



borough care
group
Life in colour

Chair

January 2026



Welcome from the board

Thank you for your interest in becoming our new Chair of the Board. This is an exciting time to join Borough Care. We are an ambitious organisation that is driven by our deep commitment to ensure that every one of our residents lives their life in colour, delivering homes and services that are shaped by our strong values. We are financially strong and have many opportunities to grow and do more of what we care about.

We are a medium-sized, commercially astute, not-for-profit organisation with 12 care homes for older people across Stockport and Staffordshire. In 2025 we recruited a new Chief Executive who has brought new ideas and a renewed passion for delivering our vision, to lead an experienced and talented Executive Leadership Team, and a 750-strong workforce.

Later this year, and after nine successful years, our current Chair, Isla Wilson, comes to the end of her term and we are looking for a new Chair to help shape and deliver our future.

This is a pivotal time in social care: a period of challenge, change, and renewal. As Chair, you will play a vital role in leading Borough Care through its next strategic phase. Working with the CEO, the Executive Leadership Team, and the wider Board, you will help us remain true to our values and impactful in a rapidly evolving landscape.

We are looking for a confident and values-driven Chair —someone with a strong strategic mindset, and a track record of business growth with strong social value outcomes.

You will be a visible ambassador for Borough Care and a passionate champion for high-quality, equitable care. Crucially, you will bring personal credibility, sound judgment and a collaborative leadership style that inspires trust and builds consensus.

You do not need a background in social care; however, the social care sector is complex and high risk, and you'll need to be able to demonstrate your understanding of the challenges of providing residential care for older people and how your knowledge, interests and experience will equip you to successfully perform the Chair role.

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, and gaining an understanding of how we can make sure we deliver excellent services.

We have several ambitious projects underway, including the long-term redevelopment of some of our homes, that depends on maintaining excellent communication and trust with partners and you will be at the heart of delivering these with and through others.

This role is an incredible opportunity for someone with the right skills and values. If you think this might be a good fit for you, please take the first step and have a conversation to find out more.

About us

We believe everyone should be encouraged and supported to live their best possible life, whatever their age, health, or capabilities. At Borough Care, 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, backgrounds, cultures, beliefs, orientations, and identities in our care homes.

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, with personalisation at the heart of our care.

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 Mid-size Care Home Group in the carehome.co.uk Awards 2025.
- We were a finalist in 2025's National Care Awards in the 'specialist care provider – small / medium' category.
- We were amongst the first in our sector to take the step to become a Real Living Wage employer and pay above this benchmark for all roles.
- We are Great Place to Work-certified and are recognised in the UK's Best Workplaces in Charity & Not-for-profit and the UK's Best Workplaces in Healthcare lists.
- We are a Disability Confident Committed employer.
- We are members of enei (The Employers Network for Equality and Inclusion), Stonewall and the Greater Manchester Good Employment Charter.
- We are Vegetarian for Life accredited – this accrediting body represents older vegetarians and vegans.



Our strategy

Our overarching strategic aim 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 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.

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.


In 2026, we will review our corporate and business strategy and set the way forward for the next few years, under the direction and leadership of our new CEO. This will be an exciting time to set new ambitious goals. We will continue to grow the volume and diversity of our services within and beyond the geography of Stockport and Staffordshire, which over time delivers increasing levels of surplus to reinvest in improving the quality of outcomes for residents and families in both new and existing services. We will also start a long-term programme of redevelopment for some of our existing homes which are coming to the end of their life in their current form, layout, and design.



Our values

We are a values driven organisation. Underpinned by our values we are committed to providing the highest quality of care, with plenty of opportunities to flourish and have fun along the way. Our values are:

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

Key people



Isla Wilson, Current Chair

Isla has been the Chair at Borough Care since 2017 and has a background in health, social care, and housing. With the previous CEO (Mark Ward) and Board of Trustees, Isla has led the organisation through many changes, transforming our homes and services and establishing a keen sense of who we are and the way we do things, setting a clear strategic vision and set of values. Isla comes to the end of her term in September 2026 and is looking to handing over her responsibilities during a transitional phase in the summer.

The Board

Isla and the Board lead the organisation to ensure it is properly run. Borough Care operates a combined board which means both executives (employees) and non-executives collectively lead and govern the organisation.

We currently have a team of four non-executive directors on the Board, in addition to the Chair. They jointly bring a wealth of experience across a range of areas including health and social care, housing and development, marketing and innovation, data science and neighbourhood and community building. We will be recruiting at least one more additional NED during the year, with the focus on a financial background, and looking at further recruitment as part of succession planning later in the year.

