



BUILDING HOMES
MAKING PLACES
ENHANCING LIVES

Candidate brief

Customer Experience Committee

June 2018



Welcome letter

Thank you for your interest in joining Optivo's Customer Experience Committee.

We're hugely excited at Optivo to work with residents to make a real and lasting difference to people's lives. We're about Building Homes; Making Places; Enhancing Lives with residents at the heart of all we do.

Housing is a high priority for Government and Optivo is at the forefront of influencing the agenda. Government pledged 300,000 new homes a year from 2021 acknowledging housing associations like Optivo are crucial to achieving this goal. Our Chief Executive is Chair of g15 - a group of London's largest housing associations housing one in ten Londoners and one quarter of all new building in the capital. We're also a member of the Homes for Londoners Board, influencing the London Housing Strategy and Spatial Plan.

Optivo operates in areas of high housing need in South East England, London the Midlands and we'll invest £3.5 billion in new homes over the next ten years to achieve an ambitious growth programme. This puts our business in a powerful position to support ambitious Government house building programmes. We'll start 1,500 homes a year from 2021 making us a key player in the housing sector and putting us in a strong position to help tackle the housing crisis.

But we'll do more than build homes. We're passionate about enhancing lives and communities. We'll do all we can to help people flourish through training and employment support. And we'll focus on providing our residents with sector leading service while driving efficiency.

If you're passionate about our social purpose and have the skills and expertise to help us, we'd love to hear from you. . We look forward to receiving your application and wish you the best of luck.



Paul Hackett
Chief Executive



About Optivo



At Optivo we know the importance of living in a safe and secure environment and how this enables people to flourish.

We're a major housing association providing over 44,000 homes for 90,000 people in London, the Midlands and south east England.

Optivo was formed in May 2017 and brings together the best of AmicusHorizon and Viridian Housing. With an annual turnover of £306million, we're a strong housing association. We're also part of the g15, the group of London's 15 largest housing associations.

We work with residents, local authorities, and partners to meet housing need, and to create safe, sustainable communities for our residents.

We also help residents make the most of their lives through jobs, training, financial and digital inclusion.

Our values

Our values guide our people and inform their behaviours and decisions. Our values are:

- ✧ Customer Focused
- ✧ One Team
- ✧ Respect
- ✧ Enthusiastic.

Our values underpin the successful delivery of our objectives and:

- ✧ Inspire exceptional service to residents
- ✧ Help us work together successfully as 'one team'
- ✧ Ensure our people are driven, committed and enthusiastic to deliver success
- ✧ Are easy for staff to engage with and support the ethos of valuing our people
- ✧ Are relevant to our business objectives as a modern social housing provider.

Our strategic objectives

Our ambition is to be a leading housing provider, building more new homes to fulfil our social purpose. From 2018 to 2020, we'll:

- ✧ Provide sector leading service
- ✧ Value our people
- ✧ Maximise our social impact
- ✧ Ensure a sustainable business.

These objectives will support us in building a new business which will be known for:

- ✧ Keeping customers at the heart of everything we do
- ✧ Exceptional customer service
- ✧ Building communities
- ✧ Social impact as well as bricks and mortar
- ✧ Meeting housing need at all levels
- ✧ Influencing housing policy
- ✧ A great employee offer
- ✧ Innovation and efficiency.



Core skills

We're looking for candidates with the following skills:

- ✦ Customer service experience
- ✦ An understanding of residents' concerns / active in local community
- ✦ Confident user of IT
- ✦ An understanding of value for money
- ✦ Enthusiastic and committed to enhancing the digital offer for Optivo residents
- ✦ Supports our 2020 Vision

Additional information

- ✦ Appendix one – Terms of Reference
- ✦ Appendix two – Role profile
- ✦ Appendix three – Governance structure
- ✦ Appendix four– Resident governance structure
- ✦ Appendix five - 2020 Vision

