

Chair of the Board of Trustees



Welcome from the Board

Dear Applicant,

Thank you for your interest in becoming our Chair at Makaton.

Being able to communicate is one of the most important life skills. Almost everything we do involves communication: everyday tasks such as learning at school, asking for food and drink, sorting out problems, making friends and having fun. These all rely on our ability to communicate with each other.

Established in the 1970's, the Makaton language programme is widely recognised internationally. Makaton uses signs, symbols and speech to help people communicate. It is designed to support spoken language and the signs and symbols are used with speech in spoken word order, which helps provide extra clues about what someone is saying. With Makaton, children and adults can communicate straightaway with signs and symbols.

For those who have experienced the frustration of being unable to communicate meaningfully or effectively, Makaton really can help. Makaton takes away that frustration and enables people to connect with others and with the world around them, opening up all kinds of possibilities.

Our charity is seeking a Chair who can provide strategic leadership, support and stewardship at a pivotal moment in time for us. We have a new vision and strategy in place which aims to double the number of people Makaton supports by 2025; deepen relationships and knowledge of our stake-holders, and widen our provision and horizons across existing and new market sectors and channels, including digital. As Chair you will ensure that our organisation is both positioned and equipped to deliver these ambitions on behalf of the people whose lives we change. You will lead a committed, diverse Trustee Board and work with our Chief Executive, Stephen Hall, to address the opportunities and challenges that arise in our environment as we grow and develop.

You might have served on the board of another children's or communication charity, or perhaps your background is in Health and Social Care, Education or Government. We are open to applicants from all sector backgrounds who are clear, effective and inclusive leaders and can see the role Makaton really plays in changing lives. Whatever your achievements, and wherever you are now, you will understand the governance and fiduciary responsibilities inherent in a role like this.

We are looking for someone with exceptional communication and interpersonal skills, who inspires and motivates others and has the bigger picture in mind at all times. In return for your skills, insight and commitment, we are offering a unique and outstanding opportunity to help take our charity to new levels, and new audiences.

If you believe you have the passion, skills, experience and personal qualities we are looking for, we very much look forward to hearing from you.

Board of Trustees

About Makaton

The Makaton Charity, established in its current form 10 years ago, exists to ensure that everyone living with learning or communication difficulties has the tools and resources they need to communicate.

Our research indicates that between 150,00-200,000 people use Makaton symbols and signs but this is only a fraction of the one million children, young people and adults with long-term and acquired communication difficulties who could benefit from Makaton.

Our vision is to improve lives by enabling everyone to communicate successfully by using solutions that are effective and appropriate for them.

The Charity works towards this through activities such as:

- providing training to families, carers, and professionals with a nationwide network of over 1,000 licensed Makaton Tutors and Trainers, the Charity delivers UK-wide training to over 30,000 parents, carers and professionals each year
- developing and producing printed and electronic resources the Charity's wide range of printed and electronic resources extends from nursery rhyme DVDs to vocabulary books, covering complex subjects such as bereavement, to electronic collections of signs and symbols for computer use
- working with others to make their information accessible accessible information enables Makaton users to participate in life. For example, by working with Local Councils to translate materials using Makaton symbols so that Makaton users can vote in local elections, and with housing associations to provide information about the services they offer. We support the 'Makaton Friendly' scheme for towns and organisations to show their commitment
 - providing advice and support for families and professionals the Charity's free Family Advisory Service provides information and support to parents and family members of people with a learning or communication difficulty and to the professionals working with them; and

working in partnership to influence society and empower people – working with partners such as The National Portrait Gallery, Her Majesty's Court Service and the BBC promotes communication and makes Makaton available so more people are able to participate. CBeebies Something Special is the well-known programme which uses Makaton.

About Makaton

To address need, we have recently agreed an ambitious and exciting new vision and strategy that will see our charity grow in reach and impact. We are already seeing some early new shoots and increased momentum which is very encouraging.

