

About Talking Mats Limited

Who we are

Talking Mats Ltd is a social enterprise focused on improving communication by offering Training, Resources and Consultancies. We deliver training to a variety of practitioners working across a wide range of sectors including health, education, social care, and justice. Our training enables practitioners to empower people with communication difficulties to have their voices heard and included.

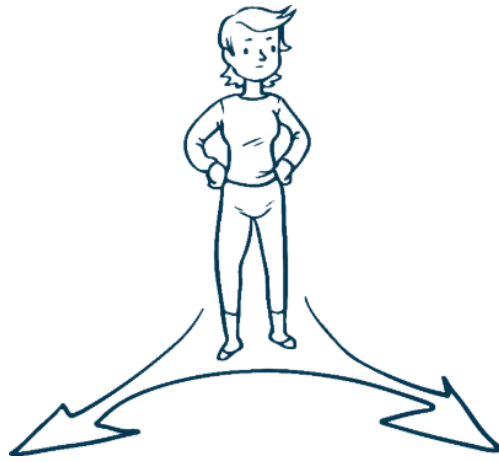
We co-develop our resources with health and education professionals, researchers, and people with lived experience to ensure they are rooted in science and tailored to the diverse needs of our participants.

Why we do what we do

Communication disability affects millions of people. Up to 14 million people in the UK (20% of the population) will experience communication difficulty at some point in their lives, with more than 10% of children having a long-term communication need (RCSLT).

There are also important links between mental health and speech, language and communication needs. Communication needs put people at risk of developing mental health problems and those with mental health problems may also have communication needs. Being able to communicate is essential in explaining concerns around mental health and accessing talking therapies (RCSLT)

Talking Mats is an evidence-based communication tool designed by Speech and Language Therapists to enable people to think and communicate about a wide range of topics. It is a rights-based, person-centred approach and supports people both with and without a formal diagnosis of communication difficulties to have true voice and agency in their own lives. We know from our research evidence, as well as impact stories from a wide range of sectors, that Talking Mats makes a real difference to peoples' lives.



Looking ahead

As we move forwards, our goal over the next 3 years is to extend our reach to more people working across the UK and beyond. We want to do this by expanding our training programmes, future-proofing and developing our digital platform, and continuing to offer consultancies to develop new resources to meet the needs of our community. We will do this by both nurturing our existing partnerships and growing new ones, both within the UK and internationally.

We are seeking Non-Executive Directors to bring fresh perspectives and help guide us as we continue to scale. We need individuals who are passionate about making a difference, creating social value and have expertise in one of the following:

- Digital health to guide the development and scaling of our digital data platform and programmes, ensuring they remain innovative, accessible, and impactful.
- Business development, sales, and commercialisation to drive income generation, expand our partnerships, and explore new market opportunities.
- Strategic HR to provide oversight of the team and culture, align workforce strategy with business goals as well as oversee Board governance and compliance.

If you have the passion and skills to help guide us through the next stage of our journey, we encourage you to apply.

Non-Executive Director Job description

Appointed by

Current Board in accordance with their Articles of Association

Remuneration

Talking Mats is a social enterprise and therefore does not pay its Non-Executive Directors

Expenses

All reasonable expenses will be reimbursed in accordance with the company Board Expenses Policy

Time Commitment

We estimate this role requires a time commitment of approximately 6 days per annum and there is no fixed time commitment for the role.

This would include 4 Board Meetings a year and representing the company at various events and meetings with key stakeholders. Directors are also expected to support the executive team with advice on request.

Meeting locations

Board meetings are held both online and in-person with an annual in-person meeting in Stirling.

Term

Three-year term, subject to review, with no exclusion from being re-elected.

Probation

There will be a probationary period covering 2 board meetings where the appointment will be reviewed by the Company Members and Board.

Role Purpose:

- To ensure the effective governance of the Company, in line with its purpose and aims, specifically including regulatory and legal compliance.
- As a Non-Executive Director of the Company, you will be responsible for the strategic management of the company.

