

2010

Performance Report

including

Service Development Plan for 2011

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1. ABOUT THIS REPORT

This report sets out information about the JMB's performance in the year to 31 March 2010. The JMB are two-thirds of the way through implementing a service delivery plan, which is reviewed at board level. The JMB's Performance Sub-Committee meets quarterly to review performance. The JMB also provides quarterly monitoring reports to Southwark Council. An annual report is also made available to all residents.

Directors and staff have a huge emotional investment in the JMB, so the prospect of a continuation ballot every five years is the biggest incentive to continue to improve services.

The challenge for housing organisations is to accurately record information that tells them if important services are being well or poorly delivered. For the JMB this means a continuing process of developing and refining our performance information. The performance information contained in this report is definitely useful, but does require interpretation.

Where possible this report compares the JMB's performance with other organisations. This is difficult to do accurately, because housing organisations tend to record information differently. JMB managers want to have an honest discussion with our residents, directors, staff and funder/ regulator (*Southwark Council*) about service standards and priorities. The national regulator, the Tenant Services Authority (TSA), recognises that some organisations place a higher emphasis on managing their performance data, than managing performance.

Many other organisations give a high profile to resident satisfaction questionnaires. The TSA recognise that the survey results may reflect residents' expectations to a greater extent than the quality of the service. It is intended in the future that the JMB will do a customer services questionnaire, however the staff and financial resources required means that it is critical that careful thought is given to the information that will be more useful in assessing the quality of services. In the short term, the JMB are participating in the survey that Southwark Council is organising.

2. FINANCE

Background

The JMB cannot discuss the quality of the services provided without putting them in the context of our financial situation.

The JMB receives a £2m per year budget to provide management and maintenance services and £1m to finance major works. Within the £2m is a loan to cover the estimated cost of providing services to leaseholders. When the actual charge to leaseholders has been calculated this amount is adjusted up or down. The JMB pays the council £5m rent money collected from tenants back to the council. Leaseholders pay the council about £450,000 per year for the services that they receive.

The on-going challenges for the JMB are to:

- Deliver high quality services within the budget provided by Southwark
- Provide cost effective services, offering value for money for leaseholders
- To squeeze management and responsive repair costs, so that money can be spent maintaining our homes and improving the appearance of our estates.

2009/10 Performance

The target is to break-even. The JMB are predicting a surplus of £70,000. This is because Southwark and the JMB have resolved long standing financial issues worth £114,000 and have an extra £52,000 in rent. Without this extra money, the JMB would have overspent by £6,600

2010/11 Target: Desired- 3% surplus: Essential- to breakeven

3. CLEANING & GROUNDS MAINTENANCE

WEEKDAY SERVICE

In April 2009 Directors agreed the following cleaning standard:

DAILY

Full wash all lifts and lobbies

Sweep and spot-check all stairs

Clean hopper areas

Check chutes – unblock or report on as necessary

Remove chalk / felt tip graffiti

Report any graffiti you can't remove

Bulk moved to collection area / reported if need help moving it / sign put on it if unsure whether it is to be dumped

Report lifts out of service / health & safety issues

Check play areas and clear rubbish

Litter pick all communal areas

WEEKLY

Full sweep and mop all stairs and landings (twice weekly is desirable)

Clean handrails and ledges

Remove cobwebs

Sweep and mop bin chambers (ideally twice weekly after rubbish collection)

Clean doors and entry panels

Sweep all hard surfaces

Clean notice boards – removing any out-of-date notices

MONTHLY

Clean glass and wall tiles

AS NEEDED

Leaf clearance

Gritting

Putting posters up

There is a weekly inspection by the manager and a traffic light, red, amber and green monitoring system is applied. To an extent the standard has to be subjective. It is the work of the cleaner, rather than the condition of the block that is assessed.

2009/10 Performance

Category	Standard	Oct-Dec 2009	Jan-March 2010
Green	Very good	10%	25%
Amber	Acceptable	82%	70%
Red	Requires action	8%	5%

In July and September 2009 directors did a walkabout around the JMB estates. In March 2010 the designated lead director with responsibility for cleaning and the cleaning manager did an end of year inspection. The feedback from both inspections was very positive. Despite reducing the size of the team from 11 to 9 people, higher staff morale, hard work and lower sickness levels have meant standards have improved.

