



Metropolitan Thames Valley

APPOINTMENT OF BOARD MEMBER

**APPOINTMENT BRIEF
AUGUST 2019**

Saxton Bampfylde

Dear applicant,

As one of the largest affordable housing providers in the country, with almost 57,000 homes and a wide range of care and support services, we are dedicated to putting our residents and customers at the heart of everything we do.

We are proud of both our rich history and the modern, bold approach we take today. We believe that everyone should have access to a home and the opportunity to live well. Our ambitious development strategy will see our development programme growing to 2,000 new homes a year built over a range of tenures throughout London, South East England, East Midlands and East Anglia, around 80% of which will be affordable.

As well as being a well-known provider of social and affordable rented homes, we are a major developer of new homes. We are well known for our shared ownership and we offer housing for market sale and market rent; our innovative Fizzy Living brand was set up to disrupt the private rented sector and set a new rental standard.

We are not just about bricks and mortar. We have a great track record of investing in the communities we serve, working with our customers and stakeholders to improve peoples' lives; we also deliver Care and Support services to vulnerable residents in all our regions. We are known for our distinctive work in building thriving and diverse communities through regeneration projects, like our Clapham Park development, one of the largest such sites in Europe. We are excited about the mix of new and refurbished homes, a school, community facilities, green spaces, businesses and shops that we are helping create in this vibrant and diverse part of London.

With a turnover of around £400m and 1,800 employees spread across a wide geographical area, our organisation is large and complex. Our teams are applying their significant talents and energy to a wide range of activities and delivering against stretching commercial, strategic and operational objectives.

“Looking ahead, a top priority is to transform our customer experience...”

We have come along way over the course of almost 60 years, yet we remain ambitious for the future and are at the start of a wide-ranging business transformation programme. Looking ahead, a top priority is to embrace innovation and technology in order to further improve our performance and as a key part of the work we are doing to transform our customer experience.

We are lucky to have a high calibre board with a range of critical skills and networks, together with the ability to think and operate

commercially and champion our social values. We are now looking for a new board member with expertise in digitally enabled customer service to join us and contribute to the creation of a truly customer-centric organisation, with integrated and easy-to-use systems, and an authentic culture which ensures those we serve feel valued and heard.

This is an exciting time to be part of MTVH, and we hope you will take the time to read more about this important role in the document that follows.



Jerry Piper
MTVH Board member
and Chair of Recruitment Panel

“MTVH is one of the largest social housing providers in the country, with almost 57,000 homes...”

MORE ABOUT US

Metropolitan Thames Valley (MTVH) is an organisation which provides homes in London, the South-East and the East Midlands.

MTVH was created in 2018 through a merger of Metropolitan Housing Trust (founded in 1964) and Thames Valley Housing Association (founded in 1966), we manage and administer approximately 57,000 properties and are one of the largest affordable housing providers in the country. We are a member of the G15 group of London housing associations and are the largest provider of affordable housing in Derby.

We deliver housing to a wide range of people and through a variety of tenure types, including;

- social and affordable rented homes
- shared ownership - delivered through our So Resi brand <https://soresi.co.uk/>
- market sale
- market rent - delivered through our Fizzy Living brand www.fizzyliving.com/ and
- key worker housing



We also offer a range of care and support services. Our specialist areas include older people, mental health and transitional services which provide intensive support to marginalised or vulnerable people.

We deliver training programmes, events and activities for our residents, designed to boost employment opportunities and foster stronger communities.

