

Performance Report June 2023

1. 2022/23 overview

For the second year, there was an exceptionally high turnover of staff, 50%. Organisational memory and knowledge of best practice was lost and needs to be re-established. The Board agreement to the staffing reconfiguration report in January 2023 has given the JMB a firm basis to stabilise and then move forward.

The JMB also accommodated sabbaticals by the Executive Manager and Property Services Manager. In addition, the JMB's long-term deputy manager retired.

2. 2022/23 successes

Our successes during the year were:

- JMB continued to better there for its residents and provide services, despite the challenges above
- 86 tenant conversation visits. 70% satisfaction. 8% dissatisfaction. This is very good
- Management of contractual dispute with Cosmur- Lawson phase 2
- Letting contracts: Lawson phase 2, Trinity Street, Rephidim street, Simla & Burwash, Lockyer entry phones , Symington lifts and Simla lifts
- Lisa Nandy, Shadow Minister, DLUHC visit- positive publicity JMB, TMOs & Southwark
- Rent collection rate- 99.8% (including Marklake)
- Revenue service collection -100.6%
- Roof guttering clearance programme
- Coordinated response to Lawson/ Kipling estate anti-social behaviour issues
- Revenue spend v budget – variance under 5%
- Occupation of Joyce Newman house & chain of benefit voids for other JMB tenants
- Structured training RSO team (safeguarding, hoarding, resident engagement, service charge collection)
- Appointment of responsive repairs contractors for general building, roofing, drainage, electrical works and window repairs
- Cleaner, Greener & Safer- joint gardening projects with residents
- Office returned to full time opening after Covid-19
- Food and Fun programme
- Food runs
- Kipling gardening
- Solar SE1- initiation

3. 2023/4 proposed work programme

Please see appendix one, which is the high-level work programme, it sets the strategic priorities for the staff team. The plan assumes the continuation of basic work streams e.g. tight financial control, responding to residents' service requests. There are also secondary work streams that will be integrated into individual work plans or the JMB will hold on the runway until we can free up the staff resource to work on these.

As always, the most difficult question to answer is what do we not do or de-prioritise. We are desperate to streamline the responsive repair process, as repairs that go wrong creates work across the organisation.

Secondary work streams

- Recruitment, on-boarding and retention
- Action plan from Director and managers' away day- Governance and equalities.
- Strategy to win the ballot in 2026 (start April 2024)
- Renegotiation of the Management Agreement
- Resident charters – repairs, major works, resident services, estate up-keep
- Business Continuity/ response to loss of main services to our blocks
- Stock condition/ decent homes/ service mapping
- Use of artificial intelligence- repairs ordering, parking permits, resident feedback
- Balcony drain clearance.
- Communal light checks
- Joint working with CBS
- Preparation for office move
- Risk register
- Out of hours service
- Homeworking review
- Resident surveys (although Southwark may undertake)
- Communication plan
- Allocations support/ mutual exchanges
- Update HR policies
- Office health and safety/ fire safety/ first aid
- Review hardship policy
- Greener, cleaner and Safer and Neighbourhood fund projects
- Develop a response to Subject Assess Requests (SARs)
- Allocate the information held on the retiring JMB Manager's computer to the appropriate staff members
- GDPR update of policy and clear out of aged information
- Keys management
- Reception upgrade

4. Recruitment up-date

Posts recruited to since the March 2023 Board meeting:

- Deputy Manager
- Acting Building Safety Officer
- 2 x Resident Services officers
- Agency Repairs Operatives

Staff leaving:

- Resident Services Officer
- Contracts coordinator
- 2 x Agency Repairs
- Assistant Gardener

Current recruitment

- Resident Services Manager- permanent post being advertised
- RSO- homeowner- temporary internal recruitment
- Project Manager- major works: JMB has been seeking to recruit for a year
- Major Works Resident Liaison Officer -
- Office manager- interviews arranged
- Resident Engagement and Board Support officer- interviews arranged
- Building Safety Officer – six-month temporary recruitment. Consideration of options at next staffing subcommittee
- Contracts Coordinator – temporary internal recruitment to be organised
- 2 x repairs operatives. Recruitment underway
- Cleaner- recruitment to be organised
- Gardener- recruitment to be organised
- Admin officer- recruitment to permanent post to be organised

5. Building Safety issues

Blocks over 18m: The critical work we need is the Southwark extensive fire safety inspections. Southwark is struggling to resource this work. JMB officers are meeting with Southwark officers on Friday 16th June. A verbal up-date will be given to the Board.

