

Group Board Member

Recruitment pack

January 2026

Your application

Thank you for your interest in the role of Group Board Member with Sanctuary Group.

On the following pages you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but please read this pack carefully as it will provide you with an overview of Sanctuary and the role.

To apply, we will need the following from you:

- **A CV.** Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- **A supporting statement.** We want to hear about your motivation, why this role and why Sanctuary, and you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- **The declaration form**, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes on Thursday 5th February 2026 at 9.00am

Please ensure we receive your application in good time.

Please do contact me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Bill Barkworth

Bill Barkworth | Senior Associate Consultant

bill.barkworth@campbelltickell.com | 07706 369273

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Welcome to Sanctuary

Thank you for taking the time to consider what is a key leadership role for Sanctuary. The information you are about to read has been prepared to provide further information about Sanctuary Group, our mission and values, the role of Group Board Member and to guide you through the selection process.

Sanctuary's mission is to build affordable homes and sustainable communities where people choose to live. With over 125,000 homes under management across England and Scotland, this makes us one of the largest housing associations in the country. Our size, effective governance and careful financial management means we have significant financial strength. We play our part in tackling the national housing crisis by building good quality affordable homes all over the UK.

As well as generating revenue through development, we have several other commercial business streams including care homes managed by Sanctuary Care, specialist and supported housing through Sanctuary Supported Living, and our Sanctuary Students university accommodation. These business streams provide us with a surplus that helps us meet our charitable objectives and are at the core of why we exist: to ensure no-one is homeless and that everyone receives the care they need.

High standards of governance and the role of Group Board Member are critical to our success. We are looking for an exceptional and passionate individual who can bring a track record of strategic leadership to help shape our business and ensure we continue to meet our social and corporate ambitions. For this role we are looking for someone who is working as an executive and/or non-executive with a significant governance background and senior experience.

You will also notice we are driven by our values - ambition, quality, inclusion, sustainability and integrity. Our values describe what we stand for. They were developed by our staff and Board Members and set out what is important to us, and when we recruit, we look for people who share our values.

If what you want to learn more about the role, please visit www.campbelltickell.com/jobs, or for an informal discussion, please speak with our retained consultants, Campbell Tickell.

Andrew Manning-Cox

Group Chair

Craig Moule

Group Chief Executive



About Sanctuary

Sanctuary's mission is to build affordable homes and sustainable communities where people choose to live.

We are a not-for-profit housing association, providing homes and care for more than 250,000 people in England and Scotland. Every penny we make is reinvested in improving our homes and services, building new affordable homes and investing in communities. We are driven by our charitable and social purpose and our values.

Across England and Scotland we manage around 125,000 homes, including:

- More than 110 care homes.
- More than 650 supported housing schemes.
- Around 12,000 student and keyworker rooms.
- We work as one team, made up of over 14,000 people.

Why we do it

We believe that no one should be excluded or left behind. We believe that everyone should have a safe home to live in and a community they can belong to. We want to help build a society with opportunities for everyone, regardless of their background or circumstance.

As one of the largest housing and care providers in the UK, with a history going back more than 50 years, we have a duty to do everything we can to help alleviate the present housing crisis. This crisis is multi-faceted and complex; there are therefore no easy solutions. The issue of expensive and insecure private tenancies in large cities contrasts with empty, hard-to-let homes in other parts of the country. The number of homeless people – both on the streets suffering the indignity of sleeping in doorways and those 'hidden' in unsuitable conditions – is rising. In parallel, there are many trapped renting in the private sector with no realistic hope of saving for a deposit to achieve their ambitions of owning their own home. Having a home that is safe, comfortable and a place of sanctuary has never been more important.

We recognise that investing in affordable housing will help to provide this security for many people, as well as boosting the economy, creating jobs, and improving people's lives when our nation needs it most. Through quality support and housing services, we help clients gain the life skills they need to build the foundations for independent living. In addition, our accommodation options for students and keyworkers play a vital role in social mobility, the economy, and the delivery of local health services.

Today, people live an average of 10 years longer than when Sanctuary was established in 1969. By 2050, it is projected that one in four people in the UK will be aged 65 years and over – an increase from approximately one in five in 2018.

Too many people experience poverty, isolation, and poor health in older age. We believe older people should have choice about where they live, whether that be through assistance to stay in their own home or moving to a retirement complex or a care home. We want to see a social care system

where everyone, regardless of where they live in the country, can access the care they need, and they and their families can have confidence that it will be of a good quality.

