

BOARD UPDATE
BOARD STRATEGIC AND PLANNING DEVELOPMENT DAY
WEDNESDAY 11TH DECEMBER 2024



CUSTOMER STORY

A group of Westgate Residents who meet regularly in the community hub shared their experiences of community, discussing how they support each other and the power of community.

30 YEAR BUSINESS PLAN

The Director of Finance lead a discussion with the Board talking through an updated version of Business Plan. He explained that the latest version of the Plan reflects various announcements made in the government's October budget including the five-year rent settlement and the uplift in employers' National Insurance contributions.

Board discussed factors impacting the Plan including the cost of borrowing, our operating performance as benchmarked against others within the sector, rising costs, increasing demands and changing customer expectations.

The Board recognised the importance that when strategic decisions were made that these decisions are effectively communicate to customers and colleagues. Members commented that it was easier to become more efficient if the organisation continued to grow as the overheads could be spread more widely.

The Board thanked officers for the insight and considered that growth was required but that this would need to be managed carefully.

SHAPING STRATEGY 2030

As an introduction to a workshop those present had the opportunity to watch a short film recently produced by a group of young people in Gloucester with the support of CHISPA (<https://vimeo.com/1030260164>) and heard from a colleague from the Tenancy Sustainment team highlighting the impact of the work this team has.

The Board then engaged in a workshop which will feed into the final version of the business' Strategic Plan, and which would be presented to Board in March 2025. The proposals for the Plan had recently been shared with the Scrutiny Group.

Thinking forward those present reflected on 'how GCH felt to work at' and 'how it felt to be a GCH customer' in March 2030. Getting creative and working in small groups attendees crafted the following poem;

Consistent for our customers, communities and colleagues who are the key to our success

Open to helping and supporting everybody.

Makes you feel safe and part of everything

Pride. Quality. Integrity. Innovation.

Most important thing is being there.

Understand, look to influence and be fair so that together we are inspiring.

Now more than ever a need to strengthen our community need and come together, give a voice, understand, look to influence and be fair so that together we are inspiring

Initiate impactful change for our customers and communities

To feel a sense of safety and belonging, always with a human touch.

Your trusted support network who are caring, ensuring value over volume.

The Board then discussed the three proposed themes of the draft Strategy – Happy Customers, Great Homes and Committed Colleagues.

Reflecting on the kind of employer we aspire to be, Board considered the importance of appealing to a wide demographic of potential employees and recognised that GCH provided different opportunities to employees depending on where they were in their careers.

BOARD CHARTER

An output from the Board Effectiveness Review and discussion completed at the October 2024 Strategy Day was a Board Charter designed to support members be effective in their role. A draft was shared for comment.

SAYING GOODBYE

We said thank you and goodbye to three board members, Matthew Sands, Liam Kelch and Jennifer Griffiths, who stepped down at the end of December, reflecting on the journey GCH has been on during their term.

BOARD REAPPOINTMENTS

On the recommendation of the Colleague & Culture Committee the Board also approved the reappointment of Maria Bond, Tim Jackson and Paul Roberts to serve a second three-year term which will end in December 2027. It was also confirmed that Maria Bond will continue to serve as Chair of the GCH Board.

2025/26 PAY AWARD

Board approved an annual cost of living pay award for colleagues to take effect from 1st April and to be built into the budget which will come to Board for approval in March. The recommendation reflected sector and local employer benchmarking and consultation with Colleague Voice, the proposal had previously been considered by Colleague & Culture Committee.

NON-EXECUTIVE DIRECTORS' (NED) MEETING

The Strategy Day concluded with a meeting of the Board members without officer attendance.

Pride. Quality. Integrity. Innovation.