



**Hammersmith  
& Fulham**



# Head of Funded Services & Programmes

## Job pack

Thanks for your interest in working at Citizens Advice Hammersmith & Fulham. This job pack should give you everything you need to know to apply for this role and what it means to work at Citizens Advice.

In this pack you'll find:

- Our vision, aims and values
- Our values
- 3 things you should know about us a National organisation
- Overview of Citizens Advice and Citizens Advice Hammersmith & Fulham
- Role Profile and personal specification for the role
- Our Terms and Condition
- The benefits of working for the organisation
- Our approach to equality and diversity

**We value diversity, promote equality and challenge discrimination. We encourage and welcome applications from people of all backgrounds**

**Closing Date: Thursday 25<sup>th</sup> April 2024 by 08.00am**

**Test Date: 1<sup>st</sup> May 2024**

**Interview Dates: 2<sup>nd</sup> and 3<sup>rd</sup> May 2024**

**To learn more about this role you can book a place on a virtual session with the Chief Officer, Simi Ryatt on Friday 19<sup>th</sup> April 2026. Please email; [ivy.lewis@cahf.org.uk](mailto:ivy.lewis@cahf.org.uk) by Wednesday 17<sup>th</sup> 2024 to reserve your place.**

**SUBMIT YOUR CV VIA: [recruitment@cahf.org.uk](mailto:recruitment@cahf.org.uk) Subject HeadFS&P**

# Our vision, aims and values

## Our Vision

“Advice on its own is not always enough for our community, or for us as a service. We will develop new ways of supporting and empowering our clients to take action to achieve better outcomes”.

## Our Aims

Citizens Advice Hammersmith & Fulham shares the over-arching aims, values and principles of Citizens Advice to:

- Provide the advice people need for the problems they face
- Improve the policies and practices that improve peoples’ lives

At the centre of all of Citizens Advice Hammersmith & Fulham’s strategies are its 3 key aims:

1. **To achieve Excellence** – in delivering an effective, and high quality service
2. **To be innovative, resilient, and flexible** – to deliver an even more effective and sustainable service
3. **To demonstrate our community impact** – to show the positive change we make socially, economically and to health and well-being

## Our Principles and Values

As a member of the Citizens Advice Service, CAHF provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

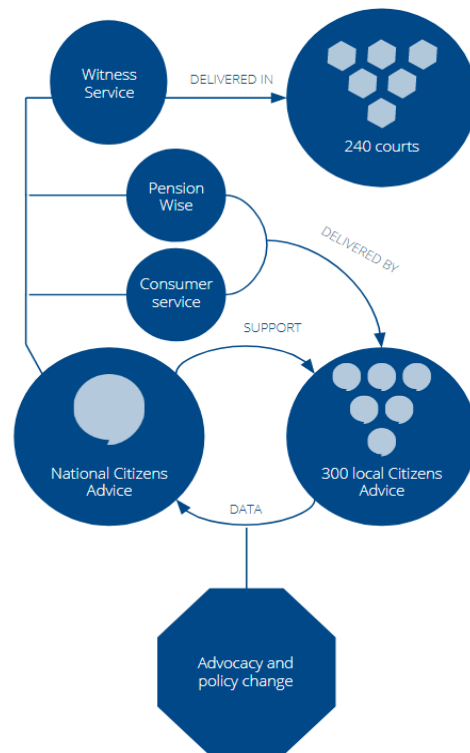
We are committed to put equality and equity at the heart of everything that we do, with the overarching aim to improve access, ensure inclusive service delivery and preserve intensified support for those who need it and promote an inclusive working environment for our workforce. Our core values and principles sit at heart of every strategic decision to reflect our aim to be a strong equality champion through our roles as advisor, campaigner, employer, employee and partner.

# 4 things you should know about us

1. **We're local.** CAHF operates out of 2 libraries in the Borough: Avonmore Library and Askew Road Library delivering a well-developed service offer by telephone, email, webchat and WhatsApp to over 17,000 people a year supporting them with nearly 47,000. We deliver multiple services, many of which are embedded within community settings offerings comprehensive access points across the Borough. See more details below.
2. **We're also national.** We support the wider Citizens Advice network of 240 independent charities by providing telephone and digital advice to hundreds of thousands of people across England & Wales each year, through our Consumer Service and Money Advice Service Contact Centres.
3. **We're here for everyone.** Our advice helps people solve problems and our advocacy helps fix problems in society. Whatever the problem, we won't turn people away.
4. **We're listened to - and we make a difference.** Our trusted brand and the quality of our research mean we make a real impact on behalf of the people who rely on us.

