

# Board of Directors

Recruitment pack: Tenant Representative

June 2019





**John Giesen**

**Chair of Board of Directors**



Thank you for your interest in Tpas. I am delighted that you have requested information about joining the Tpas board of directors. This is an exciting time to get involved with an organisation that has been promoting tenant engagement for over 30 years.

Tpas was established in 1988 and since that time it has gained an unrivalled reputation for providing tenants and landlords with high quality services. Our membership structure forms the bedrock for our work and we are proud that we combine commercial success with an ethical approach. Our consultancy, training, events, policy analysis and research all ensure that Tpas can offer landlords and tenants a tailored and comprehensive service.

The landscape in social housing is constantly changing and evolving. We are confident that we are well placed to meet those demands building on our successful track record but recognise that we need to continue to anticipate change and provide services to meet our members' needs. There are many challenges ahead for us, as with many organisations, but there are also great opportunities. I hope you will want to join us to add your passion, commitment and skills to the great team at Tpas.

Best wishes,

**John Giesen**

Chair



**Jenny Osbourne**

**Chief Executive**



Tpas are England's leading tenant engagement experts. We bring landlords and tenants together. Because together we can find solutions to improve services, save money and bring lasting change to communities.

Tpas creates the conversations that matter. We are a unique membership organisation with a reach across 2.2 million households in the social housing sector

We are dedicated to improving tenant engagement standards and deliver a wide range of services, independent and impartial advice, consultancy and training to support tenants and landlords.

We help tenants to work in partnership with landlords including building skills; knowledge and confidence. We help landlords to harness the strategic benefit of tenant engagement and ensure tenants play a key role in improving their business. The following values underpin and define our work:

Integrity	Passion	Tenacity
Innovation	Professionalism	Inclusion

Our people are passionate about tenant engagement. We operate professionally and ethically, delivering services that our members want and need in this fast paced and changing sector.

We care about tenants. We want to help amplify their voice so they can play an informed role in the decisions that affect them. We care about landlords. We want to help them get the most out of tenant engagement so they can work in partnership with tenants to reduce their costs, provide better services and drive their businesses forward. This is the kind of organisation we are. This is why we are the experts and why we are trusted.

I hope that you will want to join us in meeting the challenges and opportunities ahead.

**Jenny Osbourne**  
Chief Executive



## 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 can be up to nine members of the board.

*(We are currently running with seven members and are taking proposals to the AGM in 2019 to propose this as the new size of the board. This proposal will not affect this place being recruited for)*

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

Further board members can also be co-opted for specific skills or to ensure equal opportunities as deemed appropriate by the board this includes to the role of chair.

### Eligibility to stand as a tenant representative

Tpas is looking to recruit **one** new **tenant** representative to its Board of Directors in accordance with Tpas Memorandum and Articles of Association.

Any organisation that has been a member of Tpas for six months can nominate a tenant candidate to the board of directors. Only tenant member organisations e.g. tenant groups; federations; forums; panels, etc. can nominate tenant representatives. Groups can only nominate members of their group. Candidates must ensure they have informed the member organisation they are applying for a Tpas director role.



## 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.

## Process

All candidates wishing to stand for nomination to the board agree to undertake assessment against a competency framework to ensure suitability for office. This involves three stages:

- Completion of a nomination form to demonstrate how the candidate meets the competencies
- A board selection panel will shortlist candidates and invite those that adequately demonstrate they meet the competencies to interview
- The interview will test that candidates meet the competencies required for the role and an appointment will be made.

