



Together
we will end
homelessness



TALL ROOTS



Director of People & Culture

Candidate Pack
May 2024

Welcome



Thank you so much for your interest in applying to be our new Director of People & Culture at Crisis, the national charity for people experiencing homelessness. We help people out of homelessness and campaign for the changes needed to solve it altogether.

All of us need a decent home – to be healthy and to thrive. Currently though, this basic human need isn't being met for so many people across the UK. This is unacceptable. At Crisis we work side by side with thousands of people each year as they find ways out of homelessness.

I am so proud to lead our People & Resources directorate at Crisis. We have an incredible and committed workforce of more than 700 employees, as well as c5,000 inspiring volunteers who are central to the success of our Christmas services and the running of our shops. Without them Crisis quite simply wouldn't exist, and each day I get to witness humanity, kindness, and excellence in our people. And that is why our Director of People & Culture is such an important role for us.

This is an exciting time to be joining Crisis. Emerging from a period of change, we have a new 10-year strategy and an even greater focus on purpose and priorities. As a member of the wider leadership team, the Director of People & Culture will be responsible for developing a strategy that delivers on our aspirations for our staff and volunteers, attracting

and retaining a diverse and talented workforce and creating an environment that allows everyone who works with us to be the best that they can be. As our most senior People leader in the charity, this is a role that is highly visible at all levels and you will be required to build strong, trusted relationships across the leadership team, our Board and with staff and volunteers.

We are looking for an authentic and inspiring leader who brings significant experience of developing and implementing people strategies, with strong knowledge of culture and organisational development. You will have a confident and informed approach to all things relating to people and culture and a proven commitment to promoting equity and inclusion in the workplace, so that everyone feels able to be their authentic and best selves. With high levels of emotional

intelligence, you will also be a leader who gives space and encouragement for the team to learn on their own, while being able to spot when they need support, and also have the humility to acknowledge the things that you don't know yourself.

In addition to wanting to hear from experienced people leaders who share our vision and values, we also welcome applications from emerging leaders for whom this will be their first director role but who bring the enthusiasm and drive to succeed in it.

We are excited for someone to join us who is passionate about ending homelessness and ensuring that their team is focused on delivering excellence to ensure that we are achieving the Crisis mission. If this sounds like you, then we would love to hear from you.

Louise Harris
Chief Operating Officer

About us

Crisis was formed in 1967, amidst growing realisation of the extent of the homelessness crisis across the UK.

Our decades of supporting people experiencing homelessness informs all areas of our work – from our services to our cutting-edge research and the political changes we campaign for. By understanding the immediate pressures of homelessness, as well as the wider societal pressures that push people into homelessness in the first place, we can solve homelessness for good in Great Britain.

Our services

We work directly with people experiencing or at risk of homelessness in 9 areas across England, Scotland and Wales. We provide practical one-to-one support to help people access benefits, healthcare services, employment opportunities, and more. Our main aim is to relieve the huge pressure of homelessness, by helping people find safe and affordable homes as quickly as possible.

Every person who turns to us for support is treated as an individual, with dignity and respect. How we support someone depends on their individual needs and situation.

We prioritise supporting people who find it difficult to access or are excluded from services that should be there to prevent or end their homelessness. This includes people with complex

needs such as physical and mental health issues, substance use and a history of trauma and abuse. It can also include non-UK nationals and those seeking asylum.

Find out more about our [Crisis Skylight centres](#).

Housing

All of us need a decent home in order to be healthy and to thrive. That's why one of our main goals when working with people experiencing homelessness is for them to find safe and affordable homes as quickly as possible. We provide the tools and knowledge to help people rent, budget, and maintain their homes successfully.

We also work with landlords to secure a supply of affordable

homes for our Members. For housing professionals interested in our work our housing resource centre has information on how to get involved.

Research

Our cutting-edge research helps us to understand and highlight the scale, causes, and impacts of homelessness.

Campaigns

With collective action and political will, we know we can end homelessness for good. Our campaign work is shaped from our direct work with people experiencing homelessness and helps tackle the societal pressures that push people to the brink.

Venture Studio from Crisis



We are on a mission to accelerate the end of homelessness for good through entrepreneurship.

We invest in, build, and scale ventures that end homelessness for those experiencing it or prevent homelessness from happening in the first place.

The role we play

The Venture Studio complements Crisis' existing work of over 50 years in policy, research, and in the provision of direct services, to provide another tool in Crisis's work to end homelessness.

