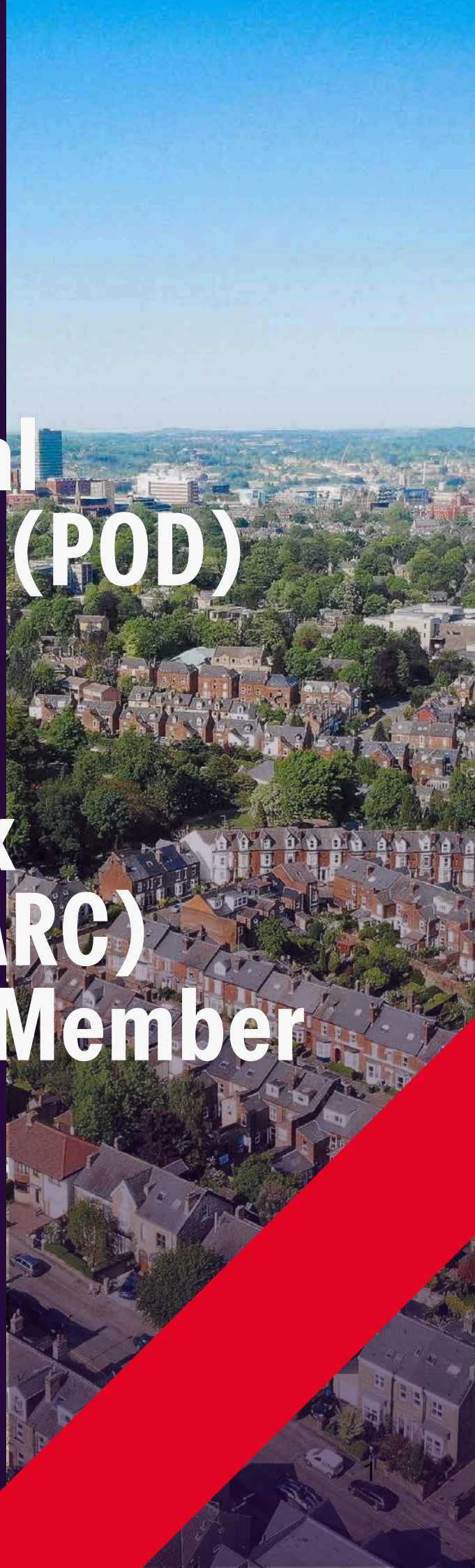


People & Organisational Development (POD) Committee & Audit and Risk Committee (ARC) Independent Member

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

Your application

Thank you for your interest in applying for a role on the People & Organisational Development (POD) Committee and/or the Audit and Risk Committee (ARC) at Salvation Army Homes.

We are recruiting to two posts, one for each committee. On the following pages you will find details of these roles, 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 the role. After you have done that, please feel free to get in touch, so we can talk through your offer and get a sense of how it aligns with what Salvation Army Homes is seeking.

To apply, please click the link on the job advert page.

You will be asked to upload your CV. Please make sure this confirms your current/most recent roles, including any NED positions (you can sum up earlier roles before the last 10 years); tell us about your achievements so we get a picture of your skills and experience; please keep it to two pages or three at most.

Please also upload 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, in two to three pages.

Please e-mail peopleservices@saha.org.uk to notify us if you cannot attend any of the interview dates. The role closes at midday, Wednesday 24 September 2025. Please ensure we receive your application in good time.

If you have any queries or would like to arrange an informal chat with the relevant Committee Chair, please contact Vicky Hughes (Head of People Services) at peopleservices@saha.org.uk who will organise this for you.



Lynne Shea
CEO

Welcome

I am very pleased you are considering becoming an Independent Committee 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 culture. While you may be of that faith, a different one, or no faith, this is a leadership role where your drive to make a difference will be aligned to our values.

We launched a new corporate strategy in 2024, 'Pathway to Excellence 2030', making this an exciting time to join the Organisation, influence change and make a difference to the lives of residents, staff and the communities in which we operate.

The POD Committee oversees the remuneration of staff, Group Board and Committee members, receives quarterly reports on Employee Occupational Health and Safety and ensures HR policies are in place, so the organisation fulfils its responsibilities as an employer.

