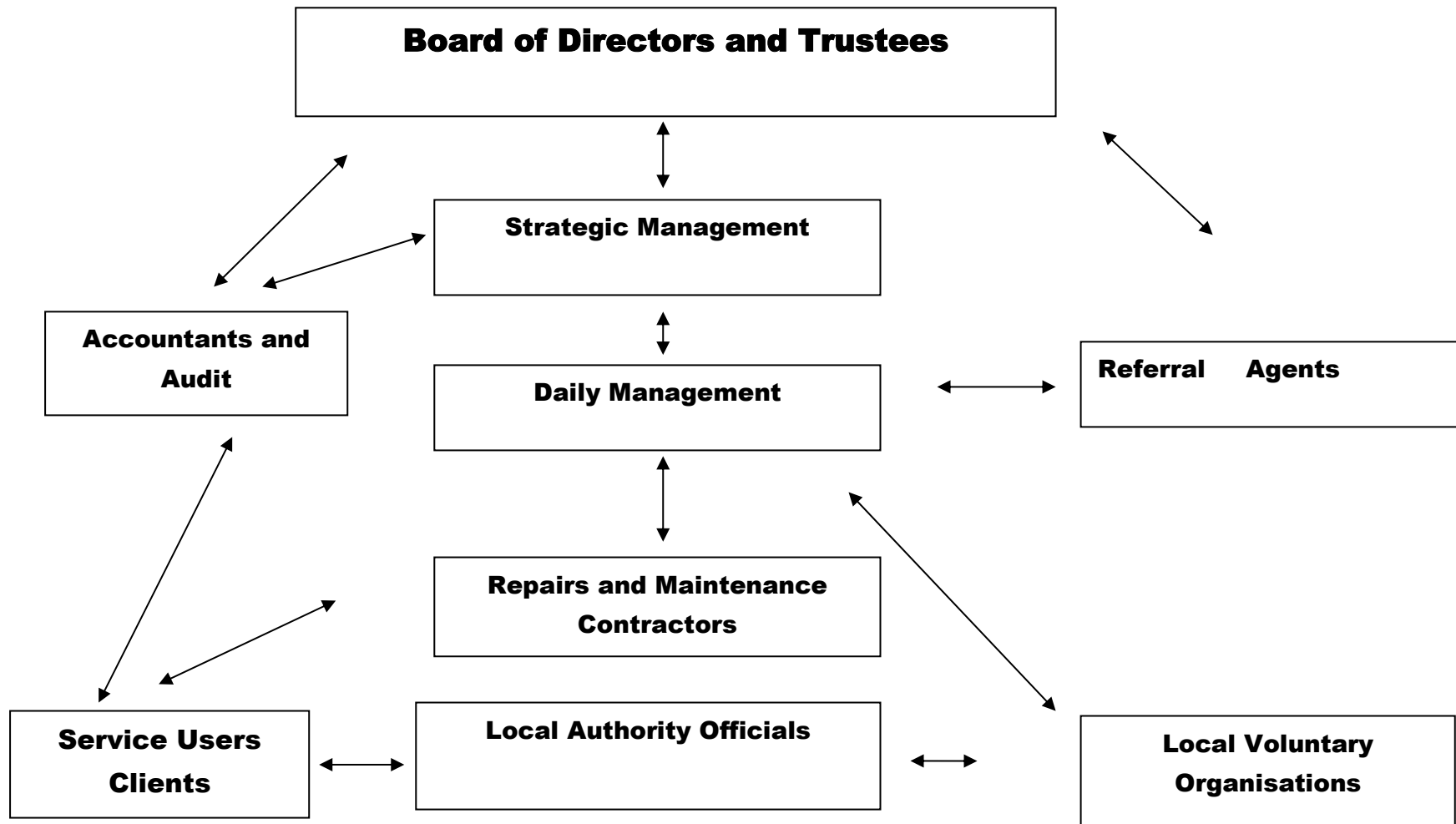
LHT is unable to achieve its vision through working alone. Some key stakeholders in whom LHT must engage with include the following:

- **Service Users** – LHT engages with its Service Users as its core customers to ensure that they shape and tailor our services in line with their aspirations.
- **Local Authorities** – LHT works with local authorities to assist them to meet their housing and neighbourhood agendas. They are also key for achieving planning and community engagement.
- **Regulators** – The Tenant Services Authority are responsible for ensuring that LHT complies with legislative, regulatory and best practice requirements.
- **Contractors** – High quality contractors are essential for LHT to be able to deliver and maintain high service standards that represent value for money.

#### **Regulatory Position**

The Tenants Services Authority (TSA) sets out their overall assessment of housing associations. LHT is currently working with the TSA in all four areas of Viability, Governance, Management and Development with a view to registration.

LHT considers itself to be in full compliance with the Tenant Service's Regulatory Code. We work towards obtaining this status, which will remain under constant review and reported as part of the Self-Assessment Compliance Statement which is submitted on an annual basis.





## 5 MARKET ENVIRONMENT

### Market Position

#### Regional Social Housing Market

LHT has no regional basis, and currently provides social housing within the borough Lewisham in the South East London area.

London's housing market differs from the national housing market in various ways. Although nationally we have experienced soaring housing markets, 2011 has witnessed reducing confidence and increased volatility in the marketplace. This needs to be combined more locally with significant deprivation and poor economic performance.

LHT is a small sized provider of social housing, which is aiming to deliver good outcomes through its participation in such initiatives as entering into long term leasing and forming close collaborations with referring agencies and other small organisations in the area.

#### External Influences

Housing has now become an issue of major debate within the political arena, driven in particular by concerns over affordability and rising property prices spurred on by low interest rates and limited supply; and by large scale regeneration initiatives such as Housing Market Renewal.

The social housing landscape is also subject to significant change, and is currently facing its most extensive upheaval in a generation. LHT will review and respond to these external drivers for change on an ongoing basis so that it may continually revise its business plan in relation to change. It is possible to identify four common themes:

- Promotion of increased efficiency and improved value for money in services
- increased community empowerment
- The requirement to ensure Service User involvement and accountability
- Introduction of competition in the marketplace, particularly from the private sector

### Rent Restructuring

The rent plan sets out the way in which LHT will comply with the target rent requirements of the TSA whilst remaining financially viable. The first rent plan is being developed and will be updated every year in accordance with the ten year restructuring programme.

The implications of rent restructuring is to place constraints on the ability of housing association's to raise additional income through rents, and on the requirement for efficiencies and the need to make priorities about the nature and type of services that they deliver.