Our role in the global shift towards a more socially conscious investment world is to back the right startups that can help bring an end to homelessness, whilst supporting them to unlock the right resources to scale. To enable this, we provide access to:

- Funding.
- Cross-sector industry expertise.
- Crisis' brand, networks and insights.
- Access to people with lived experience of homelessness for user testing and co-production.
- A range of technical, business and product support in a tailored growth programme.

If 40,000 people were prevented from becoming homeless for one year in England it would save the public purse **£370 million**.

Our Philanthropic Venture Fund will enable us to scale our work and support even more businesses ending homelessness. We are seeking mission-aligned philanthropic capital to help us accelerate the end of homelessness through entrepreneurship.

We aim to raise £20 million over ten years to fuel our investments into impact-led businesses and founders.

Over a 10-year period, this fund will enable us to invest in 71 companies and make 24 follow-on investments in successful portfolio companies.

We have bold ambitions. Our thorough due diligence - supported by our **strategic advisory board**,

27 partner organisations, and the **directors and trustees at Crisis** – assures donors that any start-up we invest in will deliver a material difference to ending homelessness.

We'll continue to evaluate our impact on a yearly basis and iterate our investment thesis to maximise impact.

Collectively, our portfolio of mission-led ventures will:



Build **10,000** homes to let at social rent level



Enable **100,000s** of homes to be built



Benefit **1 million** people in preventing and sustainably ending their homelessness

