

# Executive Director of Operations

Safe homes.  
Transforming lives.





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

<b>S</b>	<b>SERVANT LEADERSHIP</b> We help people thrive. We set high benchmarks with an encouraging and supportive leadership style
<b>P</b>	<b>PASSION</b> We love our work. We invest in the lives of residents and strive to do better for them
<b>I</b>	<b>INCLUSION</b> This is a team effort. We provide an environment where everyone has a sense of belonging and feels respected and valued
<b>R</b>	<b>RESPECT</b> We show respect for all. We create a place where residents, colleagues and partners are all encouraged to contribute
<b>E</b>	<b>EMPOWERMENT</b> 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 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 three 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](mailto:peopleservices@salvationarmyhomes.org.uk)

**The role closes at 5pm on Sunday 8 February 2026.**

Kind regards  
Vicky Hughes  
Head of People Services



At Salvation Army Homes, our mission is “Safe Homes. Transforming lives”.

We are proud of our Christian roots and the inclusive, compassionate culture that flows from them. We welcome people of all faiths and none, united by our commitment to dignity, respect and service.

Our values guide the way we work every day. These values shape our leadership, our partnerships, and our day-to-day decisions.

- **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

Founded in 1959, Salvation Army Homes is a registered provider and exempt charity, and a subsidiary of The Salvation Army.

We have grown into a specialist provider of housing and support services across England, owning and managing around 4500 homes in partnership with 79 local authorities. We provide general needs housing, supported accommodation, and homes for older people, with plans and funding to develop a further 250 homes in the coming years.

We currently employ around 300 staff and our turnover in 2025–26 was 39.3 million. Our recent Regulatory judgement of G1/V2/C2 provides a strong foundation for continued stability and growth.

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

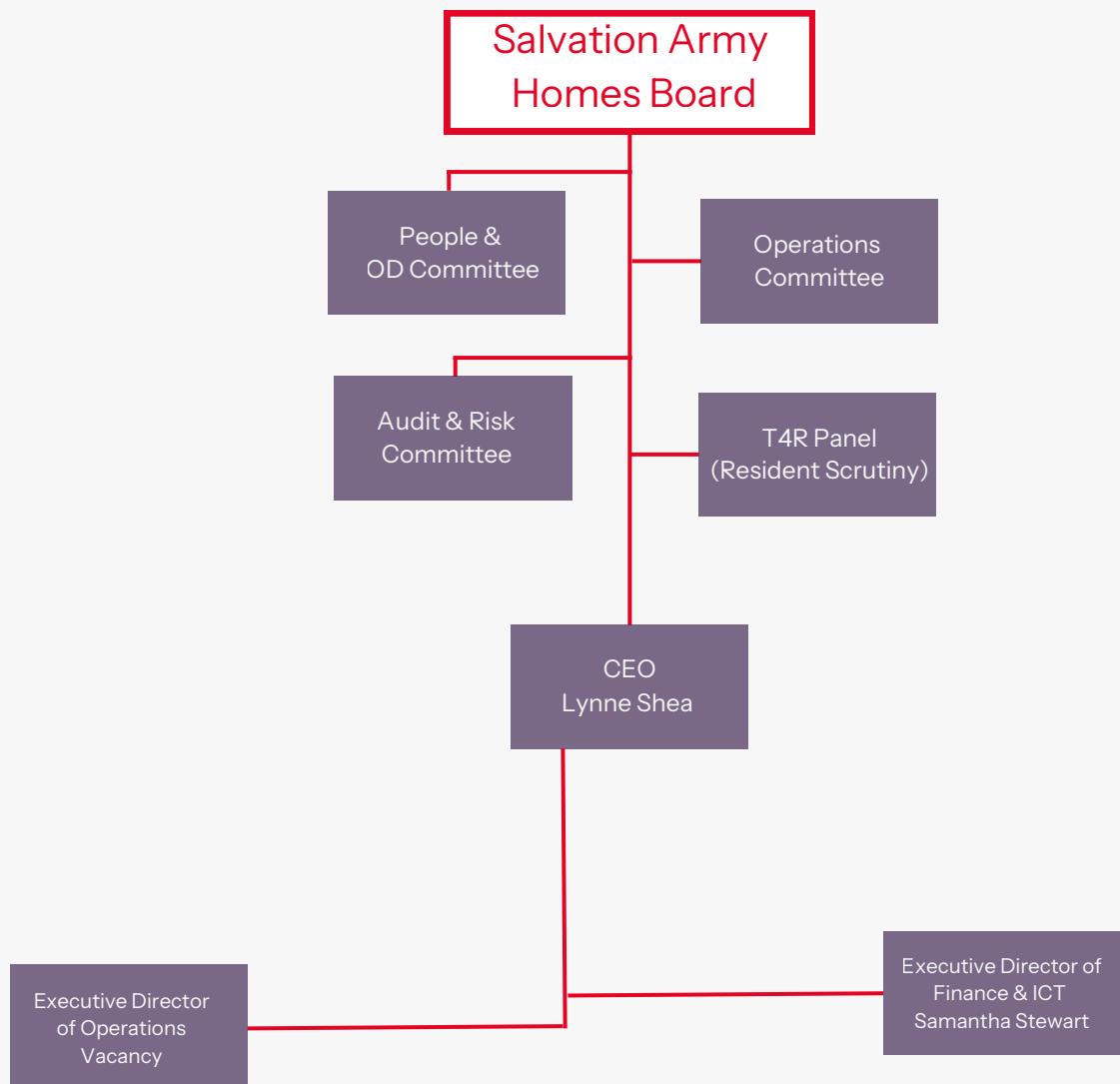
Our corporate strategy, is Pathway to Excellence (2030) which you can [find here](#). It sets out our long term ambitions to:

- 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.

