



**Post title:** Operations and Development Manager  
**Responsible to:** Chief Executive Officer  
**Salary:** £35,662 plus £1812 LW  
**Hours:** 36 hours per week (may include occasional evening work)  
**Contract:** Fixed Term contract – Subject to LBH funding from 1 April 2016 for 3 years with a possible 1 year extension

Citizens Advice Haringey (CAH) is seeking to recruit a dynamic individual to join our senior management team, deputising for the CEO in their absence. We are looking for a professional Operations and Development Manager to plan, direct and coordinate all advice service operations. You will be responsible for improving performance, productivity, efficiency and profitability through the implementation of effective methods and strategies.

You will be required to work from multiple locations with a base from either our partner based location, CAH Tottenham office or CAH Turnpike Lane office covering both outreach and office based services. Outreach services are based within the local community of Haringey to provide advice and assistance to clients who are marginalised and face potential exclusion of access to advice to tackle the problems they face in a variety of subject areas. These include, but not exclusively, housing, benefits, consumer, debt and money problems, employment, education, care and family issues.

As the successful applicant, you will be a persuasive and influential communicator, who is well organised in planning, bid writing and prioritise a busy workload. You will be a proactive, independent worker with strong team skills.

**For application pack, please email:** [monika.ozgovercin@haringeycabx.org.uk](mailto:monika.ozgovercin@haringeycabx.org.uk)

Or download from: [www.haringeycabx.org.uk](http://www.haringeycabx.org.uk)

[www.moneywiseharingey.com](http://www.moneywiseharingey.com)

**Closing Date:** 6pm Saturday 16 April 2016

**Interview Date:** Friday 22 April 2016

Haringey Citizens Advice values diversity, promotes equality and challenges discrimination. We encourage and welcome applications from people of all backgrounds. (Charity registration no: 1069301 Limited by guarantee 3501846)



Haringey

Citizens Advice Haringey

Turnpike Lane Bureau

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April 2016

Dear Applicant

**Re: Operations and Development Manager**

Thank you for replying to our current advertisement. Enclosed with this letter are the following documents to assist you with your application.

- Job Profile & Person Specification
- Diversity Monitoring Form
- Citizens Advice Haringey briefing
- Organisation charts

The closing date for this vacancy is **Saturday 16 April 2016 by 6pm**. We will not be in a position to accept applications after this date. Please enclose your updated CV giving a supporting statement of no more than 500 words why you feel you are suitable for this position. Please also complete responses to all skills and competencies on the person specification.

Interviews for this position are scheduled for **Friday 22 April 2016**; candidates who will be shortlisted for interview will be notified by phone by 20 April 2016.

Completed applications should be emailed to [lynn.hannah@haringeycabx.org.uk](mailto:lynn.hannah@haringeycabx.org.uk) or by post: Lynn Hannah, Chief Executive Officer, Citizens Advice Haringey, 7 Willoughby Road, London N8 0HR. Please mark envelope 'Strictly Confidential'.

We regret that due to constraints on our resources we are unable to respond to all applicants who are unsuccessful. If you are not selected for interview by 21 April 2016 you may assume your application has on this occasion been unsuccessful.

**Entitlement to work in the UK**

A job offer will be subject to confirmation that you are permitted to work in the UK in accordance with the provisions of the Asylum and Immigration Act 1996. You will be asked to provide evidence of your entitlement to work in the UK if you are successful and an offer of employment is made. You will be asked to bring appropriate ID to interview.

Please note that Citizens Advice does not hold a sponsor licence and, therefore, cannot issue certificates of sponsorship under the points-based system.

Please note that all applications received are kept a minimum of one year.

We would like to take this opportunity to thank you for your interest in working with Citizens Advice Haringey.

Kind regards

A handwritten signature in black ink, appearing to read 'Lynn Hannah', written in a cursive style.

**Lynn Hannah**  
**Chief Executive**

## Citizens Advice Haringey

### Information, Advice and Guidance Service

<b>Post title:</b>	Operations and Development Manager
<b>Responsible to:</b>	Chief Executive Officer
<b>Salary:</b>	£35,662 plus £1812 LW
<b>Hours:</b>	36 hours per week (may include occasional evening work)
<b>Contract:</b>	Fixed Term contract – Subject to LBH funding from 1 April 2016 for 3 years with a possible 1 year extension

#### **Role purpose:**

We are looking for a professional Operations and Development Manager to plan, direct, coordinate and develop advice service operations. You will be responsible for improving performance, productivity, efficiency and profitability through the implementation of effective methods and strategies.

