

CEO RECRUITMENT PACK



ihavencare
making a difference

Introduction

Havencare is an established Charity of over 35 years, always looking to the future and evolving to provide the best possible homes and support for people with learning disabilities, brain injuries, autism, and other support needs. We are registered with and regulated by the Care Quality Commission (CQC) to provide personal care and support for the life people choose. Our next exciting chapter is to become a Registered Provider of Social Housing to secure our future in helping more people to find a home that is right for them.

Havencare currently owns 9 properties and manages a further 12 properties on lease and letting arrangements. We are proudly supporting and housing people from Penzance to Teignmouth and employ over 250 dedicated staff. We have 3 offices (South Devon, Redruth, and our Head Office is in Plymouth).

Our invaluable staff are the conduit of our Charity's values and mission. We have committed to a people strategy called "every person matters". We collectively pledge to live our values, treat people like they make a difference, and support people to support people.

If you connect with our purpose, our values, and our people strategy, and you believe you have the skills to lead us to deliver our big aims, we welcome your application.



Welcome from our Chair

“

Dear Candidate,



Stephen Reynolds
Chair of Trustees

Thank you for your interest in the role of Chief Executive Officer at Havencare Homes and Support Limited. This is a rare and exciting opportunity to lead a well-established and dynamic charity as we embark on the next chapter of our journey. For over 35 years, Havencare has been committed to providing bespoke housing and support solutions, empowering people to live their lives through opportunity and choice.

As our current CEO, Phil Morris, transitions out of his role in March 2025, we reflect on the strong platform built during his tenure. Under Phil's leadership, Havencare has grown substantially and developed a reputation as a trusted, innovative, and values-led organisation. He leaves us well positioned to achieve even greater impact in the years ahead.

As the incoming CEO, you will build on this legacy, driving Havencare forward to deliver our [3 Big Aims](#), including our ambition to become a Registered Provider of Social Housing. You will lead Havencare into this exciting new era, demonstrating with your actions and decisions that when making a difference, every person matters.

You will inspire, motivate, and lead a skilled, experienced, and dedicated team who are passionate about delivering person-led, high-quality support and housing solutions. We have a collective commitment to live our values of Transparency, Engagement, and Quality; values that must be consistently role-modelled by our new CEO. We believe that honest, inclusive, and person-focused leadership is at the heart of our success, as demonstrated by our [People Strategy](#).

You will look both inside and outside of Havencare to identify opportunities and manage risks, maintaining and building meaningful strategic partnerships, and assuring our reputation as a forward thinking and supportive organisation.

We welcome your application to become our next CEO, shaping our future, and making a difference every day.

CEO Role Brief

Reports To

Chair of Trustees and Board of Trustees

Place of Work

Plymouth Head Office, with presence throughout the regions of operation. Some remote working, with regional and national travel will be required.

Direct Reports (5):

Head of Support, (Deputy CEO)
 Head of Homes
 Head of Business
 Head of Finance
 Executive Business Partner,
 (Company Secretary and DPO)

Values	
Transparency	...trust is built on telling the truth.
Engagement	...treat people like they make a difference, and they will.
Quality	...don't just do it; do it well.
Attributes	
Leader	...leads by example and supports others to succeed
Decision Maker	...confident to make informed, balanced, unrushed decisions even during crisis
Presence	...ability to 'hold a room' with engagement and enthusiasm
Strategic Thinker	...can consider operational decisions and actions in wider strategic contexts
Strategic Translator	...can translate strategy into impact with agility, creativity, and acute awareness
Interpreter	...can filter lots of information to focus on and inform risk management and priorities
Facilitator	...can facilitate and mediate meetings to achieve learning and performance outcomes
Coach	...can support others to find a solution, without lifting their accountability to decide and act
Ambassador	...positively and actively represents and promotes Havencare externally and internally
Compassionate	...values the contributions of others, always acting with integrity
Person-centred	...Havencare people are always at the centre of every decision and action taken

You will be an approachable and visible leader across Havencare in our regions and networks.

You will represent and deliver the purpose, vision and mission of the charity aligned to our values.

