

JOB PACK



Introduction

Thank you for your interest in the post of **Service Manager** at Galloway's Society for the Blind. We hope that you find all the information you need in this pack, or on our website (www.galloways.org.uk) to help you decide if you are the right person for this inspiring and exciting role but, if not, please don't hesitate to get in touch.

Galloway's is a very special organisation delivering high quality essential services to people affected by sight loss in Lancashire and Sefton. We have four sites across Lancashire and Sefton including our central office in Penwortham, Preston. We are proud to be the leading sight loss charity in this area and of the many successes we have achieved through our 150-year history

Galloway's is widely recognised throughout this area and is held in deep regard by local people and their communities. We are ambitious and want to ensure that we are there when people need us most. The vast majority of the services we provide are free of charge to the people we support but, of course, it isn't free to provide and most of it is funded through the generosity of the communities in which we work. In the last financial year, it cost nearly £1.2m to provide our services across Lancashire and Sefton.

We are looking for a highly skilled operational leader with experience in supporting teams to deliver person centred services to people affected by sight loss. We need an energetic and effective ambassador who can engage a wide range of audiences at varying levels as we develop our services with blind and partially sight people at the heart of what we do.

You will be expected to be hands-on, able to work calmly and quickly under pressure and manage a number of priorities simultaneously.

This is an exciting time to join us if you love working with people and making a real tangible difference to their lives.

We want to be sure that we recruit the right person. But we also recognise it is probably also a big step for you. So, if you wish to know more, we warmly welcome you to contact Jenny Lloyd. You can do that by emailing us at **enquiries@galloways.org.uk** contact us by social media or by phoning Galloway's on **01772 744148**. If we are not available, we will contact you back at a convenient time for an informal chat.

Thank you for your interest in Galloway's

Jenny Lloyd

Jenny Lloyd
Head of Services

What makes us special?

Galloway's has a long and proud history of supporting blind and partially sighted people to reach their own personal aspirations. We are committed to working in collaboration with other organisations including those in the sight loss sector.

The way we work is critical to our success and we call this our organisational culture – our 'values'. Culture is key to achieving organisational excellence. Values are important building blocks of culture and are deep-seated and enduring. We have committed to five core values which guide all our work throughout Galloway's:

- 1. Deliver Excellence through Service**
- 2. Embrace and Drive Change**
- 3. Pursue Growth and Learning**
- 4. Build Open and Honest Relationships with Communication**
- 5. Be Passionate and Determined**

Our Vision

Our long term goal is to see a world in which every visually impaired person realises his or her hopes and dreams and fulfils their potential as an individual and a member of their own community

Our Mission

We exist to represent and support visually impaired people in practical ways in order to ensure that now and in the future people:

- Feel empowered to take control over their own lives
- Experience opportunities which may otherwise not be available
- Feel engaged and a valuable member of their own community
- Have access to information allowing people to make informed decisions about all aspects of their lives

Making our aspirations a reality

The very act of actually seeing the world around us is an astonishing thing, taken for granted by many. While sight loss can occur at any age, it occurs most often among mature adults. Like any other major life event, vision loss can bring feelings of loneliness, helplessness, anxiety, and depression. We are committed to working with blind and partially sighted people to realise their potential through our many programmes of activities and support.

Working together:

Service delivery is guided by our commitment to involve blind and partially sighted people in service design and delivery. We remain focused on our

identified core services and ensure that we clearly promote what we do as widely as possible, creating more opportunities for blind and partially sighted people to access our support.

Working as part of a team:

We will continue to work with partner organisations to ensure that blind and partially sighted people have access to services within their own communities.

Working with the community:

We will further develop our incredibly successful volunteer programme and we will use this invaluable area to support all aspects of our services and fundraising. Working in challenging times: We have recognised that at a time of economic downturn, services for blind and partially sighted will reduce even further. Galloway's is committed to ensuring that blind and partially sighted people have a voice and opportunities the sighted world takes for granted.

Tackling the devastation of sight loss

We support people who are affected by sight loss including families and friends in Lancashire and Sefton.

With the right resources and support to draw upon, the quality of life for people affected by sight loss, can be enhanced. At Galloway's we aim to achieve this by taking a holistic approach to the support and guidance we provide visually impaired people and their families.

People say that out of all the senses, sight is the one they most fear losing. We bring about changes for people who are already living with a visual

impairment or who develop eye conditions that cannot be avoided. At Galloway's we are committed to reducing the effects of sight loss by reducing the feeling of isolation, loneliness and desperation. We support people to remain independent as long as possible through a range of services.

