



Hackney Manager Recruitment Information Pack



94%

of our staff say "In my service we deliver good service and best value"

97%

of our staff say "Work gives me a sense of achievement"

100%

of our staff say "My team cooperates to get things done"

Our vision is a world in which every person has a voice.

Welcome

Dear Candidate

Thank you for taking the time to read about the exciting opportunity to be our Hackney Advocacy Manager. It's a fascinating role as it encompasses responsibility for delivery of statutory advocacy through your own staff team, and delivery of non-statutory advocacy through a network of voluntary and community sector organisations in the borough. Critically the role is also responsible for helping create a legacy where individuals and communities can advocate for themselves and others.

You'll join a highly committed, people centred organisation with a track record of growth and reputation for innovation, quality and learning. And you'll be leading a highly skilled and deeply motivated team. You will see that we are proud of our vibrant positive working culture and our commitment to staff development and training.

There will be an open house organised as part of the recruitment process so that interested candidates can meet service users, trustees and staff before the interviews take place.

We look forward to hearing from you

A handwritten signature in black ink that reads "J. Davey".

Judith Davey

Chief Executive Officer



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The Advocacy Project

Who we are

Together with the most vulnerable and excluded, The Advocacy Project amplifies people's voices and secures their rights.

A strong voice, being heard and understanding rights means that people can make informed choices and active decisions about how they live their lives. Inequality, stigma and isolation are some of the most prevalent issues that people with learning disabilities, mental health problems, eating disorders and dementia face in their daily lives.

We place a relentless focus on enabling people to have a voice and be heard, realise their rights, and make informed choices.

We are delighted that our quality and innovative approaches have been recognised by organisations such as London Borough of Hackney where we are delivering statutory and non-statutory across all care groups, in addition to building the capacity of local people and local organisations to advocate for themselves and others. We have just been awarded the prestigious contract for delivering independent mental health advocacy in Broadmoor Hospital.

With a long tradition of working with adults and older people, we are now doing some extremely valuable work with children and young people. We are currently delivering advocacy services at Great Ormond Street Hospital, Collingham Children & Family Centre, and at Lavender Walk.

As a diverse and inclusive organisation we are proud that 40% of our staff have learning disabilities or lived experience of mental health issues, and we value the insights this brings.

Under the Articles of Association, the Board has established a User Council which comprises of current and former service users.

We are a disability confident committed, mindful employer, our staff are passionate about making a difference to some of the most vulnerable individuals in society and we value all our talented, skilled and committed staff.

Our Vision

A world in which every person has a voice

Our Mission

To enable every person to have their voice heard, uphold their rights and make choices

"The Advocacy Project provides an exceptionally high standard of advocacy. I would thoroughly recommend them."

Dawn Harwood, Service Director, Women's & Adolescent Services, West London NHS Trust

"I am very impressed with The Advocacy Project's efficiency, willingness to always help and quick response to queries and referrals."

Social worker

What we care about

We want everyone to be able to make informed choices and active decisions about how they live their lives. By working with people who are vulnerable or excluded, we address the challenges people face in having their voices heard. We're committed to being a strong, well-managed and dynamic organisation so we're best placed to make this happen.

Our vision for the future

Drawing on our strengths and expertise, we are developing new specialist areas to address unmet needs so we benefit more people more powerfully. 'This includes things like digital innovation, community evaluators, mental health advocacy for young people (including those with eating disorders) and helping people with learning disabilities remove the block and barriers to paid employment.'

Our user council

Our User Council is made up of representatives across all our services and we value their unique contribution. We use innovation and creativity to engage people, ensuring user voices influence organisation strategy and practice in all areas.

Our user council is involved in:

- shaping and improving services;
- influencing change;
- quality checking our services; and
- recruitment of staff.

Our passion is for people to be actively involved in the services they use – and this applies to our organisation as much as any other. We have a council made up of representatives from across all our services. They share feedback and ideas from people who use our services, and let us know if we're fulfilling the high standard we aspire to.

Our board of trustees

We believe good governance is about genuinely holding ourselves to account for making a positive difference to the people we work with. We recognise the link between good governance and impact changing people's lives for the better.

We are proud of the diversity of our board as it reflects the communities in which we work. One third of the board are service users and 50% have lived experience of the issues on which we work. Board members draw upon the challenges they face in their daily lives to influence decision making and ensure those living with learning disabilities, dementia and mental health issues have a voice at the board table.

The expertise provided by our diverse board of trustees through lived and professional experiences ensures that we are properly informed to make the right decisions about the services we deliver.

"It's not simply that we listen to the voices of people who use our services – those voices are at employee and board level. This rare commitment to diversity is a real strength."

