

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

LEATHERMARKET
JMB

2023-2024

Leathermarket JMB

ANNUAL REPORT

Residents are the reason we are here



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Welcome to our review of 2023-24



Chair of the Leathermarket JMB Board

Christine Parsons

It has been another busy year for the JMB, that at times was not easy. However, I am happy to state that over the previous 12 months the Directors and other residents have had many opportunities to observe just how well our hard-working and well connected staff team are meeting the challenge. So I would like to start by thanking all our staff for their dedication.

Further thanks is due to every member of our community who volunteers their time and effort to benefit our estates. Whether you are a Director or a member of a Sub-Committee, attend your local TRA meetings, join an estate inspection, respond to a consultation, or contribute in any other way – please know that without you there would be no JMB.

Staffing-wise, we have closed all essential vacancies. Our Resident Services Team, Estate Upkeep Team, and Repairs Team are back to their full operational strength.



With the new staff members comes fresh perspective and more innovative ways of working that we hope will help reduce pressure on the team and put our resources to more efficient and effective use.

The new management team are already making a positive impact, for example by implementing a more robust reporting and monitoring system to help us better evaluate and respond to the challenges we are facing.

Our Major Works team, under our new Head of Property Services, is undertaking an extensive Stock Condition Survey that will give us a detailed picture of the overall state of our buildings to help us plan a focused programme of future works. And thanks to the support

and procurement resources that we can now access as partners of the South East Consortium and Hyde Group Network, we will be able to address issues on a more cost-efficient level.

As you can see from the figures on page 8, this year we have collected 100% of the total rent. This outstanding result was possible, first and foremost, thanks to all of you who have paid your rent and services charges in full, and the tireless work of our Resident Services Officers.

Our team is busy ensuring that all our policies are up-to-date and meet industry standards. Residents have already been consulted about our Responsive Repairs, Compensation, Complaints and CCTV policies and more will follow.

To improve communications and deliver value for money, we are committed to using our digital and printed resources to their utmost potential. If you haven't done so already, please sign up to one of our social media platforms (on Facebook, LinkedIn or X) and remember to check our website for fresh updates.

The work of the JMB is a collective effort. Together the Board, the residents and staff make the JMB what it is: a successful self-financing Tenant Managed Organisation with the flexibility to weather one challenge after another. Let us not only keep it that way, but expand upon what we have already achieved over the years as we look to the future. We are all committed to continue to make the JMB an ever better, safer and more comfortable place to live and work.



Chief Executive Officer

Bob Heapy

I have now had the privilege of being the CEO of Leathermarket JMB for four months and it has been a pleasure meeting many residents on the estates and particularly listening to the comments and concerns which will help us plan our service improvements.

When I joined, I was under no illusion that there was much work to be undertaken. My experience has been that the JMB continues to perform well when compared to our peers but as always, we can do more and do it better and we want to be proud of the services that we offer.



We have started making a number of changes to improve the offer to our residents, and enable us to invest more in our homes, our estates and our communities.

Although this annual report is, by necessity, a look back, we are conscious that we have the continuation ballot in November 2026.

This is when all residents will have the opportunity to vote whether the JMB continues as a stand-alone business to deliver services locally or all service delivery returns to Southwark Council. We are committed to achieve a positive outcome to that ballot for our residents and the JMB. The new three-year strategy that will be launched at the JMB AGM in October will set out how we intend to gain the confidence of residents, so this community is proud to call Leathermarket home, and achieve the goal of a positive ballot.

We aim to:



Provide top quality services



Empower and support the residents



Maintain all homes and outdoor areas to the highest standards



Keep our staff motivated and proud to work at the JMB

We do this by following our building blocks of:



Good governance



Effective financial management



Employment of experienced staff



Two-way communication with the residents

Highlights of the year 2023-24

We joined the South East Consortium and Hyde Group Fire Safety Framework, providing us access to the most up-to-date advice and procurement framework when it comes to repairs, major works, and building & fire safety.

We completed extensive consultation on Building Safety with residents in our seven high-rise blocks, and used the feedback to design a Building Safety Strategy that we launched in spring 2024. We then established a Building Safety Panel to provide high-rise residents with the opportunity to discuss any safety issues and future developments with the JMB team. The Panel meets quarterly.



We have introduced a planned upkeep programme for our estates to keep the neighbourhood looking its best. The cleaning and gardening services have both seen a marked improvement over the past year, which can be attributed to our new members of staff. Under the leadership of a Cleaning Supervisor and Head Gardener, both teams have worked extremely hard to drive higher performance which is evident on our estates.



