



Customer Non-Executive Directors

July 2024



Saxton Bampfylde

An invitation to our customers

As your landlord, there is a lot we are proud of, but we know we can and must do better for you, our customers.

Our vision is to provide amongst the best customer experience of any housing association in the country by building and maintaining safe, quality homes that our customers love, both sustainably and at scale, supported by excellent customer service. All delivered by happy colleagues who jump out of bed each day to make a social difference. We know we have a lot to do to get there, but we have clear plans to improve, all outlined in our new corporate Strategy covering the period 2025-30.

As part of this, we are looking to strengthen our governance - the way we make decisions at the highest levels – and we are excited about bringing customers onto our Board as key part of this.

For a long time, we have welcomed input from engaged customers, and we find there is no substitute for having involved customers help guide our decision-making. Our engaged customers will continue to play a vital role and recruiting two customers to join our Group Board will be another way we ensure we ensure we put customers at the heart of everything we do.

This document sets out our invitation to our customers to apply to join our Group Board as a Non-Executive Director. Board members can come from all walks of life and a variety of backgrounds. Support and training will be provided and we don't expect people to have previous experience in a similar role. The main qualities we are looking for are sound judgement, strong communication skills, some understanding of governance and an enthusiasm for championing the voice of Orbit customers.

This is an exciting opportunity to make a difference to Orbit, and help ensure we are the best organisation we can be. We hope you will read on to find out more about what it means to be a Non-Executive Director. A couple of things to highlight are:

- **Being a member of the Group Board is part-time, paid, non-executive role, which people do in their spare time alongside their normal job if they have one.**
- **All Orbit customers are welcome to apply, although we are looking for people with certain skills and experience, which we have set out under the section called, ‘the skills and experience you will need’.**

Saxton Bampfylde is the company helping us with the process of attracting and selecting customers to join the Board. If you would like an initial informal chat, Hannah or Vidhu would be delighted to call you at a time that works for you. Please drop them a line at orbitcustomers@saxbam.com.

David Weaver,
Orbit Group Chair



Phil Andrew,
Orbit Group Chief Executive



The challenge for Orbit

We are at a pivotal point in our history.

We have much to be proud of. We have highly engaged and hardworking colleagues, a culture based on a strong social purpose, and we have delivered well against the Orbit 2025 Strategy, retaining Orbit's robust financial position, the delivery of high-quality new homes, and making good progress on our journey to improve our customer services. We are recognised as one of the sector's leaders in sustainability, our external profile is growing, and we have a good reputation in all areas of governance, compliance, and safety, retaining our G1/V2 grading from the Regulator of Social Housing in our recent In-Depth Assessment.

However, whilst we have made significant improvements to our homes and services, we are not satisfied with our Tenant Satisfaction Measures (TSMs) scores or the cases being brought to us by the Housing Ombudsman, and know there is much more to be done. We are prioritising improving our service to you, our customers, and we want to ensure we have the most appropriate and effective governance arrangements in place to support this.

We know that, for our customers, your home is a vital part of your life, and it is our responsibility to provide this security for you. We want to improve the quality of our existing homes, and significantly improve our services, creating a seamless experience that makes it easy for you to contact us in a way that suits you. Our people and culture, technology, data, systems, and processes will be key to achieving this, as will our relationships and influence with suppliers, partners, and government.

At the same time, we need to make sure that we continue to build new homes to help ease the UK's housing crisis, and with the increasing aging population, we need to explore ways to build and maintain homes that meet the needs of our customers throughout their lives.

We have a lot to do.

Our 2030 strategy

Driving Excellence in Customer Experience

Socially driven and commercially minded, we strive to provide amongst the best customer experience of any housing association in the country by building and maintaining safe, quality homes that our customers love, both sustainably and at scale, supported by excellent customer service. All delivered by happy colleagues who jump out of bed each day to make a social difference.

Creating a sustainable and resilient model for the future, to increase the impact we make and the number of people we support.

Please click [here](#) to read more about our strategy.