The Operations and Development Manager is a member of the senior management team, deputizing for the CEO in their absence; you will be required to work from multiple locations with a base from either our partner based location, CAH Tottenham office or CAH Turnpike Lane office covering both outreach and office based services. Outreach services are based within the local community of Haringey to provide advice and assistance to clients who are marginalised and face potential exclusion of access to advice to tackle the problems they face in a variety of subject areas. These include, but not exclusively, housing, benefits, consumer, debt and money problems, employment, education, care, immigration and family issues.

You will ensure services adhere to Citizens Advice Haringey's Quality Standards procedures and will manage a staff team covering projects and Information, Advice and Guidance services.

You will work in collaboration with people who use Citizens Advice Haringey services and in the statutory, voluntary and independent sector to raise the profile of the service and to develop operational protocols with appropriate agencies.

#### **Planning and development**

1. Co-ordinate activities, procedures and systems so as to promote common policies and/or practices within the appropriate service delivery area
2. Participate in bureaux initiatives as appropriate and contribute to the work of associated committees and working parties
3. Support the strategic development of the bureaux to ensure its management and

services to clients reflect and support the Citizens Advice service's equality and diversity strategy

### **Service delivery**

1. To implement systems and procedures that monitor, maintain and, where appropriate, challenge and improve standards within your services
2. Ensuring that standards are regularly reviewed to achieve high quality services meeting clients' needs, Citizens Advice quality requirements and other relevant quality assurance standards
3. Provide technical support and act as consultant to the advisers
4. Ensure effective and efficient services are delivered appropriately with adequate cover from available staff and volunteers
5. Research, identify and respond to advice needs, in particular the needs of identified disadvantaged groups and different geographical and demographical areas
6. To ensure that complaints and compliments are handled effectively in accordance with organisational policies ensuring prompt and professional actions in order to minimise conflict

### **Staff management**

1. To monitor and develop the individual and team performance of all members of staff and volunteers to achieve optimum performance within defined organisational policy requirements
2. To develop and involve your team in exploring innovative ways of improving and delivering services to enhance organisational performance and share these ideas as best practice developments
3. Responsible and accountable for the collection and analysis of performance data in relation to contract performance outcomes
4. Provide necessary levels of leadership, direction, support and advice to staff and volunteers to ensure coordination and effective team work within the charity
5. Attend regular meetings of the management team
6. Attend regular meetings of all staff and volunteers
7. Create a positive working environment in which equality and diversity are well-managed, dignity at work is upheld and staff can perform to the best of their ability
8. Overseeing existing health and safety procedures, ensuring their implementation and maintaining a safe and secure work environment for staff and volunteers, at all times having a duty of care to them
9. Responsible for the effective performance management and development of staff through regular supervision sessions, appraisal process and learning and development

### **Learning and development**

1. Identify and implement own learning and development needs
2. Identify and maintain the learning and development needs of staff through support and supervision, appraisal and contribute towards the bureaux's learning and development plan
3. Organise learning and development activities in conjunction, as appropriate, with the CEO and / or training supervisor

### **Bureau trustee board**

1. Attend meetings of the bureaux trustee board as required including producing reports where appropriate and requested
2. Contribute to the preparation of the annual report

### **Service Development**

1. Assist in actively promoting the services of the charity through appropriate channels and at appropriate platforms; upholding and promoting the charity's values and ethos
2. Share responsibility for effective communication to stakeholders, donors, partner organisations, media, and external audiences, and ensure that relevant agencies are aware of the charity, have the necessary materials and literature
3. Identify partners and opportunities for grants and creating proposals and business plans to secure public and private funding
4. Ensure the effective management and growth of the charity's volunteer structure to deliver fundraising campaigns and beneficiary services
5. Build and cultivate relations, in conjunction with the CEO, with stakeholders and partners, on a local level, to further the goals of the charity
6. Seek out and participate in forums which are relevant to the work and goals of the charity when required
7. Remain up to date on opportunities that may arise as relevant to the charity – including networking and knowledge-sharing

### **Research and campaigns**

1. Oversee the development of research and campaigns and instigate systems and procedures
2. Ensure that all staff and volunteers explicitly consider the social policy implications of all cases and use Bureaux Evidence Forms to report as appropriate
3. Participate in, and initiate research into local, national and pan-London social policy issues
4. Information and experience obtained by bureaux is used to exercise a responsible influence on the development of social policy both locally, pan-London and nationally