## Skills and experience needed

Tpas needs people who have skills, knowledge or experience in some of the following areas:

- An understanding of and ability to promote tenant engagement
- Ability to network and influence
- Self motivated with time, energy, drive and commitment
- Experience of strategic leadership of an organisation, in either a voluntary or paid capacity
- A track record of sitting on a board and/or being accountable to a membership body
- Commercial experience
- Legal and professional experience
- Risk management experience
- Financial management, planning and auditing experience
- Strong personal and professional networks to support profile raising of the organisation

## Level of commitment

Members must be committed to the board including:

- Attending up to five weekday meetings per year, usually held in Manchester or London
- Being part of sub committees as required
- Attending the national annual general meeting
- Attending an induction day upon appointment
- Attending a board planning session each year
- Performing duties for an elected three year term
- Representing Tpas at ad hoc events such as conference speaking/meetings



## Remuneration

The role is voluntary however out of pocket expenses such as travel and care costs will be paid when undertaking board duties.

## Competencies

The board competency framework outlines the behaviours that are needed to govern; lead and contribute to Tpas business including setting the direction; engaging people and delivering results. The framework also identifies nine competencies against which skills and knowledge are required at every level of the business to ensure that the behaviours are being met. We expect all individual directors and the board as a whole to be able to successfully demonstrate that they have the skills and abilities to support Tpas 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.





## Effective and Ineffective behaviours

<b>Setting the direction - seeing the bigger picture</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Has in-depth insight into wider issues affecting the organisation e.g. political; economic etc	Shows limited insight into the operating environment
Understands how Tpas aligns with other organisations in the housing and wider sector	Thinks independently due to a lack of clarity about interconnections across the sector
Understands Tpas role; priorities and business model	Shows limited insight into what success looks like for Tpas
Can create long term strategies that maximise opportunities for sustainability and growth	Focuses on short terms concerns and neglects future issues and considerations
<b>Setting the direction - making effective decisions</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Analyses and interprets a wide range of information and consider wider issues to develop effective strategies and approaches	Does not draw on data or consider long term sustainability when shaping strategies and plans
Consults and weigh up competing views to generate ways forward which will meet strategic objectives	Does not enter into effective discussion and has to revisit topics and decisions due to a lack of evaluation and analysis
Considers risks and impacts and makes recommendations to manage and mitigate	Provides advice and makes recommendations without full consideration of risks or options
Outlines the direction of travel and makes recommendations taking account of financial and implementation issues	Gives poor direction by overlooking key business information
<b>Setting the direction - changing and improving</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Operates with flexibility in order to respond swiftly to changing priorities	Tolerates the organisation operating in an ineffective and rigid way
Challenges and rethinks structures and processes to create a more effective organisation	Allows the organisation to continue with ineffective systems and approaches
Seeks out opportunities for innovation and has the courage to take risks and make changes to how things are done	Does not support changes and argues to keep status quo to avoid taking risks



Considers the full impact of change on organisation culture and growth	Adopts a piecemeal approach to change management
<b>Engaging people - leading and communicating</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Actively develops and protects the reputation of Tpas and tenant and resident involvement	Overlooks opportunities to champion Tpas and tenant and resident involvement
Highly articulate and credible within Tpas and outside the organisation consistently delivering inspiring; engaging and meaningful messages about the organisation	Acts in ways that are at odds with Tpas culture causing reputational damage to the organisation
Engages positively in debate and seeks to resolve issues	Communicates infrequently and operates independently without considering input from others
Negotiates with and influences stakeholders effectively	Lacks insight into the different motivations and agendas of different stakeholders
Operates with an awareness of equality and diversity so that services are fully inclusive	Shows little ability or commitment to enabling equal opportunities for all
<b>Engaging people - commitment and capability</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Champions continuous learning; knowledge sharing; skills development and performance management	Restricts development of others or doesn't apply new learning to the business
Takes a strategic perspective in identifying the needs of the organisation and ensuring the right skills are employed	Adopts a short term perspective to people and talent management issues
Takes responsibility for own development and engages in planning for next steps learning	Dismissive of feedback and not willing to engage in personal and professional growth
<b>Engaging people - collaborating and partnering</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Acts for the wider good of Tpas	Lets own interests or agenda get in the way of Tpas business delivery
Builds strong relationships across Tpas to support a culture of collaborative working that encourages transparency / open communication	Gives limited attention to the importance of building effective relationships across the organisation