Appendix one

Terms of Reference

Customer Experience Committee



1.0 Role

- 1.1 Committee's role is to support the Board achieve strategic objectives around customer service, ensuring the Group embraces technology and innovation to achieve these aims. Specifically it will:
1. Champion the implementation of the Group's digital agenda and channel shift
 2. Support the development of cutting edge customer facing strategies and cultures
 3. Support the development of and monitor implementation of the IT Strategy.
 4. Oversee and monitor customer service KPI's including repairs
 5. Inform the Board of any emerging risks.
- 1.2 The scope of Committee's role covers services provided to customers of all housing tenures, including general needs, home ownership, retirement housing, supported housing, key worker housing, student accommodation, market rent, temporary housing and any other commercial housing. It covers the following services:
- Housing management
 - Financial inclusion
 - Property services, including asset management and acting as client for services received from the Direct Labour Organisation
 - Resident Involvement
 - Social impact / Community Development
 - Resident communications
 - IT.

2.0 Objectives

- 2.1 Exercise responsibility delegated from the Board and act in accordance with these Terms of Reference to oversee processes relating to customer services.
- 2.2 Provide strategic overview for activities relating to housing management (including commercial housing management) and property services with a specific remit to drive innovation and adoption of technology for service improvement and transformation.
- 2.3 The Board is responsible for the strategic objectives and monitoring of the implementation of a Value for Money (VFM) approach across the whole business. Customer Experience Committee will drive VFM through its monitoring, decision

making and recommendations to the Board. This is a common objective for all committees in the Group.

3.0 Membership, quorum and meetings

3.1 Membership will be six made up as follows:

- One will be a resident member of the Board
- Two will be non-resident members of the Board
- One will be a Group resident who is not a Board member
- Two will be independent members
- Staff cannot be members.

3.2 Membership, including the Chair, will be approved by the Board on recommendation from the People, Governance and Remuneration Committee.

3.3 Committee may have observers including Board trainees.

3.4 The Executive lead for servicing the Customer Services Committee is the Executive Director Operations. The Executive Director Commercial and Executive Director Property and Asset Management will attend the meetings. Other staff will attend as required.

3.5 Quorum – three members which must include one resident and two Board members as Board members must be in the majority for a quorum. In the event of attendance being an equal number of the Board members and others, the Committee Chair (as a Board member) will have the casting vote.

3.6 Customer Experience Committee will meet at least four times a year and receive an annual cycle of reports:

Activity	Q1	Q2	Q3	Q4
Customer KPI and sub KPI target review	✓			
Customer KPI and sub KPI monitoring	✓	✓	✓	✓
Technology strategy progress update		✓		✓
Forward website plan - annual				✓
Annual review of social impact activities		✓		
Annual review of resident involvement activities			✓	
Annual review of commercial housing management			✓	
Customer experience strategy progress update	✓		✓	
Customer experience risk register	✓	✓	✓	✓
Technology roadmap monitoring for all active customer experience strategies	✓	✓	✓	✓
Report on DLO activity	✓	✓	✓	✓
Clients' report on DLO service	✓	✓	✓	✓

- 3.8 Decisions require the approval of a majority of members present at the meeting. Customer Experience Committee can use the Group's urgency process for decisions required between meetings. Decisions via urgency require 75% member approval.
- 3.9 A summary of every Customer Experience Committee meeting will be reviewed by the Board.

4.0 Delegated authority

- 4.1 The Board grants delegated authority to Customer Experience Committee for the:
- Complaints policy
 - Service Standards
 - Digital Inclusion Strategy
 - Repairs Standards.

5.0 Responsibilities

5.1 Champion the extension and implementation of the Group's digital agenda and channel shift

1. Promote channel shift for all appropriate customer services
2. Ensure residents support the shift and can access services in multiple ways
3. Encourage shift to staff self-service in business processes and ways of working
4. Commission and oversee 'big data' projects.

5.2 Support the development of cutting edge customer facing strategies

1. Commission and oversee customer insight projects, ensuring all parts of the Group utilise the information to create leaner, more segmented customer services
2. Approve customer facing strategies (see 4.1 above) and recommend others to the Board for approval
3. Ensure residents are involved in development and review of customer facing strategies and policies in a streamlined way
4. Have oversight and input to any organisational service changes which impact on the customer journey.