The pillars of our strategy are:

- By 2025 to double the number of people we support, building a community of members, accessing innovative and life changing services
- To deepen relationships and knowledge of our customers, users, beneficiaries and stakeholders in a number of ways, including through a 'low cost, high value' membership scheme and creation of a new impact assessment framework
- To widen our provision and horizons across existing and new market sectors, including increasing the numbers of active and accredited tutors and trainers, upgrading the training curriculum and expanding Makaton adoption internationally (including in North America)
- To harness new technology to increase accessibility to a growing base of users of beneficiaries, including implementing and adopting a new digital platform and driving speed and efficiencies within the organisation through digital ways of working
- To strengthen our resource base, ensuring we have the right infrastructure, governance and people approaches and that we have a number of sustainable income streams

The Charity currently has c. £1.2 m income (with a historically reliable income stream coming from the sale of resources and training) and 16 FTE employees.

The Board currently has six Trustees and five members of the executive Senior Management Team (SMT) and operates in a unitary way. There are three sub-committees reporting to the Board

Further information is available at www.makaton.org.uk

Trustee Biographies

Susan Sjuve

Trustee role: Trustee and Chair of the Board.

Year joined TMC: 2016

About me (employment/career background/field of knowledge): I've worked with many different organisations mainly in the financial services sector, utilities, health and housing sectors in my 42 year career. – My areas of specialty are marketing, risk governance and equality and diversity. I've been a trustee before for a housing association where I was chair of audit committee for five years. I have also been a non-exec Director for 10 years, and a trust chair for seven of those years, in the NHS. I have been fortunate to have these opportunities and want to help people who have been less fortunate.

Hobby/Interests: I like cycling and walking to keep fit. I also like travelling, reading and an trying to learn Spanish to keep up with my bilingual granddaughter.

Favourite sign: Wine

Favourite symbol: Cat – I like cats!

Lori Cunningham

Trustee role: Vice Chair, Member of the People Committee

Year joined TMC: 2017

About me (employment/career background/field of knowledge):

I've spent my career working across Digital Strategy, E-commerce, Product Development, Advertising, and Subscriptions. I started my career as a Strategy Consultant with Booz Allen in New York and London, advising Media and Telco clients in the early days of Digital. I then moved to industry as the VP of Strategy at AOL UK where I helped lead the change from flat rate internet access and deliver widespread Broadband adoption. After AOL, I led new business development at Net-a-Porter where I was responsible for developing the Outnet, NAP's discounted sister. I then spent the next six years driving Digital transformation in the publishing sector, at Johnston Press and the Telegraph Media Group. Most recently, I was the Chief Digital Officer at Countrywide plc responsible for digital transformation across the Estate Agency, Lettings, and Financial Services businesses. I've now left my corporate role to start up an ethical clothing business, Loskey.

Hobby/Interests: Yoga, Running, and ferrying my two teenage sons to various activities!

Favourite sign & why: Biscuit – it was the first sign I learned, and was taught to me by one of my sons

Favourite symbol & why: Cat – it is exactly how I have always drawn cats (and I love cats!)

Juliet Armstrong

Trustee role: Trustee and Chair of People Committee

Year joined TMC: 2017

About me (employment/career background/field of knowledge): I've worked with many different organisations mainly in the retail, retail financial services, consumer goods, health and media sectors in my 30+ year career as a management consultant. My areas of specialty are change management, governance, digital and technology delivery. I've been a trustee before for a homelessness charity, am very passionate in general about the role of the third sector in our society and am very excited about how The Makaton Charity can help with our core, very human need to communicate. I am also a non-executive director for an NHS mental health trust. Hobby/Interests: I like running to keep fit and am a big fan of Parkrun. I'm also training for my first triathlon. I also like travelling and reading.

Favourite sign: Hello – it helps start any conversation

Favourite symbol: Cat – a favourite animal and relatively easy to draw!

Pete Donell

Trustee role: Trustee

Year joined TMC: 2018

About me (employment/career background/field of knowledge): I started my career at PwC and qualified as an accountant in 2015, following which I worked in a property company in a number of roles before moving into start ups and most recently a company that is using Artificial Intelligence to revolutionise manufacturing.

