

Job Title:	Head of Projects
Salary:	£36,000 - £40,000 per annum depending on experience
Hours:	35 Hours per week.
Responsible to:	Chief Executive
Responsible for:	Service Managers (Projects) x 3, Community Capacity Development Lead, Advisers (paid and volunteers)
Location:	The post holder will be based at our office in Battersea Library or Roehampton, with some working from home possible. The post holder may be required to work anywhere in Wandsworth.

This is an exciting and challenging senior leadership role that is pivotal to the continued success of Citizens Advice Wandsworth (CAW). We are looking for someone to build on the strong foundations established by the current Head of Projects - who is moving on to a director role after five years at CAW.

We're not necessarily looking for someone with an advice background; more important is great project-management, people-management and relationship-building skills. It's also important that your values align with ours and that you can demonstrate generosity, quality, accountability and creativity in how you work. We will support you to develop and learn.

About the organisation

Citizens Advice Wandsworth (CAW), part of the national Citizens Advice network, is a thriving advice organisation that provides information, advice and casework support to 13,000 people a year. Whilst we're proud of the number of residents we support we acknowledge that we cannot meet local demand for advice. For this reason, we place equal value on preventative work; local advocacy, collaboration, capacity-building and partnership development.

We have 42 staff, 60 volunteers and a turnover this year of over £1.6m. 98% of our staff and volunteers recommend us as a good place to work and volunteer [People survey, June 2021]. In addition to our core advice service, funded by Wandsworth Council, we have a range of projects, funded from sources including trusts and foundations, central government and the local Clinical Commissioning Group [see appendix 1].

About the role

The Head of Projects has overall responsibility for the delivery of our range of projects as well as for the development and maintenance of our local relationships - including our referral relationships [appendix 2]. This includes leadership of our award-winning Hardship Crisis project which, delivered in partnership with [Wandsworth Community Empowerment Network](#), connects our local faith, community, voluntary and statutory agencies with each other and with us, and builds the advice capacity of these local partners [appendix 4]. The

post holder also leads our service-user involvement work; enabling our clients to influence our service delivery, and to tell their stories to policy makers.

The Head of Projects works alongside the Head of Service and along with the Chief Executive, makes up the Senior Management Team (SMT). The Head of Projects works with the SMT to lead CAW, playing a key role in developing organisational strategy, representing the organisation externally, building relationships and partnerships, and managing and motivating a highly-motivated team of Service Managers and advisers.

The post-holder's role as manager and leader is important; they will need to lead a team of service managers and advisers; ensuring our people are adequately supported to deliver an impactful and kind service.

The Head of Projects is accountable for project reporting requirements, they ensure that all projects deliver against targets and provide high-quality advice within the aims, policies and principles of the Citizens Advice service. The post-holder develops relationships with the relevant funders/commissioners and works to ensure continuation funding, either directly or with the service manager. They also work together with the Head of Service to ensure organisational policies and procedures, including safeguarding, information assurance and quality are implemented effectively.

The post-holder has responsibility for the following staff and initiatives:

- **Service Manager (Projects) x 3** – managing projects: [Help Through Hardship Crisis](#), City Bridge Trust Housing Advice, [EU Advice](#), DSF, [Help to Claim](#), CCG, Major Trauma, [Macmillan](#))
- **Roehampton Community Capacity Development Lead** – delivering the [My Roehampton](#) Project
- **Advice First Aid** – through our award-winning Advice First Aid programme, we deliver online and face-to-face training for volunteers and staff in local community and faith groups, as well as voluntary and statutory services. This training enables partners to spot advice issues, provide initial information and refer local residents for advice.
- **Events & Conference** – we deliver two network events and a conference on an annual basis, bringing together volunteers and staff members from organisations across Wandsworth borough to share experiences and learning and improve collaboration in supporting local residents facing hardship.
- **Refernet** – we manage the Wandsworth Refernet Partnership, an online platform enabling 20+ local organisations refer clients to Refernet partners to improve access to services.
- **Service User Involvement** – we have an active user involvement group who contribute to our service development and we support service users to tell their stories. .

