

McCarthy & Stone

Welcome Home.

McCarthy & Stone

Shared Ownership Ltd.

**Associate Director of
Governance**

Candidate brief

April 2026

CAMPBELL
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YOUR APPLICATION

Thank you for your interest in the role of Associate Director of Governance with McCarthy & Stone Shared Ownership Ltd. 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 do read this pack carefully as it will provide you with a good overview of the organisation and this 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/ why McCarthy & Stone Shared Ownership, 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.

Please ensure we receive your application in good time:

The role closes on Wednesday 27th May 2026.

We look forward to discussing this opportunity with you.

Please do call me on 07572 166417 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,

Isabella

Isabella Ajilore
Search Consultant
07572 166 417

WELCOME

Thank you for your interest in McCarthy & Stone Shared Ownership (MCSSO).

The creation of this new Associate Director of Governance post reflects an important milestone in the journey of MCSSO as a for-profit Registered Provider of Social Housing (RP) within the McCarthy & Stone Group. As MCSSO has grown since its founding in 2020, the importance of good governance has increased correspondingly. We have reached a point where we recognise the need for a dedicated governance expert to take on oversight of good governance for the RP and to ensure that we are meeting our contractual, statutory and regulatory commitments, and as such we are excited to be recruiting for this new post.

McCarthy & Stone are committed to the continual expansion of our shared ownership portfolio as an integral part of the Group's strategy and as such it is essential that we get the governance of the organisation right. Our new Director of Governance will lead on reviewing the arrangements we have in place now and making recommendations to the Board about where any changes need to be made. You will therefore need to bring a very strong understanding of the governance, viability and consumer standards, but also experience working with boards, and the honed influencing and negotiating skills to deliver and move the good governance agenda forward.

You will bring up-to-date experience of governance matters at a senior level from the social housing sector and while we expect that you will have operated at Director level, we are not particular about the job title that you currently hold. Far more important will be your knowledge and ability to impact upon the conversation at Board and management level.

We are committed to delivering well-run, good quality shared ownership homes for older people via MCSSO in a safe and compliant manner, but we are also a for-profit provider. Our ability to deliver shared ownership homes in a commercially viable manner is at the heart of MCSSO and we will need our new Director to be aligned to the for-profit nature of the business.

The role will report to me and be a key member of my team. While the focus of this role is firmly around the good governance for the MCSSO, in the fullness of time there may be opportunities to get involved with strategic initiatives which may bring you into contact with for example acquisitions and disposals, and we hope that our new Director of Governance will see this role as an opportunity not only to take on a rewarding and challenging role but also to develop and grow as a professional within the proven commercial environment that McCarthy & Stone provides as a market leader and household name across the country.

There will certainly be challenges with this role and we seek candidates ready to roll their sleeves up and get stuck in engaging fully with our growing RP business. If you share our passion for expanding the supply of older peoples housing and are excited by the prospect of contributing to what we do, we'd love to hear from you.

Warm regards,

Peter

Peter Barber

Group Director of Compliance & Governance

McCarthy & Stone

ABOUT McCarthy & Stone

McCarthy & Stone is the UK's leading developer and manager of retirement communities. As award-winning pioneers in retirement properties, our long history and depth of experience means our name is synonymous with retirement living at its best. Today much of our success is underpinned by a single strategy, ensuring we continue to build retirement homes that give people the lifestyle and support they need, want and deserve.

- **Our purpose:** to champion the role, wellbeing and happiness of older people in society
- **Our vision:** to create communities for our customers that nurture a sense of belonging, independence and peace of mind
- **Our mission:** to be the natural choice for later living - by developing beautiful, sustainable and more affordable places to live, with flexible services and a choice of ownership options, designed around our customers and their families.

As an organisation, we have unparalleled knowledge of our market and customer base, a highly skilled and experienced workforce and a national presence. A rapidly increasing aging population and an undersupply of high-quality, age-appropriate housing for older people highlights a market need for retirement developers like us.

We see the need for different tenure-types within the housing we provide to meet the needs of the market and for us there is a big opportunity to introduce more rental and shared ownership retirement properties, offering our homeowners more financial flexibility.

McCarthy & Stone Shared Ownership Ltd (MCSSO)

MCSSO is a for-profit registered provider of social housing in England, and a subsidiary of McCarthy & Stone. Created in 2020, MCSSO has been growing steadily ever since. We sold our first shared ownership home in late 2022, and we have added a considerable number of homes to our portfolio since then, and we expect to exceed 1,000 shared ownership homes in the portfolio in 2026. We are a Homes England strategic development partner, and this partnership has been crucial in the continued growth of the organisation.

MCSSO has its own RP Board consisting of a mix of three independent Board members including the Chair, and two McCarthy & Stone representatives. The operations of the RP are delivered via intra-group management agreements with different parts of the McCarthy & Stone group.