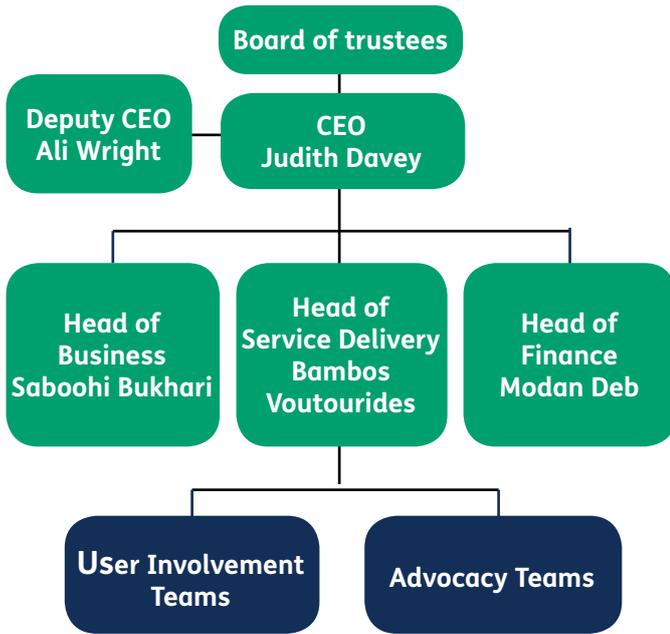
Jacqui - Trustee

"There's a stigma around mental health; the doors are closed for people with disabilities. But we are opening these doors by giving people a voice and showing them that there is support out there." *Adam - Trustee*

The chair of The Advocacy Project Board is the former Medical Director of the South London & Maudsley Foundation Trust.

The role of a trustee is an important one. But research shows that trustees often share similar ages, backgrounds and opinions. To avoid a narrow agenda and decisions going unchallenged, greater diversity is vital. In an effort to increase the diversity – and effectiveness – of trusts, the NCVO invited us to work with them to make their trustee guide more accessible. More info on this here <http://www.advocacyproject.org.uk/news/makes-good-trustee/>

Who's who at the Advocacy Project



Senior Leadership Team



Ali Wright
Deputy CEO
ali@advocacyproject.org.uk



Bambos Voutourides
Head of Service Delivery
bambos@advocacyproject.org.uk



Saboohi Bukhari
Head of Business Development
saboohi@advocacyproject.org.uk



Modan Deb
Head of Finance
Modan.deb@advocacyproject.org.uk



Judith Davey
CEO of The Advocacy Project and trustee
Judith.davey@advocacyproject.org.uk

Our board members



Dr Dele Olajide
Chair of the board
Former Associate
Medical Director of
SLaM



Claire Starza-Allen
Head of Legal and
Commercial at the
Children's Society



Sue Page
Experience of
commissioning and
transformation within
health and social care



Jacqui McKinley
CEO of the Centre for
Public Scrutiny



Kate Ferguson
Treasurer and is a
Chief Finance Officer



Adam Antonio
Service user Trustee



Michael Hagan
Service users trustee

Working for The Advocacy Project

Our approach

With a reputation for quality and innovation, we hold the Advocacy Quality Performance Mark.

We focus on wellness and wellbeing in the boardroom and in the workplace. We're a Mindful Employer, and a Disability Confident Committed Employer. 'Making The Advocacy Project an even better place to work' is an explicit objective in our annual plan and we all strive to create an environment where trustees and staff feel supported, know that their contribution is acknowledged, and are enabled them to do their best work. We are known in the sector for the strength of our learning and development programme.

We have monthly staff briefings where we share news and updates, and one of the teams talks about their work. Staff can attend in person or join by Skype. Once a year all staff join the meeting in person as this helps build links between team to enable sharing of best practice. Trustees may choose to participate in these sessions should they so wish.

"When people who use services are involved in this way, services improve and the people involved gain confidence and skills." *Staff survey*

"The independent, flexible and adaptive way you work, ensures that many and different service users get involved with many and diverse voices represented." *Kiran McRobert, Lead Occupational Therapist, Gordon Hospital, 2017.*

Staff survey

94%

of our staff say

"My line manager recognises and acknowledges when I have done a job well"

97%

of our staff say

"Work gives me a sense of achievement"

91%

of our staff say

"Line manager genuinely cares for my wellbeing"

94%

of our staff say

"In my service we deliver good service and best value"

100%

of our staff say

"My team cooperates to get things done"

64%

Increase of people who think Senior managers communicate clearly about what the Advocacy Project is trying to achieve

55%

more people feel sufficiently informed about what is going on in The Advocacy Project

49%

increase in people who are satisfied with the opportunities to develop within The Advocacy Project

48%

Increase in people who have confidence in the leadership provided by senior managers

Confidential care service

All trustees and staff have access to our free confidential care service. Completely confidential, you can contact the service about anything that's bothering you – whether work related or something in your personal life. You can arrange counselling through this service.

