



Executive Director
of Care Services
Candidate Information Pack

August 2025

Thank you for your interest in our Executive Director of Care Services role at Anchor.

We are seeking a passionate, talented and experienced care professional to lead a directorate of more than 7,000 colleagues in delivering exceptional care and enriching the lives of residents in our homes.

At Anchor, we want more people in later life to have a home where they love living. As England's largest provider of specialist housing and care for people in later life we're proudly not-for-profit, which means any surplus we generate is reinvested into our properties and services for the benefit of current and future residents.

We're committed to providing residents with the right level of care and support, where and when it's required, and offer choice to older people across a range of services, including rented housing, homeownership and care homes.

We're one of the largest care providers in the country with 121 homes, offering high-quality, person-centred residential care. We believe in enhancing the lives of our residents through compassionate support, vibrant community engagement, and a strong commitment to their independence and well-being.

As the Executive Director of Care Services, you'll lead the delivery of our ambitious Care Strategy 2024-29, collaborating with your colleagues in a committed and energetic Executive team, motivating a highly experienced senior leadership team in Care Services, and inspiring thousands of frontline care colleagues as they deliver hands-on care to some of the most vulnerable people in the country. Your role in Anchor will allow you to shape the future of care not just for our residents but – combining your voice with Anchor's – for residents nationwide.

Your work will be powered by the voices of those who matter most – our residents, their families, our colleagues, and key stakeholders. By championing continuous improvement, you'll ensure the care we provide is always evolving to meet the highest standards.

You will ensure that we continue to invest in our colleagues' futures, through effective mentoring, training and recruitment, and help build a workplace culture where everyone can thrive.

If you share our passion for making a meaningful difference in the lives of older people and bring the skills and leadership qualities we're looking for, we'd love to hear from you. Together, we can make later life something to truly celebrate.

Amanda Holgate

Interim Chief Executive Officer



Who we are

Anchor

With over 60 years' experience, Anchor is the largest operator of social housing for older people, and the sixth largest residential care home operator, in England.

Anchor was created by the merger of two housing associations in 2018. We're proudly not-for-profit, which means every penny we make is reinvested into our properties and services for the benefit of current and future residents. We are committed to providing all our customers with exactly the right level of care and support, where and when it is required.



In almost
55,000
homes

More than

10,000
people



Colleagues are employed
by Anchor

Across almost

1,700 sites

Locations in over 85% of
local authorities in England



We Serve more than

65,000
residents



Who we are

Anchor

Our ambition is to transform housing and care so people can have a home where they love living in later life. This means thinking differently, so we can lead the way in creating choice and opportunity.

Together we are:



Accountable: We are positive about our work, each taking responsibility for doing a brilliant job and we focus on and celebrate our successes. We are personally accountable for our actions and keep our promises.



Respectful: We care about people and show kindness, putting excellent customer service at the heart of what we do. We listen and encourage a variety of perspectives to be shared. We are inclusive and value everyone for who they are in helping us succeed as an organisation.



Courageous: We demonstrate courage to shape a better future by constantly seeking to move forward, improving, and innovating in our services to make a difference. We break down barriers and build connections through collaboration. We're pioneers in our services.



Honest: We show integrity and demonstrate openness and transparency in everything we say and do. We are reliable, keep things simple and have honest conversations about what matters. Residents and colleagues trust us to keep to our word.

