

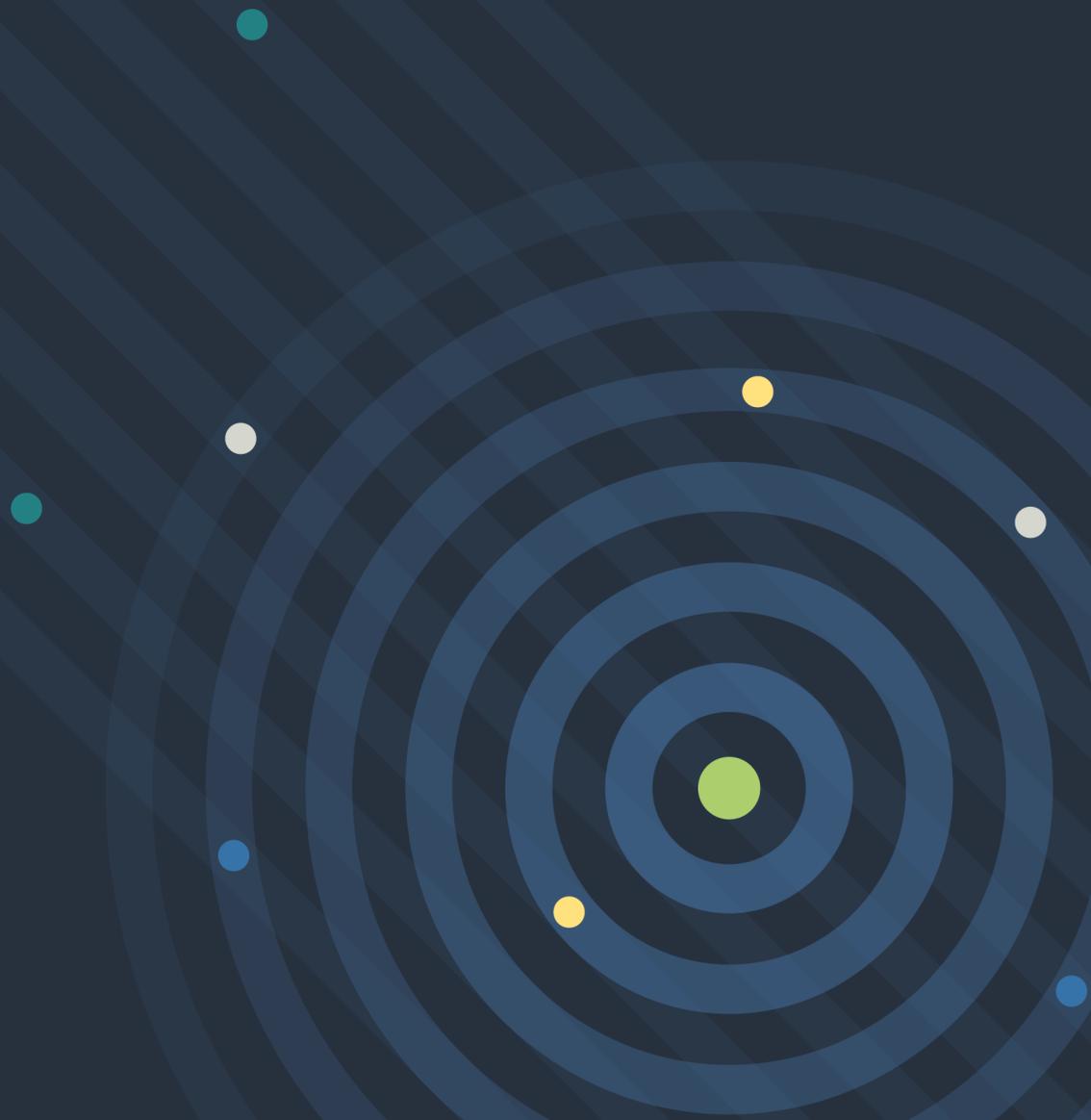
# Attenti

Executive Recruitment Services

## Crisis

## Director of Corporate Services

## Appointment Brief



## Introduction

Thank you for considering the role of Director of Corporate Service at Crisis, the national charity for homeless people.

Over recent years, Crisis has grown considerably and now has an annual turnover in excess of £50m. The Director of Corporate Services is at the heart of ensuring that this growth enables the organisation to have a greater impact, delivering the 2018 – 23 strategy as a thriving organisation with excellent infrastructure and facilities for our members (the phrase we use instead of ‘client’ or ‘service user’), staff and volunteers, an approach to risk that facilitates innovation and adaptability, effective governance and a clear approach to planning and performance and impact measurement.