The JMB are one year into a two year special clean programme, the areas completed are:

- Whites Grounds Estate
- Tyers Estates
- Snowfields block
- Guy street Block
- 4 blocks Lockyer estate

- 5 bin chambers Elim estate
- Ex-toddlers area- Meakin Estate
- Munday House

The JMB continue to offer an excellent bulk refuse service. With concern about fire safety removing combustible material from communal areas remains a priority.

2010/11 Targets

The two goals in 2010/11 are to:

- Close monitoring to ensure that reds remain below 5 %. Coach cleaners to give the extra bit of care that will increase the number of greens.
- Complete the special clean programme. In April 2009 the size of the weekday cleaning team was reduced by 20% and the mobile team has spent much of their time since then covering holidays. This year the JMB will prioritise special cleans which have a higher impact than daily cleaning activities. The JMB will ask other cleaners to cover for their colleagues and keep two staff dedicated to special cleans Tuesday – Friday. (Monday being a bulk rubbish collection day).

Target: For 95% of cleaning inspections to be green or amber & to complete the deep clean programme.

RESPONSIVE WEEKEND CLEANING SERVICE

Budget restrictions have meant the JMB has moved in April 2010 from a four person weekend cleaning team to a responsive service whereby residents can report human and animal waste, health and safety hazards and offensive graffiti. The JMB is unsure how much general rubbish will accumulate on our estates over the weekend, so Directors agreed to review the new arrangement in June 2010.

4. GARDENING

In 2009/10 the JMB gave our gardeners made good use of a £5,000 improvement budget and TRA's made successful Cleaner, Greener & Safer bids. Some of the blocks/ estates benefiting from gardening improvements were:

- Kipling
- Lawson
- Meakin
- Crosby
- Hamilton
- 1-10 Lockyer

2010/11 Targets: To maintain the same high standards and to focus a £5,000 improvement budget on:

- Falmouth Road
- Difficult to access patches of Lawson
- Elim
- Meakin
- Large Lockyer

5. PLANNED AND RESPONSIVE REPAIRS

Background

The issues for the JMB are the

- Reliability of the repair service
- Quality of the work undertaken
- Value for money obtained & providing a service within the budget available.
- Investment in planned maintenance work and estate improvements.

RELIABILITY OF THE REPAIR PROCESS

The JMB have undertaken a process review examining all of the ways that a repair can go wrong and introduced new procedures to reduce the chance of this happening.

QUALITY OF WORK UNDERTAKEN.

- Post inspects work undertaken by its own team and contractors, especially those with a high value
- Telephone calls to residents who have had repairs completed
- Repair satisfaction slips
- Percentage of repairs completed within the specified time.

VALUE FOR MONEY

Budget constraints make repairs the critical activity this year. In 2008/9 the JMB contracted out £205,000 worth of planned repairs and £320,000 worth of responsive repairs. This year the JMB has only £32,000 to undertake planned works and £236,000 to pay contractors for responsive repairs.

The JMB gives a financial value to work undertaken by the JMB's repair, in the same way that would apply if the work is contracted out. The intention is apply the discipline of the market to the JMB's own team. It allows the cost of the team (wages, materials and vehicles) to be compared against the value of works. This is an imperfect comparison, because the contractors' priority is to make sure that they are profitable whilst the JMB priority is to

provide a service for residents. Contractors may tell the JMB that a job is too small or awkward to do for the schedule rate, whereas the JMB knows it cannot let the resident down. Post inspections are undertaken of work undertaken by external contractors.

INVESTMENT IN PLANNED WORKS AND ESTATE IMPROVEMENTS

This objective is a priority for the JMB Board. The JMB are implementing audit commission recommendations of

- Having an asset management strategy that integrated capital works, planned works, voids works and responsive repairs
- Increasing the percentage of planned works, as oppose to responsive repairs, because planned works represent better value for money.

2009/10 Performance

RELIABILITY AND QUALITY

There were no successful legal or arbitration actions regarding disrepair in 2009/10. To place this in context, in 2006/7 Southwark's compensation bill was running at £4m.

