



DIRECTOR OF OPERATIONS

Candidate pack
July 2025

Evolve
Housing + Support

CAMPBELL
TICKELL



evolvehousing.org.uk



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Your application

Thank you very much for your interest in the Director of Operations (DoO) post for Evolve Housing + Support (Evolve). 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 the role. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how it aligns with what Evolve is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/ most recent roles, including any NED posts; and you can sum up earlier roles, say before the last 15 years; tell us about your achievements so we get a picture of your skills and experience; try to keep it to two pages or three at most;
- 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 ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is at our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call **020 3434 0990**.

The role closes at **09:00 on Monday 28th July 2025**. Please ensure we receive your application in good time.

We are happy to have further discussion, so drop one of us an email at the address below and we can arrange a time to speak.

Kind regards,

Alice

Alice Morris | Consultant

alice.morris@campbelltickell.com
07931 432033

Gemma

Gemma Prescott | Director

gemma@campbelltickell.com
07904 497016





Welcome to Evolve Housing + Support

Evolve Housing + Support has demonstrated impressive resilience over recent times and is emerging stronger than ever with an even clearer sense of its mission and a determination to support homeless and vulnerable people in London.

Our colleagues continue to provide compassionate, quality care to our residents and we are building on great relationships with our partners so that we can continue and expand our work.

Evolve is in a period of transformation. We are working on our plans for the next 5 years and building a strong and effective management team. We remain clear that we want to provide homes and support for homeless people in London and work with them to build secure lives.

We are now seeking to appoint a highly capable Director of Operations to work with our new Chief Executive and the Directors of Corporate Services and Property Services. This demanding role is critical to our ambitions and will play an important part in building our future.

Evolve can offer a working environment which would make you proud every day; resources to build on to expand our activity; great colleagues; a committed board of Trustees; and an opportunity to shape the future.

In return, we need skill, experience and commitment and a deep respect for the work we do and our customers.

We believe we have a great future and could and should be doing more, so long as we can do it well. We are all aware of the challenges facing organisations like ours and they should not be underestimated, but we believe that we and our customers still deserve the opportunity to thrive.

If you are inspired to apply for this role, thank you. I look forward to receiving your application.



Paul

Paul Infield | Chair of Trustee Board



About Evolve Housing + Support

We are a charity providing a range of services to homeless and vulnerable people in London. We provide much more than just a roof - we are place of positive change and growth, enabling people to move on and lead independent lives.

Our history

The origins of Evolve Housing + Support (Evolve) date back to 1861, with the founding of Croydon Young Men's Christian Association. Since the year 2000, we have seen multiple changes, becoming South London YMCA in 2005 when Croydon YMCA merged with the YMCA of Lambeth, Lewisham and Southwark, and remaining as South London YMCA after a further merger with Earls Court YMCA in 2013. On 7 September 2015, South London YMCA became Evolve Housing + Support after moving away from the YMCA federation umbrella and taking on the form and identity that continues today. For most of our history, our branding as a YMCA had worked well, but society and the community needs we strive to meet changed enormously since 1861, and the change of identity in 2015 better reflected the entirely secular work we do with a diverse group of customers to help them change their lives for the better. In 2017, we merged with Grenfell Housing and Training (this organisation had no connection with Grenfell Tower).

Evolve Housing + Support today

Today, Evolve provides housing and support to over 1,300 people impacted by homelessness in London every year. We have over 550 units of supported accommodation across the boroughs of Croydon, Lambeth, Merton, Sutton, and the Royal Borough of Kensington and Chelsea. We know that homelessness, and the causes of homelessness can take many forms, and recognising that, our aim is to deliver personal support built around each person's unique strengths, aspirations and goals. By doing so, we help them move away from homelessness and into independence, for good.

Our [2024 financial statements](#) provide further details of the corporate overview of our organisation.