Main Duties and Responsibilities

1. Planning and Development

- Positively contribute to senior management team meetings.
- Advise the Chief Executive of staffing and service delivery issues, trends in enquiry issues and changing client needs.
- Contribute to improvement and development initiatives and the identification and development of funding bids and contract tenders.
- Liaise in a timely manner with colleagues including the Volunteer & Training Manager and Office Manager regarding volunteer capacity and training issues, resources and facilities needed to support services and projects.
- Contribute to the planning, testing and evaluation of new ways of delivering services.
- Implement IT and other resource strategies for the effective delivery and management of the service

2. Service and Project Delivery

- Be accountable for the delivery and monitoring of client services delivered under the portfolio of projects and when necessary, other CAW services and projects.
- Be accountable for delivery of the Advice First Aid training programme, network events and annual conference for staff/volunteers of stakeholders across Wandsworth borough.
- Be responsible for the development and management of the Refernet partnership.
- Ensure that monitoring, reporting, evaluation and other commitments are fulfilled, producing up to date reports and monitoring data as required.
- Participate in quality assurance meetings and processes; and have an oversight of the quality of work being delivered by project staff.
- Ensure that CAW's client database [Casebook], is used efficiently and effectively for case recording, statistics, follow up work and quality monitoring.

3. Staff and Volunteer Management

- Ensure the effective line and performance management and development of staff and volunteers through regular supervision sessions, the appraisal process and learning and development.
- Liaise with the Volunteer & Training Manager (VTM) to ensure effective training and progress of staff and volunteers.
- In liaison and coordination with colleagues take responsibility for the induction and support of new staff and volunteers.
- Create a positive working environment in which equality and diversity are well-managed, dignity at work is upheld and staff and volunteers can do their best.
- Assist the Chief Executive and colleagues in implementing employment and volunteering policies and procedures.
- Encourage good teamwork and lines of communication between all members of staff and volunteers.

4. Financial and Risk Management

- Maintain financial control of project budgets, ensuring proper controls are in place and that all financial and reporting obligations and procedures are met.
- Act as bank signatory; authorising payments and deputising for the CE in relation to financial transactions.
- Ensure effective risk management for any new projects or strategic development
- Advise the Chief Executive and Office Manager and finance service contractor on budget development and resource allocation.

5. Learning & Development

- Identify and implement own training and development needs
- Identify the training needs of staff through support and supervision and contribute towards CAW's learning and development plan.
- Organise training activities in conjunction, as appropriate, with the Volunteer and Training Manager and colleagues.

6. Public Relations & Liaison

- Promote the work of the CAW service locally.
- Represent the work of the CAW to other organisations, funders and commissioners

7. Research and Campaigns

- Contribute to policy and campaign work by being alert to issues, and providing evidence and information when needed.

8. Administration

- Ensure the effective and efficient operation of CAW administrative systems.
- Monitor and implement an effective health and safety policy with regard to staff, volunteers, equipment and premises within statutory requirements.
- Ensure accurate performance monitoring statistics and reports are available to meet contract and funder deadlines.
- Maintain complaints procedures and respond to complaints and client feedback in accordance with Citizens Advice guidelines and CAW complaints procedure.

9. Trustee Board

- Prepare reports and attend Trustee Board meetings as required.

10. Other Duties and Responsibilities

- Promote the aims, policies, and membership requirements of the CA service.
- Carry out any other tasks that may be within the scope of the post to ensure the effective delivery and development of the service
- Abide by CAW health and safety policy and share responsibility for own safety and that of colleagues.

Person Specification

It is essential that in your written supporting statement you give evidence or examples of your proven experience in each of the shortlisting criteria marked 'App'.

Essential	Measured in?
1. Understanding of, and demonstrable commitment to, CAW's values of Creativity, Generosity, Accountability and Quality.	App & Int
2. Understanding of, and commitment to, the ambitions contained in CAW's business and development plan .	Int
3. Project and service management experience with proven ability to set, monitor and maintain service delivery against agreed targets.	App
4. Strong interpersonal skills including proven ability to work with a variety of organisations, partners, funders and commissioners to earn and maintain trust and establish good working relationships.	App & Int
5. Proven ability to thoughtfully manage people including the ability to recruit, develop and motivate staff and volunteers.	Int
6. Demonstrable understanding of Equality and Diversity issues, and a proven ability to create a positive working environment in which equality and diversity issues are deeply considered in relation to staffing and service delivery.	App & Int
7. Ability to communicate effectively; verbally and in writing.	Int
8. Ability to analyse and interpret complex information, including service data and produce and present clear reports verbally and in writing.	App & Int Task
9. Ability to lead and contribute to a team, including the ability to prioritise own work and the work of others, and take decisions in the day to day running of busy service and projects	App & Int
10. Ability to manage a budget and contribute to decisions on the allocation of resources.	App
11. Self-awareness and an ability to articulate the things that enable you to maintain your wellbeing and positively contribute at work.	App & Int
12. A commitment to reflective performance and continuing professional development.	App
Desirable	
1. Experience of advice work	App
2. Experience of Citizens Advice	App
3. Experience of leading user involvement activities.	App
4. Experience of leading a department.	App
The postholder will be required to provide a satisfactory and recent basic DBS	

