



Crossroads Care Surrey Chair of Trustees

Candidate Pack
June 2026



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Crossroads
Care Surrey 
HERE FOR THOSE WHO CARE



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Introduction



The story of Crossroads Care Surrey is one of inspiration and commitment.

It all began with the British soap opera “Crossroads”, which poignantly portrayed the struggles faced by carers. In 1973 Noele Crane applauded the accurate depiction of disability issues. His praise led ATV to hire him as an advisor and donated £10,000 in 1974 to launch a pilot project in Rugby, Warwickshire, aimed at supporting carers. This small initiative, initially helping just 26 families, blossomed into Crossroads Care, which by 2012 was supporting over 43,000 carers.

Crossroads Care Surrey has been a beacon of hope and support for unpaid carers. Our journey, inspired by a heartfelt television storyline, has grown into a legacy of compassion and community. We remain steadfast in our commitment to continue this vital work for many more years to come, ensuring that no carer ever feels alone.

There are around 120,000 unpaid carers in Surrey — people who give up their time, often at great personal cost, to care for a loved one.

Our main goal is to improve the quality of life of unpaid carers – that’s anyone who looks after a family member, relative, friend or neighbour because of a long-term physical or mental ill health or disability. Crossroads Care Surrey exists to give them a break, a lifeline, and the knowledge that someone cares for them too

All of our work is regulated by the Care Quality Commission.

As Chair, you will be at the heart of our most ambitious period of growth. You will help shape our commercial strategy, hold our leadership to account, and ensure we have the governance, confidence and direction to achieve our goals.

Terry Hawkins
Chief Executive Officer

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About us



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About us



Crossroads Care Surrey

Crossroads Care Surrey is at an exciting and pivotal moment in its history. Having supported unpaid carers across Surrey for over 40 years, the charity is now embarking on a bold programme of self-funded growth and business development. We are seeking an exceptional Chair of Trustees who brings the commercial acumen, leadership experience and strategic vision to guide us through this next chapter — helping us reach more carers, sustain our services, and grow our impact.

At Crossroads Care Surrey, we are more than just a charity - we are a lifeline for the countless unpaid carers across Surrey.

Crossroads Care Surrey is a registered charity that has been at the forefront of carer support in Surrey for over 40 years. We put carers at the heart of everything we do, providing a wide range of professional services to unpaid carers who care for people of all ages, with varied health conditions and disabilities.

Last year alone, we provided support to unpaid carers in over 1,500 families across Surrey through 34,000 sessions delivered by our professionally trained Carer Support Workers. Our services include:

- Care Replacement Breaks
- Befriending and Outreach Support
- Companionship Visits
- Emergency Care Planning
- End of Life Care

The charity is now entering a new phase — one of deliberate, self-funded growth — designed to extend our reach, deepen our impact and reduce dependency on grant funding. This requires a Chair with genuine commercial instinct who understands what it takes to scale an organisation sustainably.

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About us



Vision and Mission

Our vision

We've provided support to unpaid carers for over 40 years. We know that having the opportunity to rest, reflect, refresh, and start all over again is so important. We give the unpaid carer that all-important downtime. Our friendly and fully-trained Carer Support Workers enable the carer to take a break from their caring role, with full confidence and trust in the professionalism and compassion of our team.

Our mission

It is our mission to improve the quality of life for those who care around the clock for a loved one living with life-limiting conditions or terminal illness. We support carers through the provision of professional support services in the person's own home.



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About us



Get to know us

We are a registered charity and have been operating in Surrey for over 40 years.

Our Board comprises of eight Trustees, and is served by three committees, each chaired by a Trustee: Governance (including a Quality and Assurance Group); Finance; and Business Development. Our CEO leads a Senior Management Team, supporting the Board and Committees.

To find out more about our Trustees, please visit our [website](#)

We are inspected by the Care Quality Commission to meet exacting national Care standards and operate within policies issued by the National Carers Trust. Our Governance Committee and Quality Assurance Group is at the heart of operations, as expected of an organisation delivering care to the vulnerable.

Our values

- Our charity employs more than 130 staff, including more than 100 professional care colleagues.
- We care for and support more than 800 people every week, and have an even wider impact on their families through our services, care and compassion.
- We respect individuality, dignity, choice, independence, and safety.
- We always put the best interests of carers and those they care for first.
- We embody professionalism with a human face.

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Role

description



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Role description



The role of Chair of Trustees

The Chair of Trustees is the most senior voluntary leadership role within Crossroads Care Surrey. The Chair leads the Board, working in close partnership with the Chief Executive Officer to provide strategic oversight, sound governance, and the commercial direction needed to achieve sustainable growth.

The Chair acts in accordance with the charity's Trustee Code of Conduct, which requires all trustees to act with honesty, integrity and independence; to exercise good judgement in the best interests of the charity at all times; to avoid conflicts of interest; and to uphold the charity's values and reputation.

Strategic Leadership

- Lead the Board in setting and championing the charity's long-term strategic direction, with a particular emphasis on the current period of self-funded growth and business development.
- Support the CEO in translating strategic ambitions into tangible plans, ensuring the organisation has the leadership, resources and commercial capacity to deliver.
- Act as a prominent ambassador for the charity, raising its profile with key stakeholders, partners, funders and the wider community.

