



# Governance Conference 2019

7/8 March 2019

Vale Hotel, Hensol, Vale of Glamorgan

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**Affordably priced,  
high-quality events  
designed to inspire  
and inform the sector.**



# Welcome/ Introduction

Welcome to CHC's Governance Conference 2018. This conference is a long standing 'must do' event for board members, Chief Executives, Leaders and regulation and governance professionals across the social housing sector. We are pleased to be back this year with a new venue and programme that is better than ever.

This time last year our conference focused on the policy and framework for good governance. We spent time debating the key elements of a refreshed CHC Code of Governance, good practice and key principles that should frame our thinking and work as a social housing sector. The CHC code has now been launched, alongside a Regulatory Board for Wales thematic review into good governance – 'The Right Stuff'. With this refreshed framework in place this year's conference will focus on providing you with practical workshops, challenging speakers and examples from other organisations to give you the tools you need to govern well.

We look forward to welcoming you over the two days for what promises to be an exciting and thought-provoking event.

Clarissa Corbisiero-Peters  
Director of Policy/Deputy Chief Executive

# Day One

Vale Hotel, Hensol

7<sup>th</sup> March 2019

<b>9.00am</b>	<b>Registration and Refreshments</b>
<b>9.45am</b>	<b>Welcome &amp; Introductions</b>
	<i>Helen White, Chair, Regulatory Board in Wales</i> <b>@arthursmam</b>
	<b>Castle Suite</b>
<b>9.55am</b>	<b>Becoming the Best</b>
	<i>Stuart Ropke, Chief Executive, Community Housing Cymru</i> <b>@stuart_chc</b>
	We have a clear aspiration to be the best governed sector in Wales and have made huge strides towards this. Stuart will consider how CHC's revised code of governance provides a framework for strong and accountable leadership and decision making and what more we need to do to make our aspirations a reality.
<b>10.15am</b>	<b>Digital Transformation: Shift or Shove?</b>
	<i>Jo Wolfe, Digital for the Charity Sector</i> <b>@msjowolfe</b>
	Jo Wolfe will guide delegates through digital transformation within organisations to modernise and economise services for the tenant. Jo will draw on her experiences to show us how engage with our customers and bring them on the journey with us, especially those who are not digital natives, she will also suggest what skills are required and inform us on the what is the true cost of digital transformation.
<b>11.00am</b>	<b>Refreshments, Exhibition Viewing and Networking</b>

11.30am

**Workshop Session 1.  
Bitesize Governance Training – Governing Well**

*Deborah Walthorne*

Being a board member is a significant responsibility and in a post Grenfell environment, the pressure on boards has never been greater. The need to be equipped to offer the right level of support, while staying on top of current issues and risks is essential.

Earlier this year we launched our Code of Governance to support the sector to achieve excellent Governance. Our new training programme aligns with our Code and will equip board members at all levels with the tools, skills and confidence to govern well.

In the first session, Deborah will cover the Governing Well programme which has been developed for board members to reflect on how they can use their existing skills, knowledge and experience to further develop their leadership skills and improve their contribution to organisational strategy, performance and assurance

11.30am

**Workshop Session 1.  
Safe as Houses**

*Kieran Colgan, Director, Ark Consultancy*

**@ARKConsultLtd**

Is your organisation as 'safe as houses'? The tragic events at Grenfell tower have put housing providers in the spotlight in relation to risk management.

**By attending the session delegates will:**

- Better understand your responsibilities
- Highlight the key 'lessons learned' from where things have gone wrong
- Identify the key questions to ensure a strong grip on performance and assurance of 'arrangements' in place
- Have the opportunity to complete a self-assessment on your current approach

11.30am

**Workshop Session 1.  
Boards need to earn trust by listening, talking and doing.**

*John Wilkinson, Wilkinson PR and Communications*

**@wilkinsonpr**

The housing sector in Wales prides itself on being consultative and engaging fully with a wide range of service users, yet

whistleblowing and external disclosures remain a major risk for organisations. What more can we do to embed collaboration and confidence among staff and tenants so that they able to raise concerns, share ideas and use their considerable influence without needing to go outside the organisation? How can we communicate better as board members and senior leaders to earn the respect and trust of our staff, tenants and customers? This session will look at how internal communications, strategic public relations and stakeholder engagement can be better used to build a resilient reputation, create meaningful dialogue and reduce the risks associated with disclosures and whistleblowing.