## How the Citizens Advice Network works

Citizens Advice Hammersmith& Fulham is a member of the national Citizens Advice service which is made up of a network of around 240 local Citizens Advice members. Citizens Advice nationally is a charity which includes 1,000 national staff working in one of our 5 offices or as homeworkers or as part of the Witness Service from over 240 courts across England and Wales 3,000 Witness Service volunteers. Local Citizens Advice are all independent charities, delivering services from over 600 local Citizens Advice outlets and over 1,800 community centres, GPs' surgeries



# About CAHF and the team

CAHF is a flagship service, recognised nationally for its innovative approach, its award-winning performance, its strong volunteering programme and exceptional partnership working. We place our clients at the centre of everything that we do and take a community centred approach to ensure that we are meeting need where it arises.

Our strategies focus heavily on eliminating need as far as possible by taking a preventative approach and empowering communities to take back control of their lives and build independence and resilience. Where we provide interventions to help, we do so by providing services that build capacity and strengthen communities. We develop our own ability to deliver wide ranging and effective services through collaboration and partnership working, drawing on skills and experience to ensure that our clients receive the best possible outcomes.

Whilst we are extremely proud and pleased with our achievements, we remain focussed on the growing demand for our services and ensuring services are strengthened and remain robust to meet the changing needs of our clients. CAHF's current focus is to ensure that those with the greatest need are able to access our services and to achieve this by becoming embedded within the community.

We are the only Citizens Advice in the country to hold a ten-year funding contract with the Local Authority to deliver 4 key service contracts that include:

1. Our generalist Advice Service
2. The Library service at Avonmore Library
3. Our advice at foodbanks project
4. Our ROOF project that focusses on homelessness prevention

We are currently in Year 6 of this funding arrangement.

We are also the only Citizens Advice in the country to deliver a library service on behalf of a Local Authority using our volunteer model. We have won multiple awards for our innovative ways of working.

Here are ways you can find out more about what we do and how we help:

- Watch our [Impact Film](#)
- Take a look at our [CAHF Website](#)
- Take a look at the [national Citizens Advice website](#) and the [Campaigning site](#)

# The Role

The job you're applying for is **Head of Funded Services & Programmes**, which is a key role working alongside our Chief Executive and Senior Management Team (SMT). You will work with the Senior management to support the development of and implementation of the business plan and strategic objectives relevant to your portfolio.

As Head of Funded Services & Programmes, you'll have key responsibility for a portfolio of CAHF services and programmes, managing project staff (with support from the Advice Service Managers) and being accountable for project reporting requirements and achievement of key performance measures or dealing with under-performance. You will develop and foster relationships with the relevant stakeholders and will work with the CEO to ensure continuation funding where appropriate. Some of the services you will be responsible for include:

## **National Services:**

- Help through Hardship – a national partnership between Citizens Advice and the Trussell Trust dealing with food poverty
- Energy Advice Project
- Young Lives against Cancer – a telephone helpline helping families of children with cancer

## **Regional Services:**

- Debt Free Advice – a partnership of 25 agencies delivering specialist debt advice across London
- The GLA Project - a partnership of London LCAs delivering specialist advice helping Londoners with the cost of living

## **Local Services**

- Advice at Foodbanks
- Anti-poverty project working with 15 community partners across Hammersmith & Fulham
- Multiple services based with different community organisations – West London Welcome, Upper Room , Midaye

## Other Programmes of Work

Part of this role is to work with the CEO and the Senior Management Team to develop the service through innovations that will enhance the services delivered to clients, such as looking at digital trends in advice delivery and their benefits for CAHF. You will oversee the CAHF Innovation Hub where ideas can be tested and piloted on a small scale. Other programmes of work might include smaller scale services such as website development. You will ensure new services are implemented smoothly, on time and to budget and that project staff are appropriately supported and developed to deliver services under the contract.

Here are some examples of how we've been achieving these ambitions:

- We are currently delivering 15 separate services in addition to our core generalist advice service.
- We have developed a diverse funding portfolio with 65% of funding coming from Non- Local Authority sources
- We are working in partnership with 15 or more partner organisations
- We have rolled out a new IT infrastructure project moving over to Google Workspace
- We are currently responsible for delivering library services for 2 out the 5 libraries in the Borough
- We are currently designing and developing the CAHF Digital Service offer

The successful candidate will need to have strong project management skills, with ability to work at a strategic level to deliver effective change, the ability to work collaboratively with teams/individuals across the organisation and engage effectively with all stakeholders, a demonstrable track record of working under pressure to implement effective changes and achieve key performance indicators.

