

Havencare Trustee Recruitment Pack 2025

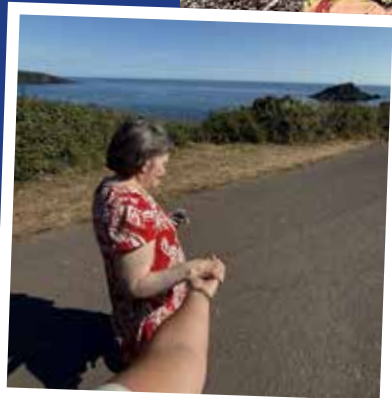
A rare and exciting opportunity to be part of a well-established and dynamic charity as we embark on the next chapter of our journey.

 **havencare**
making a difference



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havencare
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Havencare Homes and Support Limited
Charity Number: 299901
Company Number: 21982332024



Welcome from our Chair

It has been a huge privilege to chair Havencare's Board for the past 11 years, seeing the charity grow and develop despite the challenging external environment. Having been a Havencare Trustee for 18 years, now is the time to focus on our succession planning and on building the Board to take the Charity forward to the next stage. This means we are now looking for someone new to lead the Board into the future, who will join as Chair Designate at our Board Meeting in February 2026, as well as additional trustees to grow and strengthen the Board.

This is a rare and exciting opportunity to be part of a well-established and dynamic charity as we embark on the next chapter of our journey. For more than 38 years, Havencare has been committed to providing bespoke housing and support solutions that empower people to live their lives through opportunity and choice.

Havencare has grown significantly in recent years, building a strong reputation as a trusted, innovative, and values-led organisation. Earlier this year, we welcomed our new Chief Executive, Be McCarroll, who is driving a new era of growth and transformation, building on firm foundations.

Like many organisations, we are facing many challenges, however we are

approaching this as an opportunity to be more agile and innovative. We are building strong relationships with partners and we continue to maintain our reputation of being forward thinking, ambitious and courageous.

We are looking for individuals who share our passion and commitment to delivering person-led, high-quality, support and housing solutions. As a Board, we live our values of Transparency, Engagement, and Quality; values that we expect all Trustees to role-model and champion.

As an incoming Trustee, your skills, experience, and passion will be instrumental ensuring that we focus on what we do well, supporting people to support people. Working alongside our CEO, leadership team, and fellow Trustees, you will play a key role in shaping our strategic direction and ambitions.

I hope this opportunity inspires you as much as our work inspires us every day. We look forward to receiving your application and the possibility of welcoming you to our Board.

Stephen Reynolds

Chair of the Board of Trustees



Message from our CEO

I joined Havencare in May 2025 and have been genuinely impressed by the depth of commitment across the organisation from our support teams who go above and beyond every day, to the people we support who remind us of what true partnership and resilience look like. This is an organisation with real purpose, one that cares deeply about enabling people to live their lives through opportunity and choice.

Havencare is at an exciting and defining moment in its journey, a time of **renewal, growth, and shared purpose**. For almost four decades, we've provided homes and

support that enable people to live their lives through opportunity and choice. Now, we are **entering a new chapter**, one that's about shaping the future of how we work, lead, and deliver impact.

We're **starting to lay new foundations** that will strengthen every part of the organisation:

- A **renewed mission and identity** that better reflects who we are and what we stand for.
- **Investment in people and culture**, supporting people to support people through skills development and

focused personal development

- A **clearer focus on growth**, expanding our housing and support across Cornwall, Devon and Plymouth to meet increasing need while maintaining our person-centred values.
- **Modernised governance and leadership**, creating stronger accountability, transparency, and partnership across the board and executive team.

This is a moment of genuine influence for new trustees a chance to help shape

Havencare's direction and ensure our governance supports innovation, sustainability, and impact.

Joining us now means being part of a charity that's **small enough for your contribution to be seen and felt**, yet **ambitious enough to be driving real system change** in how people are supported to live independent, fulfilling lives.

Be McCarroll

Chief Executive Officer, Havencare

About Havencare

At Havencare, our services continue to support people to live truly extraordinary, ordinary lives.

