

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.

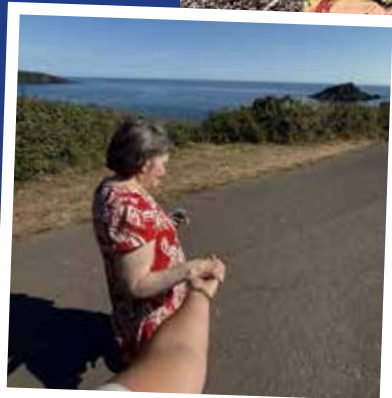


ihavencare
making a difference



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havencare
making a difference

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 www.havencare.com

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 18 years, seeing the charity grow and develop despite the challenging external environment. However, I will be stepping down at our AGM in October 2026. 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 35 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 face 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.

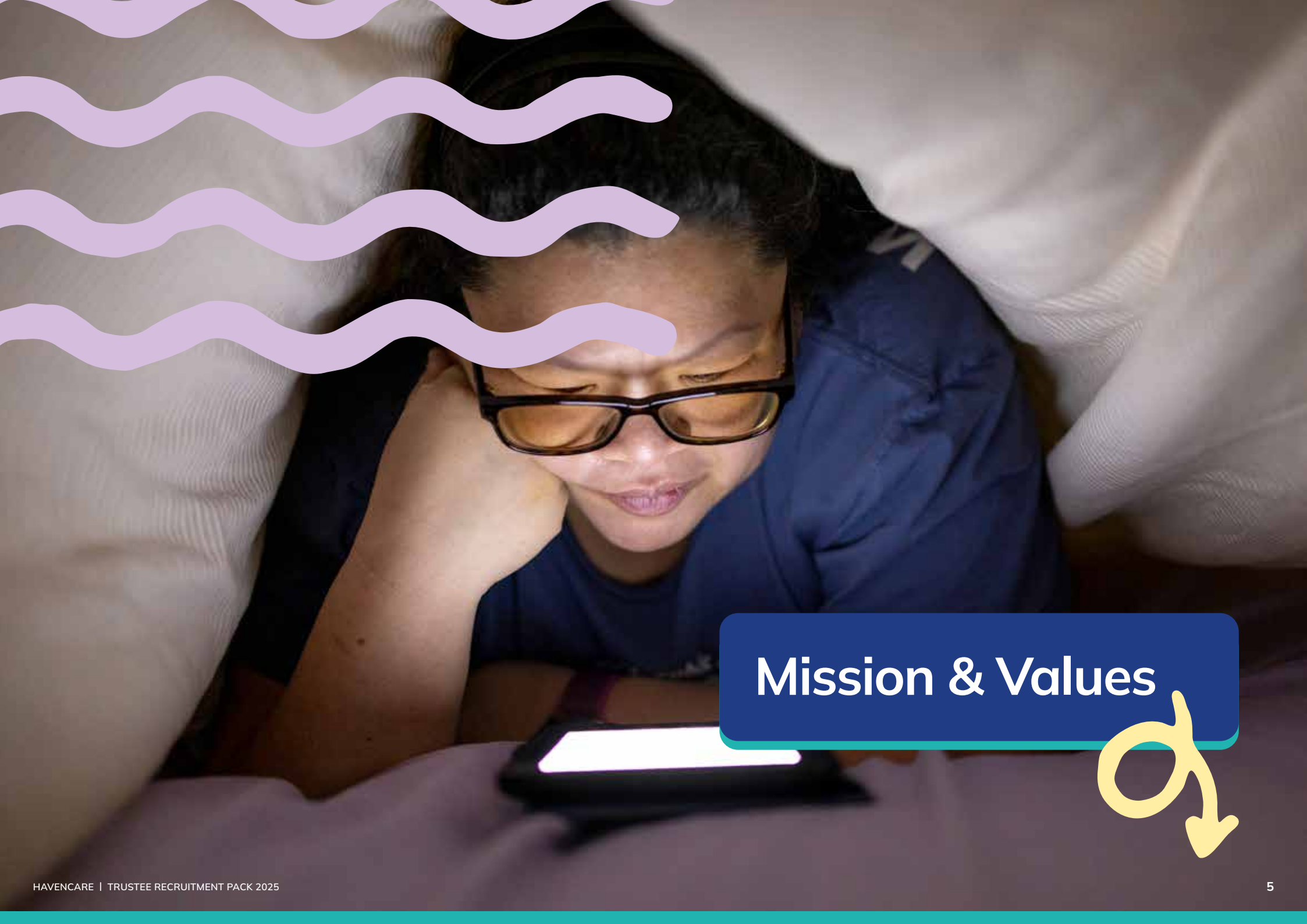
This is a moment of genuine influence for new trustees a chance to help shape

