



# Recruitment Pack

Two Board Members | Sep - Nov 2022



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# Welcome letter

Thank you for your interest in becoming a Group Board member at B3Living. We are an ambitious and growing housing association in Broxbourne with 5,000 homes and 500 new homes in our development pipeline. Our annual turnover is just under £36 million, including shared ownership sales.

We are well governed, financially sound and offer good value services to our residents. We have a V1 rating for financial viability and G1 rating for governance from the Regulator of Social Housing; we are also rated by Moody's, with a strong A3 rating. We are committed to addressing the acute shortage of affordable homes in our locality, ensuring that we help create cohesive communities through supporting our residents.

This is the perfect time to join our Group Board as we continue to work on our corporate strategy with a strong emphasis on customer service, colleagues and the environment. We want to continue our focus on health and safety and wellbeing and meaningfully engage our customers in how we run our business through our Customer Community. We also have a strong focus on community and tenancy sustainment. We have an ambitious development programme which supports our goal of tackling the housing crisis in our local area. We are building a mix of tenures and have an ongoing and steady delivery of new homes.

We are looking for two board members to join our Group Board. We are looking for someone with finance background who is professionally qualified, who will also sit on our Audit and Risk and Treasury Committees. We are also looking for another board member and are open to other backgrounds and skillsets. In both cases we would like to strongly encourage candidates from outside the social housing sector in the interests of balancing out our Board. Those with no prior experience of being a board member are welcome to apply.

Our board members will need to help lead the organisation through the delivery of our strategy and help B3Living achieve its potential, as well as remain financially and reputationally sound.

The Board will also need to ensure that we deliver the requirements of the Social Housing White Paper and remain accountable to our customers.

We believe having a diverse board is vital to our ongoing success and we particularly welcome applications from underrepresented groups.

Whilst we have been successful in maintaining a good gender balance across our board and were successful last year in improving representation from black and minority ethnic groups, we don't currently have people on our board who live with a disability, younger people, or people from the LGBT+ community. We particularly welcome applications from applicants who identify as being in those groups, as well as candidates with lived experience of social housing.

The time commitment for a board member role is an average of one-two days per month and our Group Board meetings are generally held from 3pm on a Tuesday. The remuneration is £3,776 pa plus expenses. Group Board meetings are normally held face-to-face and subsidiary meetings are usually virtual.

We have a collegiate and effective board with a complementary mix of different skills and experience, and this is an exciting opportunity to join a great team that is leading a successful and ambitious organisation. Please find out more about us from our website and corporate literature at [www.b3living.org.uk](http://www.b3living.org.uk).

We hope that you will be motivated to apply and look forward to receiving your application.



Best wishes,

David Biggs

Chair

# About B3Living

## Who are we?

We are a mature (2006) LSVT association based in Broxbourne, Hertfordshire, owning 5,000 homes. We have 500 new homes in our development pipeline and our annual turnover is just under £36 million, including shared ownership sales.

We are well governed, financially sound and offer good value and services to our residents. We have a V1 rating for financial viability and G1 rating for governance from the Regulator of Social Housing; we are also rated by Moody's, with a strong A3 rating. We are committed to addressing the acute shortage of affordable homes in our locality, ensuring that we help create cohesive communities through supporting our residents.

Statutory rent reductions over the period 2016-2020 alongside the rising costs of materials have made our desire for continuing growth more challenging, but we are committed, through our Value for Money (VFM) agenda, to reduce our revenue costs and increase our income to enable us to sustain growth. At the same time, we aim to continue to deliver efficient and effective services to our residents.

**Our mission is: to make a sustainable, positive change to the housing crisis for our customers and communities.**

## Our Values

Our team have spent some time working on a shared understanding of which values drive our behaviours and we work hard to model these in our day-to-day work.