Havencare is a registered charity and was established in 1987. "Havencare Plymouth" was formed to enable people with a learning disability to move from long-stay institutions (hospitals) to something much better. Back then, "something better" was often a residential service in the community nearer to their original home and families.

Havencare currently provides support to 87 people, providing 6,468 weekly support hours. Of those 87 people, 16 have been supported by Havencare for more than 30 years and a further 6 people have achieved their ten year anniversary with us. As our housing aspirations grow we also act as a landlord for 45 people ensuring they have a safe, secure and affordable home.

Plymouth is still our home town and we are a provider of choice. We have also expanded to Devon and Cornwall which has enabled us to develop hub based models, older persons shared accommodation and a newly developing respite service. Whether someone chooses to live in a shared home, or in their own place, one thing remains constant: our role is to make sure each

person can access the opportunities, experiences, and connections that make their life uniquely their own.

At Havencare, we centre ourselves around people. With a workforce of over 200 members of staff, we have high levels of staff retention (93%) with several employees achieving their 25 years long service award. This year, we've celebrated 12 Star Performers who go above and beyond supporting people in their everyday lives. We also have supported four members of staff to become Registered Managers as well as introducing coaching and mentoring support for staff.

Financially we are in a strong position. Income has grown steadily since 2018 with turnover almost doubling to £9m. Our operating margins are tight, but we always aim for a modest surplus to ensure that we have space to invest in staff and our organisation.

Looking to the Future

We're embarking on the next stage of our journey with ambitions to grow our housing offer and to support more people across all three regions. 2026/7 will see us developing our next strategic plan and increasing our approach to co-production.



Mission & Values

Our Purpose

Making a difference with people who have learning disabilities and autism.

Our Vision

People lead their life through opportunity and choice.

Our Mission

Providing homes and support that enable people to reach their potential.

Transparency

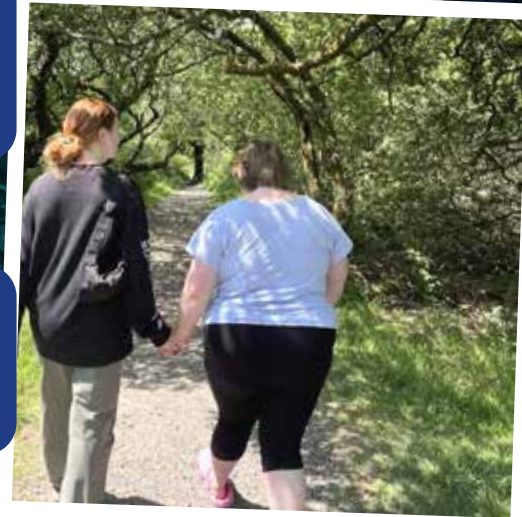
Trust is built on telling the truth.

Engagement

Treat people like they make a difference, and they will.

Quality

Don't just do it, do it well.



Big Aims & Objectives

Discover more about our Big Aims & Objects by [clicking here](#).

Big Aim



A home that is
right for you



Support for the
life you choose



Every person
matters

Objective

Become a
Registered
Provider (RP) of
housing

Evidence
outstanding person-
led support

Reach more people

Demonstrate our
people pledges in
our practice

Our Board

Havencare Trustees play a pivotal role in guiding the charity to operate at the highest professional standards. The primary role of our Trustees is to work constructively with board members and the Executive Leadership Team to support the good governance of the charity, ensuring that the charitable purpose is fulfilled in accordance with our Articles of Association.

All successful applicants will be subject to a number of pre-placement checks including a Disclosure and Barring Service (DBS) prior to becoming a Trustee.

“ Stephen Reynolds
Chair of Trustees

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.



Stephen Reynolds
Chair of Trustees



Neil Moorman
Trustee



Kay O'Shaughnessy
Trustee



Nick Holman
Trustee



CEO & Leadership Team

Be McCarroll

Chief Executive

Our Executive Leadership Team is a multi-disciplinary team of sector leaders who ensure the safe and effective delivery of services every day. Our CEO, Be McCarroll has a career spanning over two decades in social housing and community development. Throughout Be's career she has championed resilient, inclusive and collaborative communities. Be's leads the organisation with a firm belief that housing and support should create foundations for independence, dignity, and thriving lives.

