



## **Headway Surrey**

### **Supporting people with brain injury and their families in Surrey**

## **Introduction to the Role of Chair of Trustees**

### **About the opportunity**

Headway Surrey provides cognitive rehabilitation, support and services for those affected by brain injury in Surrey. Set up in 1985 by families with brain injury and legally established as a charity in 1994. We are looking for a Chairperson who can help us lead Board of Trustees and the charity to ensure that people living with brain injury in Surrey reach their maximum potential and recovery.

### **Someone in the UK will be admitted to hospital every 90 seconds with a brain injury.**

Brain injury is indiscriminate, it is sudden and devastating for an individual and those around them. There are no 'typical' clients - we support people over the age of 18 in Surrey who have brain injuries. If we have space we will accept some people from outside the borders of Surrey. Brain injury can happen to anyone, from any background, ethnicity, religion, gender etc.

Brain injury can be traumatic or acquired brain injury, more commonly known as TBI or ABI (ABI tends to incorporate TBI as well). Some examples of brain injury cause are stroke, road traffic incident (as pedestrians, cyclists, motorbikes, cars, vans, lorries etc), trips, falls, sports injury (eg. cycling, skateboarding, jogging, boxing, rugby, horse riding, skiing, climbing), assault, combat, domestic violence, work accidents, falling objects (high winds, construction industry), hypoxia (lack of oxygen), brain tumour, aneurysm, encephalitis, meningitis and other viruses that attack the brain.

Headway Surrey provides a comprehensive range of bespoke cognitive rehabilitation sessions at Headway Surrey, Centre Workshops, art, communications, creative writing, guest speakers, 1:1 sessions, group sessions, helpline, Drop In Friday Friends, Family and Carers Survival Toolkit Course, Understanding Brain Injury Course, counselling, online coffee morning, individual or family brain injury education sessions, walking and talking group, young person group and hospital link worker support. Our services can be offered online or face to face.

Specialist Rehabilitation Coordinators with Accredited Certificates in Brain Injury Studies from Northampton University and Brain Tree Training provide a range of services to enable us to deliver sessions to aid the development of new neural pathways to enable those with brain injury to live well, re-learn skills, live independently and to their best ability.

We encourage students studying speech and language, occupational therapy, physiotherapy, psychiatry and neurology to volunteer with us. Which offers a 2-way learning opportunity. We offer holiday work experience to a limited number of 6 form students who are interest in the brain injury area of work. We offer a full range of volunteering opportunities for adults from all walks of life.

### **Background about Headway Surrey**

Operating from a ground floor custom built, fully accessible Centre, called Headway House, at 21 North Road, Stoughton, Guildford, GU2 9PU we provide a comprehensive range of services.

We support adults with acquired and traumatic brain injury (ABI & TBI (more commonly combined as ABI)) to live well with their brain injury and optimise their cognitive rehabilitation recovery. We support ABI survivors to become independent, re-skill and re-enable them to their maximum level.

We support families, carers, employers and others connected with the survivor with education, advice and support. We raise awareness of brain injury and our services with the general public.

Headway Surrey is an independent registered charity and company limited by guarantee established in 1985, becoming a registered charity in 1995. It is an independent charity with an affiliation to Headway UK, the national brain injury association, which enables us to use the Headway Logo and to tap into the resources of the other groups and branches throughout the UK and Ireland.

Headway Surrey currently employs 10 members of staff (F/T equivalent 6) and is supported by a team of about 20-30 volunteers, including Trustees. We hold the Queen's Award for Voluntary Service.

At the end of the financial year 1/4/2023 income = £194,849 and expenditure = £241,329.

Income is mainly from:

- Adult Social Care £77,330
- Grants £45,340
- Private funders £19,555
- Sports Challenges £14,320

### **Our Services**

Our work is based on cognitive rehabilitation and encompasses a comprehensive spread of subjects affecting brain injury survivors, their families and carers. Our current main services are:

**Day Centre** – Tuesdays and Thursdays 10am-2.30pm. Up to 16 individuals are offered a regular full days of cognitive strategy and skills to assist recovery/reskilling of the brain in order to maximise independent living skills. Areas covered include executive skills, memory, attention, decision making, information processing, emotional behaviour, communication and life skills, IT sessions, creative writing, art, crafts, gardening and seated Boccia.

**1:1 Sessions or Family Sessions:** Tailor made to support individuals or families.

**Online Coffee Mornings** – For survivors and their families/carers to gain peer support and discuss topics that matter to them.

