



# Senior Delivery Manager - Remote Advice Platforms

## Job pack

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Thanks for your interest in working at Citizens Advice. This job pack should give you everything you need to know to apply for this role and what it means to work at Citizens Advice.

In this pack you'll find:

- Our values
- 3 things you should know about us
- Information about the team, organisation and role
- The role profile and person specification
- Our approach to equality and diversity
- The benefits of working at Citizens Advice

### **Want to chat about this role?**

If you want to chat about the role further, you can contact Duncan Baldwin by emailing [duncan.baldwin@citizensadvice.org.uk](mailto:duncan.baldwin@citizensadvice.org.uk).

## Our values

**We're inventive.** We're not afraid of trying new things and learn by getting things wrong. We question every idea to make it better and we change when things aren't working.

**We're generous.** We work together, sharing knowledge and experience to solve problems. We tell it like it is and respect everyone.

**We're responsible.** We do what we say we'll do and keep our promises. We remember that we work for a charity and use our resources effectively.

## 3 things you should know about us

**1. We're local and we're national.** We have 6 national offices and offer direct support to people in over 290 independent local Citizens Advice services across England and Wales.

**2. We're here for everyone.** Our advice helps people solve problems and our advocacy helps fix problems in society. Whatever the problem, we won't turn people away.

**3. We're listened to - and we make a difference.** Our trusted brand and the quality of our research mean we make a real impact on behalf of the people who rely on us.

# How our organisation works

The Citizens Advice service is made up of Citizens Advice - the national charity - and a network of around 300 local Citizens Advice members.

This role sits in the national charity which includes

- 800 national staff working in one of our 6 offices or as homeworkers, or as part of the Witness Service from over 240 courts across England and Wales
- 3000 Witness Service volunteers

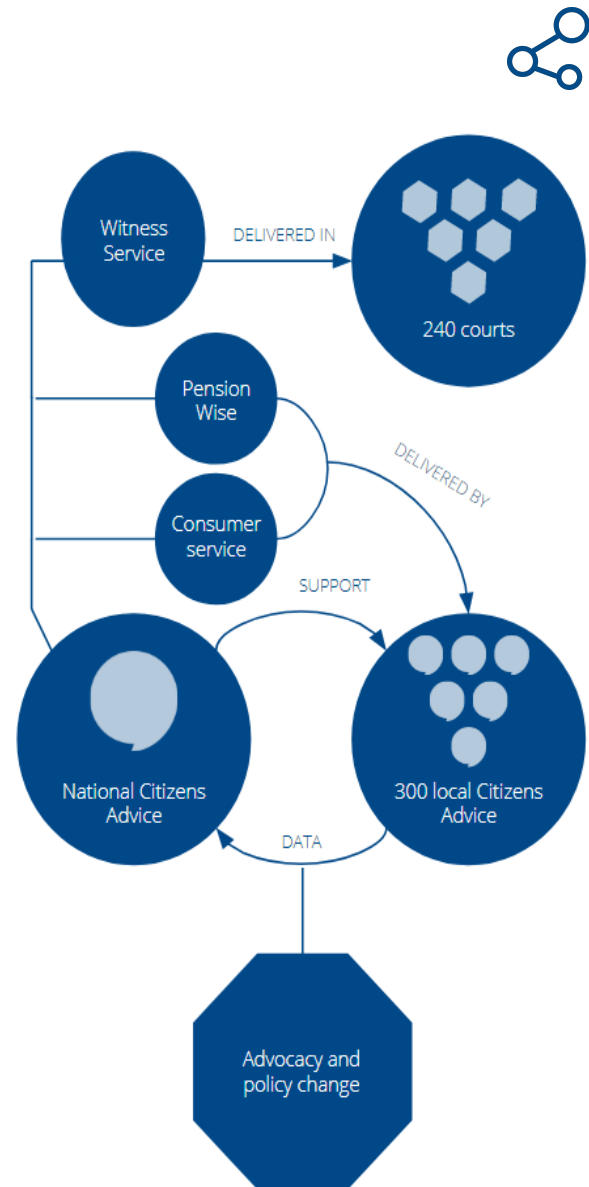
Our network members are all independent charities, delivering services from

- over 600 local Citizens Advice outlets
- over 1,800 community centres, GPs' surgeries and prisons

They do this with:

- 6,500 local staff
- over 23,000 trained volunteers

Our reach means 99% of people in England and Wales can access a local Citizens Advice within a 30 minute drive of where they live.