KEY FACTS 2018/19:

- Turnover £411m
- New homes delivered: 1,037
- Investment in existing stock: £118m
- Homes development pipeline: 6,506
- New annual business income in care and support: £1.2m
- Invested in acquiring land and building new homes: £361m
- Governance rating: G1, Financial viability rating: V2
- Number of customers supported into employment and training: more than 1,800
- Stonewall Top 200 Employer Rating: 154 (MHT figure)
- Proportion of Repairs fixed first time: MHT 83.3% and TVH 78.1% (No consolidated MTVH figure)
- Credit rating from Standard and Poors: A

For more information about our organisation, and our commitment to putting people at the heart of our culture, please visit our website; <https://www.mtvh.co.uk/about-us/>

“This was a landmark year in which we completed our partnership transaction in October 2018 to form the new group. Together, we are stronger and more resilient, with the capacity to do much more. Integration plans are on track and the Board remains confident in our ability to fulfil our strategic objectives” - Geeta Nanda, Chief Executive

WHERE WE'VE COME FROM

Passengers stepping off the Empire Windrush in 1948 at Tilbury Docks would have encountered a very different country to the one we live in today. Bombing during the Second World War had inflicted widespread damage to urban areas, construction materials were in short supply and rationing continued.

Invited to Britain to fill post-war labour shortages, many of these Caribbean migrants had to live in squalid conditions without basic amenities. Like others on low incomes, they also faced insecure tenancies and homelessness.

It was against this backdrop that our legacy organisations, The Metropolitan Coloured People's Housing Association and Thames Valley Housing, were founded, with a mission to provide safer and more affordable homes in our inner cities.

As time went by, the organisations grew in size and diversity. In the 1980s, with home ownership central to Government housing policy, both housing associations introduced shared ownership schemes, making it easier for people to get a foot on the housing ladder. Metropolitan went on to provide care and support services, while Thames Valley Housing began to provide keyworker accommodation for NHS Trusts and student accommodation.

The new century saw Metropolitan take over the management and regeneration of the Clapham Park and Ashmole estates in Lambeth, while Thames Valley Housing opened its largest private finance initiative scheme in Woking. In 2012, Thames Valley Housing launched its market rent business, Fizzy Living.

The two organisations joined in October 2018 and together, we want to improve the services we provide to customers, do more in our communities and build a better future for generations to come.



WHERE WE'RE HEADING

As a new organisation, we're more resilient and financially stronger with greater capacity and commercial acumen. We're regularly stress testing the business to ensure we're well poised to meet any challenges posed by the external environment. We aim to better serve our customers and communities and respond to the changing (and varied) needs of local housing markets with new and innovative solutions.

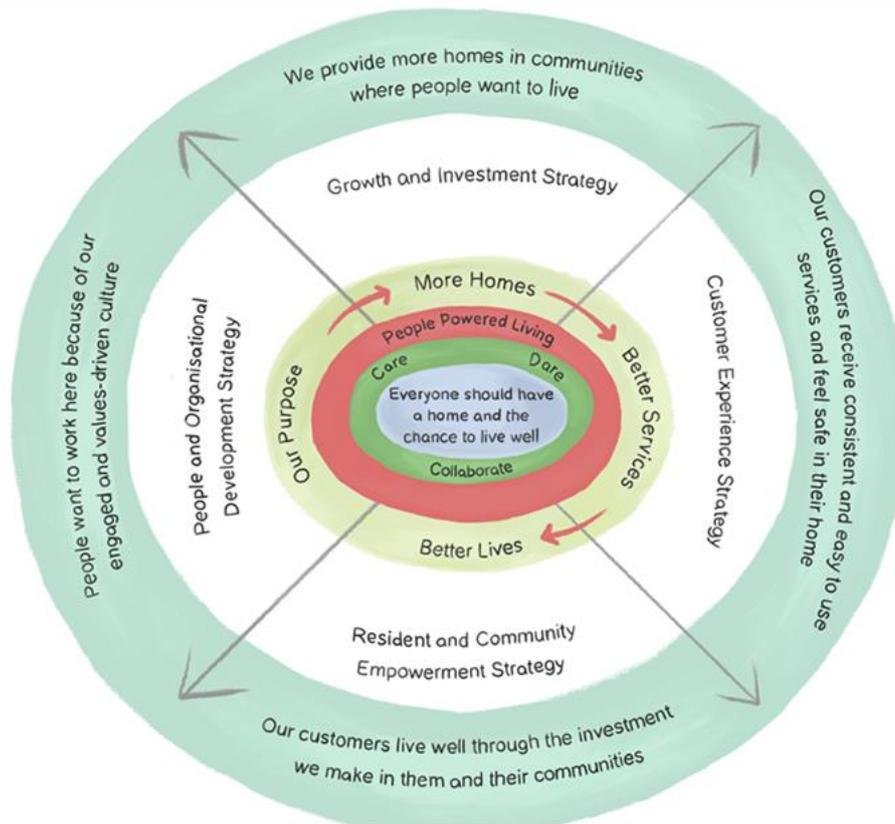
Our vision is that everyone should have access to a home and the opportunity to live well. With an ambitious development strategy to build 1,800-2000 homes a year (of which approximately 80% will be affordable) we will provide more homes in communities where people want to live.