### One Team

Working together to achieve our goals



### Adaptable

Continuously changing to improve the way we work



### Innovative

Proactively challenging to maximise opportunities



### Open

Communicating and listening inclusively



### Commercial

Creating value and understanding costs

## Building new homes

B3Living aims to build a range of homes for those that cannot afford rising market prices in the private sector, providing affordable homes for rent and shared ownership. These homes are provided through Section 106 and land led opportunities, in addition to regeneration projects within the Borough of Broxbourne.

In line with B3Living's Corporate Strategy, development opportunities are focused within the Borough of Broxbourne and identified adjacent local authority areas. Our approach seeks to meet the needs of our customers, the community, building safety and stakeholder partnering. In 2022/23 B3Living will be proud to provide over 150% of the Borough of Broxbourne's affordable housing target.

The last 18 months has seen B3Living deliver the largest new homes programme in its history and its biggest development scheme to date at Cheshunt

Lakeside with Inland Homes. There are currently over 300 new homes under construction with a pipeline of over 500 homes set to be built over the next four years. Furthermore, we have committed over 150 new homes to the Homes England Affordable Homes Programme 2021/26.

B3Living has two subsidiary companies that aid in development delivery. B3Living Development Company Ltd oversees the delivery of rented and shared ownership homes. In addition, Everlea Homes is a commercial subsidiary for joint venture and investment opportunities. Surplus generated from Everlea Homes will provide subsidy for B3Living to continue its development of affordable housing.

## Our homes and communities

We provide homes for over 9,000 people across Hertfordshire and Essex. We pride ourselves on both the quality of our homes and the services we deliver to our customers and strongly believe they deserve a safe, warm space to call their own. This also includes the environment around them which we look to maintain to a high standard and ensure is safe (complete CCTV refresh in 2021). Our overall customer satisfaction rate is 89.68% and satisfaction with our repairs service is 93.48%.

We have been reviewing how we work with our customers, establishing a new Customer Ethos and have consulted with them to find out what is important as part of developing our Customer Strategy.

We have reviewed how we engage with our customers and have set up our Customer Community and signed up to the National Housing Federation's 'Together with Tenants' initiative to ensure our customers have a clear voice within B3Living. We will also be reviewing key services this year to ensure they are people-focused and efficient.

We invest in our local community and currently support and coordinate a range of local community services that our customers can access and benefit from. In 2022/23 we are continuing to invest in tenancy sustainment work to enable the residents of Broxbourne to both access and remain in homes that best meet their need as a direct response to an independent research piece we did into the main causes of homelessness in Broxbourne.

**Our overall customer satisfaction rate is 89.68% and satisfaction with our repairs service is 93.48%**





## Good employer, great employees

We support our 170 hardworking and dedicated team members, giving staff the chance to share ideas and work collaboratively in our one team approach. We are committed to developing our team and offering extensive training and personal development including sponsorship for professional qualifications.

Twice a year we consult with our teams to set cross-organisational targets which we work towards together, with the possibility of earning a £500 bonus every six months.

We provide our colleagues with the opportunity to work flexibly, and everyone enjoys a generous annual leave entitlement.

We review feedback from our team members and carry out a six-weekly employee engagement survey. We are committed to developing and empowering our teams. We also use "Workplace", an internal engagement and communication tool that is facilitated by Facebook.

*We get a lot of positive feedback on the welcoming and friendly environment that can be found at B3Living.*



## Our people

B3Living is governed by a collegiate and effective, skills-based board who meet 7 times a year.



David Biggs (Chair)

With nearly three decades' experience operating as a senior executive, David has worked in property in both private and public sectors. A former Finance Director, he recently stepped down as Managing Director of Network Rail Property after 11 years. His customer-focused approach to placemaking showed how stations can be a catalyst for regeneration - creating a hub for communities and becoming destinations in their own right. Embracing partnerships with developers, David has overseen many commercial ventures such as the landmark £1.4bn Arches portfolio sale, major upgrades at London Bridge station, and the unlocking of land for more than 10,000 homes.



Trudi Kleanthous (Vice Chair)

Trudi has worked in social housing for 40 years within both local authorities and housing associations. She has held several Executive Director roles covering both operational and back office corporate support functions such as governance, HR, policy and strategy. Trudi is also the Chair of our Remuneration Committee.



