



Chair of the Board of Trustees

# Recruitment Pack



Welcoming Empowering Compassionate Aspirational Respectful Effective



## Welcome

### **Thank you for your interest in becoming the Chair of the Board of Trustees at Creative Support.**

Since 1991, Creative Support's mission has remained constant: to promote the independence, inclusion and wellbeing of people with housing and support needs. It has been a privilege to steward this mission during my time as Chair, and to support the organisation through a period of change, challenge and growth.

Creative Support is a charitable, not-for-profit organisation, firmly aligned with the vision of Social Care Futures: that people should live in homes of their own, with the people and things that matter to them, as part of communities that look out for one another. Over more than three decades, this vision has translated into real impact for the people we support and it continues to guide our decisions and ambitions.

The organisation is governed by a committed and skilled Board of Trustees, working in close partnership with the Executive Team. The Board brings together expertise from across social care, healthcare, housing, finance, legal and related disciplines. With diverse professional backgrounds, our Trustees have a shared commitment to strong governance, accountability, and the delivery of high-quality, person-centred support.

We are now well underway in delivering a five-year strategic plan that builds on Creative Support's strengths while responding to the evolving landscape of social care. As I come to the end of my final term as Chair, I do so with confidence in the organisation's direction and readiness to enter its next chapter.

As my term comes to an end, Creative Support is seeking a new Chair with senior social care experience and a deep, system-level understanding of how care and support services are commissioned, delivered and sustained. The role requires insight into quality, risk, workforce, regulation and partnership. We are also looking for the ability to lead the Board with clarity and compassion, role modelling the organisation's culture.

We recognise the value of lived experience and are committed to strengthening the diversity of our Board, particularly in relation to racial diversity, to ensure our governance reflects the communities we serve.

To the incoming Chair: you will inherit an organisation with strong foundations, a clear strategy, and people, both supported and employed, who are deeply committed to Creative Support's values. I pass on the role with pride, gratitude, and confidence that the organisation will continue to thrive.

Thank you for being willing to take on this responsibility. Your experience and perspective will be vital as Creative Support continues to evolve and respond to the challenges and opportunities ahead.

*Joolz*

**Joolz Casey, Chair of the Board of Trustees**



## About Creative Support

Creative Support is a not-for-profit organisation with a strong commitment to developing and delivering person-centred prevention and social care services for people with care and support needs. We are constituted as a Community Benefit Society with charitable status.

We were founded in 1991 to develop a range of innovative housing and support services for people with mental health needs in Manchester, particularly focused on enabling people to transition from long-stay institutions into their own homes. Originally known as Manchester Housing Consortium we changed our name to Creative Support in 1994, to reflect our wider aspirations.

Today, we are recognised as one of England's largest not-for-profit providers of social care services. We currently work in over 70 local authorities across the North West, North East, Yorkshire & Humberside, the Midlands, London and the South East. We provide a wide range of high quality, person-centred services for people with a learning disability, mental health needs and older people with care needs. Our portfolio of services includes supported living, recovery & rehabilitation, residential care, community support and prevention services.

In the past year, we have supported over 6,000 people with care and support needs to achieve their goals, grow in independence and take control over their lives. We have been registered as a provider of social housing since 2012 and a further 1,200 tenants benefit from the provision of high-quality homes with support.

Person-centred practice has been at the heart of our organisation since its inception, keeping the individuals we support at the forefront of everything we do. We aim to promote the independence, inclusion and wellbeing of people with support needs. We do this by working with the people we support, their families and partner agencies to develop and deliver high-quality services that meet individual needs and aspirations in a personalised way. We also aim to provide added value to our partners and to contribute to communities by using our resources in creative and flexible ways.

Creative Support has a reputation for being dynamic, enterprising and customer-focused and finding innovative ways to deliver services. We are committed to co-production with the people we support, and working in partnership with the local voluntary sector and other agencies to find solutions to individual and community needs.

Our care services are regulated by the Care Quality Commission and 93% of our CQC inspected services are currently rated as 'Good' or above. Our supported housing provision is regulated by the Regulator of Social Housing (RSH). In our recent Tenant Satisfaction survey 93% of our tenants were satisfied with our overall level of service and 89% rated us a good/very good landlord.