- **Reaching people as early as possible**
- **Coping with the emotional effects of sight loss**
- **Reducing isolation and loneliness**
- **Health and wellbeing**
- **Provision of information, advice and guidance**
- **Empowerment through technology and equipment**

Our People

We currently employ 40 staff. We also have over 250 volunteers, who support a wide range of activities across all that we do including, Talking Newspaper, Finance, Fundraising, Administration, Service Activities and our new Social Enterprise.

The Strategic Leadership Team comprises the Chief Executive, Head of Income Generation and Communication, Head of Services and Head of Finance.

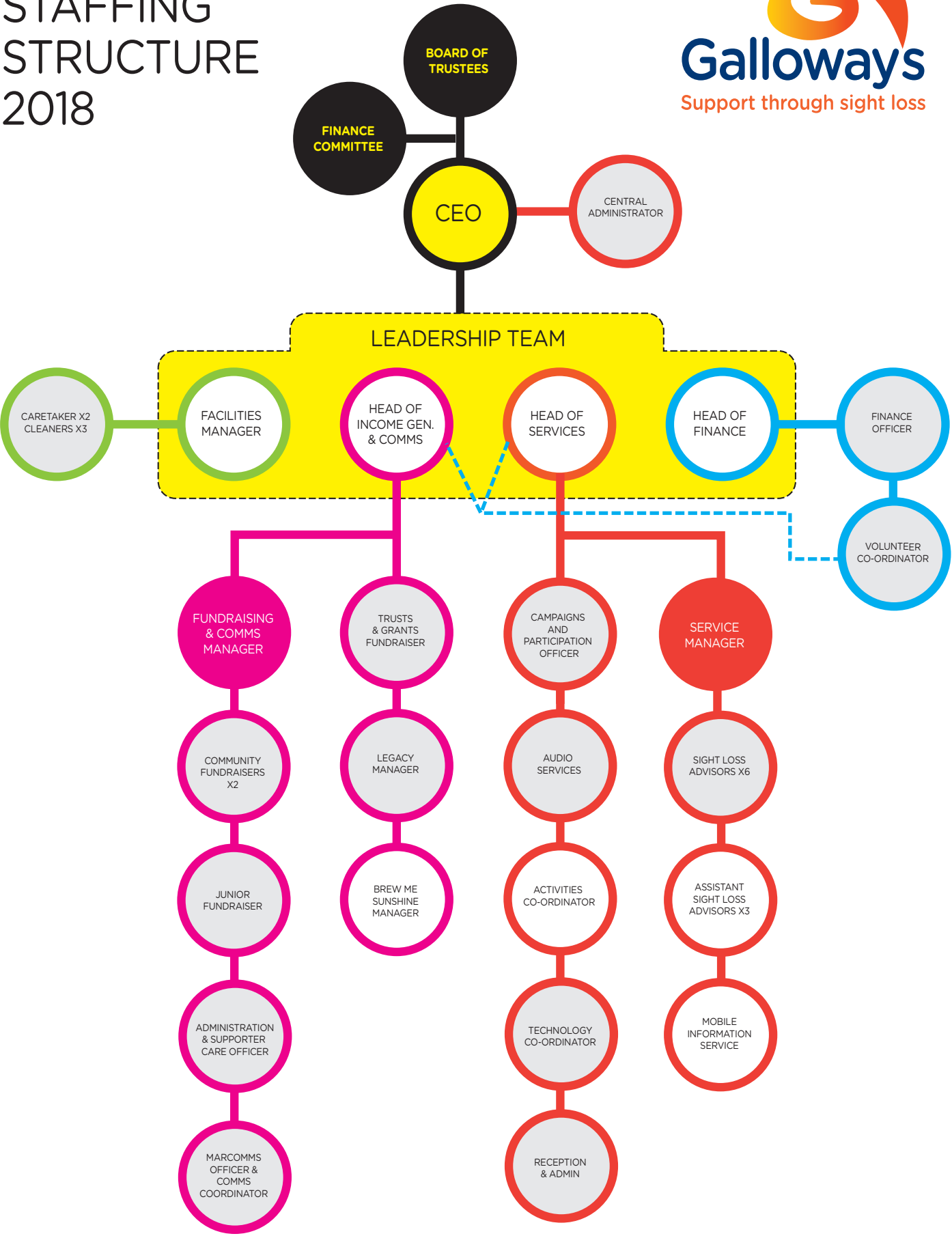
We have a highly skilled Services Team delivering support and guidance from our four sites; Preston, Chorley, Southport and Morecambe; led by our Head of Services and managed on a day to day basis by our Service Manager.

