



supporting deaf people since 1894

Job Description: General Manager

Location: Cumbria Deaf Association, Castle Street, Kendal

Hours: Full Time

Salary: £32,000-35,000 according to experience

Cumbria Deaf Association is an independent charity established in 1894 to help families living in Cumbria to achieve educational, physical, social and spiritual well-being. We provide a wide range of specialist services and our dedicated staff and volunteers provide the highest standards of professional care and support. We believe in equality for deaf people and promote understanding and respect within the community.

Reports to: The Board of Trustees

Responsible for: All employees and volunteers

Key Relationships:

Internal: Chair and Board, Treasurer, Employees, Volunteers and Service Users

External: Service Commissioners and funders (including Cumbria County Council), other supporters including local companies, organisations, grant-making trusts and foundations.

Key Objectives:

- To direct and oversee all staff matters
- To provide strong leadership, direction and management in relation to all aspects of the Charity's activities, including service provision, volunteering and fundraising
- To represent the Charity in various public contexts and to develop and maintain relationships with key external partners and agencies
- To facilitate the continued expansion and development of the Charity's services through effective partnership working and increasing current and other potential income streams
- To manage the implementation of the Charity's strategic plan and to develop and manage annual operational plans, ensuring they are continually the central drivers of the Charity's work

Principal Accountabilities:

Provide clear leadership, direction and management for the Charity, its employees and volunteers

- Act as a source of inspiration, motivation and support for all employees and volunteers
- Ensure all employees are set annual objectives which are regularly reviewed, and receive an annual appraisal
- Prepare and implement annual business / operational plans which reflect the agreed strategy of the Charity, and develop and maintain systems to monitor the progress of those plans

Work with and support the Board of Trustees to ensure good governance of the organisation

- Ensure that the legal requirements of the Registered Charity and Company Limited by Guarantee are met
- Attend Board meetings and report as required. Report management information to the Board in a timely and accurate manner, to reflect the service delivery and other achievements of the Charity
- Ensure the timely production of papers, reports and minutes as required
- Ensure that the Board is kept abreast of changes in legislation, policy and other drivers of the Charity's work

Ensure the continued development, quality levels and effectiveness of service delivery

- Develop and maintain a thorough knowledge of service provision for the d/Deaf and hard of hearing community, including relevant government agenda, local and national support services, and local health and education services
- Evaluate services to ensure that an efficient, effective, quality service is being provided at all levels
- Facilitate consultation with service users to ensure that the Charity continues to be responsive to their needs
- Monitor demand for services and manage resource allocation
- Evaluate, cost and implement new initiatives and service delivery opportunities
- Ensure that, where contracts are in place for service delivery, all contractual requirements are met
- Develop and maintain relationships with external agencies and partners.

Increase the Charity's profile, reach and influence

- Represent the Charity's aim and services in the wider context of the health and social care sector, and participate in partnership meetings and other forums as relevant
- Foster existing and forge new relationships with like-minded organisations in the area to broaden the message and services delivered by the Charity
- Positively represent and promote the Charity in all its dealings with external agencies
- Ensure compliance across all media with the Charity's brand guidelines, including online and in print, ensuring that all output is of the highest quality and reflects well on the Charity
- Manage overall editorial function of the Charity's newsletter, website and social media channels

Oversee the fundraising function, and manage & develop the Charity's income streams

- Build and maintain excellent relationships with existing and potential statutory and voluntary sector funders in order to maximise income from these sources
- Ensure the effective management of existing income-generating service delivery contracts, including the timely reporting to funding bodies as required
- Lead on and actively engage in the development, planning and delivery of a fundraising strategy to maximise income in order to secure the long-term future of the Charity and to ensure that financial targets can be met
- Build and maintain profitable long-term relationships with current and potential donors/supporters in order to grow existing funding streams
- Build on existing fundraising activity, developing new and imaginative fundraising activities
- Increase funds through researching and targeting grant-making charitable trusts and foundations whose criteria match the objectives of the Charity

Oversee the HR and finance functions of the Charity

- In conjunction with the Board take responsibility for ensuring excellent practice in all aspects of HR including:
 - Recruitment, training, development and appraisal systems
 - Conducting an annual appraisal for each employee
 - Write and develop HR and Day Support Service Policies
 - Ensuring that staff resources are used as effectively and efficiently as possible, aiming for maximum levels of service provision
 - Maintaining and building on the strong shared sense of identity, culture and teamwork that already exists within the Charity
- In conjunction with the Treasurer and Finance Assistant, take responsibility for ensuring an effective performing finance function including:



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- Production of the annual budget for approval by the Board
- Approve departmental spending and authorise associated payments
- Reporting of management information to enable monitoring of financial performance against that budget
- Production of accounts and Annual Returns to enable the Board to fulfil its statutory reporting requirements.
- Liaise with external auditors
- Production of reports of expenditure utilisation as required by funders
- Preparation of costings for existing and proposed activities
- Ensuring that expenditure is properly approved, recorded and managed in line with agreed budgets and the Charity's policies
- Work with the Board of Trustees to ensure adequate internal controls are implemented in order to minimise risk of waste or fraud

Oversee Health & Safety and Risk Management

- Ensure a "safety-first" culture pervades the Charity
- Devise and implement a Risk Management Schedule to monitor key areas of risk in the Charity
- Monitor changes in applicable law and regulations
- Ensure DBS staff registrations are maintained up to date

Any other responsibilities commensurate with the role or required to fulfil the expectations of the position



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Person Specification: General Manager - Knowledge and Experience

Essential:

- Management experience: preferably in a voluntary sector or health or social care organisation
- Direct involvement in the development of strategy, business plans and organisational policies
- Sound financial awareness, including experience of managing and controlling budgets/resources/funding/audit and an understanding of financial management procedures
- Direct experience of the UK voluntary fundraising environment, encompassing community fundraising, Trusts and Foundations
- Experience of staff management, including personal development and objective setting
- Experience of marketing and promoting an organisation to increase awareness and support
- Experience in working with, and implementing, quality systems to ensure high quality services are delivered

Desirable:

- Experience of working with the d/Deaf and/or hard of hearing communities
- Experience of working with and managing volunteers
- Knowledge and understanding of working with older and vulnerable adults

Skills, Abilities and Competencies

Essential:

- Committed and highly self-motivated with ability to enthuse, inspire and motivate others in order to ensure the objectives of the Charity are achieved
- The ability to work in a self-directed manner, and as part of a team, including ability to develop and build good working relationships with all stakeholders and partners.
- Excellent organisational, written and verbal communication skills
- The ability to network and communicate with a wide range of personnel including healthcare professionals, commissioners, charity representatives and fundraisers.
- Highly professional approach to all tasks
- Ability to work under pressure, managing competing priorities, and ensuring deadlines are met.
- Good organisational, administrative and time-management skills.
- Computer literacy in dealing with standard MS Office packages, including spreadsheets.