**11.30am**

**Workshop Session 2.**

**To Pay or Not to Pay?**

***Dr Abi Robson and Stephanie Bamford, Central Consultancy and Training***  
***@CentralCandT***

Over a year has passed since Housing associations in Wales had the freedom, and powers, to decide whether to remunerate their non-executive Board and Committee members. This workshop provides an opportunity to share experience so far, and discuss some of the themes emerging from Central Consultancy's experience of supporting RSLs in considering remuneration and taking it forward..

**11.30am**

**Workshop Session 1.**

**A Community Insight**

***Andrew van Doorn, HACT***  
***@HACThousing***

Housing associations are facing unprecedented business challenges with changes to housing and welfare policy combined with the drive to build more homes across a range of tenures. Limited government support has required providers to adopt a more commercial approach, seek to drive efficiency - and be prepared to take more risks.

It means boards and executive teams need to fully understand the complexities of the business and implications of their decision making.

Andrew will show delegates how to make sense of data and how they can truly gain an insight to the communities they are serving.

<b>11.30am</b>	<b>Workshop Session 1. How to attract a Diverse Board</b>
	<p><b><i>Cerys Furlong, Chief Executive, Chwarae Teg and Jessica Blair, Director of ERS Cymru.</i></b></p> <p>The ideal board will comprise a diverse range of people with appropriate skills, experience and up-to-date knowledge and will reflect the communities it serves. Cerys and Jessica will explore the difficulties with recruiting and retaining board members, and barriers. They will also explain why is it important, to attract people from a range of backgrounds and create a diverse board with an appropriate range of expertise to meet the needs of the association.</p>
<b>12.30pm</b>	<b>Refreshments, Exhibition Viewing and Networking</b>
<b>1.30pm</b>	<b>Do We trust BrightHouse, more than Housing Associations?</b>
	<p><b><i>Paul Taylor, Bromford Lab</i></b> <b><i>@PaulBromford</i></b></p> <p>Trust is the most valuable commodity in our organisations.</p> <p>Paul will show us the need to be rebuild our organisations around people with a modern sense of trust and compassion, not just focused on efficiencies, league tables and being 'high performing'. Paul will also explain how we need to move away from one size fits all services that don't account for individual needs.</p>
<b>2.15pm</b>	<b>Workshop Session 2 Bitesize Governance Training – Iron Grip</b>
	<b><i>Deborah Walthorne</i></b>
	In the second bitesize training, Deborah offers more insight to the Governing Well training course.

2.15pm	<b>Workshop Session 1.</b> <b>A View across the Bridge</b>
	<p><i>Gemma Bell and Catherine Simpson, Anthony Collins Solicitors</i></p> <p><b>@ACSLLP</b></p> <p>Good governance is the cornerstone of a strong organisation. There has been an increased focus on what good governance looks like as a result of diversification in the sector. Delegates will understand what lessons have been learnt from recent developments and downgrades in England, the interplay between corporate governance and operational governance. They will look at what will be the impact on Welsh Housing Associations.</p>
2.15pm	<b>Workshop Session 2.</b> <b>Openness and Accountability</b>
	<p><i>Welsh Government</i></p> <p><b>@WelshGovernment</b></p> <p>This session will provide an update on establishing VfM social value indicators and links to tenant satisfaction, This will explore what VfM should look like for a Board and how they seek assurance that VfM is being delivered.</p>
2.15pm	<b>Workshop Session 2.</b> <b>The Role of the Company Secretary</b>
	<p><b><i>Stephanie Bamford, Central Consultancy and Training</i></b>  <b>@CentralCandT</b></p> <p>Stephanie will cover the role of the company secretary, their core functions for compliance and will offer direct support to board members so they are able to do their jobs</p> <p>Stephanie will give delegates an understanding of the role of a company secretary in an RSL, show how organisations can empower their company secretary and explain the true breadth of the role.</p>
2.15pm	<b>Workshop Session 1.</b> <b>Positive Collaboration</b>
	<p><b><i>Graham Hishmurgh and Sioned Hughes, Altair Ltd</i></b></p> <p>As the need to meet the target of 20,000 homes gets closer and the sector has adopted a long-term ambition to deliver much more, the</p>