Alice Wright

Head of Homes

Joining us just over a year ago as our first Head of Homes Alice has made a huge impact to our housing portfolio. Alice is actively building relationships with RPs whilst driving forward standards of accommodation for the people we support. Her passion for the right to have a good home ensures that our housing solutions are a place that our people thrive.

Emma Glover

Head of Finance

Emma Glover has been at managing Havencare's Finances for over 25 years. Whilst a whizz with budgets and spreadsheets Emma's passion and dedication comes from knowing that we are creating safe homes, the right support and the chance to live independently.

Leah Marsh

Interim Head of Support

Leah joined us in August as Interim Head of Support after a period of change. With over 30 years' experience of working within Health and Social Care, over the last eight years Leah has held senior leadership positions both locally and nationally for residential and nursing care providers.



**Who are we
looking for?**

About You

We have identified priority areas to complement our existing strengths. In our Deputy Chair / Chair Designate, we are seeking someone who ideally brings experience of chairing boards, ideally in a charity setting.

More broadly, we are seeking Trustees with experience in strategic roles in one (or more) of the following areas:

- Legal (ideally contracts / leases / property)
- HR and People and Culture
- Treasury and Finance
- Marketing / Communication
- Housing Management/Asset Management/Housing Development (ideally registered providers)
- Commissioning/safeguarding/support
- Business development – particularly in the social care sector

We are dedicated to Board diversity and equal opportunity and welcome applications from leaders who have the experience and passion to join our team.

We are keen to add people to our board who also have lived experiences that may reflect the lives of those we support.

What's in it for you?

As a trustee, you'll have the opportunity to make a real difference, using your skills, experience, and passion to support a dedicated team of trustees and staff who share a deep commitment to our mission. But it's not just about what you give, there's a lot to gain too. You'll develop new insights into the strategic direction and governance of a charity, build your leadership skills, and broaden your experience in high-level decision-making. We provide training, support and coaching for all trustees along with free membership of VODG which provides a range of conferences, events and free toolkits. You'll also work alongside a diverse, inspiring group of people, all united by a shared purpose.

The Roles

Chair Designate (Deputy Chair)

To support the Chair in leading the Board, ensuring good governance and continuity, and to provide succession for future Chair role.

Trustee

To work collectively with fellow trustees to provide strategic leadership, governance, and oversight to ensure the charity fulfils its purpose, complies with its legal duties, and remains viable, sustainable, and well led.

Chair Designate (Deputy Chair) Brief

Purpose

To support the Chair in leading the Board, ensuring good governance and continuity, and to provide succession for future Chair role.

Overview

Post	Chair Designate (Deputy Chair)
Salary	Unremunerated
Reports To	Chair of Trustees
Commitment	Four Board Meetings Per Year Four Committee Meetings Per Year Approx. 10hrs per month Plus additional input as Chair
Term	Three Year Fixed Term
Location	Based at Plymouth Head Office Remote and in person meetings

Key Responsibilities

Strategic Leadership

- Provide inclusive and effective leadership to the Board, ensuring clear strategic direction, sound decision-making, and a collective sense of purpose.
- Support the development and delivery of Havencare's strategy, ensuring alignment with organisational values and the needs of people and communities.
- Champion innovation and co-production in shaping Havencare's future services and impact.

Governance and Compliance

- Ensure the Board operates within its charitable objects, governing documents, and regulatory frameworks (Charity Commission, CQC, and RSH).
- Support the continuous improvement of governance practices, including Board composition, effectiveness, and succession planning.
- Maintain oversight of risk, assurance, and financial viability, ensuring strong and transparent systems of accountability.

Relationship with the Chief Executive and Executive Leadership Team

- Build a strong, open, and trusting relationship with the Chief Executive, providing both challenge and support.
- Act as a sounding board and partner to the CEO on key strategic and organisational matters.
- Promote a positive, empowering culture that supports the Executive to deliver on strategy and values.

Representation and Influence

- Act as an ambassador for Havencare, representing the charity externally and strengthening partnerships with commissioners, regulators, and stakeholders.
- Champion Havencare's values, voice, and contribution to the broader social care and housing system across Cornwall and Plymouth.