Our rent plan demonstrates that it will have no difficulty in achieving full compliance with the requirements of rent restructuring by 2016.

However, the implications of rent restructuring upon LHT is that it is unable to raise its rents to provide additional service offerings. LHT must operate within a limited core service income that is set by a pre-defined formula that is linked to inflation.

### SWOT Analysis

To better understand our position within the social housing marketplace, a SWOT (Strengths; Weaknesses; Opportunities; Threats) analysis has been undertaken to enable the organisation to focus upon its key priorities. This is reproduced below as follows:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good relationships with clients, keeping them informed and engaged</li> <li>• Financially strong</li> <li>• Experienced trustee and voluntary team</li> <li>• Reputation as an organisation that can deliver</li> <li>• Flexible approach to service delivery</li> <li>• Relatively strong performance indicators</li> <li>• Property type and condition</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Stock</li> <li>• Lack of registration with TSA</li> <li>• Overall size does not create economies of scale</li> <li>• Competition with larger more established organisations</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Specialist development opportunities, e.g. Supported Housing</li> <li>• Participation in regeneration initiatives</li> <li>• Possible joint working with other partner organisations</li> <li>• Working with GP consortia</li> </ul>	<ul style="list-style-type: none"> <li>• Threat of being “frozen” out of major conurbations due to relative small size and existing partnerships / stock transfer</li> <li>• Pressures from rationalisation agenda</li> <li>• Changes in legislation / regulation and impact of compliance and / or implementation</li> <li>• Increased level of competition (including from private sector) and increasingly raised expectations from Service Users</li> <li>• Requirement to continue to cut costs to compete in marketplace</li> </ul>

### Strengths and Weaknesses

In pursuing its growth objectives, some key strength's that LHT will market to third parties include the following:

- Successful track record and reliability of delivery.
- Financially stable with ability to draw down finance for future development activity.
- Ability to subsequently manage developed schemes well, reflected in its strong performance indicators and high levels of Service Users satisfaction.
- Ability to work with local communities to gain support for development proposals.

Through pursuing a programme of growth and expansion, LHT will ameliorate some of its identified weaknesses. This will include the following:

- Areas will be targeted to increase the concentration of our stock in particular areas and therefore reduce the impact on managing dispersed stock through the production of economies of scale. Increased growth will also spread the overall management costs of LHT, increasing economies of scale.
- Through continued growth, the burden of overheads will be reduced and benefits will be realised in overall profitability of LHT to generate surpluses for reinvestment in existing stock.

### **Risk Management**

LHT has developed a robust approach to risk management. Our risk management procedures ensure that there are sufficient controls in place to mitigate the effects of adverse risks, but also ensuring that we put in place systems that minimise the likelihood for opportunities to be missed.

LHT reviews its risk management processes against latest good practice and our work is ongoing to further links between the risk register and the risk management is embed the responsibility for managing risk throughout within LHT.

An annual critical review of our risk map is considered to be part of LHT's annual business planning process.

## **6 FUTURE POSITION**

Over the period 2011 - 14, LHT will embark upon a programme of challenge and change which will bring about considerable progress for the benefit of its existing and future Service Users and the wider communities in which it operates.

### **Context**

LHT is aware of the wider competitive market in which it operates. This framework provides the context within which LHT measures itself against similar organisations in order to ensure it can compete effectively and maintain competitive advantage.

LHT will maintain a suite of performance indicators, including all those that are reported upon externally in addition to management indicators that assist in monitoring the standard and quality of our services.

The social housing sector is subject to extensive regulation and monitoring. This produces a broad range of performance information that assists LHT to compare its services against similar organisations operating in the sector.

In particular, reference is made to the Tenant Service Authority's suite of performance indicators, against which LHT aspires to achieve top quartile performance. We want to focus on the Service Users' empowerment and the ability for Service User to choose their landlord. It is essential therefore that LHT adopts a strong focus on service quality and continuous improvement within this Plan.

## **Service Quality**

Over the period of this plan, LHT will:

- Provide high quality services which will be evidenced by satisfaction levels in excess of 90%.
- Provide high standards of accommodation. Satisfaction levels with the product will be in excess of 90% and full decent homes compliance will be achieved and maintained.
- Review and develop a revised programme of asset management, in consultation with its users, and this programme will be widely publicised and fully resourced.
- Provide volunteers with clear guidance through a full up to date policy and procedural framework and support this with training to assist them to deliver the quality of services that LHT aspires to deliver.

## **Growth**

LHT must continue to grow to ensure that affordable housing needs are met and economies of scale can be achieved. This growth is reliant upon the continuing development of strong partnerships and the exploitation of opportunities both with and without grant funding.

LHT is setting a target for sustainable year on year internal growth of 5%. This will be delivered through participation in the Government's National Affordable Housing Programme (NAHP) and through more diverse methods.

LHT will also have a role to play in contributing to the broader growth objectives through constitutional change and expansion.

LHT is maintaining a sustained focus on growth, quality and excellence. The growth will enable LHT to reduce its overhead burden and generate additional efficiencies. LHT structure will also attract other organisations to join it.

## **7 GOVERNANCE AND VIABILITY STANDARD**

LHT has incorporated and follows the National Housing Federations code for Governance and Regulation. With this LHT has a democratic and transparent governance structure, which best assures an independent, non-profit organisation that is efficiently and effectively managed. Significant features of the LHT structure are its systems of checks and balances and the commitment to the principles of good governance and an open code of governance.

### **Financial viability**

The finance committee meet every 2 months to discuss and develop effective control and procedures to ensure the security of assets and proper use of public funds. This committee also monitors and reports their findings to the board and make recommendations as such delivering financial plans.

We ensure that there is a robust and prudent business plan framework to guarantee sufficient liquidity at all times. At all times the committees function is to challenge and test all assumptions made when producing financial forecasts.

At this time LHT does not have any external funders, however we have developed a framework to monitor report and comply with potential future funders financial covenants.

### **Safeguarding taxpayer interest**

LHT has put in place a mechanism to ensure compliance with the governance standard to be a registered provider. This means we comply with all relevant legislation, have accountability to Service Users, the TSA and relevant stakeholders and we safeguard the taxpayers' assets and the reputation of the sector.

### **Primary Functions of the Board**

- We defined the primary functions of the board and attempted to keep the flavour of the hybrid form with the inclusion of emergent cellular organisation form.
- Annual General Meeting
- Once a year we have an AGM where members will vote on the state of proposed new board members, review organizational missions, establish and review organizational budgets, review organisational objectives, auditing and accounting policies, practices and finances and approving significant financial transactions.