Staff development

'Ten out of ten for The Advocacy Project. Their staff development programme is exceptionally strong'.

Kate Mercer of Kate Mercer Training

All staff have access to personal development opportunities, and are supported both financially and with paid study time to gain National Advocacy Qualification modules.

TAP Lectures

We arrange regular lectures from external organisations and individuals to provide learning and development opportunities for our staff and other interested parties. We list our lectures on the Eventbrite site, at <https://bit.ly/2E8a5Iy> where you can book a place. Please do pass on this link to anyone else you think would like to join.

We have enjoyed listening to many interesting speakers including;

- Hannah Lewis, a body image campaigner and researcher, spoke about Body Dysmorphic Disorder: sociocultural influences and scope for prevention.
- Dr Dele Olajide former Medical Director of the South London and Maudsley gave a talk to staff and service users on co-production of patient notes and advocacy
- Polly Mackenzie Director of Money and Mental Health Policy Institute, gave an open lecture highlighting the link between mental health and debt and the challenges and possible solutions to this situation.
- Megan Karnes, director of Hoarding UK, talked to us about "Hoarding Behaviours, the Care Act and Advocacy".
- Professor Luke Clements spoke on parent with learning disabilities and child protection.

Planned lectures

Jacqui McKinlay

12 Feb 2019 10:00-11:00

Advocacy, local democracy and scrutiny

Saint Joseph Hospice, Mare St, London E8 4SA

Tim Farmer

11 March 2019 11.30 – 13.30

Grandpa on a Skateboard; the practicalities of assessing mental capacity and unwise decisions

Saint Joseph Hospice, Mare St, London E8 4SA

Booking your place

Please book your place though the Eventbrite web page <https://bit.ly/2E8a5Iy> you will see a list of our planned lectures.

An external review concluded that:

"...advocates have excellent support and training to undertake their roles" and advocates find the "lectures, internal training, team meetings and Case Review meetings extremely helpful".

The review also stated "managers are always accessible and there was a great deal of knowledge and experience across the teams".

Staff stories

Judith



The Advocacy Project's CEO, Judith Davey, says she loves the fact you can see at first hand the positive impact that our work has on people's lives. As The Advocacy Project is a unitary board, Judith is also a trustee.

What do you like about The Advocacy Project?

"Hmm – so many things. I love the vibrant environment and the close connection we have with people who use our services. Every day volunteers, people who use our services, partners and commissioners come into the office to work with staff. That creates a buzzy, open and productive culture. I'm very proud of our staff. But most of all I love the fact you can see at first hand the positive impact our work has on people's lives. That's very special."

What are you passionate about?

"I'm passionate about social justice and equality. Our mission about voice, rights and choice resonates deeply with me. It's the common theme connecting my professional work at The Advocacy Project and the volunteering I do in my spare time."

This is a selection of staff and trustees stories, you can **view more stories on our website**

How does your work help people and contribute to a better world?

"In my role as CEO, I need to provide the leadership and environment in which our amazing team can do their best work, helping people bring about positive change in their own lives."

Through my ambassadorial role for The Advocacy Project, I can also take the voices of vulnerable people – older people, those with dementia, learning disabilities and mental health issues – to a broader audience. This means we can raise awareness, increase understanding, and influence on both policy and practice."

Jo Kay



The Advocacy Project's Governance and Projects Coordinator, Jo Kay, says she's passionate about equal opportunities and feels strongly that people with disabilities should be able to lead their lives in the way they choose.

What do you like about The Advocacy Project?

"I love that the organisation brings everybody together, no matter what people's disadvantages or vulnerabilities are. We work as a team.

At The Advocacy Project, everyone is equal. All staff and service users – including our trustees with learning disabilities and mental health conditions – play a crucial role in supporting the charity's aims and objectives.

The charity is giving vulnerable people a voice in society by boosting their confidence and encouraging them to speak out. They're able to have a say in the decisions affecting their lives. Before coming to The Advocacy Project, they may not have been given that opportunity.

As part of my role, I enjoy being able to speak to different people on a day-to-day basis and have a variety of conversations."

What are you passionate about?

