



Director of Service Development Recruitment Pack

Closing date for applications 17 September 2017

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Welcome from Karin Woodley, Chief Executive

I am delighted that you are considering joining the leadership team at Cambridge House. Herewith some information about our organisation that I hope you will find useful.

Our vision

We pursue a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Our history

As one of the UK's pioneering university settlements, Cambridge House was founded to promote social justice in South London's 19th century 'slum' neighbourhoods. In 1889 we began working at a 'grass roots' level to empower local people to tackle the social problems created by urbanisation and industrialisation.

The ideological principles driving the work of the settlement movement contributed to the 1906 Liberal welfare reforms and the creation of the 20th century's welfare state.

Today the welfare state is retracting and the financial restrictions arising from welfare reforms are disproportionately affecting the communities in which Cambridge House works. These neighbourhoods include a high proportion of wards which are in the most deprived 5 to 20 per cent nationally.

The 21st century context for our work

As austerity measures and far-reaching welfare reforms come into full effect we are driven to address their combined effects on existing levels of poverty and the equity and cohesion of society as a whole.

Against the backdrop of diminishing levels of social security, we are seeing poverty in our communities increase drastically as a result of complex, cumulative and varied combinations of need. This context requires us to invest in:

- i) Our communities by providing targeted support and advice to those most adversely affected - individuals and families facing a build-up of problems across several aspects of their lives.
- ii) Systems changing activities that increase society's capacity to tackle poverty and social injustice.

Our activities

1. Frontline services

Objective: To support people to stabilise their lives and progress

Specialist, personalised and integrated services to help people in crisis and support them to build the resilience they need to both make recurrence of crisis less likely, and improve the quality of their lives.

Social Justice Services

i) **Law Centre**

Free, independent and expert legal services in housing, employment and benefit law.

ii) **Independent Advocacy**

Care Act, Mental Health (IMHA) and Mental Capacity (IMCA) advocacy for adults and children.

iii) **Safer Renting**

Specialist advice, support and advocacy for vulnerable tenants of criminal landlords.

Education and Inclusion Services

i) **Playdagogy**

Sports for social justice projects for children, young people and their sports trainers and educators.

ii) **Youth Empowerment**

Medium to long-term, intensive and wrap-around schemes for excluded 16 to 25 year olds.

iii) **Disabled Peoples' Empowerment**

Arts, sports, life skills and wellbeing clubs for disabled children and adults.

2. A people's social action centre

Objective: To support active citizenship

Managing our building as a community anchor so that it is a focal point for local communities and civic activity, a home for voluntary and community organisations, and a space where local people and statutory agencies can come together to promote and bring about positive social change.

3. Research and knowledge exchange projects

Objective: To support the development of social policy and practice

Activities to generate and collate evidence of what delivery strategies are most effective at tackling poverty and social exclusion at a local level and establish opportunities for evidence sharing and knowledge exchange.

This post is an exciting leadership team opportunity for someone with experience who is a creative thinker, focused on delivering social impact and committed to our vision.

As an organisation we are particularly keen to ensure that our staff reflect the diverse nature of the community in which we work. We value diversity and warmly welcome applications from disabled people, the LGBTQ communities and people from ethnic minority backgrounds.

Working at Cambridge House is immensely rewarding. If you would like to be part of this very special organisation and consider you can contribute to its future, we would welcome your application. You can find out more about our work, including our corporate strategy and most recent audited accounts on our website www.ch1889.org.

I do hope that you choose to apply for the role.

Job description

Job Title: Director of Service Development

Contract:	Permanent
Reports to:	Chief Executive
Responsible for:	Posts allocated to the role.
Location:	Cambridge House
Salary:	£40-50,000 per annum depending on experience
Working Hours:	35 hours per week, including weekends and evenings when required
Location:	Cambridge House, 1 Addington Square, London SE5 0HF
Holiday:	30 days per year not including Bank Holidays
Special Conditions:	In accordance with our Safeguarding Policy, all Staff members are subject to a satisfactory enhanced DBS (formerly CRB) check

1. Job Purpose & Objectives

- i) This role forms a critical part of the Leadership Team and takes on the leadership of a diverse portfolio of functions including Quality Assurance, Impact Measurement, Fundraising and Service Development.
- ii) The position also involves:
 - a) Co-deputising for the Chief Executive with the Director of Corporate Services.
 - b) Contributing to corporate decision making and risk management, and the development of organisational strategy, policies, financial forecasts and business plans.