## The team

The role you're applying for is in the **Data, Customer Journey and Technology directorate** as part of the **Remote Advice Platform** team. Here are 2 ways you can find out more about us:

1. [Citizens Advice - for everyone, for 80 years](#)
2. [Beyond the job pack](#): 4 staff describe what it's like to work at Citizens Advice.



## The role

At Citizens Advice, we have big ambitions to help more clients in more ways to find a way forward. You can read about our 3 year strategic framework launched this year, the Future of Advice, [here](#). To achieve this strategic vision, we need to transform the way we work. A central function of the national Citizens Advice organisation is to support the network of 272 local Citizens Advice across England and Wales. Our support covers a wide range of functions and includes operational and governance support, advice content, IT infrastructure, client management systems, quality assurance, and training.

You will be part of a high-profile, business critical, priority team transforming the platforms used by Citizens Advice volunteers to deliver remote advice to the public. This will involve replacing existing telephony and webchat platforms and introducing video chat capabilities to the network. Our phone service alone receives over 4.6 million calls from the public every year and is staffed by thousands of volunteers.

You will be responsible for enabling delivery of this transformation effort, which is expected to take up to 2.5 years and will involve discovering requirements, testing and procuring solutions and rolling out new technologies to thousands of volunteers across England and Wales. You will help ensure that work is coordinated across a range of teams and departments, with internal and external stakeholders.

As a senior delivery manager at Citizens Advice, you'll enable agile project and product teams to focus on the right priorities, work together effectively and deliver user-centred products and services that meet user needs and business priorities. You may also line manage more junior colleagues.

You'll ensure a high team standard is set, expectations are managed and identify and remove issues, blockers and risks to delivery and build the capability of your team to work effectively in an agile way, through coaching, contributing to a culture of learning and transparency, encouraging and enabling self-organisation.

You'll have excellent facilitation skills, be able to foster a feeling of safety and employ self-awareness, self-management and neutrality as needed, as well as designing and running meetings with clear purpose, using a mix of activities, tools and techniques to achieve desired outcomes.

You'll be action orientated, with sound judgement in identifying issues and putting forward solutions and adept at drawing together insights from data, research and other sources to help inform decision-making and make recommendations.



# Role profile

<b>Band</b>	Manager Lower	
<b>Contract</b>	Permanent	
<b>Proficient salary</b>	£49,939 plus London allowance (£3,520) where applicable.	
<b>Location</b>	Flexible – remote in the short term	Low/medium (when possible)
<b>Team overview</b>	<p>Citizens Advice's volunteers use telephony and webchat to provide advice to the public. We are embarking on a project to transform the use of these platforms, including procuring new telephony and webchat solutions and introducing video chat.</p> <p>The project will work closely with stakeholders from the nearly 300 independent organisations that make up Citizens Advice as well as with national stakeholders. Over the next 2 years we will deliver an agile transition to new platforms in order to deliver on our Future of Advice strategy.</p> <p>The team is multi-disciplinary and involves staff from across the organisation. You will be working particularly closely with product managers, delivery managers, user researchers, user experience designers, service designers, data scientists and strategists. We work closely with colleagues in technology and data and operations.</p>	
<b>Role purpose</b>	Senior Delivery Managers lead complex, high-risk agile project and product teams to effectively deliver user-centred products and services that meet user needs and business priorities.	
<b>Main responsibilities</b>	Key elements/Tasks	% of Time
<b>Lead delivery of content and products</b>	<ul style="list-style-type: none"> <li>Lead planning, research and workflow for large, complex, high risk multidisciplinary digital content and product teams.</li> <li>Contribute to development of product / project team strategy into workable agile projects, allocating resources and ensuring team capacity to enable successful delivery throughout the entire lifecycle of the product, project or service.</li> <li>Act as the main point of escalation, with overarching responsibility and accountability for resolving issues related to the delivery of the product / project in the specific teams you're working with.</li> </ul>	35

