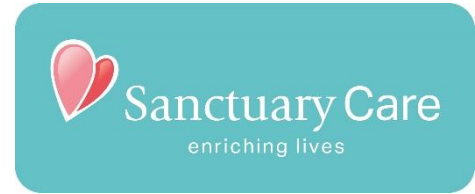


CAMPBELL
TICKELL



Non-Executive Director Recruitment pack

September 2020

Your application

Thank you for your interest in this important post. On the following pages, you will find details of the role and the selection process, to assist you in completing and tailoring your application. To apply we ask that you submit:

- An up-to-date CV showing your full career history – we suggest that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate, and how you meet the person specification – again, we suggest three pages for this;
- The declaration form – note that completion of the equalities section is not mandatory, it is requested for monitoring purposes in line with our and Sanctuary’s commitment to diversity and inclusion; and
- Indicate on the declaration form 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.

Applications must be received by **Wednesday 7th October 2020 at 12 noon**. Please ensure we receive your application in good time.

If you wish to have an informal discussion about this opportunity, or if you have any other questions you would like answered to help you decide whether to apply, please do call one of us for a confidential discussion.

Kind regards

Kind regards

Bill Barkworth

Gera Patel

Senior Associate Consultant
07706 369 273

Partner
020 3434 0990

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Welcome to Sanctuary Care

I am delighted that you are interested in considering this Non-Executive Director (NED) opportunity to join the Sanctuary Care Board.

At Sanctuary, we are driven by our values - ambition, diversity, integrity, quality and sustainability. They describe what we stand for and are reflected in all that we do. So as a potential NED, I would hope that your personal values align to ours, as that joint affinity is crucial when you are working as a team, striving towards common goals and objectives.

Care for older people is a core part of what Sanctuary does. Across our 100 care homes, we provide a range of care including residential, nursing, palliative, and specialist dementia care. The delivery of high-quality care homes and services fits with our overall purpose. It is part of a portfolio of responsibility at Sanctuary Group that includes the supply of affordable housing through to student housing, and supported housing for people with learning and physical disabilities, young people, homelessness and people with mental health needs.

We are keen to have an additional voice at the Board table with direct experience in the social care field. So for this role we are seeking a significant track record in adult social care, gained through senior level experience in service delivery, regulation (CQC) or commissioning (local authority). As such we seek a colleague who will also bring significant social care policy and business insight. While prior Board experience is not essential, and therefore this role may suit someone looking for their first NED post, you will need to be able to apply your experience in a Board setting, and understand good governance.

The Sanctuary Care team believe that families are made up of those we love, so we work together to provide comfortable, safe and happy daily care, so that people can concentrate on being a family without the worry. The last few months have brought care to the consciousness of the nation. We hope that the trauma of the pandemic will be put to good use, to keep up the pressure to ensure that the model of care for older people can be truly sustainable. At Sanctuary Care, we will never stop believing in everyone's right to access to high quality care that is delivered with dignity, respect and kindness.

Gareth Tuckwell, current Chair of Care board, is stepping down this year after completing his tenure and I will be taking over as Chair in the autumn. So with the arrival of a new NED, this will feel like a refreshed team, energised and enthusiastic about continuing to move the organisation forward.

I hope I have encouraged you to find read on and find out more about this opportunity. I assure you it will be rewarding experience.

Yours sincerely

James Robert Thallon

Sanctuary Care, Chair designate

Craig Moule

Board Member

About Sanctuary Care

Sanctuary Care is part of the Sanctuary Group. The Group's mission is to:

[Build affordable homes and sustainable communities where people choose to live.](#)

Sanctuary Care is a leading UK care home provider, delivering quality care to our residents and their families for over 20 years. We have 6,300 staff delivering high quality services to over 4,000 residents, across more than 100 care homes in England and Scotland. As a not-for-profit organisation, we reinvest our surplus income back into maintaining and improving care homes and service delivery, to enhance the quality of life for our residents.

Our values were developed with staff. They describe what we stand for and guide all that we do, so we are comfortable in being held to account for them. A behaviours framework supports how we live our values, which are:

[Ambition, diversity, integrity, quality and sustainability.](#)

Our approach is to ensure we enrich residents' lives and create communities where they can explore their passions, learn new things and build lasting friendships. Our homes provide a range of long and short-term care and support, including residential, nursing, intermediate, respite, palliative, and specialist dementia care.

It goes without saying that kindness is what care is all about, so first and foremost, we carefully choose our staff for their kind and compassionate nature. While the teams all receive a variety of ongoing training to ensure their skills remain up-to-date, it's their dedication to delivering the very best personal care in a safe and stimulating environment which makes our Sanctuary Care colleagues truly special. Our Investors in People accreditation is a reflection of how we aim to care, nurture and enrich the lives of all in our 'family', whether that's our staff, residents or family members.