Overview of our services

- We provide supported At Evolve, we:
- Provide supported accommodation for people who need somewhere to live.

- Offer a health and wellbeing service to meet the mental and physical health needs of those staying with us.
- Deliver a work and learning programme to equip people with the skills and experience they need to find jobs and educational opportunities.
- Work with young parents and children to build the skills and resilience that can help prevent homelessness before it starts.

Our culture

People are at the heart of everything we do, and we work hard to foster a culture that reflects this.

It takes a variety of roles to deliver our housing and support, and all kinds of skills and experience are needed. We encourage a culture of openness, collaboration and inclusion across the organisation, because we know that is how we deliver the best possible service to our customers.

We offer competitive salaries across all positions, and an extensive employee assistance and well-being programme.

Working at Evolve is also an opportunity to make a real difference to the lives of people across London. Every position is vital in helping us to move people into new homes and new lives after homelessness.

Use this link: [our senior people](#) to read further about the Board of Trustees; the leadership team; and our ambassadors.



We are:

Honest

We treat homeless, vulnerable people and colleagues fairly, with respect and with an unconditional positive regard.

Inclusive

We enable our customers to play a key role in defining and designing the work we do. We develop managers not to just manage, but to lead their teams.

Optimistic

We don't pass judgement on customer or colleague potential simply based on where they are in their lives at this point in time.

Determined

We ensure that customers and colleagues have a solid skills foundation to build their future development on.

Creative

We provide a pathway of opportunity to support customers and colleagues to achieve their full potential, whatever that may be.

Passionate

We believe that every customer and colleague has the potential to make significant contributions to the organisation, sector, and community; be that through paid employment or volunteering their time.

Role Profile

Reports to: Chief Executive

Line manages: Area Managers

Role purpose

- As member of the leadership team, responsible to the CE in supporting the overall direction and leadership of Evolve, including delivery of the vision, values, and strategic priorities.
- Ensures organisation compliance with statutory and regulatory requirements across the portfolio of service responsibility, including housing management, support services and community services.
- Leads the operations team, encouraging collaboration and accountability, to support the organisational culture for high performance, driving improvements and efficiency, with a focus on impact.
- Develops and owns the commissioned services and growth strategy, to maintain an effective existing service portfolio, and expand Evolve's base of commissioned services.
- Support the CE in acting as an organisational ambassador, developing effective networks to position Evolve as a reputable deliverer with key stakeholders, across the Capital's homelessness landscape.

Key external relationships:

RSH; Ofsted; local authorities; homelessness/ housing influencing bodies; and professional advisors.



Key internal relationships:

RSH; Ofsted; local authorities; homelessness/ housing influencing bodies; and professional advisors. Chief Executive; Board; Audit Committee; other Directors; wider staff team; and customer representatives/groups.

1. Strategy and infrastructure

- 1.1 Support the Board and the CE in ensuring the delivery of the overall strategy and business plan for Evolve.
- 1.2 Support the organisation's financial viability, contributing to the setting of the overall budget, and closely monitoring the budget across your portfolio of responsibility.
- 1.3 Lead a strong distinctive performance culture across the operation's team with a commitment to excellence and a focus on accountability and impact.

2. Assurance and control

- 2.1 Work with the CE to support the Board in their good governance role.
- 2.2 Work to the organisation's assurance/risk management framework, with robust oversight of risks across the operations portfolio.
- 2.3 Ensure the operation's team work to the policy and compliance framework, ensuring alignment to the RSH and other required regulatory frameworks.
- 2.4 Be the owner of the organisation's safeguarding framework with a robust approach to monitoring, reporting, learning and staff training.
- 2.5 Work to the organisation's health and safety framework.
- 2.6 Work to the organisation's performance management framework.
- 2.7 Contribute to the business planning process, with a robust approach to financial control, asset protection and VFM.



2.8 Ensure effective planning so that the operations team are familiar with and can respond to current and pending regulatory requirements and inspections.

