

Service Delivery: Regional Team Manager

CAP celebrates the value of diversity and our aim is for our workforce to be as inclusive as possible as well as representing the communities we serve. With this in mind, we welcome and encourage job applications from people of all backgrounds. We particularly welcome applications from candidates from black and ethnic minority backgrounds. We are committed to continue building an environment that embraces diversity and includes all.

Context:

CAP's mission is to end UK poverty by equipping churches to reach their communities. We exist to empower and serve churches through exceptional partnerships, delivering impactful debt advice and coaching services. Providing accessible, community-rooted support to those facing financial and social challenges across the UK. Our approach is centered on empowering individuals providing holistic support to achieve financial resilience through expert debt advice and tailored coaching products. This approach goes far beyond financial stability, creating lasting personal and relational transformation and contributing to a society where all can flourish. We are committed to fostering strong relationships with our church partners, ensuring a collaborative and effective service that continually improves to meet the evolving needs of local communities.

Purpose:

As a core member of our Hub team, you will be the driving force behind the delivery of CAPs products, empowering debt advisors and case officers in your team to deliver exceptional support to debt coaches and clients.

Your key focus will be to inspire, empower and challenge Approved Intermediaries, Debt Advisors and Case Officers to provide an excellent debt service to partner churches and clients, ensuring that individual metrics and overall service level agreements are maintained. You will collaborate with the Area Partnership Managers, Church and Client Support and Service Quality and Operational Insight to solve challenges, implement impactful change, and create connections between team members. You will work closely with other Regional Team Managers and the Senior Regional Delivery Manager within your Hub to allocate resources effectively. By fostering a culture of holistic client support, you'll empower your team to support debt coaches and see clients supported through financial crisis.

Reports to: Senior Head of Services

Direct Reports: 12-13 Debt Advisors & Case Officer reports per FTE. This will be adjusted for part time hours.

Personality:

We are strong collaborators and communicators, dedicated to building strong connections within our team and with regional partners, ensuring resources are allocated effectively and holistic client support is prioritised. We are advocates for our team members, inspiring, empowering, and challenging them to reach their full potential, ultimately making a tangible and positive impact on the lives of those we serve. We think big-picture as well as about the detail, and use data to make good decisions.

Passion:

We are passionate about developing and empowering high-performing teams to deliver outstanding debt service. We believe in creating an environment where advisors and case officers are equipped, challenged, and inspired to provide exceptional support to partner churches and clients. We are passionate about collaborating with regional partners to drive impactful change and ensure service level agreements are consistently met.

Role:

Accountabilities:

- **Effective personnel management of staff**, to facilitate the delivery of a high-performing debt help service in collaboration with the church through
 - Ensuring adequate staffing by managing holidays, sickness and other absence within your team and across the Hub
 - Regular catch-ups which include feedback on quality and output indicators, client outcomes and customer service. Bringing encouragement, challenge and coaching on how to improve these and seeking to empower team members
 - Delivering effective team communication, both written and verbal, to engage staff members in business as usual and aid smooth change management.
 - Demonstrating active ownership of organisational awareness and wider strategy.
- **Workload management** to facilitate an effective debt service by
 - Collaborating with other Regional Team Managers and the Senior Hub Delivery Manager to ensure the workload is prioritised to meet agreed SLAs within your team and across the Hub
 - Participating in Hub and wider departmental management, covering responsibilities and being willing to lead across the department as needed
- **Champion and facilitate collaboration within teams and across the Hub** by
 - Participation in the hub management team, understanding the needs and nuances of the relevant region and teams

- Collaborating with Area Partnership Managers to innovate and solve challenges based on feedback from local CAP workers and clients within the team and across the Hub. Implementing impactful change and providing insight on operational impact to our products.
- Collaborating with Area Partnership Managers to create connection points between Debt Coaches, Debt Advisors and Case Officers
- **Foster a healthy team culture** within their immediate team and across the Hub through
 - Regular and effective stand-ups and team meetings, which include connections with local CAP staff
 - Encouraging engagement with wider CAP life and relevant regional events
 - Monitoring, sharing and taking action based on the available data sources
 - Bringing encouragement and challenge based on CAP's cultural values, capturing and celebrating moments of faith.
- **Champion the value of personal development** by
 - Onboarding new staff and supporting them through their probation and sign-off process through regular reviews and goal-setting
 - Facilitate team member engagement with CPD training and invest in long-term development through annual appraisals and development reviews
 - Invest in their own personal development and attend relevant training within Service Delivery and across CAP
- Any other tasks relating to these or other operational functions of the charity that are seen as necessary by your line manager.