POD Committee has been focussing on the health and wellbeing of staff, reviewing pay and benefits, and our equality, diversity and inclusion strategy, all of which has led to reduced turnover, and increased satisfaction with Salvation Army Homes as an employer.

Our Audit and Risk Committee oversees the systems of internal control and risk management, the external audit and the internal audit function for the Organisation. The Committee is responsible for the overall audit and assurance operation within the Group.

This is a great time to be joining one of our committees, where your experience and skills will have a real impact the residents we serve by, helping to transform their lives.

You will need to be committed to working inclusively and collaboratively, and ensure equality and diversity informs all that you do. We hope our values, culture and mission resonate with you and you read on to find out more about this opportunity.

Best wishes
Stephen Stringer -
Chair of the Board

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.

Role profile

Accountable to:

Salvation Army Homes Board

Role purpose for POD Committee Members

The role of an Independent Member of the People & Organisational Development (POD) Committee is to:

- Ensure appropriate and effective policies are in place in relation to remuneration for staff, Group Board and Committee members
- Provide expertise in People Services at a strategic level, including approval of key policies for staff and volunteers
- Ensure the functions the committee is responsible for are effective, robust and that risk is effectively managed by the group.
- Provide external challenge, support and advice
- Support the delivery of the corporate strategy objective, 'be a great employer'.
- Have a good understanding of the objectives and priorities of Salvation Army Homes and the role of the POD Committee in supporting the Board in discharging its duties.
- Consider and challenge the plans adopted by Salvation Army Homes to ensure an appropriate culture, underpinned by the values, is embedded throughout the organisation

Role purpose for ARC Committee Members

The role of an Independent Member of the Group Audit and Risk Committee is to:

- To oversee the systems of internal control, including the internal and external audit function for the Group.
- To ensure these functions are effective, robust and that risk is effectively managed by the group.
- To effectively participate in overseeing the financial reporting, risk management, audit and internal governance arrangements of the Salvation Army Homes Group.
- To ensure the Audit and Risk Committee provides assurance to Board and its stakeholders that resources are properly managed and high standards of governance and financial probity are in evidence.
- To provide external challenge, support and advice.

To have a good understanding of the objectives and priorities of Salvation Army Homes and the role of the Audit and Risk Committee in supporting the Board in discharging its duties.

Role profile

Strategic leadership – both roles

- 1.1 Participate fully and help to develop strategies and policies to support the Groups mission and vision.
- 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 and in accordance with law.
- 1.3 Uphold and demonstrate the Group's values and the principles for which it stands.
- 1.4 Ensure that stakeholders voice is heard and influences key Committee decisions.
- 1.5 Foster good working relationships and shared understanding with other Board and Committee members, the Executive and the leadership of The Salvation Army and Salvation Army Trustee Company (SATCo).
- 1.6 Keep abreast of the external environment, in which the business operates and contribute to the evaluation of opportunities, threats and risks for the organisation.

Good governance – both roles

- 1.7 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 to best practice.
- 1.8 Comply and act within policies, procedures and guidance as set and amended from time to time by a board, committee or other authorised body.
- 1.9 Fully participate in Committee meetings, and other mechanisms that support the governance framework.
- 1.10 Declare any conflicts of interests and where practicable, to avoid, and in any event robustly manage, a situation where there is or may be a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Association for entry in the register.
- 1.11 Hold the Executive team to account, ensuring that management information provided is fit for purpose.
- 1.12 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.
- 1.13 Ensure a good attendance rate to share responsibility within the decision-making process.
- 1.14 Comply with requirements for keeping information confidential when required.
- 1.15 Ensure all decisions are made in the best interests of the Association and support a solution focused approach where they conflict.
- 1.16 Debate in a proper, respectful manner, addressing only matters in hand, keeping contributions relevant, and avoiding operational detail.

Role profile

Effective performance – both roles

- 1.17 Actively demonstrate a strong commitment to equality, diversity and inclusion in all you do on behalf of Salvation Army Homes.
- 1.18 Demonstrate compliance with all relevant Salvation Army Homes policies including but not limited to health & safety; equality, diversity and inclusion; data protection; safeguarding etc.
- 1.19 Participate openly and honestly in collective and individual appraisals, skills audits and succession planning.
- 1.20 Attend training and learning events, taking opportunities to further develop in your role.
- 1.21 Be open in communication and maintain good working relationships with Board and staff colleagues, and as required external stakeholders.
- 1.22 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.
- 1.23 Work effectively with all employees, recognising the Board's duty of care as an employer and the executive's responsibilities for management and supervision.
- 1.24 Demonstrate proficiency in the use of information technology in conducting business.

