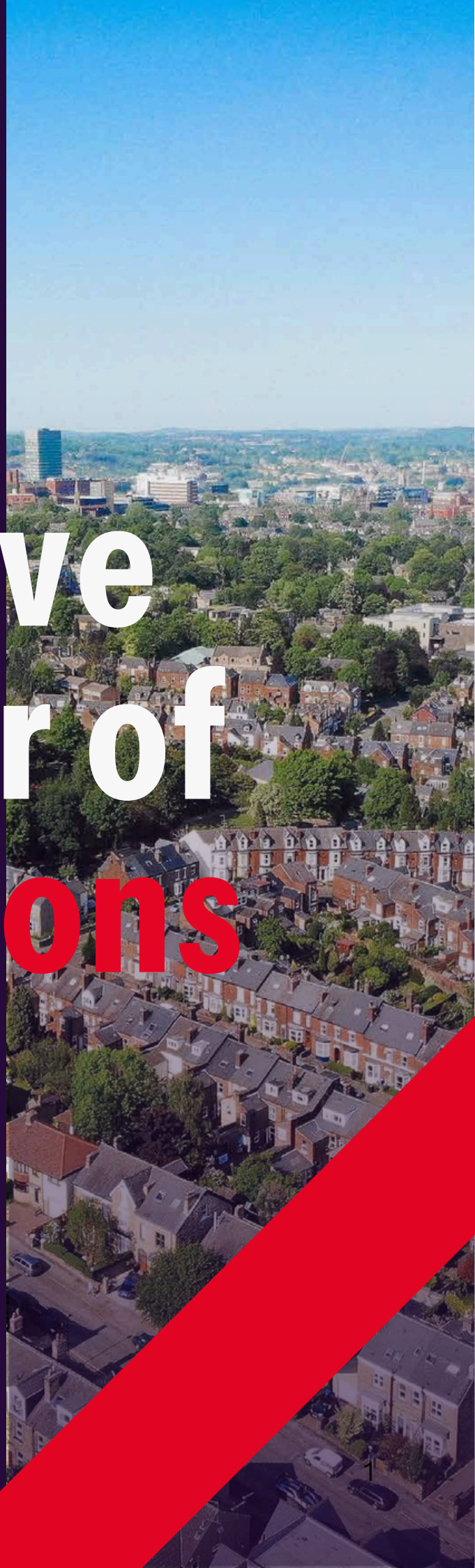




Executive Director of Operations

Safe homes.
Transforming lives.





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We are committed to our mission of Safe homes, Transforming lives.



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

Welcome

I am so pleased that you are considering joining the Salvation Army **Homes** leadership team to become our new Executive Director of Operations.

I joined the organisation in January 2022 as Director of Corporate Services, before being appointed to the permanent CEO role in May 2023, after taking on the interim role in April 2022,

Our mission of 'Safe Homes. Transforming Lives.' and our commitment to support the most vulnerable people in society is paramount for us. Our experience (in domestic violence, mental health, and young people foyers; and working with our parent, The Salvation Army, for people recovering from substance misuse and ex-offenders) has taught us that the people we house and support, often need extra help to unlock their talents, fulfil their potential and work towards their aspirations.

Our ethos is rooted in Christian values. While you may be of that faith, a different one, or no faith, this is a leadership role where your drive and commitment to our ethos will need to be evident for all to see.

You will be joining myself and Sam Stewart who is the Executive Director of Finance & ICT, working closely with the Board, Operations Committee and the senior management team to deliver our new corporate plan 'Pathway to **Excellence 2030**'. We are an ambitious, collaborative and people focused team, committed to building upon the robust foundations that are now in place.

You are joining at an exciting time as we move into year two of the corporate strategy. As a professional from the housing sector, you will know our overall viability is key since the landscape for niche supported housing providers like Salvation Army **Homes** is a challenging one. But this is also about ensuring we achieve our ambitions; we want to continue to grow and expand our housing and support offer, to maintain our existing homes, improve our customer service and ensure all residents feel safe.

We seek a colleague who shares our culture of fun, open, collaborative, supportive, ambitious, positive, and safe. Who can lead the Operations team to deliver the mission and work with the rest of the organisation to promote and live the **#OneTeam** culture.