Trustee Brief

Purpose

To work collectively with fellow trustees to provide strategic leadership, governance, and oversight to ensure the charity fulfils its purpose, complies with its legal duties, and remains viable, sustainable, and well led.

Overview

Post	Trustee Role Profile
Salary	Unremunerated
Reports To	Chair of Trustees
Commitment	Four Board Meetings Per Year Four Committee Meetings Per Year Approx 10 hrs per month
Term	Three Year Fixed Term
Location	Based at Plymouth Head Office Remote and in person meetings

Person Profile

Transparency	Trust is built on telling the truth.
Engagement	Treat people like they make a difference, and they will.
Quality	Do not just do it; do it well.
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 wider strategic contexts and understands the macro view of organisation
Strategic Translator	Can connect strategy to impact with agility and creativity
Interpreter	Can filter lots of information, assess risk and scrutinise decision making
Facilitator	Able to work under own initiative and motivated by an ambition to continuously improve.
Coach	Can support others to achieve learning and achieve positive outcomes
Compassionate	Values the contributions of others, always acting with integrity.
Person-centered	The people we support are always at the centre of every decision and action taken.
Ambassador	Positively and actively represents and promotes Havencare externally and internally

Key Responsibilities

- Provide strategic direction: help set and review the organisation's mission, vision and strategy in line with regulatory and sector developments.
- Oversight of governance: ensure the board has clear roles, accountabilities, policies and processes for good governance.
- Risk and viability oversight: ensure there's a robust risk framework, business planning and the organisation is financially viable and sustainable.
- Quality and service oversight (for support/housing providers): ensure services are safe, effective, person-centred and meet regulatory expectations.
- Regulatory compliance and reporting: ensure the organisation knows and meets its regulatory obligations, submits accurate information, communicates with regulators when required.
- Assurance and performance: ensure the board receives the right information, questions executives appropriately, monitors effectiveness and drives improvement.
- Stakeholder and tenant/consumer voice: ensure that the views of those supported (or tenants/residents) are heard and acted upon, accountability to them.
- Board culture and behaviour: promote a values-driven, ethical, inclusive, effective board culture that supports independent challenge and collective responsibility.
- Asset stewardship: ensure that physical and organisational assets are appropriately managed, protected and leveraged for purpose.
- External representation: act as an ambassador, secure relationships with key stakeholders, enhance transparency and trust in the organisation.



More Information

Commitment

We are reviewing our governance arrangements and Trustees will now serve a term of office consisting of three-years and can be re-elected for up to 3 terms.

The commitment for our incoming Trustees, a minimum of 1 day per month and for the Chair, slightly more.

Board Documents

All Board and sub-committee documents are available electronically for before meetings to allow time for Trustees to read them and prepare for the discussion

Expenses

We reimburse all expenses related to undertaking your role as a Trustee. We also provide opportunities for training, coaching and networking. We provide lunches at Board meetings.

Meetings

The Board meets, in-person, four times a year at head office, committees are hybrid/online quarterly. There is a requirement to attend an induction programme which will include service visits. There may be social events and training throughout the year.

An in-person 'Strategy Day' is conducted annually – generally as an extension to a board meeting.

We have recently created new subcommittees, which include:

- Finance, Audit & Risk Committee
- Homes Committee
- Safeguarding & Support Committee (to be established)
- People Committee (to be established)

All Trustees are expected to be a member of at least one of our four sub committees. Sub-committee meetings are held virtually/inperson by small groups of trustees, each quarter.



How to Apply

If you are interested in this opportunity, we encourage confidential conversations with our recruitment partner Anna Jay, MD of Public Leaders Appointments in advance of your application.

