



**Report to the Board**

**19 September 2019**

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**Title:** Board Training and Development Plan 2019/20

**Report of:** Interim Managing Director

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**Purpose of report**

1. To agree a Board training and development plan for 2019/20 following completion of Board appraisals.
2. To agree the establishment of a Board task and finish group to review current committee workloads.

**Background**

3. The Chair and Deputy Chair of the Board carried out individual appraisals of Board Members during August 2019.
4. Following the appraisals, the outcomes were shared with the Governance and Risk Lead in confidence with a view to addressing any individual and collective training and development needs during 2019/20.
5. Individual development needs that were identified during last year's Board appraisals have been addressed.
6. There is still one outstanding collective training need identified from last year's programme which needs to be held during this year.

**Board Training and Development Plan 2019/20**

7. The following individual development needs were identified. These will be addressed with each of the member(s) concerned.
  - ICT training
  - Public speaking training
  - Opportunities to chair meetings
  - Audit training
  - Building relationships with other Board members
8. The Board has previously tried to address the issue around building relationships with other Board members by setting time aside before Board meetings. It is fair to say that this approach did not prove successful and the views of the Board are sought on how to address this issue.

9. In March 2019, Board members visited the following sites: -
  - Woodhouse Mews, Swalwell Bank
  - No-fines Bungalows, Lowfield Walk, Whickham,
  - New build site at West Park, Dunston
  - New Build site at Seymour Street, Dunston
10. The tour was very well received by those Board Members who attended, and it is proposed that another tour be organised before the end of this financial year.
11. The 2018/19 Board Training and Development Plan also identified training around the role and duties of a Board Member. Unfortunately, it was not possible to fix a suitable date. A decision was then taken that this training should be deferred pending the appointment of new tenant directors.
12. The Board approved the appointments of Ian McKenzie and Alan Guest as tenant directors at its last meeting in July 2019. Therefore, priority will now be given to fixing this training during October or November 2019.
13. As part of the equality and diversity update, Resources Committee noted at its meeting on 5 September 2019 that going forward the equality and diversity at work training would be delivered in-house. Some board members previously attended this training when it was delivered by an external provider. It was very well received and is proposed therefore that other board members be invited to attend the in-house training.
14. Appraisals of two board members and appraisals of the Chair and Deputy Chair are still outstanding. Arrangements will be made for these be completed by the end of October 2019. Any new training and development needs identified as a result of these will be reported to the Board in November 2019.
15. The current board member appraisal form has been used since 2013 and is therefore in need of review. It is proposed that the Governance and Risk Lead review the current form with a view to bringing a new form that is linked to skills to the Board for approval in March 2020.

### **Refresh of Committees**

16. During the appraisals, concerns were expressed about the workloads between the committees and the need for a refresh.
17. It is proposed that a Board task and finish group be established to carry out a review and present its proposals to Board in November 2019.
18. It is proposed that any changes to the membership of the committees will be deferred pending the outcome of the review.

### **Link to Values**

19. This report relates to the Company values of being
  - Open and honest
  - Inclusive, valuing diversity
  - Accountable

## **Equality and Diversity Implications**

20. Board members will be invited to attend one of the equality and diversity training sessions being delivered in-house.

## **Financial Implications**

21. The costs of using an external provider to deliver training on roles and duties of a board member can be met from within existing resources.

## **Risk Management Implications**

22. Providing regular training and carrying out Board appraisals reduces the strategic risk of failure to manage effective corporate governance.

## **Value for Money Implications**

23. There are no value for money implications directly arising from this report.

## **Health Implications**

24. A well trained Board makes better decisions which will have a positive impact on the health and well being of Gateshead residents.

## **Impact on Customers**

25. There is a positive impact on tenants. A well trained Board makes better decisions resulting in improved services for tenants.

## **Consultation Carried Out**

26. It was not necessary to carry out any consultation when compiling this report.
27. The Governance and Risk Lead will consult with other ALMOs when reviewing the appraisal form.

## **Recommendations**

28. The views of the Board are sought on
  - the proposed training and development outlined in the report;
  - any other training and development needs that the Board has;
  - how to build better relationships between board members.
29. Any further training and development needs identified from the outstanding appraisals be reported to the Board at its meeting in November 2019.
30. The Board receive a new appraisal form that is linked to skills at its meeting in March 2020.
31. A task and finish group be established to review current committee workloads.