2. Main Duties & Responsibilities

- i) **Quality Assurance & Impact Measurement– Budget holding accountability**
 - a) Lead on the development and implementation of quality procedures, standards and specifications across the whole of Cambridge House to:
 - Drive sustained performance.
 - Deliver business improvements.
 - Promote a customer and performance focused culture.
 - Comply with contractual and governance conditions.
 - Involve beneficiaries in the evaluation and development of activities.
 - Facilitate and promote the attainment of excellence awards and ensure that they are validated regularly.
 - Ensure all services have and maintain appropriate accreditations.
 - b) Lead on the preparation of Cambridge House's Theory of Change.
 - c) Determine key performance indicators (KPIs) for all services including:
 - Negotiating and agreeing procedures, standards and systems for collecting, recording, analysing and reporting qualitative and quantitative information.
 - Ensuring KPIs comply with contractual obligations and service standards.
 - Monitoring best practice and preparing development proposals.
 - Identifying infrastructure and technological requirements to support impact measurement, for example, database, knowledge management, evaluation and reporting systems.
 - d) Lead on the production of impact reports, annual reports and service reviews.

ii) Service Development

- a) Responsible for the direct line management of the Advocacy Manager and the Education and Inclusion Manager.
- b) Lead on the review and development of all service plans and financial forecasts.
- c) Keep up to date with the external agenda of policy, funding and other changes that impact on Cambridge House's work.
- d) Identify and follow up business development opportunities, and make recommendations on how best to implement new projects and which opportunities to prioritise.
- e) Maintain and develop good working relationships with a wide range of partner organisations and commissioners, keeping up to date with the social justice and anti-poverty agenda externally.
- f) Promote the work of Cambridge House generally and at conferences, forums and other events.
- g) Assess and regularly review the needs of service users, partners and stakeholders.
- h) To consult with service managers and partners on new and emerging business opportunities with a view to developing new products, services and identifying new beneficiaries and clients.
- i) Lead on the preparation of service partnership agreements and memoranda of understanding.

iii) Fundraising

- a) To support the Chief Executive with the implementation of the fundraising strategy including:
 - Identifying income generating opportunities.
 - Liaising with commissioners, grant givers and donors.
 - Direct line management of the Development Officer.
 - Leading on the preparation of contract tenders and the management of challenge events.
 - Bid writing and preparation of grant applications.

