

CAMPBELL
TICKELL



AffinityTrust

Trustee

Recruitment Pack

November 2025



Your application

Thank you very much for your interest in this Trustee post at Affinity Trust. 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 one of us, so that we can talk through your offer and get a sense of how that aligns to what Affinity Trust 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 15 years), tell us about your achievements so we get a picture of your skills and experience, and 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 accessible via 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 on Friday, 5th December at 9am. Please ensure we receive your application in good time.

Do contact one of us if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Hayley Sheldon

Search Consultant, Campbell Tickell

07931 432070

Hayley.Sheldon@campbelltickell.com

Jim Green

Head of Executive Search and Selection, Campbell Tickell

Jim.Green@campbelltickell.com

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Welcome to Affinity Trust

Thank you for your interest in Affinity Trust and in joining our Board as a new Trustee.

Affinity Trust is a national charity supporting children, young people and adults with learning disabilities, autism, mental health, or behavioural needs to live fulfilling lives. Over the past 30 years, we have grown to support nearly 1,000 people across England and Scotland. With just under 2,500 dedicated colleagues, we are a large, value-driven organisation with a clear sense of purpose and a strong reputation for quality and impact.

With a new Chief Executive and a refreshed executive team, Affinity Trust is now entering an important new phase. Building on firm foundations we are now seeking to expand our reach, deepen our impact, and strengthen our long-term commercial resilience. We believe that there is considerable scope for us to grow our operations and partnerships and we are ambitious to do so in a way that ensures both financial sustainability and lasting social value.

As part of this ambition, we see access to the right housing as an important enabler of independence and choice for the people we support. But housing is one strand of a broader strategy – one that includes new business models, innovation, strategic partnerships, and a more commercially informed approach to growth and investment.

We are therefore seeking a new Trustee who will help us navigate this journey – someone who brings significant strategic and commercial expertise, ideally gained in or connected to the housing or property sectors to support discussions at the Board around our approach to homes and properties in the coming years. You will be able to contribute insight on how we can balance commercial decision-making with our charitable purpose, and help us strengthen our approach to partnership development, investment, and risk.

This is a great opportunity for a senior leader to bring their commercial acumen to a forward-thinking, ambitious, and values-led charity. You will help shape our thinking on a range of housing and property-related matters, as well as our broader commercial strategy — from forming strategic partnerships to developing innovative growth models that deliver real impact for those we support.

I hope you find our charity of interest and the information contained in this pack to be useful.

Yours sincerely,

Tanya Barron

Tanya Barron

Chair of the Board of Trustees

About Affinity Trust

As a national charity supporting children, young people and adults with learning disabilities and autism to live their lives, their way, Affinity Trust has over 30 years of experience delivering high-quality, person-centred support across England and Scotland. We empower almost 1,000 people in 296 locations, working in close collaboration with over 70 Local Authorities and c.70 housing associations. We provide support in settings that include supported living and residential care to bespoke, complex needs support — always grounded in compassion, flexibility, and respect.

Since we were established in 1991, we have been steadily growing and expanding our services to ensure that more people can live an active and fulfilling life. Today we employ nearly 2,500 people and had an income of c.£72 million in FY24-25, and we operate across a wide range of locations in England and Scotland (see map below).



Our Purpose

Supporting people to live their life, their way.

Our Values

- **People are at the heart of everything we do.** We listen, we learn, we build on strengths.
- **We work together – We are one team.** We value people's strengths and differences.
- **We give our best – We do what matters.** Good days and bad, we take responsibility.
- **We have courage – We try new things.** We are creative, adaptable, and always moving forward

Supporting people to live great lives

We detail below the main areas of support that we provide:

Supported Living: Empowering Choice, Building Lives

Supported living gives people the freedom to live in their own homes and stay connected to their communities with flexible support designed entirely around them.

We work in close partnership with each person to create a personalised support plan, which is regularly reviewed together with the individual and the key people in their life, ensuring the support evolves as their goals and circumstances change.

Community-Based Support: Living Fully Together

We support people to develop the skills and confidence to live life to the fullest. Whether it's managing daily routines, discovering new interests, making friends, or joining in with local life — our community-based support helps people explore what independence means to them.

