



CANDIDATE PACK FOR CHIEF EXECUTIVE OFFICER

WELCOME FROM THE CHAIR

Thank you for your interest in becoming our new Chief Executive.

This is an exciting time to join Borough Care. Our organisation has been through some dramatic changes over the last few years, and we are looking into the future with a new, ambitious strategy, underpinned by values, which capture the spirit of our amazing workforce. We are financially strong, and have invested in strengthened systems, technology and governance. In common with the whole social care sector, we still face significant challenges, which will require us to maintain momentum and remain innovative. Through all of this, we've been guided by our deep commitment to ensuring that every one of our residents lives their life in colour.

We are a medium-sized, commercially astute, not-for-profit organisation. In our new Chief Executive we are looking for a strategic leader who can demonstrate their track record of running growth businesses with strong social value outcomes. You need not bring a background in social care, indeed we are open to the sectors our successful candidate will come from. However, the social care sector is complex and high risk, and you'll need to be able to demonstrate your understanding of the specific challenges of providing residential care of older people and how your leadership experience will equip you to successfully transition into this role.

You'll be joining an engaged leadership team, who are active in ensuring we deliver excellence across the organisation. You'll need to work collaboratively with them, and build strong relationships internally and externally. We have a number of ambitious projects underway that depend on maintaining excellent communication and trust with partners and you will be at the heart of delivering these with and through others.

As Chief Executive you will be a member of our board, and will work alongside the Non-Executives and Chair to ensure effective governance, delivering great outcomes for our residents. As set out in our strategy, we are determined to increase the range of people who feel comfortable in choosing our care, so you will need to demonstrate your personal track record of improving inclusivity in services you have led either within or outside a care setting.

Leaders at Borough Care are accessible and visible and you will enjoy spending time in our homes, including outside core hours. Engaging with residents, families and staff is such a critical part of this role and will enable you to develop a nuanced understanding of needs and challenges and how together we can deliver excellence for all of those who rely on us to do our very best for them.

This role is not for the faint-hearted, but it is an incredible opportunity for someone with the right skills and values to have a direct impact of the lives of hundreds of amazing residents, and to develop and support a dedicated team. If you think this might be your next role, please take the first step and have a conversation to find out more.

6/10/2023



ABOUT BOROUGH CARE

We believe everyone should be encouraged and supported to live their best possible life, whatever their age, health or capabilities. Instead of settling into a grey existence, we choose to live life in colour.

In our 12 homes across Stockport and Staffordshire, the incredible life stories and fascinating characters of our residents are respected, admired and celebrated with activities, friendship and the freedom to lead fulfilled and valuable lives. We work hard to recognise, respect and cater for all abilities, races, cultures, beliefs, orientations and identities in our care homes. Our aim is to create environments in which older people can stay well and live 'Life in Colour'.

We know that no two people are the same, so there can never be one single care solution to suit everyone. Through our specialist dementia and residential care, we offer support that exceeds the unique needs of each resident and their family. Personalisation is at the heart of our care, and we do everything to ensure that each resident at Borough Care receives a bespoke care plan to meet their individual needs.

We are committed to providing the highest quality of care, with plenty of opportunities to flourish and have fun along the way. As a not-for-profit organisation, we reinvest any surplus money into the services we offer, to serve the best interests of our residents and their families.

We are proud to have achieved the following awards and accreditations:

We are listed as a Top 20 Care Home Group in the carehome.co.uk Awards 2024.

We have been amongst the first to take the step to become a Real Living Wage employer and pay above the Real Living Wage for all roles.

We are Great Place to Work certified and have are recognised in the UK's Best Workplaces in Charity & Not-for-profit and the UK's Best Workplaces in Healthcare lists.

We are Vegetarian for Life accredited. An organisation which represents older vegetarians and vegans.

We are also members of the enei (The Employers Network for Equality and Inclusion), Stonewall and the Greater Manchester Good Employment Charter.

OUR STRATEGY

Our overarching strategic theme is "Residents living their best life Every Day". It represents our intention and ambition to do things differently, to avoid the 'well-trodden' paths in social care and to constantly 'push the boundaries' of what life and good practice in residential care can be. Our singular focus in delivering this strategy is quality, uniqueness and individuality of experience that residents in our homes, and their families should expect and receive.

We will continue to strive to support, empower and enable our colleagues, deliver a financially sustainable business approach and maintain our strategic service growth, but we will only do these things in the service of our residents and their families.

