

<b>Item No:</b>	<b>Classification Open</b>	<b>Date: 16.10.23</b>	<b>Meeting Name: JMB Board meeting</b>
<b>Report title:</b>		<b>Surplus release</b>	

## 1. Recommendations

It is recommended that Directors:

- 1.1. Note a 2022/23 surplus of £288,967
- 1.2. Agree that £82,000 is released from the surplus
- 1.3. Request a further report on the options to upgrade the JMB office.

## 2. Introduction

- 2.1. The surplus is £288,967. The full release of the surplus is not proposed, to allow the incoming CEO to review business needs and bring forward a further report.
- 2.2. Officers are aware of pressure on the responsive repair budget. More analysis is required to understand whether the service can be delivered within the start of year budget. A separate report regarding the Meakin communal heating system is being presented on the same agenda as this report. Any costs consequent on the Board's decision will be funded from the Major Works budget.
- 2.3. The proposals in this paper are a consequence of:
  - Service development initiatives
  - A response to issues that were not foreseen when the start of year budget was set.

### Service development initiatives

#### 3. Planned estates works £33,500

- 3.1. In the 2023/4 budget setting round, the Board asked for an initiative to deliver planned estates works. At the start of the year a planned estates works budget of £65,000 was allocated to fund works across all JMB estates, such as:
  - Roof level guttering clearance
  - Up-grading refuse arrangements
  - Chute cleans
  - Communal high level window cleaning
  - Estate road/ courtyard resurfacing

- Notice board upgrade
- Estate signage
- Renewing communal glazing.

3.2. This budget also funds the purchase of modern cleaning equipment. TRA initiated estates works is funded from a separate budget.

3.3. Officers were asked to deliver or commit works funded by the initial budget by September 2023 and develop proposals for a further surplus release. Progress to date is set out in appendix 1. These proposals have been developed and a further release of £33,350 is requested to fund:

- Estate Signage £15,000
- Resurfacing 64-75 Lockyer car park resurfacing £10,000
- Gutter clearance £4,800
- Archdale chute £3,750

#### **4. Training budget £10,000**

4.1. This is a request from Staffing Subcommittee. This subcommittee which has rightly challenged officers to deliver more systematic training, because of:

- Significant emerging legislation
- A sector-wide drive to professionalize Boards and staff teams
- The need to re-equip the staff team with knowledge after a rapid staff turn-over
- A recognition of the critical role of third tier managers
- A recognition of the critical role of Resident Services Officers as the principal point of contact for our residents.

4.2. This year's training budget has been committed and there is a need for another £10,000, as set out in the report to Staffing Subcommittee of 1.10.23, as set out in appendix 2.

#### **5. Repairs diagnostics- £5,000**

5.1. This is a request from the JMB's in-coming CEO.

5.2. The JMB's repairs service is arguably the most important service it provides to residents, and is certainly the most used service. This being the case, it is important that we make sure the service is as good as it can be, providing a professional, efficient and right first time service for residents. To support this approach the proposal is to purchase a repairs diagnostic tool to help our staff with diagnosing a repair when the JMB receives a repairs request. The tool will increase the probability of an

accurate desktop diagnosis of the repair, which should reduce the number of pre-inspections required and ensure that the right person arrives with the right materials on the first visit. Thereby reducing the amount of time that residents have to stay off work.

- 5.3. A repairs diagnostics tool is designed to be used by non-technical staff to accurately diagnose a problem and order the right person and the right materials to complete a repair. Repairs diagnostic tools are pictorial, and contain lists of funnelling questions to help deduce the problem.

## **6. Support to negotiate new build management agreement £5,000- £7,500 (if required)**

- 6.1. As discussed at the previous Board meeting there is requirement to renegotiate the JMB's Management Agreement with the CBS with regard to Marklake Court by April 2024. The current agreement drafted in 2018 has proved to be durable and to date unproblematic. However, the emerging issue is the allocation of building safety responsibility. In addition, the Board has requested a systematic review of whether the JMB's management and maintenance costs will be fully funded for the next five years of the Agreement.
- 6.2. The National Federation of TMOs reports discussions with civil servants about a new modular management, with the allocation of building safety responsibility being the primary issue of concern. It is uncertain whether this work will be sufficiently far forward and relevant enough to help with Marklake Agreement. Therefore, a £5,000-£7,500 budget is proposed so that the Board can have access to specialist advice, if it believes that it is required.

