



NON-EXECUTIVE DIRECTOR PACK

June 2020



INCLUSIVE
BOARDS



Our vision is for an inclusive society, which delivers better outcomes for all. To achieve this, we support our clients to practice evidence based and inclusive decision making.

We do this by working strategically with clients on social research, evaluation, and public engagement and consultation projects.

We're driven by this social purpose, and by employee wellbeing. This means we are for employee physical and mental health, for the personal and professional development of our staff and for salary. By being an exemplar employee owned business we live our values and enable every staff member to have a voice in the matters that affect them. Our governance and management models help to get the best out of our people.

To maximise our social impact, we ask ourselves two questions when deciding where to focus our energy:

- What are the big issues transforming society?
- Where can we make the most difference, using our skills and experience?

The issues we're facing

- Inequality is an urgent reality of our society. We think that inclusive, person-centred practices that effect real change are needed, particularly in the health and care system where radical change is happening already.
- Climate change and the transformation to net zero mean huge changes to our infrastructure, our utility systems, the places we live and the way we live our lives. We believe this transformation needs to be based on evidence and dialogue, to ensure collaborative solutions.
- Digital innovation is transforming the way services are delivered and the way people interact with each other. We think that maximising the benefits of digital innovation for all means understanding the impacts across society.
- As populations change, age, and move, we are faced with new challenges to meet the unmet aspirations of the population. Whether that's funding social care, distributing the costs of climate change, or financing social impact, this challenge must be met.



OUR STRUCTURE

Traverse is the trading name for Office for Public Management Limited 'OPM'. This trading name was adopted in April 2018 when OPM formally merged with Dialogue by Design Limited. Our shares have been held in trust since 1994. The Trust holds the shares for the benefit of current and future employees of the company.

Culturally, being employee owned means we:

- Involve members in key strategic choices, such as what our organisational focus should be year-on-year, what to do with our profits, whether to take on investment, who to hire in leadership positions etc.
- Make choices about projects we work on, or clients we work with based on our values, not just our finances.
- Share our management accounts with all members every month and encourage comments and questions.
- Encourage an atmosphere where every member of the company has a voice, can ask questions, can chat to directors, can give input into strategic decisions.
- Enjoy a collaborative way of working with each other and with our clients, which seeks to foster a sense of partnership.

Practically, being employee owned means:

- Our company shares are held by a Corporate Trustee – a company limited by guarantee. This company has four Directors (Trustees) who currently are all staff members and elected by their colleagues.
- We call staff 'Members' and encourage them to think of themselves as owners of their business.
- The Trustees' role is to ensure the success of the company for current and future members. They execute this by providing additional scrutiny and challenge to the Traverse Board. They also have a role in engaging members in employee-ownership issues.
- The Chair of Trustees serves as a NED on the Traverse Board.
- Staff can share in the profits of the company. If the company declares a dividend, Trustees can waive the right to that dividend to enable a profit share to members. Currently, members have chosen for any profit share to be paid equally to all members.



OUR BOARD



Anna McKeon, Chair of Trustees, Non-Executive Director

Anna is an Associate Director at Traverse, and was elected as Chair of Trustees in 2018. Anna has a background in communications and advocacy, working across TV, international development, and experiential education. She is Head of Engagement at Traverse, leading our practice in public and stakeholder engagement.



Dr Chih Hoong Sin, Executive Director.

Chih Hoong is our Director of Innovation & Social Investment. He is currently supporting the Governments of the UK, Japan, Hong Kong and Abu Dhabi to embed a clearer focus on social outcomes across public services through policy development and innovative financing.



Kerrie Gemmill, Executive Director

As Director of Operations, Kerrie brings over 20 years' experience in operational leadership within the charity and public sector. Previously, she held positions as Managing Director at the Intensive Care National Audit & Research Centre (ICNARC) and Director of Operations at Gingerbread and NatCen Social Research.



Lucy Farrow, Executive Director

Lucy is an expert in deliberative engagement and research techniques that help communities have a say in the issues that affect them. Lucy leads our business development activities and social impact reporting.