JMB TEAM

During the year the JMB started asking residents to complete tenant satisfaction slips at the end of the job. 74 were returned. Nobody raised any issues about the quality of the work, but 5 felt the job could have been done quicker. The JMB have had a post inspection regime since 2007/8 and the quarterly satisfactory percentage has been consistently between 90and 100%.

The process review highlighted the need

- For repairs to be recorded/ declined when first reported, rather than after an inspection
- The initial inspection should be more comprehensive, to reduce the need for second inspections.

SOUTHWARK BUILDING SERVICES

Until 1.4.10 the JMB participated in a repair agreement that Southwark Council has with its direct labour organisation. The percentage of jobs passing the post inspection criteria per quarter has ranged between 78% and 94%. The JMB Board decided that increased value for money and quality could be obtained by externally tendering this work.

ELKINS/ PRELUDE.

From 1.4.10 the JMB have a contract with a company called Elkins. The second lowest price was provided by Prelude Ltd, who will be asked to provide a back up service.

For the last quarter of 2009/10 the quality information is as follows:

	Elkins	Prelude
Post-inspections	35	1
Satisfactory	35	1
Telephone calls	13	10
Satisfactory	13	10
% of work completed in required time	62%	35%

The quality of work is good. The low percentage of work completed with the time specified does not indicate that either contractor is unreliable, rather that JMB and our contractors need to process completion information faster.

VALUE FOR MONEY

In 2009/10 the cost of the JMB team was £354,464. Applying the methodology described the value of work completed by the JMB team in 2009/10 was £309,424 at SBS prices or £254,854 at Elkins prices. The value of works rose by a disappointing £6,000 from the year before. If the JMB's repair team had been operating as a business unit it would have made a loss. In 2010/11 the importance of this figure is much more embedded in the minds of the repair team and the schedule rates have been up-dated to the rate that Elkins won the JMB's responsive repair contract on. In 2010 this comparison will give a much better indication of the value of work undertaken by the team.

PLANNED REPAIRS & ESTATES IMPROVEMENTS

17% of our repairs expenditure was on planned work. The work includes

- New lift cars for Symington House
- CCTV Symington House
- Asphalt and paving work to tackle trip hazards
- Re-planning parking spaces
- Renewing water supply valves & stop cocks, so water can be turned off quickly in emergencies

On three Saturdays between July and September 2009 directors and managers did a comprehensive inspection of all of the JMB's blocks. The JMB's Major Works Manager undertook fire safety inspections in July. However, the regularity of officer estates inspections undertaken during the year was disappointing and will be improved in 2010/11.

2010/11 Targets

FINANCIAL

Budget constraints make repairs the critical activity this year. In 2008/9 the JMB contracted out £205,000 worth of planned repairs and £320,000 worth of responsive repairs. This year the JMB has only £32,000 to undertake planned works and £236,000 to pay contractors for responsive repairs.

Measures to contain responsive repair expenditure are:

- Tighter financial monitoring
- Encouraging residents to take out insurance and the introduction of a secondary repair policy
- Re-charging residents for damage that they are responsible for, including low standard DIY works.
- Review of the type of work that requires contractors' attendance out of office hours. The increased cost is 10%
- Post inspection of all contracted repairs above £500 and a 20% sample of other repairs
- Voids will be re-serviced to the tenancy agreement standard unless capital decent homes funding is available

Target: For repair expenditure to be within budget.

JMB REPAIR TEAM VALUE OF WORKS

For the JMB to continue to meet its contractual commitments and maintain the momentum of estates improvement works the value of work completed by the JMB Team has to increase. For instance twelve voids were passed to contractors in 2009/10; in 2010/11 this is not an option. The criteria that the value of work completed should match the cost of the team will require an increase in the value of works recorded of between 13% (SBS prices) and 28% (Elkins) prices. In the opinion of JMB Managers this is an exacting, but achievable target. So that the Repair Manager can focus on staff management, the Major Work's Manager will organise revenue funded planned and void works.

Target: For the value of repairs completed by the JMB repair team to match the cost: this requires a 13-28% increase in the value of work completed.

