



# Leadership plan 2020-22

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## 1. Introduction & purpose

As a publicly owned company, good governance, leadership & accountability are essential to ensure we meet our aims and give confidence to our customers, partners and other stakeholders. This leadership plan sets out our approach to achieving our mission of delivering **great value services that make a difference**.

## 2. Strategic aims

CBH's overall ambition as set out in our Strategic Plan 2017-22 is to be the **trusted choice for local housing, property and community services**.

We plan to do this by **servicing our communities** and **delivering high quality services**. This plan will help us ensure we have the **effective governance and leadership** in place to support us in achieving our headline measures of **customer satisfaction, value for money** and **positive outcomes in the community**.

The aims of this plan are therefore:

- **To show we can be trusted to do what we say we will**
- **To be clear about our organisational goals and how to achieve them.**

## 3. Our ambition by 2022

Our aim is that this plan will help us ensure we have in place **leadership that inspires trust and confidence in CBH** by 2022.

To achieve this we will need to show that:

- **Our leadership inspires trust**
- **We demonstrate real accountability to our customers and stakeholder**
- **We maintain a strong focus on the future.**

## 4. How we will achieve our aim

To ensure we have in place **leadership that inspires trust and confidence in CBH** this plan focuses on one key objective – to ensure high quality governance and decision making. To achieve this, we will ensure compliance with the following five functions of governance:

- **Determining the objectives of the organisation implemented through the CBH strategic plan and by contributing to the Councils strategic aims**

- **Determining the ethics of the organisation by demonstrating the importance of sustainability, social responsibility and resident engagement**
- **Creating and influencing the development and culture of the organisation through openness and transparency, risk appetite and innovation, and professionalism**
- **Ensuring compliance by the organisation with its regulatory, statutory and legal obligations**
- **Ensuring an efficient governance framework for the organisation which defines principles and structures to ensure appropriate delegation and accountability**

This will be supported by the projects and workstreams in the Leadership Action Plan which accompanies this document.

## **5. How we will measure progress**

We will monitor the following indicators to ensure we are on track over the course of the plan:

- Board skills required vs current board skills matrix
- Board diversity
- Board structure to deliver effectively
- Resident voice – increase in resident participation and representation

## **6. Consultation**

Consultation has been carried out with the following:

- CBH Corporate Management Team
- CBH Board

## **7. Related documents**

The CBH Strategic Plan 2017-22 gives overall direction to this plan. The CBH Board provides overall strategic direction to the company and is responsible for monitoring progress against the strategic objectives.

The CBH Medium Term Delivery Plan 2018-22 sets out how we will deliver services on behalf of Colchester Borough Council to fulfil our management agreement obligations. These include our obligations to ensure we are compliant with the appropriate legislative and regulatory framework.

The CBH Business Development Plan shapes how we will change the delivery of our services and generate income to ensure the business is sustainable.

The CBH Value for Money, Technology & Investment Plan guides how we will work more efficiently and invest savings and new income for the benefit of our customers.

CBH People Plan sets out how we will ensure our staff are able to support the business going forward.

The CBH Customer Plan sets out how we will focus the business on delivery of the services our customers need, including using customer insight and engagement to improve what we do.

The CBH Community Plan sets out how we will deliver our services to make a difference in the community in line with our social purpose.

### Document control sheet

<b>Title:</b>	Leadership Plan 2020-22
<b>Electronic File Name &amp; location:</b>	<a href="https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/LeadershipPlan2020-22.docx">https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/Leadership Plan 2020-22.docx</a>
<b>Consultation with stakeholders:</b>	CBH CMT - August 2020 CBH Board – September 2020
<b>Approved:</b>	CBH Board, April 2018 CBH Board Sept 2019 CBH Board Sept 2020 CMT July 2021 CBH Board July 2021
<b>Next Review date:</b>	March 2022
<b>Circulation method:</b>	Website, intranet, SharePoint
<b>Equality Impact Assessment:</b>	Last completed January 2018 – to be reviewed

### Document amendment history

Version	Type	Date	Notes
1.0	New	April 2018	New plan approved by Board
2.0	Update	Sept 2019	Annual review at Board
3.0	Update	Sept 2020	Plan re-written to reflect new Board priorities
4.0	Update	July 2021	Annual review

## Colchester Borough Homes Leadership Plan – 2020-2022

**Key Objective – To ensure high quality governance and decision making**

Action No	Action	Target Date	Lead	Task Status (R,A,G)	Measure/Milestone	Links to other plans	Completed Task Outcomes
1.1	<b>To review current Governance Meeting Structure</b> – to ensure that CBH has a rational, up to date and consistent framework that supports the	Nov 2020	Chair/Governance Officer		<ul style="list-style-type: none"> <li>▪ Business Development Panel review</li> <li>▪ Resident Panel Review</li> <li>▪ Board Report Template Review</li> </ul>		New Governance Framework agreed at Feb 21 Board.  New structure comprises of  Operations and Performance Committee