	<p>Independent Affordable Housing Review is clear that collaboration amongst RSLs and with local authorities is essential. The sector recognises this and we are seeing examples emerging, but what is the role of the Board in fostering this ambition? What should Boards be asking and looking for when opportunities arise? We at Altair Ltd have worked with many housing associations and local authorities. Come and hear about the learning, the pitfalls and the positive outcomes that can be achieved through positive collaboration.</p>
<b>3.15pm</b>	<b>Refreshments, Exhibition Viewing and Networking</b>
<b>3.45pm</b>	<b>Do we have real tenant engagement in our organisations?</b>
	<i>Fran Bevan, Cynon Taff Community Housing Group, Keith Edwards, Carol Kay, Welsh Government</i>
	Our panel will explore how housing associations can harness the energy of their tenants and make sure the voice of the tenant is heard.
<b>4.45pm</b>	<b>Women Lead the Board Graduation</b>
	<i>Patricia McCabe, Central Consultancy and Training</i>
<b>5.00pm</b>	<b>End of Day One</b>
<b>5.30-6.30pm</b>	<b>Board Member Networking Event kindly sponsored by Hugh James Solicitors</b>
<b>6.30pm</b>	<b><i>Fundraising Quiz for Noah's Ark, Tiny Lives Appeal</i></b>
<b>7.30 pm</b>	<b>Conference Dinner</b>

# Day Two

Vale Hotel, Hensol

8<sup>th</sup> March 2019

9.00am	<b>Registration and Refreshments</b>
9.15am	<b>Collaborative Leadership – Out with the Old School</b>
	<b>Castle Suite</b>
	<i>Clare Maxwell, Oasis School of Human Relations and Angela Lockwood, Northern Star Housing</i> <b>@Oasis_HR</b> Clare and Angela take delegates on a journey into different leaderships models that are being employed within other organisations and explore how they may work for housing associations
10.00am	<b>Funding Affordable Housing – What are the Options?</b>
	<i>Waqar Amhed, L&amp;Q</i> <b>@LQHomesMatter</b>
	Do you know your grant from Co-investment, Balance Sheet Approach from a limited –recourse model? Waqar is here to break down the jargon and inform delegates of about what options are available and what’s best for their organisations.
10.45am	<b>Refreshments, Exhibition Viewing and Networking</b>
11.15am	<b>Bouncebackability</b>
	<b>Castle Suite</b>
	<i>Alistair McIntosh, HQN</i> Stress testing has become the norm for most organisations today but are mitigations always well thought through? In this third instalment of our bitesize training, delegates will be placed in a truly

	life-like simulation with scenarios that are relevant to the housing sector in Wales. Delegates will be able to see the impact of their decisions in real time, spot risks and devise way of handling these.
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<b>12.45pm</b>	<b>What's the point of it all? The role of the Board in setting the vision.</b>
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	<i><b>Ceri Victory Rowe, Campbell Tickell</b></i> <i><b>@CampbellTickell1</b></i>
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	What is a social housing organisation without purpose? And what role can and should its Board play in translating this purpose into a vision for the future which stretches the organisation without breaking it, manages risk while embracing opportunity and future proofs the organisation for the next generation?
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<b>1.30pm</b>	<b>Conference Conclusions</b>
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<b>1.40pmce</b>	<b>Lunch and Depart</b>
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