	<ul style="list-style-type: none"> <li>• Work with team leads to produce and maintain a content and product roadmap.</li> <li>• Work with Product Owner and / or Extended Leadership Team to review backlog and determine team priorities and set product / project level KPIs / OKRs.</li> <li>• Ensure a high team standard is set, expectations are managed and identify and remove issues, blockers and risks to delivery.</li> <li>• Devise and implement best ways to evaluate projects and implement lessons learned in future work within product / project team / wider Customer Journey team and organisation-wide forums such as Communities of Practice.</li> </ul>	
<b>Act as an enabler for product / project team(s)</b>	<ul style="list-style-type: none"> <li>• Lead a positive working environment for your specific product / project teams, in which they are protected and empowered to succeed.</li> <li>• Manage team dynamics and create a culture of innovation while working across teams, departments and national and local offices.</li> <li>• Monitor and manage (where possible) team health, including keeping performance and morale high under any difficult or challenging circumstances.</li> <li>• Take a lead role in relationships with relevant partner teams (e.g. Expert Advice, Tech, Data) to ensure successful cross-team or cross-organisational delivery, including ability to mediate, manage and facilitate discussions across complex, high-risk, time-constrained or challenging scenarios.</li> <li>• Act as a point of escalation and sounding board for other delivery staff on issues relating to enabling their product / project teams.</li> <li>• Challenge and suggest solutions for organisational processes where they impact the pace of the team.</li> <li>• Focus on seeking constructive outcomes in discussions and giving and facilitating healthy challenge, whilst understanding when and how compromise is beneficial to progress.</li> </ul>	25

	<ul style="list-style-type: none"> <li>• Ensure that the work of the project or product team(s) reflects and supports the service's Equality and Diversity Strategy.</li> <li>• Compliance with Citizens Advice policies and procedures, including Health and Safety.</li> </ul>	
<b>Develop and implement to best practice systems and processes</b>	<ul style="list-style-type: none"> <li>• Work with Product Owners and/ or Leads to build the capability of your product / project teams to work effectively in an agile way based on a deep knowledge and understanding of a range of agile and lean tools and techniques (including leading on a culture of learning and transparency, encouraging and enabling self-organisation).</li> <li>• Proactively plan, forecast, estimate and manage uncertainty, contingency planning and pace, while defining and collecting the best metrics to understand the capacity of the team and to identify potential delivery issues early.</li> <li>• Continually review and refine delivery systems and processes within product / project teams.</li> <li>• Effective communicator, able to engage with and influence senior internal stakeholders to shape the agenda for delivery as a whole at Citizens Advice.</li> </ul>	15
<b>Maintain and develop expertise and insight</b>	<ul style="list-style-type: none"> <li>• Keep up to date with developments in delivery and agile / lean techniques and methodologies and introduce them to product / project teams to reflect best practice, and acting as a consultant for other teams when appropriate and agreed with the Delivery Lead and Head of Delivery.</li> <li>• Display sufficient technical competency to swiftly remove impediments and communicate between teams.</li> <li>• Play a leading role in relevant team and organisation-wide forums such as Communities of Practice by sharing expertise and knowledge and gaining new expertise, insight and skills from others.</li> <li>• Coach and mentor other members of the delivery community across Citizens Advice, acting as a central point of expertise.</li> <li>• Be proactive in identifying external and internal contacts within delivery, such as the Government</li> </ul>	10