Job Description

Job title: Director of People and Culture

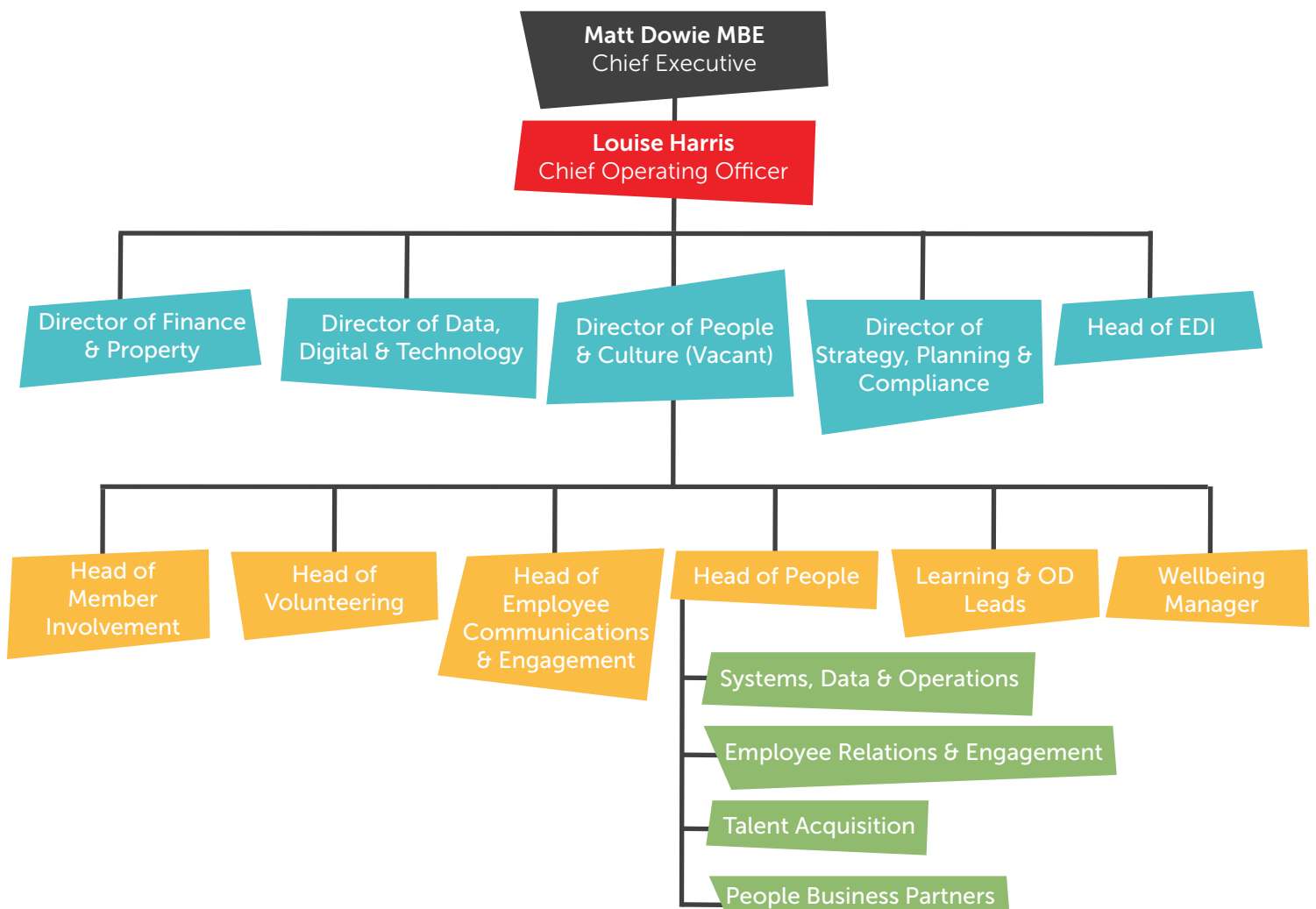
Department: People and Culture

Reporting to: Chief Operating Officer

Role Overview: Reporting into the Chief Operating Officer, you will lead the People and Culture function at Crisis; comprising approximately 40 staff across the following teams: People, Employee Communications and Engagement, Wellbeing, Learning & OD, Volunteering and Lived Experience Involvement.

The work of our People and Culture team is critical in driving the changes needed to support the delivery of our ambitious strategy and to activate the full potential of our workforce, prioritising wellbeing and culture development for all of our staff and volunteers, and using co-production to ensure that our Members (the people that are homeless who we work with) are at the heart of decision making.

Acting as a trusted advisor to the Senior Leadership Team and Board, you will deliver insight, effectively influence decisions and lead the development of user-focused solutions to support strategic decision making.



Key Responsibilities

- Provide inspiring leadership of our People and Culture directorate so that we can achieve our aspirations for our staff and volunteers and continue to build a positive, high performing work environment that allows us to have the greatest impact for those that we support.
- Oversee the delivery of our people and culture programme of work, including embedding a refreshed set of organisational values, developing a leadership framework, improving our people practices and delivering an independent Equity Review.
- Provide strategic advice and reporting to senior leadership and Trustees, reinforcing exceptional standards of governance and accountability in our approach and decision making.
- Build a strong Employee Value Proposition to attract and retain talent within Crisis, develop our current and future leaders and deliver an equitable experience for all staff and volunteers to reach their full potential.
- Ensure that our Equality Diversity & Inclusion strategy is embedded in the ways of working and delivery of the function, championing our internal staff diversity networks and realising our vision to be a truly inclusive and diverse organisation that enables staff and volunteers to be their authentic and best selves.
- Develop a wellbeing framework to ensure that Crisis, as a national charity with a dispersed workforce and large volunteer base, is a safe and supportive environment for everyone, and that kindness, empathy and compassion is shown at all levels.
- Ensure the team delivers high standards of direction and support to the wider organisation, so that the Directorate is recognised and valued as a trusted advisor and strategic business partner across the charity, offering relevant expertise and advice that is inclusive and person centric.
- In line with our new strategy, to position Crisis as a sector leader in how we attract and support our volunteers, exploring new ways that we can better empower them to deliver the greatest possible impact for our Members and to also have a say in how we deliver our work nationally.
- Lead on organisational development and change initiatives, embedding co-production and improving ways of working to ensure Crisis functions are continuously learning and improving.
- Prioritise learning and development across the organisation, enabling and supporting our existing and emerging leaders through defined leadership behaviours and coaching styles.
- Ensure effective communication to all parts of the charity to support our culture, promoting the broadening and improvement of opportunities for staff engagement.
- Provide robust, person-centred leadership of all employee relations matters, supporting senior leaders to manage risks and solutions.
- Ensure that meaningful people management information (including regular staff surveys) is collected and evaluated, using data insights to both enhance engagement and to inform decision-making and planning across Crisis.
- Act as the Senior lead for working with the Union and ensure that our Joint Negotiating Committee is operating effectively.
- Ensure that, in addition to compliance with relevant statutory and regulatory standards, we seek to lead the way in enhancing our People policies, processes and procedures to support our culture and values.
- Be an active collaborative leader within Crisis, sharing responsibility with colleagues for all that Crisis does, and inviting colleagues to do the same.
- Act as a visible, inspiring role model who exemplifies the culture, behaviours and values of Crisis and willingly undertake such other reasonable duties as necessary to meet its needs.
- Exercising cost control and managing expenditure to work within the agreed operating budget.
- Commitment to Crisis' purpose and values including equality and social inclusion.