Caroline Abomeli

Caroline is A2Dominion's communications director and brings expertise in communications, marketing, business planning and corporate strategy, business change and digital.



Jaine Cresser

Jaine has worked in the social housing sector for over 30 years and is an experienced leader, covering housing management, property and repairs, as well as asset management and investment. Her specific skills are around change management, staff engagement and empowerment and transformation of services. Jaine is passionate in ensuring that services are customer focused.



Rebecca Lewis

Rebecca has over ten years' experience in the real estate sector. With a background as a chartered surveyor, Rebecca has worked at Grainger Plc, spearheading the creation and delivery of Grainger Trust, the first for profit housing association in the UK. Further experience followed at PFP Capital where Rebecca worked for the PRS Joint Venture with the Universities Superannuation Scheme. Rebecca now works at Morgan Sindall Investment Limited, working in Joint Venture partnerships with Local Authorities to deliver mixed tenure regeneration schemes.



Steve Nunn

Steve has worked in the Housing sector for over 30 years across all disciplines including housing management, operations, property services, shared ownership, estate and social regeneration and development. Steve is also the Chair of our Development Committee and Everlea Homes.



Rosalind Rowe

Ros has more than 30 years' experience in property taxation and deals. While a tax partner in a major professional services firm, she provided advice to housebuilders, housing associations, developers and investors on projects including urban regeneration. She has worked closely with the Government on issues including developing tax initiatives to increase the use of brownfield sites.



Vipul Thacker

Vipul is Notting Hill Genesis's group director of central services and has oversight of human resources, health and safety, data protection, equality, diversity and wellbeing, governance, procurement, office accommodation and facilities management. He has experience of inspections and value for money reviews.



Paul Tyrrell

Paul is a professional commercial banker with over 35 years of experience in the finance industry. He has spent more than 20 years of his career lending to the social housing sector. As well as finance, his skills include leadership, collaboration and he is passionate about customer service and team work. He is the Chair of our Audit and Risk Committee.

# B3Living's executive team



**Steve Woodcock – Chief Executive**

Steve brings a wide range of experience from working at Executive level at a number of organisations within the sector including Network Homes, Clarion and more recently smaller providers Red Kite and Housing Solutions. He is passionate about providing a quality service to customers and in helping to provide more homes to those in the greatest need.



**Claire Howe – Executive Director (Corporate Services)**

Claire has worked in affordable housing since 1999 and is a fellow of the Chartered Institute of Housing. She has specialised in leading support teams, with prior senior leadership experience in both communications and HR. She is passionate about empowering and enabling teams and individuals to fulfil their potential in delivering great services, homes and communities. Claire is also our Company Secretary.



**Chris Ellison – Executive Director (Operations)**

Chris has worked in housing for more than 25 years, with extensive senior leadership experience focusing on performance turnaround, strategy, compliance, governance and risk management. He is driven by always getting the best outcomes for customers, drawing on his wealth of strategic experience which includes a strong background in financial and business modelling.