Our customer commitments

Our Customer Commitments outline what customers value from us and what we must deliver in return. Developed with customers, they shape our service expectations for customers, colleagues, and supply partners, and by embedding this in all we say and do, they enable us to develop a more customer-centric culture and deliver what our customers value most from us.

Our future improvements will be heavily influenced by this, helping to shape all future service design, quality frameworks, policies, and performance measures

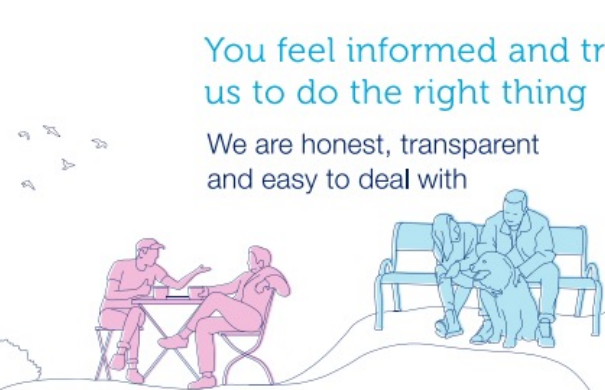
You feel safe and secure

We provide you with a home you're proud to live in



You feel informed and trust us to do the right thing

We are honest, transparent and easy to deal with

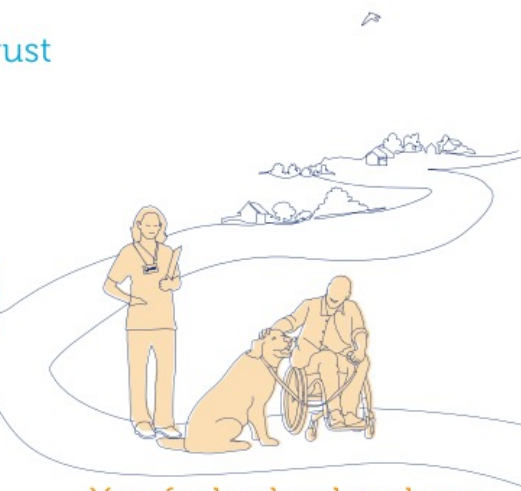


You feel understood and supported

We listen and act

You feel valued and are treated with respect

We put things right when they go wrong



Our values

Our Customer Commitments inform our Values. Developed by colleagues for colleagues, our values shape who we are, what makes us different, and reflect our inclusive culture.



Valuing diversity

We aim to create inclusive, age-friendly communities where people feel safe and at home. Customer services and support will ensure everyone feels valued and heard, and this extends to our employee experience, so we provide great places to live as well as a great place to work. To learn more about our diversity and inclusion commitments click [here](#)

Orbit today - did you know?

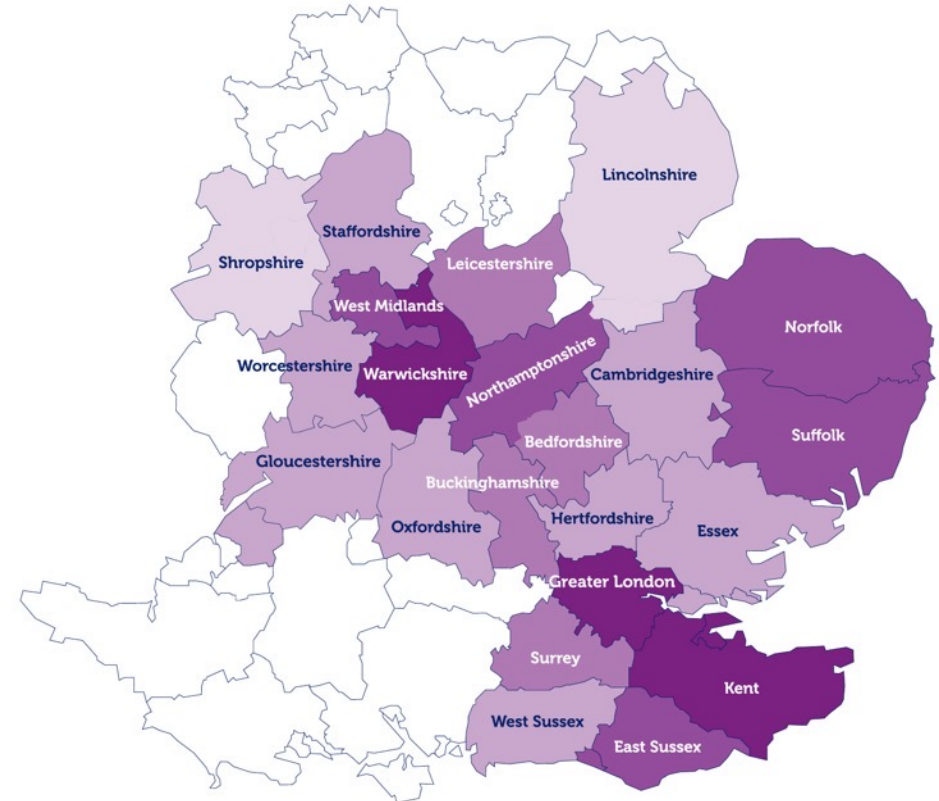
Our aim is to ensure the homes we provide and the places we create are good quality, affordable and safe.

