

Leathermarket JMB runs your estates and we are managed by the people who live here

LEATHERMARKET

JMB

2019-2020

Leathermarket JMB

ANNUAL REPORT

Residents are the reason we are here



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Chair's report

Response to Covid-19

Firstly, I am immensely proud of the way that our community has responded to the Covid-19 pandemic. There was an incredible upsurge of kindness locally, and residents in our blocks who may have been leading separate lives before the pandemic started talking to each other and offering help. The JMB decided to see if we could support some of this compassion and we set up a Community Support Network of volunteers. Their achievements are immense and are celebrated later in this report.

I am also very appreciative of the commitment of our staff team during these challenging times. Even at the peak of the pandemic we continued to deliver services and offer financial and other practical support to our residents. In fact, several of our staff contracted Covid-19, but the rest of the team continued to work so that essential services weren't affected. I am proud of the way that we arranged homeworking for our office staff at such an incredible speed so that we could carry on providing support and services to our community.

Staffing review

This year we conducted a survey to gain important feedback on our services. A big thank you to everyone who filled out the questionnaire and contributed to the discussion at our AGM. It confirmed to directors and the senior management team that we were moving in the right direction and we should press ahead.

Firstly, we have fundamentally changed the way that we manage major works by bringing in a new Property Services Manager Wayne McAllister. We are also using consultants Playle and Partners to assist us in this area. This has enabled us to engage better with residents and react to local concerns during the planning and delivery stages of our major works. It also means that we can now accelerate our programme of major works in the knowledge that we can achieve good value for our money. The proof that this change has been successful is the fabulous level of resident satisfaction that the new team achieved on their first scheme, which was the renewal of the heating system for the Cardinal Bourne complex.

Secondly, we want you to know who to contact if you have a problem. We have therefore created a team of seven Resident Services Officers (RSO's). Each RSO has a patch of around 220 homes and will be the primary point of contact for all residents who live in that area. You should contact your RSO to discuss any issue with the housing service including rent and homeowner charges, reporting repairs and incidents of anti-social behaviour.

Thirdly, we were told that our responsive repair service should be more reliable. We have therefore radically reorganised this service to bring about major improvements. We have strengthened our in-house team and have re-tendered our external contracts.

I believe that we now have a stronger staff team, able to deliver better services than we had back in 2016 when we received a 94% vote of endorsement. As a result I am confident we have a strong offering to residents and homeowners for our continuation ballot in October 2021.



I am immensely proud of the way that our community has responded to the Covid-19 pandemic.

Major works

We have replaced sixty year old lifts at Nashe House and Munday House. We knew that we were in a race to renew the Cardinal Bourne communal heating system before it failed. We lost the race, just. The system failed a week before our contractor was due to start work. However, because we had already tendered the work and had a contractor lined up, residents barely noticed the disruption. We have had a similar race with regard to the low rise blocks on the Kipling Estate. Despite the effect of Covid-19 we are making good progress and are on course to switch the new system on before it starts getting really cold.

As you will read later on in this report we have a very ambitious programme over the next three years.

I would like to thank all of the residents who have attended our Major Works sub-committee for their oversight and constructive comments.

Continued...



Building New homes

Our sister organisation Leathermarket CBS celebrated a major success during the year when funding was won from the Mayor of London to build 112 new council homes in partnership with the London Borough of Southwark. 40 homes are currently being built on the site of the old Joseph Lancaster site.

Thanks to the CBS Board and their incredible team of staff.

Equality

The JMB is proud to serve a diverse community. We think it is very important that both our Board and staff team are diverse. The JMB is committed to doing what we can to contribute to tackling inequality. We definitely want our residents who are facing the greatest challenges to know that we are here to provide support.

Financial health

The JMB is the only self-financing TMO in the country. Thanks to our excellent financial management and the intense resident scrutiny from our Finance sub-group we are in a strong financial position to withstand the effects of Covid-19 on our finances.

I am delighted the vast majority of our tenants and homeowners have found ways to continue paying during the pandemic. I would like to pay tribute to the newly formed Resident Services team for the support they



We offer the widest range of services of any TMO in the country and are the only TMO to be so closely supporting the building of new homes for social rent.

have been able to provide to members of our community.