LIFTS

The JMB will work with Southwark's Engineering Services to contain lift maintenance costs. The delay the renewal of lifts in Burwash and Mendham and the refurbishment of the lifts in Simla is adding to this difficulty. The JMB have renewed the lift cars in Symington House. The JMB are now included in the council remote lift monitoring system. Whilst identifying this as a priority it is not possible to set a target for a cost reduction.

The JMB are now on the council's remote monitoring system, which means that breakdowns are notified quicker and the JMB has more comprehensive information.

QUALITY

Targets:

- **20% post inspection of repairs completed by Elkins, 10% check of repairs completed by JMB staff; with a 95% satisfaction rate.**
- **10% telephone survey of repairs completed by Elkins, 5% check of repairs completed by JMB staff: with a 95% satisfaction rate**

PLANNED MAINTENANCE & ESTATES IMPROVEMENTS

As noted elsewhere, this work will be largely undertaken by JMB staff, organised by the Major Work's Manager. The officer inspection regime will become more rigorous.

Target: Each block inspected every 6 weeks.

6. RENT COLLECTION

2009/10 Performance

CURRENT RENT

Rent collection in 2009/10 was a superb-100.3%¹ excluding void loss and 99% including void loss. This is 1% above the 98% rent collection requirement set in the Management Agreement, which means that the council rewards the JMB with an extra £52,596. This compares to Southwark's collection figure of 99.8% excluding void loss and 96.8% including void loss. Southwark would have lost money if it had the same 98% rent requirement as the JMB. The JMB team achieved this using an antiquated IT system. As well as good work by the team, other positive factors were:

- The introduction of the Allpay system, which allows people to pay by direct debit
- Through Southwark the JMB can access specialist support agencies, who assist individual tenants
- Only granting parking permits to tenants making regular rent payments
- Contacting tenants about relatively low arrears and promoting the tenancy agreement requirement that rent is paid 4 weeks in advance.

The JMB's current arrears are £194,376, which is 3.7% of its annual rent roll. 164 tenants have arrears of more than 7 weeks.

¹ Islington ALMO 98.4% Havering 98.3% 2008/9. London top 25% performers 98.6% (2008/9). Uncertain whether void loss is included or excluded.

FORMER TENANTS ARREARS

Former tenants' arrears, not covered by the six year statute of limitation totalled £261,859 at the beginning of April 2010. In the past the JMB have relied on a debt collection agency, which has yielded a low rate of return. In 2010/11 the JMB will investigate whether former tenants' arrears can be collected in-house and to set targets for collection.

2010/11 Targets: Rent collection excluding void loss 100.5%. Reduce current arrears to below 3% of the collectable rent.

7. VOIDS

2009/10 Performance

Over the last 3 years the JMB has been unable to get its void turnaround time down past 8 weeks (56 calendar days). During 2009 the JMB limited works on voids to that needed to meet the tenancy agreement standard, unless additional works can be paid through decent homes funding. Comparison with other organisations is difficult because they tend to exclude certain types of voids, whereas the JMB record the whole process from the receipt of keys to the start of the tenancy.

Organisations such as WATMOS, Islington ALMO and Havering can get their straightforward voids re-let in between 10 and 28 days². In 2010/11 the JMB will monitor and report its straightforward voids (where decent homes works are not taking place) separately.

2010/11 Targets

The target is re-let straightforward voids in 28 days and for all inclusive average to be 49 days.

- Internal changes have been made to tighten co-ordination and control, especially of the time taken by JMB staff to undertake repairs
- The legal advice is that evicted tenants have a certain time to collect their belongings. This year the property will become void when this time has expired, rather than the day the tenant is evicted. However, the property can be advertised immediately the eviction has happened.
- Other housing providers have the advantage of an integrated process. The JMB are dependent on Southwark to arrange an allocation. The JMB will advise Southwark of the availability of the property at the earliest reasonable date and then separately record delays due to the allocation process
- The JMB will publicise the need to give 28 days' notice prior to vacation in our next newsletter, on our website and at TRA meetings. When this has happened the JMB will

² Southwark 40 days average for minor voids and 293days for major. Islington ALMO-22 days WATMOS 2008/9 10.5 days. Havering 28 days 2008/9. For each of the four comparison organisations it is not clear if working or calendar days are reported on & what is included/ excluded.

charge tenants who fail to give 28 days' notice four weeks rent, unless they can demonstrate that another social landlord required them to move in a shorter timescale.

