

CAMPBELL
TICKELL



Board members

Recruitment pack

February 2025

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Your application

Thank you very much for your interest in a Board member role at Salvation Army Homes. 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 these roles. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how it aligns with what Salvation Army Homes is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any NED posts (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; try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/organisation, 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 at 9 am, Tuesday 11th March 2025. Please ensure we receive your application in good time.

I am happy to have further discussion. Please send me an email at the address below and we can arrange a time to speak.

Kind regards,

Isabella Ajilore

Isabella Ajilore | Search Consultant

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Welcome

I am very pleased you are considering becoming a Board member at Salvation Army Homes.

Our commitment to transform the lives of some of the most vulnerable people in society is at the core of all we do. Our experience of providing safe housing and support includes former rough sleepers, young people at risk of homelessness, young mothers, families, ex-offenders, and many others. We believe in showing respect for all and providing an environment where everyone feels valued and a sense of belonging.

Our values are incredibly important to us and based on our Christian roots and ethos. We welcome those with the drive to make a difference that is aligned with our values.

We have just launched our new corporate strategy, 'Pathway to Excellence 2030', making this an exciting time to join the Board – to influence change and make a difference to the lives of residents, staff and the communities in which we operate.

We have set out what we need for this role (see person specification on page 8). But in addition to these skills, we seek team players who are interested in contributing to collective leadership.

Good governance keeps us focused on our core purpose, it keeps the organisation safe, viable, and impactful. While you do not need to have had prior Board-level experience, an understanding of governance is expected. You will be comfortable with consensus-based decision-making that is founded on good-quality debates.

The Board and I are looking forward to welcoming new colleagues and the expertise and perspectives that they can offer. It is a friendly and supportive environment, and there are hugely skilled people on the staff team and Board. You will need to be committed to working inclusively and collaboratively, and ensure equality and diversity informs all that you do.

We hope that our commitment to providing **'Safe Homes. Transforming Lives'** as well as our values, culture and mission resonate with you, and you read on to find out more about this opportunity.



Best wishes

Stephen

Stephen Stringer | Chair



About Salvation Army Homes

Our mission is **Safe Homes. Transforming Lives.**

Founded in 1959, Salvation Army Homes is a diverse and inclusive organisation with staff, volunteers, residents, and Board members welcoming people of all faiths and none.

Our **values** are incredibly important to us and based on our Christian roots. They drive our culture, inspire the way we work, and guide our behaviours and decision-making:

- **Servant leadership** we help people thrive. We set high benchmarks with an encouraging and supportive leadership style.
- **Passion** we love our work. We invest in the lives of residents and strive to do better for them.
- **Inclusion** this is a team effort. We provide an environment where everyone has a sense of belonging and feels respected and valued.
- **Respect** we show respect for all. We create a place where residents, colleagues and partners are all encouraged to contribute.
- **Empowerment** we have trust. We involve employees and residents in everything we do.

We are a registered provider and an exempt charity, and a subsidiary of The Salvation Army. We have grown into a specialist provider of support and accommodation across England, owning around 3,500 homes, and working within 79 local authorities and partner with agencies to co-deliver services. Salvation Army Homes has plans and funding to develop a further 250 homes over the next few years.

We have around 300 staff working at the organisation, and in 2023-24 our financial turnover was around £39 million, further details can be found [here](#).

You can read more about our team, (Board and Committee members; Executive and senior staff; and T4R members, who are our resident scrutiny panel) [here](#).

[Pathway to Excellence 2030](#) our new corporate strategy sets out our ambitions to:

- Deliver excellent customer service;
- Invest in our existing homes;
- Deliver more homes to help residents achieve independent living;
- Be a great employer; and
- Maintain our financial strength.

Role profile

Accountable to: Salvation Army Homes Chair and Board

Role purpose

To take overall responsibility for the governance and strategic direction of Salvation Army Homes; developing and committing to its mission, vision and strategic objectives; and ensuring its continuing financial viability and regulatory compliance. The Board works collectively to ensure Salvation Army Homes' long term success.

Key responsibilities

1. Strategic leadership

- 1.1 Participate fully and contribute to the planning of Salvation Army Homes' strategic direction, setting objectives, and monitoring performance against delivery of the corporate strategy and business plan.
- 1.2 Exercise independent judgment and act in good faith with care, diligence, and skill ensuring that decisions are taken in the best interests of Salvation Army Homes, within our governance, compliance, and assurance frameworks.
- 1.3 Ensure effective business planning and budgeting to support Salvation Army Homes' financial viability, in alignment with the corporate strategy.
- 1.4 Ensure that systems of risk management, assurance, and control are robust and effective.
- 1.5 Ensure that resident voice is heard and influences key Board decisions.
- 1.6 Foster good working relationships and shared understanding with other Board members, the Executive, and the leadership of The Salvation Army.
- 1.7 Keep abreast of the external environment, and contribute to the evaluation of opportunities, threats, and risks for the organisation.

2. Good governance

- 2.1 Maintain the highest standards of governance, in compliance with the adopted codes of governance and conduct, role modelling good governance practices and behaviours and in alignment with best practice.
- 2.2 Challenge the robustness of frameworks for financial planning, risk and assurance, health and safety, internal controls, policy development, and the safeguarding of assets.

