

Case Study

DTP

Wrekin Housing Group

Interim Strategic Director of Care

Wrekin Housing Group (WHG) is a Community Benefit Society that provides housing and care services which deliver social value across Shropshire, Staffordshire and Telford & Wrekin.

Objective

We were asked to provide interim support to develop a care and support strategy for the group.

What we did

The purpose of the role was to undertake a strategic review of all the group's CQC registered care and extra care services in order to:

- Develop an understanding of existing and future funding and sustainability within the group's strategic operating areas of Staffordshire, Shropshire and Telford & Wrekin.
- Develop a thorough understanding of all contracts and funding streams, future sustainability and direction.
- Identify internal and external opportunities for growth and expansion.
- Identify services that might be considered for withdrawal.
- Review current governance models in relation to its subsidiary, Choices Housing Association, and make recommendations as to its position within the group.

- Identify potential areas for improving efficiency and effectiveness from current services.
- Provide a set of researched and evidenced strategic options on future care opportunities, growth or withdrawal for WHG board consideration.
- Develop WHG's care strategy and implementation plan for board approval.

What we achieved

- We developed a care and support strategy, which was approved by the board, and are now in the process of helping the organisation begin to implement the strategy – through the continuation of the interim role. Board, executive and staff across the group were fully engaged during the development of the strategy and were involved in steering its direction and considering strategic options along the way.
- We were also asked to lead the recruitment of a new Director of Care and Support, which we did using a third-party recruitment agency (selected by WHG following our recommendations). While this role has been recruited to, we have also provided interim leadership for the group's CQC registered care services, retirement housing and general support services.
- We have provided recommendations for the group to consider around board reporting for CQC registered care services following the move to a group coterminous board (reporting previously held with a separate care and support board).

The Wrekin Housing Group

Care and support activity is an important element of the Wrekin Housing Group. Sarah's support in developing our care and support strategy has been exceptional; working effectively and inclusively with our board, local stakeholders and staff to identify a variety of sustainable strategic options and future priorities for our care and support portfolio. During this process, Sarah was also able to support Wrekin in developing effective Board and leadership structures for our care and support portfolio, helping us to continue to ensure we are meeting multiple regulatory requirements and providing high quality services to our customers.

Wayne Gethings, Group Chief Executive

A different perspective