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

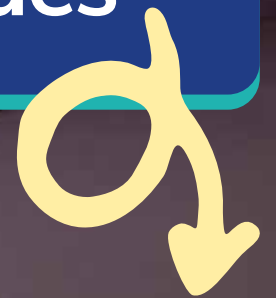
Joining us now means being part of a charity that's **small enough for your contribution to be seen and felt**, yet **ambitious enough to be driving real system change** in how people are supported to live independent, fulfilling lives.

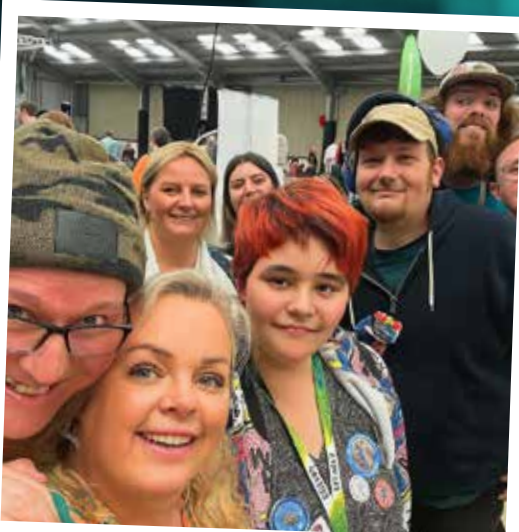
Be McCarroll

Chief Executive Officer, Havencare



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.



Our Values

Our values flow through every decision we make and every action we take.

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.



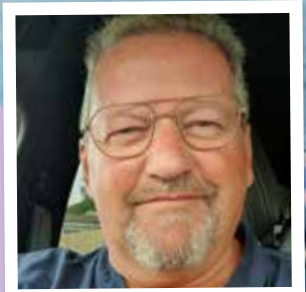
Stephen Reynolds
Chair of Trustees



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 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. Leah's social career commenced as a 19-year-old support worker working within a large homelessness hostel, supporting individuals often presenting with mental ill-health, substance misuse problems and a wider range of health and social issues. Whilst the model of supported living provision has positively developed over the last 30 years, the formative skills, and experiences that she gained in this role, particularly with regards to compassion, collaboration and supporting individuals to achieve their potential have significantly influenced the attitudes and values that she continues to hold.



**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)
- IT / Digital / Cyber Security
- 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. 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
Contracted Hours	Four Board Meetings Per Year Four Committee Meetings Per Year
Contract Type	Three Year Fixed Term
Place of Work	Based at Plymouth Head Office Remote and in person meetings
Working Pattern	Approx 10hrs per month. Increasing to 3 – 4 days per month when appointed Chair.

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

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.



Person Specification

Criteria	Essential	Desirable	Measurable Through
Proven experience of board or senior governance leadership (Chair, Vice-Chair, Committee Chair, or equivalent)	✓		Application / Interview
In-depth understanding of charity governance, fiduciary duties, and regulatory compliance	✓		Application / Interview
Knowledge of social care, supported housing, or health sector regulation (CQC, RSH, or equivalent)	✓		Application / Interview
Experience of leading organisational change, transformation, or culture development	✓		Interview
Strategic financial literacy and ability to interpret complex financial and risk information	✓		Interview / Task
Experience of working with or alongside executives and senior teams to provide both challenge and support	✓		Interview
Experience of stakeholder and partnership engagement across sectors (public, voluntary, or community)	✓		Application / Interview
Understanding of co-production, person-centred practice, or user voice in governance	✓		Interview
Board experience in a regulated or complex environment		✓	Application