Residential Care: Quality, Not Quantity

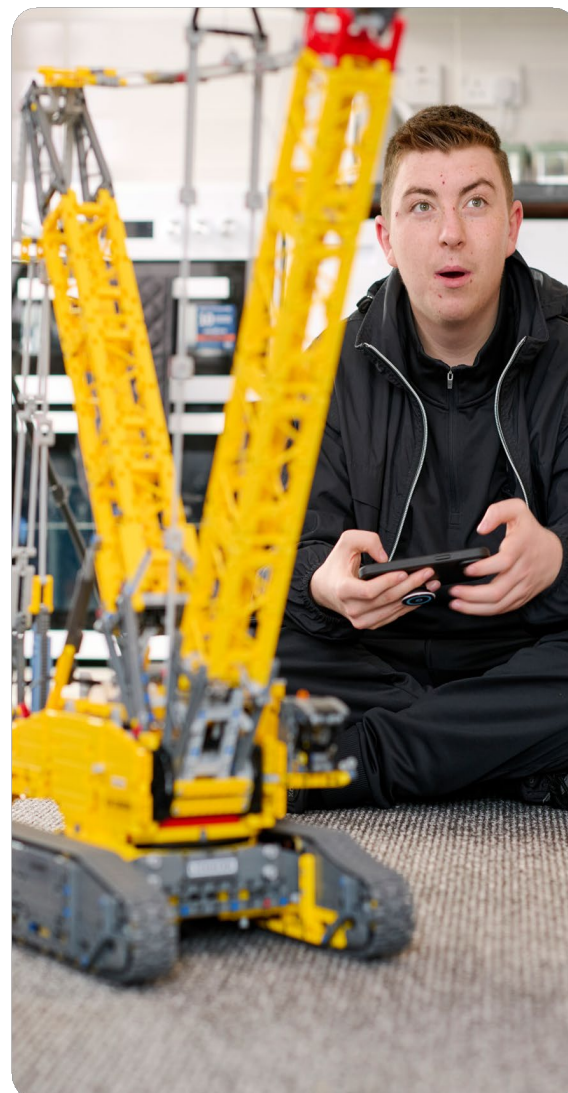
We operate a small number of high-quality residential care homes, each supporting no more than six people. These homes provide warm, inclusive environments where people with complex needs can feel safe, respected, and supported to live their lives, their way.

Children and Young People's: Creating Brighter Futures

Established in 2018, the Children and Young People's Division is growing fast and making a powerful impact. We offer two specialist support arrangements, **Positive Behaviour Support (PBS)** working intensively with children and young people with complex needs, and **Keyworking**, where we coordinate holistic, person-centred support small groups of children and young people at a time to build strong networks of care.

Further reading

- To read about our Board and Executive team click [here](#).
- To read an outline of our 2023-2028 Affinity Trust Strategy, click [here](#).
- For our latest Annual Report and Financial Statements 2024-25, click [here](#).



Role profile

Main responsibility

- The Board is responsible for the overall governance and strategic direction of Affinity Trust and for developing its aims and objectives in accordance with Affinity Trust's Articles and other legal and regulatory requirements.
- A Board member is expected to act in the charity's best interests, without regard to his or her own private interests and to safeguard the good name and values of the charity. Board members use any specific knowledge or experience to help the Board reach sound decisions. This will involve scrutinising papers, leading discussions, focusing on key issues, and providing advice and guidance, as requested, on new initiatives or other issues relevant to the area of the organisation's work in which the Board member has special expertise. Board members must accept ultimate responsibility for directing the affairs of Affinity Trust, its solvency and that it operates in accordance with its rules.
- Trustees are subject to defined terms of office. There are a maximum of three terms of 2 years, 4 years and 3 years respectively and an individual trustee's progression to a subsequent term is determined by a nominations committee.
- The Board of Trustees meet 6 times a year and main Committees 3-4 times a year. Board meetings are mostly held in person in London, whilst Committee meetings are held online. In addition to this, there is an annual away day/strategy day. Trustees are expected to visit people we support and our colleagues on a twice-yearly basis.
- Board members have an annual appraisal with the Chair.