"I'm passionate about supporting vulnerable people to access equal opportunities, including fair paid work. It's important to prevent stigma, and to challenge the perception that people with disabilities can't work. The Advocacy Project is helping to break down the barriers

and prove people with disabilities can succeed in life."

How does your work help people and contribute to a better world?

"My role involves supporting people with learning disabilities, mental health conditions, dementia, and older people, to access and use the charity's services. For example, I help trustees with disabilities to prepare for board meetings, greet vulnerable visitors and make sure they feel comfortable when coming into the office. I support service users to attend meetings and conferences.

I also support the Chief Executive Officer to communicate with external organisations and individuals such as MPs, to help the charity develop new partnerships and relationships.

I've helped prepare for a parliamentary event which looked at the challenges people with learning disabilities face in finding and keeping jobs. I organised attendee lists and catering, and supported staff with learning disabilities to travel to and from the venue. After the event, I set up meetings for The Advocacy Project and policymakers to discuss key outcomes and next steps."

Michael Hagan



Michael Hagan is a trustee who has personal experience of living with a learning disability.

What's important to you about The Advocacy Project?

"I've been using services at The Advocacy Project since 2012. I spend time raising awareness of the charity's advocacy work and recruiting members to join our user groups. It's really important to me that I support people with learning disabilities to have a say in their services.

I think it is vital that people who use our services learn from each other and share their experiences. I'm keen for us to run a project that brings together people from each of the three service areas – mental health, learning disabilities and dementia – to learn and raise awareness."

What do you like about being on the Board of Trustees?

"The Advocacy Project supports me to prepare for each board meeting beforehand. This allows me to ask questions about the agenda and think through each of the key items. The board meetings are inclusive so everyone is able to share their views and thoughts.

One of my key strengths at the board table is communication. It can be a challenge to make sure people understand me, and I'm good at thinking outside the box to communicate in other ways. For example, I can paint a detailed picture by asking questions that prompt people to build up a story or concept."

What else do you do?

"Away from The Advocacy Project, I run a video company producing films for different clients including charities. I work with three other members of staff, who each have a disability. Our aim is to get more disabled people in front of the camera and in working environments. In my role as a trustee, I'm going to produce a video for The Advocacy Project to promote its work.

In my spare time I volunteer as a youth worker in Sloane Square, and I volunteer for a charity in East London which runs music classes for those with disabilities.

My hobbies are listening to music, creative writing and watching films. I also love travelling and have spent time in Sweden, Spain, Greece, France, Switzerland, Germany and Ghana."

Hackney Manager role description

The Advocacy Project is the lead provider of advocacy in Hackney. This role is to deliver the vision for advocacy as set out in the London Borough of Hackney's service specification. The vision encompasses:

- Delivering high quality statutory advocacy that is undertaken by our staff
- Managing a network of small and medium sized enterprises (SMEs) to deliver high quality non-statutory advocacy in line with the eligibility criteria and to develop their potential to deliver statutory advocacy
- Developing alternative forms of advocacy
- Ensuring that the Hackney Advocacy Hub is managed efficiently and effectively.

The role is required to stay abreast of strategic developments in law, policy and practice so that the Hackney Advocacy Hub can develop in line with national best practice. The Hub operates within a payment on closed cases contract so prioritisation, work scheduling and financial management are key requirements of the role.

The role also includes acting as the Safeguarding lead and responsibility for staff management in Hackney, comprising the following;

- Oversight management of all staff for this contract.
- Direct management of two senior advocates with 6-8 staff reporting to them
- Direct management of the Network coordinator who manages 10 SMEs.

Key Responsibilities - Manager

- Ensuring the Hackney Advocacy Hub delivers the vision for advocacy as set out above
- Ensuring quality of delivery across all our services in Hackney and adapting existing services to be developed in line with emerging trends and needs
- Managing and assuring the quality of non-statutory advocacy provided by subcontractors (SMEs) and upskilling SME's to gain QPM accreditation and delivery of statutory advocacy

Contract: Permanent

Reporting to: Head of Service Delivery

Hours: 37.5 per week

Salary: 30k-36k per annum depending on experience

We exist to enable people:

- To have their voice heard and listened to so they can live the life they choose.
- To uphold their rights so they receive the care and treatment that meets their needs.
- To understand their options and make their own choices.