Criteria	Essential	Desirable	Measurable Through
Lived experience of social care, disability, or community leadership		✓	Application / Interview
Ability to lead a board effectively — ensuring clarity of purpose, good governance, and shared ownership	✓		Interview
Skilled facilitator — able to bring out diverse views, manage difference, and enable balanced decision-making	✓		Interview
Excellent communication and interpersonal skills, with the ability to build trust and respect across all levels	✓		Interview
Sound judgement and strategic insight, with the ability to focus on the “big picture” while ensuring effective scrutiny	✓		Interview / Task
Confidence in financial oversight, risk appetite, and assurance processes	✓		Interview / Task
Ability to hold the executive team to account constructively and supportively	✓		Interview
Diplomacy, emotional intelligence, and political awareness	✓		Interview
Strong ambassadorial skills and credibility with external stakeholders	✓		Interview
Digital fluency for online board meetings, papers, and governance platforms	✓		Application / Interview

Person Specification Continued

Criteria	Essential	Desirable	Measurable Through
Commitment to Havencare's mission: People lead their lives through opportunity and choice	✓		Application / Interview
Eembodies Havencare's values of empowerment, trust, and collaboration	✓		Interview
Belief in shared leadership and co-production with people who use services	✓		Interview
Demonstrates integrity, openness, and accountability in all dealings	✓		Interview / References
Inclusive and reflective leadership style, valuing diversity and lived experience	✓		Interview
Commitment to continuous learning and self-awareness	✓		Interview
Energy, curiosity, and courage to lead change in a values-led way	✓		Interview
Able to commit 2–3 days per month (board meetings, preparation, stakeholder activity)	✓		Application / Interview
Eligible to act as a charity trustee under Charity Commission rules	✓		Self-declaration / Checks
Willingness to represent Havencare externally and act as an ambassador	✓		Interview
Intention to assume full Chair role within an agreed timeframe	✓		Interview



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

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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.



Person Specification

Criteria	Essential	Desirable	Measurable Through
Understanding of charity governance and trustee responsibilities	✓		Application / Interview
Knowledge of social care, supported living, or housing regulation (CQC, RSH, or equivalent)	✓		Application / Interview
Strategic financial literacy – ability to interpret budgets, balance risk and viability	✓		Application / Interview
Experience of governance, assurance, or risk management in a complex organisation	✓		Application / Interview
Experience of change, transformation, or organisational development	✓		Application / Interview
Understanding of co-production and the importance of lived experience in service design	✓		Interview
Knowledge of stakeholder engagement, partnership working, or community development	✓		Interview
Direct or indirect experience of living with disability, social care support, or advocacy		✓	Application / Interview
Board or committee experience (trustee, governor, or equivalent)		✓	Application
Ability to think strategically and contribute to long-term planning	✓		Interview

Criteria	Essential	Desirable	Measurable Through
Strong analytical and questioning skills – able to probe, challenge, and support constructively	✓		Interview / Task
Financial and risk awareness – able to understand reports and make balanced decisions	✓		Interview / Task
Clear communication and interpersonal skills, with the ability to build relationships across diverse groups	✓		Interview
Ability to work collaboratively and collectively as part of a board	✓		Interview
Commitment to evidence-based decision making and continuous improvement	✓		Interview
Sound judgement and integrity in handling sensitive or complex information	✓		Interview / References
Digital confidence – able to read and engage with online papers, Teams meetings, and data dashboards	✓		Application / Interview
Leadership presence and ambassadorial ability to represent Havencare externally		✓	Interview
Commitment to Havencare's mission: People lead their lives through opportunity and choice	✓		Application / Interview
Alignment with Havencare's values of empowerment, trust, and collaboration	✓		Interview

Person Specification Continued

Criteria	Essential	Desirable	Measurable Through
Commitment to equality, diversity, inclusion, and co-production	✓		Interview
Openness to learning, reflection, and self-development	✓		Interview
Willingness to give time, share expertise, and act in the charity's best interests	✓		Interview
Belief in collective responsibility and shared leadership	✓		Interview
Able to commit approximately 1–2 days per month (meetings, reading, preparation)	✓		Application / Interview
Eligible to act as a trustee under Charity Commission guidance	✓		Self-declaration / Checks
Willingness to attend events, training, and represent Havencare externally	✓		Interview



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

Trustees are entitled to receive expenses in relation to appropriate and trust related travel, accommodation and meals. However, given the current economic context and the challenge it places on Havencare finances, most current Trustees elect to conduct their Board responsibilities at their own expense.

Meetings

The Board meets, in-person, four times a year at our head office in Plymouth.

