



**borough care  
group**  
Life in colour

## Non-Executive Directors

April 2026



# Welcome from the Board

Thank you for your interest in joining the Board of Borough Care as a Non-Executive Director. This is an exciting time to be part of our organisation, and these are two important appointments for us.

We are an ambitious organisation, driven by our deep commitment to ensuring that every one of our residents lives their life in colour, delivering homes and services 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 welcomed a new Chief Executive, Rob Jackson, who has brought new ideas and a renewed passion for delivering our vision, leading an experienced and talented Executive Leadership Team and a 750-strong workforce. In 2026, we will review our corporate and business strategy and set ambitious new goals for the medium to long term. We are also beginning a long-term programme of redevelopment for some of our homes and continuing to grow the breadth and diversity of our services.

Our Board is central to shaping this future. We operate a combined Board of Non-Executive Directors with the Chief Executive, and this round of recruitment offers an opportunity not simply to replace departing colleagues, but to further strengthen the overall capability and resilience of the Board as we continue to evolve and deliver our strategic ambitions. After nine successful years, our current Chair, Isla Wilson, comes to the end of her term later this year and the search for

her successor is already underway. It is therefore an important moment of transition for the Board, and the people we appoint will be part of shaping our next chapter alongside new leadership.

We are not looking to fill narrow technical gaps. What we are looking for are experienced and thoughtful board contributors who bring broad leadership experience, sound judgement and commercial awareness – people who combine a commercial head with a social heart and who are strategic, values-driven and future-focused.

We are also deeply committed to building a Board that reflects the communities we serve and brings a strong diversity, equity and inclusion perspective to our governance and decision-making. We are looking not only for non-executive directors who bring diversity of background and experience, but for people who can bring solid examples of how they have embedded inclusive practice strategically across an organisation as a whole. We actively welcome applications from people from diverse backgrounds and from those who may be earlier in their non-executive careers but bring substantial senior leadership experience – for example from the NHS, housing, social care or other mission-led sectors.

Leaders at Borough Care are accessible and visible. You will enjoy spending time in our homes, engaging with residents, families and staff, and playing a genuine part in how we deliver excellent services. If you think this might be a good fit for you, please take the first step and have a conversation with the team at Starfish to find out more.

# About Borough Care

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.

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. Our 750-strong workforce is led by an experienced and talented Executive Leadership Team under the direction of our Chief Executive, Robert Jackson, who joined in August 2025.



## 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 the quality, uniqueness and individuality of experience that residents in our homes, and their families, should expect and receive. In 2026, we will review our corporate and business strategy and set the way forward for the next few years — an exciting opportunity to build on our strong foundations under the leadership of our new CEO.

We will continue to grow the volume and diversity of our services within and beyond the geography of Stockport and Staffordshire, and are beginning a long-term programme of redevelopment for some of our existing homes.

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, not just a service.
- 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 offer care for a more diverse and broader population than other providers.



## Our Values

We are a values-driven organisation. Our values underpin everything we do and are lived by our staff, our Board and our leadership team every day. They shape the way we provide care, the way we govern and the way we behave as an employer and as a community organisation. Our five 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

## Accreditations and Recognition

We are proud to have achieved the following:

- Listed as a Top 20 Mid-size Care Home Group in the carehome.co.uk Awards 2025.
- Finalist in the National Care Awards 2025 in the 'specialist care provider – small/medium' category.
- Among the first in our sector to become a Real Living Wage employer, paying above this benchmark for all roles.
- Great Place to Work-certified, recognised in the UK's Best Workplaces in Charity & Not-for-Profit and UK's Best Workplaces in Healthcare lists.
- Disability Confident Committed employer.
- Members of Onvero (The Employers Network for Equality and Inclusion), Stonewall and the Greater Manchester Good Employment Charter.
- Vegetarian for Life accredited – representing older vegetarians and vegans.



# Our Board and Governance

Borough Care operates a combined Board, with the Non-executives and CEO as members, and several senior executives also attend and contribute. 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.

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.

Good corporate governance is essential to our success. We work hard to provide a balanced, diverse and effective Board that leads the organisation to deliver benefit to the communities we serve, while complying with our legal obligations. Our Board operates according to the seven Nolan Principles of Public Life.



## The Board



### Isla Wilson, Chair

Isla has been Chair at Borough Care since 2017 and has a background in health, social care and housing. With the previous CEO 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 will be handing over her responsibilities during a transitional phase in the summer.



### Rekha Harrison, Non-Executive Director

Rekha is Chief Executive Officer of Petrus Community, bringing over 30 years' experience in community and social care. Always passionate about learning and helping others, she is studying for her MBA and volunteers as a tutor, supporting women working towards degree-level qualifications, inspiring them to reach their goals and make a difference in their own lives.



### Dorothy Delooze, Non-Executive Director

With over 30 years in health and social care, Dorothy brings wide-ranging experience across NHS, local authority, voluntary and private sectors. Passionate about person-centred care, she works alongside people with lived experience, championing collaboration and co-production to ensure services are meaningful, supportive and truly reflect what matters most to those who rely on them.

## The Board



### **Ian Ayling, Non-Executive Director**

Ian brings diverse leadership experience from the Co-op, Tesco and the Soil Association, and serves as a non-executive director with Waythrough, supporting mental health and recovery. A local resident with personal care home experience, he is passionate about helping residents live their Life in Colour, championing brilliant people to deliver vibrant, meaningful and compassionate care.



### **Karen Mitchell, Non-Executive Director**

Karen has worked in social housing for nearly 40 years, including as Chief Executive at Southway Housing Trust. With experience on boards and partnerships, she has led age-friendly initiatives across Greater Manchester, championing research, awareness and innovative housing options. Karen is passionate about improving later-life living, helping people enjoy independence, comfort and vibrant communities.



