

# Information pack

Chair of the Board





## Can you lead us in creating conversations that matter?

<b>Role:</b>	Chair of the Board
<b>Remuneration:</b>	Voluntary (all expenses paid)
<b>Commitment:</b>	Average 2-3 days per month. 3 year term
<b>Location:</b>	National (although easy access to Manchester or London would be preferable)

## We are looking to appoint a new Chair for our Board

### The opportunity

You will join us at a time of change and opportunity as Tpas looks to cement its role in social housing as the expert in tenant and community engagement. Working in partnership with the Chief Executive, your role will be to provide focused leadership and direction to the Board and be an influential advocate for Tpas in the sector and wider.

### About you

You will be a strategic thinker that can translate thought into a commercial reality in order to deliver our vision. With strong chairing skills, a proven experience of developing and directing effective business plans you will know how to work with the CEO in delivering outstanding organisational performance.

A passionate communicator and networker you will be experienced in working with a wide variety of stakeholders and partners at the highest levels in government, housing and associated sectors. Your connection and creativity will create profile-raising opportunities for TPAS.



## **The role**

This role offers a brilliant opportunity to lead a well established and respected organisation and a committed team of people. You will help us to grow and develop by sharing your expertise and you will help to bring about change in the sector by influencing national policy.

You must be committed to attending:

- Five board meetings & one away day a year
- Occasional sub committees
- Attending external events
- Maintaining regular contact with the CEO.

## **Join us**

If you think that you have the right skills and are looking for a new challenge where you can make a real difference to tenants and communities across England then we want to hear from you.

## **About Tpas**

Established in 1988 we continue to create the conversations that matter. We bring tenants and landlords together. Because together we can find solutions to improve services, save money and bring lasting change to communities.

Based in Manchester Tpas have 14 staff and are a membership organisation representing over 2 million social homes.



## Becoming a Director: what is involved?

### **Why you should become involved**

Becoming a member of the board of directors is an excellent chance to develop on both a personal and professional level. It will give you:

- An opportunity to be at the heart of Tpas decision-making
- Experience of a not for profit organisation
- Experience of leading an influential national organisation
- An opportunity to contribute to developing good governance within an organisation

### **What the board of directors does**

Members of the board are the company directors of Tpas. They have full responsibility for Tpas as a company: its financial performance, legal obligations and employment of staff. All Tpas directors are non executive directors.

### **The makeup of the board**

There are up usually up to nine members of the board.

- Three places are selected and elected as tenant representatives from the membership
- Three places are selected and elected as landlord representatives from the membership
- Three places are selected and elected as independent representatives from outside the membership

Our constitution does allow for up to but no more than four tenant and landlord representatives. Further board members can also be co-opted for specific skills or to ensure equal opportunities as deemed appropriate by the board.

### **Term of office**

The standard term of office is three years. Directors can only be members of the board for a maximum of nine years.

### **Overall objectives**

To act as a “guardian” of the values of Tpas and to work constructively with other board members and staff to ensure that Tpas:



- Is managed and controlled appropriately
- Remains viable and sustainable
- Is accountable to its members and stakeholders
- Works within the requirements of the law and its funding bodies

## **Duties**

1. To devote sufficient time and energy to the Tpas business. This includes:

- Preparation for meetings
- Attendance at meetings as required
- Keeping up to date with resident and housing issues
- Other occasional activities as outlined below

2. To participate in the management and control of Tpas activity including:

- Generating strategic options
- Financial and business monitoring
- Establishing plans, policies and objectives
- Ensuring plans are implemented and evaluating performance
- Reviewing activity and deciding on appropriate action

3. To form and maintain constructive working relationships with other board members and to play a full part in the work of the board as a group

4. To work with Tpas staff to review/develop activity e.g. as member of sub-committee/working party e.g. Audit Committee

5. To represent Tpas in the outside world and to help foster good relationships with members, funders, statutory bodies etc. To promote the good name of Tpas at all times

6. When requested to participate in the recruitment of senior Tpas staff

7. When necessary, to participate in other employment functions e.g. being a member of an appeals committee, pay panel etc.

8. To be a lead member of a key area of Tpas focus – to be the main point of contact for staff on this issue and to update the board as necessary



## Board Competencies

The board competency framework outlines core behaviours and competencies that are needed to govern; lead and contribute to Tpas business. We expect all individual directors and the board as a whole to be able to successfully demonstrate that they can support growth and development.