Thanks

We are looking forward to celebrating our 25th year in April 2021. A special thanks to staff members Andy Bates, Anne Timeyin and Dave Twitchett and volunteer Jean Davies who have been involved from the start. I am immensely proud that we are the only TMO with full control over our finances, we offer the widest range of services of any TMO in the country and are the only TMO to be so closely supporting the building of new homes for social rent. I have yet to hear of any other housing organisation that has provided the level of support that we mobilised for our residents during Covid-19. All of this has been achieved by an incredibly committed team of volunteers and staff. We still have much to achieve, which is why we need you to get involved, if you are not already. Our promise is that anyone who gives their time to us will make a real difference, learn new skills, meet new people and make new friends.

Christine Parsons,
JMB chair



Who we are and what we believe in

Our vision and values

Leathermarket JMB exists for the benefit of you - our members and residents.

We want to look after you and your homes, blocks and estates, and to achieve this we need good finances, strong governance and excellent staff, alongside support from the Council.

We are a resident-managed organisation which means we are based on the principle of working together with our community in order to meet your needs and aspirations.

As a resident of the JMB you can genuinely influence important decisions that affect your life, your neighbourhood and your home. You can find out more about how you can get involved inside this Annual Report. We enjoy a positive working relationship between residents' representatives and staff, and this results in the co-production of services.

Respect and trust between our residents, directors and staff are important values for us. We operate on a human scale and people who get involved can see the positive difference they make. This is the reason why we are different to and better than most other social housing managers and we are committed to building on these strengths.

Equalities

We are committed to ensuring all residents have decent living standards and have the chance to reach their potential. The Board has agreed that we will always:

- ✓ Provide services in ways that best meet the different needs of our residents.
- ✓ Respect the diversity of our residents.
- ✓ Understand that a positive approach to equalities will enable us to recruit the best directors and staff and best serve our community.
- ✓ Seek to support mutual understanding and community cohesion.
- ✓ Give everyone the chance to get involved and influence our decision-making.

We aim to:



Provide top quality services



Empower our residents; providing support, encouraging participation and community cohesion



Maintain and upgrade our homes, blocks and estates



Support our residents who are confronting the greatest challenges

We do this by following our building blocks of:



Good governance



Being an excellent employer of excellent staff



Effective financial management



Commitment to equality



Target help to those who need it most.



Strive to make our social activities as inclusive as possible.



Focus on supporting those residents confronting the greatest challenges.

We have equalities information for 91% of our secure tenants and during the forthcoming year we want to use this to ensure that we are providing our services in a fair way.

**We're
listening!**



JMB Services

The usual purpose of an Annual Report is to tell members and shareholders how great the organisation is. As we have been running for 24 years and we have benefited from self-financing since 2013 we felt this was the time to take a critical look at ourselves and see where change was needed.

We wanted to probe the areas that we know are the most important to council tenants and leaseholders and therefore tend to be the focus for dissatisfaction right across the social housing sector.

We're listening to what you've told us

During the year we carried out a survey to find out useful feedback from our community. Many thanks to the 158 people who filled out the survey as this gave us a statistically sound basis for our analysis. Also, thank you to the residents who came to our AGM and helped us to explore the issues raised in the questionnaire.

Whilst there is always room for improvement, the feedback showed us that in general residents are most satisfied with:

- ✓ Staff being polite and respectful
- ✓ Cleaning
- ✓ Gardening
- ✓ Resident participation options

Introducing a named point of contact for all your queries

There was some concern about how we manage reports of anti-social behaviour and the quality of our response to emails. We believe that these issues are best dealt with by having one named officer who will have responsibility for sorting the problem out. Therefore we decided to divide the JMB estates into seven patches with a Residents Service Officer (RSO) as the main point of contact in each patch. Residents can contact their RSO to discuss any issues they normally would have contacted the JMB office with.



Improving the way we manage major works and repairs

Another issue that residents asked us to focus on was major works; both the management of work on site and the finished product. We had known for a while this was an issue and we had already reorganised to respond to this. Because we only conduct major work on a minority of our blocks in any one financial year, the questionnaire was issued before most residents had a chance to experience the positive effects of the changes that we had made.