Person Specification - POD Committee

Experience and knowledge:

- Experience of operating at a strategic leadership level within a customer facing organisation.
- Knowledge of the requirements of operating within a regulated environment.
- Experienced at contributing to strategic debate, without straying into operational detail.
- Experience of developing HR Strategy, planning and monitoring against plans.
- Up to date knowledge of employment law
- An understanding of the impact employee health & safety, and employee health and wellbeing on organisational effectiveness.
- Knowledge and understanding of the strategic environment for social or supported housing providers would be an advantage.

Skills and abilities:

- Holds a relevant HR professional qualification (CIPD Level 7) or equivalent knowledge gained through experience
- 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 message, to support consensus decision-making.
- Is IT literate, 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.

Values and Behaviours:

To be successful in this role 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?

Person Specification – Audit and Risk Committee

Experience and knowledge:

- Experience of operating at a strategic leadership level within a customer facing organisation.
- Knowledge of the requirements of operating within a regulated environment.
- Experienced at contributing to strategic debate, without straying into operational detail.
- Extensive experience of corporate financial management, audit and corporate accounting in a substantial organisation.
- Experience of audit and risk governance processes in a regulated organisation.
- An excellent working knowledge of audit committee practices and risk management frameworks.
- Ability to evaluate and manage likely risks, integrating risk assessment into mainstream business, and to ensure that appropriate risk management processes are in place.

Skills and abilities:

- Holds a relevant Finance professional qualification or equivalent knowledge gained through experience
- 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 message, to support consensus decision-making.
- Is IT literate, used to working with electronic information and across digital platforms.

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Values and Behaviours:

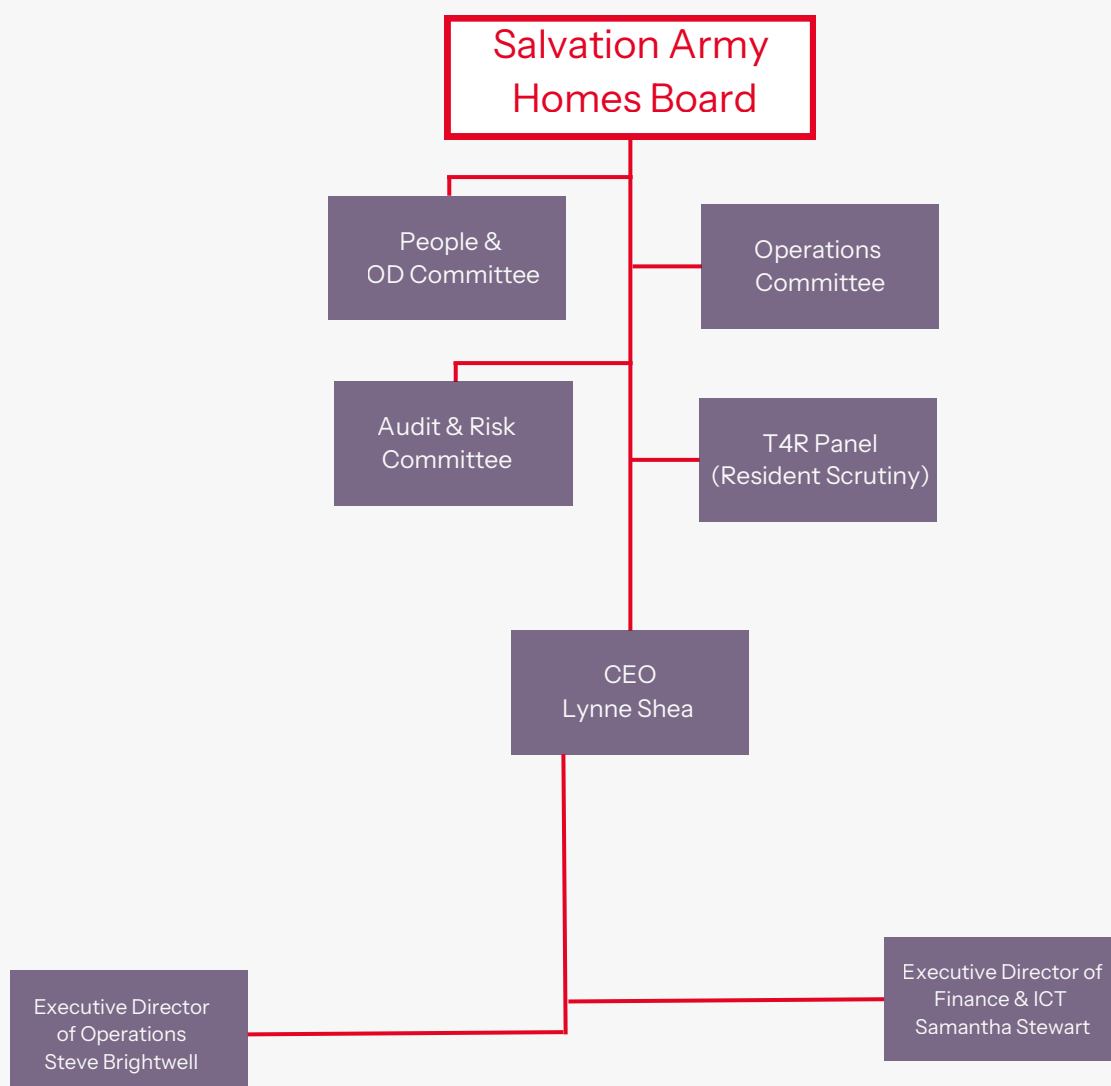
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Leadership Structure