- 2.3 Fully participate in Board meetings and other mechanisms that support the governance framework, such as committees, working groups, panels, etc.
- 2.4 Promptly declare any actual or potential conflict of interest.
- 2.5 Hold the Executive team to account, ensuring that management information provided is fit for purpose.
- 2.6 Prepare for meetings by reading the reports, seeking clarification in advance where necessary from report authors; and considering those reports to contribute to relevant, robust, and engaging debate for effective cabinet decision-making.
- 2.7 Ensure a good attendance rate to share responsibility within the decision-making process.
- 2.8 Comply with requirements for keeping information confidential when required.

3. Effective performance

- 3.1 Actively demonstrate a strong commitment to equality, diversity, and inclusion in all you do on behalf of Salvation Army Homes.
- 3.2 Demonstrate compliance with all relevant Salvation Army Homes policies including but not limited to health & safety; equality, diversity, and inclusion; data protection; safeguarding, etc.
- 3.3 Participate openly and honestly in collective and individual appraisals, skills audits, and succession planning.
- 3.4 Attend training and learning events, taking opportunities to further develop in your role.
- 3.5 Be open in communication and maintain good working relationships with Board and staff colleagues, and as required external stakeholders.
- 3.6 Support the representation and promotion of Salvation Army Homes by attending events etc. as may be required from time to time, helping to safeguard and enhance Salvation Army Homes' reputation.

No Board role profile can cover every issue which may arise. As such, the postholder is expected to be flexible in carrying out the role requirements.

Person specification

We require skills and experience in the following:

- ICT Change Transformation: insight into strategy development, systems management, cyber security, and data integrity; experience welcome from a range of sectors.

Experience and knowledge:

- Experience operating at a strategic leadership level within a customer-facing organisation.
- Knowledge of good governance, with an understanding of the respective roles of the Board/Executive. Prior Board member experience is not essential.
- Knowledge of the requirements of operating within a regulated environment.
- Experienced at contributing to strategic debate, without straying into operational detail.
- Financially astute, with good business acumen.
- Knowledge and understanding of the strategic environment for social or supported housing providers would be an advantage.

Skills and abilities:

- Shows independent judgement and signs up to the collective ownership of decisions.
- Is collaborative, contributes to maintaining team spirit, listens respectfully to others
- Builds trust and brings personal credibility to relationship management.
- Can evaluate and respond to risk without being risk averse.
- Ability to make evidence-based decisions and comfortable in being held to account.
- Excellent communication skills; can be persuasive and act as an ambassador.
- Ability to listen to others' contributions, challenge in a constructive way, prepared to communicate difficult messages, to support consensus decision-making.
- Is IT literate and used to working with electronic information and across digital platforms.

Personal attributes and behaviours

- Is open to learning, welcomes feedback.
- Works with integrity, empathy, and diplomacy; is respectful of others; and an advocate for equality, diversity and inclusion.
- Encourages creativity, is open to new ideas and innovation.
- Reasoned and rational.
- Has the necessary time commitment and capacity for the role.

Leadership structure



Key terms and conditions

Remuneration:

The role is remunerated at £5,500 pa. Reasonable expenses are reimbursed.

The appointment:

The term of office would usually be two three-year terms, up to a maximum of six years.

Time commitment:

Typically, each year there are six Board meetings. There is also an overnight strategy day, and there are likely to be ad hoc events, training, and working groups.

All Board members are also asked to join at least one Committee. This will be discussed with you at appointment to take account of your interests and skills, and each Committee meets four times in the year.

Overall, we estimate that the time commitment for the role is around two days per month. This is likely to feel busier at the beginning with induction.

Meetings are generally held during office hours, typically in the morning.

Location:

Our registered office is Salvation Army Territorial HQ, 1 Champion Park, London SE5 8FJ.

We no longer have a permanent office base in London, but Board meetings usually take place in person in London, at either 1 Champion Park or the Salvation Army's International Headquarters near St. Paul's Cathedral.

Key dates and the selection process

Closing date: Tuesday 11th March 2025 | 9am

The client meeting to agree on longlisted candidates will take place shortly after the role closes. We will contact you to let you know the outcome of your application by the following week.

First interviews: Tuesday 25th March | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel with Sewa Adebayo, Recruitment Consultant. We will be in touch to let you know the outcome of the interview by the following week.

Interviews will be held online via MS Teams.

Final interviews: Friday 4th April | in-person | at Champion Park, London SE5 8FJ

Shortlisted candidates will be interviewed by a panel led by Sam Stewart, Executive Director of Finance and ICT at Salvation Army Homes, including members of the board (TBC).

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





Salvation
Army Homes

CAMPBELL
TICKELL

Board member

£5,500 pa | Flexible location



**Safe Homes.
Transforming lives.**

At Salvation Army Homes we know that the people we house and support are some of the most vulnerable people in society. We aim to provide them an environment where they feel respected, valued and encouraged. So, when you join our Board, you will be making a tangible contribution to transforming lives.

While prior Board experience is not essential, you'll have some understanding of the principles of good governance. We seek new colleagues who are collaborative and team-players. You will be comfortable with consensus-based decision making that is founded in good quality debate.

If transforming lives resonates with you, do get in touch to find out more. It's a fantastic opportunity to join an inspiring organisation.

We seek interest from people who can offer skills and experience in the following:

- ICT Change Transformation: insight into strategy development, systems management, and data integrity; experience welcome from a range of sectors

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

For further discussion contact:
Isabella Ajilore | Search Consultant
isabella.ajilore@campbelltickell.com
07572 166 417

**Closes | Tuesday 11th
March 2025 | 9am**

CAMPBELL TICKELL

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