- A high quality clean will take place at the end of the repair works.
- We will reintroduce the practice of Directors interviewing new tenants so that new tenants can be welcomed to the JMB and our expectations set out.

A caveat is that the need to remain in budget is of higher priority than improving our void turnaround time. So there will have times when work can only start when JMB operatives are available.

8. MAJOR WORKS

2009/ 10 Performance

In 2009/10 the JMB spent all of the major works allowance it received from the council on the Leathermarket decent homes programme. 92% of residents who benefited from the work replied to a questionnaire and 89% were satisfied with the contractor's performance.

2010/11 Target: Roof renewal for Archdale and Mendham and preparation of the decent homes works for Lawson Estate to allow work to start early in the financial year 2011/12.

Unfortunately, major works funding has reduced significantly. This makes it more essential that the JMB follows Audit Commission good practice advice and integrates capital, planned and responsive repairs. The Major Works Manager is compiling an Asset Management Strategy, which will record:

- Works required to meet the decent homes standard
- Works needed to maintain communal assets e.g. lifts, garages
- Essential maintenance work
- Lifecycle replacement
- Desired estates improvements
- Desired security works
- Fire safety plan

The strategy will help the JMB to prioritise and bid effectively.

9. CUSTOMER SERVICES

Background

The JMB is currently reviewing how it

- Supports vulnerable tenants
- Promotes equality

- Consults with and informs residents
- Tackles anti-social behaviour and neighbour nuisance

This is a difficult area for which to devise performance indicators, as to a large extent judgements about the quality of the service are subjective. This is an issue that the Customer Services Review is grappling with. The number of anti-social behaviour cases are now being categorised according to their seriousness. The information for Jan 2010-March 2010 is as follows:

Category	Type	No. of	Closed
1: Contact with 24 hours	Violence or threats of violence. Hate related. Drug dealing from home. Domestic violence.	4	2
2: Contact 5 working days	Noise. Vandalism & prostitution	15	11
3: Contact 5 days	Pet nuisance. Vehicle nuisance, litter, rubbish, fly tipping, gangs, neighbour disputes 1	1	1

It should be noted that having only one category three case recorded is too low. Reports in this category can come in a variety of ways i.e. through cleaners, repairs, directors. The JMB needs to set up a system to record low level nuisance, so that a complete picture is available. The Review is searching for a way that directors can monitor progress on individual anti-social behaviour cases, without the right of confidentiality of individual residents being compromised. An important part of the job is signposting and liaising with other services. A balance is being sought whereby residents do not feel that they are being fobbed off by the JMB, whilst JMB staff do not get sucked into trying to provide services that are more effectively provided by other agencies, with greater legal powers and specialist staff.

Equalities Plan

Support to vulnerable residents is of critical importance to the JMB, and is considered in a separate report.