	Digital Service, government departments, other charities etc. to develop our network and enhance our visibility as leaders in the sector.	
<b>Other</b>	<ul style="list-style-type: none"> <li>• Line manage others as may be allocated to the postholder.</li> <li>• Advocate for user-centred services, celebrating the team's progress and publicising learning.</li> <li>• Deputise for senior staff, and supervise staff and volunteers, as required from time to time.</li> <li>• Undertake any other duties as may be reasonably required within the scope of the role.</li> </ul>	15



# Person specification

## ESSENTIAL CRITERIA

1. Experience of working in multidisciplinary teams to deliver high transactional digital products and platforms using agile methodology in a large and complex organisation. This should include agile procurement experience and significant budget management.
2. Deep knowledge and understanding of working in user-centered design teams, with extensive experience and expertise using a range of delivery methods, tools and techniques (both agile and other methodologies) to deliver a variety of projects / products within scope, on time and of a high quality.
3. Experience of working with and influencing stakeholders at all levels to communicate and negotiate successfully, protect and enable teams and generate commitment to shared goals.
4. Excellent analytical thinking skills, including the ability to make practical, sensible judgements about competing priorities and collecting metrics to show impact and measure success.
5. Excellent presentation and communication skills, with the ability to explain complex decisions and implications to non-technical audiences.
6. Action orientated, with sound judgement in identifying issues/ blockers and putting forward solutions.
7. Adept at drawing together insights from data, research and other sources to help inform decision-making and make tactical and strategic recommendations.
8. Passionate about Tech for Good and with a proven desire to work in an equity-driven organisation solving complex problems

## DESIRABLE CRITERIA

- Relevant formal qualifications / certifications (e.g. facilitation, agile, scrum master, agile leadership etc.)
- Experience of working in a federated environment.



## Terms and conditions

### 1. **PROFICIENT SALARY:** As advertised

Appointment may be at an initial salary level (90 or 95% of the proficient salary) or at the proficient salary, depending upon skills and abilities as assessed during the recruitment process.

If you are a designated essential car user, you will receive an Essential Car User Allowance payment in addition to your salary.

### 2. **ANNUAL/TOTAL LEAVE**

Annual leave is 26 days pro rata per annum from 1st January to 31st December, plus 4 fixed days (normally over Christmas and New Year). Additionally, there is Long Service Leave of 1-5 days after 3-7 years service.

### 3. **PENSION SCHEME**

Citizens Advice provides a Group Stakeholder scheme. Further details of this scheme will be provided to the successful applicant at offer and contract stage.

### 4. **LEARNING AND DEVELOPMENT**

Citizens Advice has a co-ordinated staff training and development strategy. This will mean that training for your current job, and future career developments relevant to Citizens Advice will be provided and you will be encouraged to take an active role.

### 5. **INTEREST FREE LOANS**

Interest-free loans are available to purchase season tickets for travel, and for career development purposes. If you are a designated essential car user, interest-free car loans are also available.

### 6. **SALARY SACRIFICE SCHEMES**

Citizens Advice offers salary sacrifice pension and operates a Cycle to Work scheme which provide a tax-efficient method for employees to contribute to their personal pension or purchase a bicycle for commuting to work.

### 7. **DISCLOSURE AND BARRING SERVICE CHECKS (DBS)**

Some Citizens Advice positions may require the successful candidate to undergo a DBS check.

## **8. EQUALITY AND DIVERSITY**

Citizens Advice recognises the positive value of diversity, promotes equality and challenges unfair discrimination. We recognise people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perceptions, and we wish to encourage and harness these differences to make our services more relevant and approachable. Citizens Advice will not discriminate or tolerate discriminatory behaviour on the grounds of race, colour, sex, transgender, disability, nationality, national or ethnic origin, religion or belief, marital/partnership or family status, sexual orientation, age, social class, educational background, employment status, working pattern, trade union membership or any other irrelevant factor in any aspect of employment.

Our values include a commitment to equality and fairness, and to valuing each other. All our employees are expected to have read and understood our Equality and Diversity Policy and to ensure they behave in accordance with its principles. Breaches of the policy may lead to disciplinary action.

