

**Crisis**

Director of  
Fundraising

Appointment Brief

**Attenti**  
Executive Recruitment Services



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## **Appointment Brief**

### **Crisis, Director of Fundraising**

## **Contents**

Introductory Letter

Crisis: Background and History

Crisis: Values

Crisis: Future Strategy

Crisis: Impact

Organisational Structure

Role Profile and Person Specification

Recruitment Timetable

Terms and Conditions

How to Apply

Dear Candidate,

Thank you for considering the role of Director of Fundraising at Crisis. Personally, I think this is one of the most exciting roles in the charity sector right now, and I have to say from the start this is a job about ending homelessness in Great Britain for good. It is a job for a brilliant fundraising leader, and it is a job for someone committed to tackling the injustice that is homelessness in this country in the 21<sup>st</sup> Century.

We know homelessness can be tackled and ended. If we look at the sustained reductions in rough sleeping in the late 1990s and early 2000s and if we look at the many international examples of countries, cities and regions setting out clear plans and making concerted efforts to build societies in which it is inconceivable that fellow citizens should be without a home we can see this. In 2016 in Great Britain there were 160,000 households experiencing the most acute forms of homelessness, from sleeping rough to emergency hostels to sofa surfing in insecure and unsafe circumstances. With the current direction of travel, this is set to increase to over 200,000 in 10 years, with rough sleeping increasing by 76% to over 16,000 in the same period. At Crisis we believe quite simply, that together we can end homelessness. It is not inevitable, and policy choices can be made to end it for good.

That's where you come in. Our fundraising activity brings us into contact with millions of people, and in communicating with them we can help those people to understand why homelessness happens, and we can ask them to join with us and our colleagues from across the homelessness sector to work to end homelessness. We'll do it person by person through our direct services which currently work with 11,000 people each year and 4,000 guests over the Christmas period, and we will do it by demonstrating the structural changes that can and must be made to make homelessness a thing of the past. Of course, raising money is an important part of the job, but engaging support for ending homelessness, demonstrating that together we can end homelessness, and role-modelling Crisis' values are the things that will make the lasting difference.

As we move towards the end of our 50<sup>th</sup> anniversary year in May 2018, we will publish two documents that we hope will stimulate and enable change. The first will be a Plan to end homelessness; an authoritative document we have been working on throughout 2017, which will set out for the governments of the UK, Scotland and Wales what needs to be done if they are committed to ending homelessness. This document builds on more than 60 consultation events across Britain and a huge amount of research either completed or commissioned by Crisis, and is what our 50<sup>th</sup> anniversary year is all about. The second will be our own 5-year strategy; a document setting out clearly what Crisis' role will be in this movement to end homelessness – how our services will help more people to end their homelessness, and how our policy and campaigning work will contribute to change across Great Britain.

Our strategy will be presented to the Board for approval in June 2018, but underneath the headlines there will continue to be much room for our new Director of Fundraising to shape the way forward for the organisation as a whole as well as our approach to supporter engagement and fundraising.

We will need to continue to grow our income, building on the great success of our fundraising team and the whole organisation over the last few years, and I believe there is the potential to do this as we continue to diversify income and remain at the forefront of innovation in fundraising. I was hugely proud to see the team presented with two Fundraising Team of the Year Awards in 2017, building on their pioneering work to spread a 'supporter in the room' ethos throughout Crisis. We have a talented fundraising team, and we have an organisation committed to supporting fundraising and the independence this affords us in fearlessly doing what needs doing and saying what needs saying. And, whoever is appointed to this job has the 100% commitment of myself, our senior team, and our Trustees. We will look to you for fundraising leadership, but we will also support you in every way we can.

I hope you decide to apply and look forward to meeting you. The selection process will be rigorous, and will include panels of members (the phrase we use instead of 'client' or 'service user') and supporters. But, hopefully, you would expect all of this from us.