The main focus of concern was responsive repairs. These are the repairs that we order in response to a resident reporting a one-off problem, such as a blocked toilet or smashed glazing on the communal balcony. When 42% of respondents told us they were not satisfied with the quality of the finished repair, this reinforced our view that we needed to make fundamental changes.

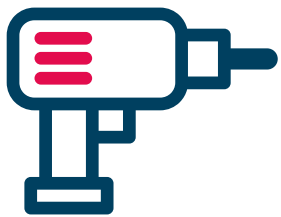
These changes include:

- ✓ Changing key staff.
- ✓ Making the repairs manageable, by splitting-up the management of the repairs we undertake ourselves from those we use outside contractors for.
- ✓ Making the Resident Service Officer responsible for administering routine repairs.
- ✓ Strengthening our in-house repairs team. Our aim is to build up the team over the next year so we can carry out as many repairs ourselves as we can.
- ✓ Temporarily taking on a new repairs contractor (Chigwell group) and competitively tendering for responsive repairs contractors from October 2020.



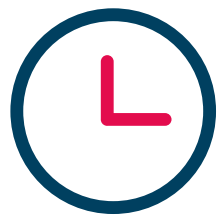
How we performed

Repairs



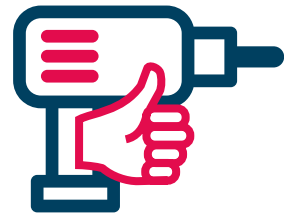
5,282

repairs completed during the year.



93%

of repairs completed within target time (when we order a repair we set a time for the repair to be completed, according to the urgency).



6 working days

the average time it took us to complete a repair.



85%

of repairs were completed on the first visit (our repair staff and contractors aim to get repairs right first time to save you the inconvenience of a second visit).

Rent collection



100.2%

total amount of rent collected (this figure excludes empty flats). We achieved this because the vast majority of our secure tenants are really good payers. A minority of tenants fell into arrears during the year, but the effect of this was outweighed by other tenants paying their rent in advance.

Revenue homeowner charges



98.8%

total amount of homeowner charges collected.

Anti-social behaviour (ASB)



137

cases of ASB were reported to us and we responded to

100%

of them within the target timescale.

Empty properties

18

homes became empty during the year. We aim to re-let empty homes as quickly as possible.

32.6 days

the average time it took us to re-let empty properties.

Unlawful sub-letting

we re-possessed 1 property and have court orders that will allow us to repossess another 2 homes that were being illegally sublet. Any secure tenant who moves out and sub-lets their property is breaking the law and cheating one of the 13,000 families on Southwark's waiting list out of a home.

Cleaning and gardening service



74%

of residents were satisfied or very satisfied with the cleaning service

78%

of residents were satisfied or very satisfied with the gardening service.

Not-right-first-time

if a resident feels we have not got our service right on their first contact we want to review our action within 15 days.

We received 82 cases 97.8% within the 15 day target time.

Gas safety



99.6%

secure tenants received a mandatory gas safety check (we had six overdue gas safety checks at the end of the year).

Opportunities to get involved

The JMB is run by residents for residents.
We are very proud that we are resident-led and managed.

We promise that if you give up your free time and get involved we will make sure that your contribution makes a difference. There are lots of different ways that you can genuinely influence the housing service you receive.

Directors

The first way is by becoming a director and playing a critical role in shaping the JMB.



Tenants and Residents Associations

We have five tenants and residents associations (TRAs) which provide an important means for local residents to make their voice heard about issues on their estate. Every year each TRA holds an open meeting to elect two resident representatives to sit on the board. Thank you to everyone who has made a contribution to their TRA.

Sub-groups

As the Board cannot give detailed consideration to all aspects of the JMB's activities, several sub-groups have been established. The sub-groups provide residents who are not directors the chance to work with the Board to check the quality of our service and suggest ideas for improvements.

Performance sub-group

To look at the quality of important services such as repairs and cleaning.

Major works sub-group

To decide which major works are undertaken and monitor the delivery.