2.9 Embed and deliver an internal programme of quality audits for all service areas, supporting managers to implement follow-up actions.

3. Growth and delivery

3.1 Seek and win new business in existing and new delivery areas; proactively engaging with stakeholders; exploring commissioning opportunities.

3.2 Translate strategy into delivery plans with clarity on time, budget and quality standards.

3.3 Lead on collation of statistics, reports and returns as required for your service areas.

3.4 Ensure a demonstrable commitment to equality, diversity and inclusion in all aspects of operations work.

3.5 Develop a customer involvement strategy; and embed an environment where customers are informed and

their feedback is welcomed, valued and influences key business decisions.

3.6 Adopt a coaching leadership style which empowers and develops your staff to fulfil their potential, creating a culture of professionalism that motivates and supports staff, with a focus on behaviours and accountability.

3.7 Take a strategic overview of operation workforce resources, skills and capabilities.

3.8 Promote an inclusive culture with corresponding behaviours that align to Evolve's values.

3.9 Implement a culture of continuous improvement and VFM, remaining open to learning and innovation.

4. Housing, support and community services

4.1 Take oversight of housing management, via the staffing team, to ensure the delivery of quality and efficient services, including tenancy management, voids, income collection etc.

4.2 Take oversight, via the staffing team, of the delivery of impactful community services including mentoring, counselling, employment and learning etc.

4.3 Establish a comprehensive approach to the recording, responding, and monitoring of all complaints, adhering to Evolve's policy, the Housing Ombudsman's Complaint Handling Code, and best practice.

4.4 Take oversight of the use of volunteers, social work placements and other supplementary roles, so they are able to learn and develop, and contribute to the business.

4.5 Keep abreast of statutory, political, regulatory, and economic trends across the broader operations environment, and be informed by best practice.

No role profile at this level can cover every eventually. The postholder is expected to be flexible in responding to participation in other projects and activities commensurate with the skills required for this role.

Person specification

Qualifications:

- a. Hold or be willing to undertake a level 5 qualification in housing (CiH).

Knowledge and experience

- b. A successful senior leadership track record in social or supported housing, or homelessness, delivering high quality housing and support.
- c. Knowledge of the issues facing homeless people, empathy with those issues.
- d. Up to date knowledge of the legislation and regulatory framework that underpins the provision of housing management services, with a focus on assurance, compliance and safeguarding.
- e. Good awareness of the commissioning landscape, with experience of the local authority tender regime and a track record of commissioning success across supported housing and/or homelessness services.
- f. Experience of the design and delivery of meaningful customer engagement strategy and activity, with evidence of impactful co-production initiatives.
- g. Experience of the design and delivery of services that are rooted in equality, diversity and inclusion considerations.
- h. Experience in undertaking and/or responding to quality audits or similar.
- i. Good financial acumen, experienced in being accountable for a team or directorate budget.
- j. A track record of leading a multi-disciplined staff team, with a focus on performance, quality and improvement.
- k. Insight into good governance principles. Exposure at Board level would be advantageous.