Board members and key volunteers are networked electronically in order to deal with issues that emerge between meetings and in order to communicate about emerging trends and organizational options and decisions of a strategic or policy nature.

### **Outreach**

LHT continues monitoring emerging trends in homelessness, social housing provision, needs, expectations and problems with clients. Soliciting input from a broad base of stakeholders through the expanded board meetings and encouraging the board to join organisations and forums. The LHT board has a good representation on forms and lobby groups such as the Lewisham Homelessness and Homeless Link forums.

### **Stewardship**

Ongoing challenging the framework and vision of the organisation, maintaining a forward looking perspective, ensuring the evolution, capacity and robustness of LHT so it stays organic and does not become solidified,

### **Overseeing of the Operational Structure and Operations**

- Ensuring LHT accountability functions meet our organisational needs

- Periodic check and balance on operations to ensure LHT continues to work towards its stated objectives
- Always protecting the integrity of the system and clients
- A full awareness and appreciation of the tensions between a results orientation and a process orientation

#### **Ambassadorial and Legitimizing**

- Continual promoting LHT to the external communities based on the stated vision of the organisation
- Ensuring the interests of a broad network of stakeholders are represented
- Ensuring board members lend their positional, professional and personal credibility to the organisation through their position on the board

#### **Self Reflection and Assessment**

- LHT will carry out regular reviews of the functions and effectiveness of the board itself
- On a regular basis assess the level of trust within the board

## **8 STRATEGY**

#### **Corporate Objectives**

Following an analysis of key factors influencing LHT, we have developed a set of three corporate objectives which will drive the business forward.

The objectives are as follows:

- Achieve continuous improvement in Service User satisfaction
- Achieve sustained growth through partnership working
- Achieve growth through diversification in response to unmet needs

#### **Overall Strategy**

LHT deliver the highest quality services in an efficient and effective way, and in line with its customers' expectations in order to bring about year on year improvements in satisfaction levels. It will achieve this through implementing the actions set out in this plan.

Our strategy for delivering high quality services is to:

- empower its Service Users to exercise influence over the services they receive
- obtain regular feedback on the standards of service that they expect, and use this to identify opportunities for improvement
- retain existing customer base and be recognised as a landlord of choice

Regard is given to the relevant and current regulatory standards set down by the Tenant Services Authority. LHT achieves this through self-assessment, in which it will regularly review its performance and standards.

Through a concerted focus on raising standards and improving the quality of its services, LHT also strengthen its position within the social housing marketplace. This assists the organisation to showcase LHT products and achieve sustained growth by strengthening the quality of offer that LHT is able to submit as part of any competitive bidding processes in which it partakes, both for services and development opportunities

### **Corporate Communications**

Whilst delivering service excellence is the objective, LHT recognises that this must be reinforced by a continuous focus on showcasing its achievements to a range of key audiences in order to strengthen the profile and reputation of the organisation.

A framework and strategy for communications has been developed, and progress against this will be reported to the Board on a quarterly basis to highlight the exposure that LHT is able to receive.

This approach will be enhanced through the facilitation of a series of workshops, outlining to officers how to identify 'newsworthy' items and exploit the media to our advantage.

## **8.1 Achieve continuous improvement in Service User satisfaction (Objective 1)**

### **Customer Satisfaction**

LHT will undertake:

- a formal STATUS survey at least every three years
- an interim survey for all major service areas conducted annually
- quarterly customer feedback
- comply with the decent homes standard, the tenancy standard, the neighbourhood and community standards and the value for money standard

This information is used as a baseline for on-going monitoring of service quality and enable management to ensure continuous improvements and raise overall customer satisfaction levels.

Qualitative monitoring is undertaken across a broad range of customer focussed services and used by management to drive up service improvements.

### **Service Standards**

LHT will:

- Develop in consultation with its Service Users a revised set of service standards across all areas of its activities. These will be widely publicised and set the levels of service that our customers can expect.

- Following the move to a single contractor for the delivery of its responsive repairs services, implement the findings of the Property Services review, undertaken with external consultancy support. Performance and satisfaction levels are monitored closely over the course of this plan to drive up the standards of service delivered.

### **Asset Management**

The Trust is:

- Achieve full Decent Homes compliance in 2012, and maintain these standards thereafter
- Establish a dedicated Asset Management Team, to update and subsequently maintain an up to date stock condition database to inform management decision making and the formulation of an adequately resourced, focussed and publicised planned improvement programmes
- Management strategy and an assessment of stock viability

### **Performance and Targets**

LHT continues to operate its current performance reporting mechanisms in the Balanced Business Scorecard format. This incorporates an increasing range of qualitative and Service Users based indicators.

Targets are reviewed annually, and set with reference to past performance to achieve 'top quartile' performance wherever feasible and realistic to do so.

### **Continuous Improvement**

LHT is:

- Utilise the information it receives from customers to influence its continuous improvement programmes. This includes the undertaking of three best value reviews per annum, which will also include engaging with our customers.
- Publish an annual continuous improvement newsletter to provide Service Users with information about how services have improved and how they have influenced these changes

### **Value for Money**

Value for money goes hand in hand with delivering high quality and efficient services. Through the implementation of the value for money Strategy improvements in efficiency and service delivery quality will be achieved.

This approach enhances in 2011 through the introduction of a new procurement strategy.

LHT continues to deliver efficiencies of 2.5% per year. Where cashable savings are identified, these will be re-invested into front line service delivery in accordance with our objectives.



### **Sustainable Communities**

The role of housing charities has changed in recent years. The focus for LHT is no longer simply on Service Users and properties, but on creating safe and sustainable communities. LHT is able to create neighbourhoods where people want to live, and in turn increase satisfaction levels overall.

LHT is a small sized housing trust, and exceptionally well placed to exploit its knowledge and understanding of its Service Users' needs and aspirations within the areas in which it operates, respond flexibly to meet these needs, and contribute to the wider neighbourhood regeneration agenda.

It achieves this through:

- Contributing to the creation of safe, stable and cohesive communities by seeking to tackle all forms of anti-social behaviour, making use of a range of enforcement actions where appropriate
- contributing to the objectives by working in partnership with local authorities, the Police and other agencies
- Tackling anti-social behaviour by continuing to develop support mechanisms for both the victims and the perpetrators of anti-social behaviour so that we work collaboratively to change their anti-social patterns of behaviour

### **Service User Involvement and Complaints**

As a customer focussed organisation, LHT will:

- Engage and empower its Service Users to influence the services they receive in order to create vibrant communities that meet the needs of the people that live within them
- work in partnership with local Service Users to improve their quality of life in terms of housing outcomes, as well as wider environmental, social, health and economic regeneration

Our approach to engaging with Service Users is set out within the Trust's Service User Involvement Statement, developed in partnership with Service Users to ensure it reflects their needs and aspirations. It creates opportunities for Service Users to get involved in a range of ways that suit them, and about issues that they are interested in, through the operation of a Service User's menu of options.

