

## **BOARD PERFORMANCE AND TRAINING**

Report of the Director & Company Secretary

### **1. SUMMARY**

This report sets out proposals for the Board's annual training programme for 2012/13.

### **2. RECOMMENDATION**

That the Board approves the

1. Board Action Plan attached at Appendix 1 and that the Plan is monitored by the Governance Services Committee and progress reported back to the Board in November
2. Board Training Programme 2012/13 attached at Appendix 2.

### **3. MATTER FOR CONSIDERATION**

- 3.1 A review of the Board and Board Members' performance was carried out at the end of 2011. The outcomes from the review were considered by the Governance Services Committee on 23 February and the Committee has recommended to the Board an action plan, attached at Appendix 1.
- 3.2 The proposed Board Training Programme for 2012/13 is attached at Appendix 2.
- 3.3 Performance and Risk have been identified as areas of training need on the Board. We have therefore included this in the programme as a combined course.
- 3.4 Board Members have also requested work shadowing opportunities in different areas of the business, these being either an area for improved knowledge or to support their Board Champion role. Work shadowing arrangements are being made for individual Board Members. They will be expected to provide an evaluation of their experience and this will be discussed at their next review meeting and feedback to officers providing the shadowing to improve the quality of services.
- 3.5 Tenant and Leaseholder Board Members have been asked to take on additional responsibility of chairing their Housing Focus Groups (HFGs). They will act as the link between the HFGs, the City Board and main Board, providing feedback at each meeting where appropriate. In recognition of these additional duties, we will be providing additional support and training where required.

- 3.6 All Board Members must complete courses within the first two years of joining the Board and thereafter at least every three years. Board Members have been provided with a development plan for the year which identifies which courses they need to complete during the year.
- 3.7 Some of our Board Members have a high level of knowledge and experience in areas covered in the training programme and if required, they should apply for exemption from courses if they fulfil at least one of the following requirements:
- currently works or previously worked within the last five years, in an area of the same or similar nature to the course subject
  - holds a recognised qualification in the subject area or similar
  - has attended a training course provided by their employer or other organisation, in the same subject in the last two years.

#### **4. FINANCIAL AND BUSINESS PLAN IMPLICATIONS**

A budget of £11,000 is available for Board Member training in 2012/13.

The areas listed below have no implications directly arising from this report:

Consultation  
Legal and Confidentiality  
Council  
Personnel  
Environmental  
Equalities Impact Assessment  
Health & Safety  
Risk  
Policy Review

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, [phil.davies@derbyhomes.org](mailto:phil.davies@derbyhomes.org) – Phone: 01332 888528

Author: Jackie Mitchell / Governance Services Manager / 01332 888527 / [jackie.mitchell@derbyhomes.org](mailto:jackie.mitchell@derbyhomes.org)

Background Information: None  
Supporting Information: None

## Board Action Plan 2012/13

		Responsible Officer	Action Deadline
<b>1. Appraisal Processes</b>			
1.1	Consider seeking feedback from other key stakeholders as part of the review process	B Osler J Mitchell	Nov 12
<b>2. Taking the Lead on Strategies and Policies:</b>			
2.1	Revisit organisational priorities once the HRA resource implications are clear.	B Osler P Davies	Oct 12
2.2	Continue to explore the feasibility of delivering social enterprise initiatives, taking into account the governance implications arising from the introduction of any special delivery vehicle.	P Davies	Dec 12
2.3	Consider how Derby Homes' individual "brand" and organisational culture can be protected and enhanced.	B Osler P Davies	
2.4	Prioritise one or two reports per Board meeting as the focus for key strategic discussions.	B Osler	May 12
<b>3. Working as a Team and Sharing Responsibility for Decisions</b>			
3.1	Ensure the next away day allows time and opportunity for introducing and exchanging information about members.	B Osler P Davies	Achieved 3/3/12
3.2	Develop tenant board members' capacity through targeted training, enhanced responsibilities and mentoring.	B Osler J Mitchell	Dec12
<b>4. Making Decisions Effectively</b>			
4.1	Review skills sets required for the next 10 years of business.	B Osler P Davies	July 12
4.2	Consider the possibility of co-opting additional financial skills/expertise, including treasury management, onto the Board.	B Osler D Enticott	Sep 12
4.3	Keep report and presentation content and agenda placement under review. Ensure information is analysed, prioritised and summarised.	B Osler P Davies	Sep 12
4.4	Focus member feedback from Committees and the City Board on key discussions held /decisions made.	B Osler D Rees I MacDonald T Holme	May 12
4.5	Explore use of IT to further reduce Board paperwork and consider the possibility of video conferencing	P Davies D Enticott	Mar 13