Duties (Statutory):

- To ensure that the Company complies with its Articles of Association, company law, and any other relevant legislation or regulations
- Act in the company's best interests
- Manage the company's resources responsibly
- Act with reasonable care and skill
- Keep the company records and report relevant changes to the HMRC, Companies House and any other relevant regulator
- Declare conflicts of interest and especially if the director might personally benefit from a transaction the company makes
- Ensure the Company's Corporation Tax and other taxes and duties including NI, PAYE and VAT (as relevant) are paid

Duties (Other):

In addition to the above statutory duties, each Non-Executive Director should use any specific skills, knowledge or experience they have to help the board of the community interest company reach sound decisions.

This may involve:

- Bringing relevant expertise
- To contribute actively to the board's role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To monitor the performance of and support the Executive team
- Scrutinising board papers
- Leading discussions

- Focusing on key issues
- Providing guidance on new initiatives
- Leveraging their network

Non-Executive Director Person Specification

Responsible for:

Key Competencies

- **Strategic Orientation** - Makes a significant contribution to the creation of a compelling vision for the future and implementation of measurable strategies necessary for success.
- **Leading for Performance** - Demonstrates clarity of purpose and direction inspiring and motivating to staff to exceed performance expectations in line with the Company's strategic and operational objectives.

Specialist competencies

Whilst we are open to recruiting Non-Executive Directors with other expertise we are particularly interested in the following:

Digital health expert

- bringing knowledge and experience in digital health technologies, including the design, development, and scaling of digital health platforms.
- being skilled at supporting us to future proof our digital infrastructure, ensuring it's adaptable to changing technologies and user needs.
- contribute to advancing our online delivery models and new data platform.
- Experience in AI, digital therapeutics, or health tech start-ups would be particularly valuable.

Business development and commercialisation specialist

- focus will be on driving growth through business development, sales, and commercialisation of our services.
- experience identifying and exploiting new markets, creating business partnerships, and generating income streams that align with our social enterprise model.
- Experience in NHS and social care commissioning, sales, corporate partnerships would be beneficial.
- We need someone who can help turn our proven impact into sustainable income streams.

Strategic Human Resources specialist.

- to provide oversight of the team and culture, evaluating performance and impact.
- aligns workforce strategy with business goals supporting resilience and adaptability.
- oversee Board governance and compliance.

Skills, Knowledge and Abilities:

Essential

- People who strongly identify with the values and purpose of Talking Mats Ltd.
- **Basic technical expertise** - the expertise and technology for accessing online documents, systems and meetings
- **Governance** – interest in engaging with and learning about how Talking Mats Ltd governance is delivered
- **Financial Literacy** – be able to review financial information with common sense and logic
- **Strategic Planning** – experience of planning at a strategic and organisational level

Desirable

- Knowledge of running a company as a Non-Executive Director
- **Leadership Experience** – at least 5 (or more) years of experience as a leader or manager
- **Founder led organisations** – experience on the board of an organisation led by a founder-entrepreneur

Director Code of Conduct

Purpose of this code

To highlight what is expected of directors of Talking Mats Ltd.

Ethical principles

- Confidentiality
- Directors should respect the confidentiality of all personal information shared by other directors or guest speakers, and abide by the confidentiality clauses in their agreement.
- Competence
- Directors should act with accuracy and rigour, and contribute professional skills only in areas of current competence.
- Integrity
- Directors should act with honesty and integrity, adopting the highest standards of professional conduct, openness and fairness.
- Safety
- Directors should be alert to the ways in which their conduct might affect others, and respect the rights, wellbeing and safety of others.
- Responsibility
- Directors should act honourably, responsibly and lawfully, and uphold the reputation and standing of the Company.
- Leadership
- Directors should aspire to high standards of leadership, and actively promote public awareness and understanding of the impact and benefits of greater diversity of thought.
- Veracity
- Directors should be objective and truthful in any statement made to other directors, whether at a Company event or one-to-one.
- Conflict of Interest

- Directors should be alert to any potential conflict of interest, and have a duty to communicate that conflict and act to seek an equitable resolution.

Expectations of directors

- All directors are expected to actively engage in the activities of the Company and share their knowledge, expertise and contacts where appropriate.
- Directors need to ensure they know the policies that apply to them.
- All directors are expected to promote the aims of the Company and represent the Company positively.
- Practical requirements of directors:
 - The Directors are all expected to work according to the approved Meetings Principles with particular attention to the following:
 - All directors who sign up for an event or meeting should ensure they meet this commitment except in exceptional, unavoidable circumstances. Those who drop-out at short notice for several events may be asked to leave the board.
 - When replies are needed in order to settle dates for meetings and events it is hoped that all directors involved in the particular event reply within 48 hours if at all possible.
 - All directors are expected to have access to the internet and the technology needed to access both the Company's collaborative tools and communications platforms.