When we were established in 1969, charitable objectives were written into our Rules and since that day our purpose has not changed – we are here to provide housing and services for people on low incomes, those in need of additional care and support, and older people.

We believe no-one should be homeless. Everyone should have a decent home that they can afford and that meets their needs and circumstances.

We believe care should be accessible to all who need it and should be delivered with dignity, respect and, above all, kindness.

Sanctuary Care Board

Dr Gareth Tuckwell, Chair and Group Board Member

Gareth brings many years of experience in clinical leadership, care delivery and clinical governance. He is currently a Vice-President of Phyllis Tuckwell Hospice Care. He has held a variety of NED/Trustee and Chair roles with organisations such as Macmillan Cancer Support, the ME Trust and Friends of Vellore (UK). Gareth was Chief Executive Officer of Burrswood Hospital, Kent; Clinical Director of Hospice in the Weald; and Regional Director of Macmillan Cancer Support.



Dr James Robert Thallon, Board Member, Chair designate



James is an experienced senior NHS clinical leader with a wide portfolio of experience. In pioneering the role of Medical Director in Primary Care Trusts and beyond, he has deliberately taken his medical management career well beyond that of clinical leader and adviser and provided strategic leadership and support to the task of creating an improving, sustainable health economy working predominantly within Kent, Surrey and Sussex. Between 1998 and 2014 James worked in various general practices. In addition, James has held various medical director positions since 2007. At the end of 2019, James returned to general practice at Acle Medical Partnership on the Norfolk Broads. As part of this role James is an Honorary Senior Lecturer at the University of East Anglia, teaching clinical skills to second year medical students.

James has over nine years' experience as an NHS Executive Board Member with a sound and detailed understanding of NHS business and finances. Until recently he was Chair of Trustees for Crossways Community, a charity providing long-term therapeutic residential accommodation for people with significant mental health issues. James has been a non-executive director on the Sanctuary Care Board since May 2018 and he joined the Sanctuary Home Care Committee of Management in June 2019.

Craig Moule, Group Chief Executive

Craig has been with Sanctuary for over 30 years, having joined the organisation in 1989 from Coopers & Lybrand. Craig was appointed Group Chief Executive on 1 January 2019. Prior to this he was the Group's Chief Financial Officer. While holding this position, Craig oversaw Sanctuary being the first housing association to implement a SAP enterprise solution and the formation of our Corporate Shared Service Centre. Craig is an ex-officio member of the Group Board.



**Sarah Clarke-Kuehn, Group Director Care**

As Group Director - Care, Sarah Clarke-Kuehn is responsible for Sanctuary's care services. Sarah joined Sanctuary in 2011 as Head of Finance - Housing and Communities and since then has undertaken a number of roles including Director of Housing Operations, Commercial Services Director, and Operations Director for Sanctuary Supported Living. Sarah is a qualified management accountant, who started her career at London International Group (FMCG) and progressed from manufacturing into the service sector with RWE npower.

Leanne Blackwood, Director of Finance

Leanne joined Sanctuary in February 2019 and is responsible for the financial oversight and management of Sanctuary Care. Previous to her role at Sanctuary, Leanne spent ten years working in the facilities management sector as Financial Controller and Head of Finance for Rentokil Initial FM, which was then acquired by Interserve plc. Leanne is a qualified accountant who started her career with a small accounting practise and then completed her training and early professional years with KPMG. Leanne studied at the University of Birmingham and has an LLB in Law.

**Nicole Seymour, Group Director Corporate Services**

Nicole is responsible for human resources, learning and development, public relations and communications, customer services, health and safety, facilities, governance, and legal services. Nicole is a co-opted member of the Group Board and is the company secretary to Sanctuary and all of its subsidiaries. Nicole successfully completed Sanctuary's graduate programme in 2014, and initially worked in its business development team before setting up a new service for the strategic oversight of complaints, management of enquiries from key external contacts, and the maintenance of policies and procedures across the Group.

Role profile

Reports to

The Chair of Sanctuary Care Board

Main purpose of the role

Contribute to the Board's ability to fulfil its responsibilities in respect of tasks delegated to it by the Group Board.

Key accountabilities

Governance and strategic leadership

- Reflect the core values and objectives of the Group and ensure compliance with them.
- Follow the values and standards of the Group, ensuring that obligations to customers, staff and other stakeholders are understood and met.
- Follow the strategic aims, values and objectives of the Group, ensuring that local resources are deployed appropriately.
- Follow the Group's constitution and governance documents.
- Set local plans and objectives to achieve the broader Group strategies.

Controls and assurance

- Establish control by:
 - approving the subsidiary business plan;
 - approving the subsidiary accounts; and
 - approving the subsidiary budget.
- Monitor performance in relation to business plans, budgets, controls and decisions, taking into account customer feedback and performance of comparable organisations.
- Contribute to the development of the Group's risk management framework and monitor local activity against it.