Finance sub-group

To decide how the JMB spends its money and monitor the value for money being achieved.

Staffing sub-group

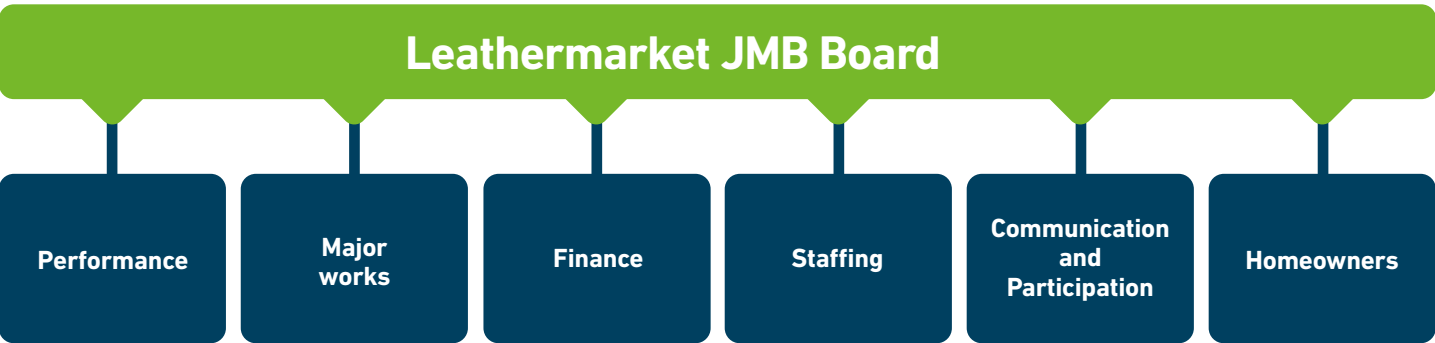
To deal with confidential employment issues, so is directors only.

Communication and Participation sub-group

To support good governance and resident participation.

Homeowners sub-group

This group offers homeowners the chance to provide direct feedback about the JMB services they receive. The group has delegated powers to make decisions that exclusively affect homeowners and that have no cost implications for secure tenants. The group can refer more general issues of concern to the appropriate sub-group or the main Board.





Green Group

Another feature of lockdown is that it has made residents value green space much more. We know how important it is particularly for those living in flats with no outdoor space of their own, to be able to access green areas locally. As a result we have set up a Green Group to help look at ways to accelerate the greening of our estates. There have been successful greening bids for Tanner House, Tyers estate, Snowfields and Kipling estate.

Also, we have made successful bids for bike stores for Kipling estate, Elim estate, Tanner House and Snowfields.

Seniors' project

Until we were forced to close by Covid-19, we were running a highly successful weekly Seniors' Project, in conjunction with the Southwark's Pensioners' Centre. Run by participants and other volunteers, the popular project aims to reduce isolation and loneliness amongst older people by offering a range of activities including chair-based exercise sessions, musical reminiscences and jewellery making.



The JMB's response to Covid-19

We wanted to ensure that everyone in our community who needed assistance during lockdown and the Covid-19 pandemic was able to access support.

As a result we set up a Community Support Network of volunteers to deliver emergency food and supplies for residents who were self-isolating. There was less need for this than we envisaged, largely because family and neighbours did such a terrific job of stepping in to help vulnerable and isolated people. What we did find however is deep and long-term problems around poverty as a result of years of living on Universal Credit or being in low paid and insecure employment. The economic impact of Covid-19 is amplifying these problems for many of our residents.

We found out the full extent of food poverty by accident. As Nandos restaurant was forced to close they gave us frozen chickens



We set up a Community Support Network of volunteers to deliver emergency food and supplies for residents who were self-isolating.

to distribute. When we started looking we found 60 families who needed food and another nine households who never had a hot meal, because they did not have the mental or physical capacity to cook it.

Therefore a Community Support Network was established to help support vulnerable people. The food for the Monday delivery is provided by a large charity named Food for All and the Thursday food is provided by up-market restaurant owner Jose Pizarro. Saturday's donations are provided by a small but highly effective charity named Fast-58. We have also received funding from the Mayor of London for a children's food and fun programme which Fast-58 ran for us. This still left nine residents without hot food. The London Bridge Mutual Aid group stepped in to provide daily hot meals homecooked by their volunteers. Southwark Council have helped with a hardship grant.