This plan gives us a clear framework for growth, resilience and excellence – with the Executive Director of Operations playing a central role in turning our ambition into action.

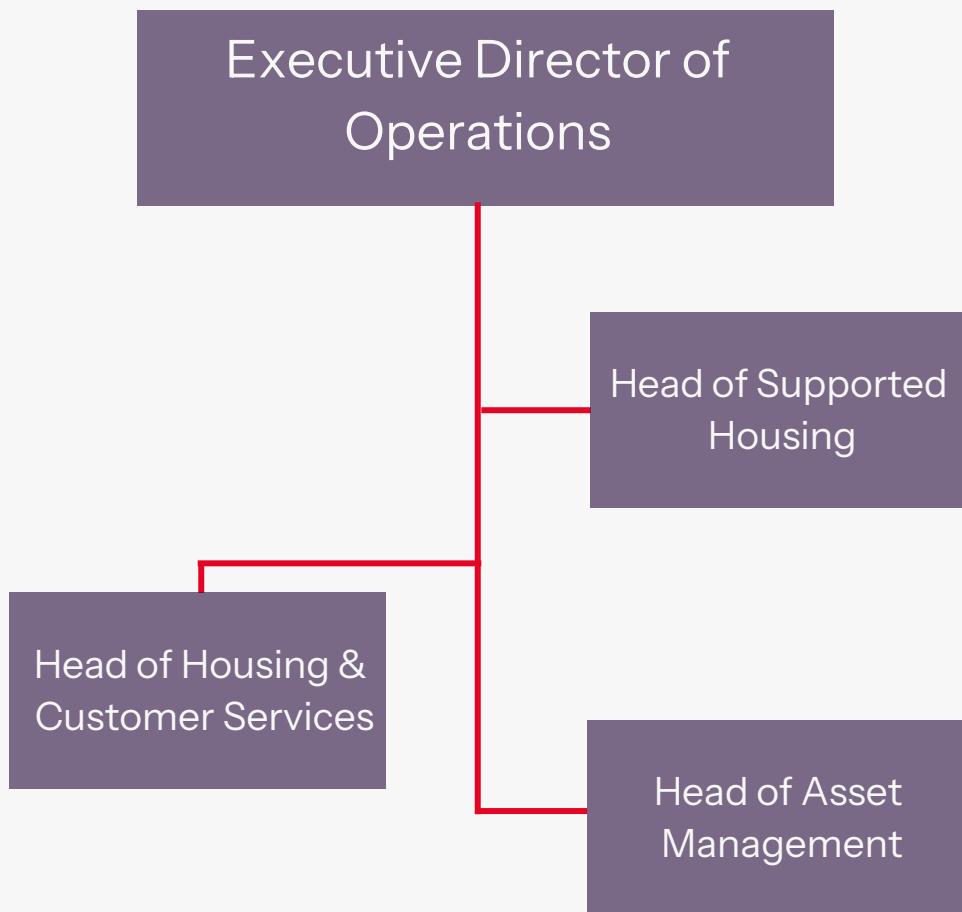


# Leadership Structure





# Role profile & Responsibilities



# The Role

As Executive Director of Operations, you will lead the delivery of high-quality housing and support services across our portfolio. Working closely with the CEO, Board and Committees, you will ensure we continue to provide safe, compliant and life-transforming homes.

You will be responsible for delivering operational excellence, embedding our values across all services, and ensuring we meet the ambitions of our strategy Pathway to Excellence 2030.

## **Key Success Areas:**

### 1. Operational Excellence

- Lead, inspire and develop teams across housing, support, and asset management
- Deliver outstanding customer service, ensuring residents feel safe and valued
- Maintain compliance with all regulatory and statutory requirements

### 2. Resident Experience & Safety

- Champion resident engagement and empowerment
- Strengthen our approach to safeguarding and building safety
- Promote continuous improvement in service design and delivery

### 3. Leadership & Culture

- Model servant leadership, collaboration and inclusivity
- Foster a culture that promotes innovation, accountability and wellbeing
- Build strong partnerships with internal and external stakeholders

### 4. Strategic Delivery

- Contribute to the strategic direction of Salvation Army Homes through membership of the exec team
- Translate strategic objectives into operational delivery plans
- Provide high quality reports, assurance and insight to the CEO and Board

## **Key Success Areas:**

You will be an accomplished senior leader with a strong background in housing operations and related sectors. You will also demonstrate:

- A proven ability to lead multi-disciplinary teams and deliver complex services at scale
- A values led approach rooted in authenticity, compassion and accountability
- Strong operational, financial, and strategic skills
- Excellent communication and stakeholder management skills
- A genuine commitment to our mission and SPIRE values

Above all, you'll be a leader who inspires trust, empowers others and is motivated by making a tangible difference.



# Key Terms & Conditions

## 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 £130,000pa.

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 dependents. 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.



# Key Terms & Conditions

## Closing date for applications:

**Closing date for applications:**  
5pm Sunday 8th February 2026

**Psychometric tests for shortlisted candidates:**  
w/c 16 February 2026

**Candidates meet key stakeholders (via Teams):**  
w/c 23 February 2026

**Panel interviews (In Person):**  
3 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, BL1 1RZ.

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.

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Transforming lives.

[\*\*salvationarmyhomes.org.uk\*\*](http://salvationarmyhomes.org.uk)