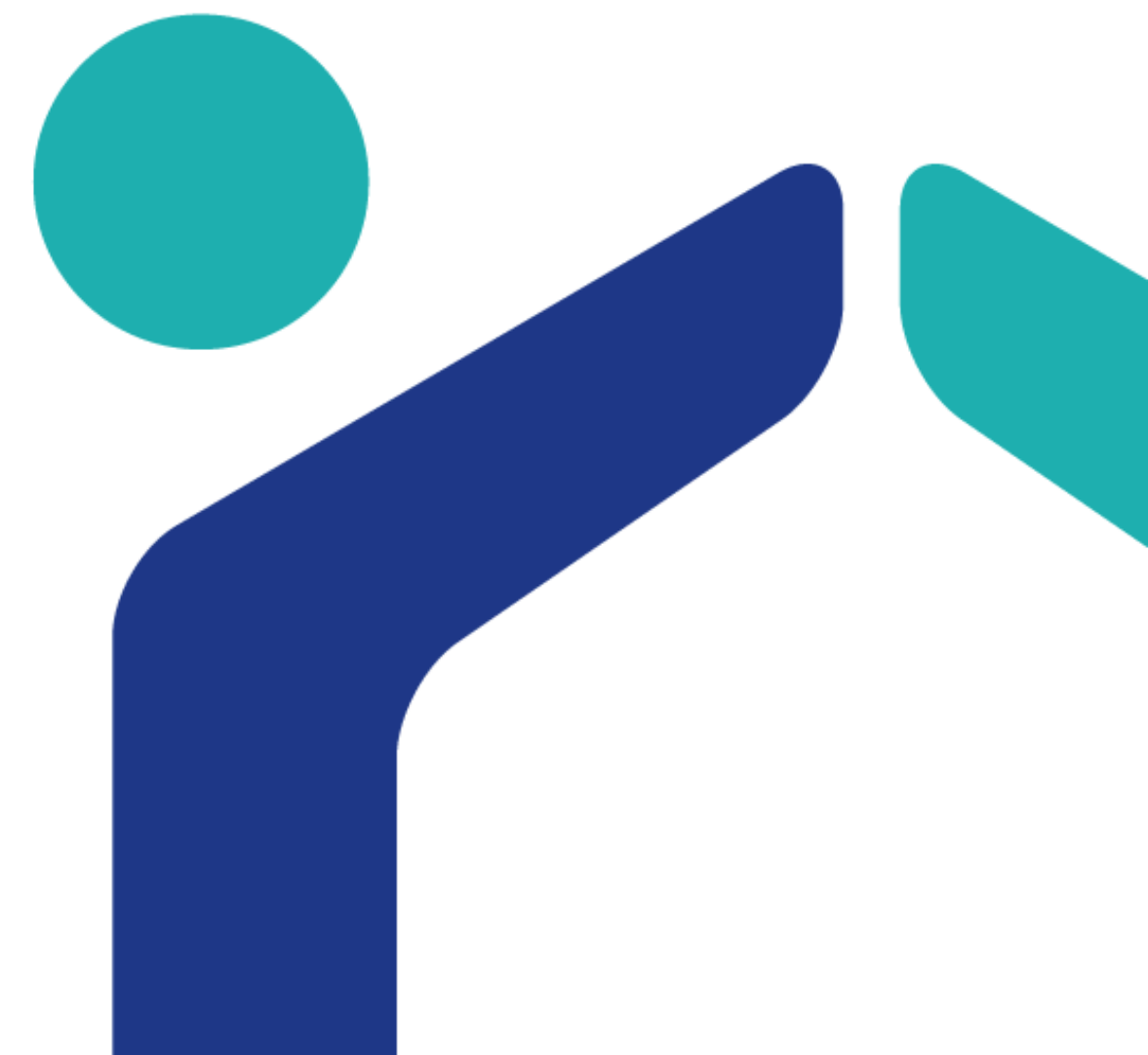
You will demonstrate self-reflection and personal development and cascade your learning to ensure that you and Havencare are at the forefront of system thinking.

You will be proud to make a difference with Havencare.

You will live our values and model our people strategy. You will engage in high levels of dialogue, and debate about successes, opportunities, and risks, and contribute to finding the right solutions alongside cultivating a culture of reflection, coaching, learning, and continuous improvement.

