



Summary of the Strategy
2024-2027

Introduction from the Chair of LMJMB

Welcome to Leathermarket Joint Management Board's (LMJMB) local strategy for the three years, 2024–27. This strategy will form the base of our offer to residents of the Leathermarket JMB.

It is clear that the last several years have been challenging for all Social Housing businesses and their residents. Economically we have seen high levels of inflation which caused a cost-of-living crisis for those living in our homes and a significant increase in our service costs. Fuel costs have been especially volatile and our costs to insure our homes and operations have increased significantly above inflation. Rent increases have been capped below inflation and our main external stakeholder Southwark Council has experienced revenue cuts and the need to invest significant sums in their housing stock. All this has made it much more difficult to 'balance our books'.

We have seen an increase in legislation and regulation across the sector with the Building Safety Act 2022, the Fire Safety Act 2023, new Consumer Regulation and Tenants Satisfaction Metrics from 2024 and Awaabs Law, all needing additional resource to enable us to comply. We have also seen a more active ombudsman and regulator, the reputation of the sector at an all-time low in the media, and a large increase in the volume of complaints and disrepair claims all of which divert resources from direct service delivery.

Regardless of these factors, Leathermarket JMB continues to perform well when compared with our peers. We will be nimble and agile, making robust decisions based on what we can afford to deliver, while continuing to always put residents first, caring about our residents and taking pride in what we achieve.

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We have redefined our purpose, values and objectives as a business

Our purpose - helping people flourish

We do this by providing homes that are decent, warm and secure, by providing great services delivered locally and by making a positive difference to the communities we serve as well as by providing an inclusive and inspiring place to work for our colleagues.

Our values

We do the right thing and keep our promises

We only spend what we can afford

We celebrate diversity

We are kind to each other, and we pull together

We love new ideas

Our strategy objectives

Our residents are our number one priority ***'residents are the reason we are here'***.

We will work to achieve a successful ballot in 2026, we will focus on improving our offer to residents particularly around our responsive repairs service, estate cleaning, horticulture and estate services, which impact on the lives of our residents. We will do more to reflect and embed the 'resident voice' in every aspect of our organisation. Specifically, this means actively listening to our residents and encouraging comments, using complaints, feedback and satisfaction data to tangibly influence and improve services, while not forgetting to report outcomes back to residents.

Our organisation is collaborative and resilient, enabling us to tackle the external issues faced by the sector and our residents head-on. We will work together to ensure that we protect core services and continue to invest in existing homes. In all that we do, we will deliver value-for-money and exercise sound financial decision making.

We will prioritise, where we can, investing more in our homes, estates and local communities. Equally, we will continue to invest in and develop our colleagues because our talented workforce is critical to delivering excellent local services.

In the context of the many external challenges we face, it is more important than ever to create a long term, financially robust, successful and sustainable LMJMB.

Our key focus must be to deliver a positive outcome to the 2026 continuation ballot.

This will enable us to continue to deliver the services our residents want at a price we can afford and be able to respond quickly and intelligently to local demand.

To achieve this, we will improve the ways we engage and communicate with our resident, to build trust and confidence.

We will:

- Identify and clearly communicate what differentiates LMJMB from the Council
- Be focused on getting the basics right
- Be all about our people. Our residents and colleagues
- Be passionate about creating a long-term, robust and sustainable business
- Renegotiate the management agreement with Southwark Council to ensure it is fit for purpose and supports LMJMB strategic priorities.

What differentiates LMJMB

- We are local, working in a very tight geography, and accessible having a local presence
- We are agile, able to react quickly to problems
- We are close to and understand the needs of our residents
- We understand our homes and estates
- Our staff are visible on our estates and are knowledgeable, informed and approachable
- We care about the residents and our environment

We are focused on getting the basics right

- Improve overall resident satisfaction in all areas of the business to more than 80%, with staged targets from 2024
- Improve resident satisfaction with last transaction to more than 85%.
- Improve resident satisfaction with last repair to more than 90%
- Improve satisfaction with our handling of complaints to 70%

- Demonstrate to residents in our communications how resident feedback and lessons learnt from complaints have been used to influence and improve services
- Reduce the number of complaints that progress to stage two by 15%
- Respond to the building safety complaints mailbox in 48 hours.
- Ensure performance reporting information is appropriate for our needs and that we can demonstrate positive performance against the new tenant satisfaction measures, when compared to our peers (published by the Regulator of Social Housing from April 2024)
- Annually, ensure completion of all priority fire risk assessments and any actions arising
- All Building Safety Cases are complete by end of 2025, conscious of the changing legal environment.
- Ensure we are fully compliant with gas servicing, electrical testing, legionella, lift servicing, asbestos management, fire safety - and if not fully compliant have a clear plan to be so.

We are all about people

- Demonstrate to residents, in our annual report, quarterly newsletter and other communications, how resident feedback and lessons learnt from complaints have been used to influence and improve services
- Perform in the upper quartile of the Tenants Satisfaction Metrics when compared with our peers.
- Demonstrate and publish successful outcomes from community investment initiatives
- Develop 'one team' key performance indicators to be included as a target in all appraisals
- Deliver core training and development opportunities to all colleagues
- Encourage teamwork by annual 'job swap' and staff volunteering days
- Increase colleague satisfaction to more than 85% with LMJMB as an employer via an annual survey in 2025 and develop a baseline
- Increase the number of internal appointments to 25% for all roles
- Decrease annual staff turnover
- Increase workforce diversity to reflect the community we serve.
- New IT integration programme delivered by end of financial year 2024/25.

We will protect the future of LMJMB and are passionate about creating a long-term sustainable business and to use the 2026 ballot as a springboard to further success

- 98% of rent due collected annually.
- 90% of service charges due collected annually.
- Void turnaround time reduced to 15 working days
- Review all non-core expenditure to assess continued viability and value-for-money
- Deliver a balanced budget outturn position at year end in 2024/25 and 2025/26
- Develop and publish an Asset Management Strategy in 2025.
- Start Home Energy Surveys in late 2024 with an aim to reduce the running and utility costs of homes in real terms.
- Begin to implement the sustainability strategy, starting with annual staged SAP/EPC targets, towards a minimum C rating by 2030
- All homes meet revised Decent Homes Standard by 2027
- Deliver one apprenticeship for every £1m of spend on capital and revenue programmes
- The LMJMB Board and Committees better reflects the diversity of the communities we serve.
- Trial a Resident Scrutiny Committee
- Expand the colleague volunteering programme to benefit local communities.
- Develop a green sustainability strategy for LMJMB and publish by the end of 2025

Looking forward to post-2026

The successful delivery of this strategy will allow Leathermarket JMB to achieve a successful outcome to the continuation ballot in 2026.

We will do this by gaining the confidence of our residents, and by offering them the best deal for themselves and the wider community.

We then look forward to growing Leathermarket JMB as a successful, sustainable business, continuing to work closely with our residents to improve and develop better, more efficient services that are closely tailored to local need.