Job Description

Position:	Community Services Manager
Department/Service:	Future Support
Status:	Permanent
Hours of Work:	Full Time - 37hrs per week (subject to Four Day Week scheme following 6-months in post, more info here)
Leave:	25 Days per annum plus Bank Holidays
Location:	Norwich with potential for travel across delivery locations across Norfolk
Salary:	£33,500
Application Deadline:	Monday 7th December
Interview Date:	Week commencing Monday 14th December

Vision statement:

Our vision is of vibrant and strong communities where everybody can live independent, safe and happy lives.

Purpose: The Community Services Manager will lead the day-to-day delivery of Future Projects' community support services, ensuring that people experiencing poverty, deprivation and disadvantage receive high-quality, accessible and effective advice, guidance and practical support.

Reporting to the Head of Community Services, the postholder will oversee a diverse portfolio of services and projects, providing operational leadership and line management to senior staff across the teams. They will ensure services are well organised, properly resourced, safe and effective, meeting agreed objectives, quality standards and funding requirements while responding to the changing needs of the communities we serve.

The role will lead on service quality, staff development, performance and continuous improvement, including responsibilities for safeguarding as a Designated Safeguarding Lead (DSL) and oversight of health and safety. They will also play a key role in developing services, strengthening partnerships and securing funding, working with the Head of Community Services and wider colleagues to sustain, improve and grow our support for local communities.

Context: Future Projects delivers a broad range of community services across Norwich and Norfolk, providing practical support, specialist advice, guidance and advocacy to people facing difficult circumstances. Our services help individuals and families overcome challenges relating to poverty, financial hardship, housing and homelessness, health and wellbeing, social isolation, community safety and other barriers to independence and opportunity.

Community Services encompasses the support and advice delivered through The Baseline Centre, alongside specialist programmes including Pathways homelessness support, financial resilience and welfare advice, youth crime prevention and a range of other community-based and funded services. Employability and food services are managed separately and fall outside the direct remit of this role.

The Community Services Manager will take responsibility for the operational management of these services, working through senior staff and project leads to maintain consistent standards, effective delivery and a positive, supportive working culture. They will work closely with the Head of Community Services, who provides overall strategic leadership, and collaborate with colleagues across the charity on funding, service development, partnerships, quality assurance and organisational priorities.

The role requires a balance of strong operational management and forward planning, maintaining oversight of multiple services, responding to challenges, supporting frontline practice and identifying opportunities to improve and extend the support available to our communities.

Key Deliverables include:

1. Lead the effective delivery of community support services, ensuring accessible, high-quality advice, guidance and practical support for people in need.
2. Lead, manage and develop staff and teams, promoting strong performance, professional development and a positive, supportive working culture.
3. Ensure services are safe, effective and of a consistently high standard, maintaining robust safeguarding, health and safety, quality assurance and professional practice.
4. Ensure projects and services meet their objectives and funding requirements, overseeing performance, resources, budgets, compliance and continuous improvement.
5. Develop and strengthen services, partnerships and funding opportunities, supporting the sustainability, growth and impact of our community services.

Person Specification

You will be an experienced, people-focused manager with a strong understanding of community support services and the challenges facing people experiencing poverty, deprivation and disadvantage. You will combine excellent organisational and leadership skills with sound professional judgement, empathy and a commitment to delivering safe, effective and high-quality services. Confident managing multiple projects and teams, you will be comfortable supporting and challenging colleagues, resolving complex issues and maintaining high standards. You will also be proactive in building partnerships, developing services and identifying opportunities to strengthen our support for local communities.

Essential criteria include:

- Experience managing community support, advice, guidance or related services, with an understanding of the needs of people facing disadvantage, vulnerability or complex circumstances.
- Proven people management and leadership skills, including line management, supervision, performance management, staff development and supporting the wellbeing of teams.
- Strong organisational and operational management skills, with the ability to oversee multiple services and projects, coordinate resources, manage competing priorities and respond effectively to challenges.
- Experience of maintaining high standards of frontline practice, including casework supervision, quality assurance, risk management and supporting staff with complex or challenging situations.
- Good knowledge of safeguarding adults and children, health and safety, professional boundaries and safe working practices, with the confidence and willingness to undertake Designated Safeguarding Lead responsibilities and training.
- Experience managing funded or contracted services, including monitoring performance, meeting targets and reporting requirements, managing resources and overseeing expenditure against agreed budgets.
- Experience contributing to service development, funding applications, tenders or other income generation activity, with the ability to identify opportunities and develop practical proposals.
- Strong partnership working and relationship management skills, with the ability to engage effectively with statutory agencies, voluntary organisations, funders, commissioners and community stakeholders.
- Excellent communication and interpersonal skills, including the ability to motivate, support and constructively challenge colleagues, manage difficult conversations and represent the charity professionally.

- Strong analytical and problem-solving skills, with experience using performance information, case-management systems, service feedback and other evidence to inform decisions and improve delivery.
- A proactive, adaptable and solution-focused approach, with a commitment to equality, inclusion, person-centred support and the mission and values of Future Projects.

