



Together
we will end
homelessness



Director of
Services



Starfish

Introduction from the Chief Executive

Thank you for your interest in becoming our new Director of Services.

This is a very important role, leading the largest part of the organisation, and comes at a time when we are developing our next organisational strategy. We have a very clear and ambitious remit to end homelessness and together with achieving societal and policy change, the delivery of highly effective and evidence-based services is a core element of what we do.

Our new Director of Services will need to thoroughly and quickly understand the breadth of our existing service provision and the multifaceted nature of the role our services play in changing the face of homelessness. Crisis is not currently commissioned to provide our services, and so we occupy an often-unique place in delivering local provision that is open-access, flexible and able to respond to the variety of needs and strengths that our members have. With independence comes a particular responsibility to collaborate openly with the system around us, but also to seek broader social change and place-based solutions to homelessness.

Our service delivery has the parallel objectives of both ending the homelessness of our members and demonstrating best-in-class delivery so that others seek to replicate what we do. Working closely with members (our clients), Christmas guests, local authority and sector partners the new Director of Services will be an innovative thinker, agile and creative, with the ability to design and deliver co-produced, person-centred services which are sustainable and safe. You will understand and respond to the challenge of providing services that are about fully ending, not managing homelessness. Furthermore, you will bring the intellectual breadth to contribute towards the overall strategic direction of Crisis, designing solutions to ensure that evidence from our services and our members can be used to influence service provision and underpin policy change across Great Britain.

We are looking for an inclusive leader with an open and collegiate style that empowers those around them. We need someone with energy, with calm personal confidence and assurance – someone who will actively seek to support innovation in developing high-quality services. Collaborative and inclusive in your approach, you will be a strong communicator who is able to influence and manage change. Forward looking and impact focused, you will bring a keen focus on how to continue the evolution of our services which have enabled us to be at the forefront of the sector.

Crisis aims to be an exemplar as a diverse and inclusive employer, but we are not there yet. Together with the leadership team across Crisis, you will have a passion for achieving equity and the full benefits of diversity as part of a modern and forward-looking culture. We are particularly determined to ensure those with lived experience of homelessness thrive within and direct the work of the organisation. We particularly encourage applications from under-represented groups with the relevant skills and experience, including those from ethnically diverse backgrounds, people living with disabilities across a broad age-range and people with a lived experience of homelessness.

You do not need to come from within the charity sector, but if you share our values and are committed to helping end homelessness, to supporting and empowering your teams to do so, and to breaking new ground in evidence-based services, then I very much look forward to hearing from you.

If this sounds like you, we would love to hear from you.

Matt Downie
Chief Executive

Crisis is the national charity for homeless people.

Our current strategy includes ending homelessness person by person through our services, ending homelessness place by place through collaboration with organisations committed to the same purpose, and ending homelessness policy by policy by working with governments to develop and implements national plans to end homelessness.

Our Client Services team is right at the very heart of this strategy. With a current budget of more than £20m our services currently comprise the following, although we have an ambition to evolve these:

- 11 Skylight teams based in Edinburgh, South Wales, Newcastle, Merseyside, South Yorkshire, Birmingham, Coventry, Oxford, Croydon, Brent and Tower Hamlets
- Pan-London services for housing, employment, case management and Housing First
- Critical Time Intervention services for prison-leavers
- A Britain-wide Clinical Psychologists team
- The Crisis at Christmas service in locations across Britain.

A Skylight team is a multidisciplinary team of highly skilled and experienced staff who work alongside people experiencing homelessness (our members) to ensure they end their homelessness sustainably through:

- A settled home
- Employment, the skills to get employment and/or access to the social security system
- Good health and wellbeing
- Networks of positive relationships.

More than 9000 people use our Skylight services each year.

Our current Strategic Plan includes the following headline goals which set the direction for all of our services:

- End the homelessness of more people through our direct services
- End homelessness for more people who are excluded from help or have complex needs.

And the aim of our services goes beyond delivery of these hugely important outcomes. We look to deliver exemplary services, building on and contributing to evidence and innovation, and making a positive contribution to local and regional systems change to end homelessness.

To find out more about ending homelessness click here: [Ending homelessness | Crisis UK | Together we will end homelessness](#)

Our Values

Our values are at the heart of everything we do as we continue in our mission to end homelessness.

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

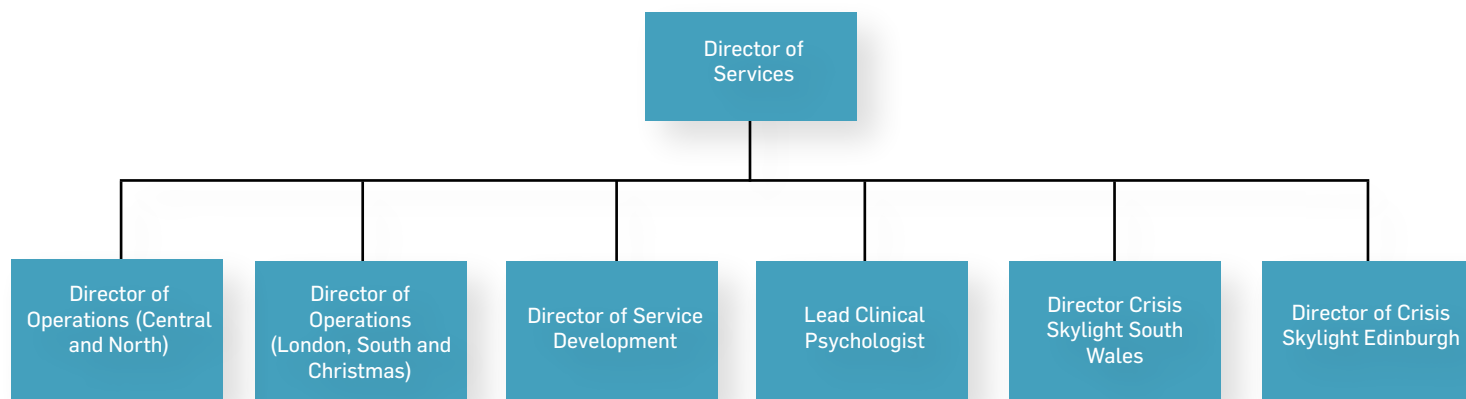
We are curious, creative and adaptive, willing to change what we do when we know what works – and what does not.