A background in advice work is desirable, but not essential. Key to this role is a strong track record of strategic project management and the ability to work effectively with key stakeholders.



## What we give our staff

We value all our people and can offer a supportive culture within a charity setting that is committed to social justice. The role has an attractive remuneration package with excellent terms including:

- Pension 3% employer contribution
- Generous holiday entitlement of 25 days annual leave plus Bank Holidays and rising with long service to a maximum of 30
- Continual Performance management (includes monthly meetings with line manager and annual appraisal) and training development
- Hybrid working on completion of probationary period, with agreed remote working
- 24/7 telephone support service





## Role profile - Job Description

### Head of Funded Services & Programmes

<b>RESPONSIBLE TO:</b>	CEO
<b>RESPONSIBLE FOR:</b>	Funded Services & Programme Management
<b>HOURS:</b>	Full-time 37.5 hours per week with flexible/hybrid working (after initial probationary period)
<b>SALARY:</b>	£45,000 per annum
<b>TYPE OF CONTRACT:</b>	Fixed term One year from appointment (extension subject to performance)
<b>LOCATION:</b>	Across Citizens Advice Hammersmith & Fulham sites and remotely

#### **Purpose of the role:**

- To have responsibility for a portfolio of CAHF funded services and programmes and develop new services to support, complement and enhance the core generalist advice service, including non-advice services
- Manage project staff and be accountable for reporting requirements and drive performance, ensuring delivery against targets, KPIs and advice quality standards.
- To develop relationships with the relevant stakeholders and will work with the Senior Management Team (SMT) to ensure continuation funding where appropriate.
- To lead the development of new ways of working via the Innovation Hub.
- To communicate, collaborate with stakeholders to embed new processes and effective changes to enhance CAHF service delivery.
- Manage and deliver other programmes of work to budget and timescales

This is a senior level role and the postholder will be a part of the senior management team.

## Role profile

Key accountabilities	Key elements & tasks
<p style="text-align: center;"><b>Strategic Collaboration</b></p>	<p>Liaise and collaborate with the SMT to implement/develop:</p> <ul style="list-style-type: none"> <li>• A clear strategic vision to develop funded services to supplement and support core service delivery and increase the range of services available to clients.</li> <li>• To implement strategic priorities in line with the Business Plan.</li> </ul>
	<p>Develop, foster, and manage key relationships with partners and investors including:</p> <ul style="list-style-type: none"> <li>• Trustee Board (including its committees)</li> <li>• Staff and volunteers</li> <li>• Citizens Advice</li> <li>• Funders, commissioning, and statutory bodies</li> <li>• Commercial providers</li> <li>• Community and voluntary groups</li> </ul>
	<p>Provide business case reports to improve data driven decision making by the SMT, Board of Trustees and external stakeholders.</p>
<p style="text-align: center;"><b>Project Management</b></p>	<ul style="list-style-type: none"> <li>• Work with the Senior Management Team to develop and embed new funded services</li> <li>• Manage portfolio of funded services and programmes</li> <li>• Develop and monitor plans to meet funder requirements</li> <li>• Take day to day responsibility for the delivery of assigned services</li> <li>• Ensure high quality of advice is maintained across all services</li> <li>• Manage resources</li> <li>• Convene and attend project meetings as required</li> </ul>
	<ul style="list-style-type: none"> <li>• Implementing new services from project initiation to project evaluation through an operational plan</li> <li>• Developing project plans identifying key milestones and sequence of activities</li> <li>• Leading on and participating in the recruitment of new project staff</li> <li>• Ensuring all support material and tools are in place (including all relevant guidance)</li> <li>• Ensure appropriate processes including IT are in place for effective project delivery</li> <li>• Build strong relationships with funders and delivery venues</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with Head of Resources to put in place project Equality Impact Assessments in place</li> <li>• Gather key performance and outcome measures to monitor and evaluate project delivery</li> <li>• Convene and attend project meetings as required</li> <li>• Provide reports to meet funder requirements</li> <li>• Produce reports and monitoring information about the service for the funder/commissioner and management</li> </ul>
<p style="text-align: center;"><b>People Management</b></p>	<ul style="list-style-type: none"> <li>• Be responsible for induction of new staff and volunteer into the services</li> <li>• Guide and lead the project team to achieve specific goals, objectives, and Key Performance Indicators (KPIs) of the project.</li> <li>• Ensure targets are delivered to meet required deadlines</li> <li>• Ensure work is delivered in compliance with, CAHF policies and procedures, funder and regulatory bodies requirements</li> <li>• Ensure project workers understand and work towards targets.</li> </ul> <p><b>Create an inclusive, positive and supportive working environment in which equality and diversity is celebrated and staff can achieve their full potential through:</b></p> <ul style="list-style-type: none"> <li>• Ensuring Performance management, appraisals, feedback and one to one meetings are regularly undertaken by line managers</li> <li>• Ensuring that training and development needs are identified and met</li> <li>• Management of all planned /unplanned absence</li> <li>• Encouraging excellent teamwork, collaboration and communication and leading a culture of innovative thinking across the organisation.</li> </ul> <p><b>Active Team Participation</b></p> <ul style="list-style-type: none"> <li>• Organising and leading regular team meetings</li> <li>• Build rapport with paid and volunteer colleagues</li> <li>• Attend and participate in CAHF activities including Service meetings, Staff Away Days, Annual General meeting and other staff activities.</li> <li>• Work collaboratively with the SMT</li> <li>• Work in line with the Core Values of the Organisation</li> </ul>
<p style="text-align: center;"><b>Efficiency &amp; Effectiveness</b></p>	<ul style="list-style-type: none"> <li>• Manage conflicting priorities to ensure that objectives are achieved, and deadlines met</li> <li>• Systematically plans projects to maximise performance and cost effectiveness</li> <li>• Anticipates risks and puts plans in place to minimise their impact</li> <li>• Responds flexibly to unforeseen events such as emergency responses to ensure that effectiveness is not compromised</li> </ul>