Manager accountabilities:

- **Team Leadership and Employee Engagement:** Lead, mentor, and develop team members to achieve their goals through regular catch-ups, annual appraisals and performance reviews. Build a positive team culture that boosts engagement and motivation. Hire and onboard new team members.
- **Resource and Performance Management:** Plan and manage resources effectively to meet business objectives and adjust to changing needs. Set clear expectations, monitor performance, and address any issues with action plans.
- **Strategic Alignment and Problem Solving:** Deliver department objectives through actionable team plans. Ensure adherence to policies, procedures, and industry standards. Address challenges, make informed decisions, and foster a problem-solving culture within the team.
- **Communication and Change Management:** Facilitate clear communication within the team and with wider stakeholders. Guide the team through changes, ensuring smooth transitions and adaptability.
- **To carry out personnel management of staff including:** onboarding of new team members, managing holiday requests in order to ensure the team is adequately staffed at all times and handling staff member absence due to sickness.

Measurable outputs:

- New staff members signed off within the expected timeframes and existing staff signed off on new processes/initiatives as required. Creating personalised action plans where appropriate to support staff members to achieve their goals.
- Signed off team members proficient in meeting their expected level of outputs and the quality standards expected for their role. If these are not achieved, ensuring effective performance management processes and personalised action plans are in place.
- Hub rota management and resource collaboration carried out effectively to enable service level agreements to be maintained at agreed levels.
- Deliver on responsibilities assigned by the Senior Hub Delivery Manager or Senior Head of Services.
- Demonstrable use of effective development tools such as catch ups, coaching, performance reviews, appraisals and development reviews, ensuring engagement and attendance with the CPD programme. All team members achieved their CPD goals.
- Effective allocation of time for personal development, both personally and for team members. Examples include, self development, attending and contributing to peer learning sessions both within department and charity wide, and participation in broader training provided by People Transformation.

Culture

- Clearly live out and embrace the cultural values of CAP.
- Clearly demonstrate a heart and passion for the charity.
- Sincere acceptance, understanding and practice of the Christian ethos and purpose of the charity.

Other responsibilities include:

- Being willing to pray with staff and fully engaged with our Christ-centered culture.
- Encouraging friends, family and other contacts to support the charity through the Life Changer program, and other fundraising initiatives.
- Attendance at annual CAP staff conferences.
- Completing all compulsory CAP training within given timescales.
- This role falls within the scope of the FCA's conduct rules, and you will be provided with training as to how these apply to the role. It is your responsibility to ensure that you follow these conduct rules.

The above job profile is a guide to the work you may be required to undertake but does not form part of your contract of employment. It may change from time to time to reflect changing circumstances.

Person:

Education:

- A Levels or equivalent

Experience:

Essential

- Experience of delivering results in a service-based environment
- Experience of having to work using your own initiative

Desirable

- Experience of working within Service Delivery, and CAP debt help procedures
- Experience of leading and managing a team of staff
- Experience of leading teams to meet key objectives or targets
- Experience of working with regionally based staff, or delivering a service in partnership with locally based staff
- Understanding of working with local churches

Skills/abilities:

- Confident decision maker
- Excellent communication at all levels
- Ability to produce excellent results through the use of team dashboards
- Ability to lead a team in actively promoting the cultural values of CAP
- Ability to develop strengths and skills in others
- Ability to challenge poor performance
- Ability to prioritise time, tasks and attention effectively in a pressured environment
- Able to hold a good balance between detail and the 'big picture'
- Good strategic insight and understanding of organisational aims
- Ability to collaborate across teams and departments
- High emotional intelligence and ability to understand the human factors involved in the role
- Capable of maintaining own emotional wellbeing
- Skilled in techniques that assist in team strategy e.g. problem definition, ideation, LEAN methodologies

Christian commitment:

- The candidate must be able to give both verbal assent to and practical demonstration of Christians Against Poverty's Statement of Faith and Core Values.
- Must be able to actively participate in prayer and worship, whether individual, small group or corporately, as an expression of their own personal faith and in line with CAP's Statement of Faith.

All adults working in or on behalf of CAP have a responsibility to safeguard and promote the welfare of children and adults. This includes:

- A responsibility to ensure a safe environment in which CAP services can be delivered.
- Identifying children and adults where there may be safeguarding concerns.
- Following the *CAP Safeguarding policy* in addressing any concerns appropriately.

Date: June 2025