Best wishes

Jon



**Jon Sparkes, Chief Executive**

## **Crisis: Background and History**

Crisis was founded in 1967, amidst growing realisation of the extent of the homelessness crisis across the UK. Politicians, homelessness groups, and social activists came together to mobilise support for homeless people and campaign for an end to the scandal.

Crisis was never intended to be in existence for this long. We didn't expect to be here, facing a similar crisis, 50 years on. And we don't intend to be needed in 50 years' time.

In our 50 years of existence, we have helped tens of thousands of people out of homelessness. After launching our first Skylight centre in London in 2002, we have grown to offer one to one support, advice, and courses for homeless people in 12 areas across England, Scotland and Wales. How we help someone depends on their individual needs and situation. It could be with finding a home and settling in, getting new skills and finding a job, or help with their health and wellbeing. Last year, we worked with 11,000 people and supported 4,000 people at Christmas.

Through our services as well as through our pioneering research we now understand more than ever about the causes and consequences of homelessness, and what it will take to end it and together with others who share our resolve, we bring our knowledge, experience and determination to campaign for the changes that will solve the homelessness crisis once and for all.

Last year, in partnership with colleagues from across the homelessness sector, politicians from across the spectrum and our passionate campaigners, we successfully campaigned for the Homelessness Reduction Act to become law. As the most significant change in homelessness legislation in England since 1977, the Act will give councils a legal duty to give people meaningful support to resolve their homelessness and will introduce measures to prevent people becoming homeless in the first place.

We're seeing a growing cross-party consensus that homelessness must be tackled, and have received support from Prime Minister Theresa May and First Ministers Nicola Sturgeon and Carwyn Jones for our plan to end homelessness. Ahead of the June 2017 Westminster general election, along with other homelessness charities and thousands of campaigners, we campaigned successfully for commitments to tackle homelessness in the manifestos of all the major parties. Chief Executive, Jon Sparkes is currently chairing the Scottish Government Homelessness and Rough Sleeping Action Group.

Now, as we prepare to publish our comprehensive Plan to end homelessness at the end of our 50<sup>th</sup> anniversary year, we look to the future and to working collaboratively to bring about the changes that will end homelessness once and for all.

## **Crisis: Values**

At Crisis, our values underpin everything we do. They were developed by asking all of our staff what they think our values are, and by consulting with members and volunteers. So, they were discovered rather than imposed. One of the key objectives of the Director of Fundraising will be to role-model these values and ensure they are the basis for everything we do in fundraising and beyond.

### **Inspiration**

We can and we do change the lives of homeless people. Through this work we inspire others to help end homelessness

### **Integrity through knowledge**

Our integrity is grounded in our unique knowledge base, which comes from our research and years of working directly with thousands of homeless people

### **Dignity**

By giving people the tools to help themselves out of homelessness, we uphold their dignity. We act with compassion, a sense of common decency, and with humanity

### **Fearlessness through independence**

Our independence grants us not just the ability, but also the responsibility to be fearless and say what needs to be said to help homeless people

### **Adaptability**

We are curious, creative and adaptive, willing to change what we do when we know what works – and what does not

### **Resolve to end homelessness**

Be it through anger or compassion, we draw our resolve from the injustice that is homelessness in 21st century Britain

## Crisis: Future Strategy

### Crisis strategic plan 2018 – 2023

Crisis' current Strategic Plan runs until June 2018, and a new plan for 2018 – 2023 is being developed. The strategy process is backed by clear environmental analysis by strategy consultants and commissioned research on the nature and prospects for homelessness now and in the future. It is also supported by comprehensive consultation with our Experts by Experience Panel, all staff colleagues through our twice-yearly Have Your Say sessions, and of course our Trustees.

Between November 2017 and January 2018 we are working hard to develop the detail of the plan and to make a clear assessment of the cost and resource elements of the plan as well as our prospects for fundraising over the coming 5 years. From February 2018 we will be drafting the strategy that we will present to the Trustees before June 2018. As a strategy, we will treat it as a living document and keep it under review, and we will refine it year by year as we understand and learn from the impact it is having. The new Director of Fundraising will have a role in finalising the strategy and then shaping it over the coming years.