A consortium of local charities are funding our administrative costs and the local MP Neil Coyle has organised food parcels.

The Community Support Network is very clear that this is not charity; it is a community supporting itself. Some of the people benefitting from the food programme are also volunteer food deliverers.

We are determined to gain a long-term benefit. We have sustained the food programme for six months and although we are scaling down we want to continue for as long as we can. We are working to develop a closer relationship with Adult Social Care so that we are better able to ensure our most vulnerable residents receive the support they need. As well as organising food deliveries, the Community Support Network has also set up a women's friendship group to offer much needed social interaction to women who are isolated in their homes.



Building new homes

Local Homes for Local People, by Local People

The Leathermarket Community Benefit Society (CBS) is a sister organisation of Leathermarket JMB, set up in 2014 in response to residents' concerns about the lack of affordable housing in the area. We're working with JMB residents to design and build new social housing on underused areas of their estates. Our first 27 new homes, at Marklake Court, were completed on the Kipling Estate in 2018.

Joseph Lancaster

Construction is underway on our next 40 new homes, which are expected to be completed in 2022. These genuinely affordable homes are being built on the site of a disused nursery building on the Lawson Estate, and the plans include an improved communal garden and play area for local residents.



Thank you

Leathermarket CBS is made possible by the resident and co-opted directors who generously contribute their time – many thanks!

Upcoming Projects

The CBS has also submitted a successful joint bid for funding with Southwark Council which will make it possible to build over 100 new, affordable homes for JMB residents in the next five years. We are currently working with Elim Estate residents on plans for three sites across Elim. We will also be holding a design competition this autumn to select the architects who will work with us on the Leathermarket JMB office site.

Residents in Housing Need

50% of the new homes built by the CBS are allocated directly to local JMB tenants in housing need. If you are currently living in a home that does not meet your needs, you may be eligible to move into a new Council home built by the CBS. You will need to apply for Southwark Council's housing register, and those with the most urgent needs will be given priority. For more information and to be added to the CBS waiting list, get in touch at admin@leathermarketcbs.org.uk or call 020 7450 8025.

Good governance

We provide training and development opportunities to ensure that our directors can carry out their duties to the best of their ability.

JMB directors and staff were able to access a structured training programme organised by Southwark's Tenant Management Initiative Team, which supplemented other training opportunities.

We also supported directors to attend the National Federation of Tenant Management Organisations annual conference which supports them to get the skills and networks to support their role as volunteers.

The courses attended by a least one director include:

- Running an effective Tenant Management Organisation
- Equality & diversity
- Data protection
- Managing complaints
- Recognising unconscious bias
- Understanding the autistic tenant
- Conducting appraisals/ managing poor performance
- Performance standards
- Business Planning
- Anti-social behaviour
- Community development
- Fire safety
- Climate change for social housing tenants
- Managing staff



Excellent Staff

We understand the value of investing in our staff and making sure our employees have the knowledge and skills to deliver an outstanding service for our residents.

2019/20 was a time of organisational review and change, with training built around supporting this. We invested in front-facing staff, with courses about dealing with difficult situations, mental health first aid, social welfare training and ongoing homeownership learning. We developed skills in health and safety, specifically fire safety on estates, Nebosh Health & Safety and manual handling & COSHH training.



Our priorities for 2020/21 staff and director training are:

- Positive approach to equality
- Positive approach to encouraging and supporting resident participation
- Training for major works sub-group
- Fire safety
- Repairs ordering for the resident services team
- Accessing Adult Social Care support

Investing in your homes and neighbourhoods

Major works

Over the next 2 years we have ambitious plans to invest £8 million on major works to your homes.

We want your home to be safe and to ensure that basic services work reliably. If major works are happening in your block and

estate we will ensure that you have the opportunity to have your say. We want to maintain our estates as places that our residents are proud of.