### **Other duties and responsibilities**

1. Carry out any other tasks that may be within the scope of the post to ensure the effective delivery and development of the service
2. To at all times promote the aims, principles, policies and interests and well-being of the organisation and to protect its integrity and reputation and the confidentiality of the service

## **Person specification**

### **Experience and proven track record**

- Minimum two years direct experience of operational management in an advice and/or frontline service providing organisation
- Experience managing contracts, sub-contracts and/or grants
- Experience in supervising and managing staff
- Experience of working with a range of statutory and voluntary organisations, multi-cultural communities and organisations
- Fundraising experience and experience in writing report to funders

### **Skills and Competencies**

1. Strong project planning, organisational, and time management skills
2. Excellent organizational skills and ability to think clearly under pressure
3. Political sensitivity and ability to apply good judgment in decision making
4. Excellent presentation and persuasion skills, both spoken and written
5. Computer literacy including Word, Excel and PowerPoint (or equivalents) be self-servicing in administrative tasks
6. Able to work independently and with minimal supervision with a high level of initiative, efficiency and self-motivation
7. Proven ability to work collaboratively as part of a team, and ability to delegate responsibilities effectively
8. Proven ability of monitoring and maintaining service delivery against agreed targets
9. Excellent inter-personal and creative skills
10. Willingness to undertake out of office hours, including at evenings and weekends, where necessary
11. Evidenced strategic thinking and the ability to spot new innovative opportunities
12. Confident and assertive, dynamism and the ability to motivate people
13. Share a deep passion and commitment for the values and mission of ethos and objectives of Citizens Advice Haringey
14. Committed to continuous professional development and willing to undertake further skills training as appropriate



## Operations and Development Manager Recruitment

### What do Citizens Advice do?

#### Give advice

The CAB Service is independent and provides free, confidential and impartial advice to everybody regardless of race, sex, disability, sexuality or nationality.

We seek to put the customer at the heart of everything we do.

It is the largest advice-giving network in the UK, with over 3,000 outlets and 20,000 volunteers.

We help people deal with nearly six million problems every year, in bureaux, by phone and email, at outreach sessions in places like GP surgeries and courts – even in people's homes.

Our clients and volunteers come from all walks of life. We are committed to providing an independent advice service, and volunteering opportunities, to the whole community.

Bureaux act as a one-stop-shop for clients. Advisers provide up to date advice and information using our unique electronic information system, link clients up with other services and agencies, help write letters and complete forms, negotiate with creditors, make phone calls on clients' behalf and represent them at tribunals.

The problems we are most often asked about concern employment, debt, housing or benefits, but we will help people who come to us with any enquiry including consumer rights, legal matters, and immigration.

Advisers don't tell clients what to do, but explain their options and the possible outcomes of different courses of action. Our emphasis is on enabling independence and resilience. We are not here to take over people's affairs. Wherever possible we should empower people to be in control, help and act for themselves. Clients are encouraged to make their own decisions and act on their own behalf. We enable clients to manage their own problems by focusing on their needs as individuals.

We emphasize the importance of early intervention and prevention in our services. We seek to understand and act on the underlying causes of demand for our services and tackle preventable systemic failure.



The Citizens Advice Haringey Service is based on four principles. It is:

1. **Independent** – We will always act in the interests of our clients, without influence from any outside bodies
2. **Impartial** – We don't judge our clients or make assumptions about them. Our service is open to everyone, and we treat everyone equally
3. **Confidential** – We won't pass on anything a client tells us – or even the fact that they've visited us without their permission
4. **Free** – No-one has to pay for any part of the service we provide

Putting these principles into action enables us to provide a vital service to the millions of people who turn to us for help each year.

## National campaigning

We use this evidence to highlight the effects that policies have on real people in the real world, and to suggest where improvements can be made to the policies and services of national and local government and businesses. We aim to stop problems at their source, using the direct experience of the communities that bureaux serve.

Each bureau sends information about the problems brought to them (but not about their clients) to the national Citizens Advice organisation. Evidence is collated to help social policy officers identify national trends. Citizens Advice Haringey can then present evidence to policy makers by writing reports and submissions and participating in consultations to improve policies.

## Local/regional campaigning

With local or regional issues, bureaux may act individually or join forces with other bureaux and outside agencies, using their client evidence to lobby MPs, Assembly Members (AMs), councillors, local authorities and others, as well as presenting their findings in the media.