Helps build a strong network of relationships and partnerships with other organisations to support Tpas in delivering its objectives	Restricts collaboration and supports narrow ways of working
<b>Delivering results - achieving outcomes and delivering value</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Shows strong leadership and influence over the achievement of business outcomes	Shows little leadership for the delivery of outcomes
Draws on insights about the operating environment to help seize opportunities to grow	Has little regard for protecting or enhancing resources to support sustainability and growth
Focuses on continuous improvement; efficiency and value for money	Signs off spending without sufficient challenge or scrutiny
<b>Delivering results - Providing a quality service</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Supports the organisation to be compliant with any statutory and regulatory requirements	Lacks understanding and makes compliance difficult
Directs Tpas in establishing clear strategic objectives and supports the organisation in achieving them	Establishes unrealistic strategic objectives or confusing priorities leading to inefficiencies in service delivery
Understands the Tpas customer base and focuses on driving customer service outcomes	Does not fully understand the nature of the customer base and has little customer focus
Interprets financial and performance information and uses this to inform decisions	Lacks understanding and does not explore management information
<b>Delivering results - delivering at pace</b>	
<b>Effective behaviour</b>	<b>Ineffective behaviour</b>
Set, maintain and ensure clear direction for the organisation with highly focussed priorities and project outcomes	Allows the organisation to drift and be distracted from meeting its priorities
Refocus the organisation in addressing new priorities as dictated by changing situations	Stick with the same strategy even when events necessitate a change
Drive a performance culture across Tpas holding the organisation to account for not achieving outcomes	Allows the organisation to get away with inaction and poor results



## Board member job description

### 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







5. To represent Tpas in the outside world and to help foster good relationships with members, clients, 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



## Board of Directors 2018/19

The table below shows the current board of directors. John Giesen is the Chair.

Tenant representatives	Landlord representatives	Independent representatives
<p style="text-align: center;"><b>Vacant</b></p>	<div style="text-align: center;">                       Simon Martin                      Term: 2016 - 2019                      Org: PA Housing                 </div>	<div style="text-align: center;">                       Alison Inman                      Term: 2016 - 2019                 </div>
<p style="text-align: center;"><b>Vacant</b></p> <p style="text-align: center;">Term: 2019-2022</p>	<p style="text-align: center;"><b>Vacant</b></p> <p style="text-align: center;">Term: 2017-2020</p>	<div style="text-align: center;">                       Chris Graham                      Term: 2016 - 2019                 </div>
<div style="text-align: center;">                       Leslie Channon                      Term: 2016 - 2019                      Org: Cottsway Housing                 </div>	<div style="text-align: center;">                       Caritas Charles                      Vice Chair                      Term: 2017-2020                      Org: Alliance Homes                 </div>	<div style="text-align: center;">                       Lynn Clayton                      Term: 2016 - 2019                 </div>



## How to apply

If you are interested in becoming a member of the Tpas Board of Directors you will need to complete an application form.

Candidates will only be considered for if they have filled out an official Tpas application form, which will ask for evidence that you meet the competencies.

The application form and competencies are important aspects of Tpas' drive to ensure that we have committed, knowledgeable and skilled directors and exceptional governance within the organisation.

### Closing date for return of application forms:

Midday, **Monday 24<sup>th</sup> June 2019**

### Interviews to be held:

**Tuesday 2nd July 2019**

Central London

*(We regret that no other interview date can be offered)*

Ideally, please send your application by email to [lisa.holt@tpas.org.uk](mailto:lisa.holt@tpas.org.uk)

Or send your application by post to:

Tpas, 7D Paragon House, 48 Seymour Grove, Manchester, M16 0LN

If you have any enquiries or require further information please contact:

Lisa Holt

Business Services Officer

0161 868 3500

If you have any questions regarding this document or if we can help in any other way, call us on **0161 868 3500** or email [info@tpas.org.uk](mailto:info@tpas.org.uk)