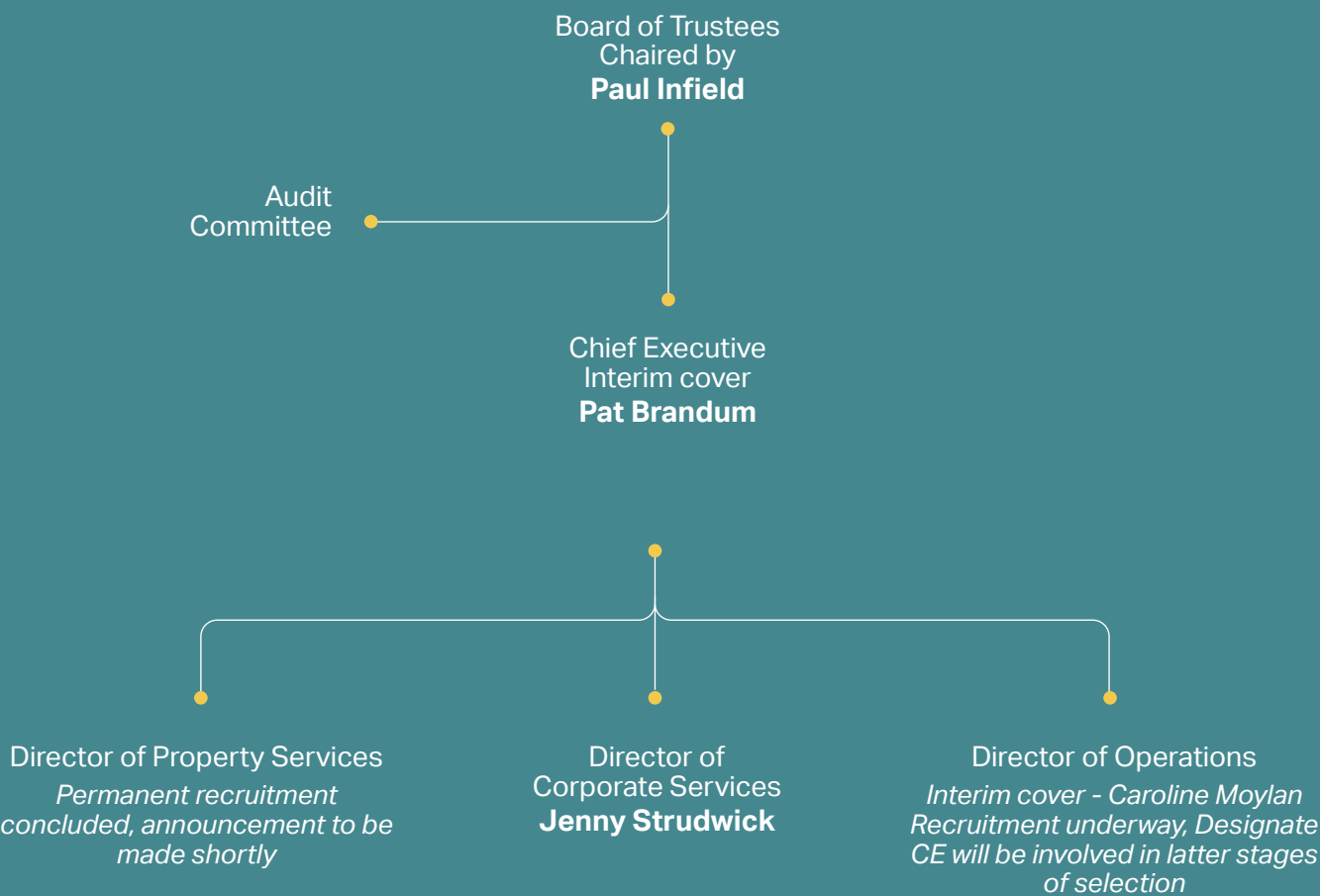
Skills and abilities

- l. Able to translate strategy into viable operational plans, setting and monitoring targets for your team.
- m. Good written, presentation and interpersonal skills, with an engaging style.
- n. Good numerical and data analytical skills, able to scrutinise data and assess its integrity.
- o. Ability to build and maintain a matrix of external stakeholder relationships; is persuasive and can negotiate effectively to achieve buy-in.
- p. Ability to lead, inspire, motivate and develop staff; builds trust and accountability.
- q. Strong team player; collaborative, able to provide support and challenge to your colleagues.
- r. Effectively assesses risk and promotes risk awareness without being risk averse.
- s. Able to take a solutions-orientated approach, can give advice and be accountable for that.

