LEATHERMARKET JMB

Leathermarket JMB 3-year corporate strategy.	
To:	Board
For:	Discussion and strategy development
Date of Meeting	25/09/2024
Link to Business/Annual Plan	TBA
Report Author	Bob Heapy - CEO

1. Summary

The last JMB corporate strategy expired in February 2024. At the Board away day on 21st August 2024 members discussed and considered the format and content of a new corporate strategy

2. Background

A clear strategy for the business is essential to ensure we can plan effectively and ensure that resources are available to deliver the plan. It acts as the key document for business and departmental planning and target setting for the business and individual colleagues.

The Board spent some time at the away day discussing key priorities for the strategy.

A key focus for the JMB is the continuation ballot in November 2026 and it seems clear that the overlying priority for the strategy should be to achieve a successful outcome to that ballot.

If we happen to be unsuccessful in the November 2026 ballot, we are, under the terms of the management agreement, able to run a second ballot in May 2027. If we remain unsuccessful at that point, the LM JMB will cease to exist as a legal entity and all services currently delivered locally will revert to the Council.

It therefore seems appropriate that the term of the strategy should take us at least through the ballot process so a 3 – year strategy is proposed to 2027.

3. Strategy development

The Board set out a number of priorities for the strategy following at the away day and these can be summarised as follows.

- Be clear as to what differentiates us from the Council.
- Our homes to be safe, secure, decent and warm.
- Delivery of an efficient and effective repairs and cleaning service
- Quality of repairs offered to improve
- Differentiate the repairs services
    - Mechanical & electrical (lifts, district heating, door entry etc).

    - Asset investment (Capital programme)
    - Day to day maintenance
- Clear and transparent communication with residents (doing what we say we will when we say we will) also being clear on what we cannot do.
- Stay close to our residents and show we care and respect them
- Value our staff, treat them with respect and encourage them to develop
- Our staff are well informed to enable them to be ambassadors of the JMB and lead on communications with residents
- Our staff are visible and approachable on the estates
- Deal with complaints and enquires with respect, transparently and efficiently but don't be scared to 'say no'
- Develop a green sustainability strategy for LMJMB
- Develop a clear investment plan for the two tower blocks including roofing and concrete repairs
- Develop a plan to encouraging property downsizing to alleviate overcrowding
- Develop a plan to improve tenancy checks to allow us to know our property and people better

The CEO agreed to take away these priorities and develop a draft of the strategy to be further considered by the Board members. The draft of the strategy has been reviewed internally by the SMT (particularly looking at the metrics for the success measures).

The first draft of the strategy is attached to this paper as an appendix.

4. Audience and launch of the strategy.

When drafting the strategy, we need to be aware of who the audience will be. The long version currently being reviewed will be mainly for internal review. A summary version will be published for residents, the Council, other TMOs our staff, consultants, contractors and suppliers. The strategy will form the bases for our offer to residents for the continuation ballot.

The final version will include appropriate photographs, be branded and need to be fully edited.

It is also proposed that we formally launch the strategy at the LM JMB AGM at the end of October 2024.

5. Recommendation

Board members are invited to **discuss** the draft strategy and **suggest** any amendments. A final draft for approval will be circulated before publication.

Board members are also asked to **agree** that a summary version of the strategy be developed for circulation and that the strategy will be launched at the AGM in October.