**Friday Friends Drop In** – Third Friday of every month, breaking down isolation, offering peer interaction and support, friendship and conversation practice. This helps to add to a routine, help alleviate social isolation, reduce depression, improve cognitive skills and conversation practice.

**Telephone Helpline and Website** - Providing information and support to a wide range of individuals and organisations. Clients are also supported on a wide range of social welfare issues - including Adult Social Care funding, housing, employment and personal resource management in areas such as personalisation budgets, housing and disability benefits.

**Family and Carers** - A 6-week Family and Carers Survival Toolkit Course. Modules include: understanding brain injury, cognition, emotion and behavioural changes, communication and fatigue.

**Understanding Brain Injury Course** – A 6-week course for those new to the service with a brain injury, it includes goal setting and selecting further groups to transition into.

**Counselling Service** – Short term counselling for survivors and family members to help with their mental and emotional wellbeing.

**Walking and Talking Groups:** with volunteer speech and language therapists.

**Young Persons Group:** peer led interactive group for the 18-30 year olds.

**Links to the Hospitals, Health Care and Social Care** - ABI Link Workers raise awareness with those affected by brain injury in all the main hospitals, often with a regular clinic/presence in the hospitals, Adult Social Care Services, Locality Teams, Community Care Teams, NHS, GPs, Stroke Pathways, Surrey Coalition of Disabled People, Long Term Neurological Conditions Group.



## What we are looking for

As the Chair of Trustees, you will lead the Board of Trustees and Joint CEOs to set the strategic direction and fundraising priorities of the charity, ensure that we function within the legal and regulatory framework of the sector and make the best possible impact on the lives of those living and working with brain injury.

- Due to retirement, we are seeking to recruit a new Chair of Trustees
- We are looking for a Chair who can help us to ensure that our Board functions efficiently.
- The ideal person will have:
  - Committee experience, such as being a Chair, a Non-Executive Director or a Trustee.
- The ideal person may have:
  - Knowledge of working or volunteering in the charity, voluntary or community sector.
  - Persons with lived experience of brain injury.
  - Experience of caring for someone with brain injury.
  - Experience in the field of neuro issues, social care, health or medical.
  - Accountancy, HR, governance, strategic management, management, investment, marketing, charity.
- The role is a voluntary position, open to all applicants. Headway Surrey is an equal opportunity employer. Selection is based solely on a person's merit, skills, experience and qualifications directly related to professional competence. Applications from individuals are encouraged regardless of disability, age, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.
- Appointment is for a term of 4 years.
- Attendance is required at:
  - Six Board of Trustee meetings per year (1½-2 hours), 6-7.30pm, online or face to face. Plus the AGM, held in the evening either 7-8pm online or 7-9pm face to face.
  - Financial Committee meeting, held online, currently once a month (30mins).
- Attending occasional events and centre sessions is highly encouraged,



# Headway Surrey Trustee Role description

## Overall Purpose

The Chair of Trustees will lead the Board of Trustees who are responsible for the overall governance and strategic direction of the charity, developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

## Time Commitment

The overall time commitment is difficult to fully define, but it is likely to be a minimum of 2 days a month.

- Attend 7 early evening Board Meetings per annum. 6-7.30pm. Either online or face to face. (We are in the process of acquiring some audio visual conferencing equipment to improve the online experience). Plus the Annual General Meeting mid-October 7-8pm online or 7-9pm in centre.
- Attend 12 monthly Financial Committee online meetings, 30-45 mins.
- The Chair is encouraged to participate in at least one fundraising event and one client centre session per year.
- Occasional participation in other Board sub-committees as created.
- It is important that the Chair is available to the Joint CEOs on a regular basis via email/telephone and is able visit the organisation's offices as and when required.
- In addition to Board Meetings, other contact usually via email telephone will be necessary.

## Ideal Qualities

- A willingness to lead the charity, active interest and commitment to the work of Headway Surrey and a desire to effect positive change in the community.
- A willingness to devote time to carry out responsibilities.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship and adhering to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Balancing tact, diplomacy and persuasive skills with willingness to challenge and constructively criticise.
- Possesses relevant knowledge and commits to regular training and development to support the role.
- Has the relevant skills to run a meeting well, ensuring decisions are taken in a timely fashion with all stakeholders fully involved.
- Committed to supporting all Trustees to ensure they are operating effectively individually and as a Board.
- Requires experience as a Chair, Non-Executive Director or Trustee
- Requires Senior management and leadership experience with emphasis on strategy, governance, finance, HR, or fundraising.