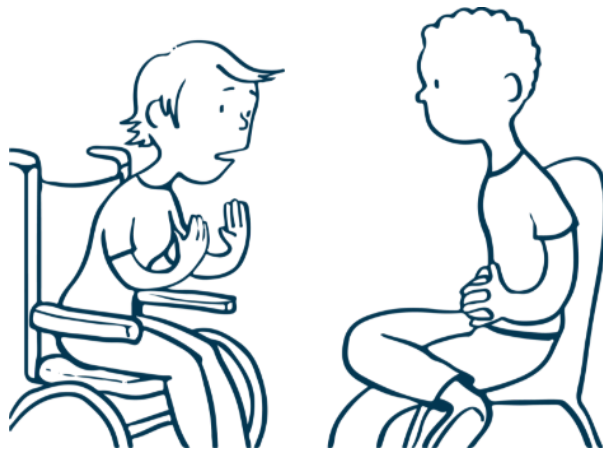
Responsibilities

- It is the responsibility of the directors to:
 - Act within the constitution and the law:
 - be aware of the contents of the Company's governing document and the law as it applies to the Company.
 - Act in the best interest of the Company as a whole: consider what is best for the organisation and its stakeholders and avoid bringing the Company into any disrepute.
 - Manage conflicts of interest effectively:

- register, declare and resolve conflicts of interest, and do not seek to gain materially or financially unless specifically authorised to do so.
- Respect confidentiality: understand what confidentiality means in practice for the Company, its Board and the individuals involved with it.
- Have a sound and up-to-date knowledge of the Company and its environment: understand how the Company works and the environment within which it operates.
- Prepare fully for meetings and all work for the Company by reading papers and thinking through issues in good time before meetings.
- Actively engage in discussion, debate and voting in meetings: contribute positively, listen carefully, challenge sensitively and address areas of conflict with openness, compassion, courage and sensitivity.
- Act jointly and accept a majority decision: make decisions collectively, and stand by them. Do not act individually unless specifically authorised to do so.
- Work considerately and respectfully with all: respect diversity, different roles and boundaries, and avoid giving offence.

According to the Company Articles, **a director will automatically cease to hold office if [always check your articles to ensure this is still relevant]:**

- *They become disqualified from being a director under The Companies Act 2019,*
- *They become incapable for medical reasons of carrying out their duties as a director - but only if that has continued (or is expected to continue) for a period of more than six months,*
- *They give the organisation a notice of resignation, signed by him/her,*
- *They are absent (without good reason, in the opinion of the board) from more than three consecutive meetings of the board - but only if the board resolves to remove them from office,*
- *They are removed from office by resolution of the board passed at a directors' meeting.*



Application Process

How to apply

To formally apply, please submit a CV and supporting statement (max 1 sides of A4) that clearly outlines your suitability for the role against the criteria provided. Please include your interest and motivation in applying for this position.

Please send your application to (inserting “Talking Mats application” into the subject field): margo@talkingmats.com

We are an equal opportunities organisation and firmly believe that diverse teams create better work. As such we welcome a broad range of perspectives, approaches and background in applicants.

If you would like to have an informal conversation about this opportunity you can contact our CEO, Margo Mackay

The interviews will be held online via Teams/Zoom on Monday 3rd November. If you have any health concerns, caring duties, or shift work we’re happy to offer these at convenient times to suit you. Please state your preference or any special requirements within your application email.

Deadlines

- Recruitment closes: 24th October
- Invitation to interview: 29th October
- Interviews: 3rd November
- Invited to join the board: 10th November

Board meeting details

Date	Location	Virtual/In-person	Start Time	End Time
Tuesday 16 th December 2025	Stirling	In person	9:30 am	4 pm
Tuesday March 24 th 2026	Online	Virtual	9:30am	12 noon
Wednesday 24 th June 2026	Online	Virtual	2pm	4:30pm
Wednesday 30 th September 2026	Online	Virtual	9:30am	12 noon
Thursday 10 th December	Stirling	In person	9:30 am	2pm