Orbit was established in 1967 by two people on a park bench contemplating how to tackle homelessness. The passion they felt about the inequality in the access, scale and quality of available housing was channelled into positive action, and Orbit was created. Socially driven and commercially minded, our purpose today is every bit as important as it was when Orbit was founded.

We now manage around 47,000 affordable homes in the Midlands, East and South East. We are also a major developer, building around 1,000 new and affordable homes every year.

Please click [here](#) to view our latest Financial Statements.

Orbit Properties by County



 **47,000**
homes

 **100,000**
customers

Number of Properties



Supporting customers day to day



Our commitment to social purpose goes beyond that of landlord and developer. We are committed to improving the long-term prospects of society and bringing our customers security and stability by investing in a range of projects to support the wellbeing of communities, families and individuals.

We're focussed on offering customers the right help at the right time to support your tenancy and personal wellbeing. By delivering support via our Better Days programme and Tenancy Sustainment Team, we've made a demonstrable positive difference to the lives of thousands of customers this year.

Before the cost of living crisis hit, our Better Days programme - which offers free universal services to every customer designed to support financial inclusion, mental health, employment, skills and digital - was already helping over 5,000 customers each year. That figure has risen to 7,683 customers in 2024-25 and, as demand for support has grown, we've introduced a raft of new measures to sit alongside the existing programme of support.

Furthermore, we've created a network of community hubs for our customers to help remove barriers to services, piloted a mobile hub to ensure we reach residents in our more rural communities, and we aim to maximise the social value we provide through partnerships with local authorities, voluntary sector organisations and others.

We're proud of bringing support into communities and providing access to services for customers who otherwise may not have sought help or engaged with Orbit.



Our impact – some key highlights 2022/23

Over 10,000
customer
support
interventions

109% year-on-
year increase
in engagement
with our
Better Days
programme

Around £3m
of extra
household
income
generated
through our
interventions

£1.5m
customer debt
managed
through
our debt
advice service

Four new
community
hubs opened
with further
spaces in
development

191 customers
moved into
employment

£9.73 Social
Return on
Investment (for
every £1 spent
we generate
£9.73 return in
social value)

