

**BOARD MEETING UPDATE**  
**BOARD STRATEGY AND DEVELOPMENT DAY**  
**WEDNESDAY 21ST JUNE 2023**



## **CUSTOMER STORY**

Our June Board Strategy and Development Day opened with a story from a customer who described their experience of being involved in tenant scrutiny work with GCH and her motivation for becoming involved. The customer talked about how through a tenant scrutiny approach they were able to inform the approach taken regarding decoration across the independent living schemes. The Board and Executive Team highlighted the importance of customer engagement and GCH ensuring that this approach continues.

The Director of Housing Operations provided an update on the how customer engagement and stakeholder mapping is being developed.

## **RISK MANAGEMENT AND ASSURANCE**

The board participated in a risk management and assurance training workshop lead by the Risk & Assurance lead at Bishop Flemming. The workshop developed the board's understanding and awareness of risk management, explored how we identify risks to the organisation, assess the controls in place to address these risks and how Board is provided with assurance that the controls work in practice.

The Board discussed the importance of managing risk and what the consequences would be to the organisation if we didn't. They also discussed how risks are identified and managed within GCH and types of controls that can be put in place to reduce or remove the risks. The importance of keeping the process simple and streamlined was highlighted.

## **RISK APPETITE**

The board participated in further training around risk appetite, and how this should be agreed. The importance of risk appetite being managed in a proportionate way was discussed. A risk appetite statement is a starting point that sets the broad position, guiding the discussion on a risk-by-risk and case-by-case basis. Risk appetite is a way for Board to decide on whether to accept a risk and by how much to achieve the objectives of the organisation.

Board held a discussion about risk appetite for GCH, what this should look like and the model that will be used to assess this. The discussion will influence a refreshed risk appetite statement which will be prepared following the session and brought back to the board at a later date.

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Risk themes and appetite levels were discussed and reviewed by the Board and examples of how this could be measured were provided. Following this the Board looked at the results of their risk appetite survey which was completed in advance of the session. It was agreed that Board would develop this further and agree a risk appetite in October.

## KEY PERFORMANCE INDICATORS

The board were presented with the performance measures (KPI's) for the 2023/2024 financial year for approval. Board had initially reviewed them in March, and they were being received again for further consideration.

Board discussed that the Tenant Satisfaction Measures put in place by the Regulator of Social Housing had been included within the KPI's for this year to ensure that Board have oversight of our performance in them.

A discussion was held about the Health and Safety KPI's and the importance of this information for Board. This information was included within the new performance measures but also reported to Board on a quarterly basis through the Health and Safety report.

It was recognised that KPI's are also discussed and scrutinised at the relevant Committees and a channel would be put in place for committee members to consider when Board needed greater oversight in areas of performance. It was agreed that there would also be a review of KPI's at the end of Quarter 2 to ensure they remained fit for purpose and included all of the measures required by Board.

## REFRESHING OUR STRATEGIC PRIORITIES

Board discussed the operating environment and how it is becoming increasingly volatile, unpredictable and difficult. The sector is struggling with many housing providers reviewing their investment priorities. We've recognised that we have experienced several successive shocks including the pandemic, increasing extreme weather events, the impact of the war in Ukraine and cost of living crisis. We can expect further shocks, including from climate change. The Board also discussed the local operating environment and issues being faced including population growth and increasing demand.

The meeting split into three groups to discuss the challenges and opportunities in our operational environment, focusing on: the economy, the climate emergency, global disruption, demographics, and housing need. The outputs from these conversations will contribute to influencing the development of our next strategic plan.

## UNDERSTANDING OUR PURPOSE

In advance of the meeting board members had independently shared a sentence describing, in their own words, our 'purpose' – 'why' we do what we do. Board talked through the different responses received, recognising both common themes and

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and the links between them, how they differentiate themselves from others within their sector and whether it was easy to understand from this what their aims were.



Based on what has been learnt about the other organisations discussion took place about any learning that could be taken from the organisations and what themes we might want to highlight in our refreshed strategic plan.

The learning and insight from this session will contribute to the strategic plan and help inform our future delivery plan.

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