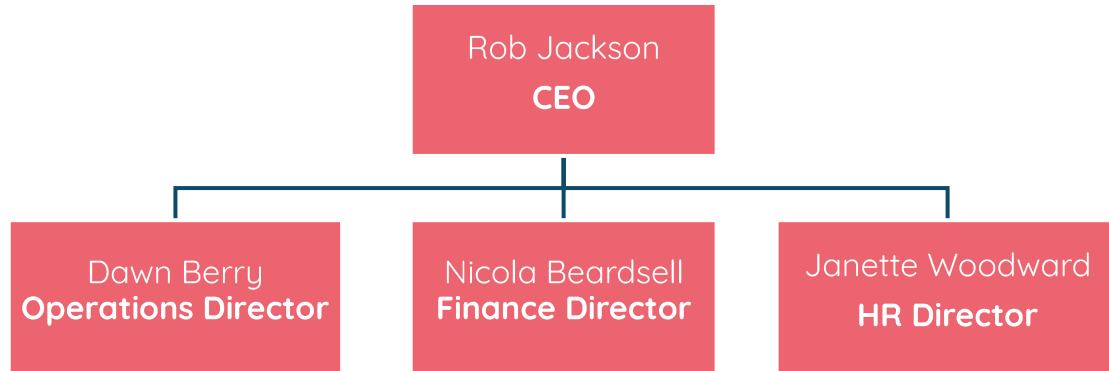


Robert Jackson (CEO) and the Executive Leadership Team

Robert joined Borough Care in August 2025. With two decades of experience in social care financial, operational, and strategic leadership roles, Robert brings sector-specific experience and new ideas. His early impressions of Borough care are that the organisation has strong foundations on which to build for the future, and that this future is something that needs to be set within a new strategic plan for the medium- to long-term to take account of the rapidly evolving landscape.

The Executive Leadership Team is made up of Robert and three Directors, with remits covering Operations, Finance and People.

Key people



Further information

More information about Borough Care, our organisation and governance, our staff and our homes and residents, can be found on our website at www.boroughcare.org.uk.



Borough Care Group – Chair

The role

As Chair you will play a crucial role within the organisation. The Chair provides strategic leadership, ensures good governance, directs and supports the CEO and makes sure the Board has a strong focus on our vision, values, and strategic priorities. The qualities and skills we are looking for are set out in the role profile and include:

Strategic thinking and leadership skills

We are setting a new strategy during 2026. We need a Chair who can show clear evidence of their ability and experience to provide strategic leadership, with an ability to inspire trust and confidence during a time of change.

Shares our vision and values

Whilst not necessarily with a Health and Social Care background, we need a Chair who understands the context we operate in and is able to help us navigate the challenges, risks, and opportunities this presents. A strong belief and commitment to our vision and values is essential.

Experience of business growth and taking commercial decisions

We are starting a programme of redevelopment of our Stockport homes and looking for other opportunities to grow. We need a Chair who can support the CEO in taking sound business decisions, has the skills to support negotiations, funding decisions and making the right deal. A knowledge or experience of property development would be desirable.

Track record of effective governance and financial oversight

Our new Chair will be experienced in governance and working at Board level in an organisation operating in a similarly complex and challenging environment. An understanding of the role of a Board in overseeing sound financial management and planning is essential.

- The time commitment can vary but is likely to be around 4-6 days a month.
- Being visible and present in our offices and homes is an important requirement.
- There are several regular scheduled commitments which include those listed below, as well as involvement in other meetings, visits, events, and projects. Board development and personal training will also require attendance.



The role

Leadership and governance

- Regular meetings with the CEO
- Planning, preparation, and attendance at a range of meetings including monthly Board meetings, monthly NED meetings, Board agenda planning, and regular catchups with Board members.
- Board development, including identifying needs, arranging visits, planning away days, etc
- Appraisals (CEO appraisal, NED appraisals, appraisal of execs in relation to their board input)

Visibility and engagement with staff and residents

- Attendance at staff awards and award ceremonies
- Regular visits, including out of hours, to our homes to meet staff, residents, and families
- Annual joint programme with the CEO of visits to all homes, daytime and night, to listen and learn

External partnerships and relationship building

- Engagement with Stockport Council, and other key strategic and operational partners
- Meetings with potential and existing formal clients, contractors, and investors

Up-to-date sector knowledge and profile

- Attendance at National Care Forum (NCF) events and forums and other relevant conferences and networking as required
- Stakeholder engagement, for example, engagement with universities, consultation agencies, depending on strategic priorities



Role Description and Person Specification

Borough Care is a not-for-profit community interest company operating in the older people care sector.