Accountability in Role

1. Lead and develop Havencare's people and culture, aligned to our People Strategy
2. Lead with strategic agility to deliver Havencare's 3 Big Aims
3. Lead governance and business continuity
4. Develop and nurture professional networks and relationships
5. Champion innovation and sustainable growth to ensure long-term impact and resilience



As CEO, you will lead and develop Havencare's people and culture, aligned to our People Strategy by:

- leading a learning culture underpinned by Havencare's values: Transparency, Quality, and Engagement
- leading Havencare's People Strategy
- leading and coaching the continuous professional development of your Direct Reports
- recruiting, retaining, developing, and engaging your team with compassionate leadership
- being a visible and highly approachable facilitator, coach, motivator, and supporter
- undertaking regular quality supervisions, appraisals, debriefs, team meetings, and informal performance conversations with compassionate candour
- timely management of staffing matters, including performance and capability
- identifying and developing talent for succession planning
- leading an organisational structure that is empowered to drive quality, compliance, and performance

You will lead with strategic agility to deliver Havencare's 3 Big Aims, including:

- ensuring we listen, learn, and act on stakeholder voices, safeguarding their present and future
- maintaining a vision for Havencare that is informed by the very latest thinking
- ensuring Havencare stays aligned to our charitable purpose
- translating strategy into operational plans, performance indicators, and deliverables to measure impact
- Conduct regular strategic reviews of organisational health and performance, considering internal dynamics, external trends, and the ESG agenda
- being agile and responsive to development opportunities aligned to our 3 Big Aims
- developing and presenting business cases, proposals, and recommendations to the Board of Trustees to support future investment decisions

You will lead governance and business continuity by:

- leading a governance structure of Non-Executive Directors (voluntary Trustee Board), and Executive Leadership with a clear schedule of delegated authority
- leading robust finances including budgets, business continuity plans, risk framework, and reporting structure
- ensuring compliance with all relevant Support, Housing, People and Charity legislation and regulation
- safeguarding people, property, and the values of our Charity with considered, proportionate and skilled decisions and actions
- ensuring all Environmental, Social and Governance (ESG) responsibilities are managed
- identifying and assessing strategic risks, including leading a risk framework in consideration of risk appetite
- effectively reporting to Board Meetings, Committees, and Chairing other executive meetings/processes

You will develop and nurture professional networks and relationships including:

- strategic relationships with regional commissioners, national regulators and funders
- being the lead spokesperson for Havencare and a microphone for beneficiaries
- marketing and actively promoting Havencare and our charitable objectives internally and externally
- being a visible regional and national third-sector systems leader across relevant statutory and community Boards, partnerships, and other relevant forums
- building and maintaining professional networks and relationships that support the Charity's objectives
- proactively engage with all stakeholders in the furtherance of the Charity's mission

You will champion innovation and sustainable growth to ensure long-term impact and resilience including:

- fostering an environment of creativity and adaptability
- identifying opportunities to diversify income streams
- ensuring Havencare can continue to thrive and meet emerging needs in the care sector
- balancing operational and strategic leadership responsibilities with a forward-thinking approach to sustain Havencare's mission and impact



CEO Person Specification

Leadership Qualifications
Postgraduate or equivalent relevant experience
Professional Membership
CIH (desirable)
Approach
People focussed and compassionate leader, aligned to Havencare's values of Transparency, Engagement, and Quality. Willingness and capacity to develop self and others.
Attributes
Refer to CEO Role Brief

Criteria	Essential	Desirable
Leadership and Vision		
Proven leadership experience in delivering impact in a similar organisation	✓	
Experience leading transformation or significant change management		✓
Financially astute with budgeting and reporting experience of a similar complexity	✓	
Strategic ability to connect, inspire, and deliver success	✓	
Experience in aligning diverse teams to a common mission	✓	
Social Care and/or Social Housing Expertise		
Understanding of relevant legal and regulatory frameworks in support and housing	✓	
Understanding of funding streams for support services and social housing		✓
Strategic leadership experience in an organisation that is a Registered Social Landlord		✓
Experience in property investment and management		✓
Strategic leadership in an organisation that is registered with CQC		✓
Stakeholder Engagement		
Strong communication, relationship-building, influencing and negotiation skills	✓	
Established regional or national networks in social care and/or housing		✓
Ability to advocate effectively for vulnerable populations at a strategic level	✓	
A natural connector across diverse people, fostering relationships with ease and authenticity	✓	
Values and Governance		
Role modelling values: Transparency, Engagement, Quality; and compassionate leadership	✓	
Experience working with/at Board level, including with NEDs, or Trustees	✓	
Track record of maintaining and building on an inclusive organisational culture	✓	
Experience in charity fundraising and income diversification		✓
Experience of strategic and operational risk reporting, planning, and management	✓	
Demonstrable leadership in Environmental, Social and Governance (ESG) responsibility		✓
Innovation and Problem-Solving		
Demonstrable analytical skills to address challenges with forward-thinking solutions	✓	
Track record of leveraging technology to enhance service delivery and efficiency		✓



CEO Reward & Recognition Package

SALARY

- From £85,000 per year, full time.