**LHT focuses on its approach to improving Service User Involvement and empowering activities in the following ways:**

- Ensure Service User involvement in governance through 20% Service User Committee Board membership (currently 0%)
- Develop further the Service User's Forum
- Review its Involvement Statements based upon detailed Impact Assessments annually
- Provide a range of options for Service Users to become involved in shaping our services
- Understand and respond to the diverse needs of our Service Users

- Undertake a “Service User Audit” of our services
- Offer a range of ways to express a complaint, details of how a complaint should be responded to and sets out a clear service level agreement that should be delivered. A regular bi-monthly publication in the form of a news letter (In Touch) shall be made available to all Service Users including Service User Satisfaction levels, complaints and the outcomes of such
- Consult with our Service Users and act reasonably in providing them with opportunities to agree local offers for service delivery

### **Regeneration**

The creation of sustainable communities requires an approach that goes beyond a focus on just housing. LHT prioritises its resources providing supported accommodation but in the future may provide resources on areas where they are required most, and where significant impact can be achieved.

### **Equality and Diversity**

Our overall approach to Equality and Diversity is in accordance with the Equality and Diversity Strategy. It identifies the commitments and responsibilities of all volunteers, Board Members and Service Users. It emphasises the commitment to achieve equality for all in relation to the following: Disability, racial equality, age, religion, gender, sexuality, marital status and employment.

LHT operates within the most disadvantaged sections of the community, delivering services to people that experience discrimination. It therefore has a moral and service-led obligation to respond to and meet the social diversity that exists within neighbourhoods in which it operates to promote a culture of community cohesion and celebrate difference. It also has a legal and regulatory responsibility to promote equality of opportunity in all its activities to both its customers and volunteers.

The achievement of every corporate objective of LHT requires that matters of equality and diversity be considered and respected. It is particularly relevant to achieving Service User satisfaction. Each Board paper and policy is required to explicitly outline the Equality and Diversity implications of each proposal and all policies developed will also be subject to an Equalities Impact Assessment.

### **Equality and Diversity Priorities**

The trust is required to comply with the Housing Corporation’s Regulatory Code and revised Good Practice Note 8, as well as the Audit Commission’s Key Lines of Enquiry (KLOE) 31 on Diversity. This will include setting and monitoring performance against a range of targets related to both employment and service delivery against a broad range of diversity areas.

### **Diversity and Service Delivery**

LHT delivers services to a broad range of client groups. The 2011 Service Users satisfaction survey demonstrated that 100% of tenant households contain someone who suffers from a longstanding illness, disability or infirmity. LHT therefore provides its services within a range of formats, including language flags, large print documents and additional assistance for its Service Users. An on-going census of its Service Users' diversity needs will be undertaken so that our volunteers may pro-actively act to meet its Service User's needs.

An aids and adaptations service is provided to assist Service Users to remain within their own homes in accordance with the social model of disability. In order to meet demand and maximise our impact, LHT assists Service User to also obtain alternative funding, such as Disabled Facilities Grants, in addition to the funding it will commit itself to meeting these needs.

Supported housing schemes are also developed to ensure that the specialist needs of particular groups are met. LHT is committed to providing services to these people, via managing agents, so as to ensure that properties are properly designed and equipped, as well as being in receipt of the necessary support services.

Overall, our approach to dealing with vulnerable and diverse groups is one of flexibility, and volunteers are encouraged to adopt a flexible approach to dealing with the individual needs of our customers.

### **Financial Inclusion**

98% of our households are in receipt of Housing Benefit, signifying high levels of deprivation and financial marginalisation. LHT is developing and implementing a Financial Inclusion Strategy over the course of this plan that will assist Service Users to access services and participate more in society.

LHT work closely with a Welfare Benefits Advisor from the DWP, and steps will be taken to address fuel poverty through the provisions of advice and guidance, and through a sustained commitment through our asset management strategy to improving the thermal efficiency of its properties.

As a major purchaser through the provision of repairs and maintenance services, LHT works with its repairs and maintenance partner to provide employment and training opportunities to people that are local to the areas in which LHT operates.

### **Sustainable Development**

LHT implements the trust's commitments to sustainable development as set out in the Sustainability Policy. It works to minimise the negative effects that it has upon the environment, promote the benefits that may be derived from an environmentally aware approach, and seek to procure sustainable resources wherever possible.

**As a minimum LHT:**

- Conduct an annual review to take into account Service User feedback and ensure compliance with prevailing best practice
- Consult with communities and potential end users at the initial stage in the development process, including consideration of sustainability related issues
- Minimise the effect of activities on the natural environment both through planning and design, as well as proactively seeking to promote the benefits of respecting the natural environment through the provision of advice and guidance literature on sustainability issues
- Work with Service Users on an ongoing basis through our Service User involvement activities to assess its customer's approaches to sustainability and highlighting options that promote their contribution to this global agenda

## **8.2 Achieve sustained growth through partnership working (Objective 2)**

### **Overall Strategy**

LHT pursues an active and ambitious development programme to ensure housing needs are met and sustainable growth achieved. This requires strong partnerships to be developed and managed to ensure that opportunities for new development are maximised and resources are available to support this.

LHT draws upon the shared risks and opportunities to create new avenues for growth. Current targets set this at £5,000 per annum rising to £15,000 over the next three years. These will be utilised to support our planned maintenance requirements.

LHT has developed a close working relationship with housing benefit departments that increase revenue flow and service provision. This enables LHT to engage in diversified activities such as supported housing without placing core social housing provision at risk. It also allows it to take advantage of more specialist and niche growth opportunities that provide opportunities for adding community value, such as through catering for the needs of vulnerable persons.

### **Supported Housing**

Through its on-going relationships with local authorities, LHT is aware of the significant demand for specialist accommodation and support services for vulnerable people.

LHT is maintaining relationships with a range of providers to support its approach, and who acts as managing agents with specialist knowledge of particular client groups.

LHT has capacity to deliver supported housing schemes across South East London and would aim to develop approximately one - five bed spaces per annum.