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.

The Chair's job is to provide leadership to the board, guide the strategic direction, ensure effective governance and financial prudence, and act as an ambassador. Key responsibilities include chairing board meetings, overseeing strategy, holding the board and staff accountable for performance, and representing the organisation to external stakeholders.

The Chair also directly supports the CEO and provides a critical friend role, robust and constructive challenge, mentoring and coaching, acts as an advocate when needed, and understands the executive and non-executive roles, with a supportive relationship with the senior team.

Key responsibilities

- **Leadership and governance:** Lead the board, ensuring it is effective, and promote a positive and inclusive culture, operating within the rules and objects of the company. Ensure governance is in place to set targets, monitor performance and allow good decision making.
- **Strategic direction:** Work with the board to set the strategic aims, ensure plans align with the mission, and monitor progress. Encourage positive change where required.
- **Shared values:** Maintain clear definition, and personally model and ensure the application of our shared values. Ensure our residents and their families are always at the heart of what we do. Be visible to staff and residents and have an up-to-date knowledge of what life is like in our homes.
- **Board effectiveness and development:** Ensure the Board has the necessary diversity of membership, skills, and experience, and supports its members in their roles. Ensure recruitment and succession planning is in place. Address and resolve any conflicts within the Board. Appraise the performance of the non-executive Board members on an annual basis.
- **Accountability:** Hold the CEO and wider Executive Leadership Team accountable for achieving goals.
- **Financial and operational oversight:** Ensure the organisation manages its resources responsibly, maintains high standards of governance and risk management, and complies with legislation and regulatory requirements.
- **Partnership development:** In partnership with the CEO, act as the public face of the organisation, representing its interests and values to stakeholders, beneficiaries, and the public. Build successful external relationships to support effective partnership working.
- **Reputation:** Protect and promote the good work of the organisation in its day-to-day operations and when necessary, deploy crisis management, taking urgent action between meetings.

Role Description and Person Specification

Required skills and qualities

- Demonstrate the ability to provide leadership to the organisation and its Board, ensuring maximum impact for residents and their families.
- Strategic thinking and leadership skills.
- Track record of involvement in capital development programmes
- Experience of delivering business growth and taking commercial decisions
- Track record of delivering strong governance, effective financial oversight, and organisational change.
- Track record of sitting on a Board, with experience as a Board Chair being desirable.
- Excellent communication, diplomatic, and interpersonal skills.
- Demonstrates personal credibility, sound judgment and a collaborative leadership style that inspires trust and builds consensus.
- Ability to establish constructive and positive relationships with the CEO and senior team, non-executives, and wider team.
- Commitment to maintain a broad understanding of the Health & Social Care sector, beyond just Borough Care, and the opportunities and risks that this presents.
- Commitment to visibility and in-person understanding of how the organisation operates.
- Understanding of and commitment to the organisation's mission and values and wider governance principles (underpinned by Nolan's Principles of Public Life).



Borough Care Group – Chair

Terms of appointment

Salary

The salary for this role is £25,000 per annum and reimbursement of reasonable expenses.

Location

Most governance-related meetings take place at the head office in Stockport, but it is equally important to spend time in homes, too.

Time Commitment

4-6 days a month (although this can vary)

There is an expectation that required duties (including statutory ones) are met – this means being available for all scheduled responsibilities such as board meetings. It can also mean having to be available if something unexpected and significant happens, with flexibility to take calls, or attend meetings (including in person) at short notice.

Equal Opportunities

We are committed to equality, diversity and inclusion and welcome applications from individuals across diverse backgrounds.

Nolan principles of public life

Borough Care's Board operates according to the seven Nolan Principles of Public Life and these are guiding principles which underpin all of what we do.



Borough Care Group – Chair

How to apply

We hope you will consider making an application. To make an application, please go to the **Starfish Website here** 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 think this role is the right move for you and how you meet the skills and qualities criteria.

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

We want this to be a good process for everyone expressing an interest in working with Borough Care. Our consultant will make sure all applicants are kept up to date through the process and are provided with the information they need and any reasonable adjustments are made so that they can enjoy and excel in the selection process, including the offer for feedback for those who are not appointed.

- Closing date: **Friday 27th March 2026**
- Preliminary interviews with Starfish: **w/c 13th April 2026**
- Borough Care Home visits and presentation to a Stakeholder panel: **w/c 27th April 2026**
- Final interview: **w/c 4th May 2026 (following Bank Holiday)**

Applications received after the closing date will not be considered.

