

# The Margins Project

Union Chapel Offices, 19b Compton Terrace, London N1 2UN

020 7704 9050 | margins@unionchapel.org.uk | www.unionchapel.org.uk



## JOB DESCRIPTION

Job Title: Margins Manager

Responsible to: CEO on behalf of UCM board

Currently responsible for: Crisis Services Supervisor (PT), Fundraising Manager (PT), Kitchen & Training Manager, Housing and Benefits Advisor (PT), Winter Shelter Night Leader and Volunteers

## Background

Prior to the pandemic, The Margins Project (Margins) had approximately 200 attendees at its drop-ins every year. These numbers have increased in recent years as we have refined and changed the focus of our services from the provision of food towards more advice, advocacy and employability, with the aim of helping our clients make meaningful and sustainable changes to their lives. Margins has grown from its historic roots as a soup kitchen to now offer:

- Crisis Services (in the form of Drop-In Services offering advice on housing and benefits and a Cold Weather Night Shelter\*);
- Support Services (through such initiatives as English as a second language courses, numeracy training, a job club and therapy); and a
- Supported Employment Programme (primarily through our café training programme but also through office roles\*<sup>1</sup>).

The pandemic has impacted on the services that we can offer. With the Union Chapel venue closed, as a group of organisations, we continue to face an enormously challenging time.

However, during the crisis, The Margins Project adapted our services to ensure our food takeaway and advice support could continue; Union Chapel Project increased our community emergency response, and in partnership with other services, charities and groups, supporting and engaging many people in the local community experiencing extremely challenging times.

It remains a time of challenges and uncertainty, both for Union Chapel and for our wider society. Whilst the *Everybody In* scheme appeared to temporarily alleviate homelessness, the pandemic has already hit the most vulnerable hardest, and the longer term social and economic impact of the pandemic will most likely impact further.

Building on our work during the pandemic, Union Chapel Project will be launching a pilot *Re-Union* community programme to re-connect, support, inspire and empower our local communities. The programme intends to particularly engage vulnerable families, migrants and asylum seekers; young people; people who are ethnically diverse and have experienced racism; and the LGBT community – all groups with a strong intersectionality with the experience of homelessness.

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<sup>1</sup> \*Night shelter and supported employment programme impacted during pandemic and government restrictions.

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Over the next year, a new strategy aiming to better integrate the work of Margins and Union Chapel Project will be developed and implemented, building on our reputation as an amazing performance venue delivering genuine social good. The Union Chapel strategy will focus on community engagement, empowerment and social justice, alongside the ambition to be more accessible, diverse and sustainable – to become a leading ethical arts centre.

This strategy will also review Margins' role, direction and brand as part of that wider ambition – and will explore how we build upon and develop Margins' work supporting and empowering people to move away from homelessness and social isolation and fulfil their potential.

This is an exciting role at a challenging time. You will be expected to ensure that Margins provides a high quality, responsive and inclusive service that supports clients to make sustainable change to their lives. Reporting to the CEO of UCP, you will be responsible for:

- operations;
- staff and volunteer management;
- communications;
- budget management; and
- governance and board support (please see the job description for more detail).

The Margins Manager will support the CEO, trustees and team to adapt and change our priorities and review the role, focus and position of Margins in the wider Union Chapel, in these uncertain and fast-changing times.

## RESPONSIBILITIES

### Operations

- Work with the team to ensure that Margins provides a high-quality service in all areas of day to day operation, in line with latest and changing PHE guidance
- Oversee and adapt the supported employment programme where necessary, ensuring trainees are engaged and supported throughout the training process.
- Provide capacity to advice and guidance staff, through direct support to vulnerable adults, where needed; and continuing to review capacity
- Liaise with partners and other service providers to identify gaps in services, coordinate activity and generate referrals (inward and onwards)
- Structure and manage Margins programmes to achieve the identified target outcomes and revised overall Union Chapel strategies
- Oversee community outreach, building Union Chapel's physical and digital outreach programme
- Improve support for communities at risk of homelessness, such as vulnerable families, migrants/asylum seekers, young people, the LGBT community, and ethnically diverse communities at risk of racism
- Work with the Margins team and the wider Union Chapel team to ensure arts and creativity are further incorporated into the programmes; and ensure service users are accessing Union Chapel's wider community empowerment, cultural and social justice activities, events and offer