3. General Responsibilities

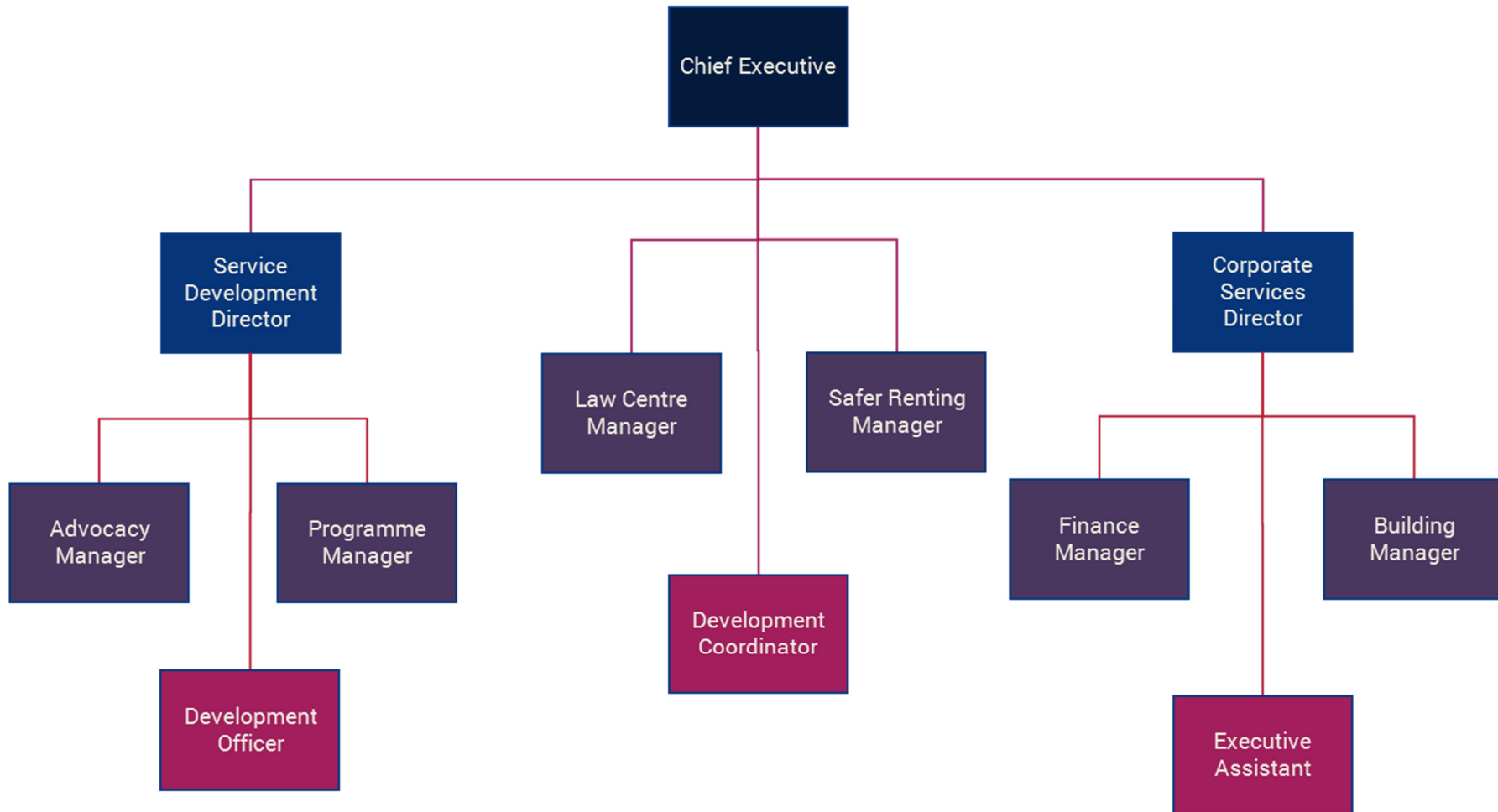
- i) Any other duties as allocated by the Chief Executive, including functional responsibilities and special projects.
- ii) To attend meetings of trustees and participate in regular supervision and annual appraisals, and to be committed to own professional development.
- iii) To participate in internal/external meetings, as required, to attend conferences and other functions, as necessary.
- iv) To comply with all of Cambridge House's policies including health and safety, equal opportunities, intellectual property, travel and expenses and others as appropriate.
- v) To carry out any other duties commensurate with the role.
- vi) To work occasional unsociable hours including evenings and weekends.

This job description is provided as a guide to the role. It is not intended to be an exhaustive description of duties and responsibilities. It will be subject to periodic revision as the emphasis on and ways of working within the role changes.

Person Specification	Essential	Desirable	Assessment Method: S=Supporting statement I= Interview R=Reference
Qualifications	<ol style="list-style-type: none"> 1. Educated to degree level or equivalent in a related field of study 	<ul style="list-style-type: none"> ▪ Relevant management qualification or training 	<ol style="list-style-type: none"> 1. CV
Knowledge	<ol style="list-style-type: none"> 1. Windows and Microsoft Office Suite (Word, Excel, Access, PowerPoint, etc.) gained over a minimum of one year 2. An understanding of the importance of involving volunteers and service users in service planning and evaluation 3. Knowledge and understanding of relevant approaches to quality assurance 	<ul style="list-style-type: none"> ▪ Knowledge of range of standards or frameworks available, with or without kite marked assessment, such as: <ul style="list-style-type: none"> – PQASSO the Practical Quality Assurance System for Small Organisations – Investors in People – EFQM Excellence Model – Social auditing and accounting – Investing in Volunteers – Quality Mark 	<ol style="list-style-type: none"> 1. CV 2. S and I 3. S and I
Skills, abilities and competencies	<ol style="list-style-type: none"> 1. Ability to review current quality assurance practice and implement continuous improvement regimes 2. Ability to gather and analyse quality assurance evidence with practical experience of undertaking monitoring and evaluation, analysing information and formulating related results and action plans 3. Excellent written and oral communications skills, including an ability to present complex information 4. Ability to work effectively with a variety of people including staff, young people, vulnerable customers, visiting and resident professionals and the general public 5. Strong organisational and change management skills including an ability to innovate and develop new ways of working 6. Well-developed inter-personal skills and experience in interacting with senior stakeholders 7. Excellent people and team management skills with a management style that both motivates and gains respect 8. Ability to work flexible hours, including evenings and weekends 	<ul style="list-style-type: none"> ▪ Ability to analyse qualitative and quantitative performance data and develop holistic plans to address performance deficits, including development of policy, implementing changes to practice, developing performance management systems and devising workforce development strategies. ▪ A sound understanding and ability in relation to effective management practices, particularly as they relate to service planning and performance management and development of services and staff. 	<ol style="list-style-type: none"> 1. S and I 2. S and I 3. S and I 4. S and I 5. S and I 6. S and I 7. S and I 8. CV