**Alex Shelock – Executive Director (Finance)**

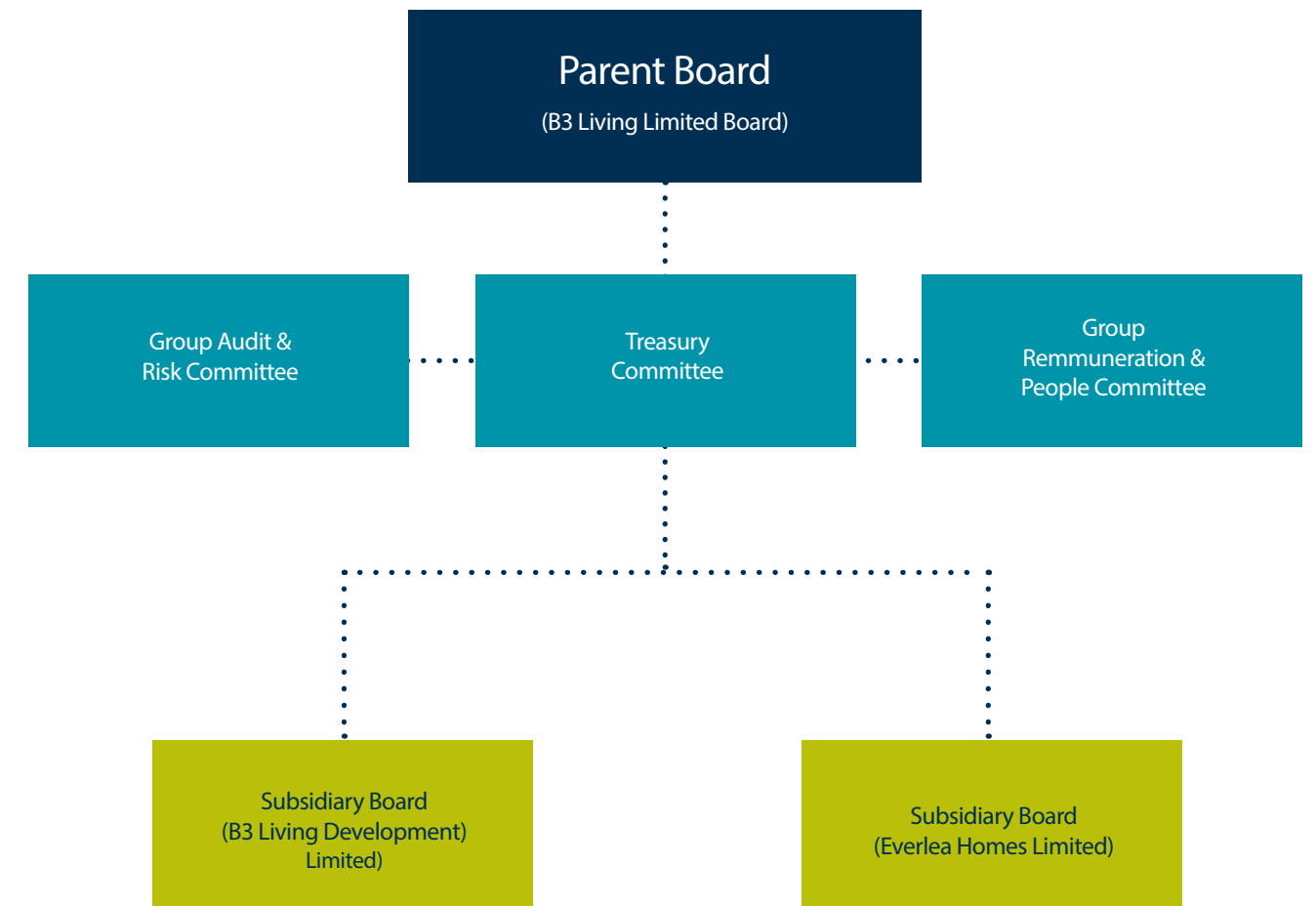
Alex is an accountant with many years of housing sector experience. He specialises in strategic financial planning, treasury and development finance. He was the financial planning lead on the Clarion merger and was the finance lead on the large-scale regeneration in Merton. Alex has a passion for the sector and providing good quality homes to those unable to afford market rates.



