



# CANDIDATE PACK

## CHAIR



Queen Elizabeth's  
Foundation for  
Disabled People



# WELCOME

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Dear Candidate,

Thank you for your interest in becoming our new Chair. QEF is a truly wonderful organisation which has been delivering innovative services to people with disabilities for nearly 90 years. In this pivotal appointment we are looking to a new Chair for clear leadership which will enable us to remain a vital source of support to around 10,000 people every year.

We pride ourselves on the quality of our care and the expert support we provide people to maximise their independence. Our life changing services include state of the art facilities placing us at the forefront of neuro rehabilitation for people with an acquired brain injury or other neurological condition. Our new Chair will join us as we embark upon our next strategic phase and this is an exciting opportunity for someone to make a significant impact for our charity and people living with disabilities across the South East of England.

However, we have been hampered by some challenges over recent years. We are a well run charity with a strong chief executive and leadership team, all of whom the Board value enormously. The current financial challenges we face as an organisation, in part due to significant debt to the Government's Pension Protection Fund and the sectoral pressures in the NHS and care system, mean that the Board and executive team have been forced to make some very difficult decisions. We are a collaborative and creative Board, outcomes focused and committed to our charity. As we develop our strategy, and look to our future we are looking to a new Chair, equally dedicated to our purpose, to provide clear leadership as we navigate the challenges ahead.

You need not have been a Chair before. However, you will be an experienced change leader with valuable insight and wisdom. Your financial and commercial acumen will be invaluable as we explore our future together and you will be unfazed by taking tough decisions. We are a people first organisation and therefore your emotional intelligence and ability to engage and inspire our people through uncertainty will be key. We will be looking to you to provide support and guidance to our Chief Executive, and you will harness the enormous talents of the Board behind our mission ensuring robust governance as we move forward.

We are all excited by what the future may hold for QEF and are looking forward to welcoming a new Chair to our Board. If you share this excitement and possibility we would love to hear from you.

**Moira Bowie, Gordon Bowser, Liz Sharp**  
Co Chairs



# ABOUT US

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Queen Elizabeth's Foundation for Disabled People (QEF) is a national disability charity based in Surrey, with over 85 years' experience of providing innovative services that support disabled people of all ages to increase their independence and live the life they choose.

We work with children and adults with physical and learning disabilities or adults with acquired brain injuries. Whether it's developing life skills to live as independently as possible, neuro rehabilitation to rebuild a life after a brain injury, learning to drive a specially adapted car or loaning mini powered wheelchairs to young children without independent mobility.

Our teams provide expert advice and life-changing services that enable almost 10,000 disabled children and adults a year to develop key life skills, increase mobility and maximise their independence.

In June 2020 QEF celebrated 85 years of providing expert services that enable disabled people to maximise their independence and live the life they choose.

In July 2020 QEF opened the £15 million state-of-the art Care and Rehabilitation Centre (CRC), a centre of neuro rehabilitation expertise supporting people across the South East of England. Through this landmark build, QEF aims to be at the forefront of neuro rehabilitation for people with an acquired brain injury or other neurological condition, using accessible technology to support clients and their families through what can be a very difficult journey.

As we build on our heritage and expertise, we are looking to the future as we are developing our new 3-year strategy to determine our future direction for sustainability and success. We are excited about entering the next chapter in our history.





# STRATEGIC DIRECTION

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Understanding and determining the future direction for QEF is key to the organisation's sustainability and success. We need to consolidate what we do well, look for potential opportunities and articulate our future offers in what is a complex and changing external environment. The previous strategy was for the period 2016-2021. Where appropriate, elements have been used as the springboard on which to build the new strategy and assist in identifying the changes that have taken place across the disability markets/sectors and develop the work programme.

The following strategic goals have been agreed and new work programmes are being developed.