## Turning evidence into action

The CAB Service is respected for its impartiality and independent analysis, and is listened to at all levels of government. Councillors, MPs, AMs and Ministers all consult the CAB Service on a wide range of issues. This enables us to effectively campaign for social justice and get laws and policies changed for the better.

We have recently campaigned on issues as diverse as:

- Maternity and parental rights
- Charges for health care
- Support for asylum seekers
- School uniform costs
- Disability discrimination
- Improving financial literacy

## Citizens Advice Haringey

Citizens Advice Haringey is an independent charity first established in April 1988 as Haringey Council's Community Advice Services, and transferred to the voluntary sector as an independent body and part of the national association of Citizens Advice Bureaux in November 2001.

### Our purpose

Citizens Advice Haringey provides information, advice and support needed by local people to enable them to manage their affairs and live independent and resilient lives. We also work to improve the policies and practices that affect people's lives.

We seek to put the customer at the heart of everything we do.

Haringey Citizens Advice provides the main gateway to advice and other services to the residents of Haringey.

We also provide specialist services through our projects, including the Moneywise Project for financial education, Children's Centres, Welfare Hubs, and London and Quadrant Housing Association tenants.

Our core advice service model is changing and will operate mainly through our outreach services based in the heart of the community. We have a drop in service at our Tottenham High Road office. The Tottenham location provides services for one of the most disadvantaged areas in the country.

The Bureau employs trained, certified and accredited staff and volunteers to assist the people of Haringey in improving their general welfare and living standards through general help with casework, including negotiation and representation where possible.

Our aim is to provide a high quality service for as many clients as possible, focusing on those most in need. We recognize that we are unlikely to be able to meet all of the demand for our service.

Our emphasis is on enabling independence and resilience. We are not here to take over people's affairs. Wherever possible we want to empower people to be in control, help and act for themselves.

We emphasize the importance of early intervention and prevention in our services. We seek to understand and act on the underlying causes of demand for our services and tackle preventable systemic failure.

Where possible and advantageous we seek to work in partnership with other organisations, professionals and community groups to deliver our services.

## Information, Advice and Guidance Service

Citizens Advice Haringey was successful in securing a new three year contract with Haringey Council. The new contract was implemented from 1 April 2016 with a new scope of service delivery. Significant changes to the new contract are that of community engagement and empowerment. This is a new way of working across the community by providing peer support, peer mentoring, assisting with information, and access to information. Working in partnership with two other organisation the service will be known as **Haringey Advice Partnership**.

### The new aims of the service are to:

- ✚ deliver a universal, comprehensive and quality assured information, advice and guidance offer to improve the capacity of all residents in Haringey to manage their needs independently of the Council and to access the right support at the right time, with a focus on early help and prevention
- ✚ build the capacity of individuals to manage their own information, advice and guidance needs and resolve similar issues themselves in the future
- ✚ build peer and community support around information, advice and guidance through community-led initiatives

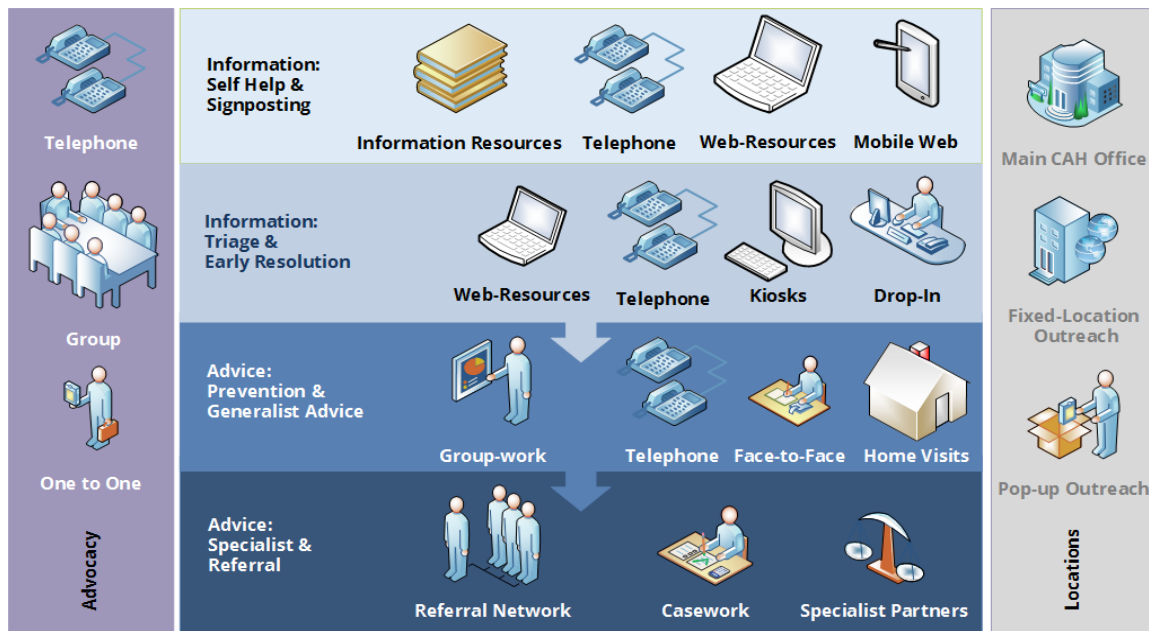
### The new objectives of the service are:

- ✚ To increase access to information, advice and guidance by delivering services within a range of community-based hubs across Haringey; as well as through different channels including digital and telephony.

- ✚ To provide targeted information, advice and guidance at key points in people's lives to prevent crisis.
- ✚ To provide 'pop-up' opportunities within Haringey in order to increase access to information, advice and guidance in relation to the issues mentioned above at times of need or in such places as need has been identified
- ✚ To provide access to information, advice and guidance for people who live or work in Haringey in light of changes to the various health, social care, housing, welfare and tax benefit systems.
- ✚ To identify any service user needs in addition to information, advice and guidance early, ensuring referral to appropriate services, as required as part of the Prevention, Early Help and Intervention approach
- ✚ To provide sign-posting and guidance in relation to accessing further support in relation to the above issues.
- ✚ To offer culturally specific information, advice and guidance, as required.
- ✚ To maintain the directories of services in Haringey known as Haricare and the Family Information Services Directory FISS for the benefit of local residents, statutory and non-statutory agencies.
- ✚ To provide and maintain the information and advice service where the content includes:
  - The care and support system locally and how it works
  - Choice of types of care and support and choice of providers
  - How to access the care and support that is available
  - How to access independent financial advice on care and support
  - How to raise concerns about the safety, health and or well-being of a child, young person or adult

Citizens Advice Haringey developed a new service model taking into account the requirements of the tender specification and funding available. Key elements of the new service model included working in partnership with two other organisations, more emphasis on working within the communities, providing better access for clients, increased self-help and digital methods.

The new service model requires a change of working methods e.g. more focus of working within the communities through outreach services, less face to face work based at the CAH offices, increased telephone work, increased email and webchat preparing people with self-help tools and digital access in order to help themselves.



## Projects at Citizens Advice Haringey

**Moneywise Haringey:** Improving financial confidence: Working with a range of partners including Homes for Haringey and Housing Associations the project will increase the financial capability of residents. Funded by BIG Lottery

**CRUTCH Haringey:** Funded by Big Lottery, Crutch is a new four year £0.5million 'Help Through Crisis' programme that will provide residents of Haringey Borough with the practical help and support they need to overcome immediate difficulties and the advice and expertise to help them take back control of their lives.

**Children's Centres:** To provide specialist advice on Benefits and Debt in CCs across Haringey in order to increase incomes and contribute to LBH's Child Poverty strategy

**Health Hubs:** To provide specialist Benefits and Debt advice to patients in order to maximise incomes and improve health outcomes.

**Pound Advice:** To provide specialist Benefits and Debt advice to London & Quadrant tenants in order to deal with rent arrears to reduce debt, evictions and increase the rent collection rates.

## The Borough of Haringey

The borough is one of contrasts - made up of areas of affluence in the west - but in the east some of the most deprived wards and estates in the country, for example Tottenham Hale and Northumberland Park.

In 2015 Haringey was ranked the 30<sup>th</sup> most deprived authority out of 326 English authorities and the 6th most deprived borough in London behind Hackney, Newham, Tower Hamlets, Barking and Dagenham and Islington.

The service areas in which Haringey is particularly affected are:

- Income
- Barriers to housing services
- Crime

Major changes to the benefits system introduced by the Welfare Reform Act 2013 and cuts to legal aid funding from April 2013 have severely affected many of Haringey's residents.

The need for Citizens Advice Services in Haringey is greater than ever.

Thank you for your interest in this position and I hope to meet you in the near future

**Lynn Hannah**  
**Chief Executive**  
**April 2016**

# Haringey Citizens Advice Bureaux

