

## **BOARD ACTION PLAN**

Report of Director & Company Secretary

### **1. SUMMARY**

This report provides recommendations arising from the Board Performance Reviews 2011 and a proposed action plan to implement the recommendations.

### **2. RECOMMENDATION**

That Committee

1. notes the report at Appendix 1
2. considers the Action Plan in Section 4 of Appendix 1 and recommends it's approval by the Board
3. agrees to receive a progress report on the Action Plan, at the next Committee meeting in September.

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

- 3.1 The annual review of Board Performance was carried out in December 2011. Ita Cooke of the Board Development Agency facilitated the review; her report is attached at Appendix 1.
- 3.2 Appendix 1(a) contains the results of the survey carried out in December amongst Board Members and the Executive Team. All areas scored higher in 2011, compared to 2010, with the exception of Board Craft which has remained at the same level. The results show a high level of satisfaction with the Board's performance. It identifies key areas to focus on in the year ahead as the revised HRA system and succession planning for the Board.
- 3.3 The report provides a schedule of recommendations, at section 4, page 8. These will be incorporated into an action plan and will identify who will be responsible for ensuring the action is implemented and a timescale. The Committee is requested to consider the actions and provide any further feedback or suggestions. The final action plan will be submitted to the Board for approval and a progress report brought back to this Committee in September.
- 3.4 Committee is invited to raise and discuss any other issues in the report.

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

Consultation  
Financial and Business Plan  
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

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Background Information: None

Supporting Information: None



**DERBY HOMES**

**BOARD AND BOARD MEMBER PERFORMANCE REVIEW**

**2011/12**

**REPORT**

**By**

**Ita Cooke, BA. MBA**

**The Board Development Agency**

**24 January 2012**

# **DERBY HOMES**

## **BOARD AND BOARD MEMBER PERFORMANCE REVIEW 2011/12**

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**Appendix 1(a) - Board Member Survey of Board Performance – Analysis of Results**

# **DERBY HOMES**

## **BOARD AND BOARD MEMBER PERFORMANCE REVIEW 2011/12**

### **1. Introduction and Background**

- 1.1 During December 2011 and January 2012, BDA facilitated Derby Homes' annual appraisal process – including individual appraisals of board members and an appraisal of the whole Board. The aim was to:
- Provide members with feedback on their performance over the past year.
  - Identify any development and support needed by board members to assist them to be more effective.
  - Agree individual training and development plans for each board member.
  - Inform the board member training programme for 2012/13.
  - Identify any governance and/or Board performance issues.
- 1.2 As part of the process, appraisal arrangements were reviewed and revised to ensure compliance with current best practice and the new Code of Governance adopted by Derby Homes.
- 1.3 This year the senior management team contributed to the process by completing the whole-board review questionnaires. In future, the Board should consider seeking feedback from other key stakeholders as part of the review process.
- 1.4 In addition, the appraisal process was supported by a Board observation exercise, carried out at the November 2011 Board meeting (see appendix III).

### **2. Summary**

- 2.1 The results of the appraisal exercise show a continued strong level of overall satisfaction with the Board's performance. Performance was scored highly in all areas and scores were supported by comprehensive comments and suggestions (see Appendix I).
- 2.2 All comments and responses made within the returned questionnaires and issues raised during individual appraisal discussions have been discussed with the Chair. The detailed report findings and the recommended action points reflect these discussions.
- 2.3 The Board needs to continually adapt and improve governance arrangements in order to meet challenges. The key areas the Board should focus on in the year ahead are in relation to the review of organisational strategic priorities following the outcome of revised Housing Revenue Account (HRA) arrangements and in succession planning for future board members.

- 2.4 We would suggest that any recommendations approved by the Board be prioritised and developed into an action plan, which should be implemented over the next year.