Through the highly consultative process so far, we have identified some key themes. These have not been 'wordsmithed', but do have the in-principle blessing of the Trustees at this stage and will therefore be the foundations of the strategy;

- Over the five years we will clearly identify the key policies that cause, sustain and solve homelessness, and we will **achieve the necessary changes** to these policies across the UK, in both national and regional contexts. In the current plan, one of the key achievements was the Homelessness Reduction Act in England. We will build on this in the coming 5 years and focus change on the key policies that support or prevent us ending homelessness;
- In May 2018, Crisis will publish an authoritative Plan to end homelessness. Our strategy for the next five years will be about working with governments and political leaders to ensure that **the Plan is adopted** in England, Scotland and Wales at a national level. All three governments have made clear commitments on homelessness and we need to ensure the Plan we publish underpins those commitments well;
- In addition to national influencing, we will work **at region and city level to take on the challenge** of ending homelessness. Where we have a presence through our Skylight services we will play a collaborative part in ending homelessness, and we will seek a small number of early-adopters of the Plan to end homelessness to work within a more intensive way to bring about an early end to homelessness;

- Our own year-round services worked with 11,000 members in 2016/17 as well as welcoming 4,000 guests to Crisis at Christmas. Our strategic plan is not about simply growing the number of people we help, but is focused clearly on **ending more people's homelessness**. Our multidisciplinary Skylight teams have great expertise in helping people find and sustain a home, achieve a sustainable and reliable income through employment, build their personal health and wellbeing, and develop positive relationships. These are the elements of ending homelessness and we will do this for as many people as possible.
- Lastly, we will stick to the traditions of Crisis and **end homelessness for more of the most excluded homeless people**, whether they are excluded due to society's inability or unwillingness to work with people with complex needs, or because they are excluded by policy, migrant status or destitution. We will ensure Housing First solutions are developed and are available for our members, and continue to build Housing first as the best solution for people with complex needs.

These are challenging goals, but they resonate clearly throughout Crisis, and signal our determination to end homelessness whether through our own services or through our research, evidence, policy and campaigning work.

To achieve this, we know we will need to live and breathe our values and demonstrate every day that together, we will end homelessness. Specifically, we will need to take a very clear member-centric approach to all we do, build strong influential relationships, ensure we have the funds and financial effectiveness we need, continue to build collaboration across the sector and invest in our skills, knowledge and culture.

It's going to be an exciting five years. Most exciting will be the impact we must have on ending homelessness.