### 1. Setting the direction

#### Seeing the bigger picture

Seeing the bigger picture involves having an understanding of TPAS vision; organisational ethos and business priorities and contributing to the achievement of objectives. It also involves being perceptive to the political and external operating environment to support the development and execution of strategies that maximise opportunities for sustainability and growth.

#### Making effective decisions

Effective decision making involves being objective; using sound judgement; evidence and knowledge to provide effective advice and recommendations. It means thinking strategically; identifying opportunities; evaluating options; impacts; risks and solutions.

#### Changing and improving

Supporting a culture of change is about being responsive to new ways of working and learning from past mistakes or failure. It requires innovation and being able to seek out opportunities for shared service approaches and using different delivery models to build a more flexible and responsive service. It is also necessary to develop, monitor and adjust plans to support the implementation and review of the impact of new ideas.

### 2. Engaging people

#### Leading and communicating

This involves acting as an internal and external representative for the organisation including being visible; approachable and able to promote Tpas effectively. It requires an understanding of the principles of equality and diversity and human rights so that these can be applied when making business decisions. Effective communication is about being able to engage with confidence; honesty and integrity and lead from the front by communicating with clarity; conviction; sensitivity and enthusiasm. It involves offering creative views; listening and taking account of others views; giving and accepting feedback; challenging and being open to challenge. It also means being able to engage with a diverse range of people at all levels including treating people fairly and with respect and adapting working styles to accommodate different people; cultures and situations.



### Commitment and capability

Demonstrating commitment to a role involves being reliable and managing time and obligations. Building capability is being focused on continuous learning for oneself; others and the organisation and a willingness to celebrate success. It is also about being focused on the organisation having the right blend of capability and skills as well as keeping knowledge up to date and being in touch with relevant issues to support current and future service delivery.

### Collaborating and partnering

Working collaboratively requires positive; professional and trusting relationships to be built within TPAS and with a range of people outside of the organisation to support business delivery. This means identifying partnership opportunities; working across teams and services; sharing information and adopting a results driven approach

## **3. Delivering results**

### Achieving outcomes and delivering value

This is about having an appropriate mindset to ensure all activities and services are delivering added value and working to stimulate growth. It is about understanding organisational and customer needs to support the development of strategic objectives and business models. When seeking out and implementing solutions these should deliver value for money and offer the best outcomes within available resources.

### Providing a quality service

The Tpas environment must support delivery of operational excellence by ensuring compliance with statutory and regulatory duties and by working to strategic objectives. Improving the quality of the service requires Tpas to understand what excellence looks like; to understand customer needs; have strategies and processes in place that support delivery and to undertake monitoring and reviewing of service delivery and performance.

### Delivering at pace

A performance culture ensures that the organisation works to agreed goals and prioritises plans and manages activities. TPAS drives work forward by being accountable for achieving outcomes; dealing with challenges in a responsive and constructive way and addressing performance issues promptly.



