

CROSS ROADS CARE



Trustee Candidate Pack

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Welcome

Thank you for your interest in joining the Board of Trustees at Crossroads Care.

Crossroads Care is entering an important and exciting new chapter in its development. Following a period of organisational change, we are focused on building a stronger, more sustainable future for the organisation, enhancing the services we provide, and ensuring we are well positioned to meet the evolving needs of the communities we support.

Alongside strengthening our operational and financial foundations, we are undertaking a wider programme of development that includes a new organisational identity, a renewed strategic focus, and ambitions for sustainable growth. As we look ahead, we are seeking new trustees who can help guide this next phase of our journey.

We are looking for individuals who can bring professional expertise, strategic insight, and independent judgement, alongside a genuine commitment to supporting an organisation that delivers vital care services.

We look forward to hearing from you.

About Us

For more than 40 years, Crossroads Care has supported unpaid carers, older people, and vulnerable adults across local communities throughout Oxfordshire.

Established to provide practical help to family carers, we have evolved into a well-established provider of community-based care and support services.

Our work is rooted in a simple principle: that people should be able to live safely, independently, and with dignity in their own homes for as long as possible. **We provide flexible, person-centred support tailored to individual circumstances, including respite care for carers, dementia support, home-based assistance, wellbeing services, and help for people living with long-term health conditions or disabilities.**

We combine professional standards of care with a strong local presence. We work collaboratively with families, local authorities, healthcare professionals, and community partners to respond to changing needs and help reduce isolation, pressure on carers, and avoidable hospital admissions. Through this approach, we aim to provide support that enables people to remain independent and connected within their own communities.



Our Services

Crossroads Care provides flexible home care and support services for people of all ages, helping them remain independent in their own homes. We are a registered charity and member of the national **Carers Trust** network, supporting unpaid carers across the UK. As part of this network, we share knowledge and best practice while helping raise awareness of carers' needs and the support available to them.

Our services are delivered by trained care workers and can range from short visits to full-time or live-in care, depending on individual needs:

Adult Hourly Care

We provide regular home visits offering personal care and daily living support. This can include help with washing, dressing, meal preparation, medication prompts, mobility support, and companionship.

Live-in Care

For people who need more continuous support, we offer live-in care where a care worker stays in the home to provide ongoing assistance. This allows people to remain in familiar surroundings while receiving 24-hour support.

Respite Care and Carer Support

We provide short-term care at home to give unpaid carers a break from their caring responsibilities. This can be arranged for a few hours, overnight, or longer periods, helping carers rest or focus on other aspects of life while knowing their loved one is supported.

Support for Children and Families

In some areas, we also provide care and support for children with additional needs, helping families manage daily routines and giving parents and carers essential time to themselves.

Specialist and Flexible Care

We support people living with a wide range of conditions, including dementia, physical disabilities, learning disabilities, and long-term health conditions. Care plans are personalised and reviewed regularly to ensure they remain appropriate.

All of our services are delivered in people's homes across Oxfordshire and are designed around individual needs, routines, and preferences. We work closely with families, carers, and professionals to provide consistent, reliable support that adapts as circumstances change.

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“At this incredibly sad time, I am writing to thank you immensely for the amazing care you have been providing for XX for so many years. You have been so supportive and understanding throughout and always prioritised XX's wellbeing and happiness and, quite challenging, needs. You have also supported me too in very difficult times and I cannot express how grateful I am, and how lucky I feel to have been able to rely so consistently on you. I am including here also the many wonderful carers, full- and part-time, who have been looking after XX over close to twenty years now. Please pass on to them my deepest thanks.”

“Crossroads Care has been brilliant. I first used them to support my mother who has dementia. This was to give my dad some support. When it became apparent that mum needed to go in a care home, I kept on the team to help dad as he was becoming frail. Jazz and the ladies have been so supportive, not just giving my parents help but also friendship. I know my dad appreciated the visits when he was left on his own in the house... I can't recommend Crossroads Care highly enough...”

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Our Board

Our board is made up of individuals from a range of professional backgrounds who bring diverse expertise, perspectives, and experiences to the organisation. Current trustees collectively provide experience across areas including: finance, human resources, supply chain and business operations, care and social care services, public sector commissioning.

This diversity has enabled the organisation to navigate recent challenges effectively while maintaining a strong focus on governance, accountability, and long-term strategy.

The board culture is collaborative, respectful, and engaged. Trustees are encouraged to challenge constructively, contribute openly, and bring independent thinking to discussions. Board conversations are often robust and thoughtful, but always grounded in mutual respect and a shared commitment to the organisation's success.

As part of planned succession and renewal, several existing trustees are stepping down following valued periods of service. These departures are largely due to changing personal or professional commitments. **This transition creates an important opportunity to strengthen the board with new perspectives, additional expertise, and individuals who can help guide the organisation through its next phase of development.**



Skills and Experience We're Looking For

We are currently seeking to recruit approximately three to four new trustees.

We welcome applications from individuals with diverse professional and lived experiences who are motivated by the opportunity to contribute strategically to an organisation undergoing transformation.

We are particularly interested in candidates with expertise in one or more of the following areas:

Finance

Financial oversight is an important area for the organisation as we continue to strengthen sustainability and support future growth. We are seeking a trustee with strong financial expertise who can provide strategic guidance and independent scrutiny.

The ideal candidate may be:

- A qualified or part-qualified accountant
- An experienced finance professional
- Experience within the charity sector would be particularly valuable, although candidates with strong commercial finance backgrounds are also encouraged to apply.