We are committed to ensuring our financial sustainability and our Board ensures the effective oversight and stewardship of our charitable resources and assets. We had a turnover of £197 million in 2024-25 and significant reserves, most of which is represented by the equity in our social housing portfolio.

We currently employ over 5,000 staff and aim to be the employer of choice for people seeking a rewarding career in social care. We hold the Investors in People Gold Award as an organisation, and our Learning & Development and HR teams hold the Platinum accreditation. We have also achieved the Investing in Volunteers quality standard, and we are a proud Stonewall Diversity Champion and a Disability Confident employer.

**Welcoming Empowering Compassionate Aspirational Respectful Effective**

## Our Mission

Creative Support promotes independence, inclusion, and wellbeing. We do this by working with the people we support, their families and others to meet individual needs and aspirations in a person-centred way. We provide high quality homes and support, enabling people to say:

- I live my best life in a place I call home
- I feel listened to, respected and valued
- I enjoy choices and rights and have control over my life
- I am supported to feel safe
- I am doing the things that matter to me
- I enjoy relationships with others
- I am connected to my community
- I am supported with my wellbeing
- I feel able to reach my full potential

## We Care Values

Our We Care values underpin everything we do at Creative Support. We are:

Welcoming

Empowering

Compassionate

Aspirational

Respectful

Effective



Welcoming Empowering Compassionate Aspirational Respectful Effective

## About our Board

As a Community Benefit Society with charitable status and a registered provider of social housing, Creative Support is governed by our Board of Trustees, in line with our Charitable Rules, Code of Governance, and Code of Conduct.

The strategic direction and activities of Creative Support are governed and overseen by our Board of Trustees. Our Board draws strength from a diverse range of professionals across social care, healthcare, housing, finance and other sectors. While our trustees bring a broad spectrum of expertise, they are united in their commitment to effective governance and ensuring that we deliver the highest quality person-centred services to those we support.

The Board meets in person six times a year, with specific areas of governance delegated to committees:

- Finance and Audit Committee
- Housing Committee
- People and Performance Committee
- Quality and Practice Committee
- Risk Committee

All trustees are expected to join a committee aligned to their area of experience and interest. Committee meetings are held virtually. Trustees are also invited to participate in strategy Away Days, our Annual General Meeting (AGM), and bi-annual risk management meetings. Task and finish groups are occasionally convened to address specific areas of focus.

Our trustees contribute to a programme of visits to our services and meet informally with our managers, staff and the people we support. They also act as ambassadors, representing us at internal and external events.



Anna Lunts, Chief Executive and Joolz Casey, Chair of the Board of Trustees

## Expectations of the Role

The Chair of the Board of Trustees acts as an ambassador and public representative of Creative Support, working in close partnership with the Chief Executive Officer. The Chair is supported in this role by the Vice-Chair.

The Chair is responsible for leading the Board and holding both the Board and the Chief Executive to account for the delivery of the organisation's mission, vision and strategic objectives. They provide inclusive, effective leadership to the Board of Trustees, ensuring that each Trustee understands and fulfils their individual and collective duties and responsibilities, and that the Board operates to the highest standards of governance in line with the organisation's constitution.

A key aspect of the role is to offer clear leadership, support, and appropriate constructive challenge to the Chief Executive and fellow Trustees. The Chair ensures that the Board functions as a cohesive and effective unit, working in close partnership with the Executive Team to provide appropriate oversight, strategic direction and assurance, and to support the achievement of agreed organisational objectives.

We are seeking a highly motivated individual with senior social care experience who brings enthusiasm for our work and a strong commitment to our charitable purpose. The successful candidate will share our person-centred values and our commitment to co-production with the people we support.

The Chair must be able to demonstrate vision, sound judgement, and a strong understanding of social care at Board or senior leadership level. It is essential that they embody Creative Support's mission and values, modelling inclusive, compassionate and respectful leadership, and actively promoting a positive, person-centred organisational culture.

## Time Commitment and Practical Arrangements

The Chair is expected to commit sufficient time to:

- Attend Board and relevant committee meetings (typically 2–3 hours in duration);
- Prepare thoroughly for meetings, including reading papers in advance;
- Lead the induction, support and supervision of Trustees;
- Undertake appraisal and support of the Chief Executive Officer;
- Act as an ambassador for Creative Support at internal and external events.