Appendix 1: Current CAW Projects

Project	Funder	Project activities
Community Centred Help through Hardship Crisis	National Lottery Community Fund	Advice and casework for local residents facing hardship; Referrals from local community and faith groups; Advice First Aid Training; Partner Capacity Building; Network Events + Conferences; 1.4 FTE advisers
City Bridge Trust	City Bridge Trust	Specialist housing advice and casework for local residents; Referrals from local community and faith groups Partner Training + Capacity Building in Housing advice 0.9 FTE adviser
Foodbank Advice Project	Henry Smith ASDA/Trussell Trust Earlsfield Foodbank	Advice and casework for Wandsworth Foodbank guests + Earlsfield Foodbank guests Advice First Aid Training for Foodbank volunteers 3.0 FTE advisers
Help to Claim	Department of Work & Pensions (DWP) via Citizens Advice	Contributing to national phone, webchat and face-to-face service helping people to claim Universal Credit 2.6 FTE advisers
Macmillan Benefits Advice Service – funded by Macmillan	Macmillan	Advice and casework for people in South West London affected by cancer, delivered in partnership with Citizens Advice Croydon 2.0 FTE advisers
Major Trauma Signposting Programme	Cardinal	Advice and casework for inpatients on the Major Trauma ward at St George's Hospital 0.6 FTE adviser
GP Referral Project	Wandsworth Clinical Commissioning Group (CCG)	Advice and casework for patients referred by their GP or Link Worker 2.6 FTE advisers
EU Advice Project	Wandsworth Borough Council	Advice and casework for EU nationals and their family members regarding the EU Settlement Scheme and associated issues. 2.8 FTE advisers

My Roehampton	Wandsworth Public Health	Community Capacity Building Project in Roehampton, working with local individuals and groups to build a vibrant voluntary sector in the area. 1.0 FTE Project Lead
Discretionary Social Fund (DSF) Project	Wandsworth Borough Council	Telephone advice line + advice and casework for local residents needing to apply for a DSF grant. 1.6 FTE advisers
Homelessness Reduction Act Project	Wandsworth Borough Council	Advice and casework for local residents at risk of homelessness, including residents referred by Wandsworth Council Housing department. 1.0 FTE adviser

