



WE CHANGE LIVES
YOUR LIFE, YOUR CARE

TRUSTEE CANDIDATE INFO PACK 2026

Welcome from our Chair

We Change Lives is a highly ambitious modern charity that aims to combine the best of the commercial and non-profit sectors into a coherent whole, or as we call it, head and heart. We are as comfortable with data-driven decision-making as we are with delivering values-based, person-centred care and support.

The Board and Senior Leadership Team (SLT) have diverse backgrounds, including those who have spent their entire career in the public/non-profit social care provision alongside colleagues from hospitality, retail, law and private equity.

The challenges facing the sector are long-term and enormous. These include fee income that does not keep pace with wage inflation, a highly fragmented marketplace, staff vacancies averaging 10% over the last ten years, and care delivery that is operationally complex, highly interdependent, and heavily regulated. Conversely, the positive impact we can have in an individual's life is beyond compare to any of the other businesses I have worked in by some margin. The diversity of perspective we seek to achieve in our Board & Subcommittee teams aims to interpret the opportunities and challenges faced by the organisation differently, ensuring we can win out on behalf of the people we support now and those we could be helping in the future.

The thing that unites trustees and our SLT is each of us puts the needs of the organisation and the people we support above our personal needs. We don't do organisational politics.

We are far from perfect. Whilst we have come a long way in the last four years, moving from significant losses on a turnover of 6.5m pa to 12.25m turnover and surplus (profit), we are constantly striving to do more and improve, and we reset our objective to grow by 7x within six years.

This is not growth for the sake of it. Instead, it allows for greater relative levels of contentious re-investment in the organisation's charitable purpose, which benefits the people we support. Equally, it forces us to become excellent in everything we do.



Richard Gore

Chair of the Board of Trustees

About We Change Lives

We Change Lives is one of England's leading specialist care charity providing expert, personalised support for adults with complex needs, including learning disabilities, acquired brain injuries, and mental health needs. Through our expanding residential care and supported living we help people live with greater independence, dignity and confidence.

Our purpose is to help people lead their lives in a purposeful, healthy and enjoyable way, as full and equal members of their local community. We do this by providing residential homes and supported living schemes, as well as other forms of support for individuals in the community. We're a thriving, ambitious organisation with big plans to grow, so we can support even more people across the UK to live life on their terms.



Our history

Our rich history starts back in 1991. We were first founded as Warrington Community Living following the closure of New Church Hospital for people with learning disabilities. From the very start, our mission was clear: to help people live full, independent lives in their communities.

At We Change Lives, our journey has always been shaped by the people we support – and the changing needs of the community around us. In recent years, we've grown with purpose and confidence, expanding both our service offer and geographical reach, all while strengthening our expertise so we can support people with increasingly complex needs.

In recent years, we've made bold and strategic moves in line with our ambition to deliver more complex needs support. In 2023 and 2025, we completed the successful acquisitions of 3L Care and Creative Care – two respected providers with strong reputations in complex care. These services brought in even more specialisms into our organisation, including support for acquired brain injury (ABI) and behaviours that challenge, alongside extensive experience in positive behaviour support and complex case management.

These acquisitions significantly expanded our organisational capability – not only widening our geographical footprint but also deepening the range of expertise within our teams. They represent a significant investment and demonstrate our strength as a provider that is financially stable, operationally resilient, and confidently growing in scale and complexity.

From those early beginnings to where we are now, we've always grown with purpose – adapting our services, expanding our expertise, and staying focused on what matters most: the people we support.

Our values

- Supporting rights, needs, choices & dreams
- Seeing the possibility to make a difference in all that we do
- Being financially responsible and economically sustainable
- Embracing new technology and innovation
- Appreciating every colleague's contribution



Our Commitment to Equality, Diversity and Inclusion

We Change Lives champions diversity and inclusion and welcomes applications from all backgrounds. We welcome applications from anyone regardless of disability, ethnicity, heritage, gender, sexuality, social economic background or other difference.

We Change Lives is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you are at interviews where these take place in person.
- Paying for your travel costs for interviews held in person.
- Making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role.

If there is anything else you are concerned about or think we could provide, please let us know.

Please review and confirm if the wording and commitments is suitable for We Change Lives.

About our Board

We Change Lives operates with a Trustee Board as its senior decision-making and accountable body. The Board are supported by the SLT and external advisors as required.

There are five formal subcommittees aligned to key strategic areas which take accountability for detailed performance and assurance on behalf of the main Board:

- | | |
|---|-------------------|
| • Finance Audit and Risk Committee: | Meets quarterly |
| • Quality of Support Committee: | Meets quarterly |
| • People and Culture Committee: | Meets quarterly |
| • Environment, Sustainability and Governance Committee: | Meets bi-annually |
| • Remuneration Committee: | Meets annually |

Further to this, Growth & Innovation (led by the CEO) is an opportunity-specific working group which can include the SLT, trustees and external advisors depending on the size and risk of the opportunity under consideration, with any significant final decisions directed to the board.

We endeavour to align prospective trustees' interests to a place on an appropriate subcommittee.

About the Trustee roles

We are seeking 3 new trustees to join the Main Board.

Our trustees are legally, morally, and professionally accountable for a rapidly growing and highly complex organisation and have a direct impact on society's most vulnerable people.

Responsibilities of all trustees include:

- collective responsibility and accountability for the decisions and governance of the charity.
- a duty to actively participate in the decision-making process, providing leadership to the charity and contributing to its overall governance and strategic direction.
- an integral role in developing the charity's aims, objectives and goals in accordance with the Articles of Association (the charity's governing document), legal obligations and regulatory guidelines.
- accountability and responsibility for ensuring the charity continues to provide public benefit, and how such a provision is continuously monitored by the board.