By joining the Southwark Climate Collective, we aim to contribute to the transition to net zero by operating in a more sustainable way.



Joyce Newman House and Joseph Lancaster Terrace were named "Best Affordable Housing Development" at the Inside Housing Development Awards – a fantastic achievement for the JMB.

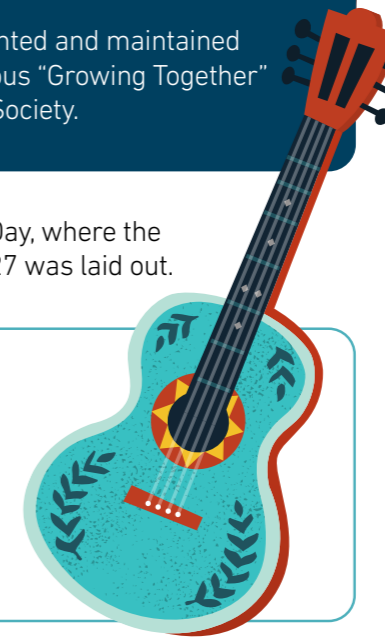
AWARD WINNING!



Crosby Row Community Garden, planted and maintained by the residents, received a prestigious "Growing Together" award from the Royal Horticultural Society.

Directors had a very productive Away Day, where the new JMB Strategy for the years 2024-27 was laid out.

We made a successful bid to the Neighbourhood Fund to finance the Wannabe Musicians Project for local children and teenagers, which will run through to March 2025.



We launched new Responsive Repairs and Compensation policies, and we are currently consulting on the CCTV Policy and the Lettable Standard.



Looking ahead

Next year we plan to make further developments, informed by better monitoring. Looking ahead, we aim to:

- Identify root causes and take action to reduce the same issues recurring
- Reduce our timeframe to respond to complaints
- Reduce the number of complaints escalated to stage 2 of our procedure
- Reduce the number of complaints escalated to the Housing Ombudsman

- Publish data to demonstrate our performance and progress

We know that resolving complaints at stage 1 is the best outcome, and that improving this area will correlate directly with improved levels of customer satisfaction.

Complaints

During the financial year 2023 – 24, the JMB received and responded to:

- 148 complaints
- 16 members enquiries (complaints taken up by a Member on behalf of a resident)
- 3 maladministration determinations from the Housing Ombudsman

Listening and learning



We are committed to learning from any mistakes or complaints in order to continuously improve the service we provide to residents, and as a result we have:

- Reviewed our complaints policy and then published a new policy in July 2023.
- Provided complaints training for the JMB team to help us further improve the way we respond to and resolve complaints.
- Changed the way that we record and monitor complaints to help us better understand if we are meeting targets and whether the measures we put in place are effective.
- We have also instituted a scrutiny role at the Board level, introducing a Member with Responsibility for Complaints who will be supporting us on our journey of improvement.



Looking ahead

our future plans for further improvements

Our plans



Stock Condition Surveys

We are working on surveying all individual properties and blocks in order to inform our major works strategy.



Building and Fire Safety

Together with the residents in each of the seven high-rise blocks, we are aiming to design individual Building Safety Strategies unique to each block. We are working on installing LD2 fire alarms.



Major Works

We plan to complete the lifts and lighting improvement works across the affected estates. With the completion of the Stock Condition Surveys, we will have a detailed strategic vision of the works ahead.



Estates Upkeep

We have introduced a planned upkeep programme for our estates. We are working with residents groups to identify high-impact yet low-cost estate works. We will continue our regular programme of estates inspections and encourage residents to come and join us to point out any issues to JMB staff.



New Corporate Strategy

As our previous strategy expires this year, we are working on finalising our new Corporate Plan which sets out our objectives and priorities from 2024 up to 2027.



Better complaints handling process

We have improved how we monitor the complaint-handling process, and aim to reduce both the time it takes us to respond to complaints, and the overall volume.

Ways to engage and have your say

A message from Igor Novokreshchenov, Resident Engagement & Board Support Officer

As we are a tenant managed organisation, timely and consistent two-way communication between the JMB and residents is key to our success. It is vital that you can access news and information from us as your landlord, and that you know how to interact with us to give us your views and trust that we will listen and respond.