Experience	<ol style="list-style-type: none"> 1. A minimum of 3 years' experience of service planning and management within the voluntary sector 2. A track record of applying for and securing contracts through bid writing and tendering, including Local Authority/statutory contracts. 3. Experience of negotiating and managing complex contracts 4. Experience of leading and implementing change effectively. 5. Demonstrable track record in performance management and quality assurance including: <ul style="list-style-type: none"> ▪ Impact monitoring, evaluation and reporting ▪ budget and people management ▪ experience in building organisational capabilities policy development and implementation 6. Experience of contributing to business planning processes 7. Experience of working in an equal opportunities environment 8. Dealing with confidential and sensitive issues, including complaints procedures 	<ul style="list-style-type: none"> ▪ Working in voluntary/public /health sector environments ▪ Experience of working with older people, people with disabilities and of ethnic minority communities ▪ Experience in designing and implementing comprehensive Quality Assurances frameworks including: Processes and procedures, test artefacts and templates, tools, measurements and metrics, and continuous improvement processes. 	<ol style="list-style-type: none"> 1. CV 2. S and I 3. S and I 4. S and I 5. S and I 6. S and I 7. S and I 8. S and I
Personal Attributes	<ol style="list-style-type: none"> 1. Honesty, reliability and excellent time-keeping 2. Loyalty and a commitment to Cambridge House's work 3. Positive, enthusiastic and friendly attitude 4. Problem solving and 'can-do' approach 5. Listening skills 6. Flexible, motivated and adaptable to change 7. Discretion 8. Customer-focused 9. Team-player 10. Commitment to personal development 		<ol style="list-style-type: none"> 1. R 2. S and I 3. I 4. I 5. I 6. S and I 7. S and I 8. I 9. I and R 10. CV and R

Management Structure



How to Apply

Please include the following in your application:

1. A short supporting statement of no more than two side of A4 explaining why this appointment interests you and how you meet the essential criteria highlighted in yellow in the person specification.
2. Your curriculum vitae with:
 - i) Education and professional qualifications.
 - ii) Full employment history, giving details where applicable of budgets and numbers of people managed as well as relevant achievements in recent posts.
 - iii) Details of your latest remuneration and your notice period.
3. The names, positions, organisations and contact details of two professional referees:
 - i) Your referees must include employers covering the last five years of your employment history.
 - ii) References will only be taken once your express permission has been granted.
4. A completed Equal Opportunities Monitoring Form (attached)
 - i) The information provided will be treated as confidential, and used for statistical purposes only.
 - ii) The form will not be treated as part of your application.
5. We request that you inform us if you will require any special provision as a result of a disability should you be called for interview.
6. Email, mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the indicative interview timetable.

Recruitment Timetable	
Closing Date for applications	17 September 2017
Interviews	Tuesday 3 October 2017
The interview date may be subject to change and candidates will be advised in advance should this happen	

Please email completed applications on or before 17 September 2017 to:

Simonette Davies: sdavies@ch1889.org

If you do not hear from us within 14 days of the closing date, please assume your application has been unsuccessful on this occasion.

Please note that we only provide feedback to shortlisted candidates.