

Service Delivery: Service Quality and Insight 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 centred on empowering individuals by 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:

To lead and develop team members within Service Quality and Insight to deliver accurate data and reporting, ensuring compliance, and fostering continuous improvement to enhance service delivery and positively impact client outcomes. This role supports the team to balance the detail of data and policy with the impact on the operation, the client and the church, focused on achieving CAP's strategic objectives.

Reports to: Head of Service Quality and Operational Insight

Direct Reports: Data and automation specialists, Data Insight analysts, Debt Centre Compliance officer, Policy and Research Officers, Debt Help Compliance Manager (Scotland Policy and Research)

Personality:

We are proactive and results-oriented, highly organised with an analytical mindset. We are excellent communicators who foster a collaborative and supportive team environment and champion the findings from the department across the organisation. We see the detail and the big picture, ensuring accuracy, compliance

and effectiveness in all operational activities. We are adaptable and resilient, capable of navigating change and solving complex problems with a focus on delivering positive client outcomes.

Passion:

We are passionate about harnessing the power of data and insightful analysis to drive positive change and improve client outcomes. We are passionate about fostering a culture of continuous improvement, where every operational policy and process contributes to making a meaningful difference in people's lives. We are passionate about leading with integrity, driving efficiency, and creating a service environment where accuracy, compliance, and client satisfaction are paramount.

Role:

Accountabilities:

Team Management

- Collaborate with team members to form a strategies for each function that centre around CAP's strategic direction, to include a team plan for both Policy and Quality, and Data and Automation.
- Champion the value of personal development by leading in this within your own role and across the team. Coach team members to problem solve and empower them to share insights and make decisions as needed.
- Enable team members to collate and feed opportunities, risks and learnings to Senior Leadership through relevant governance boards and risk registers
- Proactively seek out and encourage continuous improvement, showing the ability to lead through change and deliver improvements.
- Be available for general queries, strategic oversight, advice on operational impact and provide signposting for who to go to within CAP.
- Ensure stand ups, team meetings and prayer times are led effectively and regularly. Bring organisational awareness to the team.
- Carry out personnel management of staff, including: onboarding of new team members, supporting wellbeing, managing holiday requests to ensure the team is adequately staffed at all times and handling staff member absence due to sickness.
- Participation in the wider Service Delivery and CAP management team. This includes working with other Team Managers, taking ownership of decisions pertinent to your area and covering responsibilities as needed.

Ensure policy development leads to impactful changes for client outcomes

- Lead the team members to maintain strong compliance, which focuses on good client outcomes
- Oversee and coordinate the creation and implementation of Debt Help policy and procedures, including those in the Debt Help Manual
- Liaise with the Senior Head of Services- Funding and Sector around relevant sector engagement opportunities

- Ensure CAP maintains industry standard quality marks and complies with relevant regulations governing debt advice and any other relevant legislation

Oversight of Data and Reporting

- Lead the Data Analysts to provide accurate data insight and reporting to Service Delivery and wider product functions, for all CAPs services
- Ensure the team delivers accurate dashboards to each Service Delivery Hub that facilitate workload management, continuous improvement and performance management
- Ensure the team delivers centralised, accurate and user tested performance data for all Service Delivery functions, Trustee reports and FCA reporting requirements
- Ensure ongoing FCA, MaPS or funding reporting requirements are met, supporting Senior Leadership requests

Automation and Testing

- Oversee the maintenance and development of all Google tools for Service Delivery
- Lead the Data and automation specialists to maintain good testing practice across Service Delivery functions
- Develop and maintain process documentation and standard operating procedures (SOPs)
- Collaborate with Product and Technology to ensure the smooth running of the Service Delivery technology platforms. Ensure bugs, incidents and issues are managed well and clearly communicated to those impacted.

Providing support to the department

- Support the Quality and Insight Delivery Manager when needed, by ensuring team members collaborate effectively, or by providing support with their outputs

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.

Measurable outputs:

- Ensure data is ready and available in the appropriate format for the monthly service health and impact boards, and any other key meetings
- Delivery of all FCA, MaPS and funding reporting within agreed timescales, and requests from Senior Leadership are responded to within agreed timescales
- Maintenance of all relevant industry quality marks and regulatory compliance
- Evidence of policy changes leading to improved client outcomes
- Incidents, bugs and issues are communicated and resolved within the expected timeframe
- Regular meeting with the Senior Service Desk Manager and the Development and Release Manager
- Team plans are created for each function within the team
- Regular collaboration with the Quality and Insight Delivery manager
- Regular meetings with Impact and Evaluation and Compliance

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 prioritising a team workload
- Experience of leading change initiatives
- Experience of having to work using your own initiative
- Experience of collaborating within and across teams
- Experience of having to meet deadlines or targets
- Experience of coaching and empowering team members

Desirable

- Experience of policy development or data analysis
- Experience of leading and managing a team of staff
- Experience of leading teams to meet key objectives or targets
- Experience of working with external organisations

Skills/abilities:

- A love for data, insight and policy which leads to a positive impact for customers
- Strong coaching ability
- Ability to communicate technical information to non-technical users
- Excellent communication at all levels
- Ability to collaborate across teams and departments
- Good strategic insight and understanding of organisational aims, and an ability to share this with others
- Skilled in techniques that assist in team strategy (e.g. problem definition, ideation, LEAN methodologies)
- Ability to prioritise time, tasks and attention effectively in a pressured environment
- Confident decision maker
- Able to hold a good balance between detail and the 'big picture'
- 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
- High emotional intelligence
- Capable of maintaining their emotional wellbeing

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: October 2025