	<ul style="list-style-type: none"> <li>Evaluates work, learns from results and adjusts strategies to provide the best results service users</li> <li>Suggests simplifications to overly complex ways of working to improve results</li> </ul>
<b>Financial Management</b>	Maintain financial oversight of project budgets, liaising with the Head of Finance to ensure controls are in place and organisational processes are followed to manage project budgets appropriately
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Good working knowledge of risk management</li> <li>Ensure effective risk management and mitigation for new and continuing services</li> <li>Advise the Chief Officer on resource allocation</li> <li>Adhere to relevant legal and statutory requirements including the Data Protection Act, Health and Safety at Work Act and relevant charity law</li> </ul>
<b>IT Management</b>	<ul style="list-style-type: none"> <li>Comply with Data protection guidance including GDPR for processing and controlling data including adherence to Citizens Advice and national data handling guidance</li> <li>Accept and abide by the terms of the Organisation's Acceptable Use of IT policy and other associated policies.</li> <li>Be self-servicing, typing and using computers and other office equipment.</li> <li>Ensure that detailed records for the purposes for information retrieval, statistical monitoring and report preparation are maintained and developed</li> </ul>
<b>Research and Campaigns</b>	<ul style="list-style-type: none"> <li>Galvanise project workers to support CAHF research and campaigns work through various channels, including case studies, data collection and client consent</li> </ul>
<b>GDPR</b>	<ul style="list-style-type: none"> <li>Put in place Data mapping process for services</li> <li>Establish Data sharing agreement when required with partners and funders as required</li> <li>Ensure project workers are fully compliant with the Consent requirement for client work</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>Remains positive and quickly recovers from setbacks, keeping problems in perspective</li> <li>Takes a solution focused approach to problem solving to succeed in difficult circumstances</li> </ul>
<b>External Relations</b>	<ul style="list-style-type: none"> <li>Robust risk management and disaster recovery procedures are embedded</li> <li>Act as a main point of contact for CAHF services and promote their work locally</li> </ul>

	<ul style="list-style-type: none"> <li>• Positively represent the work of CAHF to other organisations and stakeholders</li> <li>• Manage stakeholder relationships and encourage collaboration and partnership working</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>• Engage with Performance and Development process to actively Identify own training needs, and develop them</li> <li>• Attend and actively participate in regular support and supervision sessions and appraisals with the Chief Executive Officer</li> <li>• Attend staff meetings and internal/external forums and meetings as required.</li> </ul>
<b>Travel and evening work</b>	<ul style="list-style-type: none"> <li>• The post will involve occasional travelling to different locations within the London Borough of Hammersmith and Fulham and evening work.</li> </ul>
<b>General</b>	Uphold the aims and principles of Citizens Advice and its equality & diversity policies.
	Abide by health & safety guidelines & share responsibility for your own safety and that of colleagues.
	Work in a positive and supportive manner and contribute to the creation of a good team environment.

## Duties required of all salaried employees of CAHF

- Undertake any other reasonable duties as required by the post
- Exercise Discretion in the handling of Special Category data in accordance with statutory duties of the GDPR and CAHF's applicable policies and procedures
- The post holder must always promote the aims, principles, policies, interests and wellbeing of the organisation and protect the integrity and reputation and the confidentiality of the Service
- Actively engage with CAHF performance management process
- In addition to the tasks and duties outlined in this job description, to undertake such duties as may be identified and which are generally compatible with the functions of the post.