Reduced
anti-social
behaviour in
our identified
'Hotspot' areas
by 77%

What House?
Housing
Association of
the Year 2022

1,257 new
homes
delivered

£88.8m
investment in
existing homes

£135.2m
operating
surplus

About Orbit's Group Board

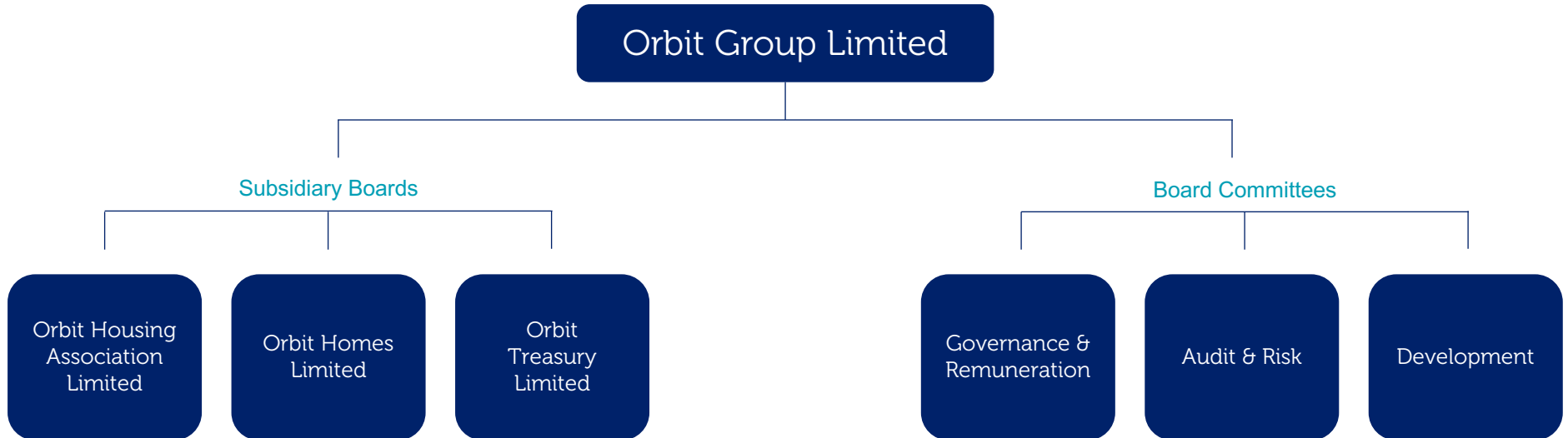
The Group Board is responsible for governing the affairs of Orbit and oversees the work of the Chief Executive and Senior Executive Team. Board members are drawn from a wide variety of backgrounds, bringing together professional, commercial and public sector experience.

The primary role of the Group Board is to make sure that we provide good-quality housing and services to our customers, while also being responsible and accountable in our work. It helps set strategic objectives for the organisation, checks we are meeting those strategic objectives, and that it we are fulfilling all relevant legal and regulatory requirements.

The Board delegates day-to-day management of Orbit to the Group Chief Executive, Phil Andrew, and the Executive Directors who form the Executive Team.

We have adopted the National Housing Federation's (NHF) 2020 Code of Governance, which you can read more about [here](#).

The Group Board is supported by subsidiary boards and committees, which each have a specific area of focus, the structure can be seen below:



What do Non-Executive Directors do?

A Board Member/Non-Executive Director is someone who helps make important decisions about how Orbit is run. Responsibilities include:

Strategic Oversight:

- Providing independent oversight and input on our strategy and initiatives with a heightened focus on customer services and housing quality.

Performance Monitoring:

- Evaluating the effectiveness of customer engagement initiatives and services, providing insights and recommendations for improvement.

Risk Management:

- Ensuring that risks related to resident satisfaction and community | well-being are included within the risk matrix.

Customer Advocacy:

- Along with all other Non-Executives, ensuring that the perspectives and needs of customers are considered in Board deliberations and decisions.

Stakeholder Engagement:

- Engaging with fellow customers to gather insights and feedback that inform strategic decisions.
- Representing Orbit to external stakeholders and the community.
- Ensuring the views and needs of customers and the community are considered in decision-making.

Governance:

- Ensuring compliance with governance standards and regulatory requirements related to social housing and customer services.

Mentorship:

- Offering guidance and mentorship to the executive team on best practices in customer engagement and community development.

Executive Support and Challenge:

- Providing guidance and support to the executive team while maintaining independence.
- Constructively challenging and contributing to the development of proposals on strategy from a customer impact perspective.

Board Activities:

- Attending and contributing to Board meetings and relevant committee meetings.
- Representing Orbit customers and sharing insight from a customer perspective during Board meetings.
- Participating in the annual Board evaluation and development process.
- Engaging in continuous professional development to enhance governance knowledge and skills.