Key terms and conditions

Remuneration:

The role is remunerated at £2,000 pa.
Reasonable expenses are reimbursed.

The appointment:

The term of office is three-years, renewable
up to a maximum of six years.

Time commitment:

Typically, each year there are four
Committee meetings. There are also two
strategy days in the year and there are likely
to be ad hoc events, training and working
groups.

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

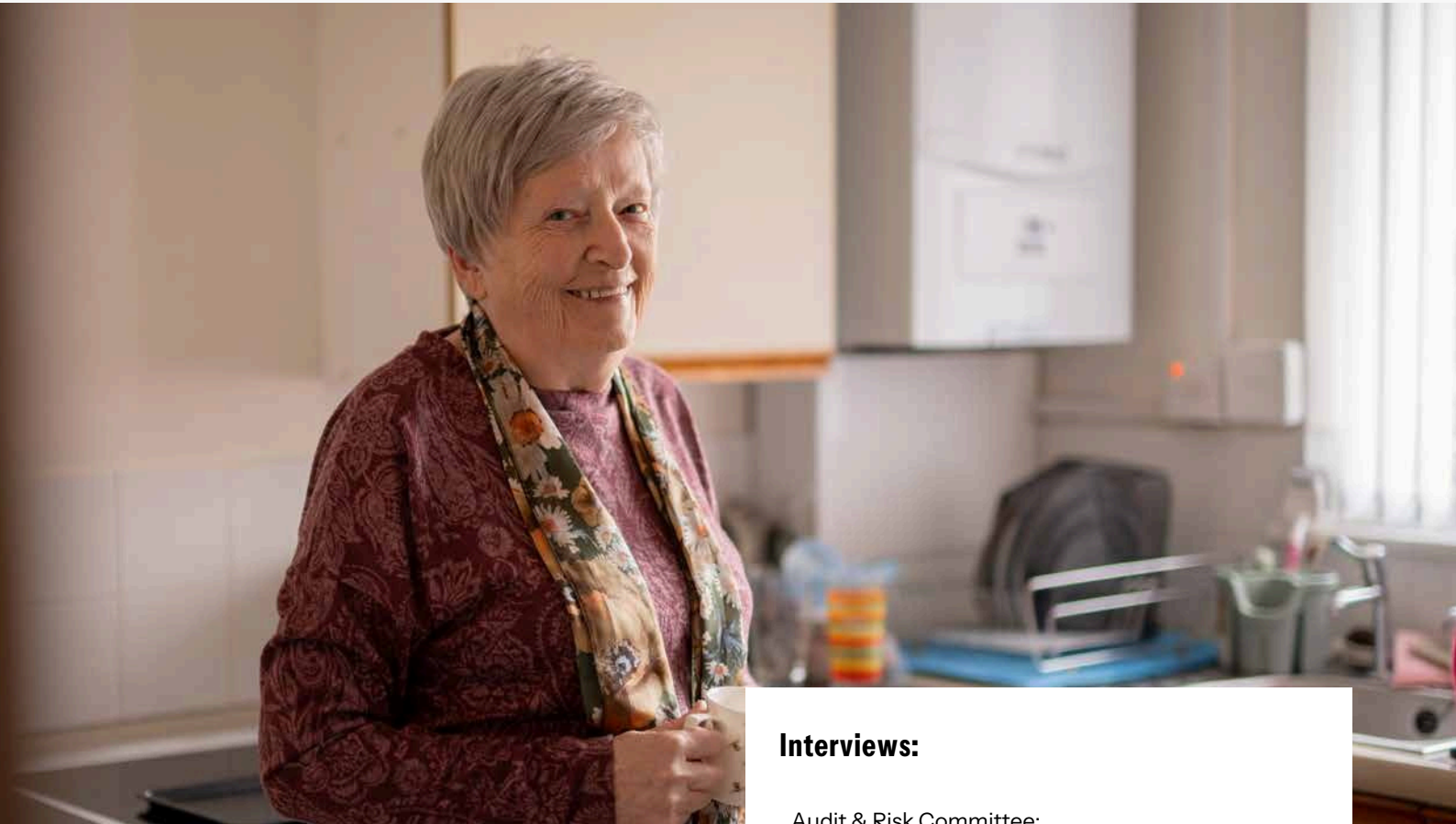
Meetings are generally held during office
hours, typically in the morning, in-person in
London.

