

Your application

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. To apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages
- Indicate if you cannot attend any of the interview dates.

Please submit your completed application documents to info@buildingbetter.org.uk

Applications must be received by Friday, 27 May 2022 at 12 noon.

Do call me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Trina Chakravarti
 Project Director, Building Better
 07908670176

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Welcome to Building Better

Thank you for your interest in this exciting new position as Board Member of the freshly incorporated [Building Better](#).

Building Better is a start-up born out of the ground-breaking innovation programme, the Greenhouse, led by the National Housing Federation in 2018. In a climate where the housing crisis has never felt more acute or widespread, our vision is not only to build more homes, but build them quicker, of better quality, more sustainably and through more efficient design and procurement processes.

The project has made significant progress bringing together the sector to access Modern Methods of Construction with confidence. Now, having developed a reputation for being dynamic, curious and effective, a smaller group out of 30 housing association and local authority members will incorporate into a separate legal entity.

The next phase of our growth will take Building Better from an early stage strategic alliance to an established business, growing its scope and impact in this still nascent but hugely innovative industry. The newly appointed board will set the strategic vision, agree the key strategic objectives and guide the core team to deliver on these.

Building Better is currently supported by a project board made up of seven organisations and one consortium. The newly appointed Board will include three to four housing association members and two external board members, with experience in and passion for one or more of **sustainability, strategic innovation** and **construction**.

We know how easy it is to create talking shops around change. At Building Better, we're committed to actions over words - that means not paying lip service to collaboration and innovation, but making sure they are at the heart of everything we do. As a Board Member, you will have the opportunity to make a tangible difference to the housing crisis and be part of an organisation that is ambitious and driven. We believe there are a number of areas our work can take us next, and the new Board will support the business to identify where we best prioritise our resource and effort.

You will not only be a trusted expert in your field but committed to and passionate about collaboration and innovation. If this feels like you, we look forward to receiving your application. You will be helping us to set Building Better's North Star before the business navigates opportunities in this thrilling and continually evolving space.

Alison Bennett
Chair of the Building Better project board

About Building Better

Building Better is the only coherent national offer for ambitious housing associations and local authorities wanting to develop homes using offsite manufacturing techniques in collaboration with others, rather than alone. Homes England, the Greater London Authority and Mark Farmer, author of the seminal review of the traditional construction skills crisis, have all put forward their support because they believe demand aggregation is the most compelling way to push forward the offsite agenda in our sector.

Since the launch of procurement framework with three MMC Category 1 (volumetric) providers in July 2021, and Dynamic Purchasing System with multiple MMC Category 2 (panelised) providers in May this year, Building Better is now poised to build the roadmap that will enable it to meet its purpose below.

Building Better purpose

Our objectives are for housing associations and local authorities in England and Wales to change:

1. from delivering homes in a system which is slow, unpredictable and exposed to future uncertainty to one which gives greater control over the process. This will reduce the time between contract to completion by at least 50% by driving collaboration between parties and reducing the number of subcontractors.
2. from building poor quality homes that are expensive to maintain to homes completed with zero defects by year 3, by enabling greater member confidence in and understanding of MMC.
3. from building homes that are unsustainable for the future to homes built to net zero carbon standards. We'll do this by working in partnership with manufacturers to iteratively improve the performance of homes, using data to evidence progress, and investing in R&D.
4. from providing homes that don't meet the needs of residents to homes that prioritise a positive lived experience and affordability. This will happen by improving quality, utilising a feedback loop in design, and investing in the adaptability of our homes.

How Building Better is delivering on that purpose

High quality homes

Building Better collaborates with members and manufacturers, improving offsite solutions in response to feedback and data. This ongoing engagement enhances the performance of offsite homes, improving fire safety, energy efficiency, downstream maintenance and customer satisfaction, all helping to bring rental income earlier.

Homes built by Building Better manufacturing partners have a baseline performance specification that is well above standard regulations including minimum EPC rating B / 81 SAP points, superior fire safety measures, no gas and M4(3) options. Project delivery time is between 7 – 12 weeks across the three manufacturers on the first framework.

