



Every day well lived

**Board Member  
Candidate pack**

**2018**



## Welcome from the Chair and Chief Executive

Thank you for expressing an interest in the role of Board member at WCS Care. We are seeking new board members to join our high performing team.

WCS Care has developed a strong profile over the past few years as a leader in care quality, innovation and creativity. We're a leading care provider, having achieved the highest CQC rating of outstanding for six of our homes (that's 50% against a national figure of 1% of care homes) in 2016/17. We've achieved a high level of sector interest from this, and from our appetite to try new things, use new technology, and be ambitious and creative in how we deliver care.

There are currently 12 WCS Care homes operating across Warwickshire and the thirteenth – in Warwick – is currently being redeveloped. As a not-for-profit organisation we have a strong focus on values, and people – our customers and our staff – are at the heart of this. Values underpin the way we communicate, operate and deliver our services and we work hard to articulate and discuss these across the organisation. And our values don't preclude a commitment to being commercial and agile: we have ambitious plans to double in size over the next 10 years and we embrace and seek out opportunities to be innovative.

So we're passionate about a customer focus and value based leadership across WCS Care and it's this, along with a strong sense of energy and momentum at Board and executive level, which makes us a vibrant organisation to join. We've overcome some real challenges to get to this position and over the last three years we have articulated, refined and started to deliver a strategic growth plan which has added two new-build homes to our portfolio.

The care sector has some real challenges: regulatory, market-driven and financial. While we know that the demographics of a rapidly ageing population create a strong demand for specialised residential care in the foreseeable future, there are still some critical questions to be addressed by the government about the face of care in the future. We don't know how the introduction of technology and the drive to maintain people's independence in their own homes will impact on demand for our services, but at WCS Care we see these as opportunities, and we are excited by them.

Passion for what we do is intrinsic to our success and we want to recruit board members who share this passion. We look forward to finding out more about what you could bring to WCS Care.

**Karl Demian**  
**Chair**

**Christine Asbury**  
**Chief Executive**

## About WCS Care

**Our vision** is that every day should be well lived.

So, **our mission** is that every day we invite people to choose the things they want to do and try new opportunities.

Our work is underpinned by **our values** which are:

- Play
- Be there
- Make someone's day
- Choose your attitude

### Our main objectives

We're continuing to build a sustainable and effective organisation through:

- engaging and giving people who are part of WCS the power to lead and practice creatively in line with our vision and values
- ongoing delivery of our site redevelopment, growth and acquisition strategy
- maintaining WCS Care's sound financial performance and funding

### Our care

At WCS Care we provide a home. We don't believe in 'care homes' – we simply believe in welcoming, warm environments where people can be themselves, spend time with the people they care about and do the things they want to. Life isn't over when someone moves into a care home, it's simply a new chapter, in a new home, as part of a new community.

We can deliver this home experience because our care is underpinned by strong processes and procedures which help our managers ensure they meet the care needs of our residents, and the structured approach that CQC looks for in terms of compliance. Building on this foundation, our values give our staff permission to be themselves and bring their creativity to work every day so they can look beyond basic care needs to make sure residents find pleasure in every day.

And we pride ourselves on keeping the gap between the bedroom and boardroom as small as possible so we can make changes quickly and effectively when we identify opportunities, which are often as a result of the three questions we ask: does it give people more choice and independence?; does it improve people's dignity?; does it make their life more fun? There aren't many care providers with a Director of Innovation and Delivery, but such is our ambition to continually improve that we've dedicated resource at the highest level of the organisation to ensure we don't rest on our laurels.

Ultimately, we don't do the 'mum test' – we do the 'me' test, and ask if we would be happy to live in a WCS Care home. The day we wouldn't move in, is the day we've got it wrong.

## WCS Care in the news

### EXCLUSIVE: How to run Outstanding Care Homes

Best Practice Business Care home groups Leaders Operators People July 4, 2016



Christine Asbury, CEO of WCS Care, spends time with residents in every one of her homes.

<http://www.carehomeprofessional.com/exclusive-how-to-run-outstanding-care-homes/>

TIMES INVESTIGATION

### Rediscovering those freewheeling days of fun and friendship

Rachel Sylvester | Alice Thomson

December 13 2016, 12:01am, The Times



Ed Russell, director of innovation and delivery at WCS, takes a ride with 89-year-old resident Val  
FABIO DE PAOLA FOR THE TIMES

<https://www.thetimes.co.uk/article/rediscover-ring-those-freewheeling-days-of-fun-and-friendship-2gpmrtff2>

### Former health minister visits WCS Care home

Care home groups Construction Design Interior Design New properties Operators Projects

Property

November 29, 2016



SHARING

Former Liberal Democrat health minister Norman Lamb MP has visited WCS Care's £10.5m home in Kenilworth.

<http://www.carehomeprofessional.com/former-health-minister-visits-wcs-care-home/>

## WCS Care Group Board Member - role background and responsibilities

### Responsibilities of trustees

Directors are the people who serve on the governing body of a charity. They may be known as Trustees, Directors, Board Members, Governors or Committee Members. The principles and main duties are the same in all cases.