I have volunteered with several not for profit organisations, including sports clubs and charities, with a focus on Governance and Strategy and spent two months in Uganda in 2015 working with two charities, with a focus on Microfinance.

Hobby/Interests: I love sports, in particular Rugby which I play regularly and golf, which I am terrible at but enjoy! I'm also a guitar player and like to try and see live music.

Favourite sign & why: Brother (rub knuckles) - I've got two of them and that representation is very accurate!

Favourite symbol & why: Good - because it is always nice to see a thumbs up

Julia Spencer

Trustee role: Trustee, (about to become Chair of newly formed Standards and Quality committee)

Year joined TMC: 2018

About me (employment/career background/field of knowledge): My career has been in education both mainstream and special education. I've been a member of the Senior Management Team in special school, early years and primary phase. I've also played a cross county role as early years SEN advisory teacher.

More recently, I've been a Partner in an education training consultancy, which has worked with seven Local Authorities in the North-West. I'm also a Makaton Tutor but am less active in this role now.

Hobby/Interests: I like walking, travel, reading, gardening, family and spending time with grandchildren. I also enjoy being a Governor at the Queens School, Chester.

Favourite sign and why: Terrapin - strangely relaxing to do!

lan Newman

Trustee role: Trustee and Chair of the Finance Committee.

Year joined TMC: 2018

About me (employment/career background/field of knowledge): I've worked with many different organisations mainly in the retail and charity sector, working in Finance, IT and eCommerce. In my last full-time position, I held the position of Finance Director at Inspiring Futures Foundation for over ten years, a leading provider of careers information, advice and guidance for young people.

In my earlier career, I worked for Waterstones the Bookseller as both Finance & IT Director during the period when the business grew from a small bookselling chain to a national chain with over 250 bookshops. It was a fantastically interesting time working with other like-minded and dedicated team members. I also worked for Business Link managing the integration of the financial and IT systems to form Business Link for London arising from the integration of nine smaller businesses.

Hobby/Interests: I am an active photographer, a member of a rambling and a cycling group. I enjoy rugby, tennis, reading, the theatre, music of all types. I regularly attend both Rock and Classical concerts; there is nothing like hearing live music!

Favorite sign & why: Thank you – it is always nice to thanks, people. Favorite symbol & why: Puzzle as it is fun to draw.

Role Profile for Chair

Role title	Chair of Trustees and wider Board
Line management	Chief Executive Officer
Other key relationships	Trustees, Senior Management Team, stakeholders

The role of the Chair is to provide leadership and direction to the Board, enabling them to fulfil their responsibilities for the overall governance and strategic direction of the organisation. The Chair acts as Line Manager of the CEO working in partnership with him/her to support the employees and optimise the relationship between the Trustees and staff. Main responsibilities

- Provide clear strategic leadership to the Board in understanding and executing their role.
- Act as ambassador, representative or spokesperson for the Charity at appropriate events, meetings or functions and to key audiences and stakeholder groups.
- Work with the Trustees and Senior Management Team to ensure a common understanding of the vision, mission, strategic objectives and strategic priorities by trustees, staff, volunteers and other key stakeholders.
- Plan, chair and facilitate Board meetings, working with the CEO to set the agendas and plan the annual cycle of meetings
- Monitor the flow of information to trustees as appropriate and ensure that decisions taken at Board meetings are implemented and accounted for.
- Agree objectives for Trustees and the CEO and conduct annual reviews/appraisals to review performance.
- Supervise, support and stretch the CEO to ensure he/she is carrying out their duties effectively and appropriately.
- Attend, as a member, other sub-committees or working groups when appropriate as Chair.
- Act as the final stage adjudicator for disciplinary and grievance procedures if required.

All Trustees of the Makaton Charity are required to:

- ensure that the Charity complies with its governing document (Memorandum and Articles), charity and company law and any other legislation or regulations
- ensure that the Charity pursues its objects as defined in its governing document
- ensure that the Charity applies its resources exclusively in pursuance of its objects
- contribute actively to the Board of Trustees' role in ensuring that the Charity has a firm strategic direction, clear overall policy, agreed objectives and targets, and monitoring and evaluating performance against those objectives and targets
- safeguard the good name and values of the Charity
- monitor the effective and efficient management and administration of the Charity and safeguard its financial stability and solvency, and
- protect and manage the property of the Charity, including any buildings or other assets, and to ensure the proper investment of the Charity's funds.