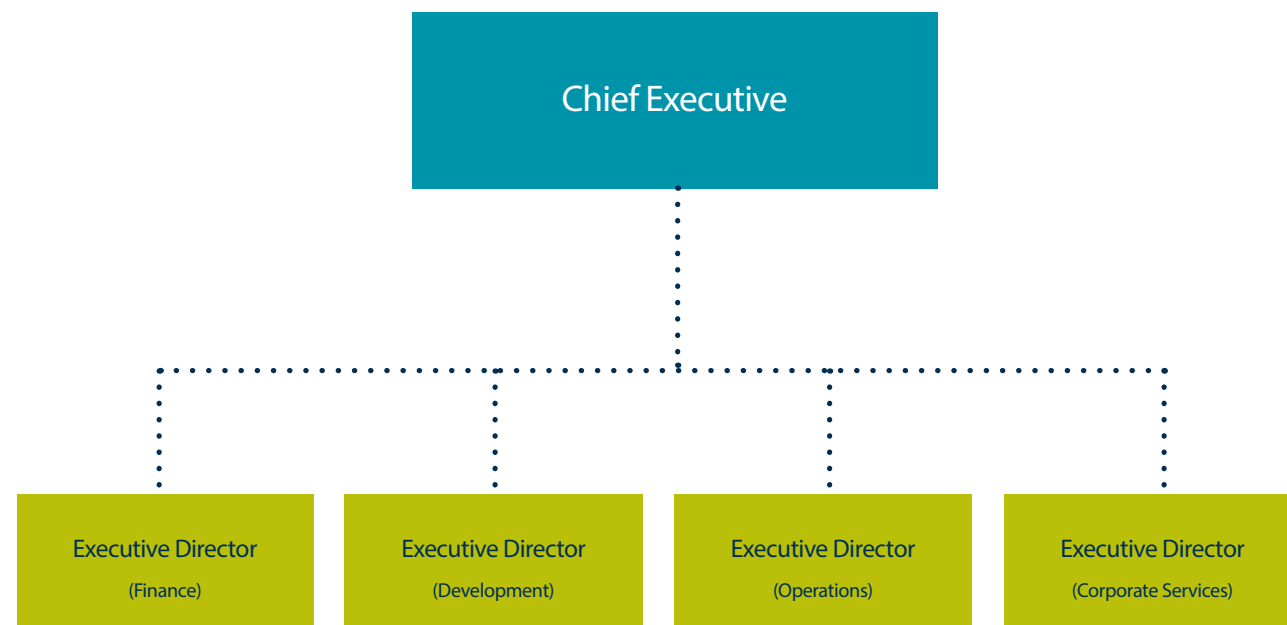
**Jon Hayden – Executive Director (Development)**

Jon brings over 26 years' of experience in housing development across private developers, local government and the housing association sector. He has extensive senior leadership experience as well as a range of director-level roles at Swan Housing Group and Braintree Council, leading on estate regeneration schemes, land acquisition, off-site manufacture, joint venture partnerships and sales. He is driven by programme delivery, quality, and the outperformance of business plans.

# Governance structure



# Organisational structure



Our Executive Team is supported by a Leadership Team consisting of the following post holders:

- Head of Property Services
- Head of Housing Services
- Head of Development & New Business
- Financial Controller
- Head of HR
- Chief Digital & Information Officer
- Head of Communications

# Role profile

Responsible to: Chair and Board

## Role purpose

- To work with the Board and the Executive to lead B3Living and its subsidiaries in its purpose to create safe, warm and affordable homes in sustainable communities.
- To provide collective and collaborative leadership, engaging with the rest of the board to create effective governance for B3Living and its subsidiaries.
- To work with the Board and Executive to create effective governance for B3Living and its subsidiaries.
- To work with the Board and Executive to define strategy and support a one team approach.
- To contribute relevant experience, expertise and insight in order to help ensure that B3Living fulfils its potential.
- To ensure that the views and interests of stakeholders are represented at a strategic level.

## Accountabilities

### Leadership

- Share accountability for both the direction and control of the organisation and its subsidiaries with the rest of the board and executive directors. To set the organisation's vision and values and ensure that obligations to stakeholders are understood and reflected in strategy and policies.
- Support and advise the Chair, assisting with decisions between meetings, taking on key leadership responsibilities and acting as a visible figurehead for the organisation.

### Strategic management

- Set both the long and short-term objectives for the group and determine the strategic aims and outcomes required. To drive the development and implementation of the organisation's business outcomes and provide a constructive challenge to the executive team.
- Initiate and contribute to the review and evaluation of present and future.
- Opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks in the external environment to ensure effective strategic decision making.