Building Safety Officer: We have recruited to the post for a six-month period. The Board agreed to pause permanent recruitment in January 2023 to allow officer to get a better understanding of the JMB's legal responsibilities and the division of responsibility between Southwark council and the JMB.

An option available to the Board is attempt to recruit a paid director (Board member) with specific responsibility for building safety. My awareness of this option is too recent for me to offer a view on whether this is a good option for the Board. In

addition, this is a role that to my knowledge has not been tried anywhere in the country yet. I suspect recruitment to this role will be difficult, because the co-opted director will take on significant legal responsibility. If this option is of interest to the Board, I can request advice from Anthony Collins solicitors.

Officers will provide an update report to Staffing subcommittee in July 2023.

6. Burwash and Simla

The condition of the copingstones on some balconies and some window ledges is a cause of concern. Together with the condition of the roofs. The JMB repair team will be visiting residents to do health and safety checks. A structural engineers report should be received in the next couple of days. A Gateway One report to Major Works subcommittee and first stage homeowner consultation will be organised. There will be the complex issue of how this work is coordinated with fire safety works.

7. Building Safety electrical works

The JMB has Building Safety Act electrical work to do:

- Replacing the emergency lighting in our tower blocks
- Fitting emergency lighting to additional blocks
- Upgrading communal electrical supplies
- Internal electrical tests and fitting smoke alarms

This work will largely be done through a planned electrical works contract that received Gateway One approval in October 2022 and stage one homeowner consultation has been undertaken. The JMB has a widespread issue that much of its communal lighting is aged. In addition, our existing fluorescent lighting is being phased out and replaced with LED lighting. The JMB needs to better plan and upgrade its high-level lighting. This work will be delivered through the planned works contract.

The replacement of the emergency lighting cannot wait until this contract is in place. The JMB after much discussion believes it has arrived at a good value solution delivered through its responsive repair contractor, until the wholesale replacement of the lighting that the blocks need can be organised.

8. Southwark Generated Fire Risk Assessments

Fire risk tasks are generated by Southwark's fire officers. The recommendations are often based on opinion, which varies between assessors. Southwark's Fire Safety Manager has offered to work with us to rationalise this.

The current situation is that the JMB has 79 active tasks. 38 tasks will be completed as part of major works/ planned works.

9. Mandatory gas checks for secure tenants:

98.4% of tenants had a current mandatory gas check on 31.3.23. The aim should be 100% compliance. JMB management of this critical task has been disrupted by staff changes. Responsibility will fall within the Building Safety Officer's remit, who will ensure that the JMB progresses towards 100% compliance.

10. Risk register

The JMB Manager is conscious that that he needs to present an updated risk Register. The last discussion by the Board was in March 2021. This is on the forward plan for August 2023.

11. Responsive repairs

An extensive data cleansing exercise continues. The speed at which we can do this has been limited by staff resources with the knowledge to undertake a complex task. A verbal update will be given to the Board.

12. Void turn-around times

The average turnaround for properties let was 92 days. Our expectation before Covid and more problematic gas and electricity reconnection requirements was 28 days. We are working to clear aged voids and improve the throughput times of new voids. We are making some progress, but staff leave and sickness has slowed down.

13. Governance

The Regulation of Social Housing Bill requires us to demonstrate that secure tenants can influence the JMB's decision-making and priorities.

The Board has four resident director vacancies and 300 residents not represented by a tenants and residents association. The JMB will be better resourced to address this situation when the Resident Engagement and Board Support Officer is in post.

David Alcock. Anthony Collins solicitors, advised the Board that direct nomination or an alternative election process to fill vacancies is available to the Board.

The TRA governance paper is on the forward plan for the July 2023 Board meeting.

14. Governance administration

Officers have struggled to resource board and subcommittee administration and in particular gets minutes posted on the website in a timely fashion. Permission to take

on a minute-taker has been helpful. The recruitment of the Office Manager and Resident Engagement and Board Support officer will give the JMB the staffing resource to improve its administration.

An up-dated meeting schedule will be presented to the meeting.

15. Member engagement

The JMB has organised a:

- Members engagement meeting on Wednesday 28th June 2pm at Bermondsey Village Hall
- General Meeting on Wednesday 12th July 7pm at the Roundhouse.

