**Appendix B**

**Board Members Away-Day – Action Plan**

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| **Topic** | **Action** | **Lead** | **Timescale** |
| Post-Brexit Impact on Development | 1. A further report will need to be prepared for the Board outlining any proposals to bid to the GLA for a 2018/21 programme. This will need to be developed in the context of the tenure mix of the programme, the level of grant funding, particularly any changes in the level of grant funding for rented housing proposed by the Government and Mayor. Any bids should be evaluated against the impact in the Business Plan on loan covenants, cash flow, and exposure to sales risk in the post-Brexit environment.
 | KH/JKPN/DBW | Probably early 2017, depending on when bid prospectus is issued. |
|  | 1. The Innovation Working Group will consider procurement innovation partnership working, and the merits of pursuing market rents as a further method of generating cross-subsidy.
 | IWG Members | Ongoing as per IWG meeting timetable |
| Preparation for an In-Depth Assessment - Document preparation check-list prepared and check that existing documentation. | 1. Preparation of various briefing sheets for Board Members, including areas such as Value for Money, Risk Management Framework and Risk Appetite, Managing risks relating to outright sale and the Hexagon/Horniman connection, preparing for Welfare Reform, robustness of Business Plan in relation to Stock Improvement provisions, one-offs, (including Brickfield Cottages and compliance with Rent Standard), and Board skills succession planning.
 | PN/TMc | Already started and ongoing until IDA |
|  | 1. Board to revisit the merger discussion document put to the Board in March 2014 to ensure the current position is refreshed and kept up to date.
 | TMc/RC | May 2017 |
| **Collective Board appraisal** |
| **Topic** | **Action** | **Lead** | **Timescale** |
| Ensure Value for Money is central to Board discussions and understanding. | Review the format of the VFM Strategy and reports on progress.  | PN/ML | New VFM annual strategy for March Board, then September 2017 for Self-Assessment. |
| Create consistency in Lead Board Member engagement. | LBMs to liaise with their respective Director in drafting any relevant reports, and LBM to take primary responsibility for Board reporting. Review the topic areas currently in place for LBM’s to ensure continued relevance to evolving context.  | Director/LBM.CE/Board  | OngoingMarch 2017 |
| Ensure Board skills evolve to match changing objectives. | Look at bringing on commercial skills for housing for outright sale onto Horniman Board in the first instance and on the main Board as vacancies arise. | TMc/RC | Q4 2016/17 for Horniman, June 2017 for Hexagon. |
| Ensure Board focus is strategic. | Ensure that all Board papers are strategically focused so that Board Members can engage in discussion on the key issues.  | LBMs & Executive | Ongoing. |
| Ensure right balance between strategy and operations is achieved. | Ensure the Board has more time to focus on KPIs allowing time for discussion, by examining the options of either streamlining the format of the reports or by investigating the pros and cons of developing a ‘Value & Performance’ sub-committee looking at spend and performance in a decision report for the Board. | ML/TMc/RC | Report to the Board in March 2017 |
| Improve communication between Horniman and Hexagon. | Ensure all Horniman minutes are provided to the Hexagon Board. | TMc. | With immediate effect. |
| Ensure resident engagement with the Board continues to evolve in a positive way.  | Work with the Residents Forum following their consultants review to create a more effective consultation forum re: strategy and policy | CM/RMC | Completed by March 2017 |
| Ensure all Board Members contribute to managing risk. | Ensure all Board Members are properly trained where there are gaps identified. | RC/IW/TMc | Each summer via Performance Reviews. |