5.3 Support the development of and monitor implementation of the IT Strategy

1. As the IT Strategy is fundamental to the success of excellent customer service, ensure it is integrated with customer facing strategies
2. Be aware of technical innovations and their potential and actual application across all business sectors and social media
3. Champion the IT Strategy and ensure its continual improvement
4. Recommend the IT Strategy to the Board for approval
5. Monitor implementation of the IT Strategy action plan
6. Oversee the work plan of internal officer lead Technical Groups (if any).

5.4 Oversee delivery of property services to the Group's customers

1. Act as 'client' for delivery of DLO services, reviewing delivery from a client perspective
2. Monitor service delivery and resident satisfaction with delivery.

5.5 Commercial

- Provide oversight of service quality within the commercial portfolio
- Commercial and care customer based KPI reporting.

6.0 Other

6.1 Customer Experience Committee is a Group wide committee. It is a committee of the Board and its remit covers all entities managing housing in the Group.

6.2 Customer Experience Committee will review its effectiveness annually, including its Terms of Reference and report the outcome to the Board.

6.3 Committee is authorised to:

- Seek any information it requires from any employee of the organisation to perform its duties
- Obtain at the organisation's expense outside legal or other professional advice on any matter within its Terms of Reference.

7.0 Document version control

Terms of Reference approved by Shadow Board on 12 December 2016 and subsequently by Optivo Board on 26 May 2017.

Version: 2016 v3

Appendix two

Resident Committee Member

Role Purpose

The Board and its Committees are collectively responsible for ensuring the success of the organisation. This includes ensuring compliance with all legal and regulatory obligations by setting and monitoring the strategic direction of the organisation and monitoring performance. The responsibilities of Board and Committee Members as individuals are set out below.

Committee members are accountable to the Chair of the Committee and to the Chair of the Board overall. They are expected to maintain good relationships with other members of the Board, the Chief Executive and other key members of staff and with external stakeholders, particularly residents, the Homes and Communities Agency, and any other related statutory agencies.

Purpose of the Board and its Committees

- Provides focused strategic leadership and direction to the work of the organisation;
- Determines and upholds the organisation's vision, mission, values and strategies;
- Ensures that decisions taken by the Board are in the best interests of the organisation and its customers, and promote the highest quality standards and effective service integration;
- Ensures that legal and social responsibilities are met, and that the organisation's affairs are conducted to accepted standards of performance and propriety;
- Carries out Board duties with independence and integrity and complies with the NHF Code of Governance;
- Ensures that social housing assets are not put at risk;
- Determines the organisation's approach to risk, establishing its risk appetite and tolerances;
- Approves an appropriate, robust and prudent business planning, risk and control framework and reviews its effectiveness at least once a year;
- Establishes ambitious but financially prudent strategic policies and plans to achieve organisational objectives, and approves each year's budget and accounts prior to publication;
- Monitors the Association's performance in relation to plans, budgets, controls and decisions, and ensures that the organisation is well run and sound;
- Leads on value for money, understands the costs of the business and has set targets in relation to relation to securing value for money;
- Agrees policies and make decisions on all matters that might create significant financial or other risk to the organisation;

Key Responsibilities

A. Committee Member duties

- A1. Diligently prepare for and attend at least 80% of Committee meetings, making an active contribution to discussions and decision making.
- A2. Uphold and promote the values, core policies, objectives and performance, of the organisation.
- A3. Provide leadership on equality and diversity matters ensuring this is reflected in all that the organisation does.
- A4. Ensure compliance with the code of governance, upholding best practice, role modelling good governance behaviours and respecting confidentiality.
- A5. Ensure compliance with all regulatory standards and statutory law, as well as the organisation's Memorandum and Articles, financial regulations, standing orders, internal controls and delegated authorities.
- A6. Establish strategy, policies and plans to achieve agreed objectives, setting short, medium and long term plans.
- A7. Enable effective reviews of individual performance and of the whole Board through making time to prepare for and attend appraisal meetings.
- A8. Attend training events agreed as appropriate for all Board/Committee members and those agreed as necessary for individual development objectives.
- A9. Develop and maintain good working relationships with Board and Executive colleagues.
- A10. In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair.
- A11. Participate in reviews of Committee performance, both individual and collective, attending training when required; participating in opportunities for learning and development; and keeping up to date with sector matters.
- A12. Represent the organisation, acting as an ambassador and upholding its reputation.

