



Non-Executive Board Members

2019

VIVID

Saxton Bampfylde



Introduction to Vivid

We're a major provider of affordable homes and associated services, operating across 20 local authorities in Hampshire, Surrey, West Sussex and Berkshire.

Over 70,000 customers call one of our 30,000 properties their home and our 800 employees, including our large direct labour workforce, strive to deliver an excellent customer experience to them.

An ambitious housing association, with annual revenues in excess of £280m, all our profits are reinvested into our homes, ensuring they provide a safe environment to live in. Providing new homes is as important as maintaining our existing ones and our forward development programme will see us develop 17,000 new homes over the next 10 years across a range of tenures. From social and affordable rent through to intermediate shared ownership and outright market sales. All our market facing profits are put back into our high-quality affordable homes for people who need them.

And at VIVID We provide more than just homes. When people need a bit more support because of their circumstances we're there to help. From getting people into employment, equipping them with digital skills or help them better organise their finances our services are accessible and add real value to people's lives. 📍

Looking Ahead

Formed from the merger of 2 housing associations in 2017, we're proud to have already established a reputation for our strong financial and operational performance, thought leadership and technology-driven service innovations. We're also proud of:

- Becoming **one of the first strategic partners of Homes England**, a partnership with government which will provide us with £88.2 million of funding to support and accelerate the building of much-needed new, affordable homes in the south of England;
- Sustaining the **highest G1/V1 rating for financial viability and governance** from the regulator in 2019;
- Maintaining a strong operational performance with **significantly improved financial strength**. Our turnover has increased by £17.3m (8.2%), driven by an increase in outright property sales and shared ownership first tranche sales;
- Rolling out OPENHousing, an IT system that will enable customers to resolve queries and problems faster through a **single customer online tool**, while giving them more choice in the way they want to access our services; and
- Being among the **very first housing providers to put "Internet of Things" (IoT)** safety enhancements into sheltered housing schemes.

It's an exciting time for us and, with a number of valued Board members retiring from the Board in the next couple of years, we're looking to increase our strategic capacity at Board level and to bring in some specific expertise in key areas.





Our **corporate plan to 2023** will see us focus on a 4 key areas;

WE'LL BE A MAJOR AND INFLUENTIAL HOUSING PROVIDER OPERATING ACROSS THE SOUTH

- We'll have an ambitious development programme, with active control over our pipeline, increasing the number of new homes we build each year across a range of tenures to suit local housing needs;
- We'll have a structure and organisation in place that facilitates and drives further growth, so that we can build more homes and help more people;
- We'll be known for innovative products and high-quality homes that meet the changing needs of our customers; and
- We'll be bold and lead, but partner where we choose too, and we'll benefit from greater influence through our increased scale and expertise.

WE'LL BE THE RIGHT CHOICE FOR OUR CUSTOMERS

- Our customers will value our innovative, modern and accessible services that reflect the 'digital world';
- We'll know all about our customers and we'll be using this intelligence to design services to meet their current needs and future aspirations;
- We'll have a clear customer offer and customers will feel supported, benefitting from the right level of support tailored to meet their housing needs; and
- We'll contribute to building long term sustainable communities where people want to live.

WE'LL BE A COST-EFFECTIVE OPERATOR

- We'll be increasing our financial strength by reducing our operating cost per property year on year and we'll make balanced decisions on where to invest;
- We'll be maximising the use of our assets to invest in delivering more homes, quality neighbourhoods and supporting customers;
- Our people will have the technology they require to deliver services anywhere through our mobile operating model and customers will see the clear benefits of communicating and transacting on-line, driving savings for them and us; and
- We'll continue to secure the funding needed to support our Business Plan and manage our financing, interest and inflation risks in the most cost-effective manner.

WE'LL HAVE A MODERN AND VIBRANT CULTURE THAT ATTRACTS AND DEVELOPS THE BRIGHTEST TALENT

- Our people will be proud to work for us and be rewarded competitively, with a strong emphasis on wellbeing and providing a fun working environment;
- Our culture will encourage people to be open, innovative and creative, working together as one team to challenge the way we do things to bring about improvements and change, driving benefits for our customers;
- Our employee development offer will enable people to grow personally and professionally, to enhance their career opportunities; and
- Our collaborative leadership style will drive high performance and effective partnerships. 📍



Governance

Our Board is responsible for making sure that our activities are carried out to a high standard that keeps on improving. The Board and Executive teams work in partnership to deliver against our corporate objectives, and together we act as guardians of VIVID's assets and financial strength, and champions of its social purpose.

As a provider of social housing, we're regulated by the Regulator of Social Housing. We're proud to have recently been awarded the highest regulatory ratings for our governance and financial viability (G1/V1) and are committed to maintaining a high standard of governance and accountability in all our activities.

We have adopted the National Housing Federation's Excellence in Governance Code for Members published in 2015.

Board and committee structure

The Board is currently made up of 11 individuals including our Chief Executive, Mark Perry, and Director of Finance and Technology, Duncan Brown.

The Board sets the strategic direction of VIVID and all its subsidiaries and monitors our performance and financial position.