Read on if you think you are up for the challenge and to find out more about this opportunity to join a truly inspiring organisation



Lynne Shea
CEO

Your Application

Thank you very much for your interest in this opportunity at Salvation Army **Homes** for the post of Executive Director of Operations.

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 role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to 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 (you can sum up earlier roles, say before the last 10 years), tell us about your achievements so we get a picture of your skills and experience/ Maximum of three pages please;
- A personal statement. We want to hear about your motivation, why Salvation Army **Homes** is right for you, and you will also want to evidence how relevant your offer is to the role specification; two pages only and
- Please indicate in your application, if you cannot attend any of the scheduled interview dates.

Please submit your application via our online recruitment portal here (insert link to job on our website) which is also accessible on our website under "Careers" then "Current Openings".

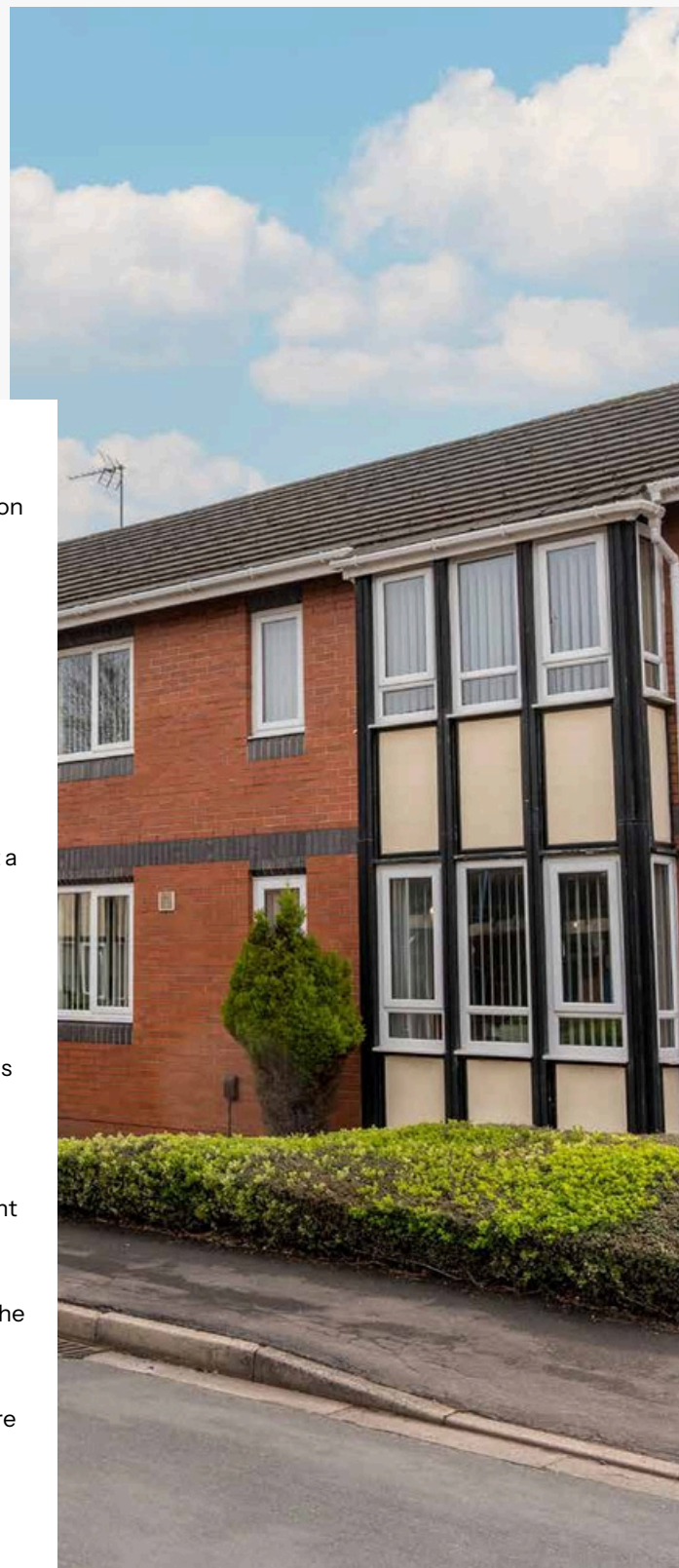
If you have any issues, please e-mail peopleservices@salvationarmyhomes.org.uk

The role closes at 5pm on Sunday 16 February 2025.