- Good communication and interpersonal skills and the ability to respect the confidences of colleagues.
- Seek constructive debate and dialogue over confrontation.
- Have or seek to develop relevant contacts and networking skills.
- Knowledge of or interest in the voluntary sector, or of current health and social services developments would be an advantage.

### **Competencies**

- Leadership – experience of leading by example, motivating others in pursuit of organisational goals
- Communication – establishes rapport and demonstrates commitment to engendering positive relationships with the wide range of Headway Surrey stakeholders, internal and external
- Influence – effective in persuading others about Headway Surrey’s worth and eliciting positive commitments, able to harness the skills of others to reach objectives

### **Main Chair Responsibilities**

- Determine Mission and Strategy – setting the charity’s direction and determining how it will get there. Future sustainability.
- Accountability – being held to account for the actions of the charity and holding those who carry out the work to account. Ensuring that the charity and its representatives’ function within the legal and regulatory framework of the sector and in line with the organisations’ governing document, continually striving for best practice in governance.
- Safeguard assets – acting as custodian of the assets, tangible (money, etc) and intangible (organisation’s reputation and name), ensuring that assets are used appropriately and constitutionally. Ensuring that there are sufficient assets for the organisation’s survival. Upholding the fiduciary duty to maintain sound financial management of the charity’s resources, undertaking such duties in a way continually striving for best practice in governance that adds to public confidence and trust in the charity.
- Promoting and developing the charity in order for it to grow and maintain its relevance to society.
- Act as ‘boundary-spanner’ – linking the charity to its stakeholders, such as service recipients, the wider community, NHS and Social Services, etc. Acting in the best interest of the charity, beneficiaries and future beneficiaries at all times.
- To be a pool of expertise and advice to the Joint CEOs and staff in overseeing the implementation of the work of the charity.
- Ensure good functioning of the Board – ensuring Board renewal (recruitment, induction and retirement), effective decision making and information sharing processes, positive group dynamics, and reflection, learning and development for the committee as necessary.
- Supporting staff in securing funding and enabling Headway Surrey to meet its aims within the constraints on resources.

### **Specific Role**

#### **1. Strategy - big picture, direction, and values –**



- work with the Joint CEOs to ensure that HS has a 3–5-year business strategy in place, has current values, and that all work programmes tie into the strategic direction of the charity.
- Oversea the organisational policies and ensure they are updated regularly.
- Review goals, targets and evaluation of performance against agreed targets.
- Liaise regularly with the Treasurer to maintain a clear grasp of the charity’s financial position and to ensure full and timely financial transparency and information disclosure to the Board.
- Attend and be a member of other committees or working groups when appropriate in role as Chair e.g. Financial Committee.

## **2. Backstop - when the unexpected happens**

- In conjunction with Trustees, responsible for making arrangements to deal with emergency situations e.g. where restructuring is required, where long-term staff sickness is an issue or where a disciplinary situation arises. The Chairman’s role in these types of situation is to support the Board and Joint CEOs in making decisions. A Chair’s key role is to pick up the pieces when, for whatever reason, things go wrong.

## **3. Pre-digester & Sounding board - for ideas and developments**

- Plan and prepare the Board meetings and AGM with Joint CEOs as appropriate.
- Be available to Joint CEOs to discuss and refine ideas and developments that staff are thinking about and to give feedback, support and wise counsel at an early stage.

## **4. Scrutineer in chief – help the board hold staff to account**

- Part of the nitty-gritty of board work is to hold staff to account – are they doing what they said they would do? - What is going right? What is going wrong? What plans are being made for things that might go wrong? Many boards have a wealth of wisdom, and it is part of the Chair’s job to try and harness that wisdom to improve the plans and activities of the organisation. Even the most qualified of boards may be unable to predict what might go wrong or put plans back on track. Spotting problems early and acting on them early is a key part of the scrutiny process.
- Support the Joint CEOs to ensure that Headway Surrey workstreams are adequately resourced and managed, are in line with the strategic direction, and are producing measurable results.
- Hold the Board to account – it is the Chairman’s role to ensure that the work of the Board is supporting the general direction of travel of the charity and not hindering progress, or adding unnecessarily to the charity’s workload – so whilst scrutiny is vital, it must be proportionate and pragmatic, bearing in mind the level of risk, the need to maintain smooth operations of the charity and the level of resource available to the charity. The Chairman must also ensure that the Board is, wherever possible, focusing at the strategic rather than the operational level.

## **5. Gracious host - and thanker in chief**

- One of the most important jobs is to thank everybody who makes things happen: thanking departing trustees, senior staff and donors. Thanking people for their time, their money, their commitment, their loyalty, and their energy is a small yet critical part of what makes charities thrive.
- To attend HS events where required or support other Trustees to attend and represent the charity.
- Lead the Board in fostering relations with existing and potential partners, professional bodies and associations, donors and supporters.