Directors accept ultimate responsibility for directing the affairs of the organisation and ensuring that it is solvent, well-run, and delivering the outcomes for which it has been set up.

### Compliance – Directors must:

- Protect the interests of our beneficiaries and ensure that the services they receive are of the highest quality.
- Ensure that WCS complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that WCS prepares reports on what it has achieved and annual returns and accounts as required by law.
- Ensure that WCS does not breach any of the requirements or rules set out in our governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators of the organisation.
- Act with integrity, and avoid any personal conflicts of interest or misuse of company funds or assets.

### Duty of Prudence – Directors must:

- Ensure that the organisation is and will remain solvent.
- Use charitable funds and assets wisely, and only in furtherance of the organisation's objects.
- Avoid undertaking activities that might place the organisation's endowment, funds, assets or reputation at undue risk.
- Take special care when investing the funds of the organisation, or borrowing funds for the organisation to use.

### Duty of Care – Directors must:

- Use reasonable care and skill in their work as Trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the Trustees may be in breach of their duties.

## Board of trustees relationship with executive team

WCS Care has a Board of Directors to which the Chief Executive and other members of the executive team are accountable. The rules under which the Board function are set out in the organisation's Articles of Association and the Corporate Governance Policy. The day to day running of the organisation is delegated to the Chief Executive, assisted by the executive leadership team which comprises the Chief Executive, Director of Innovation and Development, Director of Finance, Director of Delivery, Director of Quality and Compliance.

There are certain things which must be done by every company if it is to survive and must be done well if it is to prosper.

The Board's main responsibilities are therefore:

- To ensure that the organisation provides a quality service to its beneficiaries in line with its overall objectives
- To approve a strategy for the future of the business
- To recruit and retain the people it needs to fulfil that strategy
- To make sure the strategy is implemented, maintained and reviewed
- To identify necessary resources to ensure delivery of the strategy

### **Board – focus**

There is a clear division of responsibilities between the Board and the Executive Team. The Board is responsible for setting the strategic direction and objectives for the organisation and for holding the executive to account on delivery of this strategy. The executive team is responsible for delivery of the strategy and for operational implementation. Within these parameters, the Board's responsibilities are detailed below:

### **Policy**

The Board is responsible for approval of the following:

- WCS business plan
- Major financial commitments
- Capital investment
- Innovations, including major changes in care practice and development of WCS activities
- Major organisational changes
- Initiation or termination of joint venture agreements
- Utilisation of surpluses
- Charging policy

### **People**

- Appointment and remuneration of key executives
- Recruitment, retention, induction and training
- Industrial relations/pay review

### **Performance**

- Setting key objectives and approving annual budgets
- Monitoring progress and performance against care and financial targets

### **Resources**

- Ensure necessary resources are identified, accessed and available
- Resource implications of policy decision

### **Relations with Users and the Community**

- Ensure liaison with service users is maintained whilst upholding equal opportunities
- Uphold residents' rights
- Maintain the organisation's reputation in the community

*In addition, the Chief Executive will involve Directors in various activities linked to their particular skills and spheres of interest.*

## WCS Care Board Member Person specification

We're seeking individuals with skills which will complement and add to our board:

- Professional experience of one or more of the following sectors:  
**Legal (charity law expertise), national policy, organisational development/people development (HR), commercial experience (marketing/PR), social and health care or a related field**
- **personal experience of the care sector as a service-user or carer/family member of service-user**

**In all instances, Board Members should possess the following attributes:**

### Leadership qualities:

- Ability to identify and critically evaluate business challenges and to focus on achieving these without losing sight of the values of the organisation
- Forward-thinking, motivating and optimistic while maintaining a sense of commercial reality
- Able to challenge the status quo when required and to embrace change with confidence while also able to recognise and value/affirm existing good practice and decisions (will not challenge for challenge sake)
- Able to make bold, clear, timely decisions while keeping the values of the organisation in focus
- Ability to listen carefully and consider all points of view
- Able to be confident, considered and assertive in discussion and in defending own point of view while prepared to be swayed by a winning argument or evidence to the contrary
- Focuses on results; able to lead/encourage positive resolution of problems, promoting learning from experience rather than blaming
- Understands and accepts accountability for decisions and role/responsibilities
- Understands, accepts and able to adhere to strategic role and responsibilities of Board members versus strategic/operational role of executive team
- Demonstrates ownership of strategic financial responsibilities of Board members and confidence in this responsibility
- Demonstrates strong and convincing communication and motivating skills as WCS ambassador
- Demonstrates honesty, integrity and professionalism at all times

## How to apply

To apply, please email the following to Sue-Ellen West, Senior Administrator: [s.west@wcs-care.co.uk](mailto:s.west@wcs-care.co.uk)

- A supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the person specification
- A comprehensive CV including details of your achievements in each role, and including details of two referees (who will not of course be contacted without your prior knowledge or consent)

For an informal and confidential discussion about WCS Care and the role of trustee, please contact:  
Christine Asbury, CEO: 01926 864242 [c.asbury@wcs-care.co.uk](mailto:c.asbury@wcs-care.co.uk)

*A reminder that these roles, like most trustee roles are unremunerated.*