How we engage with residents and how you can make your voice heard

- **Digital channels** – we want to make it as easy as possible for you to access information and we encourage residents to interact with us on LinkedIn, X/ Twitter or Facebook.
- **Regular newsletter** – our colourful Leathermarket JMB Bulletin is delivered to every household four times a year. It is packed with details of community projects and initiatives, news from our partners, useful updates about our services and staff changes, and much more. Thank you to everyone who has contributed so far, and to Kirsten Foster from Ocean Edge PR for her excellent job in putting it together for us. Remember, if you have an idea or a suggestion for an article please get in touch.
- **Face-to-face interaction** – we rely on your input and feedback to ensure our services meet your needs. The Sub-Committees and the Building Safety Panel act as platforms where residents and JMB officers can meet regularly to discuss ongoing situations, issues and help shape future plans. TRA meetings also provide opportunities for regular engagement and for residents to make their voices heard.
- **Become a member** – anyone over the age of 18 who lives within the JMB community can become a member and attend our Annual General Meeting / General Meetings and vote on issues that affect the local community.
- **Join a Sub-Committee** – these groups help to check the quality of our services and suggest improvements, each Sub-Committee focuses on a particular area of our service including:
 - Finance** – set budgets and monitor expenditure
 - Homeownership** – focus on issues that exclusively affect homeowners and refer other matters to the relevant sub committee
 - Major Works** – focus on how we prioritise and deliver major works to homes
 - Performance** – tell us how well our core services are designed and delivered
 - Communication & Participation** – we are relaunching this Sub-Committee (please check our website and socials for details) to provide a platform where engagement strategies and pathways can be reviewed, to ensure that everyone who wants to be involved with the JMB has an opportunity to do so.
- **Join the Building & Fire Safety Panel** – open to residents in Burwash, Joyce Newman, Marklake Court, Nashe, Peveril, Simla and Symington to discuss any building safety concerns.

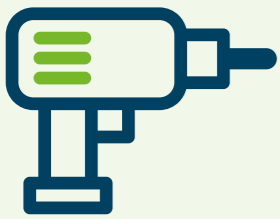


Find out more about getting involved

Contact Igor on **020 7450 8024 / 07761 343268**
or email igor.novokreshchenov@ljmjb.org.uk

How we performed

Repairs



Number of repairs completed during the year:

7,518



% of repairs completed within target time:

92%

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



90%

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).



Average time it took to complete a repair

6 working days
Contractors

4 working days
Our DLO staff:

Rent collection



100%

of rent was collected thanks to the outstanding performance of our Resident Services Team

Revenue homeowner charges



91%

Total amount of homeowner charges collected.

Anti-social behaviour (ASB)



40

cases of anti-social behaviour were reported

100%

of ASB cases were resolved

Cleaning and gardening service



We have made overall improvements to both cleaning and gardening standards compared to last year, this is due to the collective efforts of staff headed up by a new Cleaning Team Supervisor and new Head Gardener.

Empty properties



33

homes became empty during the year and we aim to relet these properties as quickly as possible



85 days

average turnaround time (last quarter of the year)