Kind regards

Vicky Hughes

Head of People Services



WILL SUCCESS LOOK LIKE?

Our mission is “Safe Homes. Transforming lives”. Founded in 1959, Salvation Army **Homes** is a diverse and inclusive organisation with staff, volunteers, service-users, residents and Board members, encompassing 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.

About Salvation Army **Homes**

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 4500 homes, and working within 79 local authorities and partners with agencies to co-deliver services. We have general need homes, as well as supported housing and homes for older people. Salvation Army **Homes** has plans and funding to develop a further 250 homes over the next few years.

Salvation Army **Homes** has around 300 staff working at the organisation, and in 2023-24 our turnover was about £33.59 million. Our recent Regulatory judgement of G1/V2/C2 provides a firm foundation from which to build and grow.

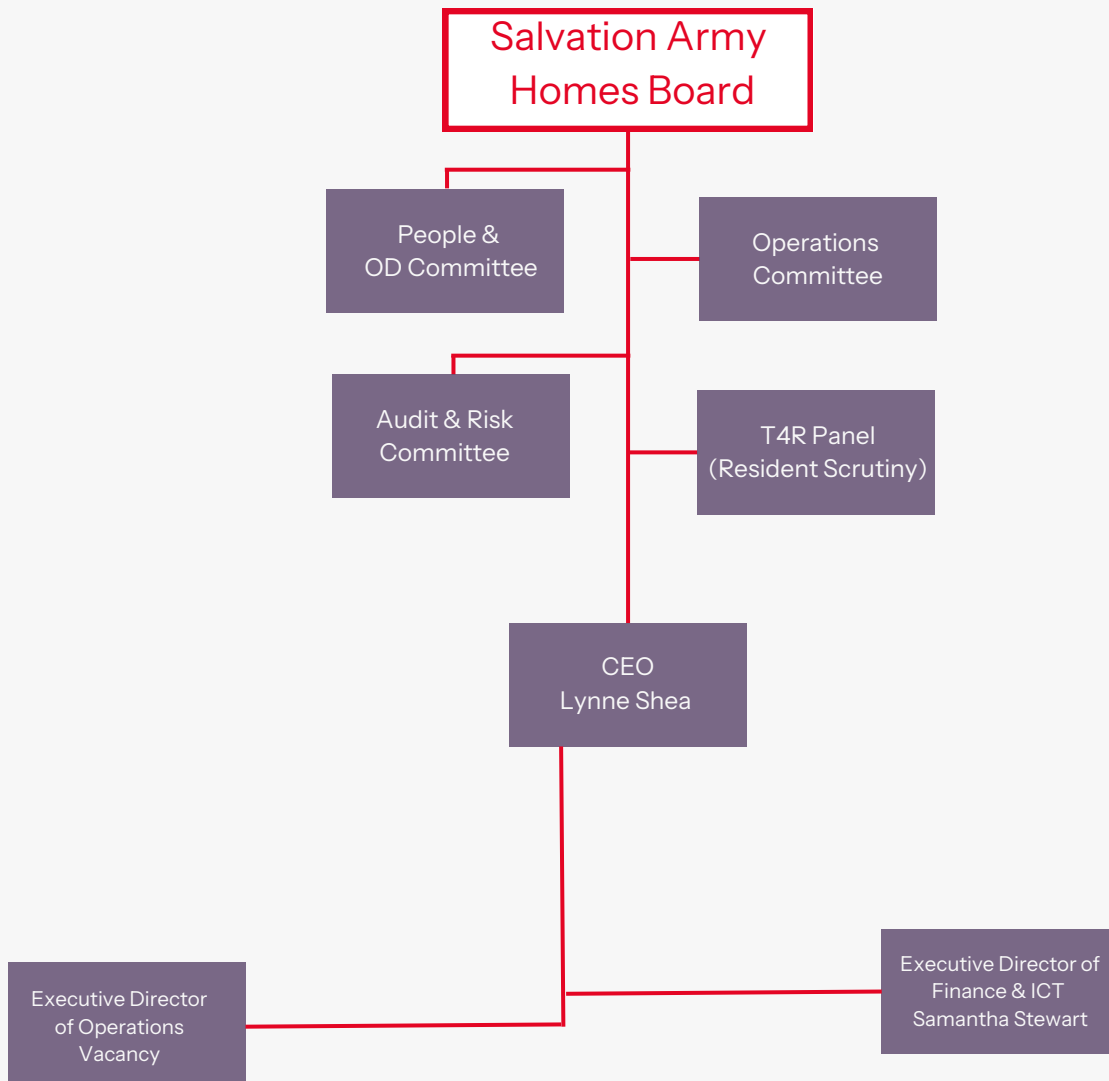
You can read more about our team (Board and Committee members; Executive and senior staff team; and Tenants 4 Residents (T4R) members, who are our resident scrutiny panel) [here](#).

