karbon homes

Group Board Strategic Meeting: In-Depth Summary for Karbon Resident Committee Members

Date: 16 June 2026 10:00 am
Location: Crowne Plaza Hotel, Newcastle Upon Tyne
Chair: Alexis Cleveland

Context	Agenda Item
Chair's welcome	**Welcome & Opening Remarks** The Board Chair welcomed attendees and introduced the purpose of the session. The agenda covered the wider operation environment, the organisation's current position, progress against key strategic priorities, supported housing and Graphite Living.
Session 1	**State of the Nation** • The Group Chief Executive set out the external pressures shaping the Karbon Group strategy. • The Board noted positive policy developments, but ongoing financial and operational challenges. • Discussion focused on changing customer needs, frontline complexity, regulation and technology. • The session reinforced that the Group was operating in a complex external environment but remained in a comparatively strong position, with sound services, positive customer outcomes and a clear strategic framework.
Session 2	**Economic Update** • A representative from Lloyds Banking provided an assessment of the economic outlook and its implications for households, businesses, governance finances and the Karbon Group. The representative highlighted a more uncertain economic outlook, with inflation and costs likely to stay higher for longer. • The Board noted pressure on households, businesses and public finances. • Key risks for the Karbon Group include borrowing costs, maintenance costs and planning assumptions. • Further scenario planning and stress testing will be undertaken.
Session 3	**Stronger Foundations Strategy Review** The Board was updated on delivery of the current strategy and outlined the case for developing a refreshed strategy to 2030. The Board acknowledged strong progress against strategic priorities and discussed how the future strategy should respond to changing customer needs, emerging opportunities, resource constraints and long-term sustainability. **Key Discussion Points** • **Strategic narrative:** Members supported clearer, more customer-focused language, including consideration of whether ***community*** better reflects the Karbon Group purpose and impact than ***place.*** • **Customer needs:** The Board recognised increasing customer complexity, including higher levels of vulnerability, financial hardship and support needs, and agreed the strategy should reflect these changing demands. • **Data, insight and AI:** Members emphasised greater use of customer insight, data and AI to improve service personalisation, decision-making and efficiency. • **Talent pipeline and succession:** Members supported strengthening apprenticeships, work experience, graduate pathways and career development opportunities to address future skills needs and succession planning. • **Community impact:** The Board supported a more targeted approach to community investment, using data to identify priority areas, measure outcomes and maximise social value. • **Growth strategy:** Discussion covered geography, stock rationalisation, mergers and acquisitions, market-rent activity and management opportunities, with growth expected to align with purpose and deliver demonstrable value.

	The Board noted that: • Feedback would inform development of the refreshed strategy. • Further engagement would be undertaken with colleagues, customers and stakeholders. • Emerging strategic themes would be reported back to the Board. • The December meeting would explore key themes in greater depth, including customer relationships, partnerships, growth and customer complexity • Values, affordability and organisational capacity would remain central to strategy development. The Board agreed that the refreshed strategy should remain values-led, customer-focused and financially sustainable, balancing ambition with available resources while providing a clear direction for community impact, partnership working and future growth.
Session 4	**Supported Housing Workshop** • The Board reaffirmed that supported housing is a core part of the Karbon Group offer, helping customers with complex needs to live independently. • Opportunities to strengthen partnerships with health and community services were discussed. • Performance across sheltered housing schemes varies, highlighting the need for scheme-specific decisions on future investment and viability. • The Board supported a targeted approach to asset management, including decisions on which schemes should be retained, remodelled, regenerated, replaced or potentially decommissioned. • Supporting older customers to make informed housing choices and move into suitable accommodation at the right time was identified as an important priority. • Workforce challenges and commissioning pressures were noted, with a need to balance service quality, staff retention and financial sustainability. • Members supported maintaining a presence in supported housing, recognising that there are limited alternative providers able to deliver comparable services and quality. • Potential opportunities were identified through partnership working, external funding, government funding programmes, Graphite Living initiatives, stronger community integration and more flexible housing models. • Feedback from the session will inform the development of a new Supported Housing Strategic Plan aligned to the Group's wider strategic priorities. • The Board concluded that long-term success would depend on clear strategic choices, targeted investment and strong partnerships to ensure supported housing services remain sustainable and responsive to future needs.
Session 5	**Development Funding Update** • The Board received an update on Graphite Living, the SAP bid, grant funding and National Housing Bank opportunities**.** • The National Housing Bank was highlighted as a potential source of low-cost finance that could complement, rather than replace, grant funding. • Members recognised the potential for additional funding opportunities through recycled grant, underspends and future funding programmes. • The Karbon Group was well positioned to respond quickly to future funding opportunities due to its committed pipeline and strong partner relationships.
Closing Remarks	The Group Chief Executive reflected on the topics covered, noting that the funding and Graphite positions remained fluid, but that the Karbon Group was well placed to respond to future opportunities.

	The Group Board Chair noted that it was their final Group Board Strategy meeting.
	Next Group Board Meeting- 27 July 2026