## 1) DELIVER OPERATIONAL EXCELLENCE

We will:

- Provide high-quality consistent, personal led care and support to enable better outcomes for the people we support
- Further build on our quality to become outstanding and ensure excellent customer experiences in all areas
- Maximise the capacity in our services by ensuring we respond to future healthcare needs and redesign our pathways
- Build high performing, engaged, diverse teams by investing in our staff and ensuring they have the right skills and behaviours
- Create a positive culture of continuous improvement to ensure people are committed to achieving the organisations goals

## 2) STRENGTHEN OUR BUSINESS

We will:

- Maximise the opportunities in the markets to diversify and grow income streams to ensure we have a strong future
- Review our infrastructure to deliver more cost-effective ways of working and create more funds for future business development
- Identify commercial opportunities to ensure all areas of business can be self-sustaining
- Develop and strengthen partnerships and collaborate with key organisations to support us to achieve our vision

## 3) SEEK INNOVATIVE AND SUSTAINABLE SOLUTIONS

We will:

- Develop a property strategy which ensures our buildings and land are used in the most effective way (including using any appropriate spare space in existing buildings to generate income)
- Identify, on a long-term basis, buildings and land we no longer require and consider its disposal
- Develop initiatives to reduce our environmental impact and promote across the organisation
- Develop strong leadership and management at all levels to empower people

# JOB DESCRIPTION

## ABOUT THE ROLE

The Chair provides strong leadership to the Board of Trustees to ensure QEF develops and achieves its strategic objectives, complies with its legal duties, and delivers maximum impact to its beneficiaries. The role ensures that there are effective relationships with the CEO and senior management team to bring both support and constructive challenge in the best interest of QEF.

In partnership with the trustees and CEO the Chair acts as an ambassador for QEF, assisting in raising awareness of the work we do, representing us at external events, building constructive relationships with stakeholders and supporting our ambitious fundraising plans.

The Chair is a champion and exemplar of QEF values.

## ABOUT YOU

The new Chair will bring a strong understanding of the role of Charity Boards as well as governance experience and significant strategic leadership.

Your strong interpersonal skills will build relationships across all stakeholders, motivating and bringing people together to deliver the best possible results for QEF and leading us forward in developing our 3-year strategy to take us from surviving the pandemic to thriving in the new normal and building more operational and financial resilience. You will have sound independent judgement and will encourage others to do the same.

You will demonstrate a strong and visible passion and commitment to QEF, its strategic objectives, cause, and values.

A knowledge and understanding of the voluntary sector, charity governance and the current issues affecting the sector is essential and experience of the health and social care sectors is desirable.

## OVERVIEW

The key responsibilities of the Chair of QEF are to provide oversight, governance, and leadership to the charity. The Chair will provide support and appropriately challenge the CEO and senior management team (SMT), and, in partnership with the CEO and Trustees, act as an ambassador and the public face of the charity, and a champion and exemplar of QEF Values. The main areas of responsibility are:



## STRATEGIC OVERSIGHT

- Leads the Trustees and CEO setting the mission, vision, strategy, and high-level policies for the charity.
- Ensures that the board monitors QEF's performance, and that the charity satisfies all compliance requirements.
- Ensures there are processes in place to identify and monitor significant risks and current and future issues which may impact QEF, and that these are reviewed regularly, and processes are established to mitigate these risks.
- Ensures that systems are in place to safeguard QEF's assets through a robust set of controls.
- Ensures that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.

## LEADERSHIP AND GOVERNANCE

- Ensuring that the Board has the requisite skill set to appropriately discharge its responsibilities. The composition of the Board should factor in diversity and the breadth of skills necessary for the charity's leadership.
- Ensuring selection and performance criteria for Trustees and CEO are defined and kept under review.
- Ensuring all Trustees receive inductions and ongoing professional training and development.
- Regularly appraising the performance of the Trustees and the CEO.
- Chairs meetings of the Trustee Board, ensuring that it functions effectively and carries out its duties.
- Ensuring the CEO and SMT provide Trustees with relevant, timely and accurate information to allow trustees to discharge their responsibilities.
- Ensuring that decisions made by Trustees are made in the best, long-term interests of the charity and that Trustees take collective responsibility for these decisions.