### **Private Finance Initiatives (PFIs)**

LHT is keen to explore PFI type developments due to its experience in working with such arrangements and is pro-actively seeking to identify and secure suitable projects that

contributes to the overall growth of the trust. It is setting a target of securing one major PFI deal every two years.

#### **Merger and Stock Transfer**

LHT is open to the concept of other housing trust's joining LHT and it actively welcomes arrangements which would both enhance the business efficiency of both organisations and improve the service offered to the Service User.

#### **Scheme Development Standards**

LHT involves Service Users at a formative stage of development so that they may influence the vision and design of a scheme. LHT knows that Service Users have an important contribution to make in ensuring design quality impacts on the lives of the individual and wide community in a positive manner.

#### **Service Growth**

The growth of our services and expertise also presents opportunities for service growth. An example of this is the early talks with Greenwich Council to be involved in their Empty Homes Strategy. LHT sets out a strategy to actively seek out opportunities to develop new opportunities in the market.

### **8.3 Growth through diversification in response to unmet needs (Objective 3)**

#### **Overall Strategy**

As a housing trust, a key function of our activities is to meet unmet need. Responding to these needs is also a means of achieving continued and sustained growth and expansion.

As in relation to our approach to Objective 2, to achieve our commitments to sustainable growth, LHT requires strong partnerships to be developed and managed to ensure that opportunities for new development are maximised and resources are available to support this.

This aspect of our corporate strategy is presently in the early stages of development, and requires considerable investment of time and resources over the first 12 months of this plan in order for specific deliverables to be identified and planned for. It may also require the assistance of specialist expertise to be appointed to evaluate the market opportunities that exist for LHT to exploit.

#### **Identifying Unmet Need**

An initial analysis of the local housing market has identified that significant unmet need exists within the region in which LHT operates. In particular, this includes the following:

- An increasing number of social housing properties, particularly shared accommodation for 25-35 year olds as a result of the changes to the HB provision for this age group

## **8.4 SERVICE DELIVERY STANDARDS**

### **8.4.1 Home Standard**

LHT has ensured that Service Users homes meet the standard set out in Section 5 of the Government Decent home Guidance.

### **8.4.2 Tenancy Standard**

In an annual report for our Service Users we determine how we meet these obligations and how they intend to meet them in the future. After taking into account the needs and aspirations of Service Users and potential Service Users, we provide our bed spaces in a fair, transparent and efficient way.

### **8.4.3 Neighbourhood and Community Standards**

LHT focus on the three areas of the Neighborhood and Community Standard. These areas are neighborhood management, local area co-operation and anti-social behavior.

We keep the neighbourhood and communal areas associated with the Projects clean and safe. We work in partnership with our Service Users and other providers and local authorities where it is effective to do so.

### **8.4.4 Value for Money Standard**

LHT delivers all TSA standards. We provide cost-effective, efficient, quality services and homes for our Service Users' and potential Service Users' needs. In our annual report for Service Users we set out how we deliver these obligations and how we plan to deliver them in the future.

## **FUNDRAISING STRATEGY**

LHT relies on many different sources of funds, in part to increase the overall budget, in part to decrease the reliance on any one source. Some of the funds are available immediately; others such as the grants require six to eight month lead / applications periods.

## **FUNDRAISING FORECAST**

The funding forecast indicates that it is expected to take six months before there are sufficient funds to get operations rolling.

The initial funds will be spent in preparation for the start-up. Please note that the fundraising effort is not a static one time or annual event. In order to gain true operating sufficiency, LHT will need to raise funds throughout the year.

## **9 RESOURCES**

### **Introduction**

LHT is not able to achieve its short or long term targets unless it is able to maintain its financial viability and secure funding to meet its capital development expenditure. It currently utilises its income to meet its planned capital and revenue commitments, and

would seek to maintain this strong position over the duration of this plan in order to maintain this viability.

Detailed financial planning and the maintenance of strong relationships with its funders will enable this plan to succeed. Policies and controls have been put in place to enable LHT to exercise effective management practices within a framework of financial control.

### **Existing Assumptions**

#### **Growth**

For the financial year 2011 / 2012, it is assumed that there is no net increase in stock numbers.

#### **Rents**

Rent levels are set below the Local Reference Rate (LRR) for the area but we aim to set levels to the rent restructuring guidelines laid down in regulatory guidance. We are also mindful of the recent government spending review which sets the target for social housing to be 80% of market rate. Our service charges have been accepted by Lewisham council and we actively seeking new relationships with other boroughs.

#### **Balance Sheet**

LHT does not have any fixed assets during 2011 / 2012.

Capital and reserves will increase by the net effect of the operating surplus which is expected to achieve £5,000 in 2011 / 2012.

#### **Voids**

LHT assumes a void rate of 5.0% of the budgeted rents receivable for all properties.

### **Specific Spend**

#### **Overall**

The majority of costs associated with the actions contained within this plan relate to lease expenditure. The plan has therefore been produced on the basis that there is capacity within to deliver on the undertakings made. This is monitored and subject to continuous review.

#### **Salaries**

LHT did not have any expenditure on salaries during 2011 / 2012.

#### **Repairs and maintenance**

The costs associated with repairs and maintenance expenditure has been prepared on the existing volunteering structures in place as at 31st March 2011. This service has been subject to a competitive tender process and the service is to be outsourced to 'MyLondon Plumber Limited and AD Hall Contractors.

At the time of preparation, negotiations are on-going. It is anticipated that for Year 1 of the arrangement, the budget forecast will incorporate the final agreed costing, although this will be across different headings due to the nature of the arrangement.

This is a conservative assumption to allow for set-up costs to be met and investment to be made in the early days of the contract. It is expected that year on year savings will be achieved thereafter through the partnering arrangements.

For routine maintenance activities, £600 has been placed in the budget.

## **10 FINANCIAL BUDGET**

The following projections have been prepared from a base where the trust's current activities are financially viable and strong. In particular this is due to the good reputation of LHT and the continuing support from Lewisham Council providing a good level of financial support for all aspects of services that we provide. The data illustrates the trust's financial position once the planned growth and expansions take effect. It is accepted that any additional activity will only be undertaken after a full appraisal of its likely impact on the trust. To this end if any or all of the future growth targets are not achieved the trust has the financial strength and capacity to meet its housing obligations comfortably.

### **Assumptions**

#### **Balance Sheet**

There will be an additional five new bed spaces obtained over during the 2011 / 2016. It has also been calculated that the trust is leasing between five additional supported bed spaces over the five year period. As these spaces will be leased to the trust there is no balance sheet impact, with the annual lease payments reflected in the Income & Expenditure account.