## **Response to emerging needs**

### **7. Information Management - £20,000**

### **8. Audit support £4,000**

- 8.1. The audit process this year has been complex than previous years and consequently more auditor time is required. The cost of increased support is estimated to be £20,000, above the original budget provision for the audit. This is an emerging issue and it is not possible to provide a detailed explanation until the Finance Manager returns from leave.

### **9. IT £2,000**

- 9.1. A proposal will be forthcoming to Finance Subcommittee to replace the JMB's finance system GP. The existing provider is moving out of the market and this means that it will no longer be supported in the medium

term. The JMB has had to incur expenditure of £2,000 above the start of year budget in relation to specific payroll and audit queries.

### **10. JMB office upgrade**

10.1. As reported to the previous Board meeting the funding and therefore the timescale for the JMB office redevelopment is uncertain. The JMB office was occupied in 1991 and subsequently no systematic upgrade has been done. There have been comments that in particular the current condition of the reception and boardroom do not reflect well on the JMB. The heating system is unreliable and inefficient. Therefore, it is proposed that officers bring forward a report on upgrade options at a future Board meeting.

### **11. Equality implications**

11.1. The aim of these proposals is to enhance the JMB's service delivery. The quality of JMB services is particularly important to residents facing disadvantage.

### **12. Financial implications**

12.1. It is proposed that these projects are funded from the JMB's surplus release.

### **13. Homeowner implications**

13.1. An assessment will be made of whether homeowners benefit from these projects/ costs and whether the costs can be included in actual service charges. The JMB is very aware of the financial hardship being experienced by some homeowners and that value for money must be achieved from any project initiated by the JMB.

## **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Estates works
Appendix 2	Staffing Subcommittee training proposal

## **AUDIT TRAIL**

<b>Lead Officer</b>	Andy Bates, JMB Manager
<b>Report Author</b>	Andy Bates- JMB Manager
<b>Version</b>	Final
<b>Dated</b>	6.10.23

Appendix 1

# Planned Maintenance 2023

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LEATHERMARKET  
**JMB**

SEPTEMBER 2023

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Leathermarket JMB

Authored by: Your Name



## *Leathermarket JMB Planned Maintenance overview*

Pre-planned maintenance is a new initiative here at the JMB, which has been designed as a measured approach in assessing our assets and estates, whilst also providing a positive platform to facilitate and deliver essential estates maintenance in a timelier manner than current existing major works programs.

As local engagement was a driving force for the initiatives introduction in 2022, residents will be pleased to know this enterprise materialized as a direct result of estate inspections and meetings in which JMB Management listened to feedback received by local residents over the years to create the platform.

Therefore, pre - planned maintenance is a direct by-product of resident's engagement used to address and reduce health and safety concerns from our estates, whilst PPM also actively helps the community to reduce rising antisocial behaviour cooperatively, by firstly raising the aesthetic overview of our estates and providing residents the opportunity to voice collective opinions and ideas for resolution and enhancements.

In addition, another major advantage to PPM works are the ability to deliver meaningful TRA Projects at the earliest possible point available, as opposed to waiting for routine major works programs to take effect, which on occasions can be several years later.

Furthermore maintenance organized in this initiative does not only engage in standard work schedules, it also provides a platform for projects often overlooked, such as window and chute cleaning which enable the JMB to further enhance and facilitate schemes to the local community, who are often the beneficiaries of such works.

Lastly

As a summary, the most benefit of conducting planned maintenance is too deliver cost effective services that directly prolong assets lifespan, whilst improving hygiene, safety and increased aesthetics of our local estates.

Over the course of the Year, we have been able to initiate a variety of pre-planned maintenance programs to a number of sites within our estates, which has amounted to a net spend of over £40,000 so far and commitments which almost double this figure, so look forward to more projects in the future.



*On Behalf of the Estate Upkeep team, I would like to say Thank you to the residents for being so accommodating during these planned works and to express my apologies for any inconveniences caused whilst the duration of works took place over the last year.*

*Please see photos of these completed works for reference*

Resurfacing Works - £27, 840

Lawson Estate



Meakin Estate





Lockyer 53-61 – Carpark Area



Lockyer 64 -75



New Refuse Bins - £6,637.50 (\*purchased via bin replacement Pot)