We will continue to grow the volume and diversity of our services within and beyond the geography of Stockport, and will seek to do so in a way, which over time delivers increasing levels of surplus/profit to reinvest in improving the quality of outcomes for residents and families in both new and existing services.

Our vision is that Borough Care will be a care provider where:

- Residents define what life in colour means for them and we ensure we deliver it.
- We are a care provider for residents and their loved ones.
- We actively challenge and change perceptions about care, ageing and dementia.
- Our residents live fulfilled lives and so live happily and healthily for longer.
- We will offer care for a more diverse/broader population than other providers.

Based on the organisational vision, the board has identified the key strategic objectives for 2024 – 2027:

- Develop a design aesthetic for all homes based on engagement, evidence and our brand (to work in both indoor and outdoor spaces).
- Increase the volume and variety of activities that all the residents can choose inside and outside the home.
- Find a way to demonstrate how the information we have is used to personalise care consistently.
- Be able to demonstrate that we accommodate a more diverse population of residents.
- Implement a framework in all homes that builds relationships with loved ones and ensures the needs of loved ones are captured and delivered.
- Collect data to allow us to assess whether residents are getting their health needs met.

The Executive team will achieve our strategic objectives through a series of multi-functional workstreams. To track progress against each strategic objective, a series of outcomes and measures have been devised. The outcomes and measurables identified will enable the board to monitor progress, assess performance and direct any necessary changes.



OUR VALUES

We have recently launched our new values which will underpin everything we do and support the delivery of our strategy:

Our Values

Be Brilliant



What does **brilliant** look like:

- Our professionalism (the way we speak, look and act) shines through
- We are experts in care, who continuously develop our skills and knowledge
- We are compassionate, empathetic and put our residents and their loved ones first
- We listen and excel at keeping others informed

We provide exceptional, person-centred care consistently

Be Vibrant



What does **vibrant** look like:

- We celebrate and have fun at every opportunity
- We are passionate about delivering activities and meaningful occupation every day
- We work together and support each other
- We act with honesty and integrity, creating an environment where there is genuine trust

Our homes are happy places to live and work

Be Creative



What does **creative** look like:

- We stretch ourselves to think differently and step outside the social care norm
- We are passionate about delivering activities and meaningful occupation every day
- We are confident to share our ideas and encourage others to do the same
- We think ahead and continually consider what new technology has to offer

We look for new and exciting ways to achieve amazing outcomes for our residents

Be Welcoming



What does **welcoming** look like:

- We are warm, kind and friendly to all
- We actively listen to understand differences and needs
- We are open minded and respectful
- We encourage each other to be ourselves every day

We celebrate individuality and support all to live their best lives every day

Be Determined



What does **determined** look like:

- We listen to our residents and their loved ones needs and act on them
- We take responsibility and deliver what we say we will
- We have the courage to speak out if things go wrong
- We learn from our mistakes

We take pride in our work and are devoted to making a positive difference

BOROUGH CARE BOARD

Borough Care operates a combined Board structure which comprises of Executive and Non-Executive Directors. We seek to ensure a diverse Board and are proud of the range of skills and experience our Directors' bring.

FURTHER INFORMATION

More information about Borough Care can be found on our website at www.boroughcare.org.uk

BOROUGH CARE ORGANISATION CHART



ROLE DESCRIPTION

Job title: Chief Executive Officer

Reporting to: Chair of the Board

PURPOSE

The CEO will provide strategic leadership, leading the direction, growth, quality, resilience and ambition of the organisation. They will drive innovation and promote the vision, values and objectives of Borough Care in everything they do. Ultimately accountable for the performance of the organisation through effective governance, financial management and delivery of services.

Board Director Responsibilities:

All Board Directors are expected to:

- Contribute to the group's overall strategic direction, corporate plans, policies and decision-making as a member of the Borough Care Group Board.
- Ensure that the highest standards of practice, corporate governance and personal behaviour are maintained.
- Contribute to the successful team working of the board and the executive team.
- Work in a style that empowers all staff to manage their own work, whilst securing sufficient data-led assurance to deliver quality outcomes.
- Champion and demonstrate, at all times, behaviour consistent with the organisation's values, providing mentorship and leadership development.
- Be visible to the organisation's people across all locations.