Our highly successful Fundraising Team is based at our central office in Preston and led by our new Head of Income Generation and Communication with operational management provided by the Fundraising and Communications Manager. Fundraising activities largely comprise of events, corporate, community, monthly draw and legacy. Supporting this team and the wider organisation is a Donor Care Administrator and two Communications Officers. Together they are responsible for generating circa £600k.

Our new social enterprise coffee shop in Morecambe is also part of the Income Generation and Communications team with the Manager reporting directly into the Head of Income Generation and Communication.

Our Central Resources team comprises of our Finance Team - Head of Finance and Finance Officer, the Chief Executive and the Facilities Manager. Our Volunteer Co-ordinator also sits in the Central Resources team and is responsible for recruiting and engaging our amazing volunteers.

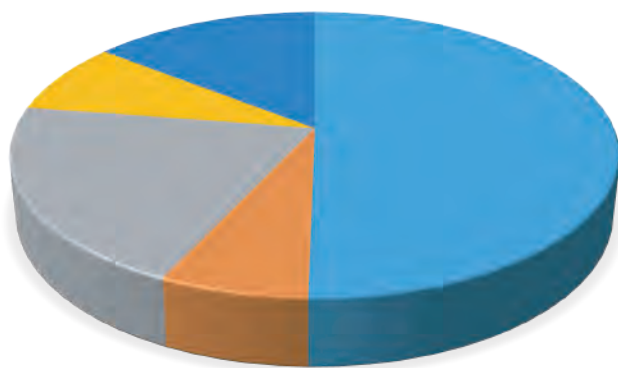
STAFFING STRUCTURE 2018



Financial Information

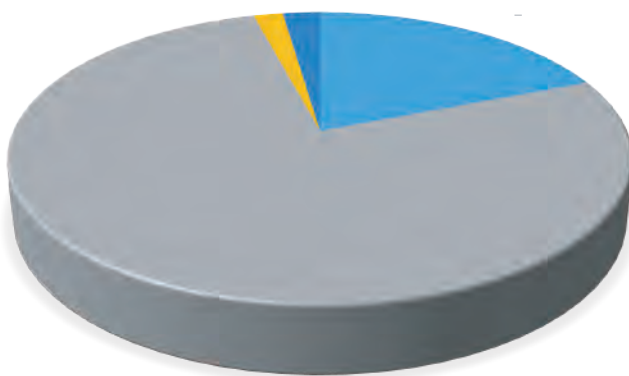
It costs around £1.2 million a year to run Galloway's - that's nearly £3,300 a day. Around 50% of our total income is generated through our Fundraising Team with the remainder coming from a plethora of different managed sources. We currently have an investment portfolio focused on generating circa £170k per annum which is re-invested back into the annual running costs of the organisation. Our reserves policy is set at 3 months operating costs. A copy of our 2017/18 Annual Report and Accounts is available on the Charity Commission website at <http://www.charitycommission.gov.uk/find-charities/>.

Income 2017.18



- Investment Income 14%
- Charitable Activities 7%
- Fundraising Activities 8%
- Donation & Legacies 50%
- Charitable Services 21%

Expenditure 2017.18



- Fundraising 19%
- Charitable Activities 77%
- Governance Costs 2%
- Investment Management Fees 2%

Job Description

Job Title	Service Manager
Responsible to	Head of Services
Direct Reports	Service Colleagues
Contract	Permanent
Salary	£28,000 per annum
Hours	37 hours per week
Base	Office based and across four sites in Lancashire and Sefton.

Overall Purpose of Job

This role will be focused on leading the operational delivery of person centred services within our strategy which will have maximum impact on the lives of people affected by sight loss in Lancashire and Sefton. The post holder will effectively and efficiently manage, support and develop colleagues across our sites in Preston, Chorley, Southport and Morecambe ensuring consistent service within a quality framework that meets the needs of the individual and funders.

As Service Manager you will collaborate with the Head of Services and blind and partially sighted people to design, deliver and evaluate new innovative projects meeting the changing landscape in Government, Health and Social Care.

Key Responsibilities

The duties of this post will broadly focus on key themes below:

1. Operational

- Lead the delivery of high quality and consistent core services within Galloway's strategy to people affected by sight loss.
- Work with services colleagues and people affected by sight loss effectively to continuously improve, design, plan, deliver and evaluate services.
- Ensure that all services colleagues receive performance management reviews and effective annual appraisals, ensuring individual and team development needs are identified and achieved.
- To effectively recruit, induct and develop staff.
- Effectively manage the agreed budgeted resources of the Services team reporting any variances and taking appropriate action to resolve.