- Ensure the Group’s framework of delegation and systems of internal control are implemented within the subsidiary, and to keep these issues under constant review.
- Ensure that the subsidiary’s affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
- Assess compliance with regulatory requirements.
- 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.

Communication and culture

- Participate in learning and development activities that develop personal effectiveness and assist in improving the overall performance of the Board.
 - Promote and uphold the highest standards of integrity and probity and work in accordance with the Group’s Code of Conduct for Members.
 - Participate appropriately in meetings to promote effective decision making and constructive debate.
 - Represent the organisation and the Group with external stakeholders, including customers, ensuring both the Association and Group objectives are maintained.
 - Promote effective relationships and open communications between the Board members and the executive staff.
 - Undertake any other duties as may reasonably be required of a Board member and in order to meet the changing needs of the organisation and the Group.
-

Person specification

For this vacancy

- Significant track record in adult social care, gained through senior level experience in service delivery, regulation or commissioning.
- Able to exercise Board responsibilities while maintaining empathy and understanding with customers, their families and our staff, able to see matters through these different perspectives.

Core competencies

- Supports the values, ethos and social objectives of the organisation.
- Strategic and visionary thinker, raises standards and nurtures innovation.
- Strong communication and interpersonal skills, able to engage and liaise effectively with a wide range of stakeholders.
- Able to support and constructively challenge executives to ensure accountability.

Knowledge

- Understanding of good governance, with exposure at Board level, but prior Board membership is not essential.
- Awareness of national and policy issues affecting the care sector, can horizon scan too.
- Good knowledge of management and commercial matters in the context of social care, with business acumen.

Skills and abilities

- Able to critically evaluate and analyse information, to guide evidence-based decision making.
- Assesses risk and promote risk awareness without being risk averse.
- Works collaboratively, building consensus, and taking collective responsibility for decisions.
- IT literate, comfortable with using MS Office, email and video conferencing.

Attributes and behaviours

- Actively role models the professional conduct expected of Board members.
 - Proactively demonstrates strong commitment to equality, diversity and inclusion.
 - Passionate about service improvements; champions the rights of customers.
 - Excellent communication and inter-personal skills.
 - High level of personal and professional credibility and integrity.
 - A positive attitude towards continuous development and learning.
-

Key terms and conditions

Remuneration

£15,000 per annum

Time commitment

24 days per annum – this includes Board meetings, strategic Board events, training and induction, reading and preparation for Board meetings, as well as attendance at our customer and other stakeholder events.

The Board meeting schedule is published 12 months in advance, but flexibility is still necessary to take on additional tasks and attend extra meetings as required from time to time.

Term of office

Board members will be subject to annual election at the Group's AGM and serve a maximum of two terms of three consecutive years as a Board member.

A third term of up to three years may be allowed in exceptional circumstances.

Location

Meetings will normally be held at head office in Worcester.

In the current environment, meetings have been held using Microsoft Teams and other video conferencing facilities. These arrangements are likely to continue for the next few months and will remain under review.

Key dates and the selection process

Closing date: Wednesday 7th October 2020 at 12 noon

The client meeting to agree longlisted candidates will take place on Tuesday 13th October 2020. We will be in touch to let you know the outcome of your application by the end of this week.

First Interviews: Thursday 22nd October 2020

Longlisted candidates will be interviewed by a Campbell Tickell panel. Given the current climate, interviews will be held virtually.

Final interviews: w/c Monday 2nd November 2020

Shortlisted candidates will be interviewed by a Sanctuary panel, which is likely to be conducted virtually.

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

Media advertisement

 **Sanctuary Care**

Non-Executive Director

£15k | Worcester

We are a leading UK provider of not-for-profit care homes for older people.

Our Board is friendly, supportive and focused, and we play a crucial role in ensuring that our care delivery meets the highest standards. For this job we are seeking a significant track record in adult social care, gained through senior level experience in service delivery, regulation or commissioning.

Prior Board experience is not essential, but you will need to understand good governance and be able to apply your experience in a Board setting. With empathy for customers, their families and our staff, you will also bring significant social care policy and business insight.

The last few months have brought care to the consciousness of the nation. We hope that you will consider joining our team, if you believe as we do, that everyone has a right to access to high quality care that is delivered with dignity, respect and kindness.

For an informal discussion please contact Bill Beakworth on 07706 369275 or 020 3434 0000. You can download the information pack and submit your application documents using the online form, accessible via our job web page: www.campbelltickell.com/jobs.

Wednesday 7th October 2020 at 12 noon

With a strong commitment to equality of opportunity for all, we particularly welcome applications from women, people with disabilities, LGBT+ candidates and those from black, Asian and minority ethnic backgrounds.

**CAMPBELL
TICKELL**

CAMPBELL TICKELL

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