



# Candidate Pack for Trustees

**Crisis**



# Welcome

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Dear Applicant,

Thank you for your interest in becoming a Trustee of Crisis UK.

At Crisis we are privileged to help people out of homelessness and campaign for the changes needed to solve it altogether, whether through direct services or our leading-edge research and influencing work in England, Scotland, and Wales. But the need for our services is increasing, the numbers of those facing homelessness on the rise, and the housing crisis and cost-of-living crisis bring further challenges to our work.

We are known and recognised for working to achieve lasting solutions to homelessness and have made great strides in developing our strategy for the next 10 years to ensure the end of homelessness is in sight. Our strategic ambitions, which we will launch in 2024 will focus on:

- Securing policies that solve homelessness
- Delivering services that end homelessness for people and places, and
- Building a community of people across Britain to help to end homelessness

This is a pivotal point, and key to our future success will be three new Trustees that can broaden our diversity and add to the skills and perspectives of an already high-performing Board. We are particularly interested in hearing from candidates who offer depth of insight, experience or influence within one or more of the following areas:

- Governance and the charity sector
- Campaigning, developing and implementing social and policy change
- Housing policy and operational delivery, as we move into the arena of housing supply
- Commercial expertise and networks for the diversification of our income strategy
- Presence and networks in Scotland

We are a values-based organisation, and our trustees are a critical part of an organisation that is people-centred and forward-thinking. More than ever, it is important that we have the strong strategic leadership and governance required to make our mission to end homelessness a reality.

We are looking for three exceptional people, with the right skills and expertise, and a passion for our vision of ending homelessness. If this sounds like you, we look forward to hearing from you.

Yours sincerely,

**Tristia Harrison**  
**Chair of the Board of Trustees**

**Matt Downie**  
**Chief Executive**



# Together, we will end homelessness

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Crisis is the national homelessness charity. We help people directly out of homelessness, and campaign for the changes needed to solve it altogether.

We work side by side with thousands of people each year as they find ways out of homelessness. We provide practical support to help people access housing, benefits, healthcare services, employment opportunities, and more.

As well as helping to end homelessness for individuals, we work to address the root causes that push people into homelessness in the first place. We campaign on the political changes needed to end homelessness for good and conduct research to understand and highlight the scale, causes and consequences of homelessness.

We know we can't do it alone. We know that together we will end homelessness.

## Our history and values

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### Our Roots

The late 1960s saw a growing realisation of the extent of the homelessness crisis across the UK. In 1967, politicians, homelessness service providers and social activists, came together to form Crisis - united in their resolve to mobilise support for those experiencing homelessness and people and to campaign for an end to the crisis.

More than fifty years on, we have learned so much about the nature and causes of homelessness. We have campaigned on behalf of those most in need of a voice. We have delivered direct services that have enabled many thousands of people to escape homelessness and rebuild their lives. We've built a deep understanding of the solutions to homelessness, and a resolve to deliver those solutions.

### Our Values

#### ***Inspiration***

We can and 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 doesn't.

#### ***Resolve to end homelessness***

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

# Our Impact

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*"This time last year, I couldn't afford my rent anymore. Without any support around me, I had to sleep rough for six months – sometimes on buses, sometimes on the streets. I thought, 'Am I going to be out here on Christmas Day?' I was so worried about that.*

*When I was referred to Crisis at Christmas, everything changed. That first day with them was my last day on the streets. They were so welcoming. There was no judgement. They put me up in a hotel – it was so nice to just sit and be safe. It's like a weight had been lifted.*

*I spent Christmas Day with other Crisis guests. We had Christmas food, including my favourite – mince pies and custard. There was karaoke, bingo – I even got my nails done. I felt like a human again. My lead worker, Kate, was always in my corner. I could talk to her about anything and everything. And she did all she could to help me find a permanent home.*

*It was tough but I'm proud that I've got through it. In March, I moved into my new home. And I can't wait to spend Christmas there this year."*



Michele, Crisis at Christmas hotel guest

To read more about our impact [click here to find our annual impact reports.](#)