You can contact Anna at:

✉ anna@publicleadersappointments.com

☎ 07904 236 348

Your application

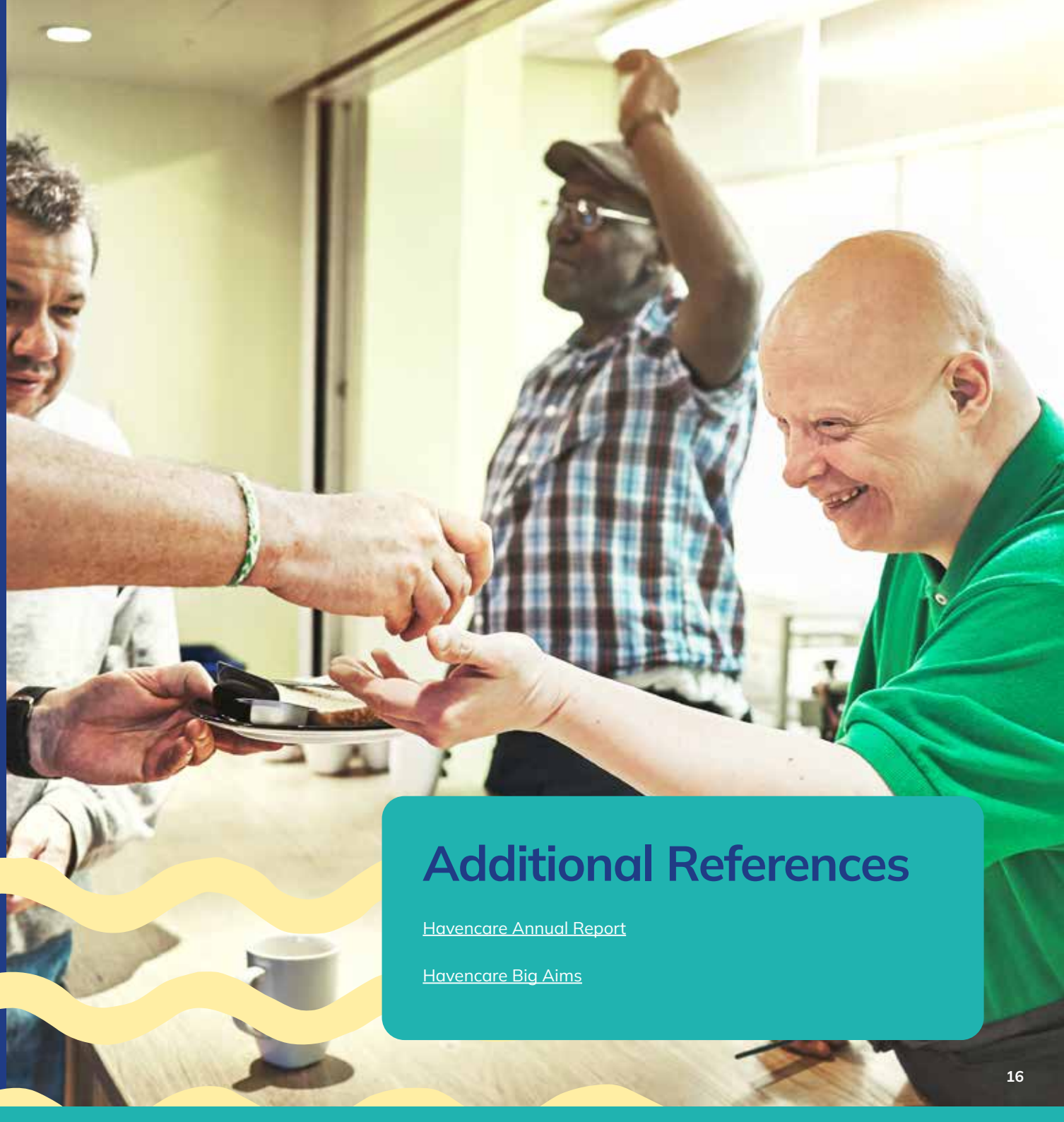
Your application should consist of a CV supported by a covering letter outlining your motivations for applying and highlighting how your skills, knowledge and experience meet the requirements of our new trustees. We recommend that each document should be no more than two pages.

Applications should be sent to applications@publicleadersappointments.com with reference 'Havencare' by midday on Thursday 8th January 2026

Interviews

Interviews will take place in Plymouth on Tuesday 27th and Wednesday 28th January 2026. There will also be an opportunity to meet separately with our CEO.

Havencare recognises the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage Trustee applications from people of all backgrounds and would welcome interest from those with lived experience which would be relevant to the work we do.



Additional References

[Havencare Annual Report](#)

[Havencare Big Aims](#)

Thank You



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