**Review** *This job description will be reviewed regularly as part of individual an organisational development, performance review and may be a subject to variation.*



# Person specification

## Essential

### Knowledge & Experience

1. Excellent organisational and project management skills, proven ability to meet key milestones and budget constraints and to manage own workload
2. Significant experience of creating and maintaining all relevant project documentation including project reporting to varied audiences, and monitoring project against KPIs
3. Experience of delivering project in the advice sector or demonstrable transferable skills
4. Proven experience of line managing staff in line with KPIs and required quality standards in an effective manner
5. An ability to work collaboratively at a senior level with a range of internal and external stakeholders.
6. Experienced at project planning, oversight and a sound understanding of project and change management.
7. A demonstrable understanding of and commitment to the aims and principles of the Citizens Advice service.

### Skills and Ability

1. Ability to manage empathetically, whilst driving the individual performance in a supportive, focused manner to meet set targets and quality standards.
2. Ability to manage conflicting priorities to ensure that objectives are achieved, and deadlines are met
3. Ability to address underperformance, ability to implement improvement plan to monitor, address and improve the performance.

4. Strong numerical skills – able to analyse data in order to assess project performance and to project forward, based on various scenarios or assumptions.
5. Diplomatic and solutions-focused, with a positive approach to working in a team to problem solving

### **Desirable but not essential**

- Formal project management training, or qualification
- Experience of transforming how services are delivered

**Please note that this role will be subject to DBS check**

## **The application process**

### **Stage 1**

You are required to submit a copy of your CV plus a written supporting statement that will be screened against the role description and person specification to assess whether your skills and experience is a good fit.

When submitting your CV and written statement, you will be asked to respond to essential points from the person specification. It's important that you tailor your response to these points to clearly demonstrate how you meet the requirements. When responding you should choose examples of past experience to demonstrate how you fit the requirement, be precise about what you did, how you did it and the outcome or result of your actions. Remember that relevant examples from other aspects of your life, for example: voluntary or unpaid work, school or college work, family or home responsibilities can also be given.

**SUBMIT YOUR CV VIA : [recruitment@cahf.org.uk](mailto:recruitment@cahf.org.uk) Subject HeadFS&P**

### **Please ensure your CV includes the following information:**

- Your contact details (address, **telephone number** and email address)
- Information about your education history
- Information about your career history
- Details of any professional qualifications

## Stage 2

If your application is successful, you will be invited to participate in a formal interview (lasting for around 1 hour) at our offices in West Kensington. During your interview a panel involved in running our service will ask you questions based on the person specification.

<b>Closing Date:</b>	Thursday 25th April 2024 by 08.00am
<b>Test Date:</b>	1st May 2024
<b>Interview:</b>	2nd and 3rd May 2024

## Equality & Diversity at CAHF

Citizens Advice Hammersmith & Fulham recognises the positive value of diversity, promotes equality and challenges unfair discrimination. We recognise people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perceptions, and we wish to encourage and harness these differences to make our services more relevant and approachable. CAHF will not discriminate or tolerate discriminatory behaviour on the grounds of race, colour, sex, transgender, disability, nationality, national or ethnic origin, religion or belief, marital/partnership or family status, sexual orientation, age, social class, educational background, employment status, working pattern, trade union membership or any other irrelevant factor in any aspect of employment.

Our values include a commitment to equality and fairness, and to valuing each other. All our employees are expected to have read and understood our Equality and Diversity Policy and to ensure they behave in accordance with its principles. Breaches of the policy may lead to disciplinary action.

## Dignity at Work

CAHF is committed to providing a culture in which all staff value each other and are able to work together to their full potential in an inclusive environment free from harassment, bullying and other unacceptable forms of behaviour. Unacceptable behaviour in the workplace will be actively dealt with, all complaints will be taken seriously, confidentiality will be respected and victimisation of those that raise complaints will not be tolerated.

Our values include commitments to work together and value each other - all our employees are expected to have read and understood our Dignity at Work Policy



and to ensure they behave in accordance with its principles. All staff are responsible for helping to create and maintain a positive and inclusive working environment free from bullying and harassment. All managers have a particular responsibility for ensuring a supportive and inclusive working environment in which dignity at work is actively promoted.

### **Probationary Policy**

New appointments are subject to a probationary period which begins once you have completed training. At the end of the probationary period the outcome of the assessment may be confirmation of post; notice of dismissal; or at our discretion, an extension of the probationary period.