Aggregated demand

Building Better combines the pipeline of its members, increasing their collective negotiation power, bringing costs down and providing certainty to manufacturers so they can invest in longer term partnerships.

Early evidence from members reveals costs for MMC using the Building Better framework is on par with traditional construction (considering superstructure, installation, delivery and preliminary costs as well as reduced project delivery time). This is the first time the sector has been able to report this comparable upfront cost. All manufacturers on the framework have committed to their costs for a minimum of one year, with no higher than RPI over the life of the framework. Over 1,100 units have been assessed for viability on our first framework so far.

Collective resources

Building Better members pay once for procurement, due diligence, legal and strategic advice. They get support from the Building Better network, helping them to overcome challenges around board level buy-in, contracts and loan securitisation. Pooling resources, learning and data reduces barriers to entry and can drive rewards in the future, for example proactive asset management based on trends across performance.

Members save at least £15k on procurement costs alone. This figure doesn't include savings on work from consultancies including a checklist for Clerk of Works and Employers Agents, advice, drafting of framework level contracts and intelligence on the state of the Category 1 and 2 markets.

Smart standardisation

Building Better believes that greater standardisation will improve quality and reduce costs across the design, procurement and delivery of MMC homes. Through this standardised

approach, Building Better is helping social housing providers to tackle the construction skills crisis and reduce downstream maintenance costs.

Building Better members agreed a minimum performance specification within a three-month period, with work underway to develop a set of metrics and determine information flows to evidence reduced downstream maintenance costs. Our latest collaboration with Cambridge Centre for Housing and Planning Research has led to a report on the opportunity building offsite presents for a genuine Customer Experience focused approach to design.

Building Better culture

VALUES

COLLABORATIVE

At the heart of building better is reimagining the relationships housing associations can have with each other, with the supply chain and with our residents.

We work together to ensure the success of the project.

We are outward thinking, considering the impact of our actions on our customers and all key stakeholders.

CURIOUS

We are obsessed with the problem, not the solution.

We accept we won't have all the answers but are confident in our ability to affect impact by asking the right questions.

COMMITTED

We are committed to exploiting innovation to increase the supply and quality of affordable homes for our members and the wider sector.

We are driven by the improvements this will make to quality, supply and customer satisfaction.

We are positive and enthusiastic.

ORGANISATIONAL PRINCIPLES

SECTOR WIDE COLLABORATION

We will work in the interests of the project board but with the wider sector in mind.

We will create safe environments to have honest conversations.

We will engage with all important stakeholders outside of the HA sector that are integral to the success of the project.

LEARNING MINDSET

We will continue to capture insight and clues to develop our thinking.

We will actively seek challenge from the Technical Advisory Group and supporters outside of the project.

AGILE WAY OF WORKING

We will manage conflict between the ideal and practical by using sprints to focus our problem solving.

We will choose to pivot or persevere depending on the situation and through discussion with the Board and Core Group.

We will remain committed to finding a solution through uncertainty by supporting each other.

Role profile

Role purpose

- Building Better will be incorporated as a Community Interest Company Limited by Guarantee. The Board will collectively be responsible for ensuring the success of the organisation and ensuring its compliance with all legal and regulatory obligations.
- The Board is collectively responsible for setting the strategic direction of the organisation and board members will determine and uphold the organisation's vision, values and strategies.
- Board members will use appropriate skills, experience and knowledge to involve their networks and stakeholders to fulfil these strategies, where appropriate.
- Board members must provide effective governance of the organisation, ensuring 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 delivery.
- A board member may need to lead a Working Group.

Key responsibilities

Strategic leadership

1. Provides focused sector wide strategic leadership and direction to the work of the organisation, setting the vision, mission, values and standards for the organisation - always horizon scanning and striving to balance long and short term objectives.
2. Promotes good governance and ensures that the organisation's affairs are conducted in accordance with generally accepted performance and propriety and that its obligations to its stakeholders and others, including its regulators, are fully understood and delivered.
3. Provides leadership in equality, diversity and inclusion ensuring this is reflected in all that the organisation does.

Conduct of Board business

1. Ensures that decisions taken by the Board are in the best interests of the organisation and its customers and promote the highest quality standards.
2. Participates in reviews of Board performance, both individual and collective and keeps up to date with sector matters.