- Ensure the financial viability of the organisation through effective business planning and budgeting. In addition, to agree annual budgets for both revenue and capital expenditure, the annual treasury strategy and to ensure these support B3Living's desired business outcomes.
- Oversee the reporting framework for the group structure, contributing to the governance of subsidiaries as required.
- Ensure a framework of prudent and effective controls, which enables risks to be identified, assessed and managed or mitigated.
- Regularly review and monitor performance and ensure management information provided by the executive is fit for purpose.
- Ensure the organisation complies with all legal and statutory obligations and ensure all regulatory requirements are met.
- Ensure diversity and inclusion legislation and good practice is upheld.



## Team

- Develop and challenge the Board and Executive to deliver their best as a joint leadership team.
- To ensure board members and the Chief Executive are effectively appraised on a regular basis.
- To agree a succession plan for future board membership with the Chair, Group Board, Chief Executive and Company Secretary.
- To act as an ambassador for the wider organisation both internally and with external stakeholders, both informally and formally as required.
- Ensure appropriate human resources are in place for the organisation to meet its objectives.
- Support the appointment and remuneration of the Chief Executive, executive directors and new board members.
- Ensure appropriate human resources policies are in place with respect to recruitment, retention, remuneration, training and development.

*This is the perfect time to join our Group Board as we continue work on our corporate strategy with a strong emphasis on customers, colleagues and the environment.*

# Person specification

As a member of the board, you will demonstrate our 'One Team' approach and values. In addition, the following are requirements for this role:

## Experience and knowledge

Non-executive experience is not essential but understanding of the board member role is required. Training and support is offered for the role, and transferrable skills are valued.

We are looking for two board members, one with a financial background with experience in financial strategy and planning, treasury management and/or accountancy with a professional qualification in this area. For the second board member we are open to other backgrounds and skillsets that candidates are able to offer.

We encourage candidates with lived experience of social housing to apply, and in both cases are strongly encouraging applicants from outside the sector to apply in order to balance out our Board.

## Skills and behaviours

- Acts with integrity and actively supports the vision and values of B3Living.
- Excellent communication and interpersonal skills, with an approachable style.
- Strong negotiator and influencer, able to work intuitively with a wide range of stakeholders and secure buy-in.
- Proactively demonstrates a strong commitment to equality and diversity.
- A strategic thinker with commercial and financial acumen.
- Able to assess and manage risk, without being risk averse.
- Able to make sound judgements, confident in own knowledge, able to give advice to others and be accountable for that advice.
- A motivational person, who coaches and inspires excellence and accountability.

# Key dates

## Closing date

Noon, Monday 17th October 2022

## Initial Interviews

**Tuesday 1st November 2022**

Candidates will be interviewed by the Chair and Chief Executive. You will also have the opportunity to meet another board member and the Executive Director (Corporate Services). Interviews will take place in person at our office in Hoddesdon.

Final interviews may be arranged, and candidates will be advised accordingly. If you are unable to attend this date but would still like to apply, please indicate this on your application.

## Forthcoming Board dates

### Group Board

- Wednesday 7th December 2022, 3pm
- Tuesday 24th January 2023, 3pm
- Tuesday 14th March 2023, 3pm

### Audit and Risk Committee

- Tuesday 2nd November 2022, 4pm

### Treasury Committee

- Tuesday 7th February 2023, 12.30pm

# Principal terms and conditions

## Allowance

An annual allowance of £3,776 pa plus expenses is payable, increasing to £4,052 in April 2023.

## Length of appointment

The successful candidate will be appointed for an initial three-year term. They can apply for this to be renewed for a further three years. The total maximum term is six years after which the board member would be expected to stand down.

## Time commitment

The time commitment varies depending on what is going on in the organisation, and during busier times such as executive recruitment there may be additional requests for support. However, as a general rule the Board holds five three-hour meetings each year, and two away days, one of which has an overnight stay. We would also like the successful candidate to sit on the Treasury Committee and the Audit and Risk Committee.