For us, customer service is paramount and we are collaborating with our customers to improve services to them by understanding what matters most and how we can deliver these improvements.

Against the backdrop of the Housing Green Paper, we have raised the profile and impact of our customer engagement, and will make further bold changes during 2019. As early adopters of the *Together with Tenants* approach, we will bring the voice of our customers closer to the Board.

As a people-powered organisation we value the work of our colleagues who go the extra mile to help our customers. We are creating a place where people want to work and continue to attract the best talent by offering a wide range of opportunities and engagement in our values.

We have revised our structure and financial plan following partnership, reshaping the structure of our debt to increase our borrowing capacity and we're now in a strong position to grow as an organisation. We've become stronger and more resilient and we are ready to do more. Our future ambitions are articulated through our 4 strategic themes.



THE ROLE

Our new Board Member will join us at an exciting time as we continue the important work of integrating two organisations strategically, operationally and culturally, and realizing our ambitions as a strong, streamlined and unified organisation. Our board will also have a new Chair early in 2020, as Paula Kahn is due to step down after 6 years of outstanding service.

Metropolitan Thames Valley board members are valued for their strategic thinking, good judgement and commercial acumen, as well as for their integrity and strong affinity with our social purpose; all our board members make a broad contribution to our strategic objectives and diverse areas of activity.

This board member will add particular value to the critical work we are doing to create a customer centric organization, with integrated and easy to use systems, and an approach which ensures our customers and service users feel valued and heard, and receive an outstanding level of service.

Essential functions of the Board

The responsibilities of the Board include the following:

- Lead, inspire and motivate the executives and staff of the organisation. Define and ensure compliance with the vision, values and objectives of the organisation;
- Establish ambitious but financially prudent policies and plans to achieve those objectives;
- Approve each year's budgets and accounts prior to publication;
- Establish and oversee robust frameworks and systems for delegation, risk management and mitigation, business assurance and control;
- Agree policies and make decisions on all matters that might create significant financial or other risk to the organisation, or which raise material issues of principle;
- Monitor the organisation's performance in relation to such plans, budgets, controls and decisions;
- Appoint (and, if necessary, dismiss) the Chief Executive and be represented in the appointment of key second-tier managers; and
- Satisfy itself that the organisation's affairs are conducted lawfully and in accordance with regulatory requirements, and generally accepted standards of performance and propriety.



PERSON SPECIFICATION

Experience

1. **Customer care and customer service operations** – senior-level experience of shaping multi-channel customer-service operations in large-scale B2C/business-to-consumer organisations;
2. **Customer-centric cultures** – experience of supporting culture change, of helping create a customer centric approach and satisfying the needs of a diverse customer base;
3. **Digital** – in depth knowledge of digital services to customers;
4. **Governance** – senior executive and/or non-executive director experience, with high standards of probity and an understanding of governance issues; and
5. **Complex stakeholder networks** – experience of working effectively with a wide range of stakeholders.