The skills and experience you will need

First and foremost, our Non-Executive Directors need to bring a genuine commitment to supporting us in delivering our social purpose.

Experience and Knowledge:

- A current customer of Orbit, who understands and resonates with our 2030 strategy and purpose.
- Appreciates the challenges and opportunities in social housing, its people and economies.
- Some understanding of governance and the ability to quickly grasp the governance requirements of Housing Associations.
- Interest and/or experience in how communities and organisations work together to improve services, and support communities to thrive.

Skills and Behaviours:

Integrity:

- High ethical standards and integrity in professional and personal dealings.

Judgment:

- Analytical skills and the ability to provide sound judgment and balanced and constructive feedback.
- Champions the rights of Orbit customers to be involved and influential.
- Comfortable in managing risk, without being risk averse.

Collaboration:

- Ability to work effectively with other Board members and senior executives.
- Strong communication and interpersonal skills, with an approachable and engaging style.
- Ability to influence others confidently and effectively.

Commitment:

- Proactively demonstrates commitment to diversity, equity, and inclusion in all aspects of work.
- Acts in alignment to our vision, values and objectives.

Some further general information about what makes an effective Non-Executive Director can be found [here](#).

Training and development

We recognise the importance of equipping and developing our Board Members to better fulfil their role, from day one. It's all about setting you up for success and helping you play your role as Customer Non-Executive Director to the best of your ability.

Induction

When you start your role, we have a structured induction in place to help you quickly find your feet. You can expect this to include:

- An introduction to Orbit's mission, values, and culture, and an overview of the business model, strategy, and financial performance.
- The opportunity to visit our local Orbit neighbourhoods, new developments, and independent living schemes and to meet with key people, including the executive team, colleagues and customers, helping to gain perspectives of the business through different lenses.
- Understanding the legal and regulatory requirements.
- Understanding risk – our external operating environment, internal risk framework, risk appetite and the Board's role in managing risk.
- The governance structure of Orbit.
- Your role and part to play as a member of the Board.

New to a NED Role

We recognise that not everyone has direct experience of being a NED and it can feel daunting taking on your first post.

With that in mind, within the first 3-6 months of being in post, you'll have the opportunity to attend the "**Role of the Non Executive Director**" one day course delivered by an external thriving member community for directors in the UK and beyond.

Led by expert practitioners specialising in governance, strategy, leadership and finance with exceptional real-world experience, you will leave this course with an in-depth understanding of the role of a Non-Executive Director and empowered to add value in the boardroom.

Ongoing Development

Throughout your time in post, you'll have the opportunity to take part in ongoing development, both at a Board level and tailored to your specific development areas.

We'll work with you to understand what these gaps are and then support you to develop, both through internal and external opportunities.

Terms

Term

Group Board Members are appointed for 3 years, after which their appointment may be renewed for a further term of 3 years.

Time commitment

We expect the time commitment to average approximately 20 hours per month. This includes Group Board and Committee meetings, as well as time for reading and reviewing information ahead of meetings, pre-planned visits to see Orbit customers, homes and/or construction sites, and having conversations and email exchanges with colleagues between meetings as required.

There would be an additional requirement to attend scheduled induction, training and development as part of the onboarding programme within the first 3 months. We will work with you to tailor the programme to your needs.

Being a Non-Executive is a significant undertaking and the time commitment will vary month to month throughout the year.

Location

Group Board meetings are usually held in person in Coventry or London.

All Board Members will be asked to join at least one Committee. Most Committees meet on average 4 times a year either in person or online.

All travel expenses are paid.

There will be a requirement to visit other parts of the organisation and operations across the Midlands, the East, London and the South East of the UK.

Remuneration

Non-Executive Directors on our Group Board are currently paid a fee of £11,000.00 plus expenses.

Main Board meetings

There are usually 5 main Board meetings each financial year, and they usually run all day.



Our 2030 strategy emphasises our commitment to leading on diversity and inclusion in the sector.