Overview

Our first priority is critical fire safety works and to ensure that vital services such as communal heating systems and lifts work. All of our three communal heating systems reached the end of their lives and we have had to renew them, thereby avoiding the long-term breakdowns that residents elsewhere in the borough have had to endure. These works have however resulted in high one-off costs for our homeowners and we are extremely grateful for their understanding.

We are also very aware that concrete repairs are badly overdue for some of our blocks.

We have set out the works that we are planning in detail below, but like every other organisation that manages high rise buildings we have to keep a close-eye on the Grenfell Tower inquiry and what major works may be ordered by the Government.

What have we done?

Cardinal Bourne complex communal heating system renewal: We achieved incredible satisfaction figures with 84% of residents very satisfied.

Munday House and Nashe House lifts: We have replaced the original lifts which had been in service for 60 years.

Lift emergency contact buttons: We have added this facility to all of our lifts.

Smoke and fire alarms: We continue to have to provide alarms for our tenants (Southwark Council are kindly paying for homeowners to receive them free). If you have not yet had an alarm installed please contact your Resident Services Officer.

What is happening at the moment?



Renewing the heating system at low rise blocks on the Kipling Estate: at the time of writing we are part way through these works. We understand that this work is disruptive both to communal areas and residents' homes and we are extremely grateful to residents for working with us, especially during the Covid-19 restrictions.

Which works are we about to do?

We will be starting concrete repair and external redecorations work on Crosby Row before Christmas. Works on Whites Grounds Estate and Lawson Estate blocks: Greene; Lyly; Jonson; Nashe and Munday House to follow in the new year.

Over the next ten years we aim to replace every poor condition bathroom in the homes of JMB secure tenants. We are making a start with Elim Estate and Tyers Estate.



What are our plans?

Trinity Street flat conversions: We need to do fire safety works, internal and external repairs, possibly roofing works and internal and external redecoration.

Peveril House: Residents are suffering with water penetration problems through the panels used in the construction of the block and also a lot of condensation. In addition, the balcony rain pipes regularly get blocked and leak. The lift and roof are not in good condition. We are conducting extensive surveys to establish the level of repair work needed and in the new year we will be talking to residents about the best way forward.

Rephidim Street block: We need to either repair or renew the roof and take off the rotten wooden panels on the side of the block and make some other repairs.

Hamilton Square: We need to undertake roofing and balcony works to stop water penetration problems that are happening too regularly. We also want to see how we can improve the security for residents living on the ground floor.



Entry phone systems: We want to fit an entry phone system for residents in the Bermondsey Street block and replace the obsolete systems in Simla House, Burwash House and the 1-10 Lockyer Estate block.

Symington house: Symington is our largest single block, comprising of 105 flats. Generally, the larger the block the more vulnerable it is to anti-social behaviour in the lifts and staircases. We have been working with residents to plan safety improvements.

Jonson, Greene, Lyly, Beeston and Symington lifts: Although there has been some refurbishment work carried out to the lifts, we know they are 60 years old and will need to be replaced in the next five years however, we want to get the external works out of the way first.

Good housekeeping: We are planning good housekeeping work such as replacing main water tanks and undertaking a comprehensive asbestos survey which will extend to all of our blocks.

Fire Safety: With a continuing focus on fire safety we will be undertaking surveys to Simla and Burwash House which may result in further fire safety works.

Estate Works: The much needed renewal of the estate road at Burwash House was completed in Summer 2020, funded as a result of the Marklake Court development at no financial cost to Kipling Estate residents.