Other Tangible Fixed Assets: None.

Other current assets have increased at the inflationary rate of 3% with a pro rata increase for additional units introduced. The balance includes yearend rent arrears set at current levels with inflationary and unit increases.

Other current liabilities have increased at the inflationary rate of 3% with a pro rata increase for additional bed spaces introduced. Principal repayments have been calculated from existing data and reflect any uplifts following the conclusion of the original repayment holiday.

#### **Income & Expenditure**

Rents have been calculated via the detailed five year rent plan with the target rent for the current year set at 4.4%. Thereafter an inflationary increase of 3% is applied to both rents and services with a pro rata increase for additional units.

Voids have been assumed at 5.0% for Social Housing based on expectations in the sector.



In respect of routine maintenance, it has been increased on a pro rata basis consistent to existing expenditure with uplifts for additional bed spaces, although it is acknowledged that savings will be made in this area.

In respect of management expenditure, this too has been increased on a pro rata basis consistent to existing costs with uplifts for additional bed spaces. It is also acknowledged that savings may be made in this area.

## **11 THREE YEAR FINANCIAL PROJECTIONS**

The following projections have been prepared from a base where the Housing Association's current activities are financially viable and strong. The data illustrates the Housing Association's financial position.

### **Summary and Assumptions**

The three year forecast shows a healthy surplus of £70,599 over the three year period. The assumptions are that LHT does not take on any volunteers but will try take on five more bed-spaces for the period.

# London Housing Trust Corporate Strategy & Business Plan 2011-16

RESOURCES REQUIRED						
DETAILS	Notes	TOTAL (£)	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	
<b>Fixed costs</b>						
Leases- (Lewisham)		162,000	54,000	54,000	54,000	
Rent (Others)		-	-	-	-	
<b>Fixed cost</b>		<b>162,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	
<b>Variable Costs</b>						
OTHER COSTS		11,100	3,500	3,700	3,900	
Office Rent		0	0	0	0	
Staff Salaries		0	0	0	0	
Staff Costs		0	0	0	0	
Volunteers' Expenses		3,500	1,000	1,200	1,300	
Depreciation		0	0	0	0	
<b>Total Variable Cost</b>		<b>14,600</b>	<b>4,500</b>	<b>4,900</b>	<b>5,200</b>	
<b>FUND REQUIRED</b>		<b>176,600</b>	<b>58,500</b>	<b>58,900</b>	<b>59,200</b>	
<b>INCOME PROJECTION</b>						
DETAILS		TOTAL (£)	YEAR1 (£)	YEAR 2 (£)	YEAR 3 (£)	
<b>Incoming Resources</b>						
Housing Benefit (HB)	1	£221,312	55,328	82,992	82,992	
Service Charge		£0	-	-	-	
HB Top-up/tenant		£110	-	50	60	
Volunteers reimbursement		£210	-	100	110	
Other Income		£25,567	25,456.65	50	60	
<b>TOTAL INCOMING RESOURCES</b>		<b>£247,199</b>	<b>80,785</b>	<b>83,192</b>	<b>83,222</b>	
<b>Operating Surplus</b>		<b>£70,599</b>	<b>22,285</b>	<b>24,292</b>	<b>24,022</b>	
<b>NOTES:</b>						
<b>1. Housing Benefit (HB)</b>						
Figure based on HB income at LHA rates for of all bedspaces (90% occupancy)						
Year	Months	Bed Spaces	less 5% Voids	Income Weekly (£)	Total Income	
1	8	8	7.6	210	55,328	
2	12	8	7.6	210	82,992	
3	12	8	7.6	210	82,992	

## **12 FORWARD PLAN 2011 – 2016**

### **Quality Services**

- Report to the Board on a Quarterly basis. Clear and sustained focus on strengthening the LHT brand and profile maintained
- Undertake an interim Service User satisfaction survey. Clear feedback is received on Service User satisfaction with the full range of services provided by LHT, for use in shaping continuous improvement
- Undertake STATUS Service User satisfaction survey. Clear feedback is received on Service User satisfaction with the full range of services provided by LHT, for use in shaping continuous improvement
- Develop and publish a suite of Service Standards across all service areas. Clear and measurable standards are set for services which reflect customer expectations
- Undertake a review against the Property Services Review to report progress against recommendations. Demonstration of how improvements required have been addressed and implemented
- Achieve 100% decent homes compliance. Full compliance with Government guidelines achieved
- Achieve 100% tenancy standard, the neighbourhood and community standards and the value for money standard compliance.
- Clear strategy for LHT assets put in place on a scheme by scheme basis in light of updated and accurate stock condition information
- Update LHT's Stock Condition Database. Clear and up to date information about stock condition obtained to inform management decision making
- Review options for planned maintenance procurement and bulk purchasing and provide report to Board on proposed route going forward. Clear demonstration that options for procurement have been considered and costed, with preferred routes adopted based upon cost and value for money
- Board to agree suite of performance indicators in balanced scorecard format. Clear targets for performance set and agreed to allow for subsequent monitoring
- Programme of systematic service review and improvement in place
- Deliver 2.5% efficiencies over course of the year (combined cashable and non-cashable efficiencies). Focus on delivering continued efficiencies is maintained
- Recruit another Service User Board Member to the Board of LHT. 33% of Board to consist of Service Users
- Review and issue LHT's 2011 Service User involvement statement. Clear statement of LHT commitment to Service User involvement is published for Service Users
- Undertake a Service Users audit. Service Users are given opportunity to directly shape and influence a service area based upon their experiences as a Service User
- Advice literature to be produced for Service Users to contribute to the sustainability agenda. LHT is able to directly influence Service Users behaviour in pursuance of the commitments to sustainability

### **Growth – Partnerships.**

- Continued growth in specialist supported housing achieved

- LHT to approach and align itself with at least one domiciliary care provider Oct 2016. LHT has positioned itself to take advantages of changes in the sector and maximised its opportunities for continued growth.
- Secure at least one additional service based contract (e.g. Empty Homes) Oct 2016. Aspirations for service growth underlined
- Service development strategy to be produced setting out approach to securing new service contracts Oct 2016. Clear approach to growing the business and range of services delivered set out with steps required identified
- Commission an external consultant to undertake a review of the market in terms of possible growth and diversification routes available to LHT Oct 2016.
- Improved understanding achieved of LHT's position in the marketplace and opportunities for service diversification
- Using report findings, produce a business growth and Diversification Strategy outlining how LHT will meet, unmet needs through growth Dec 2013 strategy and steps required for achieving growth through diversification developed based upon accurate research and knowledge of sector
- Ascertain local authorities approach to Section 106 agreements and produce strategy / approach document for each area of operation Dec 2013. Clear knowledge and understanding of opportunities for pursuing five developments in place
- Using findings of growth and diversification research and identify key partners with whom LHT can work in partnership with to achieve growth objectives. Dec 2013. Clear set of partner agencies identified as part of a framework and structure for delivering continued growth and diversification