<b>5. The Governance Rules the Board Has To Follow Are Effective</b>			
5.1	Formalise champion role job descriptions and include in service level agreements	D Enticott J Mitchell	Jun 12
5.2	Revisit arrangements for the AGM	P Davies B Osler	Mar 12
<b>6.</b>	<b>Holding the Officers to Account</b>		
6.1	Review the Role of the Value for Money Committee	B Osler P Davies	Achieved Mar 12
6.2	Report back on progress against the forward plan at least six-monthly.	B Osler P Davies	Oct 12
6.3	Include performance management as part of essential training programme for board members.	J Mitchell J Eyre	Sep 12
6.4	Set deadlines for all officer action points requested by the Board.	B Osler	Mar 12
<b>7.</b>	<b>Overseeing the Budget and Finances</b>		
7.1	Include risk as part of the essential board member training programme.	J Mitchell J Eyre	Sep 12
7.2	Review whether budget information to Board could be summarised/simplified.	D Enticott	Dec 12
7.3	Ensure risk/financial implications are addressed in all report summaries.	P Davies	May 12
<b>8.</b>	<b>Boardcraft</b>		
8.1	Plan for and promote future tenant board membership	B Osler M Ainsley P Davies	Sep 12
8.2	Encourage board membership from women and people from ethnic minorities		
8.3	Clarify Board champion roles and remits.		
8.4	Brief board members prior to their attending any events in their formal capacity	P Davies	Mar 12

## DERBY HOMES BOARD MEMBERS' TRAINING PROGRAMME 2012/13

Course	When Proposed Time & Date	Facilitator/Lead	Who should attend
<b>Board Members should complete these courses within their first 2 years on the Board, and thereafter at least every 3 years</b>			
<b>Introductory / Basic Level</b>			
<ul style="list-style-type: none"> <li>• Introduction to Derby Homes</li> <li>• Housing Management</li> <li>• Housing Repairs &amp; Maintenance</li> <li>• Equalities &amp; Diversity</li> <li>• Health &amp; Safety</li> <li>• Finance</li> </ul>		Derby Homes E-Learning system	All Board Members All City Board Members
<b>Advanced Level</b>			
Equalities	April	Equality Works	Board Members City Board Members (optional)
Maintenance Services	May	Director of Investment & Regeneration	Board Members City Board Members (optional)
Housing Management	June	Director of Housing & Customer Service	Board Members City Board Members (optional)
Performance & Risk	September	Performance Manager	Board Members City Board Members (optional)
Housing Finance	November	Steve Partridge, CIH	Board Members City Board Members (optional)
Board Governance	December	Anthony Collins Solicitors	Board Members
Health & Safety	January	Senior Health & Safety Advisor	Board Members

<b>Course</b>	<b>When (Time/Date tbc)</b>	<b>Facilitator/Lead</b>	<b>Who should attend</b>
<b>Induction Programmes</b>			
Induction Programme for new Board & City Board Members	As required	Director & Company Secretary / Governance Services Manager	Board Members City Board Members
Audit Committee Induction & Development Programme	As required	Director & Company Secretary / Governance Services Manager	Audit Committee Members

<b>OPTIONAL</b>			
Derby Homes In house Training Programme (please contact Susan Hill on 888525 for details)	On request	Various	Board Members
CIH Annual Conference NFA Annual Conference	12-14 June 2012 11-12 July 2012	CIH NFA	Board Members
Work Shadowing/Visits - Local Offices and other DH Teams	On request		Board Members
Basic IT Skills		Derby Homes E-Learning System	Board Members City Board Members