Financial management

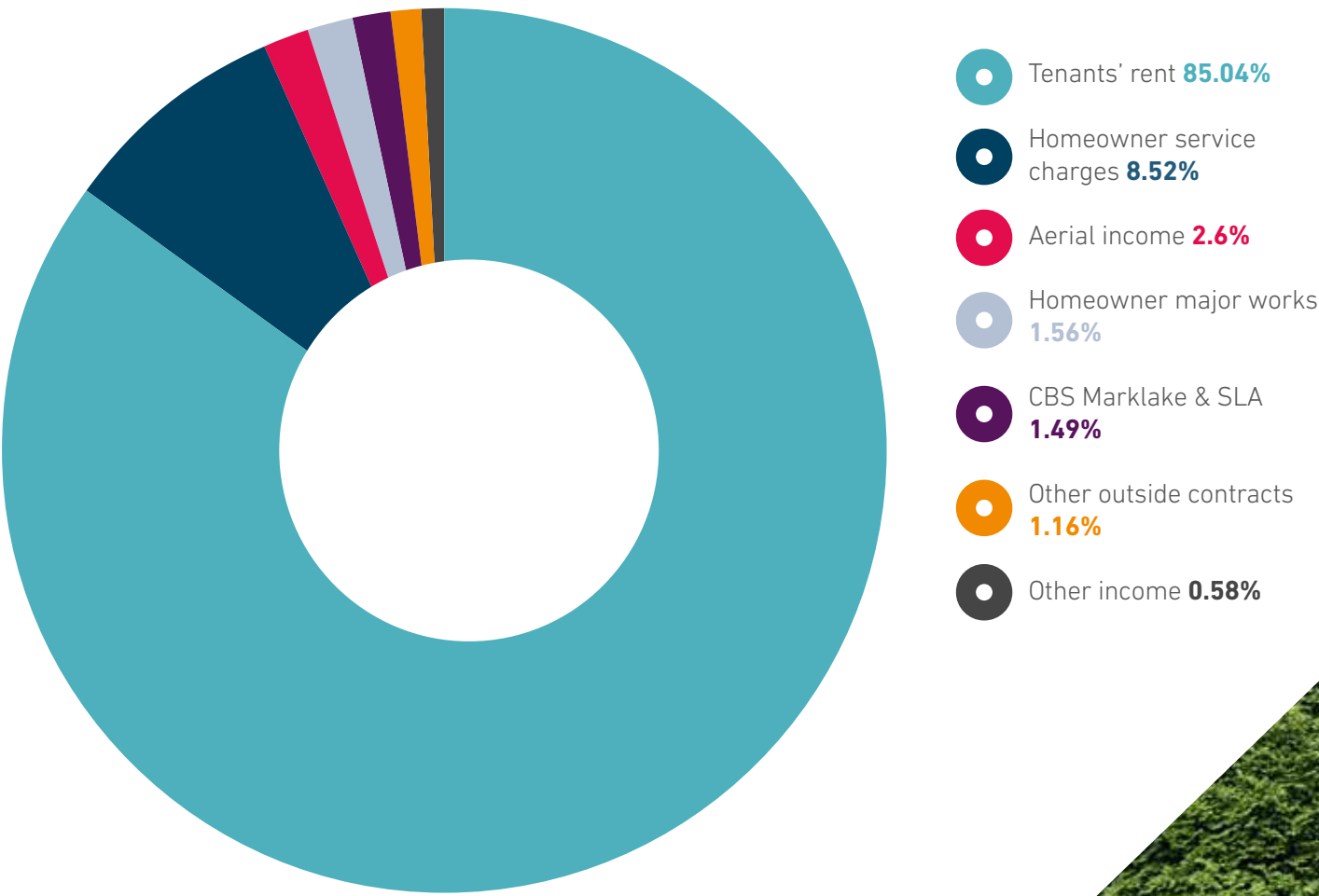
The pie charts below show how much money we receive and what we spent it on. 95% of our income came directly from the rent and homeowner charges you pay. You paid 99.9% of the rent due and 98.8% of the annual service charges. Thank you. This enables us to deliver better services and invest in our estates.

However, we are in difficult times so if you are struggling to pay your rent and make ends meet please talk to your