Locations

Anchor

Rented

c.36,000
units

Leasehold

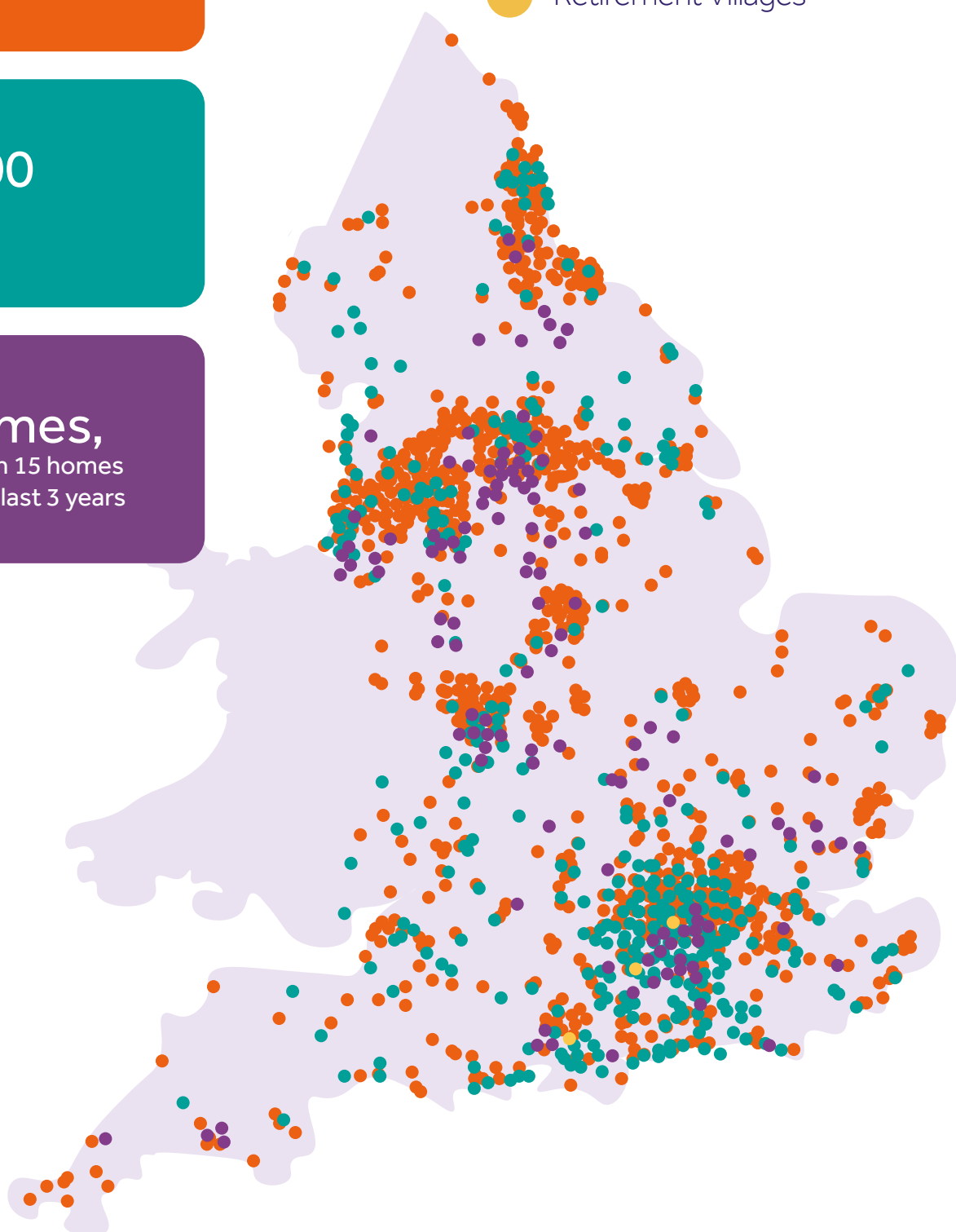
c.12,500
units

Care

121 homes,
6,450 beds with 15 homes
acquired in the last 3 years

Key

-  Rented Housing
-  Leasehold Housing
-  Care Homes
-  Retirement Villages



Care strategy

2024-2029

The role of Care Services is to provide safe, effective, compassionate and high quality residential and dementia care in environments where people can live with purpose and enjoyment in their later years.

We have five key objectives centred around quality, financial sustainability, our colleague experience; our resident experience; and finally, growth:

- To provide high quality residential and dementia care services
- To operate financially and environmentally sustainable services
- To attract, develop and retain great colleagues in the care sector
- To maintain and build on our high levels of customer satisfaction
- To maximise the number of residents that we can safely support, in modern fit for purpose facilities

We have a milestone plan over the next three financial years which will ensure we:

- Optimise home and central support staffing structures
- Standardise cost and income frameworks
- Set targets according to assessments of Fair Maintainable Trade (FMT)
- Optimise our asset investment approach
- Plan for future growth following an increase in margin on our underlying portfolio

Regulatory environment

Anchor is regulated by both the Care Quality Commission and the Regulator of Social Housing. In June, the Regulator of Social Housing downgraded Anchor from G1 to G3 for governance in response to failings in managing our landlord health and safety obligations.

We are developing a comprehensive improvement plan alongside the Regulator and our Board. The Executive Director of Care Services has an unmissable opportunity to contribute to widespread improvements in policy, technology, data, and culture across the organisation which will support not just full regulatory compliance but important and sustainable performance gains in both housing and care.