The candidate should be able to:

- Interpret financial information confidently
- Support strategic financial planning
- Provide constructive challenge and scrutiny
- Contribute to discussions around sustainability and risk
- Understand or learn about governance and compliance requirements

Marketing and Brand Development

As we undertake a major organisational rebrand and repositioning, marketing expertise is becoming increasingly relevant. This is an opportunity to influence the future identity and positioning of the organisation, and how we present ourselves to clients, families, stakeholders, and the wider community.

We are seeking a trustee who can provide strategic insight into some of these areas:

- Brand development and positioning
- Marketing strategy
- Digital communications
- Audience engagement
- Reputation and awareness-building
- Social media strategy

Business Development and Growth

We are also seeking individuals with commercial or business development experience who can support the organisation's growth ambitions. We welcome individuals who are innovative, commercially aware, and capable of thinking creatively within the realities of the care sector.

We are looking for candidates who can:

- Think strategically about growth opportunities
- Identify new routes to market
- Support relationship-building and partnership development
- Advise on customer engagement strategies
- Contribute ideas around sustainable expansion

Care, Health, or Social Care Experience

We recognise the value of practical, real-world understanding of the environments in which our teams operate. Experience within care, healthcare, social care, or community services would be highly valuable.

This could include backgrounds in areas such as:

- Health and social care
- Community healthcare
- Nursing
- Care management
- Healthcare partnerships
- Allied health professions
- Related frontline or operational environments
- Care quality and compliance

This experience can help strengthen the board's understanding of:

- Service delivery realities
- Quality standards and compliance
- Healthcare system relationships
- Patient and client experiences

First-Time Trustees Welcome

We are open to applications from individuals seeking their first trustee role.

Previous board experience is beneficial but not essential. We are committed to providing induction, guidance, and support to help trustees succeed in the role.

We particularly value:

- Curiosity and willingness to learn
- Good judgement
- Collaboration and emotional intelligence
- Strategic thinking
- Integrity and professionalism
- Commitment to the organisation's values and mission

Role Description

As a trustee, you will play a vital role in ensuring the organisation is well governed, financially sustainable, and strategically focused. **Trustees are collectively responsible for:**

- Setting and supporting the strategic direction of the organisation
- Ensuring effective governance and accountability
- Monitoring organisational performance and risk
- Supporting financial sustainability and oversight
- Providing constructive challenge and independent perspective
- Acting in the best interests of the organisation and its beneficiaries
- Supporting and holding senior leadership appropriately accountable

The trustee role is strategic rather than operational. Trustees are not expected to manage day-to-day services or become involved in routine operational decisions. Instead, the Board's role is to provide guidance, oversight, challenge, and support to the executive leadership team.

There may occasionally be circumstances where trustees are asked for additional advice or expertise outside formal meetings, particularly during periods of organisational change or challenge.

Time Commitment

We recognise that trusteeship is typically undertaken alongside professional and personal commitments, and we aim to ensure that expectations are clear and realistic.

Board Meetings:

Board meetings are held approximately every six weeks, resulting in between eight and ten meetings per year. These meetings usually begin at 6:30pm, and typically last around two hours, although discussions can occasionally extend longer.

Meetings are primarily held **in person at our Oxford office**. While occasional remote attendance can be accommodated, we value in-person participation because it helps build stronger relationships, engagement, and understanding among trustees.

Other time commitment:

Outside of meetings, time commitments are relatively modest. Most trustees are not required to undertake regular work between meetings, although they may be contacted for advice or input on specific issues. The level of additional involvement will vary depending on the individual's expertise and the organisation's needs at any given time.

Induction and Support

We are open to appointing first-time trustees and value the fresh perspectives they bring. However, it is important that all trustees understand their responsibilities and the expectations of the role. We will also ensure that every new trustee receives a full induction, along with support to help them feel confident in their responsibilities. This can include:

- An introduction to the organisation's operations and strategy
- Opportunities to engage with key staff and stakeholders
- Ongoing support from the Chair and senior leadership
- Opportunities to develop understanding of the care sector and organisational context

The board environment is supportive and collaborative, and we encourage open discussion, questions, and shared learning.



Why Join Our Board?

This is a particularly exciting time to join the organisation. We are entering a period of meaningful transformation that includes:

- A major organisational rebrand
- Strategic repositioning within the care market
- Financial recovery and stabilisation
- Investment in marketing and growth
- Development of stronger governance structures
- Long-term sustainability planning

Incoming trustees will have the opportunity to:

- Help shape the future direction of the organisation
- Contribute specialist expertise during a period of change
- Support a leadership team committed to improvement and growth
- Influence strategy at a meaningful level
- Work alongside engaged and collaborative fellow trustees
- Make a genuine difference within the care sector and local communities

There is also potential for future leadership opportunities within the board. Future succession planning will create opportunities for trustees who may wish to take on additional leadership responsibilities over time.

Above all, this role offers the chance to contribute to an organisation that is actively evolving, learning, and striving to create positive impact for the individuals and communities it serves.



How to Apply

The TrusteeWorks Team at Reach Volunteering are supporting Crossroads Care with their trustee recruitment.

Applications should be made via TrusteeWorks in the first instance. Please send applications and enquiries to:

trusteeworks@reachskills.org.uk

To apply please submit your CV along with a covering letter stating why you wish to join the organisation and how your skills and experience would add value to the board.

Applications will be reviewed on a rolling basis throughout the recruitment campaign, and early applications are encouraged.

We are committed to running a fair, inclusive, and thoughtful recruitment process. We warmly welcome applications from candidates with diverse backgrounds and experiences.

If you would like an informal conversation before applying, this can also be arranged through TrusteeWorks.

Applications will be accepted until Friday 7 August 2026.

