

 Crisis

Together
we will end
homelessness



Director of People & Culture

Candidate Pack
February 2026

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 600 employees, as well as c5,000 inspiring volunteers who are central to the success of our Christmas services and the running of our shops. Alongside this, we have a fantastic cohort of Experts by Experience – those with lived experience of homelessness – who help shape and guide our work. 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 are in the first year of our 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 delivering a plan that meets 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 is the national charity for people experiencing homelessness. We have embarked on our [10-year strategy for ending homelessness](#). We know it is not inevitable. We know together we can end it.

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. We provide practical 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.

We prioritise supporting people who are facing the most complex barriers to ending their homelessness and often have nowhere else to turn. 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.

Our values, Bold, Impactful, Collaborative and Equitable, are at the heart of everything we do as we continue in our mission to end homelessness.

Bold

We're relentless in our mission to end homelessness. We'll make a real difference – no matter what challenges we face. We're not afraid to try new things, take risks, or sometimes fail.

Impactful

Our work is based on evidence, has a big impact, and meets high standards. Everything we do should help end homelessness – and we'll be accountable to everyone we work with.

Collaborative

We work best together. We'll share ideas, find solutions, and embrace new ways of doing things. Co-production is at the heart of what we do – and people with lived experience of homelessness shape our work.

Equitable

We're about fairness and equity. We'll always champion the voices and experiences of people who are marginalised. With evidence and insight, we'll also challenge barriers put up by the system.

Our staff, members and volunteers are vital to getting the right government policies in place, providing breakthrough services, and building a supportive community. We'll lead by example to nurture a positive and ambitious workplace guided by ending homelessness.

Bold solutions

Our 10-year strategy for ending homelessness

Our vision

Our vision is that in 10 years, homelessness will be going down, and the end of homelessness will be in sight.

Together, we'll achieve this through:



1. Securing **policies** that solve homelessness

We can end homelessness – we just need the right policies and social change. We'll campaign in England, Scotland and Wales to get the change we need. We'll also challenge discrimination and damaging beliefs about homelessness.



2. Delivering **services** that end homelessness for people and places

We'll build a network of Crisis Centres across the country. Every centre will deliver the best services to our members, and a plan for ending homelessness locally. We will also provide over 1,000 homes to our members. We'll do this in partnership with people facing homelessness, volunteers and local organisations.



3. Building a **community** of people across Britain helping to end homelessness

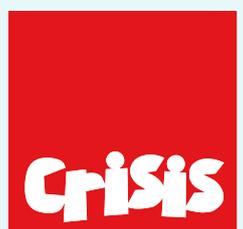
Together we can demand and create change. We'll develop and support a national community that is determined to end homelessness for good. From landlords and employers to teachers and health professionals; everyone is welcome to play their part.

Supporting our people

We'll need the right values and culture to get where we want to be. That means supporting our staff, members and volunteers to end homelessness. We'll also invite people and organisations to share their expertise and deliver solutions to achieve this in partnership.

In everything we do we'll be **bold, impactful, collaborative** and **equitable**.

Together, we will end homelessness.