Care portfolio

Key facts

- 121 residential care homes
- One home has a small nursing provision
- 11 extra care locations where care is delivered by Anchor
- Average number of beds is c. 50
- Average age of homes is c. 20 years old
- Average wet room en-suite 80% (sector <40%)



Local Authority funded homes

- Predominantly public funded with consideration of top-ups.
- 33 homes with FMT of £12.6m



Local Authority / private fee payer funded homes

- Circa 50/50 split in fee paying type, top-ups required. 62 homes with FMT of £37.3m



Standard Premium

- Predominantly private fee payer, some Local Authority with top-ups. Higher standard of built environment / location. 16 homes with FMT of £24.9m

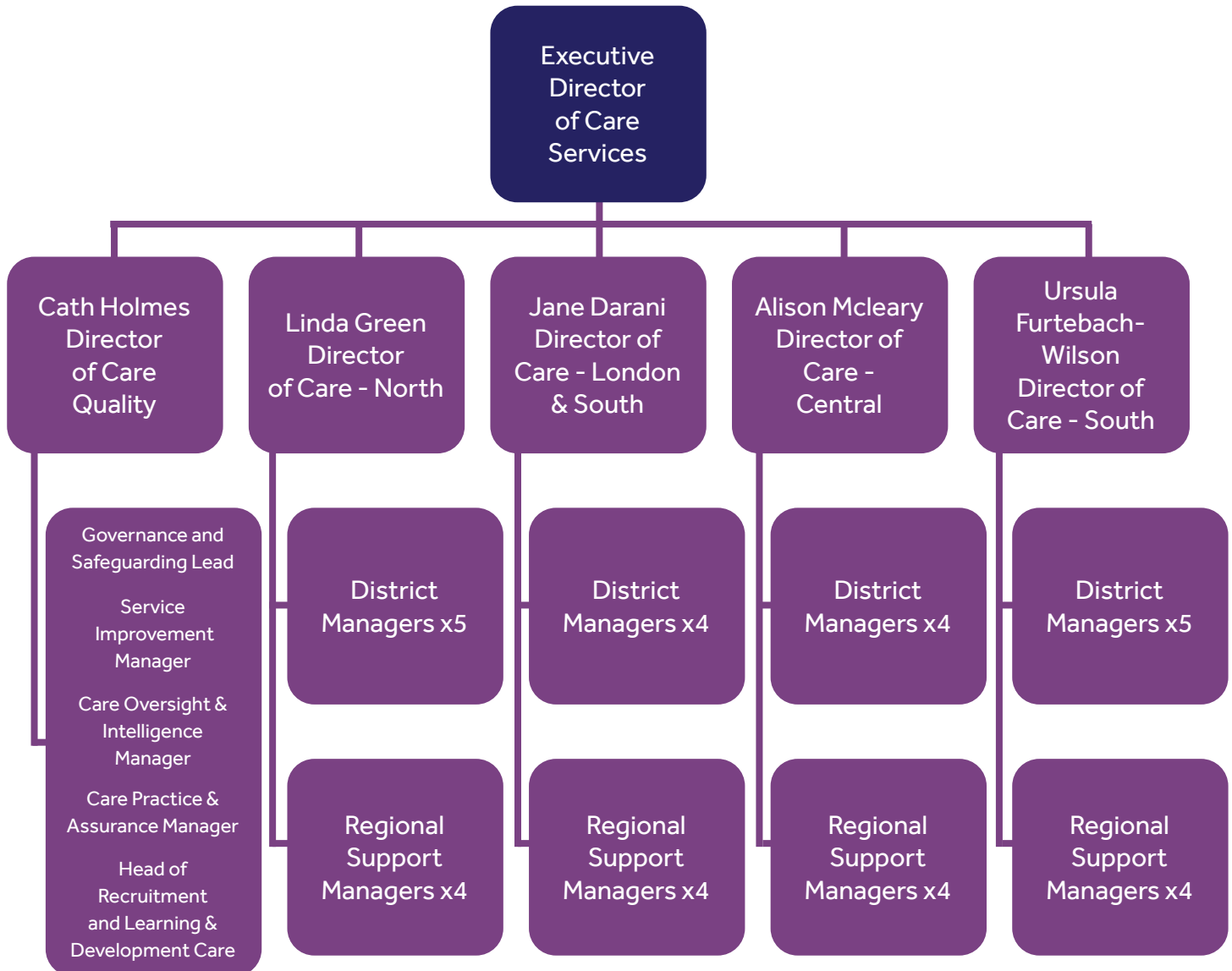


Luxury Premium

- Private fee payer with single fee point set (any variation is by dependency / room type). 9 homes with FMT of £18.1m

Care services

Operational structure



Care Services

Risk and assurance framework

Anchor uses a recognisable 'Four-tier Assurance Framework' in managing significant risks and uncertainties, outlining how assurance is provided to management, and the key sources of assurance used.