We are committed to representing the diversity of the communities we serve and hope to encourage and attract interest in this important role from people with the broadest possible range backgrounds.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Orbit on this appointment.

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

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

Your Supporting Statement be a summary (2-3 paragraphs) of how your experience and knowledge will support you in the role, focusing specifically on governance requirements and how communities work together to improve services, and support communities to thrive.

The closing date for applications is noon on **9th September 2024**.

* 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.

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.



FAQs

1. How many customer Board Members are you recruiting?

We intend to recruit 2 Customer Non-Executive Directors.

2. Who are the other Non-Executive Directors?

You can read more about our current Board Members, [here](#).

3. What would I be required to do and how much time would this take up?

Please see page 19, the section on ‘Terms’. We expect the time commitment to average approximately 20 hours per month. This includes Group Board and Committee meetings, as well as time for reading and reviewing information ahead of meetings, pre-planned visits to see Orbit customers, homes and/or construction sites, and having conversations and email exchanges with colleagues between meetings as required. Being a Non-Executive is a significant undertaking and the time commitment will vary month to month throughout the year.

4. When would this start?

The selection process is due to be complete in November 2024, and the successful applicants will be invited to start as Non-Executive Group Board Members straight after that. Their first Group Board Meeting is likely to be in December 2024.

5. How long do you stay a Board Member for?

Please see page 19, the section on ‘Terms’. Group Board Members are appointed for 3 years, after which their appointment may be renewed for a further term of 3 years.

6. What happens if I need to resign for any reason?

Group Board Members can resign at any time by notifying the Chair of the Board.

7. How much would I be paid for being a Board Member?

Non-Executive Directors on our Group Board are currently paid a fee of £11,000 plus expenses.

8. I’m a shared owner, can I apply?

Yes, all Orbit customers are welcome to apply. We use the word ‘customer’ to describe anyone who is a resident, tenant, leaseholder or shared owner.

9. What happens if I’m appointed and then stop being an Orbit customer?

If a Customer Non-Executive Director moves out of their Orbit home and therefore stops being a customer they may be expected to step down from the Group Board but this would be considered on a case-by-case basis.

10. What skills are you looking for?

These are set out on page 17, in the section of this document called, “The skills and experience you will need”.

FAQs continued

11. Would Orbit provide any training and support?

Yes, all Non-Executive Directors are offered training and ongoing support to continuously improve their understanding of governance, housing, regulation, finance and other areas as appropriate.

12. What technology do I need access to in order to be a Non-Executive Director (e.g. laptop, smartphone etc.)?

All Non-Executive Directors will need to join virtual meetings and access relevant documents for the role, therefore internet connection, email address and a computer (or tablet) will be required. A laptop or tablet can be provided if one is not available.

13. Would other customers know that I'm a customer Board Member?

Yes, all Non-Executive Directors are listed on our website, in our annual Financial Statements and in other reports and documentation.

14. When is the application deadline? How do I apply?

Please see page 22 and the section on How to Apply. The closing date is 9th September 2024. Candidates should apply for this role through our website at www.saxbam.com/appointments using code KACAFF

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

Your Supporting Statement should be a summary (2-3 paragraphs) of how your experience and knowledge will support you in the role, focusing specifically on governance requirements and how communities work together to improve services, and support communities to thrive.

15. What happens after I submit my application?

Applicants assessed to have provided in their application the best evidence for meeting the required skills and experience criteria will be invited to an initial informal interview - usually via video call – with our recruitment partner, Saxton Bampfylde, in September 2024.

Later a smaller group of the selected candidates will be invited to an in-person interview with the Group Board Chair and 2 or 3 other existing Non-Executive Directors in October 2024. Full details of what to expect and how to prepare for the interview will be provided.

16. Is there any help available for customers to support them through the application process?

Yes, our recruitment partner, Saxton Bampfylde, is available to provide information and guidance to applicants to support them in their applications. Please contact orbitcustomers@saxbam.com.

17. Will I get feedback from you if my application is unsuccessful?

Yes, you will be informed of the decisions that are made and offered feedback if you are unsuccessful.