Directors and staff will meet to hand-deliver notices on Wednesday 21st June at 2pm in the JMB office.

The meetings are a response to helpful comments that we should give members the chance to question the board and managers. In addition, that we should give a more detailed explanation of why we are changing our constitution.

16. CBS

A meeting with CBS representatives is on the forward plan for August 2023 to catch up on progress. The allocation of properties at Joyce Newman was problematic and there is a need for a lessons-learned exercise.

The Management Agreement between the JMB and CBS with regard to the management of Marklake Court expires in August 2023. JMB finance officer need to work through the financial impact of the initial five-years of the agreement.

17. Away day follow-up

Participants agreed that the day was positive. It is proposed that directors and senior managers have a follow-up session to action plan issues raised in relation to the sessions on governance and employment- best equality practice.

18. Housing Ombudsman

At the Government's instigation the Housing Ombudsman is taking a more assertive role in representing tenants who are being let down by their landlords. In a *Spotlight Report on Knowledge and Information Management* the Ombudsman proposes ways in which housing organisations can improve their handling of complaints and recording of information.

The JMB has received two Ombudsman decisions requiring us to take this action specifically. Vicky Ball, deputy manager, has started the process of reviewing the JMB's complaints handling and information recording processes.

This is a major piece of work and implementation is likely to require significant staff resources.

19. Major works

Underway

- Lawson structural
- Hamilton square structural
- Trinity street structure
- Rephidim Street structural
- Symington lift (just finished)

Next projects

- Bathrooms
- Electrical planned works
- Symington electrics

Scoping started:

- Simla and Burwash- structural
- Tyers –windows
- Peveril structural
- Fire safety works – when Southwark reports received

Support for Wayne McAllister, Property Services Manager, continues to be an acute concern. Our search for a Project Manager- major works has been ongoing for a year, without success. The bathroom renewal contract will require a high profile JMB presence on the ground, therefore a proposal to create a Resident Liaison Officer post will be presented to Staffing subcommittee in July 2023.

Ex director, Ferenc Morath has offered help on a voluntary basis to support the updating of the JMB's stock condition information and with the retendering of technical support.

20. Estate inspections

77 recorded estates inspections happened last year. This year the JMB will take a more structured and better communicated approach. The JMB's Deputy Manager, Estates Services Manager and the acting Resident Services Manager are meeting to plan how this can best be organised.

19. Rent collection

The JMB's rent collection, excluding Marklake Court and void loss, was 98.3%. With Marklake included, we fell just short of 100%, which is a creditable performance in difficult circumstances.

20. Homeowner Services Charges

Revenue service charge collection was a credible 100.6%. Major works service charge collection was 82.3%. The longer repayment terms for homeowners facing bills over £16,000 agreed by the Board will help homeowners facing large bills.

The challenge within the RSO team is to balance reactive and planned work, to ensure that RSOs have the time required to focus on major works collection.

21. Allocations

The Council are re-opening their allocations review. They are trying to think-through how the interests of 3,500 households in temporary accommodation can be balanced with existing tenants who are overcrowded or have medical reasons to move.

Whilst, this is happening the Council has told its TMOs that we have no discretion over transfers, it is the landlord's function. With regard to the residents who we need to move out to do major repairs, we should be organising temporary/ hotel accommodation, rather than seeking to arrange a transfer.

22. Tenant Consultation Visits

86 visits were undertaken in 2022/23. The programme stalled when the staff member who was undertaking these visits changed jobs. The programme is being re-started

23. Planned and TRA generated works

A verbal up-date will be given at the Board meeting.

24. Anti-social behaviour

The JMB staff and resident representatives have worked effectively with the police, Southwark wardens and other agencies to disrupt patterns of anti-social behaviour on the Lawson and Kipling estates and in Symington House. People who are

homeless, rough-sleeping is currently an issue on Hamilton Square and the Bermondsey Street block.

Appendices

1. 2023/4 work programme
2. Building Safety Act – director with responsibility for Building Safety

JMB Board Forward Plan

August 2023

- Performance report
- Risk register update
- Building Safety update
- TRA governance
- JMB Manager recruitment
- CBS new homes & allocations

October 2023

- Performance report
- Audited accounts
- AGM arrangements
- JMB Manager recruitment

December 2023

- Performance report
- Responsive repairs up-date