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| <b>Job Title</b> | <b>Head of Service Delivery</b>   |
| <b>Contract</b>  | <b>Permanent</b>  |
| <b>Salary</b>    | <b>£40,000 - £45,000</b>  |
| <b>Location</b>  | <b>Home or office based (offices located in Birmingham, Glasgow, London, Bristol, Cardiff)<br/>Flexibility required to visit UK offices and teams as needed</b> |

For an informal and confidential discussion about the role, please contact our recruitment partner:  
**Carroll Lloyd, Director, NFP Consulting**

T: 07765 001 033

E: [carroll.lloyd@nfpconsulting.co.uk](mailto:carroll.lloyd@nfpconsulting.co.uk)

Application is by way of a CV and a Supporting Statement of no more than 2 sides of A4 which highlights your motivations for applying and how your experience and knowledge fit the criteria of the Person Specification.

### **How to apply**

Apply online at <https://nfpconsulting.co.uk/executive/job/21079>

**Closing date:** 10.00am, Monday 6th December 2021

### **Selection and timescales:**

There is a two-stage selection process.

**First Interviews:** Tuesday 7th and Friday 10th December

**Second interviews:** Tuesday 14th December

The format of the interviews will be determined by the COVID-19 guidelines and restrictions that apply at the time.

### **Accessibility:**

Please let us know if you have any special requirements which we might need to consider in relation to the selection process, e.g., attending interview.

## Welcome from Tracy Griffin, CEO



Thank you for your interest in joining us at an exciting time of growth and development across The Big Issue Group.

Over the last 18 months, the demand for our support has been unprecedented. We expect this to continue. At the time of writing, one household was evicted from their home every 3.5 hours in the first quarter of this year, more than half a million people are in rent arrears and 4 million households are behind in core household bills.

We are both campaigning and acting to make this different. To offer a hand up to those who need it by providing a means to earn and a wrap-around support system to help people get back on their feet when they need it most.

I hope that when reading this role description, you feel as passionate as I do that things can be different when people come together united in a common cause.

I look forward to meeting you.

## About The Big Issue

The Big Issue mission is to dismantle poverty by creating opportunity through self-help, social trading, and business solutions – a “hand up, not a hand out”. We provide an “access to all” means for people to earn a legitimate source of income, to raise their self-esteem and to take control of their lives. One of the ways we do this is through supporting vendors to sell The Big Issue magazine.

Our vendors are traders, retailers on the High Street. Since The Big Issue was launched in 1991 and its Foundation in 1995, we’ve supported hundreds of thousands of people to work their way out of poverty. Over the past two decades the magazine has become synonymous with challenging, independent journalism. It currently circulates around 83,000 copies every week.

Vendors are allocated a pitch and issued with five free copies of the magazine to get them started. From that point, vendors invest in additional magazines at £1.50 and sell them on at £3.00 retaining the profit. Last year alone, we put more than £5.5 million in the pockets of our vendors, releasing them from a dependence on hand-outs, building confidence, gaining respect, and providing a connection and in some cases a lifeline to their communities.

## The Big Issue Foundation

The Big Issue Foundation supports vendors (and increasingly others) with “wrap around support” - health, housing, debt, addiction, mental health, financial inclusion, and employability. We do this by

connecting vendors with the vital support services, personal solutions, Big Issue programmes and employment pathways that enable them to rebuild their lives and determine their own routes to a better and more sustainable future. And this is where you come in..... welcome to our community!

## The importance of your role

The Head of Service Delivery is a key member of the Senior Team in the Service Development Directorate, at a pivotal time in the Big Issue Foundation's development as we expand our services across UK communities. Our Frontline colleagues support people often at difficult times in their lives and are as such subject to potentially upsetting information and situations. You'll play a key role in supporting people to work happily and productively in this context and with effective underpinning resources and guidance.

You'll further develop the culture and ensure the Foundation remains true to its core values as we grow. You'll help us to ensure the highest standards in people management, performance and support and will help us to recruit and retain exceptional talent on the Frontline, required to deliver our impact. You'll collaborate to develop and deliver strategies that enhance both employee and business performance, and organisational culture and experience. Effective, fair, open, and fulfilling.

You'll work closely with the Director of Service Development to develop the strategy for our support services and programmes, using insight and impact analytics to guide the process and produce data driven reports to a variety of stakeholders.

You'll be responsible for overseeing end to end the development of key performance indicators for our outreach work, supported by a data and insight officer, and for monitoring the delivery of these outcomes by working closely with Frontline Area Managers and colleagues.