The usual overall commitment is c.9-13 half days (c.3pm – 6pm) per year, two full days, plus additional reading, training and development, and ad-hoc meetings. This is an average of one to two days per month.

We welcome applications from people of all circumstances, including those with a full-time job, or childcare or caring responsibilities.

## Location

The head office is based at Scania House, 17 Amwell Street, Hoddesdon. Occasional travel is expected in line with the requirements of the role. Group board meetings are held in person and Committee meetings are generally held virtually.

## Expenses

Usual expenses can be claimed, such as travel. B3Living will provide a device on which to review board papers and will provide overnight accommodation where it is deemed necessary.

## Contact

Claire Howe, Executive Director (Corporate Services)

**E: [claire.howe@b3living.org.uk](mailto:claire.howe@b3living.org.uk)**

**M: 07813 363386**



# How to apply

Thank you very much for your interest in becoming a board member at B3Living. This pack provides the details about the role and the selection process to assist you when completing your application.

To apply please submit a current CV highlighting your knowledge and experience of relevance to a board member position at B3Living – ideally no more than three pages long.

We would also like you to provide a supporting statement (no more than three pages) explaining:

- Why you are interested in the role and joining B3Living's board,
- Examples of how you meet the person specification on page 13.
- Please also complete the equality, diversity and inclusion (EDI) monitoring form and information sheet that is underneath the advert on our website and also on the link here.

<https://www.surveymonkey.co.uk/r/YHSXYXR>

- **Data protection**  
By applying for this role you consent to B3Living processing the data supplied for the purpose of recruitment and selection. You have the right to access personal data held about you by B3Living on submission of a written request. If the information relates to any legal action, or if releasing it could cause distress or disadvantage to any other person, then for legal reasons we will refuse the request.  
[Click here to view B3Living's Privacy Policy](#)

Please email your CV and supporting statement to:  
[board.recruitment@b3living.org.uk](mailto:board.recruitment@b3living.org.uk)

If you would like to discuss this opportunity please contact Claire Howe, Executive Director (Corporate Services) on **07813 363386** or email [board.recruitment@b3living.org.uk](mailto:board.recruitment@b3living.org.uk)

Advertisement

## Board members (x2)

- Broxbourne, Hertfordshire
- £3,776 pa plus expenses
- Initial three year term, maximum six year term

We are looking for two board members to work with the board and executive team to lead B3Living in its purpose to create safe, warm and affordable homes in sustainable communities. You will provide collective and collaborative leadership, engaging with the rest of the board to create effective governance for B3Living and its subsidiaries.

We are specifically looking for someone with a finance background who has a professional qualification in this area and are also looking for candidates with other backgrounds and skillsets. We would like to strongly encourage applicants from outside the sector.

We believe having a diverse board is vital to our ongoing success and we particularly welcome applications from underrepresented groups. Whilst we have been successful in maintaining a good gender balance across our board and were successful last year in improving representation from

black and minority ethnic groups, we don't currently have people on our board who live with a disability, younger people, or people from the LGBT+ community. We particularly welcome applications from those who identify as being in those groups, as well as candidates with lived experience of social housing. We also welcome applications from those looking for their first board placement.

You will be joining B3Living at an exciting time as we continue to deliver our new corporate strategy, which centres around the delivery of customer-focused services and a steady supply of new homes to help tackle the housing crisis in our area. We also have a strong focus on the environment, health and safety, supporting our local community and tenancy sustainment. We look forward to hearing from you and hearing how you can help us to make a difference!

To apply please following the instructions on page 16 of the application pack.

**Closing date:** Noon, Monday 17th October 2022

**Interviews:** Tuesday 1st November 2022



### Address

B3Living, Scania House  
17 Amwell Street  
Hoddesdon  
Hertfordshire  
EN11 8TS

01992 453 700

[board.recruitment@b3living.org.uk](mailto:board.recruitment@b3living.org.uk)