Person Specification

Technical skills

1. The organisation has a skills based Board and each Member is appointed for their professional skills
2. Everyone on the Board/Committee is expected to be able to have, or quickly reach, a threshold of competence in strategic thinking, financial planning, risk management and understanding of excellence in governance in the sector in which the organisation operate.

Competencies and knowledge

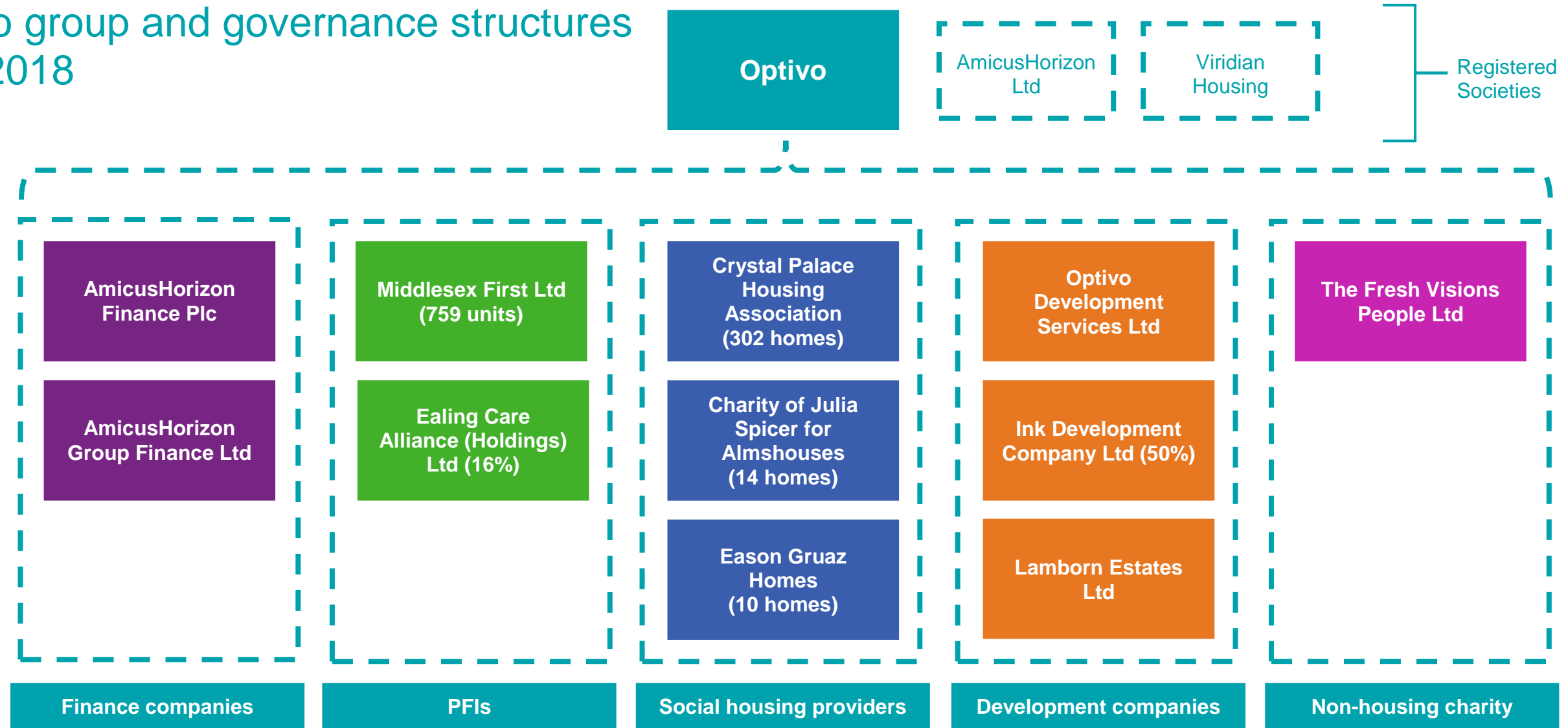
1. Thinks and communicates constructively, critically, objectively and clearly.
2. Understands the role of governance in not for profit sectors.
3. Acquires knowledgeable about the regulatory environment in which the organisation operates and of the expectations of the Regulator, and takes the wider strategic context of the organisation into account in debate and decision-making.
4. Can express views succinctly and effectively in a formal Board/Committee meeting environment making reasoned and thought-through contributions.
5. Can challenge constructively while respecting the roles, views and feelings of others.
6. Contributes to forming a consensus with other Board Members when involved in decision making and influences through persuasive discussion and sticking to discussing the matter at hand.
7. Builds trust and respect from colleagues and stakeholders.
8. Assesses risk and promotes risk awareness without being risk averse.
9. Is able to actively monitor and drive organisational performance, supporting others to achieve the highest standards of corporate governance, scrutiny, legal and financial responsibilities.
10. IT literate and comfortable with handling, analysing and prioritising large amounts of complex data.
11. Makes reasoned judgements, while remaining accountable for the collective decision making of the Board.
12. Is able to analyse performance, financial and other information.