The estimated time commitment for the Chair is approximately **4 days per month/48 days per year**, although this may increase in response to organisational needs or during periods of change.

Board meetings are held at our Head Office in Stockport, located close to the mainline train station. Committee meetings are currently held online. Meetings usually take place in the late afternoon or early evening. The organisation's Annual General Meeting is held each September.

Induction and ongoing training is provided. An annual appraisal will take place with the Vice Chair and this is an opportunity to identify and plan for further personal development needs.

## Chair of the Board of Trustees Person Specification

The person specification for the role of Chair of the Board of Trustees is attached.

We will seek references from all applicants after an offer is made and undertake appropriate background checks including DBS and ID checks. You will also be subject to a fit and proper person check.

## Equality and Diversity

Creative Support is an Investor in People 'Gold' employer and Stonewall Diversity Champion. We are a welcoming and inclusive organisation, committed to increasing the representation on the Board of people from a minority ethnic background, people who identify as LGBTQ+ and those with a disability. We have zero tolerance for racism and discrimination. We expect trustees to uphold our commitment to equality, diversity and inclusion and to participate in periodic EDI training.

## Terms of Appointment

Appointments are made for an initial period of 3 years and are subject to an annual appraisal. Terms begin at the conclusion of the Annual General Meeting in which the Chair is appointed.

The role of Chair of the Board of Trustees is remunerated in recognition of the significant time, responsibility and contribution required. The current remuneration for the Chair is £12,000 per annum, payable in monthly instalments of £1,000. This payment is taxable and is processed through the organisation's payroll. Trustees, including the Chair, are appointed as office holders and are therefore neither workers nor employees. Remuneration arrangements are subject to periodic review in line with the organisation's governance and remuneration policies.

We also pay all reasonable expenses associated with the role, including travel, overnight accommodation, subsistence and child care expenses if needed.

Appointment will be made subject to the following satisfactory checks:

- References
- Declarations of Interest
- Fit and Proper Person Check
- Personal Declarations
- Enhanced DBS
- A £1.00 payment for shareholding membership (this can be provided in person when you first attend our Head Office).

## How to Apply

To express your interest please send an introductory email, or covering letter, and CV to Hazel Beddows, Company Secretary [Hazel.Beddows@creativesupport.co.uk](mailto:Hazel.Beddows@creativesupport.co.uk).

Please outline what you can bring to the board and the governance of our organisation, with reference to:

- Why you are interested in supporting Creative Support and joining our Board
- Your values and personal qualities and how these align with Creative Support
- Relevant knowledge, skills and experience
- Your ability to meet the demands of the role

For further information or to arrange a telephone discussion or preliminary meeting with the Chief Executive or Company Secretary please email Megan Mitchell, PA to the CEO [Megan.Mitchell@creativesupport.co.uk](mailto:Megan.Mitchell@creativesupport.co.uk)