Chute Cleaning (Hardall) – both chutes in Simla & Burwash House - £1,620

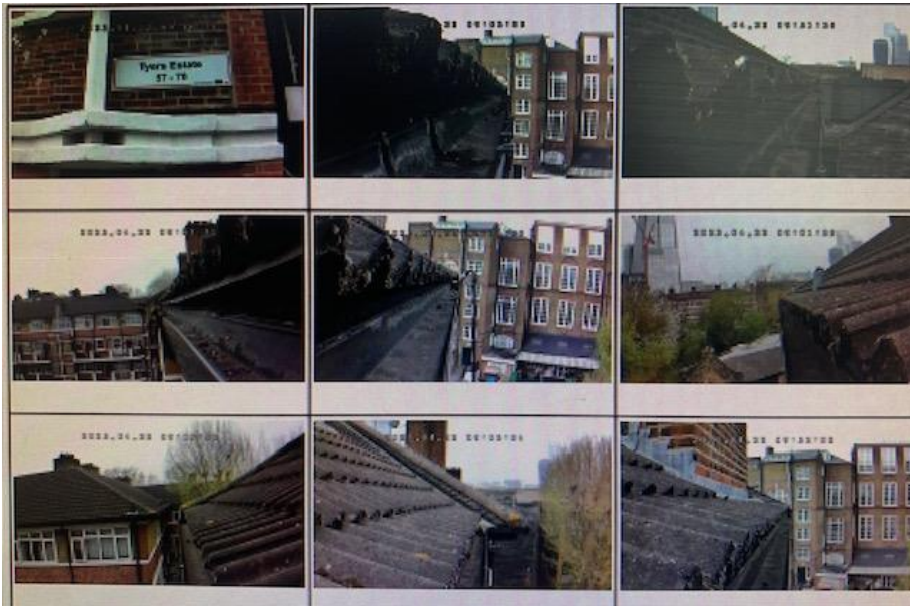


Roof Gutter Clearances – Tyers Estate & Snowfields - £ 4,000.68

Tyers Estate



Snowfields



Window Cleaning: Various Sites - £898.03

Joyce Newman House



Villiers Court



Falmouth Road



Mendham House





Communal Glasswork (\*awaiting invoice from B&G Windows)

Symington House – communal Stairwell



Notice Boards: Various Location - £1549.80

Joyce Newman x2



Crosby Row



Whites 89 - 95





## Lawson Estate



## Meakin Estate



## Dunsterville way



Hamilton Sq



Brickworks & bollards

Burwash House: GAM



Before



After

Tyers Estate: GAM



Tanner House: GAM



Lawson Estate: GAM



Before



After

## Machinery

Jet washers - £700



X2 Jet washers have been purchased for the Mobile Team

Billy Goat Machines - £9,529.08 (£3,176 each) on order. Will help with leaf clearance on large hard areas



x3

Floor Scrubbers - Karcher Floor Scrubber - £3,550.99 on order



Use on specialist flooring Simla, Burwash, Marklake, Joyce Newman, Jonson, Greene. Lyly, Nashe, Munday etc

### **Projects delivered/ contractually committed to date**

Guttering – Tyers & Snowfields - £ 4,000.68 (Snowfields London SE1 3SU (30 M) £301.68 / 1-12 Tyers Estate (88 M) £875.30 / 13-28 Tyers Estate (88 M) 875.30 / 29-56 Tyers Estate (116 M) £1,152.22 / 57-70 Tyers Estate (80 M) £796.18)

June Chute Cleaning - £1,620

Notice Boards - £1549.80

Window Cleaning - £898.03

Resurfacing - £27, 840

Machinery: Karcher Floor Scrubber - £3,550.99

X2 Jet washers – Champion - £700

Window cleaning commitment for 6 monthly cleans over 2yrs- £4,100

December Chute Cleaning £1,701

JMS Machinery: x2 Karcher floor scrubbers various sizes - £7,572.04

X3 Machinery – Billy Goat vacuum sweepers - £9,529.08

**Total £63,061**

Glassworks – Symington house - £3,600

### **New schemes**

Estate Signage £15,000

Resurfacing 64-75 Lockyer car park resurfacing £10,000

Gutter clearance £4,800

Archdale chute £3,750

**£33,550**

## Appendix 2: Training proposal

<b>Item No.</b>	<b>Classification:</b> <b>Open</b>	<b>Date:</b> 1.8.23	<b>Meeting Name:</b> Staffing sub-group
<b>Report title: Training</b>		2023/24 Training plan	

### 1.0 Recommendations

**RECOMMENDATION 1:** That the committee approve the training plan for the current financial year

**RECOMMENDATION 2:** That directors approve additional funding from reserves release for training for the financial year 23/24, predominantly to source training for managers and the resident services team.