Appendix 2: CAW's Refernet partners



LOVE TO LEARN
working with new communities
supporting education & learning



enable
leisure & culture

contact *For families with disabled children*



healthwatch
Wandsworth



Thinking Works
for a brighter tomorrow

SPEAR 30
homelessness to independence

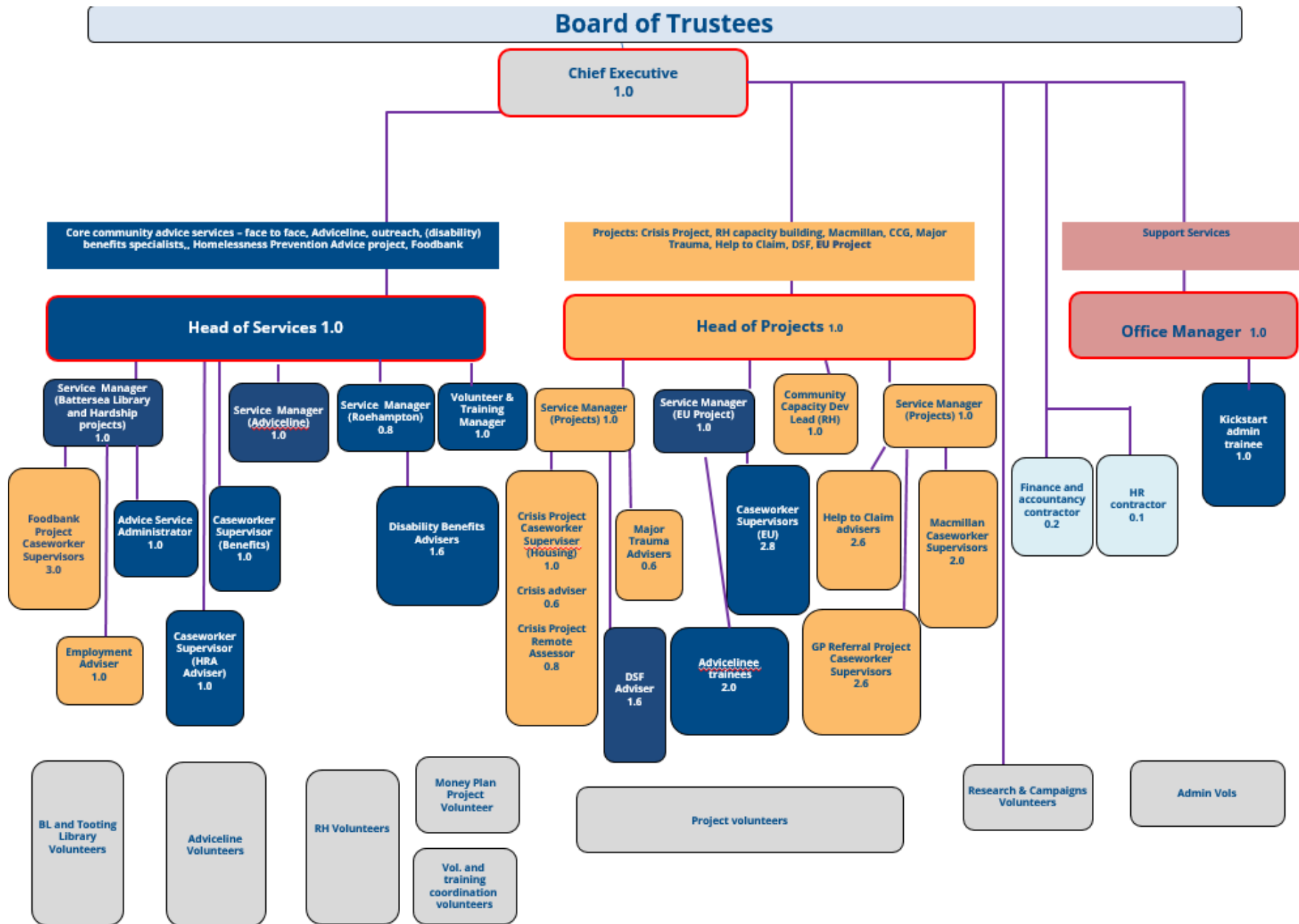


POhWER **Wandsworth**
advocacy, making your voice heard



welcare
strengthening families since 1894

Appendix 3: CAW structure



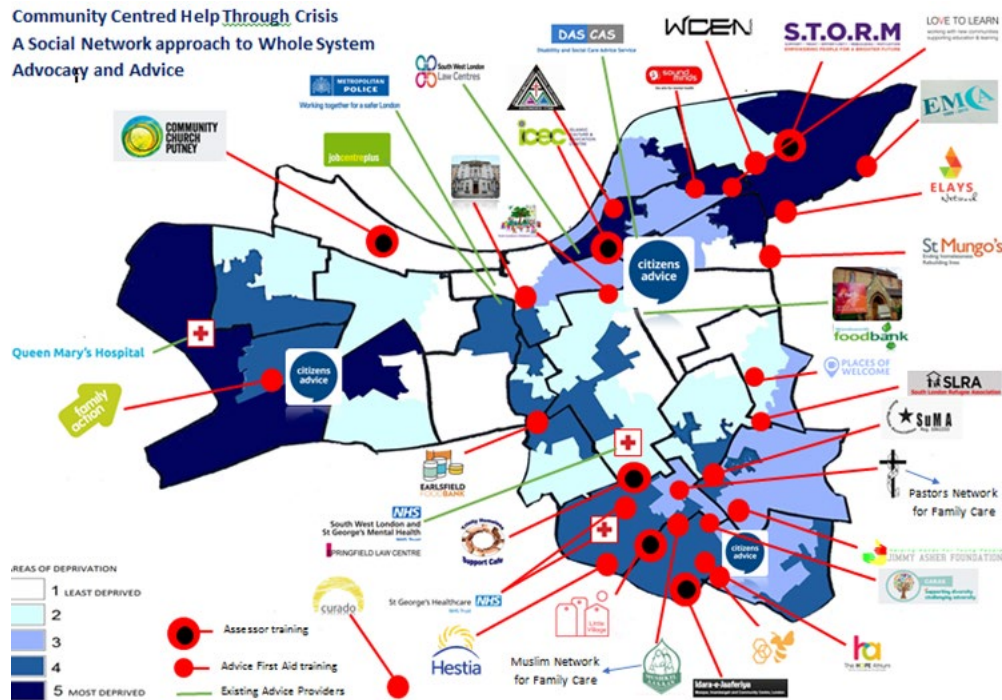
Appendix 4: Caw's Hardship Crisis project summary

What are the project aims?