### **3. Findings:**

#### **3.1 Taking the Lead on Strategies and Policies**

- 3.1.1 This year's returned questionnaires show an overall improvement on last year's scores. Members and the senior management team were satisfied with the progress and achievements of the organisation and the part played by the Board in achieving these. The renewal of the contract with Derby City Council (DCC); the successful assimilation of the repairs and maintenance function; the delivery of new-built homes; the introduction of the solar power initiative; and improving strategic relationship with DCC were all highlighted as key achievements.
- 3.1.2 Many board members identified the new HRA arrangements as a key area of future challenge and opportunity. Once the implications of the new HRA arrangements are clear, the Board should revisit its priorities vis a vis its resources.
- 3.1.3 Specifically, board members identified the development and delivery of social enterprise initiatives as an area that they would like to explore further. We understand that this may involve the establishment of a separate enterprise company, subject to further legal and financial advice. The implications for governance arrangements and members' roles and responsibilities will also need to be considered.
- 3.1.4 During appraisal discussions some concerns were expressed about the potential loss of corporate identity which may arise from the move back into DCC premises. Derby Homes' should consider how best to protect and enhance its individual "brand" given the impact the projected move might have on public perceptions. This in turn should inform any public relations strategy.
- 3.1.5 Arising from our observation of the Board in action, we discussed how to ensure the Board maintains its concentration on key strategic issues rather than getting distracted by operational details. We suggest the Chair should identify and prioritise one or two key reports per Board meeting as the key focus for strategic discussions.

## **3.2. Working as a Team and Sharing Responsibility for Decisions**

### **Teamwork**

- 3.2.1 Both members and officers consider teamwork to be a strength, highly rating the team spirit on the Board and the effective and supportive relationships with senior management. This view is supported by our observations at the November 2011 Board meeting.
- 3.2.2 One issue that came out in appraisal discussions is some members' lack of awareness of the background and experience of other board members. We suggest that this is addressed by ensuring that the next away day allows time and opportunity for introducing and exchanging information about members.

### **Understanding Board Members' Roles and Responsibilities**

- 3.2.3 This area was less highly rated with some concerns expressed about tenant board members' understanding of their roles and responsibilities and about the occasional intrusion of politics. We discussed this during individual appraisal interviews, reminding constituency members of their overriding responsibility to the Board.
- 3.2.4 At the November 2011 Board meeting, which we observed, board members displayed clear understanding of their roles and responsibilities with no apparent divisions by interest groups noted in discussions. There was a tendency for members to sit within their constituent groupings, which may detract from newer members induction through meeting and mingling.
- 3.2.6 We observed that tenant members were noticeably quieter and contributed significantly less to discussions (see appendix III). We recommend that Derby Homes develop the capacity of tenant board members through:
  - Targeted development/training sessions
  - Enhanced responsibilities, including chairing of housing focus groups and developing and reporting on areas of expertise and (i.e. Champion roles).
  - Ongoing mentoring

## **3.3 Making Decisions Effectively**

### **The spread and use of skills and experience**

- 3.3.1 There was a reduced assessment score this year regarding the spread of skills and experience on the Board. Given Derby Homes' ambitions for establishing a social enterprise company, financial skills were identified as in need of boosting.

- 3.3.2 We recommend that Derby Homes review the skills sets required for the next 10 years of its business and target future recruitment accordingly. Derby Homes could also consider the possibility of co-opting additional financial skills/expertise, including treasury management, onto the Board.
- 3.3.3 Some members may need one-to-one assistance in self-assessing their level of skills and experience.
- 3.3.4 Last year we flagged up the need for training and capacity building to help tenant members manage the move from dealing with local issues to strategic business considerations. In our view, this is still an outstanding need and should be addressed as part of succession planning (see 3.7).

#### **Board Papers and Information**

- 3.3.5 There was an increased level of satisfaction with Board papers this year. However, there is still a view that papers could be reduced and risks more clearly addressed (see 3.6.4 below).
- 3.3.6 We reviewed the reports presented to the November 2011 Board as part of the observation exercise. Our observations on specific reports are set out in appendix II and been discussed with the Chair.
- 3.3.7 Our view is that there is still some room for improvement:
- Reports should always be written with the Board's strategic role and responsibilities in mind.
  - The prioritisation of reports on the agenda and the allocation of time to be spent on presentations and discussions should reflect the strategic importance of the item under discussion (see 3.1.5 above)
  - Information presented should be clearly prioritised, analysed and summarised. Excessive detail should be avoided in Board reports. Fuller information can be made available electronically if considered desirable.
  - Board member feedback from Committees/City Board should summarise key discussions or decisions rather than list agenda items.
- 3.3.8 Other points to consider arising from discussion with members and our observations:
- Explore the use of IT, such as ipads, to assess the possibility of paperless meetings.
  - Explore the possible use of video links for board members to avoid excessive travel.
  - Repair boardroom microphones.