Attributes

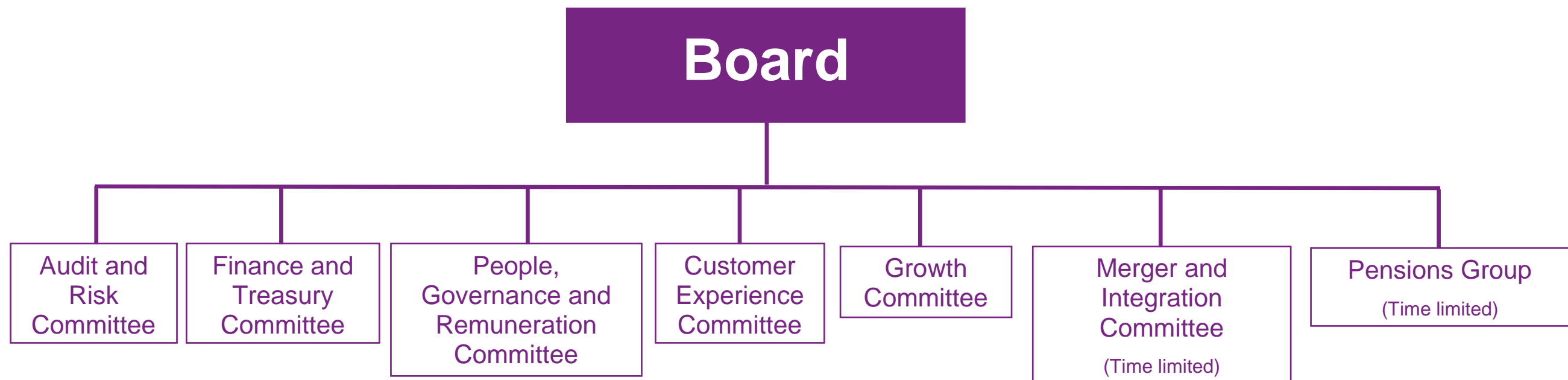
1. A commitment to social housing and empathy with the aims, objectives and values of the organisation.
2. A commitment to balancing the interests of current and future residents.
3. A high degree of probity and integrity.
4. Treats information gained as a Board member in confidence.
5. Upholds the values and objectives of the organisation and its core policies, including those for equality and diversity.
6. Does nothing to undermine the work or good name of the organisation and declares all relevant conflicts of interest and significant changes in personal circumstances.
7. Prepares well for, and attends regularly, Board and Committee meetings, away days, training, appraisals etc. and devotes time and effort to understanding the business of the organisation.
8. Builds and maintains effective relationships with fellow Board members and senior management.