Homelessness is devastating, dangerous and isolating. On average, homeless people die at just 44 years old. In a word, it is unjust. People sleeping on the street are almost 17 times more likely to have been victims of violence. More than one in three people sleeping rough have been deliberately hit, kicked or experienced some other form of violence whilst homeless. But we know homelessness, in all its forms, can be tackled and ended.

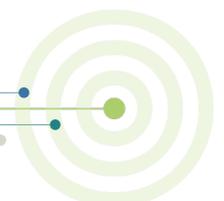
In 2018 we published a plan to end homelessness a document we worked on throughout 2017, which sets out for the governments of the UK, Scotland and Wales what needs to be done if they are committed to ending homelessness. This document builds on more than 60 consultation events across Britain and a huge amount of research either completed or commissioned by Crisis. It marked our 50<sup>th</sup> anniversary year and now provides the framework for the work of Crisis over the coming years.

Homelessness has never had a higher profile. This is largely due to the scale of the problem, and especially the scale of the most visible form of the problem; rough sleeping. Politicians are competing to be seen to be acting – as one of our founders said, we have a ‘rivalry of ambition’. Funders, donors and supporters want to do something. It could be said there is a window of opportunity. If ever there were a time for Crisis to make a difference, and ensure a new consensus to end homelessness for good rather than tinkering at the edges, then that time is now.

Within this pack, you will read more about our history, our strategy, how we approach our work and the key priorities for this post. I hope you decide to apply and look forward to meeting you. The selection process will be rigorous, and will include members and supporters as well as what will be your SMT colleagues. But, hopefully, you would expect all of this from us.

Best wishes

**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.

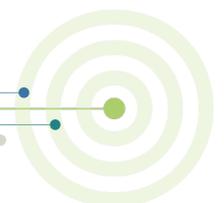
Crisis was never intended to be in existence for this long. We didn't expect to be here, facing a similar crisis more than 50 years on. And we don't intend to be needed in 50 years' time.

Crisis has 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 11 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 10,000 people and supported over 4,500 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.

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 the UK's Prime Minister as well as First Ministers in Scotland and Wales for our plan to end homelessness. Jon Sparkes chaired the Scottish Government [Homelessness and Rough Sleeping Action Group](#) and has recently been appointed by the Welsh Government as Chair of the Wales [Homelessness Action Group](#).



## 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 Corporate Services will be to role-model these values and ensure they are the basis for everything we do in corporate services 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 strategic plan 2018 – 2023

We are just beginning the second year of our ambitious five year strategy which comprises of five goals and seven cross cutting themes which are described fully below.

These are challenging, 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 will be an exciting five years. Most exciting will be the impact we must have on ending homelessness.

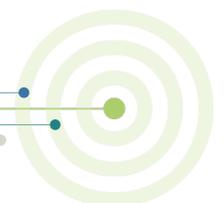
To access a copy of our 5 year strategy [click here](#)

## Crisis: Impact

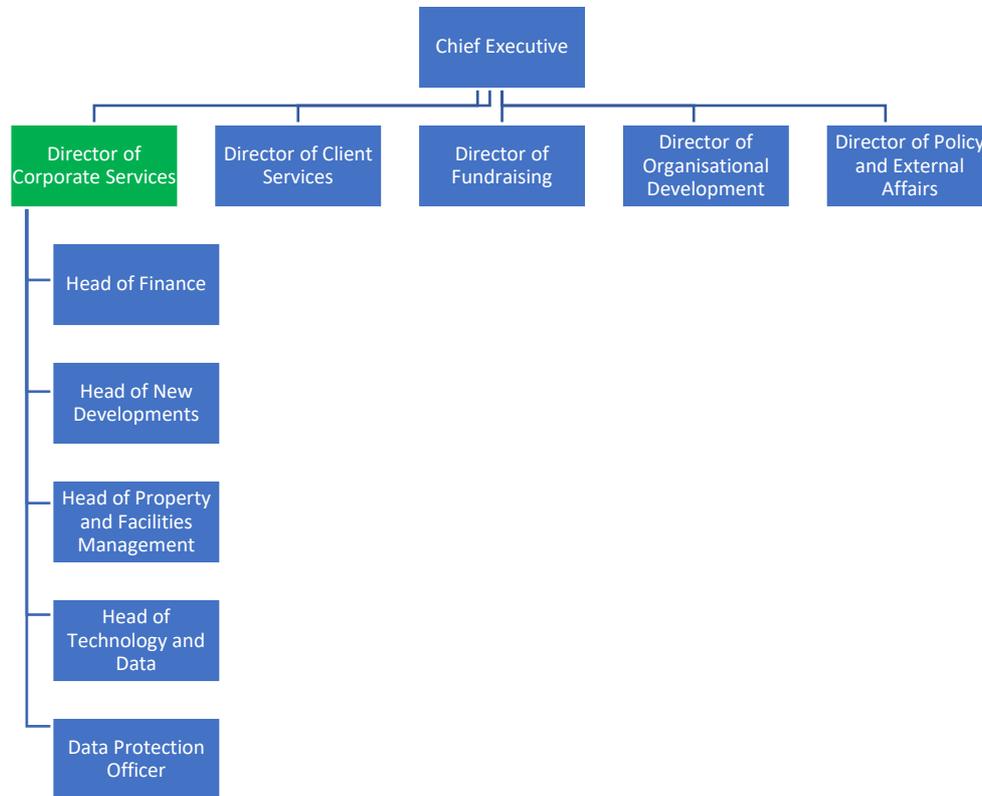
The impact we have as a charity is fundamental to our success in combating homelessness. The growth in number of our Skylight centres has ensured that we are able to reach people all across the country. The impact of our research and services has given people motivation, confidence, support and outlook 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 2018 [click here](#)