### **3.4 Ensuring the Governance Rules the Board has to Follow are Effective**

- 3.4.1 Committee structures were revised towards the end of 2010. Although this year there was a slightly reduced score for this aspect, structures do appear to be bedding in well.
- 3.4.2 At the time of the appraisal discussions, Derby Homes was in the process of reviewing the role of board champions. Champion role job descriptions and performance targets now need to be formalised and included in service level agreements [Note: as a matter of good practice service level agreements should be developed for all members, not just Board paid positions].
- 3.4.3 Members are satisfied overall with the timeliness and effectiveness of Board agendas and papers and the records of meetings. However, we were concerned at the length and level of detail contained in the City Board minutes reported to the main Board. These should be more concise to ensure that delegated actions and decisions are not overlooked or lost in an overly detailed record of discussions.
- 3.4.4 One board member has suggested that the Annual General Meeting arrangements be revisited to make it more accessible and to encourage greater attendance by tenants. This should be considered.
- 3.4.5 Member/officer communication routes were flagged up as an issue. Where appropriate, this was discussed at appraisal and members reminded of procedures.

### **3.5 Holding the Officers to Account**

- 3.5.1 Overall this was considered a positive area by both board members and officers with improved scores this year in all areas assessed. However, there is still a view amongst board members that this could be enhanced further through using more “commercial” tools, setting more challenging targets and focussing more clearly on the strategic.
- 3.5.2 The Chair of the Value for Money (VfM) Committee has expressed the wish to enhance the role of this committee in driving VfM within Derby Homes and to explore the development of a VfM scoring system. Given the current economic downturn, the need to identify additional cost savings and the increased regulatory emphasis on efficiency and effectiveness, this should be considered.
- 3.5.3 One member has concerns about the Board’s performance monitoring role and called for closer oversight of performance management. In addition to standard monitoring reports, we would recommend that there is a report back to the Board on progress against the forward plan

on at least a six-monthly basis. We also suggest that performance management is included as part of the essential training programme for board members.

- 3.5.4 There was some concern expressed by members that action points arising from Board meetings are sometimes lost or delayed. We recommend that the Chair ensures that all Board resolutions or information requests set a clear deadline for action and reporting back to the Board.

### **3.6 Overseeing the Budget and Finances**

- 3.6.1 This year saw improved scores within this section with generally positive comments.
- 3.6.2 Not all board members have received training on risk. Given the risk oversight role and responsibility of the Board we consider risk management training should be extended to all board members and form part of the essential Board training requirement.
- 3.6.3 Some members indicated that they struggled with the financial aspects of reports and the detail of financial data provided. Training and briefing needs have been discussed with individuals and included in personal development plans. However, in discussion it was felt that there was some room to consider whether the presentation of budget information to Board could be better summarised and simplified.
- 3.6.4 Some members considered that more could be done on the presentation of risks within reports. We noted in our review of papers submitted to the November 2011 Board meeting that risk and or financial implications were not always fully addressed in report summaries.

### **3.7 Boardcraft**

- 3.7.1 The cohesiveness and commitment of the Board was scored more highly this year. However, the score re the capacity and capability of the Board was reduced reflecting concerns regarding succession planning; tenant members' understanding of roles and responsibilities (see 3.2); and the make up of the Board in terms of gender and ethnicity.

#### **Succession Planning**

- 3.7.2 There is currently no Board succession plan in place. A number of members have been on the Board for some time and in the next two or three years will be completing their maximum terms of office. This includes the Chair and the tenant Vice-Chair. In addition, the local authority member Vice-Chair is likely to have to stand down next May.

- 3.7.3 Recruitment of independent members has been successful in attracting skilled and experienced individuals. However, there has been a low level of interest from prospective tenant board members.
- 3.7.4 As a matter of some urgency Derby Homes needs to plan for future tenant board membership. It should:
- Identify and encourage potential individuals through existing participation networks.
  - Explore the possibility of mentoring City Board members.
  - Explore the take-up of the City Board Vice Chair role by a tenant member.
  - Review the DACP role in developing tenant participation.
  - Explore possibilities of developing skills amongst tenants to encourage and assist their engagement and participation. For example, offer/fund skills training, e.g. NVQ or a similar qualification in community engagement etc to provide transferable skills.
  - Target younger people and women particularly – encourage participation of young mothers through provision of child-care vouchers/assistance.
  - Explore the use of baby boomers/early retirees to mentor and pass on skills and expertise within the community.
- 3.7.5 Future applications for board membership should be encouraged from women and people from ethnic communities who are currently under-represented on the Board. At present there is only one female board member.