Key Duties

- To attend scheduled Board meetings, sub-committees to which you may be appointed, and other meetings as may be arranged from time to time.
- To work in partnership with the rest of the Board, the Chair and the CEO to deliver Affinity Trust's objects, set its strategic direction and uphold its values.
- To ensure that Affinity Trust complies with all legal and regulatory requirements, including its governing document and any other relevant legislation and regulations.
- To ensure that Affinity Trust's governance is of the highest standard.
- To contribute to Affinity Trust's achievement of best practice in relation to the quality of support it provides to its beneficiaries and in its employment practices.
- To perform duties in a diligent manner and use your best endeavours to promote, protect, develop and extend the business of Affinity Trust.
- To avoid any conflict of interest and to declare any conflict which arises.

- To agree any delegation of authority and ensure such delegated authority is clearly expressed and accountable.
- To be the guardians of Affinity Trust's assets, taking all due care over their security and usage, ensuring that they are used exclusively in pursuance of the agreed objectives.
- To contribute to the appraisal of the Chief Executive.
- To be an ambassador for Affinity Trust, safeguarding its good name and values.
- To contribute actively to the Board of Trustees, using any specific skills, knowledge or experience to help the Board of Trustees reach sound decisions maintaining corporate responsibility and confidentiality.

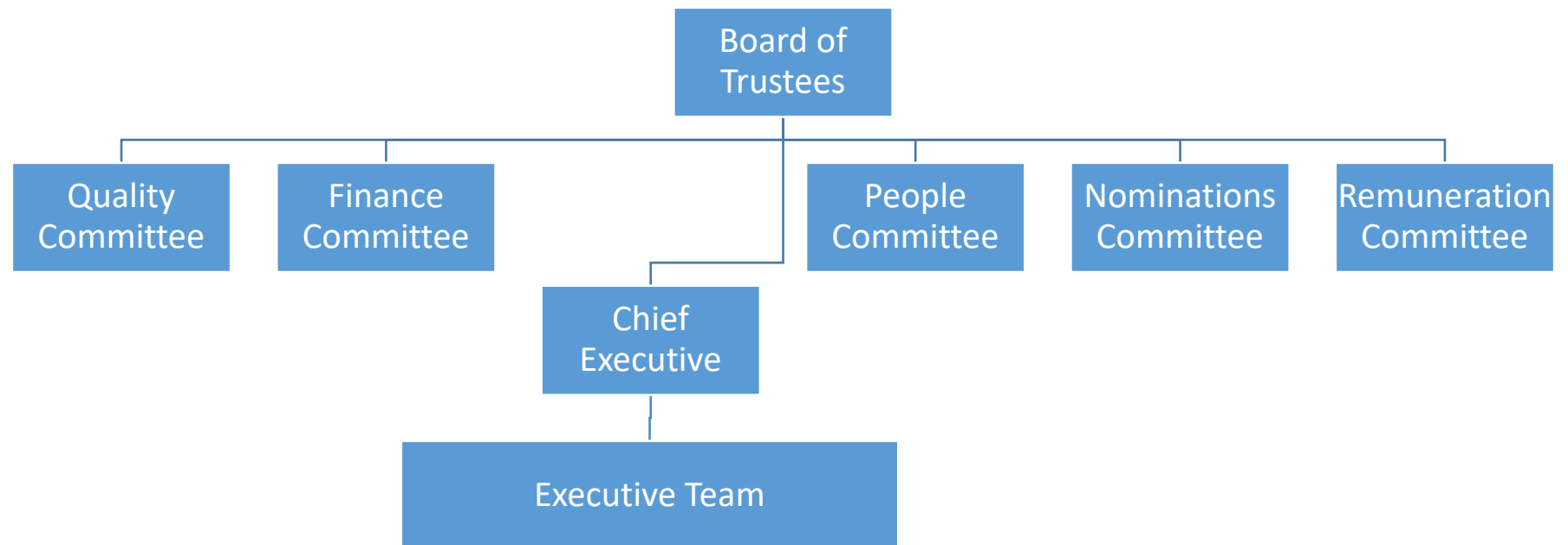


Person specification

- Broad understanding of the role of a Trustee/non-exec Board member
- A highly commercial person with a desirable background in housing
- Awareness of and commitment to principles of good governance
- Ability and willingness to work as part of a team and share collective Board responsibility
- Ability to act as a 'critical friend' to the Chief Executive and senior team
- Willingness to commit at least 1-2 days a month to Affinity Trust work
- Awareness of safeguarding and its role in protecting vulnerable people
- Commitment to equality and diversity as it applies to the people Affinity Trust support and to how the organisation, including its Board of Trustees, operates
- Willingness to undertake relevant training from time to time
- Understanding of the challenges and opportunities across the social care and health sectors