Key Responsibilities:

- Provide strategic leadership and oversight of Borough Care's vision and strategic plan and lead the Executive Team to deliver this.
- Identify opportunities across Borough Care's activities, driving growth, strategic change and innovation.
- Review and evaluate the levels of risk to ensure appropriate governance is in place, paying particular attention to regulated activity.
- Ensure the highest quality of service is delivered to residents and their loved ones.
- Work externally to build and maintain strong relationships with key stakeholders, seeking opportunities to promote the aims and interests of Borough Care.
- Ensure that Borough Care's brand is recognised and that the marketing strategy drives optimum occupancy.
- Oversee the development of the annual budget, ensuring that financial management information is provided to the Board. Monitor performance against budget and take the necessary corrective actions.
- Ensure regular monitoring of KPI's to deliver high performance and ensure that quality standards are met, driving correct action as required.
- Ensure compliance with employment and equality legislation and good practice.
- Ensure that all colleagues, residents and their loved ones are respected and valued and that Borough Care's commitment to equality, diversity and inclusion is upheld.
- Champion standards of performance and behaviour across the organisation which reflects Borough Care's values and maximises effectiveness.
- Provide inspirational leadership, ensuring a positive and open culture with transparency and accountability throughout the organisation.

PERSON SPECIFICATION

QUALIFICATIONS AND EXPERIENCE

- Excellent track record in operating at CEO or Executive Director level in a multi-site organisation of comparable scale.
- Evidence of developing strategy and initiating and leading organisational change.
- A strong track record of running growth businesses with strong social value outcomes.
- Direct experience of governance, particularly working effectively with a Board of Non-Exec Directors.
- Demonstrable experience of operational management and leadership, having successfully delivered results.
- Experience of developing and maintain partnerships across public, private and not-for-profit sectors.
- Proven experience of operating within a commercial environment and dealing with lenders.
- Excellent track record of negotiating and securing funding.
- Experience of working in social care and in providing services for older people is desirable.

SKILLS AND KNOWLEDGE

- Proven leadership and organisation development skills.
- Strong communication and engagement skills; able to convey messages to a wide range of audiences and effectively role model our values.
- Strong commercial acumen with the ability to evaluate, assess and manage risk.
- Results orientated and able to work collaboratively to achieve results.
- The ability to represent Borough Care with credibility and passion to external stakeholders.
- Detailed knowledge of the social care sector and understanding of the challenges of providing residential care of older people is desirable.

LEADERSHIP STYLE AND BEHAVIOURS

- Completely aligned and committed to the vision and values of Borough Care.
- Authentic leadership style; a high level of personal integrity, displaying respect and empathy for others, with consistent openness and honesty.
- A natural collaborator and alliance builder, who is open minded and willing to question the status quo.
- Strategic thinker, innovative and entrepreneurial in approach.
- A strong commitment to embed the principles of equality, diversity and inclusion.
- Insightful with high levels of energy and emotional intelligence.

TERMS AND CONDITIONS OF APPOINTMENT

REMUNERATION

Salary up to £150K, depending on experience

CONTRACT

This is a permanent executive appointment. Full time working hours are 37 hours per week and it is expected that the CEO will work flexibly according to the needs of the business, including evenings and weekends as required.

ANNUAL LEAVE

30 days, rising to 31 after 1 years' service and 32 after 5 years' service (in addition to public holidays)

PENSION

Defined contribution scheme; employer contribution is 10% of salary.

LOCATION

This role is based at our Head Office in Stockport with the flexibility of hybrid working arrangements.

EQUAL OPPORTUNITIES

We are committed to Equality, Diversity and Inclusion and welcome applications from individuals from diverse backgrounds.

NOLAN PRINCIPLES OF PUBLIC LIFE

Borough Care's Board operates according to the seven Nolan Principles of Public Life and are the guiding principles which underpin all of our operations



HOW TO APPLY

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact chris.milo@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/borough-care-ceo/> 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 responds to the following questions:
 - Given what you have read about the role and Borough Care, why do you think that this role is the right move for you now?
 - We have only been able to achieve our success through courageous decision making and a healthy risk appetite. Where can you demonstrate a track record in delivering successful outcomes by pioneering bold yet well considered decisions?
 - We are determined to increase the range of people who feel comfortable in choosing our care and our values are at the heart of everything we do. What does diversity and inclusion mean to you and where have you demonstrated success in creating truly inclusive services and cultures?

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:	17th March 2025
Preliminary interviews with Starfish:	w/c 31st March 2025
Borough Care Home visits, presentation to Stakeholders and meeting with Board Chair:	w/c 21st April 2025
Final interview including values panel	w/c 28th April 2025