Appendix three

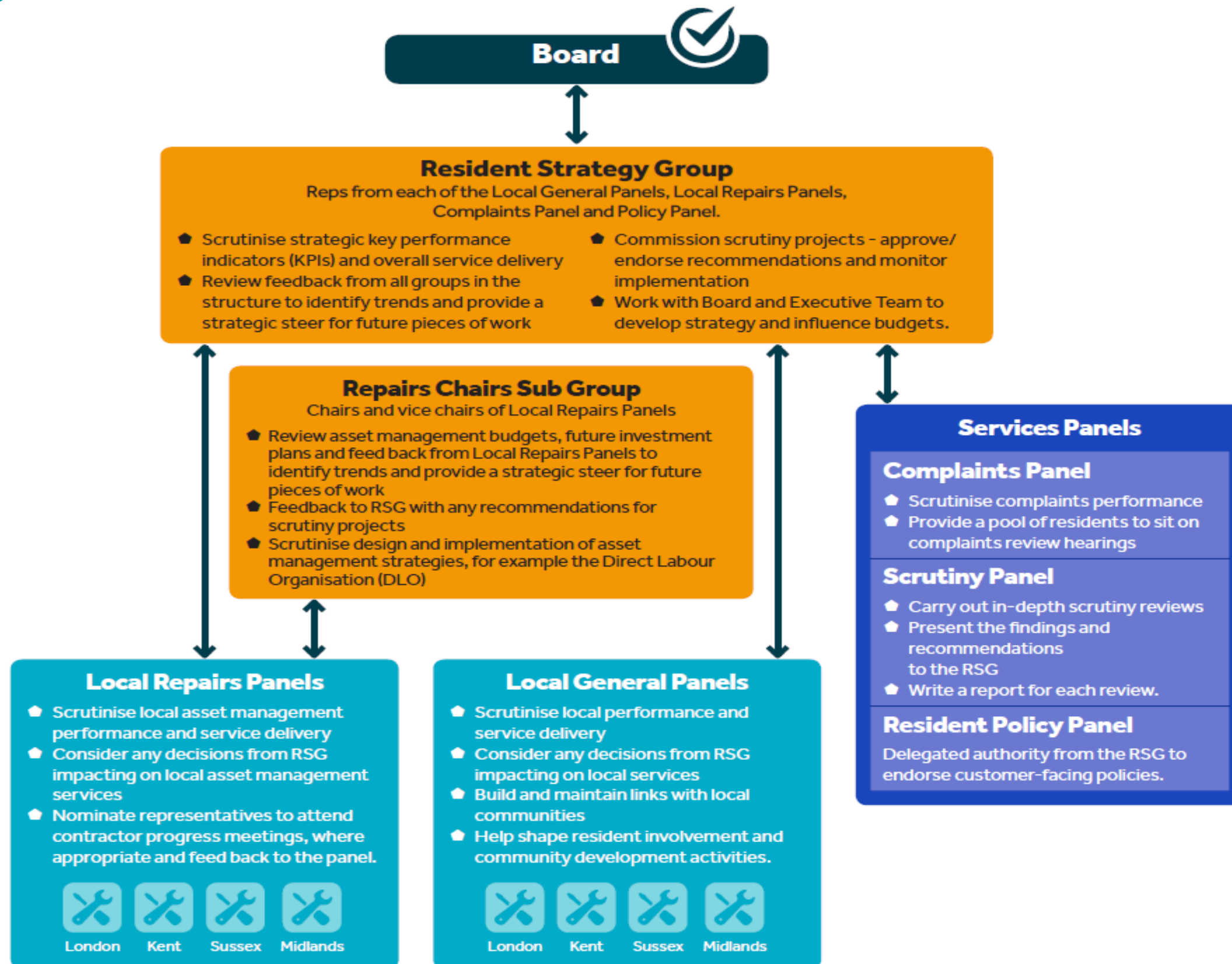
Optivo group and governance structures May 2018



In addition, there are currently 11 dormant companies.



Appendix four
 Optivo resident governance structure
 May 2018



Appendix five

Optivo 2020 Vision



Optivo 2020 - The Vision

The Optivo 2020 vision is focused on our plans for integration and transformation. It describes how we'll be different to other organisations and what the Optivo 2020 projects will deliver.



Customer Offer - Making it easy to use our services

From the very first contact with us through moving in to their home up until they leave us, we'll put our residents at the heart of the service we deliver. We'll make it easy to access and use our services.

We'll maximise the use of technology; MyAccount, our self-service portal will be available 24 hours a day. Residents will be able to use it to apply for a home, keep details up to date, report, chase or cancel a repair and/or manage their account online. They'll be able to easily contact us online, by phone, web chat, email, text or social media. Our approach is Channel Choice not digital by default.