## **13 HALF YEARLY REPORT AND FINANCIAL STATEMENT**

# London Housing Trust

## HALF YEAR REPORT AND FINANCIAL STATEMENTS

30<sup>th</sup> April 2011

Registered Company No. **07422670**

LONDON HOUSING TRUST  
HALF YEAR REPORT AND FINANCIAL STATEMENTS  
FOR THE HALF YEAR ENDED 30st APRIL 2011

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LONDON HOUSING TRUST

TRUSTEES REPORT

FOR THE HALF YEAR ENDED 30<sup>TH</sup> APRIL 2011

The Trustees, as directors of the company, present their report and the audited financial statements for the year ended 30<sup>TH</sup> April 2011.

**LEGAL AND ADMINISTRATIVE DETAILS**

The Company was formed on 28<sup>th</sup> October 2010.

Registered Company No. **07422670**

Registered Office: 25 BRAXFIELD ROAD  
LONDON  
SE4 2AW

**Legal and Professional Advisors**

**Solicitors**

Armstrongs & Co  
2 Dartmouth Road  
Forest Hill  
London  
SE23 3XU

**Bankers**

Barclays Bank PLC  
93 Lewisham High Street  
Lewisham  
London  
SE13 6BB

**DIRECTORS**

The directors of the company serve as the charitable company's trustees.

The following served as directors from October 2010 and up to the date of this report.

DR STEPHEN DELLAR (Chair)  
Miss Michelle Baker  
Miss Naz Nahar

**OBJECTS AND PRINCIPAL ACTIVITIES**

LHT's mission is to promote social inclusion for the public benefit by preventing homelessness, social exclusion, relieving the needs of those who are socially excluded and assisting them to integrate into society by the provision of social housing to those in housing need with suitable care, support or supervision.

LONDON HOUSING TRUST

TRUSTEES REPORT (Continued)

**DIRECTORS' RESPONSIBILITIES**

Directors are required to prepare financial statements for each financial period which gives a true and fair view of the state of the affairs of the Company and of the incoming resources and resources expended of the Company for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with current best practice. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The company regularly reviews its strategy and, in reviewing the company's aims and objects and in planning future activities, the directors refer to the Charity Commission's general guidance on public benefit.

**OBJECTIVES AND STRATEGIES FOR THE YEAR**

A major task for the year was reviewing the objectives set, the strategies implemented and the success in consolidating achievements made.

The Trustees agreed to work programmes. These will increase services and improve service delivery. These seek to achieve better governance of the organisation as well as improve its overall functioning.

The year's work therefore, was focussed on these areas,

- within the Board of Trustees,
- within the administrative centre of the organisation,
- at the units (direct service provision) and,
- with Service Users and with key partners outside of the organisation

**ACHIEVEMENTS AND DEVELOPMENTS FOR THE YEAR**

One reliable way of reviewing the extent of the Charity's success in achieving its stated objectives for the half year is to directly seek the views and opinions of those that matter, that is, the users, volunteers and our service partners.

The other is to be able to demonstrate evidence of development and outcomes.

Therefore, as stated above, the Charity listed 3 clear objectives, with accompanying strategies for the year 2011/2012:

- To significantly increase services
- To make the organisation more effective all round
- To make improvements in the way it is governed



**LONDON HOUSING TRUST**  
**TRUSTEES REPORT (Continued)**

**A Good Start**

London Housing Trust took over the lease of a residential building providing accommodation for 11 clients in February 2011.

We strengthened our relationship with a number of referral agencies including the 2 Step project. We have provided a good service maintaining 11 bed-spaces in within the borough of Lewisham.

Within the organisation, further services directly for and with residents started with a new IT resource centre at Brook Lodge and the production and subsequent publication of a resident's newsletter, whose name "In Touch" was selected democratically by most of the residents.

The Website, [www.londonhousingtrust.org](http://www.londonhousingtrust.org) is continually being updated by our IT Consultant from instructions from the Service Users and referral agencies. The website is an information site with interactive functions.

**Effective Organisation**

Internal briefings and meetings were regularly undertaken amongst volunteers, to ensure that procedures were in place and volunteers adequately trained to undertake their respective duties competently. The organisation adopted a strategy for human resource management, starting from leadership training to moving towards higher competencies in overall people performance.

**Improving the governing body**

In April 2011, a Users Forum was created where a chair, vice chair, secretary and finance committee member was voted and the Forum established. The aims of this Committee were to develop more user involvement as well as to establish a more autonomous and directed Project management style.

**FUTURE PLANS**

The Housing Association will continue to secure its position as an improving provider within its current locality. It will need to reinforce its strategies aimed at maintaining its service quality through its reputation for responsiveness, service efficiencies and professionalism.

The Housing Association will seek to increase its market share as part of its future plan. It will plan to expand its services into new Boroughs, through developing effective business relationships which focuses on delivering "specifics" to customer requirements. Such a development may include developing new services outside of the organisation's current remit although within its Service User / client group. An example of which could be ICT and basic skill training where Dr Stephen Dellar is well positioned and suited to.

**PARTNERSHIPS WITH OTHER AGENCIES**

The Trust enjoys good relations with statutory organisations like the Quo Vadis Trust, 2HopwWorld Wide and South Side Partnership. We are in regular contact with the Supporting People and Housing Benefit Teams of Lewisham Council.

On the voluntary sector side, we do work with other similar local and national organisations through sharing of information and professional campaigns.

**INCOME GENERATION**

The Charity's main income is received from Housing Benefit awards. The Trust's first half year income was £25,353 for the half year ended 30st April 2011. The bulk of which was received from March 2011 to April 2011.

LONDON HOUSING TRUST

TRUSTEES REPORT (Continued)

**RESOURCES EXPENDED**

Expenditure for the half year was £13,532 resulting in net incoming resources for the half year of £12,240. The trust's primary costs are and property rents which are set out in note 2 to the accounts.

**RESERVES**

During the half year, the unrestricted funds were £12,240 at the half year end. The Directors' aim is to maintain adequate unrestricted reserves to fund overhead costs during those periods of the year when fee and grant income is not receivable and the position is reviewed on an annual basis.