Strong applications will evidence the following:

- A relevant management, leadership, community development, advice or support services qualification, or equivalent professional training and experience.
- Experience working across a range of community support themes, such as welfare benefits, financial hardship, housing and homelessness, mental health, family support or youth services.
- Experience acting as a Designated Safeguarding Lead or Deputy DSL, including managing safeguarding concerns, referrals and multi-agency responses.
- A track record of developing successful funding applications, establishing new services or partnerships, or leading improvements that have strengthened service quality, sustainability or impact.

About Future Projects:

Future Projects is a charity founded in 2000 by two volunteers who had become increasingly frustrated by the social exclusion, poverty and lack of support available in their local community. They recognised that the issues people faced on their Norwich housing estate - one of the most deprived in the UK - could not be resolved by addressing one problem at a time in isolation.

They worked with the local community to understand its needs and ambitions and developed projects in youth work, education, media and advice. Today, we help people in difficult situations build on their strengths and capabilities and develop the skills, confidence and resilience to take control and transform their lives. We do this through practical support and opportunities spanning food and essentials, community support, health and wellbeing, employment, education, learning and skills, and community connection, voice and belonging.

Our current projects and services are organised in three distinct departments:



Detailed duties and responsibilities:

Key Deliverable 1) Lead the effective delivery of community support services, ensuring accessible, high-quality advice, guidance and practical support for people in need.

- Lead and coordinate the day-to-day operation of community services, ensuring effective delivery across The Baseline Centre, specialist programmes and community-based projects
- Oversee all frontline advice, guidance, advocacy and support services, ensuring people receive appropriate, timely and effective help that responds to their individual needs and circumstances
- Work with senior staff and project leads to plan and coordinate service delivery, manage workloads, maintain appropriate staffing and ensure resources are used effectively
- Maintain oversight of referrals, caseloads, service capacity and accessibility, ensuring clear pathways into, between and beyond services and effective responses to changing demand
- Provide operational direction and support on complex or challenging cases, helping staff make informed decisions, manage risks and access specialist advice or external support where required
- Ensure services work collaboratively with each other and with other departments across Future Projects, enabling joined-up support and making best use of the charity's resources and expertise
- Promote a person-centred approach that respects individual circumstances, removes barriers to accessing support and helps people develop confidence, resilience and independence

Key Deliverable 2) Lead, manage and develop staff and teams, promoting strong performance, professional development and a positive, supportive working culture.

- Directly line manage senior staff and project leads across community services, providing regular supervision, performance reviews, clear objectives and ongoing support
- Oversee effective management and supervision arrangements for all staff and volunteers within the services, ensuring clear responsibilities, appropriate workloads and consistent management standards
- Manage day-to-day staffing and HR matters, including recruitment, induction, attendance, performance, wellbeing and conduct, working with the Head of Community Services and relevant colleagues as required
- Develop the leadership and management skills of senior staff, providing coaching, guidance and constructive challenge to strengthen their confidence, accountability and effectiveness
- Identify staff training and development needs, ensuring appropriate induction, mandatory training, continuous professional development and opportunities to strengthen frontline practice
- Foster a positive, inclusive and collaborative team culture, encouraging effective communication, shared learning, professional accountability and a commitment to delivering high-quality services

Key Deliverable 3) Ensure services are safe, effective and of a consistently high standard, maintaining robust safeguarding, health and safety, quality assurance and professional practice.

- Take operational responsibility for the quality and safety of community services, ensuring compliance with relevant legislation, organisational policies, professional standards and good practice
- Act as a Designated Safeguarding Lead (DSL), providing advice and direction on safeguarding concerns involving children and adults at risk, managing referrals and escalations, maintaining appropriate records and liaising with statutory agencies as required

- Oversee safeguarding practice across services, ensuring staff understand their responsibilities, receive appropriate training and follow procedures for identifying, reporting and responding to concerns, including those relating to the Prevent Duty
- Ensure effective health and safety arrangements across services, including risk assessments, lone working, safe working practices, incident reporting and timely action to address identified risks
- Regularly review the quality of frontline practice, including casework, assessments, support plans and records, providing feedback, guidance and corrective action where standards are not met
- Ensure appropriate procedures are in place for managing complaints, incidents, confidentiality, information sharing and other operational risks, working with relevant organisational leads where required
- Use feedback from service users, staff, partners, audits and incidents to identify improvements, strengthen professional practice and promote a culture of learning and accountability

Key Deliverable 4) Ensure projects and services meet their objectives and funding requirements, overseeing performance, resources, budgets, compliance and continuous improvement.