Person specification

We are currently seeking 3 new trustees to join our board.

We are first and foremost looking for the right people, who can deliver effective boardroom behaviour, who are accountable, and who can contribute to the team. We are seeking individuals who are values driven and can make the right decisions in the best long-term interests of the people we support now and could help in the future.

Experience is also required in one, or all of, the following areas:

- **Health and / or Social Care**
 - Care quality or other operational complex, highly regulated environments that require high levels of assurance.
- **Growth and Transformation**
 - Experience ensuring an organisation can deliver growth to a high standard and in a fully rounded manner.

The following characteristics, knowledge and experiences (or commitment to gaining them) would be advantageous to the role of charity trustee:

Essential:

- A high level of understanding and interest in the issues the WCL seeks to address/represent
- A commitment to the values and principles of the WCL
- Highly developed interpersonal and communication skills
- Ability to understand complex strategic issues, critically assess, analyse and resolve difficult problems
- Sound, independent judgement, courage, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties.
- Clear understanding, and acceptance, of the legal duties, liabilities, accountabilities and responsibilities of trustees
- Sound knowledge of charity governance
- Sufficient time and commitment to fulfil the role
- Resilience
- Ability to listen to and welcome alternative opinions and experiences
- Flexibility in thinking
- A desire to implement the highest standards of governance.

Desirable:

- Previous trustee experience
- Experience of committee work
- Business and financial acumen

Additional Information

Time commitment

The time commitment for the Trustee role is estimated to be 1 day a month, accounting for formal meetings, meeting preparation, and ad hoc contact. Per year meetings include:

- **4 Main Board Meetings:**
 - Held in-person in Warrington on Mondays from 10am to 1:30pm.
- **1 Strategy Awayday:**
 - Held in-person in Warrington, 9am-5pm usually in October.
- **1 AGM / Strategy decision meeting:**
 - Held in-person in Warrington, 10am-2pm usually in December.
- **1 full day Board development day:**
 - Held in-person in Warrington, 9am-5pm usually in Q1 of the calendar year.
- **4 Subcommittee meetings:**
 - Held via video call, lasting 2 hours each.
- **1 1-hour service visit:**
 - In-person at your convenience.

In the first 6 months of the role, we anticipate the time commitment to be closer to 2 days a month to account for your induction and developing your base WCL knowledge.

Induction

There is a six-month induction and trial period, following which your formal appointment will be mutually agreed upon. This induction period will support you develop your understanding of WCL and the trustee role.

There will be an opportunity to visit services and meet the people we support and our dedicated team of support workers. You will meet each of the CEO's direct reports to gain subject-specific information, such as information on People, Finance, Care Quality, and Marketing. You will meet the subcommittee Chairs to understand the role of those committees and how they interact with the main board. The company secretary will provide you with all the required governance documentation. You will be offered a senior trustee as a mentor/confidant, and the Chair will meet with you twice during the first six months to provide guidance and confirm if you are comfortably gaining enough base knowledge to enable effective contributions.

The induction is self-paced and can be taken over the first six months to allow for your other personal and professional commitments.

Term of appointment:

Trustees can serve a maximum of nine years from appointment, following a decision of the trustees at each 3-year term.

Remuneration:

These are voluntary roles. Reasonable expenses such as travel, overnight accommodation, evening meal can be claimed in line with our expenses policy.

Conflicts of interest:

All candidates will be asked to declare any conflicts of interest. These will be examined to see if any actual conflicts exist.

How to apply

The recruitment process is being undertaken by Inclusive Boards on behalf of We Change Lives. If you wish to apply for this position, please supply the following by:

11.59pm on 13th September 2026:

- **A detailed CV**, setting out your career history, with responsibilities and achievements
- **A cover letter** (maximum two sides of A4) highlighting your suitability for the role for which you're applying and how you meet the person specification. Please note that the cover letter is an important part of your application and will be assessed
- Details of **two professional referees** together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent

Please consider filling out our diversity monitoring form.

The information provided to us is confidential, stored securely and separately from your application, and is only used to ensure we are meeting our obligations for equal opportunities under the Equality Act 2010.

To apply for a trustee position you must be over 18, and not meet any of restrictions set out in the trustee disqualification reasons, which can be found here [Automatic disqualification rules for charity trustees and charity senior positions - GOV.UK](#)

If you have further questions after reading this pack, please email WCL@inclusiveboards.co.uk or call 0203 963 8802.

Please visit www.inclusiveboards.co.uk/opportunities to apply online or send your CV and cover letter to WCL@inclusiveboards.co.uk.

INCLUSIVE BOARDS

About Us

Inclusive Boards is the UK's leading board diversity practice. We have worked alongside over 300 organisations to provide support with Board recruitment, development and governance reviews. We strive to be at the forefront of equity and diversity, and believe that everyone should be represented at Board level. Additionally, we also provide bespoke training sessions on a variety of subjects including personal branding, inclusive recruitment practices and board structures and governance as well as delivering leadership development programmes for underrepresented leaders across a range of sectors.

Contact us today

To improve diversity on your Board please don't hesitate to contact us via hello@inclusiveboards.co.uk.

To join a Board, sign up to become a candidate via our website and be notified of the latest opportunities as and when they become available.



www.inclusiveboards.co.uk



[@InclusiveBoards](https://twitter.com/InclusiveBoards)



<https://linkedin.com/company/inclusive-boards>