	business for the future					Finance and Audit Committee Governance and Remuneration Committee
1.2	<b>To Review the Board Structure</b> – to ensure the Board reflects members that hold diverse skills and perspectives	Dec 2020	Chair/Governance Officer		% sex Average age  Average tenure % BAME  % Disability	Stats at Q4 2020/21 67% (F) 33% (M) 53 Q4 3.26 years 0% Q4 11% Q4  KPI's introduced for transparency  Balance of diversity vs skills required  Future recruitment to be diversity led
1.3	<b>To develop Skills Matrix</b> – to review the	Dec 2020	Chair/Governance Officer		<ul style="list-style-type: none"> <li>Will inform recruitment process for</li> </ul>	Skills Matrix completed ahead of Board recruitment in

	current skills and experience of the Board to identify training needs, skill shortage and enable succession planning				<p>further Board Members</p> <ul style="list-style-type: none"> <li>▪ Improved Board meeting productivity</li> <li>▪ Evidence of succession plan</li> <li>▪ Will inform Meeting structures and ToRs</li> </ul>	<p>December to inform skills required</p> <p>Training plan in progress</p> <p>Turnover in Board due to Cllr changes and further recruitment will mean ongoing exercise</p>
1.4	<p><b>Board Development &amp; Culture</b> – Directors have to use reasonable care, skill and diligence. Keeping the board informed and energised ensures that they can effectively</p>	March 2022 (was September 2021)	Chair/Governance Officer		<ul style="list-style-type: none"> <li>▪ Improved Board meeting productivity</li> <li>▪ Shared learning</li> <li>▪ Resilient Board member interaction</li> <li>▪ Resident Board Member Development programme</li> <li>▪ Board Values</li> <li>▪ Board Away Days</li> <li>▪ Training Plan</li> </ul>	<p>Board values in place and discussed with new members</p> <p>Board has adopted the NHF Code of Governance</p> <p>Member training now shared through Convene for shared learning</p> <p>Board Away Days to be identified</p>

	discharge this duty.						<p>Training Plan in progress</p> <p>TPAS Resident Training Programme for succession planning</p> <p>Board/Exec Relationship development – inductions and workshops</p>
1.5	<p><b>E-Competence and Enabling</b>                      - To move to paperless governance and promote and encourage the expectation of higher levels of preparedness by Non-Executives</p>	Oct 2020			<ul style="list-style-type: none"> <li>▪ Procurement of a third-party board management software</li> <li>▪ Training</li> <li>▪ Improved Board Meeting Productivity</li> <li>▪ Enhanced sharing of Board information</li> </ul>		<p>Convene procured and complete move to paperless governance</p> <p>Questions received ahead of Board through Convene and actions captured and tracked</p> <p>Approvals recorded in meetings</p> <p>Board librarys set up in Convene and review rooms and resolutions used to seek approvals out of meeting dates</p>

1.6	<b>External Review on Effectiveness of Board</b> – to assess strengths, weaknesses and areas of development to achieve full potential.	Nov 2021	Chair/Governance Officer		<ul style="list-style-type: none"> <li>▪ Main findings of the review</li> <li>▪ Approval of action plan to implement recommendations</li> </ul>	G&R committee in September to review and approve the procurement of external auditor
1.7	<b>To ensure effective Risk Management</b> - Good governance is based on good systems and structures. The way a housing provider uses its Risk Management Framework provides a clear view into how they	Mar 2022	Director of Business Improvement/Governance Officer		<ul style="list-style-type: none"> <li>▪ Risk Management Framework</li> <li>▪ Risk Register</li> <li>▪ Board Risk Appetite</li> <li>▪ Board can demonstrate understanding and management of risks to the company</li> <li>▪ Evidenced Risk Training</li> </ul>	<p>Board Risk Workshop June 21 to implement more streamlined risk register</p> <p>Strategic Plan Working Group</p> <p>Risk Dashboard to Board Meetings</p> <p>F&amp;A Deep Dives</p>

	handle and mitigate the impact of organisational risk.					
1.8	<b>Improve Resident Voice -</b> Resident scrutiny of the board is a key criterion providing insight into the influence afforded to residents within the housing provider's decision-making process	Sept 2021	Chair/ Governance Officer		<ul style="list-style-type: none"> <li>▪ Customer stories are routinely used at board meetings and other meetings throughout CBH</li> <li>▪ The Board values and celebrates innovation by frontline staff to improve the experience of customers and specifically those who consistently exceed customer expectation</li> <li>▪ Review Customer Engagement Strategy</li> <li>▪ The Board will review customer</li> </ul>	<p>Customer stories coming to Board</p> <p>Quarterly complaints/compliments report to Ops and Performance Committee for scrutiny</p> <p>Residents panel relaunched as Residents Voice – chaired by Board Member. Increase in attendance recorded. Scrutiny of services</p> <p>Customer engagement strategy reviewed</p> <p>Comms strategy being reviewed with CBC</p> <p>STAR survey June 2021</p>

					<p>feedback data or other forms of involvement including compliments, complaints and testimonials.</p> <ul style="list-style-type: none"><li>▪ Effective and robust scrutiny of services is important and the choices for this must be resident led.</li></ul>		
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