Location:

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

Some meetings may take place online
via Microsoft Teams.





Key dates and the selection process

Closing date for applications:

Closing date for applications:

Wednesday 24 September 2025 | midday

We will be in touch to let you know the outcome of your application as soon as possible after the closing date.

Interviews:

Audit & Risk Committee:

Monday 13 October 2025 | in-person | at
Salvation Army Territorial HQ, 1 Champion Park,
London SE5 8FJ

POD Committee: Monday 20 October 2025

| in-person | at Salvation Army Territorial HQ, 1
Champion Park, London SE5 8FJ

These will be panel interviews with members of the
Board and Executive Team.

If you are unable to participate on any of the identified dates for interviews, please do speak to Vicky Hughes, Head of People Services before making an application, by e-mailing her on peopleservices@saha.org.uk

Media advertisement

People and Organisational Development (POD) Independent Committee Member
£2,000 pa | London

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

While prior Committee or 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.

We are looking to increase the diversity of our Committee to more closely represent our staff and residents we serve. As such we particularly encourage people with lived experience of social housing and/or supported housing, younger people, those with disabilities and people from black and minority ethnic communities to apply.

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:

- Holds a relevant HR professional qualification or equivalent knowledge gained through experience.
- Experience of developing HR strategy, planning and monitoring against plans.
- Appreciation and championing of key issues relating to equality, diversity and inclusion.
- knowledge of employment law.
- An understanding of the impact of employee health and wellbeing.

If you have any queries or would like to arrange an informal chat with the relevant committee Chair, please contact Vicky Hughes (Head of People Services) at peopleservices@saha.org.uk who will organise this for you. Closes | Wednesday 24 September 2025 | midday

Media advertisement

Audit and Risk Committee (ARC) Independent Member
£2,000 pa | London

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

We are looking to increase the diversity of our Committee to more closely represent our staff and residents we serve. As such we particularly encourage people with lived experience of social housing and/or supported housing, younger people, those with disabilities and people from black and minority ethnic communities to apply. 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:

- Holds a relevant finance professional qualification.
- Experience of corporate financial management, internal and external audit and corporate accounting in a substantial organisation.
- Experience of audit and risk governance processes in a regulated organisation.
- An excellent working knowledge of audit committee practices and risk management frameworks.
- Ability to evaluate and manage likely risks, integrating risk assessment into mainstream business, and to ensure that appropriate risk management

If you have any queries or would like to arrange an informal chat with the relevant committee Chair, please contact Vicky Hughes (Head of People Services) at peopleservices@saha.org.uk who will organise this for you.

Closes | Wednesday 24 September 2025 | midday

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