There are 4 sub-committees of the Board:

- 1. Audit and Risk Committee (ARC)** is responsible for overseeing our risk management framework and receiving assurance on the system of internal control. The committee is currently chaired by David French and met 5 times during the last financial year.
- 2. Remuneration and Nominations Committee (RNC)** oversees our People Strategy and the appointment and performance of our non-executive directors and the Chief Executive. The committee is currently chaired by Jane Earl and met 5 times during last financial year.
- 3. Project Approvals Committee (PAC)** approves expenditure on major projects which support our development strategy and corporate plan as well as monitoring the award of contracts and our planned improvement programmes. The committee meets monthly and is chaired by our CEO, Mark Perry.
- 4. Treasury Committee** is responsible for overseeing our treasury strategy and providing assurance to the Board on new funding decisions. The committee is currently chaired by David Mairs and met 5 times during the last financial year. 🍷

The Roles

PURPOSE OF POSTS - BACKGROUND

With a number of valued members due to rotate off the Board in the next couple of years having served their maximum term, we're now looking to make 2 appointments to our Board. We're looking for;

- 1 person with **multi-channel customer service and customer communications experience**; and
- 1 person with **senior-level finance expertise to join our Audit & Risk Committee as Chair Designate**.

THE ROLE OF THE BOARD AND BOARD MEMBERS

The responsibilities of all Board members include;

- Actively contributing to the leadership, direction and effective control of VIVID;
- Working constructively with the Chair, fellow board members and the rest of the Executive team to achieve VIVID's strategic objectives;
- Promoting and uphold VIVID's values; and
- Representing VIVID to a range of external stakeholders as appropriate.

Person Specification

KEY COMPETENCIES FOR ALL BOARD MEMBERS

Strategic and business vision

- Contributes to developing vision and values and lives them;
- Models good governance;
- Provides business direction;
- Sees long-term implications and takes a broad overview;
- Contributes to setting and prioritising objectives;
- Shows willingness to take calculated risks; and
- Offers creative ideas or perspectives and spots opportunities or possibilities.

Personal Effectiveness:

- Communicates clearly and succinctly; communicates appropriately with people;
- Represents VIVID at events in addition to Board meetings;
- Demonstrates loyalty to the organisation; creates / maintains good image of organisation;
- Governs, rather than becomes involved in, operational detail; uses power appropriately; and
- Demonstrates enthusiasm/commitment; respects confidences and always acts appropriately.

Independent thinking and judgement:

- Clear understanding of role using knowledge, skills, experience and judgement appropriately;
- Challenges constructively and listens;
- Demonstrates independent thinking and questions assumptions and the usual way of doing things to improve outcomes;
- Examines various facets of a problem or issue and explores implications of a proposal or action; offers appropriate and relevant comparisons and parallels; and
- Considers both social and commercial aspects of an issue.

Well informed, attendance, preparation and commitment:

- Attends meetings and strategy sessions. Prepares for meetings; clarifies points prior to meetings and is punctual;
- Takes the opportunity to engage and build relationship with the Executive;
- Respects the roles of others - inside and outside the Board;
- Does not let personal relationships interfere with fulfilling the Board's purpose;
- Sticks to the Board's decision; and
- Keeps up to date with sector changes and attends board training sessions.

KNOWLEDGE AND EXPERIENCE

In addition to the competencies outlined above, we look for all our Board members to bring;

- Strategic vision and strong Board-level experience as an executive in organisations of relevant scale and complexity; and
- Some knowledge of corporate governance and ideally previous experience as a non-executive.

For the first role shown above (one person with multi-channel customer service and customer communications experience), consideration will be given to candidates with relevant experience below board level, with a clear desire and aptitude to bring their experience to life as a non-executive director.

Diversity is a key priority for us and we're committed to considering candidates from the widest possible range of backgrounds who'll add diversity to our board.

For these appointments we are looking for people who also meet either of the following criteria:

Role 1 - Multi channel customer service and customer communications experience

- Substantial, senior-level, strategic leadership experience in large consumer facing service delivery businesses, and expertise in the capture and analysis of customer insights, the development of an effective, integrated and accessible multi-channel customer experience and multi-channel customer marketing and communications.

Role 2 - Chair designate of Audit and Risk committee

- Qualified accountant with board-level experience in strategic finance roles including a strong understanding of accounting practice, financial reporting standards, audit and risk;
- Recent and relevant financial experience befitting an audit committee;
- Proven understanding of risk and compliance arrangements; and
- Broad commercial leadership credentials gained ideally in large-scale customer-facing organisations.

Terms of Appointment

ALL BOARD ROLES

- Group Board members are appointed for an initial term of 3 years, renewable for a further term of 3 years;
- Most meetings take place at VIVID's headquarters in Portsmouth (1.5 hours by train from London), with Board meetings currently starting at 5pm;
- There are normally 8 Board meetings a year;
- 2019/2020 Board meetings are due to be held on 27 June, 25 July, 19 September, 5 December 2019,
- 23 January 2020 and 5 March;
- There is a board away-day scheduled for 16-17 October 2019.

MULTI-CHANNEL / CUSTOMER EXPERT

- Board members also serve on at least 1 committee;
- In total the time commitment for a Board member is expected to be 2-3 days a month;
- The fee for a Board member and committee member is £8,000 a year.

CHAIR DESIGNATE - AUDIT & RISK

- This Board member will be appointed as a member of the Audit & Risk Committee and will be expected to succeed as Committee Chair on the retirement of David French in 2020;
- Committee Chairs are usually asked to serve on another committee;
- The time commitment will be 2-3 days a month initially then rise to 3-4 days a month, which is the expected time commitment for a board member who is also a committee Chair;
- This person will initially be paid a fee of £8,000 a year as a Board member and committee member, then the fee will rise to £10,000 per annum on taking on the role of Committee Chair; and
- Audit & Risk Committee meetings are currently scheduled for 5 September, 7 November 2019 and 6 February 2020.



How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to VIVID on these appointments.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code JADAKB.

Click on the **'apply'** button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Thursday 9 May 2019**.

GDPR PERSONAL DATA NOTICE

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