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- Ensure people with lived experience play an active role in service delivery and development, towards a strengths-based, people-led, co-produced approach across the service (through the café training programme and other initiatives, alongside the wider Union Chapel programmes)

## Staff and Volunteer Management

- Lead and motivate the staff team to provide an effective service
- Identify and address capacity challenges for the team, through support staff or volunteer recruitment, in light of the changing needs of our local communities post-coronavirus
- Develop and manage a sustainable volunteer and employment programme, including for people with lived experience
- Ensure that all HR processes are adhered to and that staff, volunteers and trustees are familiar with obligations and responsibilities

## Partnerships and Communications

- Support Union Chapel's outreach specifically aimed at vulnerable individuals and at-risk communities, through the production of digital and physical resources
- Improve partnerships with and outreach to organisations and groups supporting communities at disproportionately greater risk of homelessness, such as vulnerable families, migrants/asylum seekers, young people, the LGBT community, people from diverse ethnic communities more likely to experience inequality and racism, and people with disabilities
- Maintain public awareness in Islington (and beyond) of this work, alongside and as part of the wider Union Chapel's social justice and community offer
- Work with the Development Team and PR agency to develop effective promotional materials, marketing strategies, and a cohesive joint message
- Ensure operations run effectively alongside other activity in the building through an agreed service level agreement and maintaining effective relationships with key stakeholders within the Union Chapel community, as part of the Union Chapel's Leadership Team
- Work with Union Chapel to increase impact through awareness raising, campaigning and building a strong platform for the voice of people with lived experience.

## Impact Measurement and Client Analysis

- Develop clear and measurable outcomes for services, alongside and as part of the wider Union Chapel outcomes framework
- Improve and oversee robust client management and impact measurement procedures
- Work with the team to provide timely client demographic and presenting issue reports, to inform strategy and future planning; and for the CEO, boards and funders as required.
- Work with the CEO, Fundraising Manager and other staff to ensure data collection is in line with wider impact measurement strategy and changes.

## Finance and Fundraising

- Work closely with the Fundraising Manager to ensure fundraising targets are delivered and the fundraising pipeline is regularly scrutinised, updated and clearly understood

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- Work with the Head of Finance & Operations to prepare the overall budget for Margins and regularly review performance against budget
- Work with the Head of Finance and Operations to produce annual accounts and quarterly management accounts

## Governance & Board Support

- Support the Board by working with the CEO and Chair to set meeting agenda, ensuring that decisions are implemented and recording and distributing Board meeting minutes
- Prepare and present progress reports of activity against operational plans to the board
- Represent Margins at the Union Chapel AGM
- Liaise with Head of Finance & Operations and Margins Board Trustees to maintain all legally required governance documents as an employer and a service provider as required by the Charity's Commission, HMRC and Disclosure and Barring Services
- Contribute to effective governance by providing advice and information to support and inform discussion, decision making and monitoring

## Strategy and Development

- Work with the CEO and Leadership roles to inform the wider Union Chapel integrated strategy around community development, engagement, support, progression, empowerment and co-production with community groups through creative and social justice programmes
- Develop a strategy to improve reach and engagement of communities at greater risk of homelessness
- Continue to review the focus and purpose of the service in light of the changing social, political and economic environment post-coronavirus
- Oversee a Margins brand review and service consolidation, to reflect a more strengths-based, co-produced service, alongside the CEO, staff, service users, people with lived experience, and other key stakeholders, and the wider sector, to inform the name, direction and shape of Margins in the future.