Shared ownership for older people is a key part of McCarthy & Stone's vision strategy, and we look forward to increasing the supply of homes of this type for older people across the UK through our MCSSO subsidiary for many years to come.

Further reading

- Our strategy as retirement community developers: [link](#)

BOARD MEMBERS

MCCSO is governed by a highly experienced Board:



Bill Yardley
Independent Chair

In addition to serving as the Chair of MCCSO, Bill is a non-executive director at the Houses of Parliament. He has previously worked at board level in the public and private sectors in infrastructure, housing, education and the NHS and has been a Public Member of Network Rail and a chair Charity Trustees. Bill has been the Chair of MCCSO since 2019.



Andrew Burrett
McCarthy & Stone Chief Financial Officer

Andrew joined McCarthy & Stone as Chief Financial Officer in July 2025. Prior to joining McCarthy & Stone, Andrew held Group Chief Finance Officer, UK Managing Director, and Acting CEO roles for Abercrombie & Kent Travel Group, and previously was the Chief Finance Officer at Cable & Wireless, amongst others.



Elaine Bailey
Independent Board member

Elaine previously had a career in the construction, criminal justice and social housing sectors and was the Chief Executive of the Hyde Group for many years. She is an experienced non-executive Director and has held roles including with the Health & Safety Executive and a housebuilding organisation.



Mark Hoyland
Managing Director of McCarthy & Stone Services

Mark brings over 30 years' experience across housing, construction and property services. He was previously Group Chief Executive at Orbit Group and Managing Director, Engineering Services, at Balfour Beatty Engineering Services.



Mark Perry
Independent Board member

Mark is the Chief Executive of Vivid, the largest housing association in Hampshire and the surrounding areas, with c. 36,000 homes. He has been on the MCCSO Board since 2020.

ROLE PROFILE

Role purpose

- The Director of Governance is responsible for ensuring that the organisation operates to the highest standards of corporate governance and regulatory compliance, consistent with its responsibilities as a Registered Provider of Social Housing.
- The role provides independent, authoritative advice to the Board primarily, and to the parent organisation, enabling robust decision-making that balances commercial objectives, regulatory expectations, investor assurance, and social responsibility.
- The postholder plays a critical role in protecting the organisation’s reputation, regulatory standing, and long-term viability.

Key responsibilities

Corporate Governance and Board Effectiveness

1. Act as the principal adviser to the Board, Chair, and Chief Executive on all governance-related matters, ensuring that governance arrangements remain effective, proportionate, and compliant.
2. Ensure the Board operates fully in accordance with the organisation’s Articles of Association, the Regulator of Social Housing’s Governance and Financial Viability Standard, company law, and relevant best practice.
3. Design, maintain, and continuously improve the organisation’s governance framework, including Board and Committee structures, terms of reference, schemes of delegation, and reserved matters.
4. Lead high-quality governance processes by overseeing agenda planning, forward plans, and the production of clear, timely, and decision-focused Board and Committee papers.
5. Continually scan the operating environment and horizon to ensure the Board and Executive Team are aware of relevant and emerging issues in governance and compliance.

Regulatory Compliance

6. Serve as the organisation’s lead officer for compliance with the Regulator of Social Housing, ensuring that both economic and consumer standards are properly understood, monitored, and evidenced.
 7. Coordinate all regulatory engagement, including routine regulatory returns, Inspections, and any enhanced engagement activity, ensuring that the Board is appropriately sighted on regulatory risk and assurance.
 8. Work closely with executive colleagues to embed regulatory compliance across the organisation and ensure that regulatory requirements are reflected in strategy, policy, and operational delivery.
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Risk, Assurance, and Internal Control

9. Lead the governance elements of the organisation's risk management and assurance framework, ensuring that risks are clearly articulated, escalated, and owned.
 10. Support the Board by providing oversight of risk appetite, principal risks, internal controls, and assurance planning.
 11. Coordinate internal and external audit activity from a governance perspective, ensuring that findings are appropriately addressed and reported to the Board.
 12. Ensure the Board is able to give credible annual assurances to the regulator, lenders, and investors.
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Investor, Lender, and Stakeholder Governance

13. Ensure governance arrangements support investor confidence by meeting governance and reporting expectations linked to funding structures, covenants, and ESG commitments.
 14. Balance transparency and accountability with the need for efficient and commercially responsive decision-making in a for-profit environment.
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Board Development

15. Lead on Board recruitment, induction, ongoing development, and annual effectiveness reviews, ensuring that skills, experience, and diversity remain aligned with organisational needs.
 16. Advise the Chair and Chief Executive on Board succession planning and governance capability.
 17. Provide constructive challenge, guidance, and coaching to Board members and senior executives on governance responsibilities and regulatory obligations.
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Leadership, Culture, and Values

18. Lead and develop the governance function to operate as a trusted, respected, and high-performing professional service.
19. Act as a guardian of organisational values, promoting a culture of integrity, openness, accountability, and sound judgement.
20. Ensure that commercial ambition is balanced with regulatory discipline, tenant interests, and long-term sustainability.