You'll join us with a shared outward looking, agile mind set which thrives on empowering people and building strong relationships.



## Job Description – Head of Service Delivery

- Provide guidance to the Director of Service Development on strategic HR, performance, and resource matters, related to the Foundation’s Vendor Outreach workers.
- Build and maintain effective working relationships with the 10 Area Managers, Service Development Directorate members, Vendor Outreach Workers, and other key internal stakeholders.
- Contribute to the development of the directorates’ business plan and specifically by providing informed insight analysis, impact, and resource guidance.
- With support of the Director, Area Managers, and Data and Insight Officer, lead the development and maintenance of an inclusive high-performance culture.
- Design and develop frameworks to facilitate continuous improvement, maintaining performance data and providing regular data driven reports on workforce performance, impact, culture, and compliance.
- Ensure the relevant policies are commissioned, adhered to and are auditable. Coordinate and report on any serious incident reports, compliance breach and risk, as fed through from the Area Managers.
- Build and execute development, retention and succession strategies, ensuring regular feedback through quarterly Foundation wellbeing surveys.
- Facilitate the development of an empowered Vendor Outreach team, by sharing best practice, performance trends, and outcomes. Lead regular Vendor Outreach team meetings, facilitating feedback loops and debate.
- Oversee end to end, the formation and monitoring of Vendor Outreach KPIs, and support the Director and Area Managers in implementing the Vendor Outreach performance appraisal process and performance improvement and capacity building plans.
- Ensure any remuneration, working condition or like changes are considered and consistent and adhere to the relevant Foundation HR processes and delegated authorities.
- Support the Vendor Outreach workers in the support of volunteers, working alongside the Head of Programmes and Partnerships team.
- With the support of the Data and Insight officer in your team, ensure a deep understanding of Vendor behaviour, needs analysis and trend performance. Using this insight, support the Service Development Directorate in business planning, highlighting opportunity for more effective use of resource to drive greatest impact for our customers.

## What sort of person will you be to enjoy this role?

You're a people professional and have management experience in a people function or can demonstrate the equivalent experience that you believe equips you for this role.

You enjoy people because we're a people business. You firmly believe that an organisation is only as good as its people and will be accessible, trustworthy, and focussed on the importance of culture.

You're positive, proactive, focussed, and resilient, as you will support a busy department through a period of exciting change and development. You have good emotional intelligence and understand how to lead and take people with you to build a focussed, empowered organisation.

Well supported by the Director of Service Development you're a self-starter, enjoy autonomy, are focussed, and thrive on using your initiative. At the same time, you also enjoy working as part of a team. You're highly organised, solution focussed, and tenacious, at the same time are agile and able to adjust your thinking when needed.

You've experience of social services and/or charities and/or the customer base we support or feel you are able to quickly empathise and assimilate your learning. You can draw on your years of management or transformation experience to enable you to provide the best suited organisational development strategies, structures, and frameworks.

You're highly analytical and value the rigour of data to evaluate outcomes and impact. You've a keen eye on developing performance frameworks and enjoy manipulating data to drive performance, impact, and resource effectiveness.

You are highly literate and easily able to write high level data led reports for the Senior Leadership team, Director, CEO and Boards.

## Supervisory responsibilities

The Head of Service Delivery reports to the Director of Service Development and has supervisory responsibility for a Data and Insight officer.

### Working Relationships

#### Internal:

- Director of Service Development (line manager)
- Data and Insight Officer (line report)
- Area Managers @10
- Vendor Outreach Workers @11.5
- Head of Pathways and Partnerships (senior team colleague)
- Head of Programmes and Partnerships (senior team colleague)

**A hand up, not a hand-out...**



*Eamonn Kelly, Whistles, Cambridge: "This is a new start. Nobody's given me a chance like this before."*



**John Williams, Waterstones, Swansea**

*"I called The Big Issue when I was in lockdown because I wanted to hear a friendly voice"*

**Bill Webb, Big Issue Vendor, Bournemouth**

*"I have a new career as a brewery tour guide at Southbourne Ales! I'm so very grateful for the big hand up that's been extended by my customers. Thank you so much for helping me get here; thank you so much for not letting me give up."*



**Simone Gill, Tesco Metro, Plymouth**

*"Selling The Big Issue helped me save for a deposit for a new place".*

## **Person Specification – Head of Service Delivery**

**Required Experience, Competencies & Skills, which will be used on shortlisting candidates for interview**

### **Experience**

- Experience of our customer group is desirable but not essential. A passion for what we do and a willingness to absorb and understand works also.
- You are most likely at HR Management level already and have a proven track record in a people function. But you may have relevant management experience and a good grasp of HR theory, that you believe equips you for this role and if so, we'd love to meet you.
- You must have experience of successfully designing and delivering end to end people strategies and frameworks and be able to respond to the role specification above.