## Recruitment timeline:

**Closing Date for Applications: 13.05.2026**

**Meet and Greet and Stakeholder interview panel: 17.06.2026**

**Final panel interviews: 30.06.2026**

**Offer and recruitment checks: July-August**

**Become a coopted member at Board meeting: 10.09.2026**

**Formal vote of appointment at Annual General Meeting: 24.09.2026**

***Please keep these dates available upon application.***



## Appendix

### Chair of the Board of Trustees Person Specification, Role Description and Induction Schedule

## Personal Qualities

PERSONAL QUALITIES	HOW ASSESSED
<b>Commitment to Vision and Mission:</b> Dedication to Creative Support’s vision, mission, and strategic goals and ability to demonstrate strong alignment with our WE CARE values, vision and purpose.	Covering letter Application form Interview
<b>Strategic leadership:</b> Demonstrable ability to provide empathic, values-led leadership to ensure the Board sets and delivers a clear strategic direction that fulfils the charity’s mission, operates within its charitable objectives, and maintains strong financial and risk oversight.	Covering letter Application form Interview
<b>Senior Social Care Experience:</b> We are specifically interested in hearing from applicants with expertise in senior social care. You must be able to demonstrate proven experience in a senior leadership role within social care to contribute knowledge of the sector.	Covering letter Application form Interview
<b>Previous Board Experience:</b> Previous experience at Board level is necessary for this role. Previous Chair experience is desired but not essential.	Covering letter Application form Interview
<b>Lived Experience:</b> Personal or family experience of disability is appreciated as we recognise that this provides valuable understanding and empathy.	Covering letter Application form Interview Post interview checks
<b>Governance:</b> A proven track record of ensuring that a Board or voluntary group comprises the appropriate balance of skills, experience and diversity, hold Trustees to account for effective governance and stewardship.	Covering letter Application form Interview
<b>Board development, supervision and succession planning:</b> Proven ability to lead the supervision and annual appraisal of Trustees, providing constructive feedback, identifying development needs, and supporting ongoing learning and succession planning to strengthen individual contribution and overall Board sustainability.	Covering letter Application form Interview
<b>Integrity and Confidentiality:</b> Commitment to and a proven track record of maintaining personal and organisational ethics, confidentiality and integrity.	Covering letter Application form Interview Post interview checks
<b>Communication:</b> A respectful and attentive listener who creates space for open discussion and constructive debate, while confidently exercising independent judgement and providing appropriate challenge in the role of a trusted critical friend to the Board and Executive.	Interview

<p><b>Teamwork and Collaboration:</b> Demonstrates the ability to work effectively and respectfully as Chair of the Board, fostering strong collaboration between Trustees and the Executive to support collective leadership, effective governance, and the achievement of shared strategic objectives.</p>	<p>Covering letter Application form Interview Post interview checks</p>
<p><b>Ambassadorship:</b> Enthusiasm to act as an ambassador and spokesperson for the organisation, building strong relationships with key stakeholders, representing the organisation externally, and constructively facilitating change and resolving conflict where required.</p>	<p>Covering letter Application form Interview Post interview checks</p>
<p><b>Commitment to Duties:</b> Willingness to invest the necessary time and effort to diligently undertake Chair responsibilities, demonstrating dedication to fulfilling the role effectively.</p>	<p>Covering letter Application form Interview Post interview checks</p>
<p><b>Understanding of Chair role:</b> Understanding and acceptance of the duties and responsibilities associated with being the Chair of the Board of Trustees, and the ability to comply with the expectations of our Code of Governance and Code of Conduct.</p>	<p>Covering letter Application form Interview Post interview checks</p>
<p><b>Management Reports:</b> Ability to read and understand management reports (with additional support and reasonable adjustments provided if needed).</p>	<p>Covering letter Application form Interview Post interview checks</p>
<p><b>IT Competence:</b> Reasonable proficiency with IT systems (support and reasonable adjustments available to assist as necessary).</p>	<p>Covering letter Application form Interview</p>
<p><b>Additional Requirements:</b> Trustees must be willing to:</p> <ul style="list-style-type: none"> <li>• Provide personal ID, declare any criminal convictions and complete a DBS check prior to appointment and at 3-year intervals</li> <li>• Declare any conflicts of interest at point of application and thereafter, if appointed</li> <li>• Confirm their commitment to complying with the Code of Governance and Code of Conduct</li> <li>• Confirm that they are not disqualified from becoming a trustee under Creative Support's rules and/or the Charities Act legislation</li> <li>• Be willing to complete a full induction and training programme</li> <li>• Attend at least 7 out of 9 core Board meetings a year, and provide apologies in advance to the Company Secretary where attendance is not possible</li> <li>• Complete at least one service visit per year</li> <li>• Take part in an annual appraisal with the Vice Chair</li> <li>• Take responsibility for their ongoing personal development as a trustee (with access to resources provided)</li> <li>• Respect and protect all confidential information and complete Information Governance training</li> <li>• Identify and report any concerns of a safeguarding nature and undertake safeguarding training</li> </ul>	

## Role Description

<b>ACCOUNTABLE TO:</b>	Membership
<b>SALARY:</b>	£12,000 per annum
<b>HOURS:</b>	Approximately 4 days per month (flexible working required)
<b>HOLIDAYS:</b>	N/A
<b>LOCATION:</b>	Head Office in Stockport, with travel to other parts of the UK
<b>Reporting to:</b>	Creative Support Board

### **Creative Support purpose:**

Creative Support promotes independence, inclusion, and wellbeing. We do this by working with the people we support, their families and others to meet individual needs and aspirations in a person-centred way. We provide high quality homes and support, enabling people to say:

- I live my best life in a place I call home
- I feel listened to, respected and valued
- I enjoy choices and rights and have control over my life
- I am supported to feel safe
- I am doing the things that matter to me
- I enjoy relationships with others
- I am connected to my community
- I am supported with my wellbeing
- I feel able to reach my full potential

### **Purpose of the job:**

The role of the Chair is to ensure that the Society and the Board has a clear strategic direction and vision and, working closely with the Chief Executive, set overall direction, policy and plans. The Chair will ensure that business decisions are made to enable the achievement of strategy and charitable purpose, and to ensure that the views and interests of all stakeholders are represented at strategic level. The Chair will also ensure that the Board performs effectively as a collective body, to champion the work of the Society and ensure that it maximises output, quality of service and value for money.

**Responsible for:** Supervision of the Chief Executive Officer and Trustees.

**Key Stakeholders include:** Trustees, Employees; Members, people who we support and tenants; commissioners; funders; regulatory bodies; sponsors and local communities.

## Responsibilities:

The statutory duties of the Trustee (including the Chair) include ensuring that:

- The society is carrying out the purposes for which it is set up
- It complies with the governing document and the law
- The Board acts in the society's best interests
- Trustees manage the society's resources responsibly
- Trustees act with reasonable care and skill
- The society complies with statutory accounting and reporting requirements
- Jointly with other trustees, the society is held "in trust" for current and future beneficiaries.

## Leadership

1. Provide strategic direction and motivational leadership to the Board in the delivery of the Society's strategic objectives and charitable purpose.
2. To Chair Board Scheduled Board meetings and approve Board Briefings.
3. To attend a number of key meetings and events each year, including the following:
  - Annual AGM
  - Annual appraisal of the Chief Executive
  - Board away days
  - Monthly meetings/telephone conferences with the Chief Executive
  - Facilitate and deliver the annual reviews and end-of-term appraisals of other members of the Board
  - Relevant annual conferences
  - Ambassadorial attendance at internal and external events
4. Ensure an annual review by the Board of the Society's strategic direction and achievement of key outcomes.
5. In addition to specific responsibilities as Chair, to undertake the role of a full Board member, acting in the capacity of a member under the Co-operative and Community Benefit Societies Act 2014.
6. Providing clear strategic direction for the Society and ensuring that mechanisms/reporting structures are in place to ensure that it delivers its aims and objectives.
7. To ensure that the Board members are encouraged to take on tasks/roles (utilising their skills) enabling them to play a full part in the Board's activities, providing development opportunities for all members.

8. To ensure that Board members understand the governance role of Board and that they maintain the strategic/operational distinction at all times.
9. To ensure that the Board acts as a collective decision-making body and that the process is transparent.
10. To plan the succession of Trustees, with the Chief Executive Officer, to ensure that the Board remains current and relevant.
11. To ensure that the Board fulfils its statutory duties in line with relevant legislation.
12. To ensure that the appropriate standards of behaviour are maintained in accordance with the Society's values and Code of Conduct and, where necessary, to take the appropriate course of action to enforce this.
13. To demonstrate and uphold the values and ethics that Creative Support aspires to, championing the wellbeing of residents and service users
14. To develop an effective working relationship between the Board and the Chief Executive, based on openness and mutual respect. If required resolve personal differences within the Board.
15. Build and maintain positive and effective working relationships with key stakeholders and partners of the Society
16. To positively promote the Society and act as an ambassador

### **Working with the Chief Executive**

1. To develop a constructive and effective working relationship with, provide support to, constructively challenge and act as a critical friend for the Chief Executive Officer.
2. To ensure that proper arrangements are in place to hold an annual appraisal with the Chief Executive Officer to discuss their performance and agree an annual personal development plan.
3. To meet with the Chief Executive Officer to develop a complementary style and to review current and future workload and to ensure the existence of the necessary checks and balances to each other's authority.
4. To ensure effective succession planning.

### **Governance**

1. To maintain high standards of Governance within the Society, reviewing regularly the Board's effectiveness and that of individual Board members.
2. To ensure that the Board maintains a strategic focus throughout its work and upholds its charitable purpose.
3. Promote the consistent application of principles of integrity, probity and accountability to maintain the Society's reputation for independence and transparency.