**RISK ASSESSMENT**

The Directors review the risks faced by the Company, including financial risks, on an ongoing basis and have systems in place to mitigate those risks.

**APPROVAL OF TRUSTEES REPORT**

This report was approved by the Directors on 4th May 2011 and signed on their behalf by:

LONDON HOUSING TRUST

STATEMENT OF FINANCIAL ACTIVITIES

INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

FOR THE HALF YEAR ENDED 30<sup>th</sup> April 2011

		-----2011----- -----	
	Notes	Unrestricted (£)	Total (£)
<b>INCOMING RESOURCES</b>			
<b>Incoming Resources from Generated Funds</b>			
Investment Income		10000	10000
<b>Incoming Resources from Charitable Activities</b>			
Rental Income (Housing Benefit)		15773	15773
Supporting People Income		0	0
Other Maintenance Income		0	0
<b>TOTAL INCOMING RESOURCES</b>		<hr/> 25773 <hr/>	<hr/> 25773 <hr/>
<b>RESOURCES EXPENDED</b>			
<b>Charitable Activities</b>			
<b>Supported Housing Services</b>	2	13533	13533
<b>Governance</b>	3	0	0
<b>TOTAL RESOURCES EXPENDED</b>		<hr/> 13533 <hr/>	<hr/> 13533 <hr/>
<b>NET (OUTGOING)/INCOMING RESOURCES</b>		12240	12240
<b>Funds Balance at 30th April 2011</b>		0	0
<b>Funds Balance at 30th April 2011</b>		<hr/> 12240 <hr/>	<hr/> 12240 <hr/>

All of the company's operations are classed as continuing.

The company had no recognised gains or losses other than those disclosed above.

LONDON HOUSING TRUST

BALANCE SHEET

AS AT 30<sup>th</sup> APRIL 2011

		-----2011-----	
	Notes	(£)	(£)
TANGIBLE FIXED ASSETS	7		0
<b>CURRENT ASSETS</b>			
Debtors	8	0	
Cash at Bank and in Hand		12,240	
		<u>12,240</u>	
<b>CREDITORS: Amounts Falling Due Within One Year</b>	9	0	
<b>CURRENT ASSETS LESS CURRENT LIABILITIES</b>			12,240
<b>CREDITORS: Amounts Falling Due Outside One Year</b>	10		0
<b>FUNDS</b>			<u>12,240</u>
Unrestricted Funds	12		12,240

These financial statements were approved by the Trustees  
and signed on their behalf by:

4<sup>th</sup> May 2011

Company Number 07422670

LONDON HOUSING TRUST

NOTES TO FINANCIAL STATEMENTS

FOR THE HALF YEAR ENDED 30<sup>TH</sup> APRIL 2011

**1. ACCOUNTING POLICIES**

(a) The financial statements have been prepared in accordance with applicable accounting standards and follow the recommendations in Statement of Recommended Practice: Accounting by Charities (SORP).

(b) Fees for Support Care, including, housing benefit income and other maintenance income are recognised in full in the Statement of Financial Activities in the period in which they are receivable.

(c) Expenditure is included on an accruals basis.

(d) Governance costs of the trust relate to the costs of running the trust such as the costs of meetings, audit and statutory compliance.

(e) Depreciation is provided on all tangible assets, at rates calculated to write each asset down to its estimated residual value over its expected useful life, as follows:

Fixtures and Fittings -	20% Reducing Balance
Computer Equipment -	1 year

**2. CHARITABLE ACTIVITIES**

<b>Supported Housing Services</b>	<b>2011</b>
<b>Direct Costs</b>	<b>(£)</b>
Lease Costs	13500
Insurance	0
Other	33
	<hr/> 13533
	<hr/> 13533

**3. GOVERNANCE**

<b>Other Services</b>	
Trustee Expenses	0
Trustee Indemnity Insurance	-
Support Costs (See Note 4)	-
	<hr/> 0

LONDON HOUSING TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE HALF YEAR ENDED 30<sup>TH</sup> APRIL 2011

**4. SUPPORT COSTS**

The Housing Association has no support Costs

**5. STAFF COSTS AND NUMBERS**

The Housing Association has no staff

**6. TAXATION**

The Charitable Company is exempt from corporation tax under S505 ICTA 1988

**7. TANGIBLE FIXED ASSETS**

The Housing Association has no Tangible Fixed Assets

**8. DEBTORS**

The Housing Association has no Debtors

**9. CREDITORS: Amounts Falling Due Within One Year : NONE**

**10. CREDITORS: Amounts Falling Due Outside One Year :NONE**

**11. OPERATING LEASES**

The company is committed to the following annual payments under operating leases

Lease Term Expiring within:	<b>2011</b>
	(£)
1 Year	0
2 to 5 Years	54000
After 5 Years	
Total	54000

**12. UNRESTRICTED FUNDS**

	At 30th April 2011 £	Incoming Resources £	Resources Expended £	At 31st August 2010 £
General Funds	0	15773	13533	12240
Designated Funds	10000			10000
				<u>22240</u>

The Designated Fund has been set up to fund future lease commitments.

10000

ACCOUNTS IN XML FORMAT

STATEMENT OF FINANCIAL ACTIVITIES				
AND INCOME AND EXPENDITURE ACCOUNT				
FOR THE HALF YEAR ENDED 30 APRIL 2011 (First Half Year)				
-----2011-----				
	Notes	Unrestricted (£)	Total (£)	
<b>INCOMING RESOURCES</b>				
<b>Incoming Resources from Generated Funds</b>				
Investment Income		10000	10000	
<b>Incoming Resources from Charitable Activities</b>				
Rental Income (Housing Benefit)		15773	15773	
Supporting People Income		0	0	
Other Maintenance Income		0	0	
<b>TOTAL INCOMING RESOURCES</b>		<b>25773</b>	<b>25773</b>	
<b>RESOURCES EXPENDED</b>				
<b>Charitable Activities</b>				
Supported Housing Services	2	13533	13533	
Governance	3	0	0	
<b>TOTAL RESOURCES EXPENDED</b>		<b>13533</b>	<b>13533</b>	
<b>NET (OUTGOING)/INCOMING RESOURCES</b>		<b>12240</b>	<b>12240</b>	
<b>Funds Balance at 30th April 2011</b>		<b>0</b>	<b>0</b>	
<b>Funds Balance at 30th April 2011</b>		<b>12240</b>	<b>12240</b>	
All of the company's operations are classed as continuing.				
The company had no recognised gains or losses other than those disclosed above.				