#### **Specialist Areas of Interest**

- 3.7.6 Scoring re board members ambassadorial roles were also down this year, reflecting limited progression on the board's specialist areas of interest. As indicated above, this was in development at the time of the appraisal interviews and the allocation of specialist areas was discussed with individual members as part of their appraisal interviews. In developing and formalising champion roles, board members (and their officer mentors) will need clarification as to their remit and in ensuring that their involvement is maintained at a strategic level.
- 3.7.6 The Chair is interested in exploring the possibility of involving board members in wider community initiatives such as mentoring new business start-ups. This would be subject to individual interest and capacity and, as indicated at 3.1 .3 above, board members' formal roles should be kept under review in relation to any social enterprise initiatives.
- 3.7.7 A board member experienced some embarrassment due to a lack of pertinent information when representing Derby Homes at a public event. Board members representing Derby Homes should be briefed

as to key issues or issues likely to arise prior to attending events in their formal capacity.

#### 4. Schedule of Recommendations

<b>Appraisal Processes</b>	<b>Report ref:</b>
Consider seeking feedback from other key stakeholders as part of the review process	1.3
<b>Taking the Lead on Strategies and Policies:</b>	
Revisit organisational priorities once the HRA resource implications are clear.	3.1.2
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.	3.1.3
Consider how Derby Homes' individual "brand" and organisational culture can be protected and enhanced.	3.1.4
Prioritise one or two reports per Board meeting as the focus for key strategic discussions.	3.1.5

<b>Working as a Team and Sharing Responsibility for Decisions</b>	
Ensure the next away day allows time and opportunity for introducing and exchanging information about members.	3.2.2
Develop tenant board members' capacity through targeted training, enhanced responsibilities and mentoring.	3.2.6

<b>Making Decisions Effectively</b>	
Review skills sets required for the next 10 years of business.	3.3.2
Consider the possibility of co-opting additional financial skills/expertise, including treasury management, onto the Board.	3.3.3
Keep report and presentation content and agenda placement under review. Ensure information is analysed, prioritised and summarised.	3.3.7
Focus member feedback from Committees and the City Board on key discussions held /decisions made.	3.3.7
Explore use of IT to further reduce Board paperwork and consider the possibility of video conferencing	3.3.8
Repair boardroom microphones	3.3.8

<b>The Governance Rules The Board Has To Follow Are Effective</b>	
Formalise champion role job descriptions and include in service level agreements	3.4.2
Summarise minutes of the City Board more concisely	3.4.3
Revisit arrangements for the AGM	3.4.4

<b>Holding the Officers to Account</b>	
Review the Role of the Value for Money Committee	3.5.2
Report back on progress against the forward plan at least six-monthly.	3.5.3
Include performance management as part of essential training programme for board members.	3.5.3
Set deadlines for all officer action points requested by the Board.	3.5.4

<b>Overseeing the Budget and Finances</b>	
Include risk as part of the essential board member training programme.	3.6.2
Review whether budget information to Board could be summarised/simplified.	3.6.3
Ensure risk/financial implications are addressed in all report summaries.	3.6.4

<b>Boardcraft</b>	
Plan for and promote future tenant board membership	3.7.4
Encourage board membership from women and people from ethnic minorities	3.7.5
Clarify Board champion roles and remits.	3.7.6
Brief board members prior to their attending any events in their formal capacity	3.7.7