The project works to reduce the impact of social welfare issues (benefits, debt, housing, employment) by developing community-based advice knowledge and building trust-in, and referral routes to, specialist services in Wandsworth.

How have you done this?

CAW works with Wandsworth Community Empowerment network (WCEN) to create connections with communities, networks and faith groups in Wandsworth. CAW has engaged with these smaller groups and through doing so built relationships, developed trust in our services, and gained insight into community needs.



Advice First Aid: organisations and groups trained (by July 2019)

What does the project deliver?

- We provide **Advice First Aid** (AFA) training to local statutory and voluntary partners, community groups and faith groups. The participants gain introductory knowledge about welfare benefits, housing and debt, they also learn about organisations and trusted online sources. AFA participants learned how to spot advice issues, where to go for more help and when and how to refer for specialist advice.



- We host well-attended **network events** which focus on accountability and shared learning in particular advice issue areas, they also connect local agencies. The events have served to increase knowledge as well as collaboration – for example at our Universal Credit (UC) event Jobcentre staff presented on their services alongside a UC claimant.



- **We hold Annual Conferences.**

They are experienced as inspirational and an important opportunity for reflection and networking. One participant said: *I don't think I've ever seen such effective collaborative working between agencies and a strong feeling of solidarity for frontline workers. I was particularly impressed with client/customer involvement in a meeting like this.*

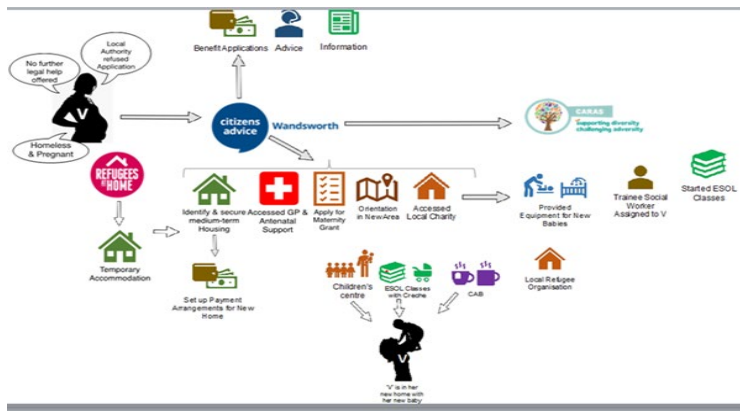


The conferences provide us with the setting to continue to build a shared sense of community and fellowship. They also act as accountability forums; firstly, enabling us, and our wider stakeholders to measure our achievements, and secondly by providing a platform for service users to speak directly to policy makers and service providers – thereby holding decision makers to account. A service user who spoke at the 2019 conference recently said: *Thanks once again for the opportunity to share my voice for the project.*

- **We provide advice and casework support.**

Our advisers give support to people experiencing hardship and crisis in Wandsworth. These clients present with multiple advice needs and vulnerabilities. The advisers work holistically and tenaciously – connecting clients with other sources of support (e.g. bereavement, employment, language) whilst advocating for them on their housing, benefit, immigration and debt issues. Rose is an example of a project client we supported in the last year.

This diagram demonstrates the vulnerability and multiple issues of one of the project's clients and the engagement with a variety of organisations and services to support her through crisis.



Anything else?

- A number of AFA partners have trained to be CAW assessors and now deliver accredited advice from their communities (using CAW processes and systems). Putting outreach on its head.
- We've won a national Citizens Advice '**Championing Equality**' award – for increasing the accessibility of our advice to our local BAME community. We are sharing our approach with advice partners across England.
- WCEN have recently recruited an Advice First Aid Community Worker. Based with us two days a week, and with WCEN for the remainder of her week her role is to build the capacity of our community and faith partners; helping them to co-produce Advice First Aid delivery within their settings.