For our Annual Report and Accounts ending June 2018 [click here](#)



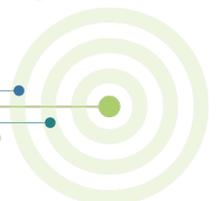
## Organisation Structure



## Director of Corporate Services - Role Profile

Priorities will include:

- Maintaining financial stability and ensuring the charity's financial and other resources are used to maximize the impact of our mission through good financial control, managing cash effectively, and risk management
- Ensuring an effective balance of investing in our strategy, in our infrastructure and staff, and in the communications and supporter engagement we need to deliver our mission; and a balance across the short term need to accelerate our strategy and the longer term need to sustain our work until homelessness is ended in Great Britain
- Developing our data strategy and ensuring the organisation is fully adaptable and digital-enabled

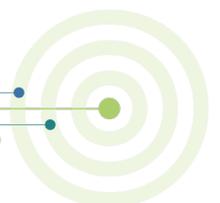


- Ensuring the maintenance and development of a portfolio of work places and premises, including 11 Skylight centres, office facilities, warehousing, a growing chain of shops, a range of pop-up Crisis at Christmas centres, and the support for over 600 staff and thousands of volunteers
- Delivering effective projects ranging from property development work to complex technology and data implementation to organisational change and transformation
- Transforming the way we plan our organisation and priorities, and define and manage risk, from a traditional departmental planning process to portfolios that reflect our strategic priorities and ensure we understand and address the interdependencies across the organisation
- Ensuring that as we develop and change, our reporting, controls, regulatory compliance and governance are effective for ensuring the safety and security of the organisation, and for facilitating the achievement of our goals.

Above all, these things need to be delivered in a way that enhances and embeds the values of the charity, and enables every staff colleague and every volunteer to work in a way that reflects our values:

- Inspiration
- Integrity through knowledge
- Dignity
- Fearlessness through independence
- Adaptability
- Resolve to end homelessness

As a member of the Senior Management Team and the broader Strategic Leadership Group, the Director of Corporate Services will need to role-model these values in all that they do. This is not simply a CFO job with a few other things bolted on; this is a job about ensuring our money, technology, data, buildings, facilities, planning and performance measurement all come together to enable our colleagues to do their very best work, supporting thousands of people out of homelessness and delivering world-class research and policy work. It is also the most senior finance role in the organisation, and the strategic financial opportunities and challenges are significant.



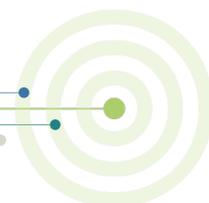
## Key tasks

### Financial, strategy, policy and planning

- Lead on the design and implementation of organisational planning, emphasising the portfolios of activity key to delivering of our strategic plan while ensuring there is effective accountability across the management structure
- Provision of leadership, advice and guidance on financial and resource planning for new developments, investments and ongoing 'business as usual'
- Working alongside the fundraising and enterprise activities, ensure we are strategically planning, modelling and forecasting the future income of the organisation and adjusting our plans and strategies accordingly
- Monitor, maintain and plan the financial health, security and compliance of the organisation, including provision and interpretation of timely management information and effective cash flow and reserves management
- Develop and report on the financial and non-financial performance indicators needed by the Board of Trustees and Senior Management Team
- Monitor the risks of the organisation and lead on setting strategies for managing and/or mitigating those risks
- Effective oversight of pensions, payroll and other financial aspects our employment package