- Maintain effective operational oversight of all community services and funded projects, ensuring clear delivery plans, objectives, responsibilities, milestones and performance expectations
- Monitor progress against agreed targets, outputs, outcomes and funding requirements, identifying underperformance or emerging challenges and implementing timely improvement or recovery plans
- Oversee the effective management of project resources and expenditure against agreed budgets, working with Finance and the Head of Community Services to manage pressures, address variances and maintain financial sustainability
- Ensure accurate, timely and complete recording of casework, service activity, outcomes and other management information, maintaining reliable evidence of delivery and compliance
- Coordinate and contribute to performance monitoring, funder reporting, contract reviews and internal management reporting, ensuring information is accurate and deadlines are met
- Work closely with the Quality and Impact Manager and other colleagues to strengthen monitoring, evaluation, reporting and quality assurance, using evidence and performance information to improve services
- Identify and manage operational risks, funding pressures and delivery challenges, escalating significant issues appropriately and ensuring agreed actions are implemented

Key Deliverable 5) Develop and strengthen services, partnerships and funding opportunities, supporting the sustainability, growth and impact of our community services.

- Work with the Head of Community Services to identify changing community needs, gaps in provision and opportunities to improve, adapt or expand existing services
- Develop and maintain strong working relationships with local authorities, health services, voluntary organisations, community groups, funders and other stakeholders to strengthen referral pathways, collaboration and service delivery
- Identify and pursue relevant funding and commissioning opportunities, contributing to income generation plans and taking an active role in developing funding applications, tenders and partnership proposals
- Lead or support the design and development of new services and projects, including delivery models, staffing, resources, budgets, outcomes and implementation plans

- Represent Future Projects at relevant partnership meetings, networks, forums and stakeholder events, promoting our services and strengthening the charity's profile and relationships
- Engage service users, communities, staff and partners in service development, ensuring their experiences, needs and feedback inform improvements and future priorities
- Contribute to departmental planning and strategy, working with the Head of Community Services and wider colleagues to support the long-term sustainability, effectiveness and impact of community services

Other duties and responsibilities

- Undertake any other duties reasonably required and commensurate with the role, including providing flexible operational support during periods of high demand, staffing pressures, service change or organisational need

This Job Description is intended to provide a broad outline of the main duties and responsibilities only. It is not exhaustive and is subject to review in conjunction with the postholder and according to future changes or developments in the charity and its services.

Job environment: This is a management role based at The Baseline Centre in Norwich, with occassional travel across Norfolk to oversee community services and attend meetings with funders, commissioners and delivery partners. The role will involve working from Future Projects offices, community venues, partner organisations and other service locations as required. Some flexibility will be needed around service delivery, funding deadlines and service development, including occasional evening or weekend work.

Supervision: The postholder will report to the Head of Community Services and receive regular supervision, performance reviews and support sessions, in line with Future Projects' procedures.

Line Management Responsibility: The postholder will have direct line management responsibility for senior staff and project leads across community services, and other designated staff as services develop. This includes supervision, performance management, professional development and staff wellbeing. The role has overall management responsibility for community support teams, with day-to-day staff supervision and coordination delegated to relevant senior staff and project leads.

Health and Safety/Safeguarding: The postholder must comply with and ensure the effective implementation of policies and procedures relating to health and safety, security, confidentiality, data protection and safeguarding adults and children. This includes overseeing safe working practices, risk assessments, lone working arrangements and incident management across community services. The postholder will act as a Designated Safeguarding Lead (DSL), providing advice and guidance to staff, managing safeguarding concerns and referrals, liaising with statutory agencies and ensuring appropriate records, reporting and escalation procedures are maintained.

Future Projects is committed to safeguarding children and at-risk adults and expects all staff and volunteers to share that commitment. Our primary concern is always the safety and wellbeing of children and vulnerable adults.

Future Projects will provide induction and training, including Health and Safety, Safeguarding and DSL training, alongside any service-specific training required. All employees must complete training and refreshers as directed.

Equalities: The postholder must actively support and promote equity, diversity, inclusion and belonging. This includes ensuring community services are accessible and inclusive, supporting reasonable adjustments for service users and staff, addressing inequalities in access and outcomes, and promoting fair and inclusive practice across all services.

Future Projects is an equal opportunities employer, a Living Wage employer and a Disability Confident employer; more information is available on request.

Pre-employment checks: Appointment is subject to satisfactory checks completed before start, including proof of identity and right to work in the UK, two references including the current or most recent manager, verification of stated qualifications or experience and any DBS check appropriate to the duties of the role. Employment gaps will be discussed at interview. A criminal record does not automatically bar appointment; decisions are made case by case in line with legislation.

Applicant instructions:

- Complete the application form in full. Explain any gaps in employment; incomplete applications may not be shortlisted.

- Tailor your answers. Use the person specification and key deliverables to structure your application, using clear and outcome-focused examples where appropriate.

- References. Provide two referees, one of whom must be your current or most recent line manager. We will not contact referees without your consent or before interview or outcome.

- Reasonable adjustments. Tell us if you need adjustments for the application or interview; we are happy to help.

- Submission. Follow the advert instructions for the deadline, submission route and file format. CVs are not accepted without a completed application form unless the advert states otherwise.

- Data. We will handle your information in line with our recruitment privacy notice and data-protection requirements.