Governance & Accountability

- Ensure the Board fulfils its legal and regulatory duties, including compliance with charity law, company law, data protection, health and safety, and employment legislation.
- Chair Board meetings effectively, fostering an open and constructive culture where all trustees contribute, different views are respected, and decisions are made transparently in the best interests of the charity.
- Ensure the Board maintains and upholds the Trustee Code of Conduct, including requirements around independence, conflicts of interest, confidentiality and conduct.
- Oversee Board composition and succession, ensuring the right mix of skills, experience and diversity to meet the charity's current and future needs.

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Role description



CEO Relationship & Performance

- Work in close and productive partnership with the CEO, providing appropriate challenge, support and coaching.
- Lead the performance management process for the CEO, ensuring clear objectives are agreed and reviewed regularly.
- Maintain a clear distinction between the strategic role of the Board and the operational responsibilities of the CEO and staff, in line with the Code of Conduct.

Commercial & Financial Stewardship

- Provide strategic guidance on the charity's commercial growth agenda, drawing on personal experience of managing and leading organisational growth.
- Ensure the Board has proper oversight of financial performance, risk management, and the viability of commercial ventures and new income streams.
- Support the development of new business partnerships, earned income models and sustainable funding strategies.

Culture & Values

- Act as a role model for the values of the charity — integrity, compassion, inclusion and service — in all interactions with staff, volunteers, trustees and external partners.
- Promote a culture of openness, mutual respect and continuous improvement across the Board and the wider organisation.
- Support volunteers and employees in carrying out their duties, and ensure the Board's conduct reflects the highest standards expected of everyone associated with Crossroads Care Surrey.

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Person specification



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Person specification

Key requirement

Commercial Leadership Experience

Given the charity's strategic focus on self-funded growth and business development, we are specifically seeking a Chair with a demonstrable track record of leading and managing commercial growth in a complex organisation. This may be in the private, public or third sector, but the candidate must be able to evidence their personal contribution to growing an organisation — its income, reach, capability or market presence — at a senior leadership level.

Essential experience & skills

- Proven track record of leading commercial growth — through new business development, earned income models, strategic partnerships or diversification of revenue streams.
- Senior leadership experience at board or executive level, ideally as a CEO, Managing Director, Chair or Non-Executive Director in a complex organisation.
- Strong financial literacy — able to interpret management accounts, challenge financial plans and understand the economics of growth.
- Experience of strategic planning and the ability to translate ambition into deliverable plans with measurable outcomes.
- Excellent interpersonal and communication skills, with the confidence and credibility to engage a broad range of stakeholders.
- A collaborative leadership style with the ability to chair productive, inclusive and high-performing meetings.
- Commitment to the mission of Crossroads Care Surrey and a genuine passion for improving the lives of unpaid carers.
- Commitment to acting with integrity, independence and in the best interests of the charity at all times, in accordance with the Trustee Code of Conduct.
- Ability to commit adequate time and preparation to the role, including attendance at Board meetings, sub-committees and key events.

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Person specification

Desirable

- Previous experience as a trustee or non-executive director of a charity or social enterprise.
- Knowledge of the health, social care or voluntary sector, particularly relating to unpaid carers.
- Experience of working with Surrey-based stakeholders, local authorities or Integrated Care Systems.
- Understanding of governance frameworks for charities registered in England and Wales.

Conditions of appointment

This is an unpaid voluntary role. Reasonable out-of-pocket expenses will be reimbursed in accordance with the charity's agreed expenses policy.

Term	Three years, renewable subject to Board approval
Time Commitment	Approximately 1-2 days per month, including 4 Board meetings per year, sub-committee meetings and ad hoc strategic support to the CEO
Location	Surrey-based meetings with some flexibility for remote participation
Remuneration	Voluntary (unpaid). Reasonable expenses reimbursed in line with the charity's agreed procedures.

Crossroads Care Surrey is committed to equality, diversity and inclusion. We welcome applications from all sections of the community and particularly encourage those from underrepresented groups.

All trustees are required to sign and comply with the Trustee Code of Conduct upon appointment.

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How to apply



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How to apply



Crossroads Care Surrey is working exclusively with Charisma Charity Recruitment.

Expressions of interest should be submitted through the [Charisma website](#), and include:

- A comprehensive CV
- A supporting statement, explaining how you believe you match the requirements of the role and describing any potential conflicts of interest.

For an informal and confidential discussion about the role, please contact:

Sandra Smith, Senior Consultant of Charisma Charity Recruitment on 01962 813300 or email info@charismarecruitment.co.uk.

We welcome and encourage expressions of interest from people of all backgrounds. We do not discriminate on the basis of disability, race, colour, ethnicity, gender, religion, sexual orientation, age, veteran status or other category protected by law.

Closing date: 2nd August 2026

Interviews with Crossroads Care Surrey will be arranged on an ongoing basis as candidates are identified, so please apply without delay.



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