PENSION

- Pension scheme with 6.5% employers contribution

HOLIDAY

- 7 rising to 8 weeks (35-40 days) per year incl. of bank holidays

SICKNESS PAY SCHEME

- Rising with length of service to 3 months full pay and 1 month half pay

EMPLOYEE ASSISTANCE PROGRAMME

- Confidential, independent 24/7 employee assistance whenever you need it

LEARNING AND DEVELOPMENT

- Personal and professional development, investing in your future

RELOCATION

- Relocation support will be considered

VOUCHERS

- Vouchers on your work anniversaries, birthday and Christmas

FAMILY FRIENDLY

- Family friendly and compassionate culture

FLEXIBILITY AND AUTONOMY

- Flexible working arrangements and autonomy to lead and deliver in your role

RESOURCING

- Phone, Laptop, Desktop PC, whatever you need to be productive and efficient

MAKING A DIFFERENCE

- Invaluable job satisfaction, knowing you are making a difference

Board of Trustees



Neil Moorman



Kathy Cuthbert



Nick Holman



Caroline Cassidy



Stephen Reynolds
Chair of Trustees

“ - Stephen Reynolds

Making a difference is at our core.

Every Board Meeting starts with “why we are here”, a presentation of pictures and stories that brings our people into sharp focus. Working as a Trustee of Havencare is a privilege that opens our eyes to the beautiful complexity of people and awakens a responsibility to be part of the change we want to see.



Kay O'Shaughnessy

Trustees - Interview Panel



Kay O'Shaughnessy

Kay was appointed as a Trustee for Havencare in 2024. In 2002, Kay founded Friends and Families Charity, and for over 20 years, she has been involved in campaigning, developing and shaping both national and local strategy and provision for families with disabled children and young people.

Much of Kay's working life has been spent in social care, training and employment. She has been involved with projects and enterprises that work towards reducing social isolation, improving health and wellbeing, helping to prevent ill-health and striving for a society that's accessible and allows equal opportunities to everyone.

Her interest in grassroots organisations, charities and community groups led her to becoming a Governor to two special schools, regional committee chair for SCOPE, regional committee member for Children in Need, Director of Improving Lives Plymouth, Trustee for Plymouth Octopus Project (POP), Step One, and The Livewell Foundation. Through this work, she has gained experience and insight of working within the charity sector, with a wealth of knowledge and skills in charity governance, fundraising, networking and partnership working.



Nick Holman

Nick first became involved with Havencare in 2000 as Chairman of Brook Housing, the organization which at the time owned the properties used by Havencare. He joined the Havencare Board in 2005 and became Chairman until 2014. He stepped aside to concentrate on Brook Housing as a separate operation, which expanded over the years, before being merged back into Havencare from 2020 when he rejoined the Havencare Board.

He has been a supporter of a number of charitable organisations in the City and has just stepped down as Chairman of Routeways Centre, but remains a Trustee. Previous corporate and strategic experience has been gained as a former Governor of City College Plymouth and as a Director of Yelverton Golf Club.

With a career as a property consultant, running his own business for over 20 years, he has had a keen focus on the Havencare property portfolio. His brother-in-law is supported by Havencare, so he also brings a beneficiary's perspective to discussions. His wife, Elaine, is a health care assistant at St Lukes Hospice, but whenever the opportunity arise they like to get away in their motorhome, both in the UK and overseas, with their schnoodle, Pepper.



Stephen Reynolds
Chair of Trustees

Steve joined Havencare as a Trustee in 2007 and became Chair in 2014, dedicating his stewardship to enabling Havencare to evolve and become what it is today.

After a 43 year career in Retail and Business Banking, Steve keeps busy through various volunteer roles, including as a Director of Newton Abbot & District Recreational Trust, Governor of Stover School Association, Chair of Torbay Business Forum and also Ogwel Parish Council.