Structure chart



Key terms and conditions

Remuneration

Trustee remuneration is £6,088 per annum. Reasonable expenses for travel etc., will also be covered.

Tenure

Trustees are subject to defined terms of office. There are a maximum of three terms of 2 years, 4 years and 3 years respectively and an individual Trustee's progression to a subsequent term is determined by the Nominations Committee.

Time Commitment

The Board of Trustees meet 6 times a year and main Committees 4 times a year plus either an away day or strategy day annually. We envisage that the role will involve a time commitment of c. 1 - 2 days per month.

Meeting Location

Board meetings usually take place in Euston, London. Committee meetings usually take place online. There is also an expectation for Trustees to visit the people we support and engage with employees twice a year.

Key dates and the selection process

Closing date: Friday, 5th December at 9am

The client meeting to agree longlisted candidates will take place on Thursday, 11th December. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Wednesday, 7th January 2026

Longlisted candidates will be interviewed by a Campbell Tickell panel. Longlisted candidates will also have the opportunity for an informal conversation with the Chair.

Interviews will be held online via MS Teams.

Final interviews: Thursday 22nd January

Shortlisted candidates will be interviewed by an Affinity Trust panel led by Tanya Barron, Chair of the Board of Trustees and including Hanah Burgess, Chair of the Finance Committee, and Kerry Dearden, Chief Executive. Campbell Tickell may be in attendance. Shortlisted candidates will also be interviewed by a person that Affinity Trust supports. Details will be confirmed as part of the final stage process.

Trustee

London | £6,088 pa

Affinity Trust is a national charity supporting children, young people and adults with learning disabilities, autism, mental health, or behavioural needs to live fulfilling lives.

Over the past 30 years, we have grown to support nearly 1,000 people across England and Scotland. With just under 2,500 dedicated colleagues, we are a large, value-driven organisation with a clear sense of purpose and a strong reputation for quality and support.

We are now entering an important new phase of growth, and we see improving access to housing for those we support as a key part of our direction. We are therefore seeking a new Trustee who will help us navigate this journey – someone who brings significant strategic and commercial expertise to support discussions at the Board around our approach to homes and properties in the coming years. You will be able to contribute insight on how we can balance commercial decision-making with our charitable purpose, and help us strengthen our approach to partnership development, investment, and risk.

You will be well networked across the sector, and you have a well-developed commercial sense, acknowledging that while we operate very much as a charity, we obtain most of our funding through competitive contracts.

We are seeking an accomplished senior leader—ideally with experience in, or strong connections to,

the housing or property sectors—to bring strategic insight and commercial acumen to a progressive and ambitious charity. This is an exciting opportunity to contribute to an organisation that combines social purpose with a strong commercial mindset. While previous Board experience is not essential, empathy for our mission, a proactive approach, and an ambitious outlook are vital.

As a member of our Board, you will play a key role in shaping strategy across a range of housing-related priorities—from securing and managing grant funding to guiding commercial decision-making, developing strategic partnerships, and strengthening relationships with Registered Providers (RPs). If you are ready to apply your expertise to help a commercially minded charity achieve meaningful and lasting impact, we would be delighted to hear from you.

Affinity Trust is committed to promoting diversity and inclusion and taking action to address inequality. We particularly welcome applications from anyone who is from a black, Asian or minority ethnic background, anyone who considers themselves to have a disability and members of the LGBTQ+ community.

Download a recruitment pack at:

www.campbelltickell.com/jobs

Contact Hayley Sheldon at Campbell Tickell to arrange a conversation:

Hayley.sheldon@campbelltickell.com | 07931 432070

Closes: Friday, 5th December 2025 at 9am





CAMPBELL TICKELL

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