



APPLICANT PACK

Chair - Emmaus Registered Provider

CAMPBELL
TICKELL

 **EMMAUS**

THANK YOU

for your interest in the role of Chair of our new Registered Provider.



This pack provides you with useful information about our organisation, the role and the application process.

Please take the time to read this pack and our website to find out more about our charity, communities and social enterprises.

CONTENTS

Welcome to Emmaus	3
About Emmaus	4
Our new Registered Provider	7
Role profile	8
Person specification	12
Terms and key dates	13
Application process	14
Media advertisement	15

Welcome to Emmaus



CHARLOTTE TALBOTT

Chief Executive, Emmaus UK

“This is an exciting opportunity to join Emmaus as we embark on a journey to create a new Registered Provider. As a federation of independent charities, Emmaus has the benefit of a strong community connection and the collective strength that comes from being part of a national and international movement. Through this project we want to make the most of this collective strength and increase the positive impact Emmaus has in the UK.”



JILL GARNER

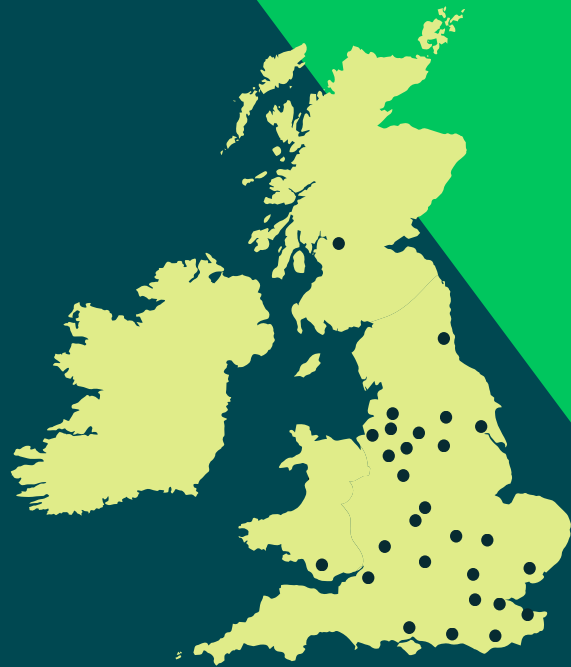
Chair of Emmaus UK

“This is a particularly exciting time to join as a trustee, with the rare opportunity to help establish a new Registered Provider, influence its early governance and strategic direction, and help shape the long-term impact of Emmaus across the UK.”



ABOUT EMMAUS

Emmaus provides support to people affected by homelessness and social exclusion.



There are 28 Emmaus communities across the UK, each tailored to individual needs

The first Emmaus in the UK opened in 1991. No two Emmaus communities are the same – each has its own individual personality, providing a set of services that meet the needs of its local area.

Emmaus communities across the UK provide a home, tailored support and meaningful work to more than 1,000 people, known within Emmaus as companions. In addition to existing Emmaus communities, there are two emerging groups working to establish new communities.

Emmaus is different to many homelessness charities and support services as we go beyond just offering a bed for the night; we provide longer-term support, stability, opportunities for personal development, and a strong sense of community.

Social enterprise is central to the Emmaus model as it provides work opportunities for companions, but also generates a large proportion of the funding needed to maintain communities. Having something to do every day provides structure and a sense of purpose to Emmaus companions.

Our social enterprises play a huge part in helping to restore the self-esteem that many people lose when they are homeless, and enables them to make the most of their existing skills, while learning new ones.

Emmaus in the UK is now well established, but we are also part of a much wider and diverse global movement. Emmaus started in France in 1949, shortly after the Second World War, when homelessness was a significant problem. After the first Emmaus community was created in the eastern suburbs of Paris, many more communities opened in France and across Europe, the Americas and in Asia.

Today, the Emmaus movement includes more than 420 Emmaus groups, located in over 40 countries. Across four continents – Africa, Asia, Europe and the Americas – Emmaus groups work to help the most excluded and tackle the causes of poverty.

All Emmaus groups have the same values whilst operating in very diverse social, economic and political contexts. Ever since the Emmaus movement began, it has always been both secular and independent in leading its struggle to tackle the causes of poverty and exclusion. The movement defends its vision of society: a fairer and more sustainable world where people are at the heart of the system and where there is a place for everyone.