Job Description

Job title: Director of People and Culture

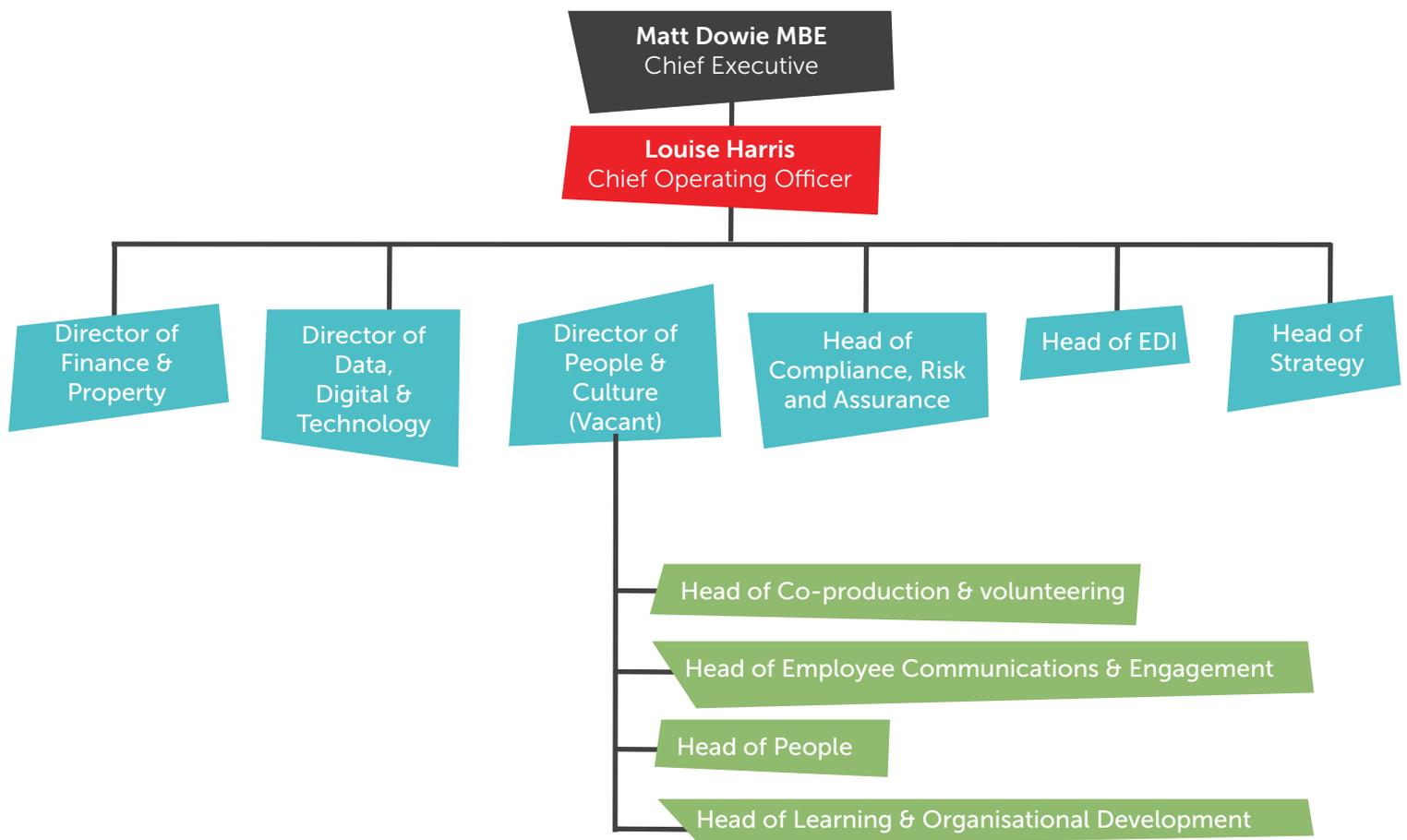
Department: People and Culture

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, Learning & OD, Volunteering and Co-Production.

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 lived experience of homelessness is 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

Strategic Leadership

- Commitment to Crisis' mission and values, acting as a visible, inspiring role model who exemplifies the culture, behaviours and values of Crisis.
- Setting the vision, providing strategic direction and championing an equitable, values-led and high-performing culture that everyone feels responsible for and enables us to deliver our 10-year strategy.
- Provide strategic advice and reporting to senior leadership and Trustees, reinforcing exceptional standards of governance and accountability in our approach and decision making.
- Foster an insight-driven team where high-quality, well-governed data supports effective planning and equitable decision-making, with established key performance indicators to enable us to measure progress in our delivery.
- Leading the ongoing development of leaders within Crisis, supporting strong collaboration and collective leadership across Crisis.

Operational leadership

- Lead on ongoing development and implementation of our People and Culture plan, ensuring that Diversity, Equity, Equality and Inclusion is embedded in the ways of working and delivery of our work, recognising that this work is deep and takes time.
- Oversee all our people functions, ensuring our full employee lifecycle (including recruitment, onboarding, performance management, learning and development, reward and remuneration and offboarding) is well managed and the team follow consistent, fair, and inclusive practices.
- Ensure our People policies and practices are inclusive and equitable, creating a safe, supportive environment for all our people.
- Lead on employee wellbeing, ensuring that it is integrated across our work and supporting initiatives that promote a safe and supportive environment.