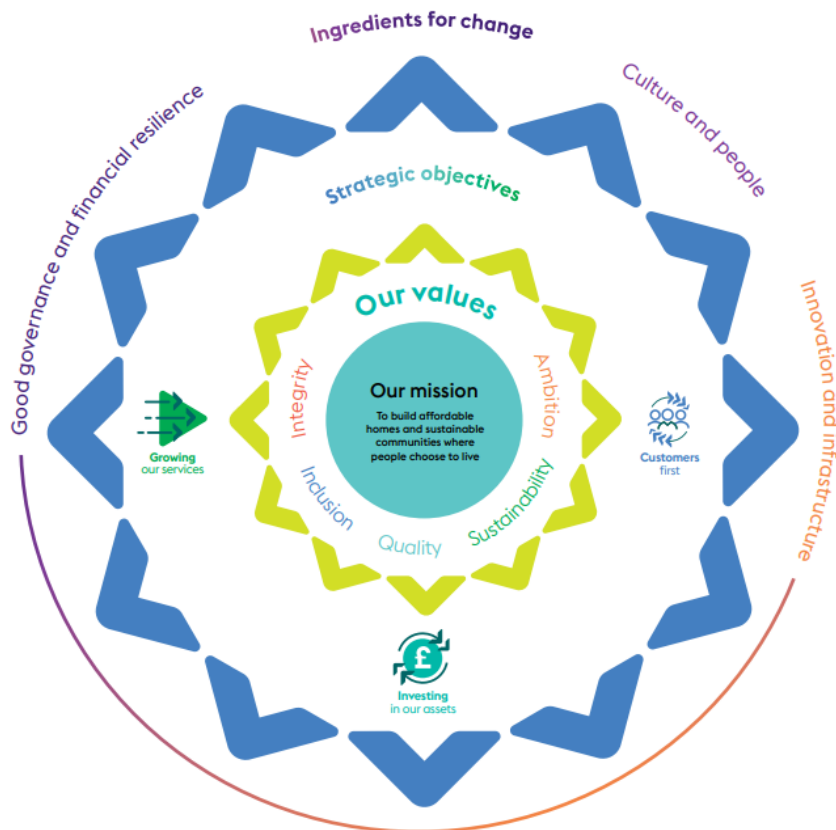
By building and improving more homes, and by investing in our services and communities, building on our leading reputation, we know Sanctuary can enable people to achieve their potential and provide people with a place to live of which they can be proud.

How we will do it

We have three key objectives to deliver our mission: customers first; investing in our assets; and growing our services. You can find out more about how we plan to deliver on these objectives in our [2023/26 corporate strategy](#). Our Corporate Strategy is in the process of a refresh, and the updated version will appear on our website in February 2026.

You can also find out more about the colleagues on our [Group Board](#) and [Executive team](#) who make-up our leadership team.

There is an overview of our business in the [2024/2025 Annual Report and Financial Statements](#) and you can read further about our commitments to [equality, diversity and-inclusion](#), [resident engagement](#), and [sustainability](#).



Role profile

Relationships:	Group Board Members report directly to the Group Chair.
Main purpose of the role	
<ul style="list-style-type: none"> • Provide leadership within a framework of prudent and effective controls that enable risk to be properly assessed and managed. • Set the strategic aims, values and objectives, ensuring that the necessary resources to deliver these are available. • Set the values and standards, ensuring that obligations to customers, staff and other stakeholders are understood and met. 	
Key accountabilities	
<ul style="list-style-type: none"> • To set plans and objectives to achieve Sanctuary Housing Association's (the Association's) and broader Sanctuary Group (the Group) strategies. • To set the core values and objectives of the Association (and where applicable the Group) and ensure compliance with them. • To establish and maintain financial control by: <ul style="list-style-type: none"> ○ approving the business plan; ○ approving the accounts; ○ approving new borrowing facilities; and ○ approving the budget. • To agree policies and make decisions in all areas of significant financial risk for the organisation. • To agree key policies for the organisation that raise material issues of principle. • Contribute to development of the Group's Risk Management Framework and monitor activity against it. • To help establish and oversee a Group framework of delegation and systems of internal control; and to review these annually. • To monitor overall business performance in relation to business plans, budgets, controls and decisions, taking into account customer feedback and performance of comparable organisations. • To ensure that the Association's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity. • To assess compliance with regulatory requirements. • To follow the Association's constitution and governance documents in appointing and, if necessary, removing the Group Chair. • Be responsible for appointing and, if necessary, removing the Group Chief Executive as appropriate. • To represent the organisation and the Group with external stakeholders, including customers, ensuring both the Association and Group objectives are maintained. • Observe and comply with policies and procedures for Health & Safety at Work and observe and continually promote equal opportunities and customer care pursuant to organisational aims and objectives. 	

- Participate in learning and development activities that develop personal effectiveness and assist in improving the overall performance of the board.
- Undertake any other duties as may reasonably be required of a board member in order to meet the changing needs of the organisation and the Group.

This Profile is an overview of the role but postholders are expected to be flexible, as requirements may evolve depending upon business requirements.