Find out more about how the Emmaus movement has grown to serve and campaign for people and communities in need. emmaus-international.org/en/

Emmaus supports people who have experienced homelessness and social exclusion.

How Emmaus Works

Our communities offer:

A stable home and a base to progress

Within Emmaus communities, everyone is provided with a furnished bedroom. It's a stable home from which people can build their confidence, skills and plans for the future. We ensure that all bills are covered, home essentials provided and fresh meals prepared each day. Each community includes shared living and dining areas where individuals can relax and socialise together

A chance to gain skills and work experience

We offer the people we support opportunities to gain work experience within our social enterprises and communities. Many people find that participating in meaningful work

brings focus, purpose and a sense of routine to their day. The opportunity to contribute to their community and become an active part of society plays an important role in restoring people's self-esteem.

A sense of belonging and community

Each Emmaus community is a supportive and welcoming environment where people can rediscover companionship and a sense of belonging. Our communities are places where each individual is given space and supported to rebuild, develop and thrive in their lives. We foster the sharing of life experiences and encourage peer support, helping everyone to grow together.

DAMIAN

Former companion at Emmaus Salford

I never thought I'd be homeless but stuff happens. Honestly, I wouldn't change what I've been through because I wouldn't be who I am today. I wouldn't have met my true self and proved how strong I am. Coming to Emmaus is one of the best decisions I've ever made.



EMMAUS IN THE UK

Emmaus in the UK has a federated structure, which means that each local Emmaus organisation is an independent charity with its own staff team and board of trustees.

Emmaus UK was set up to unify and support the federation, providing a central set of services that bring members together and support the movement's growth in the UK.

OUR PURPOSE

We exist to give hope and a sense of belonging to those who have experienced homelessness and poverty.

OUR VISION

A sustainable world in which everyone has a home and a sense of belonging.

OUR MISSION

To empower people affected by homelessness and poverty to change their lives for the better whilst using our voice to achieve social change.

OUR VALUES

**Respect for others,
ourselves and our
environment**

**Sharing our resources,
skills, challenges
and successes**

**Openness to ideas,
challenges and to other
points of view**

**Solidarity, helping
those in greatest need
and opposing injustice**

**Welcoming, friendly,
approachable and
inclusive to all**

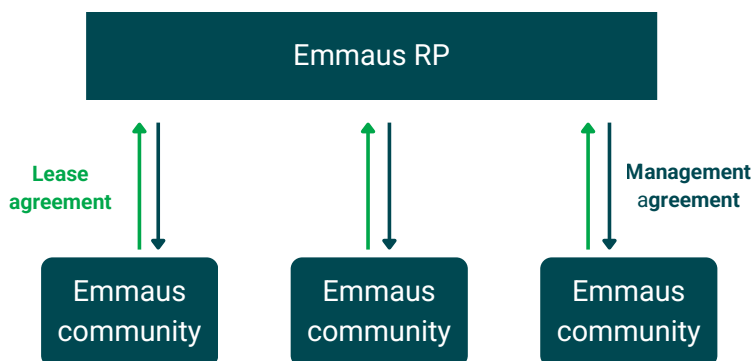
The intended Emmaus Registered Provider (RP)

Our Strategic Plan 2022-27 sets out our key objectives to Work Smarter, Work Better Together, Help More People and Shout Louder.

To support our longer-term strategy to help more people, Emmaus UK is seeking to establish a subsidiary Community Benefit Society for the purpose of holding property and registering with the Regulator of Social Housing (RSH). As we embark on work to develop our 2027-2032 strategy, the growth of the Emmaus movement is a key strategic priority. The intended RP will enable us to actively drive growth through the development of new homes.

Operating model

It is intended that the RP will initially lease homes on a long-term basis from existing Emmaus communities. The local Emmaus organisation will provide housing management services on behalf of the RP through a formal management agreement. Support services and social enterprise activities will continue to be delivered locally. Over time, the RP will acquire and develop new homes to help more people move away from homelessness and increase move-on opportunities.



Find out more about our current Strategic Plan
<https://emmaus.org.uk/strategic-plan/>

ROLE PROFILE

This is an exciting time to join Emmaus and a rare opportunity to shape a new independent Registered Provider.



This is a pivotal leadership role, offering early influence, significant responsibility, and the opportunity to chair the board of an independent Registered Provider built on strong principles from day one.