- Oversee the implementation of the volunteer and co-production transformation plans, working in partnership with our group of trusted experts.
- Lead on organisational development and change initiatives, embedding co-production and improving ways of working to ensure Crisis continues to learn and improve across all areas of our work.
- Ensure we have a strong learning and development offer across all levels of the organisation, continuing to develop leadership and management in Crisis and ensuring equity in how we support development and progression for all staff.
- 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 delivery of our strategy.
- Ensure our people feel connected to one another and to Crisis' mission by creating spaces and opportunities to share, learn and grow together.
- Be a key point of contact for the staff's Union and Union representatives, meeting regularly with representatives to communicate, collaborate and negotiate on an ongoing basis.
- Exercising cost control and managing expenditure to work within an agreed budget.
- Willingly undertake such other reasonable duties as necessary to meet the needs of Crisis.

People Management

- Provide inspiring leadership of our People and Culture directorate so that we can achieve our aspirations for all our people and continue to build a positive, high performing work environment that allows us to have the greatest impact for those that we support.
- Provide supportive management to the team, including balanced and constructive feedback to embed accountability and proactively support the professional development and growth of the People and Culture team.
- Maintain regular two-way communication and dialogue with staff, ensuring information is cascaded and escalated as needed.

Person Specification

Knowledge & Experience

Essential

- Experience of leading a people function in a complex, ideally unionised, organisation, with strong experience in organisational development, culture change and employee experience.
- Experience of working at a senior leadership level, and providing strategic advice to support executive decision making.
- Significant experience of leading positive cultural shifts in organisations, aligned with organisational strategy and leading initiatives to embed diversity, equity, equality and inclusion.
- 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.
- Exposure to working with a Board / Board sub-committees and of promoting effective organisational governance and risk management.
- Expertise and understanding to hold responsibility for compliance and regulatory requirements associated with the People and Culture function, including safeguarding and safer recruitment.

Desirable

- Knowledge of charities and/or retail environments.
- Strategic experience of volunteering and/or co-production work.

Skills & Attributes

- Passionate about ending homelessness and a strong personal alignment with Crisis' values.
- An authentic leader who demonstrates integrity and ensures accountability in self and others.
- Able to lead a team effectively, respecting their expertise, and empowering them to deliver in their roles.
- Someone who is approachable, fair and upholds our standards and policies.
- Strong interpersonal skills, ability to engage and build positive and constructive relationships across all levels of the organisation, including members, volunteers and external stakeholders.
- 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 all parts of the employee experience and engagement.
- 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.
- Someone who champions a data-led culture, actively using analytics and insights to inform strategic plans.
- 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.



Terms of appointment

Salary: £85,000 per annum.

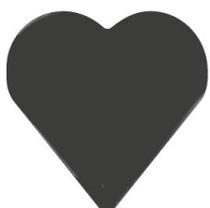
Hours: Full-time, 35 hours per week. We are open to a range of flexible working options, including part-time 28 hours per week or compressed hours in line with Crisis' Flexible Working Policy.

Contract: Permanent

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 candidate 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 and option to purchase up to 10 additional days leave.
- Enhanced maternity, paternity, shared parental, and adoption pay.
- Flexible working around the core hours 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/crisis-dopc and include:

- Your CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role and how you meet the person specification.

The closing date for applications is **Friday 20th March 2026.**

Preliminary interviews with Tall Roots will be held virtually during **w/c 30th March 2026.**

First round in-person panel interviews with Crisis are planned for **Wednesday 15th April 2026.**

Final interviews with Crisis are planned for **Wednesday 22nd April 2026.**

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Tall Roots by email at hello@tallroots.co.uk.



Tall Roots Search
Recruiting exceptional leaders for inspiring organisations
www.tallroots.co.uk

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