2. Development and innovation

- Driving forward innovation in service development and trying new ways to support more people.
- Contribute to the identification of new funding sources to support the sustainability and growth of service.
- Work with Head of Services on all aspects of stakeholder engagement including the development of local and regional partnerships and projects.

- Contribute to the design and delivery of a communication and marketing plan to promote Galloway's across the Region.
- Implementation of new projects meeting the contractual or funder's expectations and recording lessons learnt for future planning.

3. Quality

- Ensure accurate timely recording of key performance indicators and contractual outcomes on Client Relationship Management system (Harlequin) to measure the success of service delivery across all Galloway's activities.
- Working with the Head of Service to monitor and evaluate the quality and performance of services utilising feedback from people accessing the services and partners to influence positive change.
- Effective caseload management.
- Contribute to review and implementation of policies and procedures.
- Meet all Health and Safety requirements and ensure risks are adequately reviewed and monitored.
- Ensure that services meet the agreed quality framework and all external service standards including contractual obligations.

4. Strategic

- As a member of the Leadership team contribute and support the delivery of Galloway's strategic objectives set out in the strategic plan.
- Lead and support change management.

- Produce management reports on services team Key Performance Indicators and management information including detailed contractual outcomes.
- Working with the Head of Services to develop strong and constructive relationships with key stakeholders in order to identify new opportunities and raise the profile of sight loss across Lancashire and Sefton.
- To represent Galloway's at key local forums.
- Work with the Head of Services to identify and agree development initiatives for the charity.
- Deputise for the Head of Services when required.

5. Other

- Willingness to travel within the area and to our other offices in Preston/Chorley, Southport or Morecambe as required
- Ability to work evenings and weekends as required
- Any other reasonable duties as maybe required by your line manager.

All Galloway's employees are expected to:

- Uphold the values and culture of Galloway's and behave in a professional manner at all times.
- Value equality and diversity and comply with relevant equality legislation.
- Attend 1:1s and annual appraisals with line manager and team meetings as required.

- Cooperate with colleagues, encourage and support positive working relationships (both internally and externally) and foster a culture of respect and consideration at work.
- Take responsibility for one's own health and safety and the health and safety of others whilst at work, and comply with Health and Safety legislation.
- Work within all Galloway's policies and procedures.
- Communicate a positive image of Galloway's and protect its reputation.

> PERSON SPECIFICATION
Service Manager

WHAT
WE ARE
LOOKING
FOR...



EXPERIENCE & QUALIFICATIONS

Essential

Good standard of general education

A minimum of 2 years' professional experience of managing and/or leading services within the third sector or related field.

Experience of implementing new services from inception to point of delivery

Experience of working with quality systems, standards and procedures as a force for improvement

Experience of networking and developing collaborative partnerships/relationships

Experience of developing relationships with key stakeholders resulting in service improvements and/or increased income

Experience of leading change

Desirable

NVQ/ILM 4 in leadership and management or equivalent

Experience of operational planning

Experience of working within or with disability services

KNOWLEDGE AND UNDERSTANDING

Essential

Knowledge and understanding of the health, social care and third sector

Understanding of the needs of people with a disability within the Social Model of Disability.

Knowledge of the funding streams available to support service development and delivery.

Desirable

Knowledge and understanding of how people are affected by sight loss

SKILLS AND ABILITIES

Essential

Good IT skills including Microsoft Office programmes

Excellent communication skills - written, verbal and Presentation skills.

Ability to work well as part of a team and support colleagues

Ability to respond to changing demands

Commitment and ability to involve service users in the planning and evaluation of services

Ability to lead, support and motivate colleagues in geographical locations.

The ability to manage a varied workload, prioritising accordingly while focusing on key objectives and deadlines.

Excellent project management skills.

Able to represent Galloway's in a professional manner in a variety of different forums

Desirable

Ability to contribute at a strategic level and develop business plans including quality measures.

Ability to constructively challenge to bring about Improvements

QUALITIES AND COMPETENCIES

Essential

Ability to manage self remotely and initiate tasks

Self-motivated and positive attitude with the ability to work under pressure and prioritise in a busy environment. A creative and lateral thinker with a flexible attitude to changing priorities and environment.