Role overview

This Chair role offers a unique opportunity to lead the establishment and development of the board of a newly created Registered Provider (RP), formed as a Community Benefit Society and intended to become a standalone organisation listed with the Regulator of Social Housing. At the point of recruitment, the RP is at a formative, non-operational stage. The board's initial focus will be on governance, regulatory readiness, and building a strong, independent foundation for future growth.

As Chair, you will set the tone, culture and standards of governance from the outset, creating an inclusive and high performing board. You will ensure trustees are well supported, engaged and able to contribute fully, and lead the board in shaping clear direction and effective decision making.

You will also work in close partnership with the Chief Executive, building a relationship grounded in trust and shared purpose, and providing both support and constructive challenge to translate strategy into action. Working within a framework of support and oversight from Emmaus UK, you will establish robust governance arrangements, clear accountability and the structures needed to meet regulatory expectations and support the RP's future independence.

ROLE OVERVIEW

Why join us at this time?

Joining at this stage offers a rare opportunity to play a defining role in a substantial and meaningful governance project. As founding Chair, you will shape governance structures, influence strategic direction and steward the organisation through its transition to Registered Provider status. For someone seeking a new challenge with real responsibility and the opportunity to make a lasting impact, this is a chance to chair something from the ground up.

Governance, independence and parent oversight

The RP will be a subsidiary of Emmaus UK and will operate in line with the organisation's charitable purpose, mission and values. Board members will be appointed by Emmaus UK, and although the RP will initially benefit from the experience and assurance provided by the parent organisation, it will be governed by its own independent board. As Chair, you will safeguard this independence, ensuring trustees act solely in the best interests of the RP.

Early arrangements are designed to balance autonomy with appropriate checks and support. The parent organisation will provide oversight and practical assistance - including indemnity, compliance and regulatory engagement - whilst the RP board establishes its own identity and authority. Through your leadership, the board will ensure that this balance reflects best practice and regulatory expectations, and that independence is clear, demonstrable and robust.

About you

We are looking for a Chair with a strong commitment to the values and purpose of Emmaus, and the judgement to lead a board at a formative stage. Comfortable in an evolving environment, you will bring clarity, direction and a genuine appetite to shape something new.

You will offer board level experience - either as an existing Chair or as a trustee or non-executive stepping into a first Chair role - underpinned by a clear understanding of effective governance in practice. A track record of fostering constructive relationships, enabling open dialogue and guiding collective decision making will be important. Personal credibility will be reinforced by integrity, sound judgement and independence of thought, alongside the ability to navigate complexity and help the board balance opportunity with risk whilst focusing attention on what matters most. You will also value different perspectives and be committed to building an inclusive board culture, where lived experience - including experience of homelessness - is welcomed and meaningfully influences decision making.

Experience in housing or regulation, governance and legal frameworks, property and development, or asset management would be valuable. However, your ability to lead the board well will be as important as any specific technical expertise.

ROLE DESCRIPTION

The role: Chair of Emmaus RP

Accountable to: Board of trustees

Overall Purpose

- To provide leadership and facilitation to the board of trustees and Chief Executive to ensure effective decision making and delivery of the charitable purposes, strategic priorities, mission, vision, strategy and values of the Emmaus RP.
- To drive continuing board development and lead on ensuring the board, its committees and any subgroups model best practice governance, communication and compliance with the RP's code of governance, internal articles, policies, procedures, the Regulator of Social Housing's consumer and economic standards and other relevant external regulation/legislation.
- To act as a highly effective external facing ambassador for Emmaus in the UK.

Principal responsibilities and duties

1. To ensure the trustees fulfil their duties and responsibilities and that all decisions are made to provide maximum impact to the Emmaus RP's residents
2. To ensure the trustees operate solely within the charitable objectives of the Emmaus RP and ensure the strategic priorities are embedded into the activities undertaken.
3. To ensure the trustees regularly review the Emmaus RP's financial information and financial health and ensure there are appropriate financial policy and reserves in place.
4. To ensure the trustees regularly review major risks and satisfy themselves that there is an effective process in place to mitigate these risks.
5. To ensure effective governance arrangements and policies are in place.
6. To develop the knowledge and capabilities of trustees and make full use of their skills and experience to support the board to fulfil its role.
7. To appraise the performance of the trustees, assess any skills gaps and ensure appropriate succession planning, induction and training for trustees.
8. To foster positive and productive relationships between Emmaus RP trustees, the wider EUK team, including EUK trustees, the UK federation, and the international Emmaus movement, and to support the constructive resolution of issues or conflicts where needed.
9. To Chair meetings in an efficient manner, encouraging discussion and informed decision making where all trustees participate and take collective ownership.
10. To ensure the Emmaus RP Board is an equitable, diverse and inclusive space.
11. To work closely with the Chief Executive to ensure agendas and meetings are well planned, contain appropriate content and follow up actions are completed.
12. To work collaboratively and openly with EUK, including the Chair of the EUK Board, whilst maintaining the independence of the Emmaus RP and engage with federation members delivering services on behalf of the Emmaus RP, including considering resident feedback and influence.