Tier 1

Management checks and controls

- Policies and procedures
- Functional risk registers
- Management validation
- Colleague appraisal
- KPIs and reporting
- Delegation of authority
- Clear accountability

Tier 2

Compliance and improvement functions, including:

- Care Quality and Safeguarding Team
- Health and Safety Team
- Investigation Team
- Central risk management and assurance function

Tier 3

Business assurance and risk

- Delivering the internal audit plan
- Key control reviews of mitigating controls on risk register to assess existence, adequacy and effectiveness
- Board level risk register

Tier 4

External assurance provided by third parties. Including:

- Independent specialists for specific or technical assignments
- External audit
- Care Quality Commission

Our Team

Non-executive board



Christopher Kemball

Non-Executive Chair of the Board
and Chair of the Nominations
Committee



Lyn Romeo

Independent Non-Executive
Director



Nicola Bruce

Senior Independent Director and
Chair of the Remuneration
Committee



Elizabeth Froude

Independent Non-Executive
Director and Chair of the Investment
and Development Committee



Fred Angole

Independent Non-Executive
Director



Peter Truscott

Independent Non-Executive
Director



Mike Green

Independent Non-Executive
Director and Chair of the Audit and
Risk Committee



Katy Taylor

Independent Non-Executive
Director and Chair of the Service
Quality Committee



Denise Peart

Independent Non-Executive
Director



Amanda Holgate

Interim Chief Executive Officer

Our Team

Executive committee



Amanda Holgate
Interim Chief Executive
Officer



Ken Youngman
Interim Chief Financial
Officer



Oliver Boundy
Executive Director,
Development and Growth



Vacant
Executive Director,
Care Services



Julia Mixter
Executive Director,
Business Services



Julie Wittich
Executive Director,
Property & Assets



Sara Thomson
Chief Risk Officer

Job description

Executive Director of Care Services

Job Purpose and Context

- Lead Anchor's national care services portfolio across 121 care homes, delivering high-quality customer outcomes and driving performance across residential and a small portfolio of nonresidential, regulated care services. As a member of the Executive Committee, the role holder works collaboratively to influence overall strategic direction, governance, and sustainable business performance, championing excellence in customer experience across Anchor.
- Role holder reports into CEO and is a member of the Executive Committee.
- Able to act as the Nominated Individual for Anchor with the CQC.

NED Governance	Attends Board, Customer Experience Committee and other committees by invitation
Business Governance	Leads other business governance forums as required
Currently 5 Direct Reports	4 Regional Directors of Care and Director of Care Quality
Financial Accountability	c. £300 million turnover
People Responsibility	c. 7,500 headcount across 121 care homes and a further 12 regulated care services
Location	Expected to undertake regular national travel to sites and regular attendance at London head office

Key Responsibilities

- **Champion excellence in customer experience** - Provide visionary and inspirational leadership to Care Services, embedding a culture of excellence that results in colleagues consistently exceeding customer expectations and enhancing quality of life across all care settings.
- **Member of Executive Committee (ExCo)** - A collaborative enterprise leader, expected to positively contribute to shaping Anchor's corporate strategy, strengthening governance and leadership decision-making in a large, complex organisation, recognising the interdependencies of functions and governance across the business.
- **Strategic performance leadership** - Lead the Care Services leadership team in driving organisational performance, ensuring optimal operational efficiency, financial sustainability, and delivery of Care Strategy outcomes and performance targets through the development of an appropriate operating model.
- **Foster innovation in care delivery** - Drive innovation by identifying, evaluating, and implementing progressive models of care that enhance service quality, efficiency, and differentiation in the marketplace.
- **Quality standards** - Deliver and maintain the highest care quality standards evidenced by CQC ratings and performance on carehome.co.uk.
- **Optimise non-residential care services** - Ensure the strategic alignment, commercial viability, and regulatory compliance of a small number of non-residential services within the overall organisational structure.