### Technology and data

- Ensure that the organisation has the infrastructure, systems, equipment and skills required for the most effective and adaptable ways of working
- Develop and deliver a programme of systems change to ensure we are managing and using our data for the fullest extent for our members, staff, volunteers and supporters
- Ensure the organisation is digitally-enabled and skilled so that we are not limited in achieving our mission through our inability to embrace the digital world
- While facilitating adaptability and innovation, ensure that our technology and our use of data is safeguarded, and meets the full expectations of anyone whose data we hold or use.
- Champion information governance at Crisis, ensuring that the charity complies with its obligations and achieves the level of data maturity consistent with its aims and values-based approach to supporters, members and others



## **Workplace, premises and facilities**

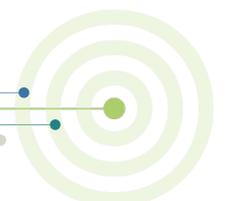
- Oversee the provision of safe and adaptable workplaces considering the best use of the financial assets of the charity, the provision of inspirational spaces for our staff and volunteers to do their best work and for our members to access the services they need from us when they need them
- Ensure we are managing health and safety effectively

## **New developments, project and programme management**

- Ensure an effective approach is for the management of projects and programmes across the organisation
- Provide project and portfolio management support for all areas of the organisation
- Deliver a number of specified major projects where they involve property development, significant investment, involve significant change or transformation or have cross-organisational impact and implications

## **Company secretarial and governance**

- Compliance with legal requirements as Company Secretary of the charity, all group companies and other interests
- Timely and transparent reporting on the impact and operations of the charity
- Implementation of best practice in governance arrangements including development and implementation of new structures as appropriate
- Work with the Chief Executive and Chair to plan and develop the activities of the Board of Trustees, and lead on the operation of the Finance, Audit and Risk Committee



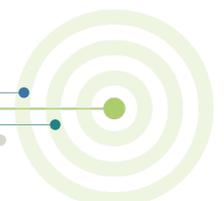
## Director of Corporate Services - Person Specification

**You should be able to demonstrate and provide evidence of your ability to meet the criteria within your written application. These will be tested further at the preliminary interview stage.**

- Demonstrable commitment to Crisis' mission to end homelessness and personal buy-in and proven ability to role-model the values of the organisation
- Qualified accountant or equivalent professional experience
- Substantial senior management experience including leadership of the finance function and credible at Board level
- Staff and budget management experience, and a clear understanding of the fundraising and commercial aspects of a charity
- Strategic thinker with a record of promoting new ways of working and delivering culture, process and behaviour change
- Experience of working at senior management level on technology, data, workplace and premises
- Familiar with strategic use of data and leadership of cyber security
- Ability to contribute and lead the requirements of a changing environment, including strong programme and project management
- Ability to work effectively as part of a team and to 'leave the hierarchy at the door'
- Very good communication skills including ability to present and build relationships inside and outside the organisation
- Demonstrably comfortable working across multiple locations as Crisis has operational Skylight centres in 11 locations across England, Scotland and Wales and a growing chain of shops
- Accurate and attention to detail – and a finisher
- Adaptable and enthusiastic about taking on new responsibilities
- Willingness to work on several days over the Christmas period

## Terms and Conditions

- Salary circa £86,000
- 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 some travel within the UK with occasional overnight stays away from home and working at the weekends
- Given the focus of our work you may also be required work at key times over Christmas and New Year
- You will be eligible to join Crisis' staff pension scheme



## Timetable and How to Apply

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

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

<b>Closing date for all applications</b>	<b>28<sup>th</sup> July 2019</b>
Preliminary interviews at Attenti	w/c 5 <sup>th</sup> August and 12 <sup>th</sup> August
Informal meetings, member panel and support panel and psychometrics	w/c 26 <sup>th</sup> August and 2 <sup>nd</sup> September
Final Panel Interviews at Crisis	6 September 2019

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.

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

For an informal and confidential discussion, please contact our advising consultants at Attenti:

**Beth Stickney** on 01892 784 068 [Beth.Stickney@attenti.co.uk](mailto:Beth.Stickney@attenti.co.uk)

**Jim Banks** on 07787 004 768 [Jim.Banks@attenti.co.uk](mailto:Jim.Banks@attenti.co.uk) or

**David Fielding** on 07810 507 235 [David.Fielding@attenti.co.uk](mailto:David.Fielding@attenti.co.uk)