ROLE DESCRIPTION

13. To establish a constructive and effective working relationship with the Chief Executive which includes regular communication, speaking openly about concerns and challenges, maintaining an overview of the Emmaus RP's affairs, seeking and receiving assurance on key matters and supporting them in their role.
14. To liaise with the EUC Chair and contribute to the effective line management of the Chief Executive providing feedback on annual appraisals, performance management, personal development, remuneration, succession planning, setting objectives and success against the Emmaus RP's strategic priorities.
15. To act as an ambassador for Emmaus in the UK, strengthening our profile and impact, safeguarding our reputation and representing the organisation at events.
20. To ensure the financial sustainability and stability of the Emmaus RP and its assets by overseeing and reviewing budgets, accounts and financial reports.
21. To ensure the proper investment of Emmaus RP funds and protection of its reserves.
22. To ensure clear, effective and efficient administration of Emmaus RP activities, including good governance, risk management, policies, procedures and oversight.
23. To promote a culture where resident involvement is supported and valued, and resident views are fully reflected in decision making.
24. To support the growth of the Emmaus RP in line with the Business Plan, ensuring that opportunities for the development of new homes are financially viable and sustainable.
25. To support the Chief Executive in their leadership of the Emmaus RP
26. To work towards the Emmaus RP being an equitable, diverse and inclusive organisation.
27. To safeguard the positive name, values and work of Emmaus.
28. To prepare for, attend and contribute to board and committee meetings.

General trustee duties

16. To develop, define and agree the strategic vision, mission and priorities of the Emmaus RP and monitor and evaluate its performance.
17. To oversee the application to the RSH to become a RP including the development of the Emmaus RP Business Plan, legal agreements, Code of Governance and all relevant policies and procedures.
18. To ensure the Emmaus RP uses its resources to effectively manage its homes in line with the RSH's regulatory standards and provides services to residents exclusively for the advancement of its charitable purposes and solely in line with its values and principles.
19. To ensure that the Emmaus RP is compliant with all relevant legislation and regulatory requirements, with a commitment to continually improving services for residents in line with best practice.

Specialist duties

In addition to the above general duties, trustees are expected to bring specialist skills, experience, knowledge or expertise in specific areas. It is their duty to use these specialisms to support the board collectively to reach sound decisions. This may involve leading discussion on issues where they have specific expertise, highlighting key issues and providing insight, advice and guidance on new initiatives.

PERSON SPECIFICATION

Skills, knowledge and experience

1. Prior senior leadership experience within an organisation of similar scale and complexity
2. Substantial experience of working with a board of trustees; with a strong understanding of the role of Chair
3. Experience of leading, defining and updating mission, vision, values, strategies, objectives and policies
4. Experience of governance and regulation and legislation in a Registered Provider or other relevant sector
5. Ability to scrutinise and drive organisational performance in line with resident feedback including against targets and budgets
6. Collegiate working as part of a team, adopting a reflective approach and investing in own learning with evidence of continuing professional development
7. Experience sustaining and managing multiple relationships with a diverse range of stakeholders
8. Understanding of the role, responsibilities and legal duties of a trustee making informed contributions and modelling good governance practices and behaviours
9. A strong knowledge of the affordable housing sector; highly attuned to sector wide challenges
10. Commitment to equality, diversity and inclusion and resident involvement
11. Experience or understanding of finance and Charities' Statement of Recommended Practice (SORP) *desirable but not essential*
12. Professional network that could be advantageous to the Emmaus RP *desirable but not essential*
13. Experience or knowledge of working within a global charity or federated structure *desirable but not essential*
14. Evidence of continuing professional development *desirable but not essential*