## **9. DIGNITY AT WORK**

Citizens Advice is committed to providing a culture in which all staff value each other and are able to work together to their full potential in an inclusive environment free from harassment, bullying and other unacceptable forms of behaviour. Unacceptable behaviour in the workplace will be actively dealt with, all complaints will be taken seriously, confidentiality will be respected and victimisation of those that raise complaints will not be tolerated.

Our values include commitments to work together and value each other - all our employees are expected to have read and understood our Dignity at Work Policy and to ensure they behave in accordance with its principles. All staff are responsible for helping to create and maintain a positive and inclusive working environment free from bullying and harassment. All managers have a particular responsibility for ensuring a supportive and inclusive working environment in which dignity at work is actively promoted.

## **10. PROBATIONARY POLICY**

New appointments are subject to a six months probationary period. Performance is reviewed after three months and again after six months. At the end of the probationary period the outcome of the assessment may be confirmation of post; notice of dismissal; or at Citizens Advice's discretion, an extension of the probationary period by a further three months.

## **11. POLITICAL IMPARTIALITY**

An important part of the principle of impartiality is that Citizens Advice staff are seen to be upholding the principle of party political impartiality. To avoid possible misunderstanding or possible conflicts of interest guidelines have been established on staff taking part in party political activities. If you currently hold, or are intending to stand for local or national party political office, we will expect you to tell us about this if shortlisted for interview.

## **13. LOCATION**

As advertised

## **14. EMPLOYMENT STATUS**

As advertised

## **15. FLEXIBILITY**

Our roles are open to discussion about flexible working, which may include arrangements such as part-time working, formalised flexitime, fixed (non-standard) working hours, working from home and job-sharing.

## **16. HOURS OF WORK**

As advertised

Normal full time working hours are 9 - 5.15, Monday to Friday, although these hours may vary from week to week to meet the needs of the job. Staff may be able to agree a different working pattern with their manager.

**Citizens Advice is an operating name of The National Association of the Citizens Advice Bureaux.**



## What we give our staff

We value the people who work here - and we show that in what we offer. As well as things like annual leave and our workplace pension, working at Citizens Advice means getting access to many benefits.

- **A commitment to your development.** We have a coordinated staff training and development strategy. This means that training will be provided both for your current job and for your development.
- **Employee assistance programme.** Everyone working at Citizens Advice has immediate access to professional and completely confidential counselling and legal advisory services.
- **Interest free loans.** We offer loans for travel season tickets, and for career development purposes. We offer interest free car loans if you're a designated car user.
- **Support when things in your life change.** We'll be there for you with options for flexible working, career breaks, and support for parents and carers.
- **Great everyday deals.** Working at Citizens Advice gives you access to a number of deals and discounts via our Your rewards discount scheme.

You can find out more about what we offer our employees [on our website](#).



## Equality and diversity at Citizens Advice

Citizens Advice is fully committed to stand up and speak up for those who face inequality and disadvantage. We want this to be reflected in the diversity of the people who work for us.

To help us achieve this, we aim to make our recruitment process as fair as it can be. We also offer support to disabled candidates to make sure no one loses out on a role because of their condition.

- **We judge the application, not the person.** The select panel won't see your personal details. This makes sure each person's response is judged on its merits and not on their background.
- **We offer a guaranteed interview scheme.** If you have a disability and your application meets the minimum criteria for the post, we'll interview you for it. [Find out more here.](#)
- **We're a Disability Confident employer.** We're committed to changing attitudes towards disability, and making sure disabled people have the chance to fulfil their aspirations. [You can find out more on our website.](#)
- **We're part of the Equality and Diversity Forum.** This means we're committed to progress on age, disability, gender, race, religion and belief, sexual orientation and broader equality and human rights issues. [Find out more here.](#)

Our commitment to equality runs through everything we do - read our [Stand up for Equality Strategy](#) to find out more.