Financial management

Where our money came from and how we spent it

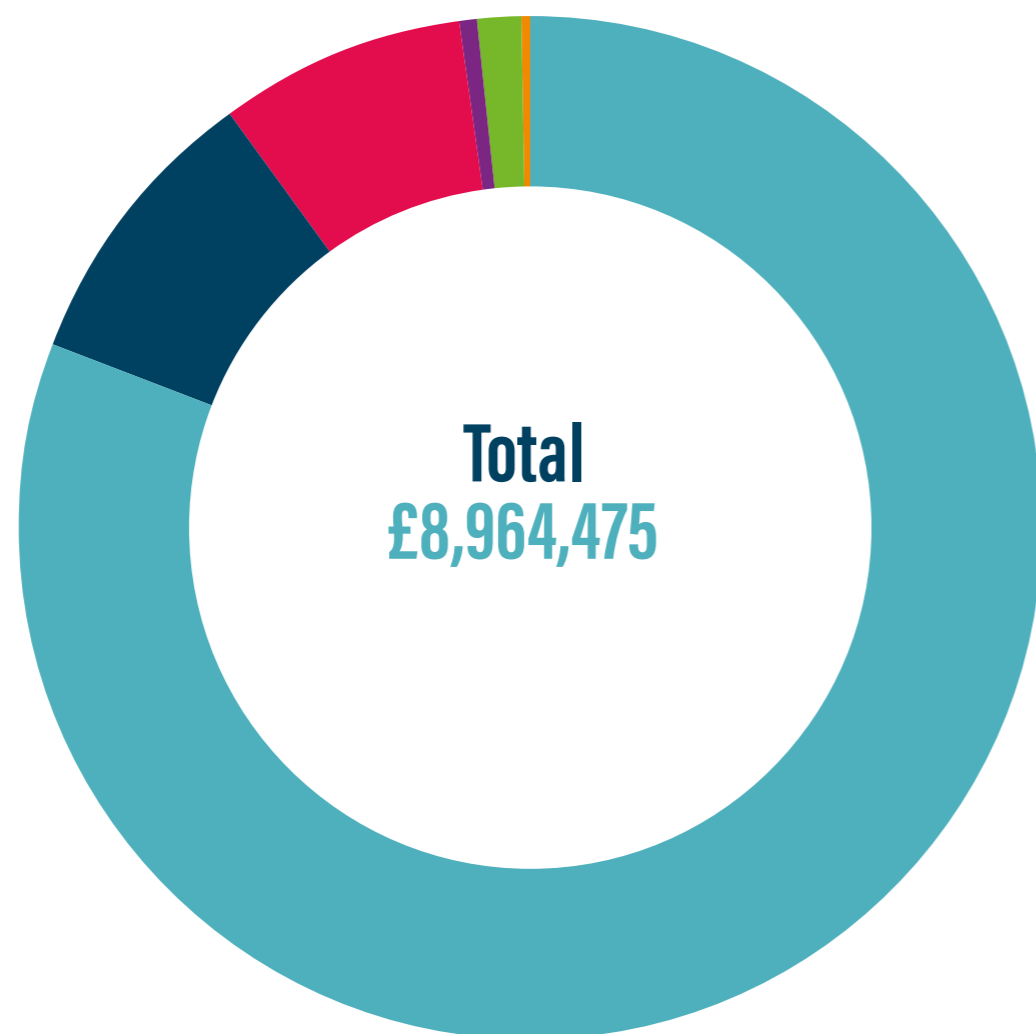
You paid **100%** of the rent due, and **91%** of the revenue homeowner charges

Thank you. This enables us to deliver better services and invest in our estates for the benefit of everyone who lives here.

If you are struggling to pay your rent and make ends meet please talk to your Resident Services Officer to discuss a way forward and help access any financial support you are entitled to.

Leathermarket JMB income 2023/24 of £8,964,475.00

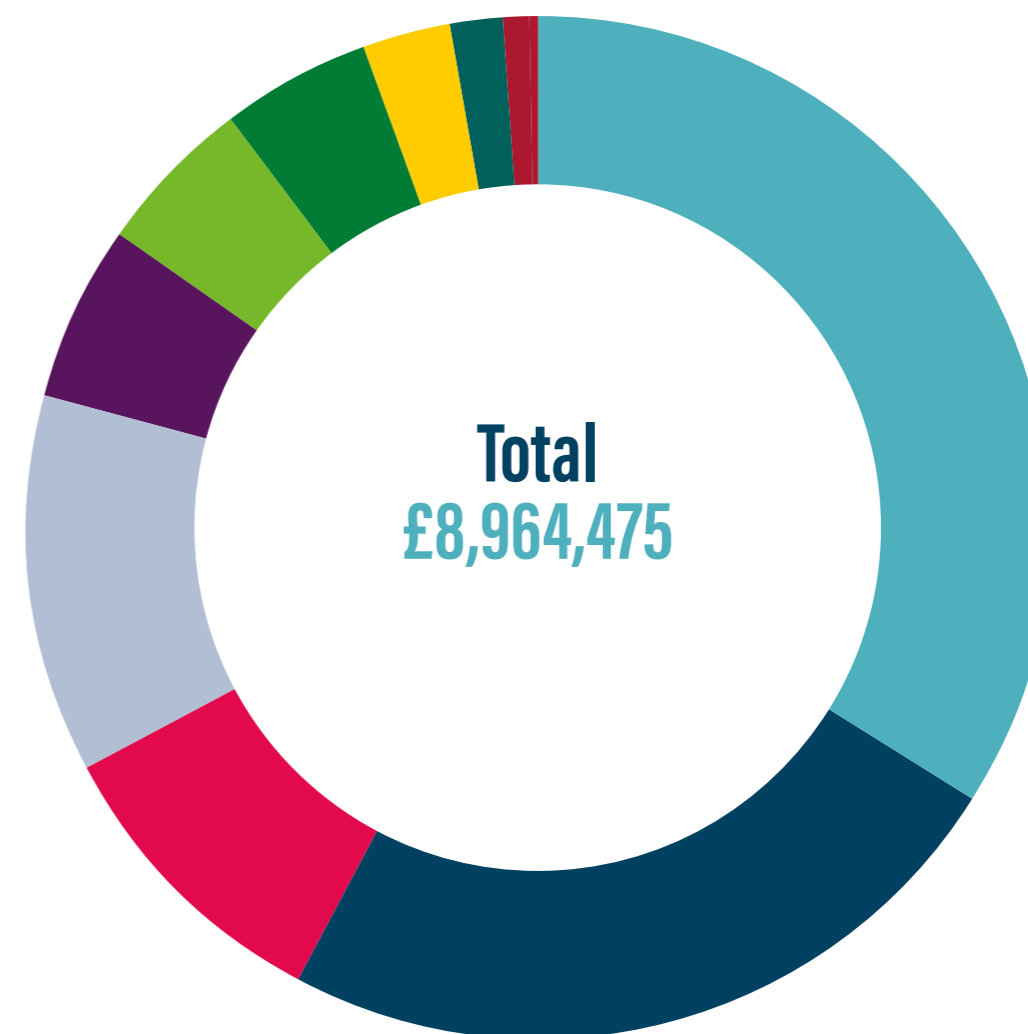
The pie chart below shows the breakdown of how much money we received.