## Policy, procedures and finance

- Ensure that Margins fulfils its legal and statutory obligations, particularly in Safeguarding, Coronavirus-related policies, Food Hygiene and Health & Safety
- Act as Designated Safeguarding Lead
- Maintain awareness of developments and risks in the policy and/or funding environment that could materially affect Margins' work
- Undertake any other duties that may be reasonably required by the trustees
- ***PLEASE NOTE: responsibilities and job title may change following governance and structure review***

## PERSON SPECIFICATION

### Essential:

- Experience of working with and providing advice and guidance to vulnerable adults with complex needs
- Experience of supported employment, training or volunteering programmes
- Understanding of and commitment to the health and wellbeing benefits and impact of cultural programmes
- Experience or understanding of co-production, experts by experience, providing platforms and safe spaces for sharing experiences and the importance of empowerment programmes
- Self-starter, solutions-focused and willing to 'roll-up sleeves' in a small team whilst providing leadership and direction
- Experience of managing staff, fostering an inclusive and positive team spirit, and ability to inspire and motivate
- Commitment to diversity and inclusion and creating an equal opportunities workplace
- Ability to form positive relationships with other key stakeholders in the UCP community, other charities, local businesses and the council
- Ability to respond and adapt to fast changing situations, within and beyond an organisation
- Ability to plan, manage and deliver targets on time and to manage and contain workload
- Excellent communication and presentation skills
- A willingness to work flexibly and develop the role to best meet the needs of an organisation keen to develop its provision
- Proficient in Word, Excel and other databases

### Desirable

- Understanding of monitoring and evaluation techniques
- Experience of fundraising, particularly of developing projects that will attract the support of funders

## HOW TO APPLY

We are an Equal Opportunity Employer and we actively encourage people from a variety of backgrounds with different experiences, skills and stories to join us and influence and develop our working practice.

We particularly encourage applicants from backgrounds currently underrepresented at Union Chapel and the wider sector, including people from diverse ethnic communities and people with lived experience and/or from communities this programme intends to engage. This includes residents of social housing; people with experience of homelessness; migrants/asylum seekers; young people; the LGBT community; and people from communities that have been particularly impacted by the COVID-19 pandemic.

Please submit either a 2 page covering letter & CV: OR a 4 minute video & CV, addressing the person specification above. Please also complete the Equal Opportunity Monitoring form below and email it to [recruitment@unionchapel.org.uk](mailto:recruitment@unionchapel.org.uk) with "Margins Manager" in the subject line. The EOM form will be treated in confidence and will not be seen by the staff directly involved in the appointment.

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An Enhanced DBS will be required.

### Conditions of Employment

Salary c.£35,000-£38,000, depending on experience

Contract Permanent

Hours 37.5 hours with 1 hour unpaid for lunch. (Part-time will be considered for the right candidate)

Deadline for application: 11<sup>th</sup> December 2020, 5pm

This role is funded by Cloudesley and the London Borough of Islington



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## Equal opportunities monitoring form

This information is required so that we can monitor the implementation of our equal opportunities policy. It will enable us to compile statistical information about applicants, in relation to sex, age, ethnic background and disability, for the purposes of comparison with similar statistical information on those actually recruited. It will not be used for any other purpose and will not be looked at by those shortlisting or interviewing candidates. We would encourage you to complete it so that we can have a full picture of our recruitment and selection patterns.

Name:	
Date of birth:	
Male/Female * (please delete as appropriate)	
Position applied for:	
Where did you see this job advertised?	
Do you have any disabilities?	Yes/No *(please delete as appropriate)
How would you describe your ethnic origin? Please indicate one of the following categories:	
<b>A White:</b>	
British	
English	
Irish	
Scottish	
Welsh	
Other white background, please specify:	
<b>B Mixed heritage:</b>	
White and Asian	
White and Black African	
White and Black Caribbean	
Other mixed background, please specify:	
<b>C Asian or Asian British:</b>	
Bangladeshi	
Indian	
Pakistani	

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Other Asian background, please specify:	
<b>D Black or Black British:</b>	
African	
Caribbean	
Other Black British background, please specify:	
<b>E Chinese or other ethnic group:</b>	
Chinese	
Other, please specify:	
<b>F Prefer not to say:</b>	

These categories do not refer to the place of birth, citizenship or nationality, but to the ethnic group to which you belong.

I hereby give my consent for the information contained in this form to be processed for monitoring purposes

Signature:		Date:	
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