# 2022-23 in numbers



# Our forward Strategy

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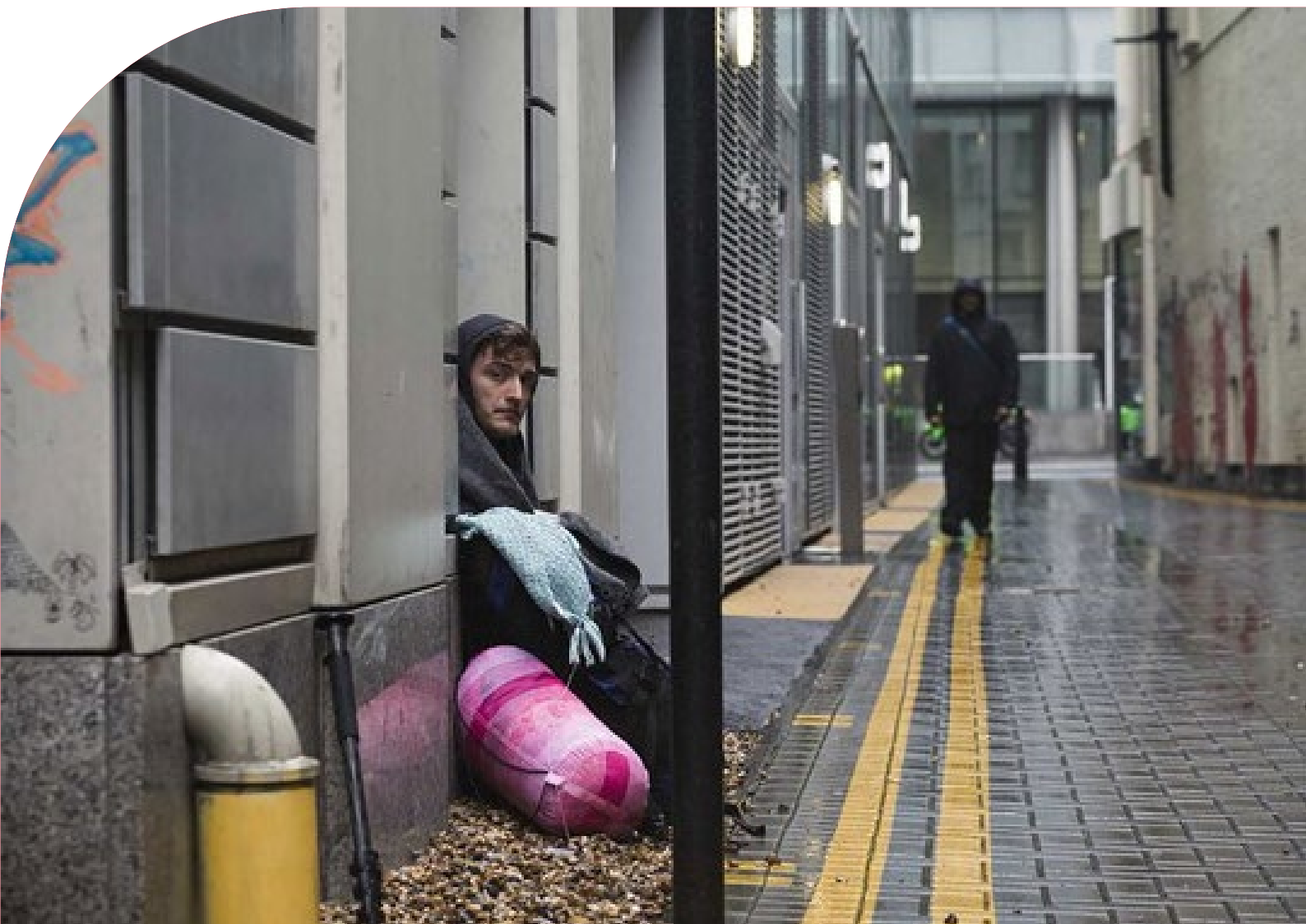
2022/23 have been the final years of our current strategy and we will publish our 10-year strategy in early 2024. This will run for 10 years, enabling Crisis to think bigger and spend the time needed to overcome the barriers to progress, do things differently to inspire through success, and back others who also care about ending homelessness.

It is no longer a question of whether homelessness can be ended, but how we can introduce proven solutions. We want to achieve this alongside others who share our vision, especially with the skills and voices of people with lived experience of homelessness.

In 10 years' time across Britain, we want the number of people experiencing homelessness to be going down, and the end of homelessness in sight. We will achieve this through the following aims:

- Securing the policies that solve homelessness
- Delivering services that end homelessness for people and places
- Building a community of people across Britain that is helping to end homelessness

A vital part of delivering our 10-year strategy will be investing in our people and culture: our People and Culture strategy will empower our staff and volunteers to maximise their potential in a values-led, inclusive, and positive environment.



# The Trustee role

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**Role title** Trustee

**Reports to** Chair of the Board of Trustees

## Key responsibilities of the appointment

The Crisis Board of Trustees currently comprises 12 members whose statutory duties are to ensure the charity is well governed. This means:

- ensuring you understand the charity's purposes as set out in its governing document
- helping to plan what your charity will do, and what you want it to achieve
- complying with the charity's governing document and the law
- acting in the charity's best interests at all times
- managing the charity's resources responsibly
- acting with reasonable care and skill, and
- ensuring your charity is fully accountable.

In addition to the above, trustees use their specific skills, knowledge and experiences to help the Board reach sound decisions.

As our trustee you would be expected to sit on one or more of Crisis' sub-committees. The Audit and Risk Committee, Finance and Investment Committee, Client Services Governance Committee, Housing Supply Committee, Nominations Committee and Remuneration Committee each meet around four times a year, virtually.

We offer an induction programme to all new trustees, designed to ensure you fully understand your role and responsibilities, as well as Crisis' objects, activities and ethos. This includes meetings with members of the Senior Leadership Team, Board and Committee chairs, and the chance to meet members, volunteers and staff.

We also ask all our new trustees whether there are any other specific needs they have in terms of training and induction and provide enhanced support to ensure everyone can participate fully in Board business.