Peter Matthews, Board Observer, Capital for Colleagues

In 2016 Traverse accepted an investment from Capital for Colleagues. Capital for Colleagues plc is a quoted company focused on advising, investing in and supporting the growth of businesses that are or want to become employee owned. As part of this agreement, Capital for Colleagues appoint a Board observer.



Terry Parker, Board Chair, Chief Executive Officer

A Chartered Accountant and experienced Director, Terry's leadership of Traverse is based on a career working inside, and for, many of our client groups including local government, education, environmental, social and housing not for profit and staff owned organisations as well as blue chip companies.



ABOUT THE ROLE

We are looking for a non-executive to join our Board, All Board members should bring the following essential skills and values to the role:

What we expect is healthy challenge and that you will be our critical friend by:

- Bringing a strong, independent voice to support our corporate governance.
- Being an ambassador for Traverse; telling our story and supporting our advocacy for inclusive decision making.
- Helping us think through how we grow the business and increase sales.
- Supporting the development of our strategy and ambitions for the future
- Committing to our aim of becoming a more diverse and inclusive organisation.
- Understanding our employee-ownership model.
- Favouring a working style that is collaborative, transparent, and inclusive.

Values & Ways of Working

- Commitment to Traverse's mission, values, culture and employee ownership values.
- Commitment to bringing high standards of ethics and transparency to Traverse.
- Someone who shares our passion for an inclusive society, who, believes strongly in evidence based, inclusive decision making.
- Someone who can bring a different perspective and strengthen our Boards skills.

Skills

- Able to operate at a strategic level, bringing insight and interrogation to the development of organisational strategy and taking high-level decisions about the future of the organisation.
- Able to evaluate and manage strategic risk.
- Able to display a commitment to inclusion and diversity.
- Excellent communication skills and an ability to persuade and influence to promote the values and mission of Traverse.
- Good listening skills and an openness to other views.
- Able to think differently, come up with new ideas and challenge existing thinking.
- Individuals from a range of leadership backgrounds.

The following are desirable, but not essential for all new board members

- Previous Board experience.
- Experience in any of the following skill areas:
 - Public Relations
 - Marketing
 - Business Development

COMMITMENT TO DIVERSITY & INCLUSION

We welcome applications from anyone regardless of their age, experience, disability, ethnicity, heritage, sexuality, gender and socio-economic background. We particularly encourage applications from disabled candidates, and black, Asian, and minority ethnic candidates, as these groups are under-represented within our organisation.

Traverse is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you're at Traverse interviews where these take place in person.
- Paying for your travel costs to the office and back for interviews.
- Making any reasonable adjustments - for example ensuring we have BSL interpreters organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role.



ADDITIONAL INFORMATION

Remuneration

- The role offers remuneration of £8,000 per annum and membership of our employee-ownership trust, which entitles you to profit share dividend.
- Reimbursement of reasonable expenses.

Commitment

- The standard appointment is for an initial three-year term.
- There will normally be 4 or 5 board meetings a year (half day with one full day).
- Board meetings are normally scheduled over a year in advance, but it will be essential to offer some flexibility around availability.
- Our Non-Exec Directors also tend to take on their own projects, working with specific Directors and team members to push forward change initiatives. The time input for that is discretionary.

Role as an Ambassador

- Board members are expected to be good ambassadors for Traverse. Their behaviour at all times should enhance and protect the reputation of Traverse. Board members should take every opportunity to champion Traverse and support its mission and values.

Timetable

- **Deadline: 22nd July, 2020, 23:59.**
- You will be required to complete an interview process, where you will meet a variety of members of the team, including our Trustees, Directors and staff from across the organisation. As a result of COVID-19 we anticipate that this will take place remotely.

Questions

- If you want to have an informal conversation about the role before making an application please contact Sam Carey on 0207 267 8369, 07702 213945 or Traverse@inclusiveboards.co.uk

The recruitment process is being undertaken by Inclusive Boards on behalf of Traverse. If you wish to apply for this position, please supply the following:

- A detailed CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application.
- Details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent.
- Completed [diversity monitoring form](#) - your data will be stored separately from your application and will at no time be connected to you or your application.

Please send your CV and cover letter to: Sam Carey,
Traverse@inclusiveboards.co.uk