Person specification

Key Requirements for this vacancy

The postholder will be expected to have experience in at least two of the following areas, but ideally three, would be especially welcome:

- **Governance** - substantial private and/or public sector board experience in both an executive and non-executive capacity.
- **Management and/or lived experience of social housing** – experience of the housing sector in a management or personal capacity.
- **Strategic Asset Management** – a qualified property professional with strategic experience of large scale housing investment, regeneration or development.
- **Rent and service charges** – knowledge of the requirements for rent and service charge setting for housing associations.
- **Finance, business planning, treasury and capital management** - qualified, with senior level finance or audit experience gained at Executive or Board level in a substantial organisation. capital, loan and credit risk management on a significant scale across diverse business activities. Knowledge of or a connection to any of our operating areas would be useful.
- **Information technology, data and innovation** – with strategic insight across how technology, including cyber and AI, transforms business.
- **Climate Change and Sustainability** – interest and knowledge of changes being brought by the Government's net zero by 2025 ambitions.

Core competencies

- Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making.
- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences.
- Able to support senior executives through periods of organisational change.
- Supports the values, ethos and social objectives of the Group.

Knowledge and experience

- Extensive experience of operating at a senior level (ideally executive and/or non-executive) within an organisation on a similar scale to Sanctuary.
- Experience at a strategic level in technology, digitalisation of services, housing management or housing development.
- Non-executive or governance experience, with knowledge of good governance practice in one or more sectors.
- Good knowledge of management and/or commercial issues, with strong business acumen.
- Awareness of and interest in current national and policy issues affecting the housing and/or care and support sectors.

Skills and abilities

- Strong strategic planning skills, able to develop strategic vision, working with others.
- Able to assess risk and promote risk awareness without being risk averse.
- Able to challenge appropriately and hold senior staff to account; with a wider vision to raise standards across the organisation.
- Able to work collaboratively, building consensus, and taking collective responsibility for decisions made.
- IT literate, comfortable with using MS Office and email.

Personal behaviour and style

- Actively role models the professional conduct expected of Members of the Board.
- Proactively demonstrates strong commitment to equality and diversity.
- Passionate about service improvements; championing the rights of residents and customers.
- Excellent communication and decision making skills.
- High levels of personal and professional credibility and integrity.
- A positive attitude towards continuous development.
- Committed to effectively discharging the responsibilities of the being a member of the Board.

Key terms and conditions

Remuneration

£26,500 per annum.

Time commitment

Estimated to be 35 days per annum.

This includes preparation for and attendance at Board and Committee meetings; strategic, customer and stakeholder events; visiting Sanctuary locations and people around the country as appropriate; training and development; and induction.

Occasionally there will be ad hoc working groups or the necessity to convene additional meetings which will be organised in accordance with the constitution. There may also be opportunity to participate in our committees or subsidiary boards.

Term of office

Board Members are elected annually at the AGM. They usually serve for a maximum period of six years (two, three-year terms). Extensions are possible if there is a particular business need and this is subject to annual appointment, up to a maximum of nine years.

Location

Board meetings are usually held in-person, at our main offices in Worcester, WR1 3ZQ.

Other meetings may take place digitally. Occasional national travel will be required to enable Board Members to be visible across our operating areas, meet our customers and to attend events/visits on behalf of Sanctuary.

Key dates and the selection process

Closing date: Thursday 5th February 2026 at 9.00am

We will be in touch by Tuesday 17th February to let you know the outcome of your application.

First interviews: Wednesday 25th February 2026 via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel (James Tickell and Bill Barkworth).

We will let you know the outcome of this first stage by Tuesday 10th March.

Final interviews: Wednesday 18th March 2026.

These will take place in-person, at the Worcester office, with a panel including the Group Chair, Group Vice Chair, and Group Chief Executive.

If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.



Sanctuary
Group

CAMPBELL
TICKELL

Group Board Member

£26,500 | Worcester | c35 days pa

Sanctuary is proud to be one of the UK's leading providers of housing, care and commercial services, we employ more than 14,000 people and own and manage over 125,000 units of accommodation supporting over 250,000 customers throughout England and Scotland, including general rented, retirement living, supported housing, student and key worker accommodation and care homes.

Effective governance has been critical to our success. As such, we seek a new Board colleague who is a strategic thinker, with insight into what it takes to be an excellent NED leader, providing the support and challenge needed across a substantial, diverse and complex business.

This vacancy has arisen as part of our succession planning. We are seeking an experienced executive/non-executive with experience in at least two of the following areas, but ideally three, would be especially welcome:

- Governance.
- Management and/or lived experience of social housing.
- Strategic Asset Management.
- Rent and service charges.
- Finance, business planning, treasury and capital management capital, loan and credit risk management.
- Information technology, data and innovation.
- Climate Change and Sustainability.

With a strong focus on inclusion for all, we particularly welcome applications from women, people with disabilities, LGBTQ candidates and those from black, Asian and minority ethnic backgrounds.

Closes | Thursday 5th February 2026 at 9.00am

You can download a job pack from www.campbelltickell.com/jobs

Contact **Bill Barkworth** at **Campbell Tickell** to book in a call for informal discussion:

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| 07706 369273



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