PERSON SPECIFICATION

Knowledge and experience

- a) Significant senior-level experience in governance within the social housing sector.
- b) Strong working knowledge of the Regulator of Social Housing's regulatory framework, corporate governance best practice, and company law.
- c) Demonstrable experience of advising Boards with independence, credibility, and sound professional judgement.
- d) Experience supporting organisations through growth, investment, or regulatory scrutiny.
- e) Experience working within a for-profit Registered Provider, investor-backed housing organisation, or complex group structure *desirable but not essential*.

Skills and abilities

- f) Excellent communication and interpersonal skills, with the ability to interact effectively with senior colleagues, board members and key stakeholders.
- g) Strong influencing skills and the confidence to challenge constructively at executive and board level
- h) Ability to work independently and handle confidential information with discretion.
- i) Attention to detail and the ability to work effectively under pressure in a fast-paced environment.
- j) Strong report writing skills, able to produce concise, focused reports.
- k) IT literacy, used to working with electronic information and across digital platforms.
- l) Keeps up to date with the social, regulatory, policy landscape for our organisational context, able to horizon scan.

Personal attributes and behaviours

- m) High personal integrity and independence of thought
- n) Commercial awareness combined with a strong sense of social purpose
- o) Calm, authoritative, and resilient under pressure
- p) Pragmatic, collaborative, and solutions focused
- q) Excellent written and verbal communication skills.

KEY TERMS & CONDITIONS

The role:

Associate Director of Governance

Remuneration:

Competitive salary

Pension:

4.5% employee and 4.5% company contributions

Annual Leave:

25 days plus bank holidays, increasing year on year to a maximum of 30 days

Working pattern:

This is a full-time role.

However, there is the possibility of it being a part time (pro rata) arrangement for the right candidate.

Location:

Flexible working location.

The McCarthy & Stone head office is in Bournemouth.

The Director of Governance will need to be able to attend in person at the head office regularly and ideally be able to do so one or two days per week.

McCarthy & Stone (Shared Ownership) Ltd Board meetings are held in different locations nationally and travel will be required to attend these.

DATES & SELECTION PROCESS

Closing date | Wednesday 27th May 2026 | 9am

We will be in touch to let you know the outcome of your application by the end of the day on Thursday 4th June.

First interviews | Tuesday, 9th June 2026 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel.

We will be in touch to let you know the outcome of the interview on Thursday 11th June.

Final interviews | Tuesday 16th June 2026 | In Person | In Bournemouth

There will be a final panel interview with McCarthy & Stone colleagues: Peter Barber, Group Director of Compliance & Governance, and Harry Jeffries, Group General Counsel.

Campbell Tickell will also be in attendance.

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

Associate Director of Governance

McCarthy & Stone (Shared Ownership) Ltd.

£ Competitive | Bournemouth/ flexible | full-time or part-time

McCarthy & Stone Shared Ownership delivers high-quality shared ownership homes for older people in a commercially viable, for-profit environment. Since our establishment in 2020 within the McCarthy & Stone Group, McCarthy & Stone Shared Ownership has continued to grow in scale and ambition, and we now expect to surpass 1,000 homes in 2026. Our growth trajectory has created a clear need for dedicated senior leadership around governance and regulatory compliance and as such we are excited to be recruiting to the new role of Director of Governance.

This new role will work closely with the Board and executive team to review, strengthen, and embed effective governance arrangements, ensuring we meet our statutory and regulatory obligations while supporting the commercial growth of the business. Delivery of shared ownership homes through our registered provider is an integral part of McCarthy & Stone Group's strategy and we are committed to

growing the business with strong governance, regulatory compliance, and commercial discipline at its heart.

We are looking for a senior governance professional from the social housing sector with a deep understanding of the regulatory standards and the confidence and honed people skills to influence at Board level. You will need the judgement, and credibility to shape governance conversations and have an impact, driving improvements in a dynamic, growing organisation.

This is a hands-on opportunity to play a pivotal role in a growing and dynamic registered provider with considerable ambition and the backing of a national, market-leading organisation providing the resources to deliver on that ambition. If you are motivated by strong governance, commercial delivery, and social impact, we would welcome your application.

Download a job pack at www.campbelltickell.com/jobs. Contact Isabella Ajilore at Campbell Tickell to arrange a conversation: 07572 166 417 | isabella.ajilore@campbelltickell.com.

Closes: Wednesday, 27th May | 9am

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