3. Diligently prepares for and attends Board meetings, making an active contribution to discussions and decision making.
4. In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair.

Risk and performance

1. Ensures that legal and social responsibilities are met, and that the organisation's affairs are conducted to accepted standards of performance and propriety. This includes ensuring that Building Better CIC Ltd fulfils its legal annual requirements as a Community Interest Company, which are:
 - a. to prepare and deliver annual accounts to the Registrar of Companies
 - b. to prepare and deliver a CIC Report
 - c. to prepare and deliver an Confirmation Statement.
2. Ensures that the organisation's assets are not put at risk.
3. Determines the organisation's approach to risk, establishing its risk appetite and tolerances.
4. Approves an appropriate, robust and prudent business planning, risk and control framework and reviews its effectiveness at least once a year.
5. Establishes ambitious but financially prudent strategic policies and plans to achieve organisational objectives and approves each year's budget and accounts prior to publication.
6. Monitors the organisation's performance in relation to plans, budgets, controls and decisions, and ensures that the organisation is well run and viable.

Promoting the organisation

1. Be an ambassador for the organisation, help build its brand and public image, ensuring an effective national profile in consultation with the Chair and Managing Director.
2. Represent the organisation with key stakeholders, such as regulators and decision-makers.
3. Attend ad-hoc meetings as required and travelling as required to promote the values and purpose of the organisation.

[Information and guidance on Corporate Governance from the Office of the Regulator of Community Interest Companies, Department for Business, Energy & Industrial Strategy is available on gov.uk](#)

Personal specification

Experience and knowledge

- Governance, organisational leadership and management experience.
- Experience at a senior level, with a relevant professional or business skill, relating to sustainability or strategic innovation.

Sustainability	Strategic innovation
<ul style="list-style-type: none"> - Expertise in global and national trends, thought leadership on and understanding of current debates about environmental and social sustainability - Understands uses of ESG information, emerging impact information and compliance with environmental legislation - Can predict challenges arising from the current economic and environmental climate - Has awareness, empathy and experience of the impact on local communities and eco-systems as well as suppliers 	<ul style="list-style-type: none"> - Expertise in strategic innovation, design thinking, service design or product innovation - Experience leading projects or organisations through an innovation process to develop a service, product or mission - Sound understanding of and ability to share lessons from relevant examples outside of the sector - Experience of creating and enabling organisational cultures that drive innovation and that are customers centred

- Experience of operating effectively at high levels within an organisation, and a proven ability in influencing decision making.
- Empathy with the purpose of social housing or direct experience of working in the sector.