Our [corporate strategy](#) is Pathway to Excellence (2030) which you can [find here](#). In it, you will find further details about our ambitions to:

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

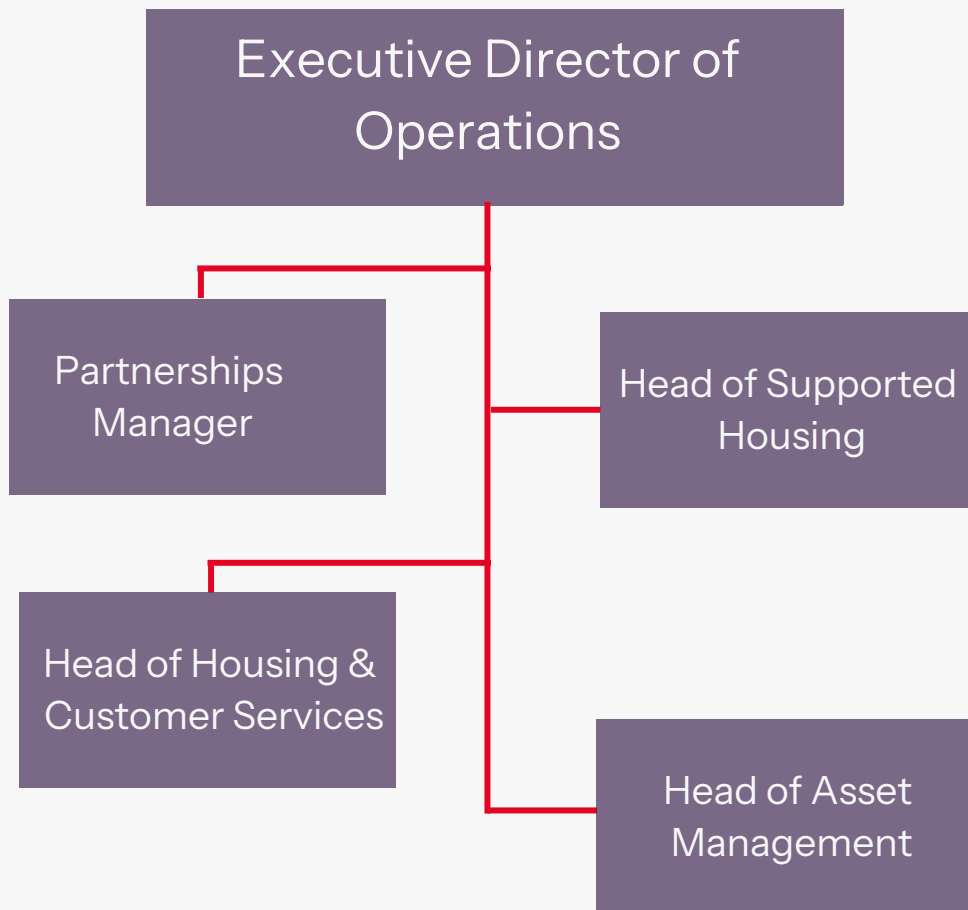


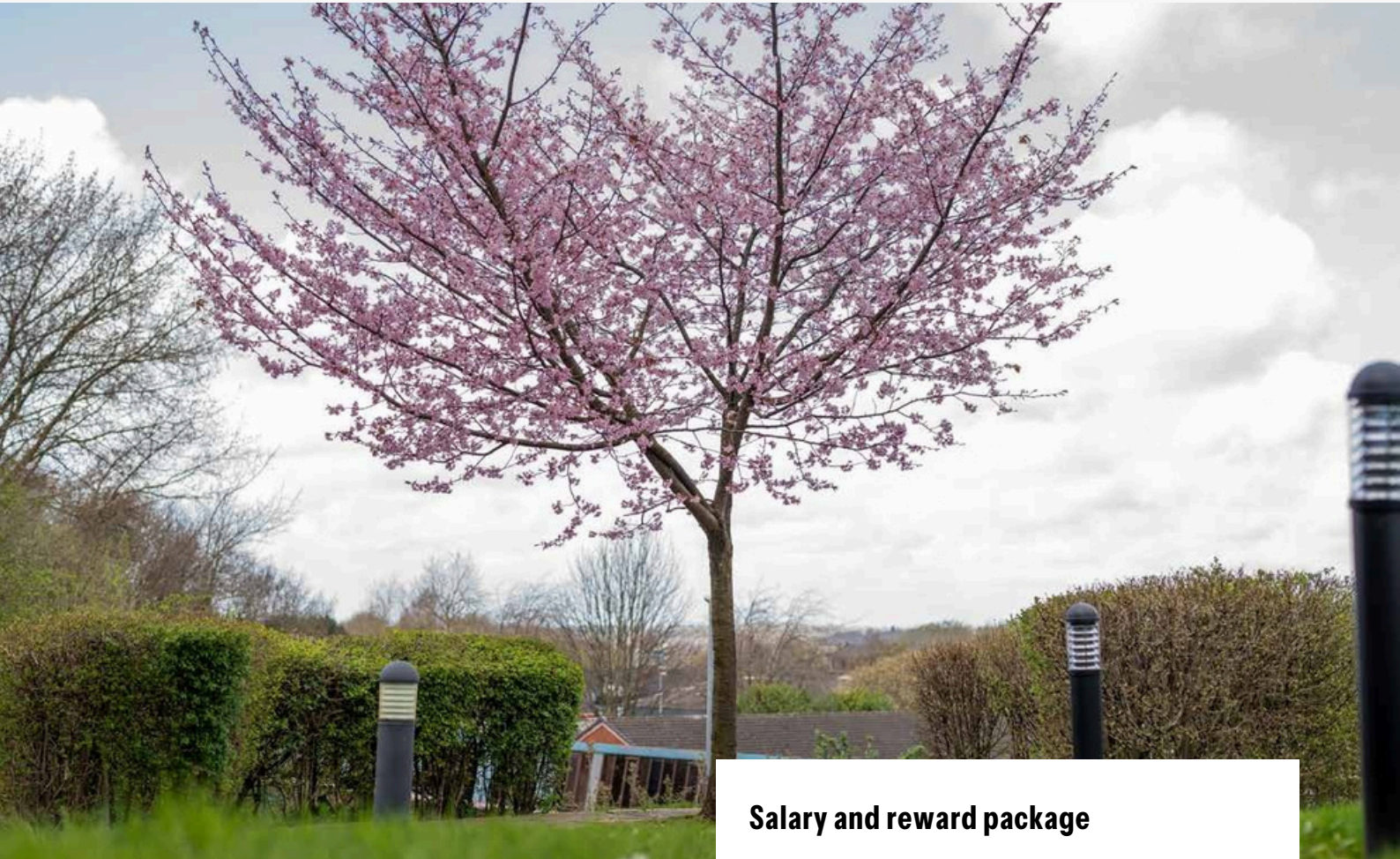
Leadership Structure





Role profile & Responsibilities





Key Information

Leave

31 days annual leave, plus bank holidays and an additional day for birthday leave.

Includes the option to carry over annual leave and cash-in leave (both options are capped).

Salary and reward package

The salary for the role is £130,000 pa.