4. Agree standards for Board agendas and papers with the management team.
5. Ensure that the timing and frequency of Board meetings is appropriate to meet Society business needs.
6. Ensure that there is a mechanism in place to track implementation of decisions and to work with the Company Secretary to ensure the completion of agreed actions.
7. To ensure that there is oversight and management of risks to the society
8. To oversee the development of strategic objectives for the society
9. To ensure robust governance and oversight of the system of internal control.
10. Ensure that the Board receives appropriate advice, when needed, from either senior staff or external sources.
11. Ensure that governance decisions are influenced by the views of the members, tenants and people supported by the society.

### **Performance**

1. To hold annual reviews with Board Members to discuss their performance and contribution to the Board and to agree an annual personal development plan.
2. To hold end of term appraisals with Board Members.
3. To ensure the necessary resources are available for effective Board development.
4. To ensure that new Board members undergo an effective induction process and that their development needs are identified at an early stage and addressed through development programmes.
5. To monitor the performance of the society, and to support continuous improvement in the performance of services.
6. To utilise personal skills and experience to support an improvement of performance wherever possible/relevant.

### **Executive Powers**

1. To establish and be clear about the Chair's delegated powers
2. To consult with all Board members as widely as possible or necessary.
3. To ensure the existence of a proper audit trail to demonstrate justification for action.
4. To report back to the next Board meeting on all Executive actions taken under delegated powers, outlining the reason for the decision and those consulted.

## Induction schedule

STAGE	ITEM	RESPONSIBLE OFFICER
<b>1: After appointment and prior to first meeting with the Vice Chair.</b>	<p>After appointment, the new Chair will be sent a 'Welcome to Creative Support Induction Pack' which includes:</p> <ul style="list-style-type: none"> <li>• Charitable rules, Governance Code and the Code of Conduct.</li> <li>• Meeting dates for the year.</li> <li>• Board and Committee Terms of Reference.</li> <li>• Strategic plan.</li> <li>• Annual report and accounts.</li> <li>• Charity Chair Handbook.</li> <li>• Expenses policy.</li> </ul> <p>The Company Secretary will also send the new Chair a link to the skills\self-assessment, and liaise with the trustee to set up their email, ID and door fob.</p>	Company Secretary
<b>2: First meeting with the Chair</b>	The Chair will be invited to meet with the Vice Chair of the Board to discuss their responsibilities and the organisation.	Vice Chair of The Board
<b>3: Meeting key people at Head Office</b>	Following their first meeting with the Vice Chair, the Chair will be invited to a tour of Head Office, which will include meetings with selected key operational officers/ Heads of Department, informed by the skills audit results and expressed areas of interest.	Company Secretary
<b>4: First Board Meeting</b>	After attending their first Board meeting, the new Chair will be invited to meet with the Vice Chair, CEO or Company Secretary to discuss their experience and ask any questions.	Company Secretary/ CEO/ Chair
<b>5: Shadowing Committee meetings</b>	At the start of their term, the Chair will be encouraged to attend as many Committee meetings as they wish to gain a broad insight into the functions of the Board.	Company Secretary

<b>6: 6 Month mark</b>	After the new Chair has been in post for 6 months, they will be invited to complete a feedback survey which reflects on their induction and identifies any gaps for further development.	Company Secretary
<b>7: Ongoing</b>	<p>Throughout their first year, the Chair will be encouraged to participate self-directed completion of e-learning courses including:</p> <ul style="list-style-type: none"> <li>• Equality, Diversity and Human Rights</li> <li>• Understanding Mental Health</li> <li>• Positive About Autism</li> <li>• Safeguarding people at risk</li> <li>• Data Protection and Information Governance.</li> </ul> <p>The Chair will also be required to participate in ongoing Board visits to services. Further training, including external training opportunities will also be offered. In addition to this, additional resources and materials which align with the trustee's interests or development goals will be provided.</p>	Learning and Development  Company Secretary
<b>8: Creative Voices</b>	During their induction, the Chair will be invited to attend Creative Voices.	Director of Quality
<b>9: Annual review</b>	During the Chair's first annual review with the Vice Chair, they will be invited to reflect on the induction to identify any gaps of knowledge or areas for further development. The Trustee will also be invited to complete their skills audit again and discuss any development with the chair.	Vice Chair of the Board