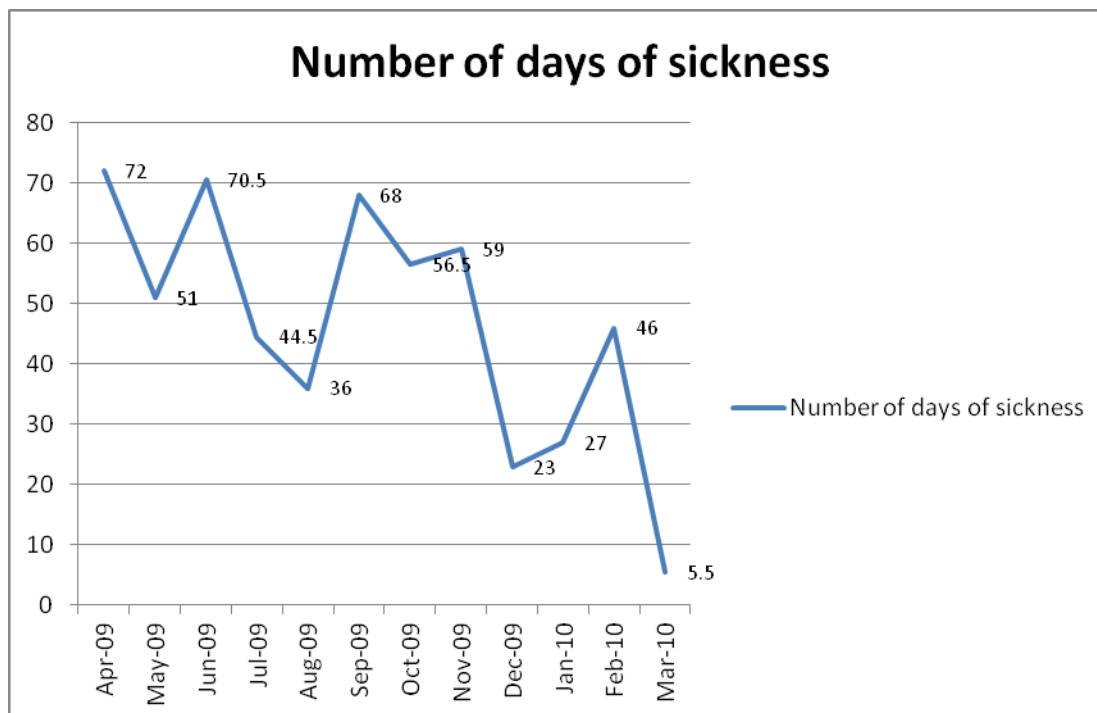
Governance review

TRA's continue to struggle with the administrative burden required by their constitutions and are often poorly attended. It is suggested that the conclusions of the Governance Review are re-opened.

10. STAFFING

Managing sickness absence, poor performance and unacceptable behaviour by staff is important to the JMB. In 2009/10 34% had a formal sickness, guidance, capability or disciplinary interview during the course of the year. Sickness absence was the predominate

issue. In 2009/10 the average number of sickness absence days was 13, which was also the local authority average³. Four staff member had 337 days between them during this year. If these staff are excluded the average is 5.4 days, which is marginally above the target of 5 days. On the other hand 43% of JMB staff had perfect attendance reports. Intensive management is resulting in a reduction in sickness absence.



2010/11 target: All sickness below 8 days.

11. COMMUNICATION

As a tenant managed organisation communication is important to the JMB.

2009/10 Performance

- Website up and running since February 2009.
- Spring 2009 newsletter
- 2008/9 Annual report
- Information day June 2009
- Funday September 2009
- JSI Film Project web site
- Themed meetings on fire safety, tenants associations, rough sleepers and leaseholders.

2010/11 Target: Quarterly newsletters. Symington Spaceshaper sessions

³ 13 days local authority. 9.8 days public sector. 7 days private sector. BBC website- March 2009

12. PROJECTS UNDERWAY

The following projects are underway:

Implementation of Equalities Plan

The plan sets out how the JMB will combat inequality and support vulnerable residents.

Customer Services Review

The JMB are reviewing the way in which neighbour nuisance and anti-social behaviour is addressed and resident involvement supported.

New Housing Management System and Integrated Financial Management System

The JMB is challenging itself to be one of the best housing managers in the country. The JMB cannot achieve this with a computer system that is 14 years old- and possibly now one of the worst in the country. This year the system is being renewed.

Investors in People/ Staff Consultation Action Plan.

In 2009/10 the JMB did an extensive consultation exercise with its staff, including Investors in People re-assessment, about how the JMB can best encourage and support their productivity. The outcome is being presented to the JMB's staffing group in May 2010 and an action plan will be developed.

Contact Strategy

Aim to contact as many residents as possible in the summer of 2010, to establish whether people have any problems that the JMB needs to resolve.

13. GOOD IDEAS AWAITING RESOURCING

The JMB will always have more ideas about improvements that could be undertaken than can be delivered in the immediate future. Rather than losing good ideas they are 'parked' until we can find the resources to put them in to action. These include:

- Resident satisfaction survey
- Blitz themed clean up
- 48 week rent year
- Funday/ information day