Job description

Executive Director of Care Services

- **Build the reputation of Care Services and influence stakeholders** - Able to act as Nominated Individual. Act as the primary contact point for CQC and represent the organisation with key commissioners, regulators, and external partners, building on Anchor's existing positive relationships in those areas.
- **Safeguarding and H&S leadership** - Ensure robust safeguarding frameworks are in place, proactively managing risk and compliance to uphold the highest standards of resident safety and wellbeing. Ensure statutory obligations are met and an organisational culture of safety and accountability is maintained.
- **Enterprise risk and governance leadership** - Promote a mature governance and risk management culture by identifying and mitigating strategic risks, and ensuring that operational and functional risk registers are robust, up-to-date, and embedded in decisionmaking processes.
- **Strategic growth and market expansion** - Evaluate and steer strategic growth opportunities, including mergers, acquisitions, and partnerships, to expand market presence and deliver value.
- Recognise when divestment is strategically advantageous and be able to execute with sensitivity.
- **Maximise ROI from new developments** - Ensure commercial and operational success of new care home openings by realising returns in line with business cases and contributing to sustainable longterm growth.
- **Role model across Anchor** - Role model the Anchor values through positive leadership behaviours in line with Anchor's leadership framework.
- **Sector influence and national reputation** - Shape the future of care, championing Anchor's national voice for older people nationwide.

Know How

- In-depth knowledge of the UK care sector (now and future), regulatory frameworks (CQC), safeguarding, health & safety, and commercial care delivery models.
- Able to integrate care strategy with organisational objectives including financial sustainability and innovation.
- Strong stakeholder engagement, including with the CQC, Local Authorities, and commissioners.
- Diplomatic, inclusive leadership style; able to influence internally across senior leadership and externally across the care sector.
- In-depth knowledge of technology in care and its role in shaping future service delivery.
- **Transformational leadership** - Able to articulate and communicate a sense of direction and commitment. Role models Anchor's values and will demonstrate a standard of skills and behaviours to which their team can aspire. An inclusive and consultative style that builds support but does not compromise output. Develops credibility with all key stakeholders and influences through diplomacy. Collaboration is default setting.
- **Strategic vision** - Able to step back from day-to-day activities to view the business from a different perspective; to see the bigger picture, and distil information, trends and needs to deliver the Board's approved strategy and achieve its vision and commercial outcomes. Highly analytical and numerate.
- **Commercial / customer focus** - Balances business acumen with a passion for the customer. Focuses on maximising competitive position and customer loyalty, without compromising financial stability. Understands and can optimise key commercial drivers.
- **Transaction / commissioning experience** - Experience of leading on care acquisitions / divestments and of commissioning new homes, building commissioning teams and delivering against transaction business cases.

Job description

Executive Director of Care Services

Problem Solving

Freedom to think

Operates with wide strategic scope. Responsible for long-term planning, growth assessment, and risk mitigation. Expected to challenge convention and drive transformation across the care portfolio. Highly collaborative and recognises the contribution of care and care performance to Anchor's corporate strategy and wider objectives. Recognises when to engage and consult peers.

Thinking Challenge

- Balances commercial, regulatory, and reputational priorities.
- Responds to strategic ambiguity, e.g., changing legislation, competitive dynamics, new models of care.
- Leads complex change initiatives in a volatile labour and regulatory environment.
- Achievement-driven - Possesses a readiness to do things differently in the business or function, seeing the organisation as dynamic and changing, and able to contribute constructively to the change process. Identifies with and strives hard to enable the business to deliver against its objectives and financial requirements. Is an energetic, enthusiastic, values-led individual with a pro-active, 'can do' approach.

Experience

- Executive director-level experience in the UK care sector, including (ideally) prior operational management experience in care.
- Proven success in driving financial and reputational performance across a large multi-site national care operation.
- Experience leading large teams and complex budgets.
- History of delivering transformational change (culture, structure, operating model, processes and technology) and embedding customer-focused culture.
- Experience in strategic partnerships, M&A, and market growth initiatives.
- Experience of reshaping services to deliver improved occupancy, operational efficiency and customer experience.
- Reputation for 'making things happen', operating at pace and delivering effectively through others.

Qualifications

- Professional qualification or significant relevant experience in health or social care.
- Registration as Nominated Individual with the CQC (or eligibility for registration).

How to Apply



Apply on the Anchor website **anchor.org.uk/careers**

Please note that our Executive Search partner, Compass Carter Osborne (CCO), are managing the recruitment of this role. Your application will be handled directly and discreetly by CCO, and by applying you understand that your information will be shared with CCO.