- Contract management and performance management of the SMEs in line with the Sub contracts and Service specifications.
- Managing the Hackney service in line with LB Hackney contract and payment schedule to ensure a cost efficient service aligned to budget forecast and requirements
- Ensure all advocacy is delivered in line with The Advocacy Project's Bes Practice Handbook
- Contribute to the Case Law Review Group, and contribute to the review of policies and practice so that we continually enhance the quality of our services
- Identifying gaps in service provision and raising with the commissioners through the governance board
- Successful contract monitoring meetings with commissioners and leads identified for follow up work through ensuring all work completes to tim, cost and quality in line with contracts
- Monitoring and delivery of projects and contracts to time budget and quality
- Responsible for the data integrity in the Case Management System for the Hackney service, ensuring accurate and timely reporting to meet commissioner and management requirements, in addition to analysing the data to report on trends, themes and issues.
- Act as the lead member of staff in Hackney and develop effective working relationships and partnerships with key staff in health and social care services and commissioning
- Oversee awareness raising programme for all services to ensure thorough understanding of our services amongst referring agencies, eligible people and key stakeholders
- Leading the Hackney team and managing and supervising direct reports providing guidance, coaching and support
- Working with HR to ensure that staff are appropriately skilled and actively participate in our learning and development programme (including NAQ)
- Ensure the service is responsive and sensitive to the needs of the community with protected characteristics
- Being the safeguarding lead in Hackney

Key Responsibilities – General

- Carry out all tasks in compliance with The Advocacy Project's organisational policies and mission.

Vision

A world in which every person has a voice

Mission

To provide services which enable every person to have their voice heard, uphold their rights and make choices

Values

Quality - We are Professional. We are accountable. We are Skilled and experienced

Partnership - We listen to people. Their views shape our services.

Accessible - Our services are free and inclusive.

Local - We are part of the community, with a visible presence and local knowledge

Independent - We are independent and put people first

Passionate - We are passionate about making a difference.

- Attend relevant training courses and be proactive to ensure ongoing compliance with legal and service provision requirements
- Undertake other projects, duties and tasks as required
- To ensure an understanding and compliance with Health and Safety, risk regulations and The Advocacy Project Policies.

Person Specification

- Ability to combine seeing the big picture with an eye for detail
- Solutions focused self-starter with an ability to thrive in a busy environment
- Demonstrable track record in financial management
- Experience of managing and developing contracts and delivering advocacy services
- Thorough understanding of statutory and non-statutory advocacy principles and practice models of issues faced by those who are likely to be eligible for these services.
- Thorough understanding of user involvement and co-production principles and practice.
- Sound knowledge of current issues in health and social care policy, practice and legislation.
- Exceptional stakeholder management abilities with experience of building effective relationships with ranging commissioners, partners, service users and colleagues
- Excellent communications (written and verbal) and interpersonal skills.
- Experience of using a case management system to gather and analyse data to produce a range of comprehensive reports
- Commitment to working within The Advocacy Project code of conduct, equalities and safeguarding policies
- Ability to work as part of a team and on your own initiative, to plan and prioritise your own workload
- Willingness to promote The Advocacy Project and the mental health service in line with our mission, vision and values
- Achieved a relevant professional qualification
- Evidence or commitment to ongoing professional development to ensure compliance with legal and mission requirements

Employee Benefits

The Advocacy Project is a Disability Confident Committed and Mindful Employer and our staff are integral to the quality of the services we deliver. We are committed to providing an empowering, flexible and supportive working environment for all our staff.

Our employee benefits include 30 days' annual leave (including up to 3 days between Christmas and New Year), participation in pension scheme with 6% employer contribution, access to free confidential counseling service, and interest free travel loan/ bike loan.

All our staff are encouraged and supported to access continuous learning and development opportunities including our monthly lecture series delivered by sector experts such as Dawn Harwood, Service Director at Women's and Adolescents Forensic Service, West London Mental Health Trust on 'Future trends in mental health in a forensic setting' and Megan Karnes, Director of Hoarding UK on 'Hoarding behaviours, the Care Act and Advocacy.'

How to apply

To apply for this position, please send the following to

HR@advocacyproject.org.uk:

- a comprehensive CV or extended biography;
- a supporting statement addressing the points in the person specification; and
- details (including telephone number) of two referees. We will not contact referees without your express permission.

Milestone dates

Closing date and search phase completed	Monday 8th April
Long-list meeting to agree candidates for interview	Thursday 9th April
Interviews	Tuesday 16th April

Please send your application to: HR@advocacyproject.org.uk

Please ensure that your application fully addresses the criteria in the person specification.

We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

If you have any questions, please contact HR@advocacyproject.org.uk



Voice: we support people to speak up to improve their lives and those of the wider community.



Rights: we help people to understand their rights and make sure these are respected under legislation.



Choice: we give people a clear picture of their options so they can make informed decisions.

Contact us.



The Advocacy Project, 73 St Charles Square, London W10 6EJ.



020 8969 3000.



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www.advocacyproject.org.uk.