## **6. Manager of the Joint CEOs**

- A Chair's job is to agree on objectives, provide feedback (from the board and staff) and review progress of the Joint CEOs.
- In participation with the board, appoint the CEO/CEOs and lead the process of appraising and constructively guiding the performance of the Joint CEOs.
- Receive regular informal progress reports of the organisation's work and financial performance through the Joint CEOs.

## **7. Manager of the board – utilising roles and skills**

- One of the most difficult parts of being a Chair is to keep all trustees fully engaged and their skills used to the full. A portfolio approach, giving trustees a particular role or part of the organisation to take interest in, is really important to this end.
- Ensure that the Trustee Code of Conduct is adhered to, and when issues arise to intervene and act in a timely manner.
- With the Joint CEOs' support, monitor Trustee attendance and engagement, and carry out regular reviews.
- Annually review the Board structure, role, staff relationships and ensure implementation of agreed changes/developments are carried out.
- Create a strong, profitable and fulfilling working relationship with Trustees and the Joint CEOs through review and self-reflective evaluation of contributions and effectiveness of the Board.

## **8. Nudger/nagger - for trustees and staff**

- Through meeting notes, text messages, emails, phone calls, personal conversations, the Chair needs to make sure that staff and Trustees do what they said they would do. This applies whether it was to visit a service, write up a proposal, produce some data, or come to a meeting.

## **9. Meeting maestro – on time and inclusive**

Chair Board meetings ensuring:

- Approval of the annual cycle of the board meetings.
- Agenda is followed



- A balance is struck between timekeeping and space for discussions.
- Business is dealt with and decisions made.
- Decisions, actions and deliberations are adequately minuted.
- The implementation of decisions is clearly assigned and monitored.
- Ensure individuals do not dominate the discussions and that all Trustees feel involved in and engaged with decisions.

#### **10. Ear to the ground – to find out what everybody thinks**

- Ensure that the Board is receiving an adequate overview of operations – seeking input from other staff and volunteers, not just the Joint CEOs.

#### **11. Tough decision-maker – when required**

- On occasions, a Chair's job is to usher people out of the organisation. This may include making arrangements in regard to the Joint CEOs, but also includes ensuring that term limits for Trustees are kept or restructuring committees to lose a poor committee chair.
- Act as final stage adjudicator for disciplinary and grievance procedures if required.
- Facilitate change and address conflict within the Board of Trustees, within the organisation and liaise with the Joint CEOs to achieve this.
- Undertake review of external complaints as defined by the organisation's complaints procedure.

#### **12. Cat-herder – moving boards forward on important decisions**

- One of the roles of the chair is to try and move the Board forward on big or important or difficult decisions, particularly where there isn't consensus. These might be about the appointment of a new CEO, a change of structure, or a new strategy or a rebrand. Boards don't always find decision-making that easy, particularly in a culture when one or two board members disagreeing can be treated like a veto. The Chair is there to firmly guide the board towards a decision.

#### **13. Ensure that a successor is found before the term of office finishes.**

Headway Surrey is a Registered Charity (Number 1046863) and Company Limited by Guarantee (Number 02991672) and Trustees are therefore governed by both Charity and Company regulations but have a limited liability of £1.



## **To apply**

Please send your C.V. and a covering letter indicating why you are interested in joining us as a Chair of Trustees , and what you would bring to the role. Send it to either or both Joint CEOs Sonja Freebody, [sonja@headwaysurrey.org](mailto:sonja@headwaysurrey.org) or Maggee Fulleylove [maggee@headwaysurrey.org](mailto:maggee@headwaysurrey.org)

For an informal discussion about the role, contact the Joint CEOs either Sonja Freebody, [sonja@headwaysurrey.org](mailto:sonja@headwaysurrey.org) or Maggee Fulleylove [maggee@headwaysurrey.org](mailto:maggee@headwaysurrey.org) on 01483 319811

**Application Deadline:** There is no deadline, we will interview and recruit on a first come basis.

**First Board Meeting:** tbc

Prospective Chair must be over 18, DBS checked or prepared to undergo DBS checks, and not disqualified from acting as trustee or company director.

## **Other info**

Website [www.headwaysurrey.org](http://www.headwaysurrey.org)

### Social Media

Facebook @HeadwaySurrey1

Twitter @HeadwaySurrey

Instagram headwaysurrey1

YouTube (currently being developed) [Headway Surrey - YouTube](#)