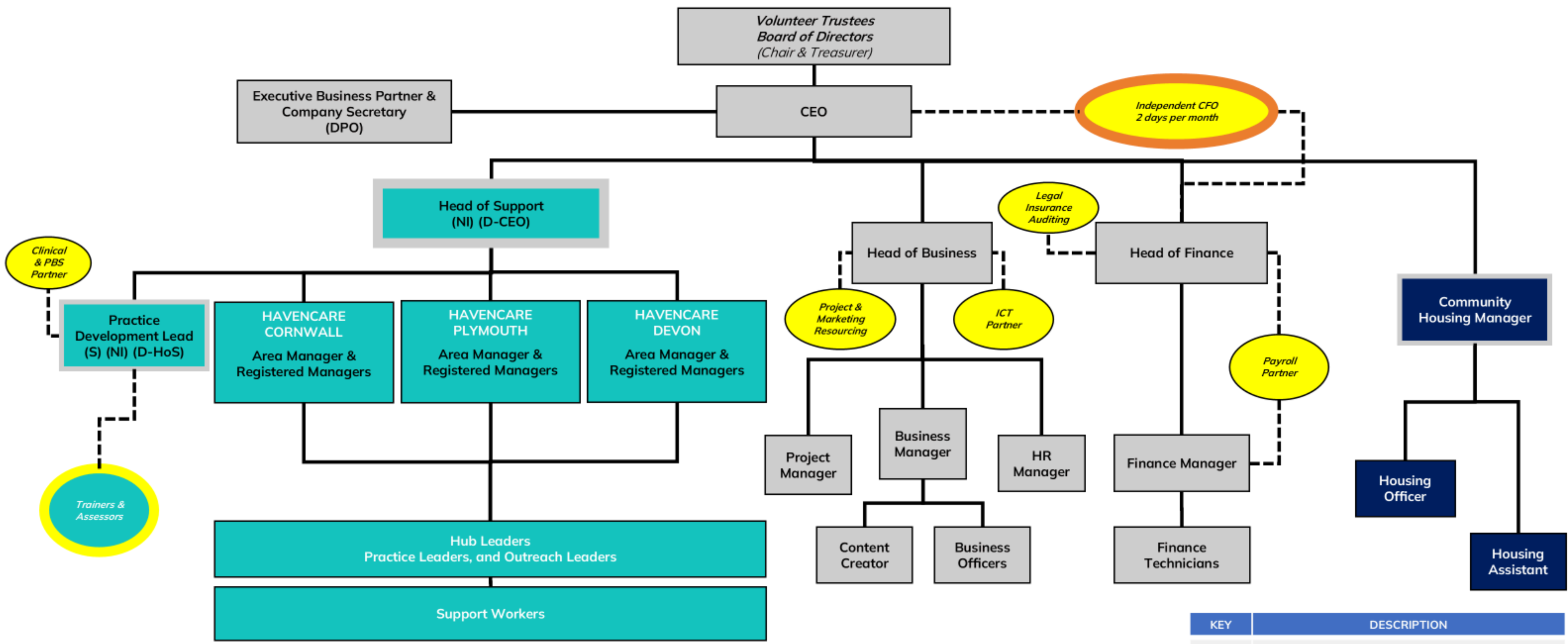
Steve is married to Fiona, a Business Consultant specialising in Leadership Development. Family life is also busy with two sons and three grandchildren to keep him active. At home, you'll find him in his workshop mending and fixing things, two of his key drivers.

 havencare

Organisation Structure

every person matters

2025: Organisation Structure



KEY	DESCRIPTION
(NI)	Nominated Individual with CQC
(DCEO)	Deputy Chief Executive (deputise in absence)
(S)	Safeguarding Lead
(DPO)	Data Protection Officer & Caldicott Guardian
	Governance, Leadership, Business, HR, & Finance
	External Partners / Support / Referrals / Consultancy
	Support
	Homes

Executive Leadership Team - Bios



Angela Martin
*Head of Support &
Deputy CEO*

Angela has over 25 years at Havencare, dedicating her career to delivering outstanding, person-led support. Starting in a residential service, she progressed through roles such as Assistant Manager, Registered Manager and Area Manager to become Head of Support. She is leading our Big Aim "support for the life you choose" overseeing a passionate team of senior managers focused on reaching more people with outstanding person-led support. Angela also acts as Deputy CEO.



Alice Wright
Head of Homes

Alice joined Havencare in 2024 as the Community Housing Manager on a career pathway to be our "Head of Homes". She comes with a wealth of qualifications and experience in Social Housing, predominantly within the homelessness sector, sheltered and supported housing, refuge and emergency accommodation. She is leading our Big Aim: "a home that's right for you" and our objective to develop our housing offer and become a Registered Provider (RP) of Social Housing.