Abilities, skills & knowledge

1. **Excellent communication skills** with the ability to present arguments with knowledge and understanding of the wider strategic context; ability to speak in public, represent and promote the organisation and to communicate effectively to ensure its aims and objectives are achieved;
2. **Demonstrates probity and integrity** – committed to the values of accountability, openness, transparency and equality of opportunity, including awareness of diversity and disability issues;
3. **Politics and government** – ability to generate confidence and achieve the delivery of results and outcomes in national level complex political environments;

4. **Working with stakeholders and partners** – an ability to operate effectively at all levels, and to develop positive relationships that generate confidence. Given the organisation's major borrowings, this will include ability to represent its work with lenders and investors; and
5. **Customers** – an awareness of the needs and aspirations of our customers, and of the local communities where they live.

Personal style and behaviour

1. **Vision and values** - shares the vision and commitment of the organisation to social justice, fighting discrimination, and offering excellent services, all within a framework of financial discipline and controls;
2. **As a leader** – a strong leader with personal credibility and enthusiasm; a decisive and effective decision maker who leads and able to inspire confidence at all levels;
3. **As an ambassador** – has an open, engaging and enthusing style;
4. **Working with others** – a personal and professional credibility that will command confidence at all levels; has the ability to assess and interpret a wide range of stakeholder interests and requirements and balance them effectively;
5. **Working with and in teams** – judgement, tact, diplomacy and listening skills, and the ability to work as a member of a team acting and thinking corporately with a collaborative style that engages at all levels and promotes positive relationships throughout the organisation and its partners;
6. **Probity and integrity** – committed to the values of accountability, openness, transparency and equality of opportunity including awareness of the impact of diversity and disability issues; and
7. **Commitment** – has the time and energy needed to discharge the responsibilities of the post in an appropriate way.

Diversity and Inclusion

At Metropolitan Thames Valley, we like to see things differently.

We believe a diverse workforce broadens our thinking, increases our understanding, improves decision-making and helps us provide better services. We treat all of our colleagues fairly and with respect, regardless of their role, background or ability. We're building a range of active colleague groups, events and initiatives to help us do just this, including:

- Spectrum: Our BME staff network group.
- Metro: Our lesbian, gay, bisexual and transgender (LGBTQ+) employee network group.
- Women's forum: We want to make our organisation a great place for women to work. We work to influence policies, assist women to fulfil their true potential through mentoring and support.
- Straight Allies: People perform better at work when they can be themselves. Our Straight Allies group helps create a culture where LGBTQ+ colleagues feel supported and welcomed.
- Wellbeing: We try to make sure our offices and facilities are accessible to people of all abilities and will provide any support they need to do their jobs. This is a group for anyone who wants to improve their wellbeing at work.

We are proud of our thriving colleague diversity networks, and we have been consistently recognised as one of the top 200 employers of lesbian, gay, bisexual and transgender people in the Stonewall index.

We are proudly committed to equality and diversity as a core part of what we do – both as an employer and in the services we provide to our customers. We want to attract the best employees and know that a diverse workforce, reflective of our customer base, will help us to deliver the best services.

TERMS OF APPOINTMENT

- The term of office is 6 years (2 x 3 year terms) with the potentially to have this extended to 9 years.
- There are 6 board meetings a year, and two strategy days, and board members are expected to serve on at least one committee.
- The total expected time commitment for a board member is 2-3 days a month.
- The remuneration for a board member is £12,500 per annum.
- MTVH would like the new board member to take up their role in December 2019 if possible.
- Most meetings take place at MTVH's new Head office, which is in Hatton Garden - EC1.
- Please note that most meetings take place during working hours.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to **Metropolitan Thames Valley Housing** on this appointment.

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

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter. Your cover letter should be no longer than 2 pages, outlining why you are interested in joining Metropolitan Thames Valley Housing and the key relevant experience that you bring.

The closing date for applications is noon on **Monday 23 September 2019**.

Initial interviews with Saxton Bampfylde will take place between the week commencing 7, 14 and 21 October 2019.

Candidates should be available on **Wednesday 13 November 2019** for a panel interview with the Selection Committee.

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.



Metropolitan
Thames Valley



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