### **Competencies and Skills**

- Able to lead and influence people through change, with a high level of emotional intelligence, resilience, and focus. Able to listen to those around you and have the good judgement to know when to counsel, adapt and/or change course, and the confidence and decisiveness to know when to continue.

- Excellent inter-personal and team working skills and ability. You have the confidence and gravitas to build brilliant, collaborative, and productive relationships with colleagues and customers. Flexible and adaptable to the information requirements and needs of differing groups of stakeholders.
- You are business minded, and commercially astute. Starting with business goals and aligning people and performance directly to add strategic value. Focussed on outcomes not activity. You can analyse and interpret data and lift-up to identify key strategic themes and trends, reporting to multiple stakeholders on impact and providing recommendations for continuous improvement.
- Ability to identify problems, deconstruct and present solutions. “Find a way or make a way” – you are not afraid to challenge the status quo, but are solution focussed when you do.
- Ability to work at speed, independently and proactively, confident in making relevant decisions to implement solutions. You can prioritise effectively, weighing up options to deliver the best output and can provide clear, informed and evidence-based guidance.
- You build motivated and high performing teams around you, that work openly and collaboratively with each other and with those around them and with a sense of ambition, purpose, focus and resilience.
- Excellent oral and written communication skills with ability to communicate with a varied range of stakeholders up to Board level.

### **General Duties of Everyone who is part of The Big Issue**

- Committed to the social objectives of The Big Issue
- An ambassador for The Big Issue externally, and maintaining the professional reputation of your team internally
- Maintaining awareness of all other aspects of The Big Issue’s work and assessing their implications for your team/role
- Adhering to and implementing The Big Issue’s Equal Opportunities and other policies
- Ensuring Health & Safety standards are met
- Taking your part of our shared responsibility for maintaining a safe working environment with a good standard of efficiency
- Undertaking any other ad hoc duties as and when required by your manager



## **Salary and Benefits include:**

### **Flexible working policy**

Comprehensive flexible working policy available to all employees.

### **Annual Leave**

Incremental leave entitlement for a full-time employee for a complete holiday year starts at 25 days and extends to 30 days per year. (Not inclusive of bank and public holidays).

### **Company Sick Pay Scheme**

Company Sick Pay is calculated pro rata from up to 5 days to up to 30 days pending length of service on a rolling year basis.

### **Enhanced Contribution to your Pension**

The People's Pension, The Big Issue will pay an enhanced contribution above the statutory employer's contribution into your pension pot. More information on the scheme can be found at: [www.thepeoplespension.co.uk/employees](http://www.thepeoplespension.co.uk/employees).

### **Life Cover Scheme**

The Big Issue includes all permanent staff in a Life Cover Scheme which will provide a lump sum for death in service equal to your annual salary to be paid to the person or people you name on the Expression of Wish form.

### **Healthcare Cash Plan**

Following three months of continuous employment, The Big Issue will pay for you to join the Bupa Health Care plan at Level 2. Bupa is a not-for-profit organisation, supports the NHS and medical charities and is compatible

with The Big Issue's own ethos. This is not private health insurance. The Bupa plan allows you to claim money towards the costs of certain types of treatment for both yourself and up to 4 dependants living at the same address, each with your own pot of allowance.

### **Enhanced maternity pay**

The Big Issue will enhance the first 12 weeks of your SMP to the level of full pay and the following 6 weeks to the level of half pay, providing that neither of these is lower than the prevailing rate of SMP. There is no service qualification for our enhanced maternity pay.

### **Enhanced paternity pay**

For the two weeks of your statutory paternity leave, The Big Issue will enhance your SPP to the level of your normal pay, provided you have complied with all notification and self-certification requirements.

### **Family-friendly Leave**

In addition to the statutory rights to unpaid Parental Leave and time off to care for a dependent in an emergency, in a rolling 12-month period The Big Issue will allow you up to 3 days' paid leave to care for an elderly or seriously ill relative and up to 3 days' paid leave to care for a sick child.

Please note that we reserve the right to review and amend the staff benefits and they do not form part of any contract of employment.

This job description cannot cover every issue or task that may arise within the post at various times and the Team Leader will be expected to carry out other duties from time to time which are broadly consistent with those in this document. This job description does not form part of the contract of employment.



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