Emma Glover
Head of Finance

Emma joined Havencare as a Finance Officer in 2000, with the main purpose to set up Havencare's new payroll system. Her career has evolved with her service and she is now Head of Finance. She leads the finance team, providing strategic direction, financial expertise, and leadership to drive Havencare's financial performance and ensure compliance with regulatory requirements and accounting standards.



Sophie Benassi
Head of Business

Sophie joined Havencare as a temp administrator in 2012 and never looked back! Equally passionate about people and processes, she leads and develops the business team, fostering supportive and effective working. Sophie oversees HR, business resources, systems, technology, and workflows, whilst contributing to organisational risk management, priorities, and projects. She thrives playing a key role in supporting Havencare's mission and delivering our charity's big aims.



Lisa Halliday
*Executive Business Partner
Company Secretary*

Lisa is an experienced HR professional, specialising in people-focused solutions who joined Havencare in 2017. As an Executive Business Partner to the CEO and Leadership Team, she leads on data protection, governance, complex casework, and supports organisational risk management. Known for her great sense of humour and interpersonal skills, Lisa is passionate about helping others thrive through meaningful projects and strategic initiatives.

Message from our outgoing CEO

“

Dear Candidate,



Phil Morris
Outgoing CEO

I joined Havencare in 2011 and became CEO in 2015. Leading this incredible charity has been the privilege of my career, and 2025 is the perfect time for a new leader to take Havencare into its next era.

When I started, Havencare had less than 80 staff, less than £3m turnover, and services were in Devon and Plymouth. Whilst we had a good reputation, we needed to evolve. We began modernising systems and transforming our support delivery model to reach more people, in more areas, with outstanding services. In 2020, mid-pandemic, we merged with a small housing charity as we recognised that to offer support for the life people choose, they need a home that is right for them.

Today, Havencare is a respected and trusted provider across Plymouth, Devon, and Cornwall, with over 250 staff and a circa £10m turnover. We've developed trauma-informed positive behaviour support models, harnessed technology to enhance efficiency, and created a people strategy and structure to enable people to make a difference. I'm incredibly proud of our team for their relentless commitment to learning, improvement and never settling for "good enough."

The next chapter is to solidify and build from our transformation, to grow support, to develop housing, and to live our people strategy pledges in practice. It is an immensely exciting time for Havencare. We have built a strong balance sheet that gives Havencare security and scope for growth, whilst always being mindful with careful stewardship against the perpetual backdrop of social care in crisis.

The 3 Big Aims and People Strategy shapes the future and ensures Havencare stays purpose-inspired, values-driven, and person-led. Compassionate leadership remains at the heart of our success. We all recognise that every person matters when making a difference.

This is a unique opportunity to lead a Charity and a fantastic team that is emergent from a period of significant change, and take confident steps into the next chapter. There is so much potential to align your career growth and personal development to the direction of Havencare. I am certain you will feel as honoured and privileged as I am to be a part of this extraordinary charity.



BIG

AIMS 2024

 **havencare**
making a difference



PEOPLE STRATEGY

every person matters

Havencare Homes & Support Limited

2024

Trustees' Annual Report and
Financial Statements

Year ending 31st March 2024

How to apply



More information

We encourage confidential conversations with our recruitment partner, Anna Jay, MD of Public Leaders Appointments in advance of your application.

You can contact Anna for a confidential conversation at: anna@publicleadersappointments.com and 07904 236348

Applications

Please submit a CV, and a supporting statement (max 3 A4 sides) explaining your motivation for applying for the Chief Executive role at Havencare, your alignment with our vision, and how your skills and experience meet the role requirements set out in this brief.

Please send applications with reference 'Havencare' to anna@publicleadersappointments.com before 12 noon on 11th February 2025

Interviews

Following consideration of applications and shortlisting, we will invite selected candidates to do a psychometric assessment as part of the interview process prior to formal interviews.

- Psychometric Assessment will be online between the 19th and 26th February
- Interviews are scheduled for 10th and 12th March in Plymouth
- If required, follow-up online meetings could be scheduled for 13th March

Please reserve these dates in your diary
Confirmation will be sent following shortlisting

References

Please provide contact details for two referees, including your current or most recent employer. Referees must know you well professionally. Referees will not be contacted without your consent.

Equality, Diversity, and Inclusion

We value individuality, we celebrate inclusivity, we pursue unity. Equality, diversity and inclusion is integral to our ethos and values. It is critically important to us that every Havencare employee works in an inclusive environment which has a culture of mutual regard and respect. We encourage and welcome applications from people of all backgrounds.