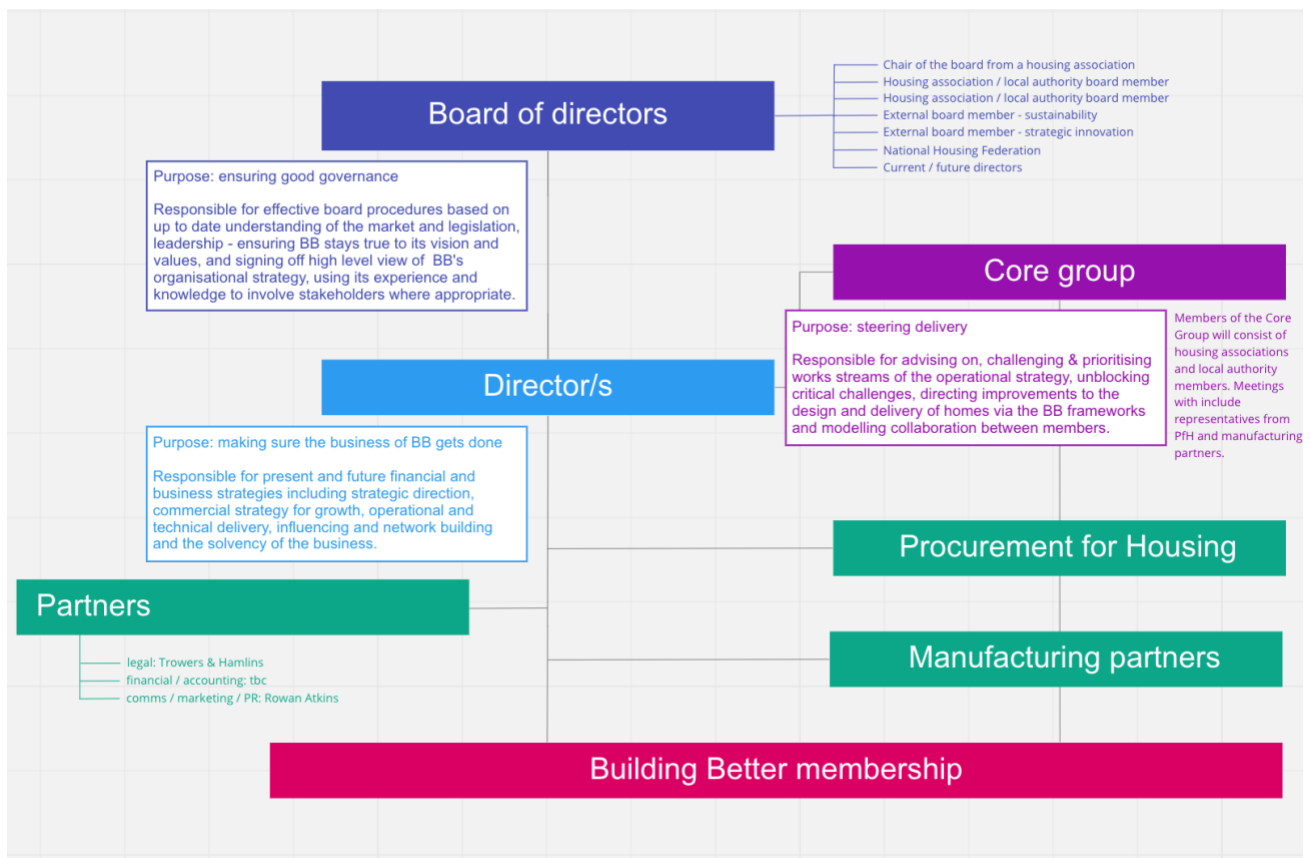
Skills and abilities

- Ability and vision to lead and represent the organisation, giving a clear sense of strategic direction and presents views with understanding of the wider strategic context.
- A sound understanding of effective financial management
- Skilled in listening to others' contributions, challenging in a constructive way, and building consensus through persuasive discussion.
- Able to make balanced and informed decisions, analysing performance, financial and other information.
- Assesses risk and promotes risk awareness without being risk-averse.
- Excellent communication skills. Able to read, understand and analyse both written and numerical reports presented to the Board for decision and information and to draw out points for discussion.
- Able to be an organisational ambassador, operate effectively at all levels and committed to developing positive external relationships that generate confidence and respect.

Personal qualities

- A strong leader with a high degree of integrity.
- A commitment to the interests of current and future social and affordable housing residents and the enthusiasm to implement change and improve services.
- A decisive and effective decision maker who leads by example with an open, engaging, and enthusing style.
- A personal and professional credibility that will command confidence at all levels.
- Works well in a team, with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners.
- Committed to accountability, openness, transparency, and equality of opportunity.
- Has the necessary time commitment for the role.

Structure chart



Key terms and conditions

The roles

Board member with expertise in sustainability

Board member with expertise in strategic innovation

Remuneration and expenses

Board members will be reimbursed for reasonable travel expenses.

There is currently no remuneration for the role, but we hope to change this as the organisation's income from its procurement routes delivers in Year 2 or 3.

Time commitment

1 - 2 days per month including at least 6 Board meetings and at least 2 Board days annually.

Terms of Office

Board Members are appointed for a maximum of two three-year terms. Additional service following the first three-year term is subject to Board approval.

Location

Meetings generally take place online. It is anticipated in the future that a meeting will be held at a London location.

Key dates and the selection process

Closing date: Friday 27 May 2022 at 12 noon.

We will be in touch with candidates between 30 May - 1 June.

First interviews w/c Monday 6 June 2022

Interview will be conducted online with a panel made up of Building Better project board members.

Final interviews w/c Monday 13 June 2022

Interview will be conducted online with a panel made up of Building Better project board members.