# Derby Homes - Board and Board Member Performance Review

## 2011 Survey results                      Appendix 1(a)

2011 Board Survey Results and Comments	Average Score				
	Board Members were asked to score performance between 1 and 6 - 6 being excellent and 1 being poor.				
	2011	2010	2009	2008	2007
<b>1. Taking the lead on strategies and policies</b>	<b>5.1</b>	<b>4.9</b>	<b>5</b>	<b>4.9</b>	<b>4.7</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• I believe that as a non-executive Board we lead as best as we can.</li> <li>• I think that there may be more the Board could do in the future to set its mission and values out more clearly and identify customer aspirations</li> <li>• The Board and SM team work together, sparking off each other, so it is not a case of the Board issuing edicts to management in isolation.</li> <li>• The Board takes a very strategic lead on issues but perhaps there is more that can be done to anticipate environmental impacts more effectively?</li> <li>• Overall these are good qualities</li> </ul>					
<b>2. Working as a team, and sharing responsibility for decisions</b>	<b>5.3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4.8</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• There is and will always be the odd time that some board members find it particularly hard to put the Board first.</li> <li>• Coming together only for meetings does make working together as a team more difficult which is where away-days and training sessions are important.</li> <li>• Sometimes politics gets in the way, perhaps inevitably.</li> <li>• Some tenants don't understand their roles</li> <li>• The Board is very cohesive and works well together</li> <li>• Still feel senior staff over-influence decisions</li> <li>• Very good in my opinion</li> <li>• Very much a strength</li> <li>• Politics can play a part in the Boards processes, but does not over ride the Boards decision-making in the best interest of Derby Homes and tenants services. Some tenant Board members can sometimes have a narrow view of their role and see it as defending tenants, but again this does not over ride their broader responsibilities.</li> </ul>					
<b>3. Making decisions effectively</b>	<b>4.9</b>	<b>4.8</b>	<b>4.8</b>	<b>4.9</b>	<b>4.5</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• Board papers are still too long. Single page reports will always win with me.</li> <li>• Business risks could be more clearly identified within Board papers.</li> <li>• Board papers are generally good but sometimes cons are not as clearly stated as pros when trying to get a point made which then relies on Board scrutiny.</li> <li>• More could be done on risks, but we are getting much better.</li> <li>• So much information only available on the internet and it is poor for the environment to print in small quantities</li> <li>• Well organized at every meeting excellent.</li> <li>• Slight weakness in the spread of skills and experience – dependent on skills of a few key members, although stronger than many other ALMOs in this area.</li> </ul>					

2011 Board Survey Results and Comments	Average Score				
	2011	2010	2009	2008	2007
<b>4. The Governance rules the Board has to follow are effective</b>	<b>5.0</b>	<b>4.8</b>	<b>4.8</b>	<b>4.9</b>	<b>4.8</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• 99% of the time.</li> <li>• There are still a few late papers although not as many as last year.</li> <li>• I think we are pretty good at this but not to say we cannot improve</li> <li>• There are some tricky inter-connections, Audit and RRR with risk, Audit and Chairs with performance.</li> <li>• The reports are well presented, although some may contain more than is necessary.</li> <li>• The use of abbreviations – [all members] should be given an understandable listing.</li> <li>• Terms of reference still being updated but otherwise effective.</li> <li>• The City Board delegated powers still sometimes cause confusion, they are fully delegated to make decisions on housing management and maintenance issues, but sometimes Board members seem to want to refer decisions to the main Board, which is not needed.</li> <li>• Sometimes some tenant board members seek to influence decisions concerning their own home or neighbours issues by contacting senior staff. They should use the same route as all tenants to gain service and complain. If they have any concerns they should contact David Enticott or the Chief Executive for advice.</li> </ul>					
<b>5. Holding the officers to account</b>	<b>5.0</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.8</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• I believe the Board could set more challenging targets as per the private sector.</li> <li>• I don't know if the Board is always focused on strategic responsibilities rather than day-to-day business or if we know how we compare with our peers.</li> <li>• Weakness is in performance monitoring</li> <li>• Officers are still too influential in the decisions of the Board.</li> <li>• Could I also remind officers to present reports at the same level as those receiving them.</li> <li>• Where are all the paper hand-outs supposed to be kept - not on the internet please.</li> <li>• Very professional approach taken at all times.</li> <li>• The wide membership of the Board is a great asset. Cllrs, Independents and Tenants have a wide range of interests and contacts that can identify trends and issues</li> <li>• Strategic consideration can sometimes be swamped by volume of detailed decisions</li> <li>• The Board is a good challenge to senior staff</li> </ul>					