Resolve to end homelessness

Be it through anger or compassion, we draw our resolve from the injustice that is homelessness in 21st century Britain. Read about how our values drive what we do. Read our [annual reports](#).



Organisation Chart



Job Description

Job Title: Director of Services

Department: Client Services

Reporting to: Chief Executive

Role purpose:

We are now looking for an inspirational, experienced and ambitious leader who will build on this platform of good practice and deliver a step-change in our impact on homelessness through a transformational approach to service design and delivery. Included within this, you will understand the central importance of lived experience of homelessness, but also seek to harness the contribution of volunteers and partners, and maximise the potential of data, digital and technology.

The Director of Services is a member of both the Senior Management Team and Strategic Leadership Group and you will play a strategic role across the organisation as a whole.

Main Responsibilities

1. To build and nurture a culture of achievement and empowerment across Crisis' service delivery, deploying our values to lead by example.
2. To ensure Crisis designs and delivers high-quality services that sustainably end homelessness for members (clients), taking a housing-led approach that seeks to minimise and avoid the use of temporary or emergency accommodation wherever possible.
3. To break new ground in sharing power and agency with people facing homelessness – providing enthusiastic leadership that promotes and celebrates an ever-increasing role for people with lived experience of homelessness inside and outside Crisis.
4. To ensure Crisis reaches high standards of evidence for the services it delivers, providing proof that what we do is effective so that funders, policy makers and commissioners seek to replicate what we do.
5. To support leaders within client services to affect change in their locations, not just by delivering excellent services, but by actively seeking and supporting system-change that prevents and ends homelessness.
6. To be an active leader in equality, diversity and inclusion at Crisis, ensuring we make a step-change as an employer and service provider, responding to the issues we face and to the fact that discrimination causes and sustains homelessness.
7. To transform our Christmas service offer to be 100% focused on achieving impact for guests that use services.
8. To maximise the use of data, digital and technology in service delivery.
9. To collaborate with fundraising at Crisis by understanding and responding to the needs of supporters.
10. To be a spokesperson for Crisis, including in the media and at professional conferences, fundraising events, etc.
11. To provide transparent and high-quality reporting and learning to SMT and Trustees, meeting all statutory and regulatory requirements on matters of safeguarding, incident reporting and disclosure.
12. To be the safeguarding lead for Crisis.
13. To build partnerships with other service providers to demonstrate evidence-based solutions outside of Crisis' traditional offer. This will include healthcare (alongside Pathway), and other opportunities to prevent homelessness for people leaving state institutions such as prison, care, or the asylum system.
14. To ensure all of our services are trauma informed, making excellent use of the clinical psychologists within the team, and throughout Crisis.

Person Specification

Knowledge and Experience

Essential:

- Experience of successfully delivering transformational change (including a data and digital element) to UK-wide services in a relevant field or sector.
- Excellence in delivering safe and well-governed services for people with multiple needs.
- Thorough understanding of using evidence and evaluation to design services and continually improve outcomes.
- Experience of effectively managing large and multiple budgets, including planning, monitoring and controlling expenditure.

Desirable:

- Strategic leadership experience as a member of an executive leadership team
- Understanding of the causes of, and solutions to homelessness.

Skills and Abilities

- Ability to lead a dispersed team of senior leaders by creating a consistent culture of empowerment and trust.
- Ability to deliver services that improve the lives of people facing homelessness (or other associated groups of people).
- The skills to create and improve services by empowering and listening to those that use them.
- Ability to successfully manage large change programmes.
- Ability to share responsibility and collaborate across the functions and objectives of an organisation.
- Ability to build partnerships that enhance the delivery of programmes and services.

Styles and Behaviours

- Excellence in communicating with a wide range of stakeholders, including clients, front-line staff, volunteers, Trustees, and journalists.
- A commitment to actively achieving equality, diversity and inclusion for colleagues and clients.
- A demonstrable commitment to our values.



Terms of Appointment

Contract

Permanent

Salary

The salary for this role is £95,000 per annum on a full-time basis.

Work Pattern

Full time, 35 hours per week.

Location

The post holder will be based in London or another Crisis Skylight, with extensive travel to all Crisis Skylight Centres required on a regular basis

Annual leave

25 days' annual leave which increases with service to 28 days and option to purchase up to 10 additional days leave

Pension

Pension scheme with an employer contribution of 8.5%

Other benefits

Interest free loans for travel season ticket, cycle to work, and deposit to secure a tenancy
Enhanced maternity, paternity, shared parental, and adoption pay



How to Apply

If you would like discuss the role before making an application please contact Toni Anderson at toni.anderson@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/crisis-dir-ser/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you, how you meet the knowledge and experience criteria, and how your personal values align to ours.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: 29th April 2022

Preliminary interviews with Starfish: w/c 16th May 2022

Formal interviews with Crisis: w/c 6th June 2022