Personal attributes

- t. Aligns to the vision and values of Evolve.
- u. Champions the rights of customers to have quality homes and services.
- v. Works with integrity that engenders respect and confidence.
- w. An unstinting commitment to equality, diversity and inclusion.
- x. Has drive, resilience and passion, is flexible and effective in a pressurised environment.
- y. Values innovation and creativity, with a commitment to learning for self and others.

Organisation structure



Key terms and conditions

Salary and benefits

Salary is circa £90,000 pa depending upon experience.

As part of the employment package, we offer a number of additional benefits:

- Life assurance – 4 times salary
- Employee assistance programme (YuLife platform)
- Health Shield (health cash plan)
- Pension – People's Pension defined contribution scheme, with a 3% minimum employee contribution for a 10% employer contribution.

Annual leave

25 days annual leave plus bank holidays, increasing each year to 30 days after five years.

Working arrangements and location

The formal working week is 37.5 hours. Due to the seniority of this post, there is a requirement for flexibility regarding working hours to ensure the full responsibilities of the post are met. Attendance at evening meetings will be required from time to time.

We operate a hybrid working model with flexible working which includes around three days per week in the office and the ability to work from

home. Given the importance of visibility in this role, we expect the postholder to also manage being out and about as the role requires.

We operate from several sites, and the main office is at 16-20 Kingston Road, South Wimbledon, SW19 1JZ.

Probation and notice period

The probation period for the role is six months. The notice period after probation is 12 weeks.

Key dates and the selection process

Closing date: Monday 28th July 2025 | 09:00

We will be in touch to let you know the outcome of your application by Friday 1st August.

First interviews: Weeks beginning 18th and 25th August 2025 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel. We are offering interview slots over a two-week period to ensure flexibility over the summer holidays.

We will be in touch to let you know the outcome of the interview by Monday 1st September.

Final interviews: Tuesday 16th September 2025 | in-person | at Evolve's Wimbledon offices

The Evolve Chair, Paul Infield will lead the interview panel, which will include a selection of Board members.

Ahead of the final interview we will make arrangements for stakeholder conversations with a selection of senior staff and some customers.

If you are unable to participate on any of the identified dates for interviews or other sessions, please do speak to Campbell Tickell before making an application.

Evolve Housing + Support

CAMPBELL TICKELL



Chief Executive | circa £105k Director of Operations | circa £90k

South London | Hybrid

Every day and every night, Evolve provides safe places and support services for almost 500 people who would otherwise be facing homelessness. This is work to be proud of and these leadership roles present a special opportunity to make a tangible contribution.

We are a vibrant and diverse organisation and place a high premium on inclusion, as that has often not been the experience of the people who we seek to support. Although it is challenging to be working across the homelessness landscape, you will know that it is also hugely rewarding. We hope you have a determination to get things done, with creativity and passion, as that is very much what we are about at Evolve.

For both roles we seek a senior track record. With an evolved leadership style, you will pay attention to how we do things, in alignment to our values, as well as what we do. With exceptional people skills you will also appreciate the importance of providing support and challenge for colleagues. Comfortable in being a role model and an ambassador, you will be able to generate confidence across a wide range of stakeholders, including our customers.

Chief Executive

Executive level experience in a housing/homelessness or a related setting is essential, alongside good business acumen to take an overview of financial and service performance. Combined with insight into working in a regulated environment with an understanding of good governance. You will need to be an effective ambassador for our work.

Director of Operations

You will have a good understanding of the commissioning landscape for supported housing providers, and insight into what it takes to deliver high quality support and housing management services. Demonstrable experience in leading and inspiring a team is key, along with the ability to form effective stakeholder relationships to help us grow.

To arrange a conversation for either role, please contact: **Isabella Ajilore** | Search Consultant
Isabella.Ajilore@campbelltickell.com
07572 166417 Download a candidate pack from www.campbelltickell.com

Closes | Monday 28th July 2025 | 09:00

CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990

(Recruitment)

info@campbelltickell.com

www.campbelltickell.com