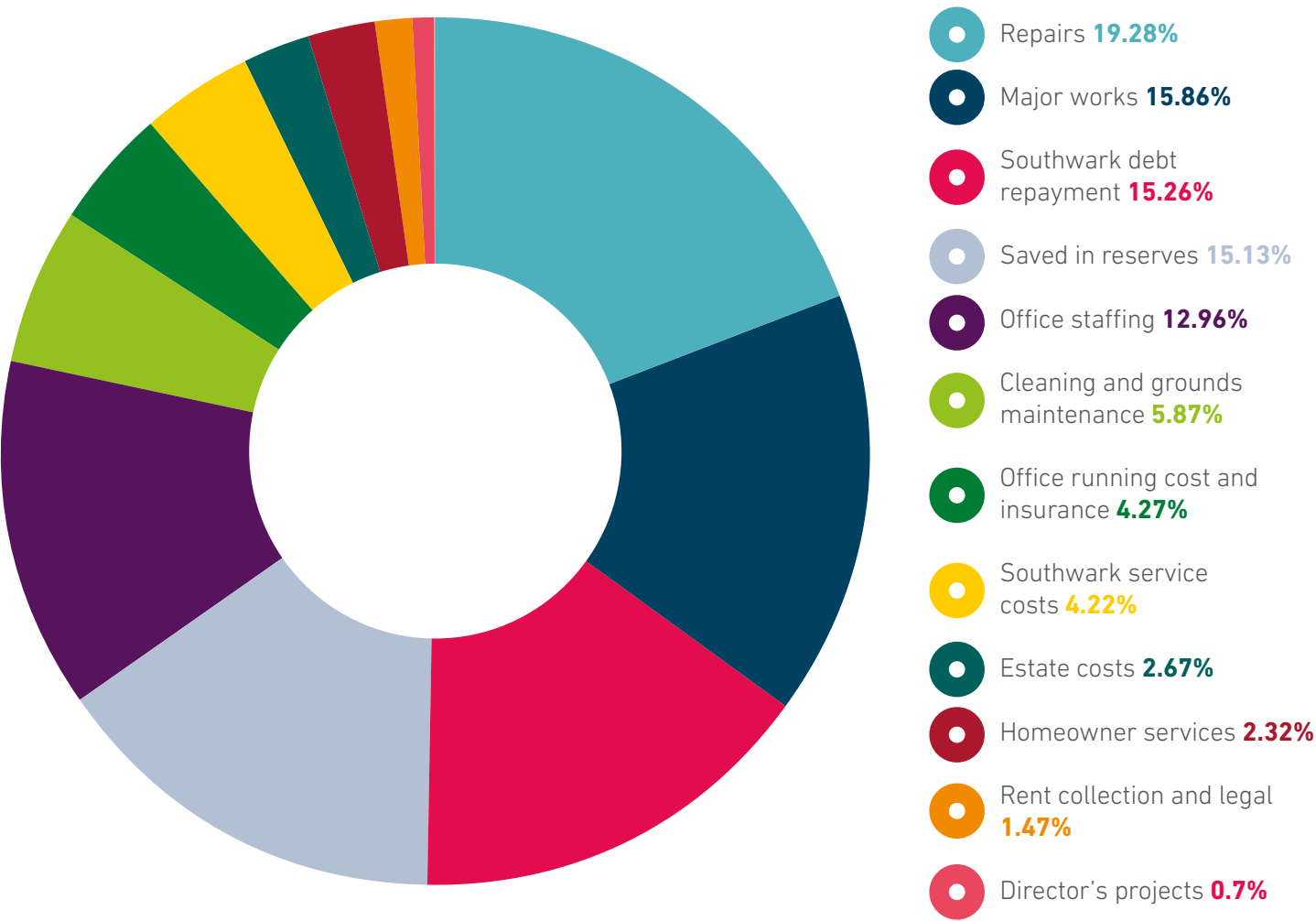
Resident Services Officer who will work with you to get the financial support you are entitled to.

Half our spending was on repairs, major works and repaying our share of the Southwark housing debt. We saved a further 15% to our reserves, which gives us the financial strength to deal with the consequences of Covid-19 and the acceleration of our major works programme over the next few years.

Leathermarket JMB income 2019/20 of £7.44 million



Where we spent 2019/20 income of £7.44 million



We are Southwark's largest resident managed housing organisation running 1500 homes between London Bridge and Tower Bridge.



**GET IN
TOUCH**

If you have a comment or query about your housing service please let us know.

- Phone the JMB office on **020 7450 8000**
- Email us:
General enquiries – **enquiries@leathermarketjmb.org.uk**
Non-urgent repairs and other housing issues –
residentservices@leathermarketjmb.org.uk

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