- Tenants' rent **80.97%**
£7,258,273.00
- Homeowner major works services income **9.11%**
£816,257.00
- Homeowner revenue service charges **7.95%**
£712,907.00
- Aerial income **0.40%**
£36,267.70
- CBS Marklake & SLA **1.49%**
£133,296.99
- Other income **0.08%**
£7,473.31

Where we spent 2023/234 income of £8,964,475.00

The pie chart below shows our expenditure for 2023/24.



- Major works **45.92%**
£4,116,221.00
- Repairs **31.98%**
£2,866,520.00
- Southwark debt repayment **12.59%**
£1,128,444.00
- Office staffing (adjusted for salaries allocation) **16.16%**
£1,448,650.00
- Estate costs **7.67%**
£687,783.00
- Cleaning and grounds maintenance **6.54%**
£585,904.00
- Office running cost and insurance **6.46%**
£579,205.00
- Homeowner services **3.50%**
£313,923.00
- Southwark service costs **2.31%**
£206,726.00
- Rent collection and legal **1.30%**
£116,432.00
- Director's project costs **0.12%**
£10,384.00
- Reserves reduced 2023/24 **-34.53%**
-£3,095,717.00

Important advice for tenants on 53 week rent year



Did you know that 2024 is a leap year with 53 Mondays in this financial year instead of the usual 52? This has implications for your rent and Universal Credit payments.

Housing rent is calculated weekly, starting on a Monday. So, this means you will be charged 53 times over this financial year. This will impact all of our tenants, whether you pay rent weekly or monthly.

It is important that you are aware of the extra week so you can plan ahead and budget to prevent your rent account falling into arrears. Check below for advice on what you should do.

How will the 53 week year affect my rent?

If you receive **Housing Benefit** – this extra week will be covered by your HB payments and you do not need to do anything.

If you **pay your own rent** – you will need to cover the cost of this extra week (see 'what you need to do' advice).

If you receive **Universal Credit** – you will need to cover the cost of this extra week (see 'what you need to do' advice). This is because the Department for Work and Pensions (DWP) pays UC over a 52 week period and does not change the way it calculates payments on a 53 week year.

What you need to do

As you will need to pay your rent over 53 weeks this year it's a good idea to work out the shortfall and then pay a little bit extra each week to ensure you have enough to cover the whole year.

For example, if you pay £100 a week rent, if over the next 20 weeks you pay an extra £5, in the end this will cover the required £100 for the 53rd week.

- If you pay your rent weekly you will need to pay for 53 weeks.
- If you pay your rent monthly, multiply your weekly rent by 53 weeks then divide by 12 (this will be what you must pay every month).
- If you pay your rent every four weeks, multiply your weekly rent by 53 then divide by 13 payments (this will be what you must pay every four weeks).
- If you pay by direct debit, we will adjust your direct debit payments.

Get advice

If you would like some help to work out what your shortfall will be or what you need to do please contact your Resident Services Officer or Citizens Advice Bureau Southwark on **0207 231 3379**.



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
Housing and tenancy issues – residentservices@leathermarketjmb.org.uk
Non urgent repairs – repairs@leathermarketjmb.org.uk
- Visit us: **Leathermarket JMB, 26 Leathermarket Street, London SE1 3HN**

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