We support new trustees in building relationships with Board colleagues. For example, we have set up a buddy system, where we can match new colleagues to an experienced Trustee on the Board, which enables more informal conversations and connections outside of formal meetings.

*Crisis is committed to helping people access our Board so that they can fully contribute through their experiences.*

*We are particularly interested in understanding individual needs and removing unnecessary barriers to participation, where these exist. This could include remuneration of expenses, timing meetings to best accommodate other commitments, and considering compensation if participation in meetings might result in loss of earnings.*

*We also know that not every new Trustee has the same level of professional or Board experience and that not everyone has the confidence to speak up in a Board room environment. We work alongside our Experts by Experience (people with lived experience of homelessness) to identify further measures to ensure active inclusion and high performance for the Board.*

# Person specification

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## Equity, Diversity, and Inclusion (EDI)

We are on a journey to become a diverse and inclusive organisation – one where EDI is embedded into our core purpose and ways of working. This is essential, both as a modern progressive charity, and to tackle the causes of homelessness.

We recognise and celebrate diversity and value the differences and unique insights of all staff, volunteers, and members. We are working to create an environment where everyone can thrive and achieve their full potential without experiencing prejudice, discrimination, harassment, or victimisation.

Crisis is committed to putting the lived experience of homelessness at the heart of the work we do – from having people with lived experience of homelessness on our Board and senior team, to designing services, leading campaigns, fundraising, and all the other great things we do. We have made good progress in recent years, but there is more to achieve.

Crisis is a values-based organisation and we want people to join our Board of Trustees who will bring personal determination, passion, experience, and accountability to our EDI work and help to build and sustain a positive culture for all staff, volunteers, members, partners and allies. Appointments are made in line with the skills required on the Board, but an appointment will only be made if the diversity of the Board is enhanced.

## Your knowledge and experience

- We're looking for people to join us as Trustees with:
  - experience of governance and the charity sector
  - commercial expertise with links to potential supporter communities
  - presence and networks in Scotland
  - experience in developing, implementing and campaigning for social / policy change, and
  - experience in housing policy and / or operational delivery.

## Your skills and abilities

- You will be able to participate in constructive debate and support organisational oversight, so we have effective governance in place and can monitor performance.
- You will be able to contribute to the shaping of our future plans.
- You will be a clear communicator who can influence others, inspire support and
- mobilise the resources and relationships needed to end homelessness.
- You will be able to help us fulfil our collective duties and legal / regulatory responsibilities.

## The personal styles and behaviours that work best for Crisis

- Our Board is positive and supportive and we want to continue that culture. We are looking for people who take an active approach in listening to others and who respect all viewpoints.
- We need problem-solvers who use evidence to make judgements and decisions.
- You will bring a deep personal commitment to our aspirations and values, challenging fatalism about homelessness.
- You will be committed to diversity and inclusion, and to ensuring that these principles are promoted thoroughly across all our work at Crisis.
- You'll lead by example in your behaviours, values and interaction with others.



# Terms of appointment

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## Remuneration

This role is offered on a voluntary and unremunerated basis. Reasonable expenses incurred in the course of the role will be reimbursed we may also consider compensation if participation in meetings results in loss of earnings and may be prohibitive. If you think you may require additional support from Crisis to undertake the responsibilities of the role, please let our advising consultants at Starfish know.

## Time commitment and location of meetings

The Board meets at least six times a year for three hours at our services around the country. Two of these meetings are full days, and one will include an overnight stay. All are in-person meetings.

Our Committees meet four times a year for around two hours online. We also ask our trustees for advice and informal engagement in our work outside of meetings, so this role will require around one day a month.

## Term of Appointment

Each member is appointed on a three-year term, after which they are eligible for re-election to serve a second term.



# How to apply

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We hope you will consider making an application. If you have questions about the appointments we want to make, and would find it helpful to have an informal conversation, please contact [Szymon.Podgorski@starfishsearch.com](mailto:Szymon.Podgorski@starfishsearch.com).

To make a formal application, please go to <http://starfishsearch.com/jobs/crisis-trustees/> and click on the 'apply now' button, with the following already prepared:

- Your CV or biographical information (no more than three sides please)
- A supporting statement (no more than two sides please) that sets out your motivation for applying for the role and how you can meet the Knowledge and Experience we are looking for.

ED&I is important to us. Please would you also complete the Equality and Diversity monitoring form provided as part of the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date is **Friday 16th February 2024**.

## Recruitment timetable

We will let candidates know whether or not they have been longlisted by the first few days of March.

First stage interviews for selected candidates (with Starfish) will take place in w/c 7th March 2024.

Shortlisted candidates will be notified during the third week of March.

First stage interviews with Crisis stakeholders: Monday 25th or Tuesday 26th March (online)

Final panel interviews with Crisis: Wednesday 27th or Thursday 28th March (in London)

## Forward meeting dates

Applicants may find it useful to make a note of future Board meeting dates (at different locations around England, Scotland and Wales):

18th April 2024

20th June 2024

w/c 29th July 2024 (TBC)

w/c 30th September 2024 (TBC)

w/c 16th December 2024 (TBC)