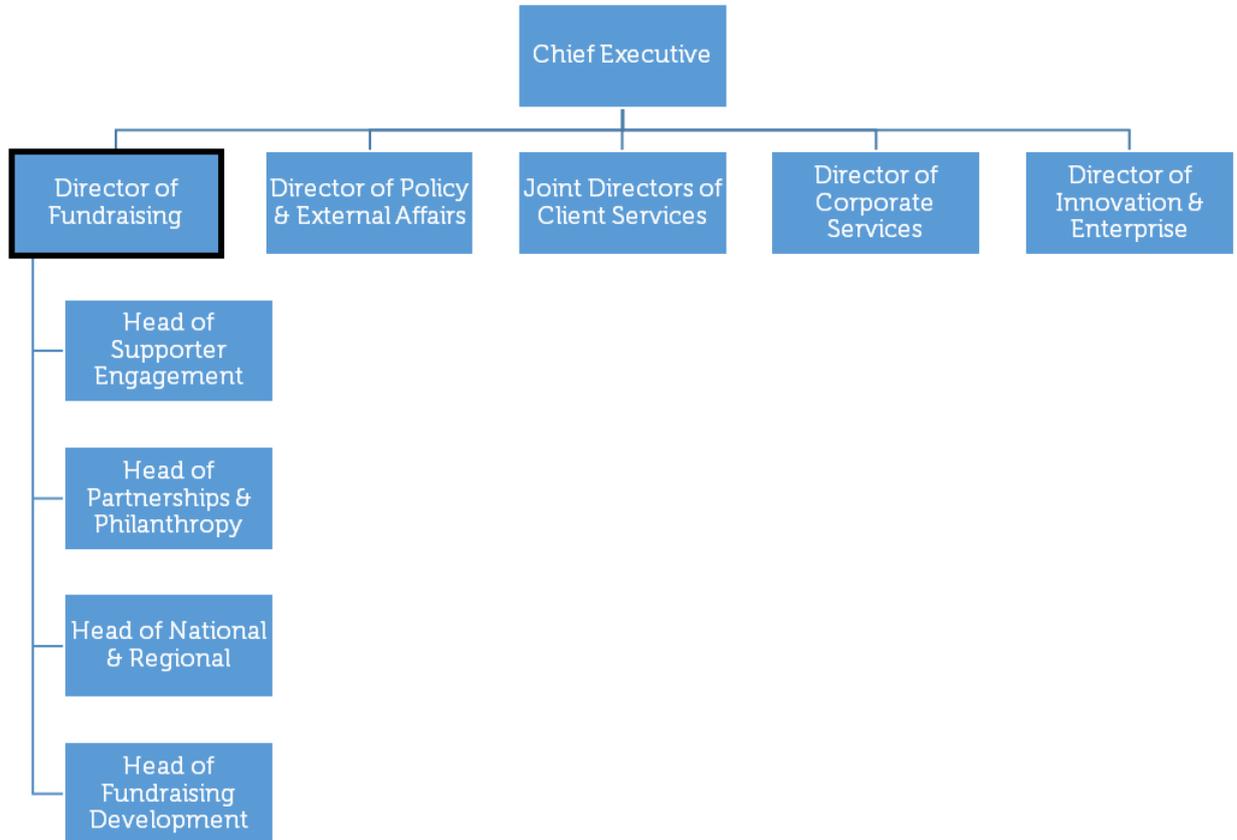
## **Crisis: Impact**

The impact we have as a charity is fundamental to our success in combating homelessness. The growth in number of our Skylight centres has ensured that we are able to reach people all across the country. The impact of our research and services has given people motivation, confidence, support and outlook to name a few which all contribute to their progression out of homeless. In terms of the future impact, we still have far to go, we want to end homelessness once and for all.

To access the Digital Impact Report of 2017 [click here](#)

For our Annual Report and Accounts ending June 2017 [click here](#)

## Organisation Structure



## Role Profile

### Overview

- As a corporate leader you will role model our values and help shape and execute our overall organisational strategy to achieve our purpose which is to end homelessness
- You will support the strategic direction of Crisis through the Senior Management Team (SMT), Strategic Leadership Group (SLG) and Board of Trustees.
- You will shape and execute a new fundraising strategy 2018-23 which will see a significant growth in fundraised income whilst reinforcing our key messages and enhancing our brand
- You will lead and inspire the Fundraising Management Team (FMT) and provide strategic leadership to the Partnerships and Philanthropy, Supporter Engagement, National & Regional and Trusts & Statutory Fundraising Teams

### Key Relationships

- Line manage the Head of Supporter Engagement, Head of Partnerships and Philanthropy, Head of National & Regional Fundraising, and Head of Fundraising Development
- Play an active, strategic and collaborative role as a member of the senior management team (SMT), SLG and FMT, to enable Crisis to achieve organisational strategic objectives
- Support the development of insight-led stakeholder management strategies, particularly corporate partners, philanthropists, and institutional funders, with the Chief Executive, Head of Partnerships and Philanthropy, SMT, SLG, Chair and Board of Trustees
- Work closely with the Director of Policy & External Affairs and the Strategic Marketing Group (SMG) to ensure there is a holistic and joined up supporter engagement strategy, based in our values and brand purpose, to achieve key engagement objectives
- Work closely with the Directors of Client Services to ensure services are developed and evaluated to enable supporter engagement and growing levels of fundraised income
- Work closely with the Director of Corporate Services to ensure we have the systems and processes to enable supporter engagement and growing levels of fundraised income
- Work closely with the Director of Innovation & Enterprise to ensure the right approach to innovation and appropriate blend of commercial and fundraised income is achieved
- Develop and maintain an understanding of the charity's work and the needs and circumstances of homeless people