Person Specification

Knowledge & Experience

Essential

- Experience of leading a people function in a unionised, multi-site operation with a bias to organisational development, culture and employee & volunteer experience.
- Significant experience of developing and implementing people and culture strategies that are aligned to support the organisational strategy and of leading large, complex organisational change programmes.
- Demonstrable experience of leadership, management and people development skills, bringing people together to be greater than the sum of their parts, even through uncertainty and change.
- Experience of supporting the work of a Board/ Board sub-committees and of promoting effective organisational governance and risk management.
- Membership of CIPD or equivalent professional experience.

Desirable

- Knowledge of charities and/or retail environments.

Skills & Attributes

- Ability to quickly understand a range of services and their specific needs, develop relationships and build rapport to facilitate stronger outcomes.
- Confident using digital technology and enthusiastic about considering new digital innovations that can enhance employee engagement and experience.
- Curious about exploring and experimenting with new ways of working, with the confidence to allow yourself and others to step out of their comfort zone and not be afraid to fail fast and learn from them.
- Ability to use data insights to inform strategic plans.
- A deep interest in learning about our Members and continued desire to understand how each of our roles impacts them.
- Role models and encourages coaching behaviours for our existing and future leaders.
- Comfortable working in ambiguity, managing risk, and anticipating and solving problems in order to deliver within a complex and changeable operational environment.
- An authentic leader who demonstrates integrity and ensures accountability in self and others.
- Passionate about ending homelessness and a strong personal alignment with our values.



Terms of appointment

Salary: £83,000 per annum.

Contract: Full-time, permanent (35 hours per week).

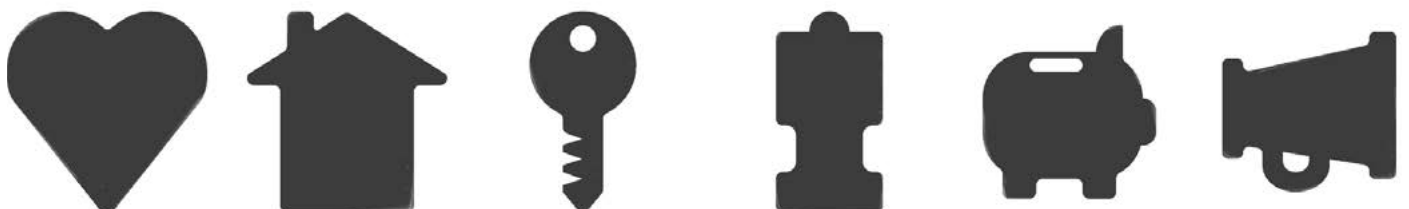
Location: Based in our London office. We are open to a range of flexible working options, in line with Crisis' Hybrid-Working Policy, but there is an expectation the successful will work from the office two days per week and will regularly visit our services across England, Scotland and Wales.

Benefits:

- Interest free loans for travel season ticket, cycle to work, and deposit to secure a tenancy.
- Pension scheme with an employer contribution of 8.5%.
- 28 days holiday and option to purchase up to 10 additional days leave.
- Enhanced maternity, paternity, shared parental, and adoption pay.
- Flexible working around the core hours of 10am-4pm.
- And more! ([visit our website](#))

Alongside our excellent staff benefits, we will support your ongoing development to build your skills, experience, and career.

When you join us, you will have the opportunity to join our staff diversity networks, which aim to champion issues across the organisation, enable staff to be their authentic and best selves and contribute to making Crisis a truly diverse organisation.





How to apply

Tall Roots is acting as an employment agency partner to Crisis. Applications should be made online at www.tallroots.co.uk and include:

- Your CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Knowledge & Experience section of the Person Specification.

The closing date for applications is **Friday 14th June 2024**. Preliminary interviews with Tall Roots will be held virtually during w/c **24th June 2024**.

Final interviews will be held in-person at Crisis' Universal House office (London, E1 7SA) on **Wednesday 10th July 2024**.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Natalie Sanders or Mark Crowley at Tall Roots by email at: natalie.sanders@tallroots.co.uk or mark.crowley@tallroots.co.uk.



TALL ROOTS



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Tall Roots Search
Recruiting exceptional leaders for inspiring organisations
71-75 Shelton Street, London, WC2H 9JQ
www.tallroots.co.uk