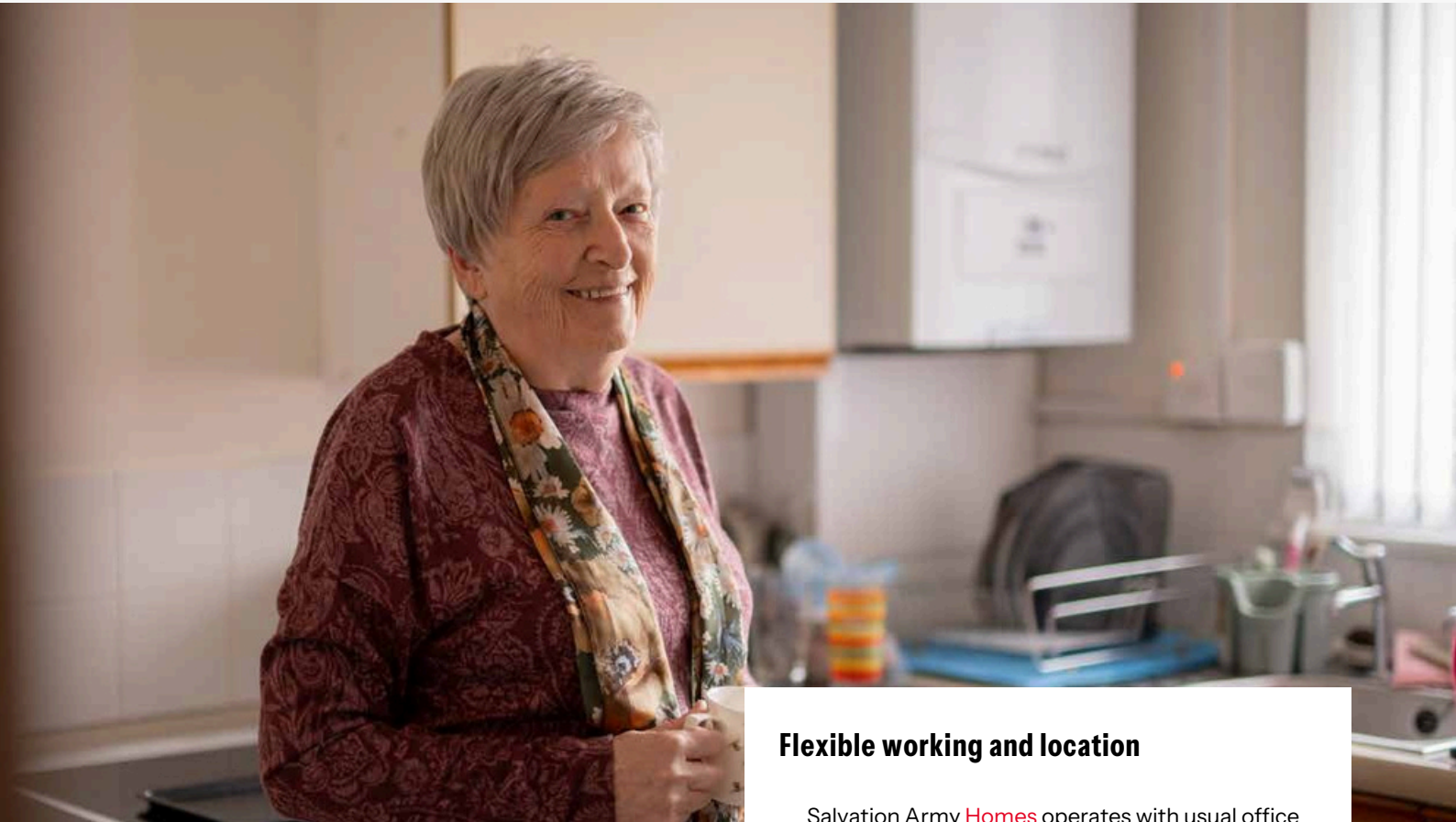
There is a car allowance of £5,000 pa, with mileage for business purposes paid at rates just above HMRC levels.

A defined contribution pension scheme (SHPS) with an employee/employer matched contribution of up to 6%.