### **Key Responsibilities**

- Drive and lead on fundraising and broader engagement across the organisation, ensuring our Supporter in the Room philosophy is embraced throughout.
- You will provide leadership to the FMT in the budgeting and planning process ensuring that targets are established and communicated in a consultative manner, investment opportunities and risks identified, and plans delivered on time.
- Monitor results across the teams and ensure that regular reports of key metrics and results are provided to SMT and Board of Trustees.

## Person Specification

You should be able to demonstrate and provide evidence of your ability to meet the criteria listed under Part One within your written application. These will be tested further at the preliminary interview stage, along with the criteria listed under Part Two.

The successful candidate will be able to give evidence of the following:

### Part One

- A strategic fundraising leader, with ambition and a track record of high performance in supporter-focused relationship fundraising, ideally within a social justice context
- Ability to create and develop collaborative approaches to strategic development, across the full range of fundraising and other engagement disciplines
- Proven track record of innovation and income diversification
- Ability to communicate, engage and work credibly at the highest level with a variety of senior internal and external stakeholders, talking their language and understanding their perspectives and needs
- Proven track record of leading and inspiring a multi-disciplinary team to work positively and collaboratively with each other and across the organisation
- Ability to work creatively and instinctively without reliance on systems and processes
- Proven significant financial acumen with an ability to assess and manage budgets and risk
- Sound understanding of governance, and experience of working effectively with Trustees/Non-Executive Directors;
- Commitment to Crisis' purpose and values including equality and social inclusion.

### Part Two

- Significant understanding and empathy of social justice and homelessness
- Authenticity with a high level of emotional intelligence and political sensitivity
- Intellectually robust with the ability to grasp complex issues quickly
- An entrepreneurial outlook and ability to think strategically and know when to dive into the detail
- Actively pursues own learning and personal development as a leader and as a team member, and ensures the development of their teams
- Resilience, tenacity and willingness to take managed and balanced risks

## Timetable

Closing date for all applications	14 <sup>th</sup> January 2018
Preliminary interviews at Attenti	w/c 29 <sup>th</sup> January 2018 & w/c 5 <sup>th</sup> February 2018
Informal meetings, member panel and support panel and psychometrics	20 <sup>th</sup> February 2018
Final Panel Interview	23 <sup>rd</sup> February 2018

## Terms and Conditions

- Salary circa £85 K pa
- Annual leave of 25 days
- Crisis' head office in is London, 66 Commercial St, London E1 6LT
- This is a full-time role but we are very open to considering and supporting flexible working arrangements
- This role will require regular travel within the UK with occasional overnight stays away from home and working at the weekends
- Given the focus of our work you will also work at key times over Christmas and New Year
- You will be eligible to join Crisis' staff pension scheme

## How to Apply

If you are interested in applying for this role, please do so via the Attenti website:

<http://www.attenti.co.uk/crisisdf>

Please ensure you provide the following:

- A supporting statement. This should clearly set out how you meet each of the criteria set out in the person specification. You should provide evidence in your statement; and not simply a broad claim to have done it - give us examples and dimensions; tell us what this achieved and how it helped meet your organisations' goals.
- A comprehensive CV including details of your achievements in each role.
- Details of two referees, one of whom should be with regards to your current or most recent board level role, and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you, which coincide with the appointments timetable.

All applications will be acknowledged.

Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Closing date for applications is the **14<sup>th</sup> of January 2018**.

**Please let us know of any accessibility accommodations you may require.**

For an informal and confidential discussion, please contact our advising consultants, **Jim Banks on 07787 004 768 or David Fielding on 07810 507 235**.