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

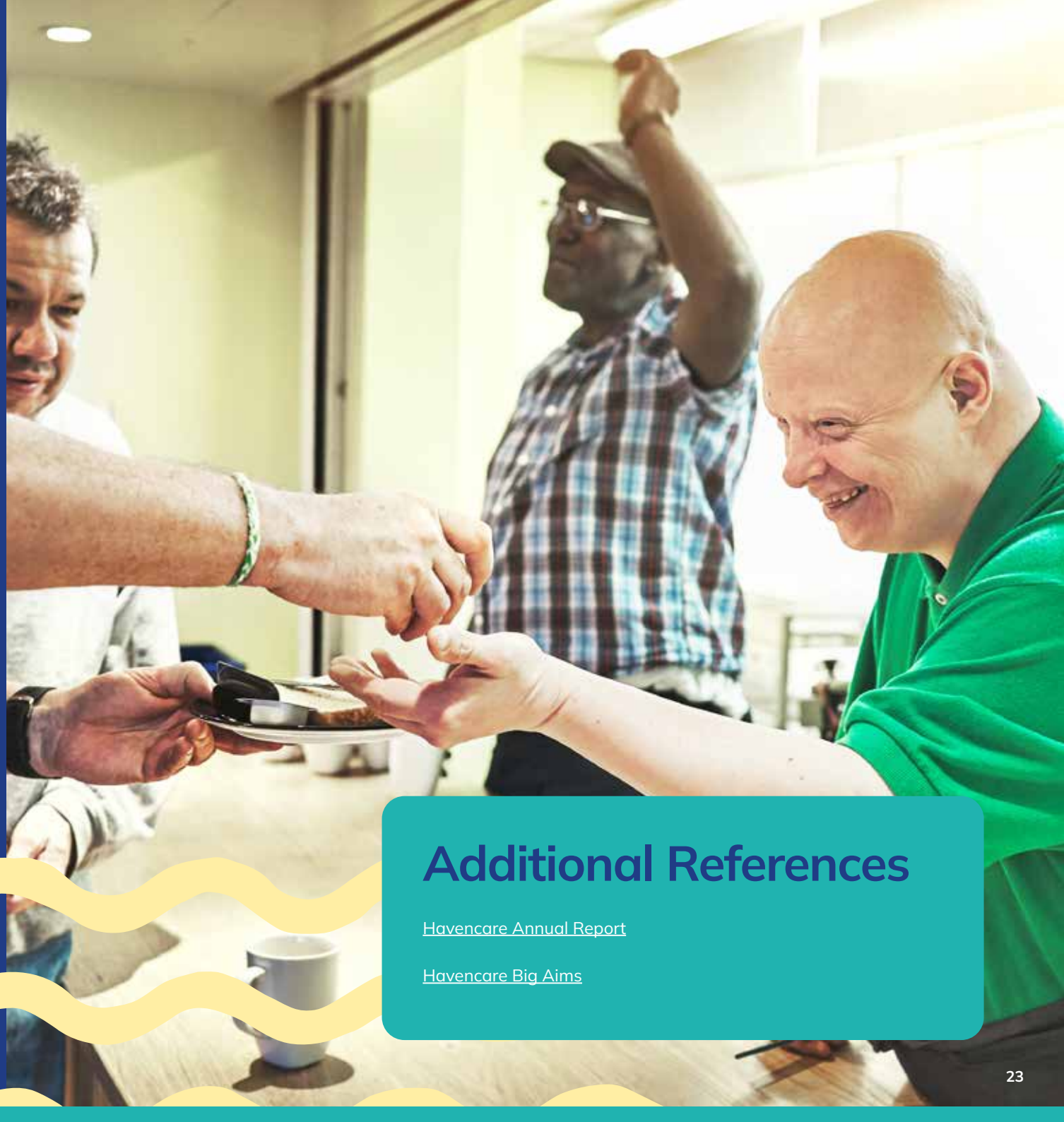
Your application should consist of a CV supported by a covering letter outlining your motivations for applying and highlighting how your skills, knowledge and experience meet the requirements of our new trustees. We recommend that each document should be no more than two pages.

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

Interviews

Interviews and an opportunity to meet our Chief Executive will take place in Plymouth on 21st / 22nd / 23rd January.

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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making a difference


PUBLIC LEADERS APPOINTMENTS