There is a comprehensive support and wellbeing package that is available to all staff. This includes access to a private health scheme, with options for this post to extend the cover to dependants. There is also a healthcare cash plan that helps cover costs related to health expenses such as dentistry, sight tests, physiotherapy, NHS prescriptions etc.

There is access to a 24-hour telephone helpline via an employee assistance programme, and a 'Benefits Hub' which offers discounts with well-known retailers and restaurants.

There is also life insurance cover of three times annual salary.



Closing date for applications:

Closing date for applications:
5pm Sunday 16th February 2025

Psychometric tests for shortlisted candidates:
w/c 24th February 2025

Candidates meet key stakeholders (via Teams):
w/c 3 and 10 March 2025

Panel interviews (In Person):
13 March 2025

NB. Panel interviews will take place in the Salvation Army Territorial HQ in Denmark Hill, 1 Champion Park, London SE5 8FJ

Flexible working and location

Salvation Army Homes operates with usual office hours, operating with a hybrid of home and office-based working. However, as this is a leadership post, flexibility is expected in fulfilling the role requirements. This will include evening work and occasional weekends too.

The London office base is at The Salvation Army's office in Denmark Hill SE5. There is also another office at Victoria Square, Bolton, BL11RZ.

The postholder will be expected to regularly work from both locations as well as regularly visiting services across the country.

Visibility across the entirety of the operating geography is going to be key.

Probation and notice

There is a six-month probationary. The notice period after that is 26 weeks.

Job description

Job title:	Executive Director of Operations
Service / Department:	Executive Management Team (EMT)
Reports to:	Chief Executive Officer
Responsible for:	Head of Supported Housing Head of Housing and Customer Services Head of Asset Management Partnership Manager
DBS check:	Enhanced with adult and child

Job Purpose

At Salvation Army Homes, we are dedicated to providing comprehensive, good quality housing services, support and resettlement.

The Executive Director of Operations will be actively participating within Salvation Army Homes executive leadership team, to create and deliver our vision through strategic leadership, the productive use of resources and generating maximum value. Supporting our service delivery so we achieve our mission of Safe homes. Transforming lives. by providing solutions to homelessness and enabling customers to develop their own potential.

Taking executive lead across the following key workstreams: Supported Housing, General Needs Housing, Customer Services and Asset Management.

Main duties and responsibilities

Leadership

- Corporate responsibility as part of the executive management team for providing strategic leadership, developing corporate strategy and effective support and challenge to the EMT.
- Executive responsibility for excellence in service delivery within the specific areas of responsibility attached to this role.
- Chair and lead (sponsor) on specific ad-hoc projects.
- Participate in the development and implementation of a corporate framework and empowerment through delegation to create leaders in the senior management team.
- Demonstrate inspirational leadership behaviours that support transformation, ensuring colleagues throughout Salvation Army Homes develop their potential and live the values of the organisation.
- Maintain a high level of external focus being aware of innovations and opportunities that can support, and risks that can challenge, the delivery of strategic objectives.
- Develop and sustain excellent relationships with the Board, The Salvation Army and with other key external stakeholders.
- Report to the Board and Committees on all activities related to the specific areas of responsibility and provide expert advice as appropriate.
- Participate in an EMT rota to deputise for the Chief Executive as required.

Strategy focus

- Fully contribute to the development and successful implementation of Salvation Army Homes' corporate strategy, business and financial plans.
- Job Title: Executive Director of Operations
- Service / Department: Executive Management Team (EMT)
- Reports To: Chief Executive Officer
- Responsible For: Head of Supported Housing Head of Housing and Customer Services Head of Asset Management Partnership manager
- DBS Check: Enhanced with Adult and Child
- Provide leadership and direction to all functional strategies and plans within the specific areas of responsibility for this role.
- Shape the services Salvation Army Homes provides in response to identified needs of customers, stakeholders and other opportunities.
- Ensure effective consultation, participation and or negotiation both internally and/or externally when developing strategies and initiatives within the specific areas of responsibility.