Trustees abide by the Good Governance Code of Practice using any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions.



Person specification

Knowledge and Experience

- Outstanding professional or personal record of achievement, with direct leadership experience (ideally but not necessarily gained as Chair) and a recognised profile in their field.
 Experience of leading or (at Board level) contributing to the delivery of ambitious strategic objectives is essential for this role.
- Excellent understanding of good governance and the discipline of Board leadership and management. Direct experience as a trustee, vice chair or chair of an organisation undergo-ing change and / or expansion would be useful.
- Knowledge of the big picture environment in which Makaton operates, with insight, connections or presence in Education, Health and Social Care, or relevant services provided by organisations either in the charitable or private sectors. Awareness of the communication or learning disability field, as relevant to Makaton, such as other augmentative and alternative communications and their beneficiaries, users etc would be useful.
- Sound understanding of charity financial management and oversight, and experience of fundraising (relationships with grant makers, foundations and other potential sources of support would be an asset).

Skills and abilities

- Highly effective strategic leadership skills that inspire, motivate and secure engagement and participation.
- Outstanding communication, interpersonal and ambassadorial skills, with the ability to secure the confidence of others quickly, internally and externally.
- High analytical and strategic capacity. Capacity for self-reflection; ability to anticipate and understand personal impact on others.
- Able to engage with a range of audiences and across all levels of the organisation.

Leadership style and personal attributes

- · Clear and independent strategic thinker with a diplomatic style and sound judgement.
- Team player who enjoys working with others in a small organisation.
- Sensitive to the cause; empathetic towards those with communication and/or learning disabilities and the people who interact with them.
- Passionate enthusiasm for supporting the beneficiaries of the Makaton Language Programme and the work of The Makaton Charity.

Willingness and availability to devote the necessary time and effort to attend Board and other meetings, and to participate in the effective governance and management of the Charity, is essential.

Terms of Appointment

Remuneration	This role is offered on a voluntary basis. Reasonable expenses incurred in the role will be reimbursed.
Time commitment	1.5-2 days per month. The Board meets five or six times per year (usually in Farnborough where the charity is based) but sometimes in London or remotely.
	In addition to Board meetings, there are three sub-committees of the Board (Finance, People, Standards and Quality – this latter is just being established).
Term of Appointment	Maximum of two consecutive terms of three years (subject to approval by the Board). Ideally the start of the first term will be from November this year.
Meeting dates	 The following dates are already in the diary for 2019: 16 September (Board meeting) – 5-7pm 4 November (People Committee) – 5-7pm 18 November (Finance Committee) – 1-3pm 2 December (Board meeting) – 5-7pm Board meetings in 2020 are expected to be in February, May, June, September and December.

How to Apply and Recruitment Timetable

We hope you will consider expressing an interest in this role. If you have questions about the appointment process and would find it helpful to have an informal conversation, please contact Juliet Taylor on 0203 971 0832 or at Juliet.Taylor@starfishsearch.com

To make an application, please provide by email to Juliet.Taylor@starfishsearch.com

- your CV or equivalent biographical information;
- a covering letter that sets out your motivation for taking on this appointment, and why you think your skills and experience make you suitable;
- details of two people you have worked with at Board level previously who we could talk to at shortlist stage (with your permission).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

Closing date	Monday 16th September 2019
Informal discussions with Starfish Search for selected applicants	w/c 23rd September 2019
Agreement of the final shortlist	Candidates will hear from us by Friday 11th October
Informal meetings, telephone calls will follow confirmation of the final shortlist.	Shortlisted candidates will have the opportunity to speak with the outgoing Chair and to meet the CEO at Makaton, either before interview or on the day itself.
Formal interviews for shortlisted candidates are expected to take place in mid-October.	The day will also include informal sessions with key staff and stakeholders.



