



Traverse Chair Candidate Information Pack 2021



WELCOME FROM OUR CEO

Thank you for your interest in the role of Chair of the Main Board at Traverse. I hope that you are excited by what you read and decide to apply for the role!

Let me tell you a little bit about us....

Traverse is a world leading consulting firm that specialises in advising governments and businesses about the social impact of the decisions that they take.

For over 30 years, we have been at the heart of some of the most complex and controversial issues of the day.

We ran the public consultation on Heathrow Expansion; we have advised the NHS on vaccine hesitancy; assessed the efficacy of County Lines reduction strategies; convened Citizens' Assemblies for Local Councils to understand the views of residents around Climate Change and advised the government of Abu Dhabi on how to put social impact at the heart of their economic strategy.

Our team of 60 people have a passion for placing people at the heart of the major decisions that affect their lives.

You will be joining us at a hugely exciting time as we embark on a five year journey to significantly grow and expand our offering, both in the UK and internationally.

To help us do this, we are looking to appoint a Chair to the Main Board who can bring direct experience of growing a medium sized consulting business; fusing a clear commerciality with a passion for social inclusion, helping us to remain at the epicentre of major decisions of the day.

I hope that this vision, and what we as an organisation stand for, excites you and if you decide to apply, we look forward to hearing from you.

Warm regards

Nick



Nick Johnson – CEO



ABOUT TRAVERSE

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 and for the personal and professional development of members. By being an exemplar employee owned business we live our values and enable every 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?



COMMITMENT TO EQUALITY, DIVERSITY & INCLUSION

We are committed to increasing equality, diversity and inclusion within our company. This means reflecting critically on issues of diversity and inclusion within all that we do, identifying and taking appropriate actions to reduce inequality.

We welcome applications from anyone regardless of ethnicity, heritage, gender, disability, sexuality, religion, socio-economic background or other differences.

Therefore, during the application process we commit to:

- Paying for childcare and care costs whilst you're attending an interview.
- Paying for your travel costs to the office and back for interviews if they are held in person.
- Making any reasonable adjustments - for example ensuring we have sign language interpreters organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a first stage interview to Disabled applicants who meet the minimum criteria for the role.

If there is anything else you're concerned about or think we could provide, please let us know.

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 an observer 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.

ABOUT THE BOARD

The Traverse Board has 6 members. Board members are responsible for the strategic management of the Company.



Nick Johnson – CEO

Nick joined Traverse as Chief Executive Officer in April 2021. He brings a fusion of public service and entrepreneurial spirit to the role. Over the last two decades, Nick has run two global insight consulting firms; invented, crowd-funded and launched his own gin brand and been elected a Local Councillor.



James West – Chair of Trustees

James was voted in as Chair of Trustees by members in 2021. As Chair, he will serve a term of 3 years, during which time he will work with 3 other trustee-members to hold the Traverse board to account, and to foster employee engagement throughout the company. He attends board meetings as an observer.



Chih-Hoong Sin - Chair of the Board

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. Chih-Hoong currently Chair's the Traverse Board.



Kerrie Gemmill - Executive Director

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 and Director of Operations at Gingerbread and NatCen Social Research, where she established the UK's largest research nurse panel collecting health data for national research studies.



Izzy Obeng – NED

Izzy is an entrepreneur, business coach and professional speaker who leads Foundervine – an international training consultancy specialising in start-up and scale-up acceleration programmes. Her ambition is to address the social and economic inequality that's faced by women and young people from under-served communities when starting a business or social enterprise.



Maktuno Suit – NED

Maktuno is a business transformation expert who loves helping companies to transform themselves for the future - to find their purpose and reimagine their value to customers and the world, alongside changing their internal systems and culture. He currently works as Global Transformation Director for marketing agency iris worldwide.

THE ROLE AND PERSON SPECIFICATION

We're looking for a new Chair of the Board who understands our social purpose and the challenges and opportunities we're working through now and in the future.

We're particularly interested to hear from candidates who have skills in the following areas:

- Extensive experience in leading successful commercial growth, including in new or emerging markets, who are able to excite others by what is possible.

PERSON SPECIFICATION

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

- Bringing an independent voice to lead our corporate governance and support our Boards development.
- Understanding the importance of good governance and strategic oversight.
- Being an ambassador for Traverse; telling our story and supporting our advocacy for inclusive decision making.
- Supporting the development of our strategy and ambitions for the future.
- Challenging and supporting the CEO in delivering our growth agenda.
- Committing to our aim of becoming a more diverse and inclusive organisation.
- Understanding our employee-ownership model.
- Leading on Board development, including composition and skills.

VALUES AND 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.
- Shares our passion for an inclusive society and believes strongly in evidence based, inclusive decision making.
- Favours a working style that is collaborative, transparent, and inclusive.

SKILLS

- Able to operate at a strategic level, as Chair of the Board, bringing insight, interrogation and leadership to the development of strategy.
- Able to contribute to our Nominations and Remuneration Committee.
- Excellent communication skills.
- Able to balance Board dynamics and regularly and routinely challenge thinking.
- Good listening skills and an openness to other views.
- Able to think differently, come up with new ideas and challenge existing thinking.





ADDITIONAL INFORMATION

TERM OF OFFICE

The standard appointment is for an initial three-year term.

TIME COMMITMENT

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. As Chair we anticipate the time commitment will be 2-3 days per month.

LOCATION

Board meetings are usually held at our office at 2 Angel Square London EC1V 1NY. Through the pandemic we have been holding Board meetings remotely and while we plan to hold some face-to-face meetings, continue to offer flexible meeting options.

REMUNERATION

This position will attract a base remuneration of £10,000 per annum and membership of our employee-ownership trust, which entitles you to profit share dividend. Reasonable expenses are also covered under our Board Member expenses policy.

LEARNING & DEVELOPMENT

We are committed to supporting Board Members learning and development through training and our informal learning sessions.

CONFLICT OF INTEREST

All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and these will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict.

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.



HOW TO APPLY

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 by 23.59 31/10/2021:

- 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.
- 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.
- Diversity monitoring form - your data will be stored separately from your application and will at no time be connected to you or your application.

If you have any questions or would like to arrange a call to discuss the role please email Traverse@inclusiveboards.co.uk or call 0207 267 8369.

Please send your CV and cover letter to Traverse@inclusiveboards.co.uk or visit www.inclusiveboards.co.uk/opportunities to apply online.