## PARTNERSHIP WITH THE CEO AND SMT

- Fosters an effective relationship with the CEO and SMT, and along with the Trustees, supporting and challenging the CEO constructively in the best interests of the charity.
- Ensuring there are clear and open processes for the appointment of the CEO and SMT, and for setting and reviewing their performance and remuneration packages regularly.

## EXTERNAL RELATIONS AND COMMUNICATIONS

- Acts as an ambassador for the cause and the charity, by working with other Trustees and the SMT to maintain close relationships with key stakeholders including QEF's peers in the charity sector, care regulators/commissioners, clients and their families/carers and government and strategic partners.
- Acts as a spokesperson for the organisation, representing the charity at external functions, meetings and events as well as in informal settings.
- Ensures that Trustees and the charity are fair and open to all sections of the community in all the charity's activities.
- Ensures that Trustees and the charity hear, respect, and appropriately act on the voices and views of clients, their families/carers and other key stakeholders and build strong relationships.

Some of the duties listed above may be delegated to individual board members, or sub-committees of the board.



# PERSON SPECIFICATION

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## KNOWLEDGE AND EXPERIENCE

- Previous experience as a Chair, non-executive director, or as a senior level executive in the public, third or private sector
- Demonstrable leader of organisational change, developing operational and financial strategy that will ensure QEF's longer term charitable objectives.
- Knowledge and understanding of the voluntary sector, charity governance and the current issues affecting the sector, and experience of the health and social care sectors are all highly desirable. We will consider candidates who can demonstrate they are willing and able to invest time to get up to speed in these fields.
- Well-connected with professional networks that potentially tap into health and/or social care, trusts, or donors that would be beneficial to QEF.

## SKILLS AND ABILITIES

- Demonstrates collaborative leadership skills, working across both trustees and SMT, motivating staff and volunteers, and bringing people to work together on a sustained basis.
- Strong interpersonal and relationship building abilities, with a highly approachable yet objective persona.
- An ability to work across both trustees and SMT to bring both together to deliver best possible outcomes.

## STYLES AND BEHAVIOURS

- An entrepreneurial outlook and business development skillset
- Strategic approach to decision making.
- Clear and compelling communicator, who delivers with gravitas, and listens well and responds effectively to the views of others.
- Demonstrates a strong and visible passion and commitment to QEF, its strategic objectives, cause, and values.



# TERMS OF APPOINTMENT

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## REMUNERATION

Trustee positions are voluntary and unpaid. However, all reasonable expenses will be reimbursed.

## TIME COMMITMENT

The time commitment is anticipated to be no more than three days per calendar month.

The Chair will join an energised, committed, and hardworking Board who are passionate about supporting the work of the charity and delivering a secure future for QEF.

The term is three years initially with a requirement to attend four Board meetings annually and participate in other Board Committees, attend meetings and events, particularly fundraising initiatives.

## LOCATION

Board meetings are usually held at QEF sites in Surrey or via MS Teams and last for approximately 2 hours.

# HOW TO APPLY FOR THIS APPOINTMENT

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**We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Brown [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com) or Katy Giddens [katy.giddens@starfishsearch.com](mailto:katy.giddens@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/qef-chair/> and click on the apply now button, with the following prepared:**

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out:
  - why you are interested in being our chair;
  - how you can apply your skills and experience build QEF into a charity with strong operational and financial capabilities

QEF is committed to achieving greater diversity and welcomes applications from currently under-represented groups at Board level. As a Disability Confident Employer, we encourage applicants with lived experience and those who consider themselves disabled. Please advise Starfish Search if you require any reasonable adjustments during the recruitment process.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	31st July 2023
Preliminary interviews:	Throughout August
Final Panel interviews:	Early/mid September