### 2.0 2023/24 Training Plan

The training plan has three main aims:

1. To equip staff and managers with the skills, knowledge, and behaviours they need to meet the strategic and operational needs of the JMB;
2. To support staff in their continual professional development, where this links to the current and future needs of the JMB;
3. To support directors to acquire the skills, knowledge, and behaviours they need to carry out their responsibilities as board directors of a community managed housing organisation

The JMB has undergone enormous change in the last few years, with a large turnaround of staff and managers and an accompanying loss of institutional knowledge. A commitment to continuous development is a core workforce competency, and learning and development needs should form a regular part of ongoing conversations between managers and staff, with learning and development plans reviewed regularly to enable us to get the best out of people.

Professional development training is encouraged where that is appropriate to the role or would bring benefit to the JMB, with appropriate repayment clauses if the officer leaves quickly after the training has been paid for.

The combined staffing and directors training budget is £30,800. This is made up of £24,800 for staff training, £6000 for directors training and £7,500 for NFTMO conference plus the away day.

Training is split into four categories:

- a. **Strategic:** to enable the JMB to deliver the agreed business plan;
- b. **Operational:** planned training to equip staff with the skills, knowledge, and behaviours required to perform effectively;

- c. **One-off training:** ad-hoc training to enable us to respond effectively to emerging needs or sector requirements;
- d. **Professional development:** identified through discussions between staff and their managers as part of the performance appraisal process, where staff are performing at the level expected of them and wish to develop additional skills that bring benefits to the JMB.

The training plan is being presented at the point at which we have committed the full budget, and we will therefore be asking directors to approve the release of additional funds in quarter three.

### 3.0 Strategic training needs

A five-year business plan was developed in 2018. Key objectives were:

- Provision of top quality services
- Improve and enhance member participation
- Maintain and upgrade homes, blocks and estates
- Meet housing need

The four essential building blocks to meet these objectives are:

- Good governance
- Excellent employer of excellent staff
- Financial management
- Equality

### 4.0 Operational training needs

Training identified here is about meeting operational needs to deliver existing services, not about taking on new responsibilities.

- a. **Management:** The Social Housing Regulation Act 2023 will introduce new Competence and Conduct Standards. In practice this will mean that senior managers will need to be suitably qualified, although exact requirements have not yet been worked out. There is also a need to support other managers to develop the skills needed to effectively manage a modern workforce:

- Managing performance – Budget £1,500
- Managing sickness absence – Budget £1,500
- CIH professional qualifications – Budget £4,230
- Fire safety - £650

- b. **Estate services:**

- Abrasive wheels - HSS Training (City & Guilds) £130 per delegate x 4 Budget £520
- HGV Class 2 licence (LGV Cat C) £1850 per delegate x 3 Budget £5,550
- Asbestos Awareness (e-learning) ave. £30 per delegate Budget £300

- c. **HR:** ACAS periodically offer webinars or ad-hoc training that may be of benefit in ensuring our practices are up to date. **Suggested contingency £500**



**d. Resident Services Team:** It is vital that we keep the RSOs' skills and knowledge up to date. We are currently recruiting internally for a leasehold management specialist and will need to invest in their development. We also need to ensure the team are equipped to deal with increasing levels of vulnerability and need and have a strong understanding of new building safety standards and how their role links into ensuring our buildings are safe.

- Introduction to Leasehold Management - £350
- Domestic abuse and housing - £260 (£30 per participant)
- Trauma informed approaches to hoarding disorder - £275
- Resident Engagement and Building Safety - £400
- Lone Working and personal safety - £1,300
- Complaints management - £1,500

#### **5.0 One-off training**

- £2,000 contingency for ad-hoc training as needs arise.

#### **6.0 Professional development**

Professional development training needs arise from different directions: the staff member asking for specific training to advance their knowledge and skills; management requesting or suggesting such training; or a combination of the two.

There is an identified need for one manager to undertake training in project management to improve their ability to plan, coordinate, and manage projects. A short (3-mornings) training course has been identified at a cost of £569 (Advanced Practical Project Management).

#### **7.0 Directors Training**

A core strategic need of a volunteer led organisation is to invest in the skills and knowledge of volunteer directors. This should help new directors acquire the skills they need to participate fully in the governance of Leathermarket JMB. It should also fill gaps in knowledge for existing directors and keep directors aware of best practice, as well as legislative and legal changes that impact on the tasks they are asked to deliver for the JMB.

- Recruitment and Selection - £1,500
- Discipline and grievance - £600
- CIH - £1,950
- Strategic and business planning - £1,400
- Fire safety - £650
- Away day - £1,000

#### **8.0 Recommendation**

Directors are asked to formally approve the current training plan and agree a request for an additional £10,000 release from reserves to enable the organisation to programme additional training in quarters three and four, as Social Housing Regulation Act requirements become clearer.

