

BOARD UPDATE
BOARD STRATEGY AND DEVELOPMENT DAY
WEDNESDAY 20TH MARCH 2024



CUSTOMER STORY

Our March Board Strategy and Development Day opened with a story highlighting how our approach to blending customer experience and data is beginning to have a positive impact. Rather than treating a customer's report of a faulty shower as a one-off incident to fix, our Repairsense system identified that there had been previous issues with the same shower and alerted the engineer who was able to take an alternative approach to resolving the fault with the shower.

Board learnt how the Repairsense system is able to identify and flag issues effectively. With each engineer visit costed at least £120 plus any materials required repairsense is helping us deliver both an improved customer experience and business efficiencies resulting in substantial cost savings.

Board members were interested to learn how repairsense is continuing to 'learn' not just from our own data but from other housing providers too and will continue to involve over time.

CELEBRATING OUR DIFFERENCE: GETTING MORE FROM EACH OTHER

In advance of the meeting Board and members of the Executive and Senior Leadership Teams had prepared their 'One Page Profiles' which capture 'What people appreciate about me...', 'What's important to me...' and 'How to support me well at work...'

These were used as the basis for a workshop intended to develop an enhanced understanding of each other, focusing on how to get the best from each other and support each other to be effective in their role.

You can read the Leadership Team One Page profiles here [How we are run - Executive Leadership Team \(gch.co.uk\)](https://www.gch.co.uk/leadership-team)

DEVELOPING OUR 2024/25 DELIVERY PRIORITIES

The Chief Executive introduced the focus for the remainder of the morning, reflecting on the evident positive shift in performance and impact across the business.

Board explored a series of operational and financial performance measures and benchmarking information, recognising the significant improvement in operational efficiency that has been achieved in recent years but also recognised the growing financial pressures on housing providers like GCH to meet customer expectation and regulatory requirements.

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The presentation concluded with the Chief Executive explaining that to fund the investment required in our ongoing improvement, the business needed to be even more efficient in operations, systems, and data and processes. The business also needed to recognise that the external environment was changing due to enhanced regulation, increasing costs, financial capacity pressures, the unlikelihood of additional government funding and operating margins remaining under pressure.

Board and leadership team discussed and debated the proposed priorities for the forthcoming 12 months which had been grouped under the 3 strategic ambitions of the existing strategic plan;

1. Customer
 - a. Continuing to evolve our customer first culture in line with our Customer Commitment and #BeTheDifference.
 - b. Strengthen our approach to 'knowing our customers' enabling us to personalise our offer reflective of need, proactively understanding 'vulnerabilities' where additional support may be needed.
 - c. Strengthening our approach to customer voice across the organisation and influencing decision making.
 - d. Improving operation efficiency of our repairs and maintenance service, continuously improving customer experience and value for money.
 - e. Proactively supporting customers to sustain their tenancy and pay their rent
2. Quality Homes
 - a. Progressing our 2 key regeneration initiatives, Podsmead and Kingsholm, through planning and preparing to be on site within agreed timescales.
 - b. Further develop our decarbonisation and affordable warmth roadmap.
 - c. Further enhance our process to proactively reduce the impact of damp, mould, condensation and infestations.
 - d. Review our approach to the proactive management of compliance and health and safety, continuing to provide assurance and oversight.
 - e. Developing our biodiversity delivery plan, enhancing the physical environment within the communities we operate.
3. Efficient 7 financially strong
 - a. Improve the operational efficiencies and effectiveness of enabling business support aligned to supporting the business to meet our aspirations.
 - b. Strengthening the professionalisation across our workforce with focus on an organisation wide training matrix, appropriate

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- qualification enrolment and delivery of the next phase of our leadership programme, focusing on operational managers.
- c. Empower both colleagues and customers through development of enhanced digital capability that creates capacity and maximises return on investment.
 - d. Focus on identifying and delivering operational efficiency improvements that reflect a simplified customer journey, improving colleagues and customer experience as well as demonstrating value for money.
 - e. Aligned to the development of a refreshed strategic plan to carry out a review of the current corporate structure of GCH compared to alternative options, with consideration given to the implication for delivery of objectives and maximising VFM.

There was broad support for the proposed priorities and a discussion about how the Board monitors progress and gains assurance on effectiveness. A proposed suite of performance measures has been developed and will be developed further by Board in time to quarter 1.

NORTHGATE MANSIONS VISIT

Board members joined colleagues and community stakeholders across the road at Northgate Mansions, our new development which forms part of the wider Forum development, which has now been handed over by our developer and is now let. Board members had the opportunity to view some of the flats and to meet other stakeholders attending the open house event.

DATA AND DIGITAL STRATEGIES

Colleagues from the Data and Change team joined the meeting to facilitate a discussion focused on our data and digital Strategies.

The Board in groups discussed various elements of the Strategies including the aspiration to shift towards a 'digital first' approach where possible and the impacts of this. In addition, Board also discussed the potential operational savings and efficiencies and the need to consider customer inclusion and safety needs. The importance of regulatory requirements was also considered.

BOARD APPROVALS

In line with our Financial Standing orders board approved new signatories for loan drawdowns reflecting changes in roles.

The Board approved amended Terms of Reference for the Nerva Homes Board.

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