2011 Board Survey Results and Comments	Average Score				
	2011	2010	2009	2008	2007
<b>6. Overseeing the budget and finances</b>	<b>5.2</b>	<b>5</b>	<b>5.0</b>	<b>5.1</b>	<b>4.8</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• Yes</li> <li>• I think we are basically pretty strong on financial monitoring and risk management is better than it was.</li> <li>• RRR deals with finance issues, so not all Board members are equally engaged. Audit deals with risk process; RRR deals with risk register – can lead to some confusion but is probably the best arrangement in our setup.</li> <li>• The Board ought to oversee performance management more closely</li> <li>• I see a good working relationship between executives and finance management.</li> <li>• However it could be made clearer at Board meetings, giving the none academics better understanding of figures and relationship to abbreviations could be better.</li> <li>• Lots of monitoring undertaken but not sure of depth of understanding. Challenge is effective though.</li> <li>• Risk management is well developed.</li> </ul>					
<b>7. Board Craft</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.3</b>	<b>4.0</b>
<b>Comments:</b> <ul style="list-style-type: none"> <li>• No formal succession plan in place.</li> <li>• This is just starting to work more formally</li> <li>• Has the Board got a succession plan? And, do we develop specialist areas of interest?</li> <li>• Rarely do some members attend training events – away-day should be exactly that. Derby Homes is one of the best providers of housing in the country – it is not a hobby.</li> <li>• Good performance shown by all members at Board meetings, more input from some members would be advantageous.</li> <li>• Lacking a succession plan for senior members, and consideration of long-term replacements. Need for further development of specialist areas but work very effectively as ambassadors.</li> <li>• No succession plan in place. Board's profile with tenants and staff is very low.</li> </ul>					



### **What has worked well? What have been the Board's key achievements in the past year?**

- 10 Year plan
- Re-gaining the contract for managing Derby Homes properties for the next ten years (x 8)
- Preparing positively for changes to the HRA (X4)
- Transferring TS&D into Derby Homes within budget and making continuous improvements in services. (X 7)
- New kitchen and bathroom programme
- Needs of poorer tenants taken into account e.g. - Solar electric generating panels have been put in place (x 3)
- Support in setting up our in-house gas team
- Exploring new build possibilities/Opening new homes (X2)
- Working relationships with Council (X3)
  
- We have a very committed Board
- The Board generally gets very well and works very well in respect of most matters and achieves its objectives
- Keeping the Board informed.
- Fostering good relationships within the Board
- Being open during meetings.
- Governance training
- Training board members for the changing housing climate has been good.
- Recruitment of new board members with diverse extensive experience
- Using the training venue at London Road
- More training good for company image

### **What should the Board do differently (in terms of its own performance)?**

- Plan for the future investment of the HRA funding into suitable accommodation for the growing elderly population in the City.
- Understand the demands on HRA and make sure funds are used appropriately and to best advantage.
- The Board may need to adapt to changing circumstances as we go forward under the new funding framework.
- Problems by community and problem families should receive more attention by working with others.
- Provide viable alternatives for tenants who under occupy family size accommodation.
- Find a workable solution to the constant problems with the Housing Benefit system.
- Should a Board member take a special strategic interest in the Repairs organisation and how we might develop it in conjunction with the Officers?
- Similarly should a Board member be taking a specific strategic interest in the opportunities for future new build, etc in working with the Officers
- Board members should get out more to look at the housing stock and meet tenants
- Get involved with street pride.
- Make all aware of what we have achieved and what we have failed to achieve on a twelve monthly basis
- Use IT better at Board meetings
- Closer oversight of performance management
- Closer links with other RSLs – learning from others, efficiencies.
- No I think it works well, will get better if we can get some board members up to speed
- Think about succession planning over the course of the next year.
- Continue to develop the slight weaknesses above, eg succession plans
- Consider how to reach more tenants?
- Needs to be more representative of its customers, more women and more black board members
- Need to mentor and support weaker tenant board members to contribute to City and main Board
- Increase profile at Housing Focus Groups, Tenants and DACP meetings and conferences and at Staff events, but this is time consuming
- Assertiveness teaching would be advantageous to some members
- Please look at delivering the AGM differently – in the middle of the afternoon? The regulars turn-up not the tenants we should be aiming at

### **Any other comments?**

- By and large I think the Board is effective but obviously we can and should improve and develop our strategic vision for the next 10 years. I look forward to my Board Compass role developing.
- An impressive Board that works well.
- Derby Homes is an excellent organisation unfortunately it is driven by changes which are outside their influences.
- Overall the Board works really well – it is challenging without being excessively interventionist – it is supportive without being unchallenging – it promotes the ‘right’ thing even when it might not be easy.
- The Board faces an exciting next 10 years.
- The new HRA Business Plan needs to be owned by the Board as well as the Council. The Board need to continue to push staff to carry out new build particularly for elderly and disabled people, and to develop new services to meet the needs of tenants given the changes in benefits and rise in unemployment.
- The Government’s re-launch of Right To Buy could reduce the housing stock by 20-30-40% over time. It, together with ongoing public expenditure