### **Robert Jackson, Chief Executive**

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 are that the organisation has strong foundations on which to build for the future, and that this future needs to be set within a new strategic plan for the medium to long term, taking account of the rapidly evolving landscape.

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](http://www.boroughcare.org.uk).

# Role Description

Borough Care is a not-for-profit Community Interest Company operating in the older people care sector. It is governed by a combined Board of Non-Executive Directors and the Chief Executive, led by a Non-Executive Chair. Executive and Non-Executive Board members have the same legal responsibilities to ensure that Borough Care fulfils its duties to its beneficiaries and delivers on its vision, mission and values.

## Key Responsibilities

All Board members are responsible for the following:

- Ensuring that the organisation complies with its governing document.
- Ensuring that Borough Care pursues its objects as defined in its rules.
- Ensuring the organisation applies its resources exclusively in pursuance of those objects.
- Defining and supporting the delivery of an appropriate strategy.
- Defining, upholding and modelling the values of the organisation.
- Advocating for the needs of residents and their families.
- Contributing actively to the Board, giving clear and firm strategic direction; setting overall policy; defining goals and targets; and evaluating performance against agreed targets.
- Safeguarding and promoting the good name and values of the organisation.
- Abiding by the Nolan Principles of Public Life.
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability and sustainability of the organisation.
- Protecting and managing the organisation's property and ensuring the proper investment of its funds.
- Ensuring that the organisation's governance is of the highest possible standard.
- Taking part in Board development, learning and appraisal processes.



# Role Description

In addition, Non-Executive Directors will specifically be expected to:

- Spend time with Executive Officers to better understand the day-to-day workings of the organisation.
- Develop and maintain successful external relationships with key stakeholders to achieve organisational objectives.
- Maintain a broad understanding of the Health and Social Care sector, beyond Borough Care.
- Offer appropriate challenge, scrutiny and support to the Executive Team.
- Visit the organisation's homes and other premises, engaging with the team, residents and families as required.
- Attend such corporate or wider sector events as necessary.

The above list of duties is indicative only and not exhaustive. Board members will be expected to perform all such additional duties as are reasonably commensurate with the role.



# Person Specification

We are recruiting two Non-Executive Directors to further strengthen the capability and resilience of our Board. The emphasis for these appointments is less on narrow technical specialisms and more on attracting experienced, thoughtful board contributors who bring broad leadership experience, sound judgement and the ability to operate effectively within a well-governed, purpose-led organisation.

What we are looking for are individuals who can contribute strategic oversight, constructive challenge and collaborative leadership. Experience of operating on agile, well-governed boards — particularly within the not-for-profit, public or health and care sectors — will be valuable, alongside an interest in engaging with an organisation that is significant in its impact yet still growing in scale and ambition.

## Essential qualities and experience

- A commercial head combined with a social heart: strategic, values-driven and future-focused.
- Broad senior leadership experience with sound judgement and intellectual rigour.
- Experience of sitting on a Board or governing body, with a good understanding of the non-executive role.
- Commercial awareness and an appreciation of financial sustainability in a complex organisation.
- The ability and willingness to contribute to whole-organisational strategy, not only areas of personal expertise.

- Experience of being part of a team leading strategic or transformational change.
- Strong understanding of governance and assurance, including strategic risk.
- An appreciation of the diversity of a service workforce and the demands of working in a service-focused organisation.
- Collaborative approach and evidence of working within senior leadership teams.
- Good independent judgement; the ability to think creatively and to speak openly.
- Able both to offer and receive challenge, and to enjoy the robustness of critical debate.
- Commitment to Borough Care's values and to the time commitment expected for this position.

## We would also welcome applications from individuals who:

- May be new to non-executive roles but bring substantial senior leadership experience from the NHS, housing, social care or other mission-led sectors, and are ready to translate that experience into effective board-level contribution.
- Bring a strong diversity, equity and inclusion perspective, with demonstrated experience of implementing inclusive practice and contributing to an open, supportive and thoughtful board culture.
- See governance as an enabler of safe and effective practice, rather than a restrictive process.

# Terms of Appointment

## Remuneration

Non-Executive Directors are remunerated at £8,160 per annum. Out-of-pocket expenses will also be reimbursed.

## Time Commitment

The role requires a commitment of approximately three to four days per month. Some of this time may be outside core office hours. During your initial period, you may need to commit additional time to get to know the organisation, its homes and the Board.

## Length of Appointment

This appointment is for an initial three-year term.

## Location

Borough Care's head office is in Stockport, with homes in Stockport, the surrounding area and Staffordshire. While Non-Executive Directors are not required to live locally, there is an expectation of physical attendance at Board and committee meetings, and at visits to the homes.

## Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion and welcome applications from individuals across all diverse backgrounds. Please let us know if you would like any adjustments to support you to apply for the role, or to allow you to perform in the role if appointed.

## DBS and Other Checks

All Non-Executive Directors will be subject to DBS checks as part of the appointment process.



# How to Apply

We hope you will consider making an application. If you have any questions about the appointment process or would like an initial conversation before deciding whether to apply, please contact the Starfish team.

To make an application, please visit the Starfish Search website 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. Our consultants will make sure all applicants are kept up to date throughout the process, are provided with the information they need, and that any reasonable adjustments are made so that they can enjoy and excel in the selection process. Feedback will be provided to all candidates who are not appointed.

## Key dates

### Closing date:

Friday 22nd May 2026

### Preliminary interviews with Starfish

Early June 2026

### Borough Care home visits / stakeholder panel:

End of w/c 15th June 2026

### Final interviews:

w/c 22nd June 2026

## Contact

For an informal and confidential conversation about these roles, please contact:

Katy Giddens, Client Relationships Director,  
Board Practice  
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