Focused, ambitious and passionate about improving services, with a readiness to seize new opportunities and source new ideas.

Ability to effectively work with fundraising and communication colleagues to maintain a positive partnership enabling the charity to extend reach to more people with sight loss

Alone we can do so little;
together we can do so much.

HELEN KELLER

Working for Galloway's: Benefits

Pension

Galloway's has an auto enrolment pension scheme to which Galloway's will match the employee contribution up to 2% for all eligible colleagues.

Holidays

The holiday year runs from 1st April to 31 March. Holiday entitlement for this post is 24 days per annum dependent on working pattern. This increases to a maximum of 29 days (fte) depending upon length of service.

Compassionate Leave

Galloway's will consider each request for leave on compassionate grounds on an individual basis.

Probationary Period

All new appointments are subject to a probationary period of 6 months.

Learning and Development

Galloway's is committed to supporting the learning and development of all staff and volunteers to ensure we are able to achieve our operational and strategic objectives. As part of our development and support initiatives, we promote coaching, mentoring and job shadowing.

Equal Opportunities

Galloway's is committed to supporting diversity and working towards equal opportunities for all, in all aspects of its work.

Smoking Policy

Galloway's has a non-smoking policy throughout the organisation.

Information for Candidates

Information required from your application

Galloway's provides an application form for all candidates to complete

Job Description and Person Specification

A Job Description and Person Specification are enclosed which detail the main responsibilities and duties required. As part of your application please provide a 'Supporting Statement'. This should describe how your skills, knowledge, experience and qualities match those described within the person specification. The Person Specification highlights which requirements are essential and which are desirable and so please use your supporting statement to demonstrate how you meet the criteria.

Within your 'Supporting Statement' you need to give examples of how you meet the requirements which you will be shortlisted against. If you have gained the necessary skills and experience in a voluntary capacity you should include details of this in your supporting statement.

People with a Disability

We aim to provide information to candidates in the right format for them. If you have not received information in the right format for your needs, please let us know. Candidates selected for interview should inform us of any special needs they may have in relation to the interview as soon as possible.

Interview and Selection

Interviews are normally carried out by a panel and verbal feedback will be provided to candidates selected for interview.

If you are selected for interview you will be notified within 1 week of the closing date. If you have not heard within 3 weeks, you should assume you have not been successful in your application. As a non-profit making organisation, and in order to keep our administrative costs low, we are unable to confirm receipt of your application.

References

You should provide details of references from your current or most recent employer and the referee should be either your line manager or the personnel department. References will be taken for the previous three year's employment and details should be provided for this period.

Declaration

For this post Galloway's will seek clearance from the Disclosure and Barring Service.

Data Protection

Information provided by candidates as part of their application will be held for the purposes of this recruitment only and will then be destroyed. Information provided by the appointed candidate will be retained in relation to their employment contract.

Equal Opportunities Policy

Introduction

Galloway's recognises that discrimination and inequality are still widespread in society as a whole. We are therefore working to achieve Equal Opportunities for all staff irrespective of disability, ethnic origin, gender, marital status, age, sexual orientation, religious belief or ideology. This applies to employment, to our service provision and to our relationships with external organisations.

Galloway's policy on Equal Opportunities applies to all Trustees, all employees and trainees, volunteers, receivers of our services, organisations that we work with and those who act on our behalf.

Aims of our Policy

To demonstrate the commitment of Galloway's in being a fair and reasonable employer and service provider.

To ensure that the individual potential of all employees is recognised and that their talents and resources are utilised to the full. Furthermore that no individual employee or group of employees receives less favourable treatment in relation to employment or access to resources.

To ensure that all our staff promote equality in the workplace and in the services we deliver.

Commitment: Galloway's will:

- Recognise and comply with its legal obligations under the Race Relations Act, the Sex Discrimination Act, the Equalities Act and any other statutes in force
- Fulfil its social responsibilities towards employees, potential employees and the communities in which we operate
- Review all policies, procedures and practices, relating to all aspects of employment, to ensure that they reflect Galloway's commitment to equal opportunities, amending and updating them where appropriate.
- Ensure that all customers, clients and people who use our services are treated fairly and equitably and receive the services appropriate to their needs
- Recognise and embrace the benefits of diversity throughout the organization including the protected characteristics of Equalities Act 2010: Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation

Responsibility

All employees have a responsibility for implementing the Equal Opportunities policy in all aspects of their work and for promoting good and non-discriminatory practices. The Chief Executive has overall responsibility for implementation of equal opportunities and good practice.

Reviewed October 2017