Management and development

- Set and achieve standards of service delivery within the specific areas of responsibility that are necessary to achieve Salvation Army Homes corporate and business plans.
- Provide clear leadership, direction and delegated responsibilities for all employees within the specific area of responsibility.
- Lead on initiatives to deliver business improvements, driving sustained performance and introducing cross functional working where appropriate within Salvation Army Homes.
- Develop and deliver successful budgets and for the effective management of allocated budgets within the specific area of responsibility in accordance with Salvation Army Homes' governance.
- Ensure all assets and resources, including people within the specific areas of responsibility are used efficiently and effectively, providing accountability, leadership and value for money in all areas of service provision.

Values and Behaviours

- Ensure all work is aligned to the mission and values of Salvation Army Homes to enable delivery and measurement of 'Transforming lives' through social purpose and other appropriate metrics.
- To promote Salvation Army Homes values and behaviours across the workplace, ensuring service delivery and personal/employee perspectives fully align with the behaviours needed to fulfil the mission and values.
- Participate in essential training, role related training and to work in accordance with relevant policies including for example Code of Conduct, Equality, Diversity and Inclusion, Safeguarding, Health and Safety and Information Security.
- Fulfil the role by being adaptable and flexible to the overall activity that is necessary to be successful and effective.
- Fully align with Salvation Army Homes' values and behaviours and to adopt an 'advantaged thinking' perspective through own language, conduct and behaviour.

Key areas of business responsibility

- Housing and Customer Service:
 - Overall responsibility for delivery of housing management services to general needs and older persons services, rent collection team, customer service team and customer engagement.
 - Supported Housing:
 - Overall responsibility for all supported housing and agency managed services. Management of all property leases and liaison with third parties.
 - Asset management:
 - Overall responsibility for responsive repairs, M&E servicing. Delivery of major works investment programme and cyclical works. Property Health and Safety compliance and data management.
- Partnership working
 - Develop strategic and operational relationships with the parent company; The Salvation Army.
 - Regulatory and legal compliance
 - Ensuring all regulatory and legal compliance in the areas of responsibility including regulatory inspections, Ofsted regulations, Health and Safety compliance including building and fire safety legislation.



Person Specification

Qualifications and Memberships:

- Educated to degree level or relevant senior management experience equivalent to this.
- Relevant professional qualification e.g. CIH, RICS.
- Evidence of commitment to continuous personal and professional development.

Aptitudes and Abilities:

- Developed understanding of the sector, political agenda, and regulatory landscape for social housing providers.
- Proven leadership and capacity to provide generic and professional leadership in each of the specific areas of responsibility for this role.
- Management style that exemplifies Salvation Army Homes values and behaviours.
- Sound knowledge of relevant legislation, regulation, and governance requirements.

Experience and Interests:

- Specific experience of successfully leading the operations function, including housing, support, asset management (including Health & Safety compliance) and safeguarding.
- Proven capacity to work with and deliver expert advice at Board level and other stakeholders.
- Senior managerial experience relevant to the sector.

Personal Qualities:

- Credible, tenacious, resilient, and flexible
- Self-motivated with time, energy, and drive
- Has personal confidence and humility.
- Able to act with integrity, transparency, and empathy, leading by example. Loop
- A champion for equality, diversity, and inclusion.
- Comfortable participating in meetings and events where prayers will be said.
- Committed to embedding a reflective, learning, and responsive culture.
- Ability to work outside normal working hours in accordance with the needs of the business, including occasional attendance at evening and weekend meetings.

Values and Behaviours:

To be successful in this job you need to be fully aligned with our values and behaviours, along with working as part of **#OneTeam**, helping Salvation Army Homes achieve our mission.

Our values and behaviours mean a lot to us. They help define how we should all work, what we're here for and this helps us to stand out from other providers and employers.

S	Servant Leadership – we help people thrive	Have we given our audience everything they need to succeed in their next step?
P	Passion – we love our work	Have we spoken boldly and with confidence? Have we spoken out rather than stayed silent?
I	Inclusion – this is a team effort	Have we kept our communication simple and to the point? Have we used clear, accessible English?
R	Respect – we show respect for all	Have we given our audience credit for their intelligence? Have we advocated for our residents?
E	Empowerment – we have trust	Have we given the right context to our message? Has our communication been story-driven?

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salvationarmyhomes.org.uk