Behavioural competencies/characteristics

1. Committed to honesty integrity and transparency
2. Emotionally intelligent and diplomatic, with strong interpersonal skills
3. Effective team leader and motivator, able to communicate clearly and engage others
4. Able to maintain confidentiality and handle sensitive information appropriately
5. Able to manage the boundaries between the Executive and Governance functions, providing appropriate support and challenge to the RP leadership and wider team
6. Able to commit the necessary time to the role
7. Commitment to accountability to residents and putting their views at heart of decision-making
8. Commitment to the Emmaus RP values and code of conduct
9. Able to understand complex information, draw out discussion points and encourage debate
10. Ability to identify and examine risks, determine consequences and capitalise on opportunities
11. Strategic, creative and agile thinker

TERMS OF APPOINTMENT

Remuneration:	The role is not remunerated, but reasonable expenses are reimbursed.
Time commitment:	The Board meets four times per year, with additional commitments including the AGM and an annual full day in-person Board away day. The total time commitment is estimated to be one to three days per month, including meetings, preparation and training.
Location:	Meetings will be a mixture of in-person and online. In-person meetings will usually be held in London. Virtual meetings will be held via Microsoft Teams.
Tenure:	Trustee appointment of three years, with the opportunity to renew for one further term to a maximum tenure of six years.
Expectations:	Successful applicants will be required to adhere to the Code of Conduct and to act at all times in accordance with the charity's charitable objects, governing document, policies and procedures.

KEY DATES AND THE SELECTION PROCESS

Tuesday 13th October at 09:00am

Closing date:	We will be in touch to let you know the outcome of your application by the end of this week.
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Wednesday 21st October - online via MS Teams

First interviews:	Longlisted candidates will be interviewed by a Campbell Tickell panel.
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Monday 9th November - in person at Campbell Tickell's offices in London

Final interviews:	Shortlisted candidates will be interviewed by an Emmaus panel including: Jill Garner, Chair of Emmaus UK; Fiona Humphrey, Emmaus UK and Emmaus RP Trustee; John Tatham, Emmaus UK and Emmaus RP Trustee; and Charlotte Talbot, Chief Executive.
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YOUR APPLICATION

Thank you very much for your interest in this Chair post at Emmaus's new housing Registered Provider. On the preceding 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 me, so that we can talk through your offer and get a sense of how that aligns to what Emmaus 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 at 9:00am on Tuesday 13th October 2026. Please ensure we receive your application in good time.

Do call me 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,



Isabella Ajilore
isabella.ajilore@campbelltickell.com
07572 166 417

CAMPBELL
TICKELL

Chair - Registered Provider

London / online | reasonable expenses



Ending homelessness one person at a time

Emmaus supports more than 1000 people each year who have experienced homelessness. We provide a place to call home in our communities, and training and work opportunities, each tailored to individual needs. The first Emmaus in the UK opened in 1991 and there are now 28 communities spread across the UK, each of which offers supported accommodation. Emmaus is different to many homelessness charities and support services as we go beyond just offering a bed for the night; we provide longer-term support, stability, opportunities for personal development, and a strong sense of community.

There is more demand than ever for the work we do, and our long-term strategy is to provide more support through growing the scale of our offer. To support that ambition, we are very excited to be establishing a dedicated housing organisation within the Emmaus group. The organisation

will manage housing on behalf of our communities and in time will also acquire and develop new homes.

We are excited to be seeking our inaugural Chair of the Board for the new housing organisation. Our new Chair will lead the Board to establish a strong governance framework, support regulatory registration, provide strategic oversight and help develop relationships across the Emmaus network and wider housing sector.

This is a rare chance to work within a respected national charity to help build and shape a new organisation from the start and have a direct impact on homelessness.

You will be joining a small, collegiate Board of Trustees to move us forward and we are more interested in your energy and values, your passion for what we do, and dedication to ending homelessness than your technical chairing experience. As such while we expect that you will bring senior leadership experience gained at a registered provider, we are open to candidates seeking a first Chair or non-executive role.

Download a job pack at
www.campbelltickell.com/jobs

Contact Isabella Ajilore at Campbell Tickell to arrange a conversation:
isabella.ajilore@campbelltickell.com
07572 166 417



Closes: Tuesday 13th October 2026 | 9am



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