We'll make sure answers to common questions are easy to access using channels which best suit our residents, including webchat, social media and other automated services. They'll be able to include media, such as videos and photos in communications and requests to us, helping to deliver 'right first time' services.

If we have to visit a resident in their home we'll make sure our officers bring everything they need to deal with issues on the spot.

To do this we'll:

- ◆ Supply our officers with mobile devices and apps which cover the most common reasons for visiting and will give them the ability to access systems back at base when dealing with more complex issues
- ◆ Make sure our repairs staff are fully mobile have access to the right equipment and parts on their van to deliver right first time repairs.

With their permission we'll analyse the data we collect about our residents and their homes to ensure we continually meet their needs and measure satisfaction. We'll use the data to build a proactive approach to repairs to their home reducing the need for them to contact us.

We'll make sure our residents never have to chase us. Our officers and repairs staff will keep in regular contact from the moment an appointment is booked, online or by phone to the delivery of the service requested. We'll keep residents updated with regular messages using their preferred channels along the lines of parcel delivery companies like DHL.

We'll help our residents to become more digitally included by providing advice guidance and support through a network of digital champions and training.



Governance and Compliance

We'll maintain our governance status by ensuring we have:

- ◆ High quality data in all of our systems
- ◆ A strong data and information governance structure
- ◆ Fully integrated data in secure systems
- ◆ Automated reporting for all compliance reports and strategic KPIs.

We'll provide a range of options for residents to engage, influence and scrutinise our business. We'll make it easy to go online and tell us how we're doing using MyAccount, Mobile Apps, text messaging and social media. We'll give residents options to be part of formal and informal online groups and face to face groups. They'll be able to contribute to discussions, participate in a surveys and vote for their preferred options.



Property and Assets

We'll make our homes safe by ensuring we comply with all legislation and safety checks. We'll:

- ◆ Give residents access to the certificates for their property online
- ◆ Let residents know when checks are being carried out and
- ◆ Ensure we complete all the actions we or our residents must do in a timely way to ensure homes are safe.

All of our property will be managed in one system with up to date data accessible to officers and operatives when they are with our residents. Giving us the opportunity to deal with every request 'right first time' and capture every resident contact.



People and Communications

We'll develop a strong and trusted brand for Optivo. Solid performance will be supported and amplified by an effective communications strategy. This will position us a leading housing association and help to build influence.

As well as being the housing association of choice for residents; we'll be a leading employer with a great offer for our people. We'll work towards proportionate progression of staff from all backgrounds and use positive action where we need to accelerate progress.

We'll ensure our people are well trained through our Academy. Effective talent trawl and succession planning will be understood by our leaders and allow us to build a pool of excellent staff who develop brilliant careers with us.

We'll have high levels of trust and engagement from colleagues; borne out by high staff satisfaction and productivity. Our culture will be positive and can-do – in turn leading to high rates of customer satisfaction. This will become part of our brand.

Our staff will be able to access appraisals, one-to-ones, leave management and expenses in a single system accessible from any location.

To deliver brilliant service, mobile working will be in place for those who can. We'll enable access to all of the systems they need to deliver our services. The tool set we provide will enable staff to collaborate with colleagues and residents using multimedia.



Growth and Commercial

We'll be building 1,500 properties a year, for a range of tenures and price points, to agreed new Optivo standards that balance quality, long term cost effectiveness and sustainability requirements. Where we build for outright sale we'll use the funds created to build more homes for rent.

We'll have a development viability appraisal and cash flow monitoring system to facilitate comprehensive analysis, monitoring and management of the development programme by both Development and Treasury teams.

We'll make sure we have all of the data we need at the date of handover to let, manage and maintain our properties and to ensure health and safety compliance of our homes. In conjunction with Asset Management we'll explore the use Building Information Modelling (BIM) and other emerging techniques to do this.

Alongside this we'll explore the concept of the "connected home". This is an emerging area which has the potential to provide real value for us. We'll explore a range of "connected home" products likely to deliver best value including devices for monitoring temperature, dampness, boiler functions etc. We'll analyse the data collected to improve proactive advice and repairs.



Finance and Resources

We'll have a fully integrated finance system that allows business users to access information they need to manage budgets and drive efficiencies. And, we'll have delivered our target operating margin and efficiency savings.