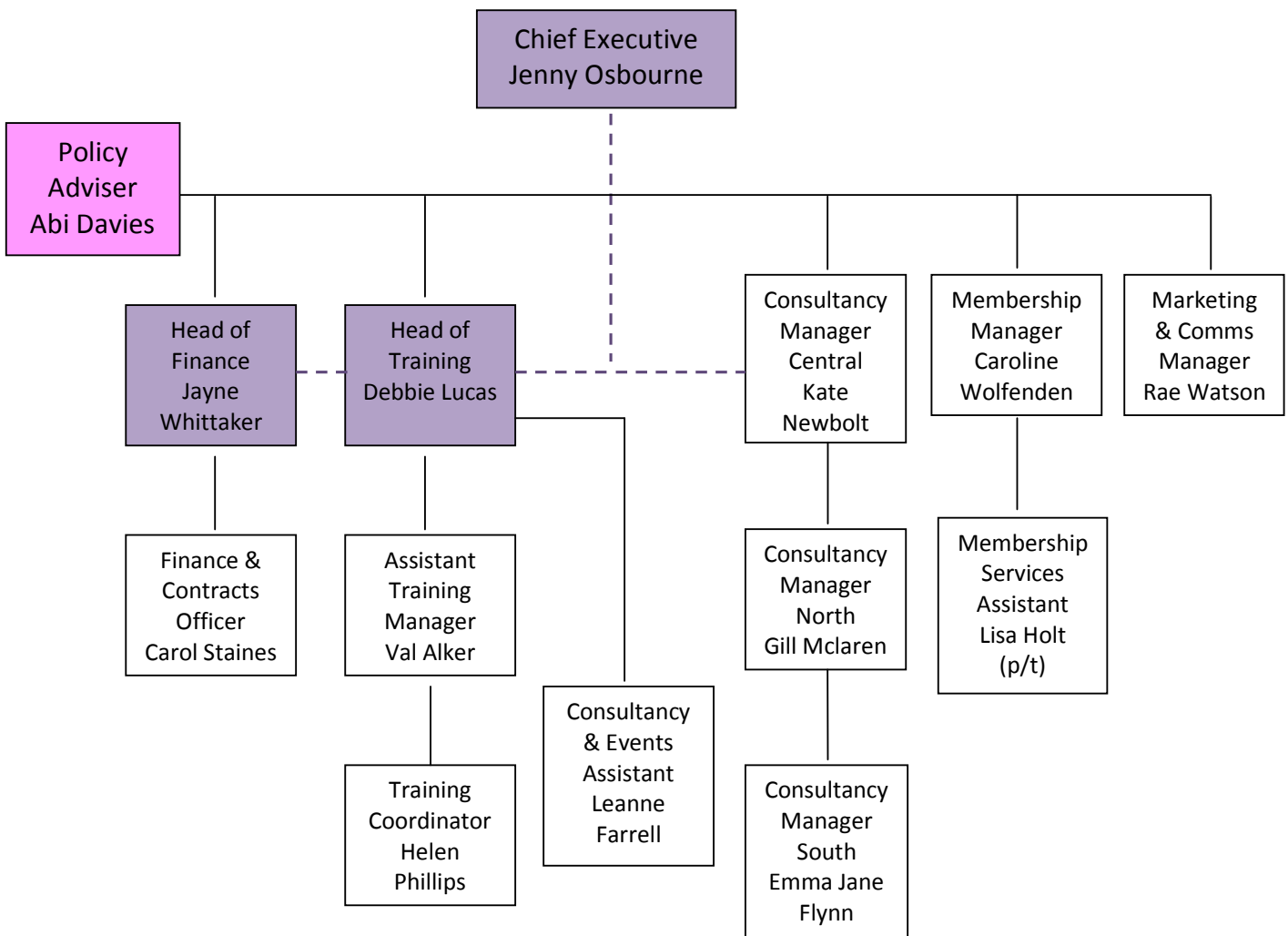
## Board of Directors

Tenant representatives	Landlord representatives	Independent representatives
 <p>Steve Meakin MBE</p> <p>Role: Chair of the Board</p> <p>Term: 2015 - 2018</p> <p>Org: Clayton Residents Association</p>	 <p>Simon Martin</p> <p>Term: 2016 - 2019</p> <p>Org: Paragon Community Housing Group</p>	 <p>Alison Inman</p> <p>Role: Vice Chair of the Board</p> <p>Term: 2013 - 2016</p>
 <p>Carole Burchett</p> <p>Term: 2013 - 2016</p> <p>Org: Soha Housing Tenants Forum</p>	 <p>Lisa Pickard</p> <p>Term: 2014 - 2017</p> <p>Org: Leeds and Yorkshire Housing</p>	 <p>Chris Graham</p> <p>Term: 2016 - 2019</p>
<p><b>VACANT</b></p>	 <p>Caritas Charles</p> <p>Term: 2014 - 2017</p> <p>Org: Alliance Homes</p>	 <p>Lynn Clayton</p> <p>Term: 2016 - 2019</p>





## Tpas staff chart



### Key

	Executive Management Team member
	Contract role - not an employee
	Managed by EMT & CEO



How to apply:

If you would like an informal discussion about the role please contact Jenny Osbourne, Tpas Chief Executive, on 0161 868 3500 or email [jenny.osbourne@tpas.org.uk](mailto:jenny.osbourne@tpas.org.uk).

We can also put you in touch with our current Chair and Vice Chair if you would like a chat with them too.

If you are interested in putting yourself forward for this role please send a copy of your CV and/or a supporting statement that demonstrates what you will bring to the role of chair and how your skills and experience reflect the competencies required for all board members.

Closing date: Tuesday 10th May 2016 (by 5pm)

Interview date: Tuesday 24<sup>th</sup> May 2016