

Home-Start is committed to safer recruitment practice as an important part of safeguarding and protecting children and vulnerable adults



Home-Start Lorn

Service Manager – Recruitment Pack



Hello and welcome!

We're delighted that you're interested in working with **Home-Start Lorn**.

Mission- To provide support to families at crucial times and empower parents to develop their knowledge, abilities, skills and strength to give their children the best start in life and to help them thrive within a rural community.

Vision- Home-Start Lorn will be viewed as the first point of contact for all families with a child under 5, regardless of need. We will be an inclusive, wrap-around service, bringing families together to reduce social isolation. We will proactively provide support to prevent situations from becoming critical, guide families to accessible help and collaborate closely with other services. It is our vision that receiving support from Home-Start Lorn is normalised within the community, without any associated stigma.

We're a local family support charity working across **Oban, the surrounding villages and on the island of Mull**. Through our support, we strengthen nurturing relationships within families, break cycles of persistent poverty and intergenerational trauma and enable children to thrive in a rural area. We empower parents to build the knowledge, skills and resilience they need to give their children the best possible start in life and to grow up healthy, safe and connected to their community.

We meet families in their own homes, communities and groups – offering relational, practical and emotional support. Our support includes:

- **Volunteer Support:** Trained volunteers offer emotional and practical help in the home, building strong, positive relationships and promoting parent-child connection.
- **Family Co-ordinator Support:** Staff work one-to-one with families with complex needs, providing intensive, tailored support to strengthen resilience and wellbeing.
- **Groups:** We run Bookbug, messy play, baby massage, peer support and walking groups – creating social connections and reducing isolation.

By offering early help and ongoing support, we prevent crises, strengthen family bonds and create protective factors that reduce the impact of poverty and trauma. By focusing on prevention, whole-family approaches and recovery we help to enable families to not just cope, but to thrive.

Our work is shaped by Scotland's national policy context — including the Scottish Government's Early Years Framework, the principles of Getting it Right for Every Child (GIRFEC), the United Nations Convention on the Rights of the Child (UNCRC), and the values at the heart of The Promise: that every child in Scotland should grow up loved, safe and respected.

Home-Start Lorn: Job Description



Job Title: Service Manager

Employer: Home-Start Lorn

Location: 12 Stevenson Street, Oban (with regular travel to Mull)

Contract: Permanent, subject to funding

Hours: Full time (35 hours per week)

Salary: £45,641–£49,364 (SLGE 11)

Start Date: Target January 2027

Responsible to: Board of Trustees

Purpose of the Role

The Service Manager leads Home-Start Lorn's day-to-day operations and strategic direction, working closely with the Board of Trustees. You'll help deliver our 2025–2028 strategy, support and develop our staff team, keep us well connected across the communities we serve, and help make sure the charity stays financially sustainable, outcomes-focused and able to offer high-quality, family-centred support across the area we cover. You won't be doing this alone — you'll have a supportive Board and an established staff team.

Key Responsibilities

1. Financial leadership and income diversification

- Help grow and diversify our income, working towards additional income of around £50,000 a year across charitable trusts, HSCP commissioning, corporate partnerships and individual giving.
- Work with the Board and team to close our current funding gap over time and build a more financially resilient organisation across the three-year strategy period.
- Manage our trust application pipeline, maintain funder relationships, and make sure funders get clear, timely reports.

2. Statutory commissioning

- Build a strong relationship with Argyll and Bute HSCP, helping position Home-Start Lorn as a trusted, commissioned third-sector partner.
- Develop service proposals that reflect Scotland's key policy commitments — The Promise, Plan 24-30, the 1,001 Critical Days evidence base and ACE-reduction work — in a form suitable for HSCP commissioning.
- Keep an eye on national commissioning developments, including the Children (Care, Care Experience and Services Planning) (Scotland) Bill, so we're well placed to respond.

3. Service development and oversight

- Oversee service development across Oban and Mull, working with our two Senior Family Coordinators, with an ambition to support up to 300 families over three years.
- Support the growth of our Mull service, including recruiting a full-time Family Coordinator in Year 2 and strengthening how that service is staffed.
- Oversee programmes such as Baby Massage, Sensory Play, our perinatal pathway, Dads' group and school readiness programme.

4. Policy alignment

- Help make sure our services and funding bids reflect the national policy landscape, including The Promise, GIRFEC and the ACE-reduction agenda.
- Keep up to date with Scottish Government policy on children and families, and help us respond well to new opportunities as they arise.

5. Outcomes measurement and evidence

- Help roll out our outcomes framework, including the Group Outcomes Card, Family Journey records and GIRFEC-mapped data.
- Provide the Board with regular, clear reporting on outcomes by area and type of support.
- Help build the evidence base that funders, commissioners and the Home-Start UK network want to see.

6. Family and community engagement

Community engagement sits at the heart of this role. Home-Start Lorn only works because it's genuinely part of the communities it serves — so building and maintaining those relationships is a core, ongoing part of the job, not an add-on.

- Embed co-production and family voice across the organisation, in line with our Participation and Engagement Policy, the Scottish Government's Participation Handbook (2024) and the UNCRC (Incorporation) (Scotland) Act 2024.
- Set up and support a Parent Advisory Group so families continue to shape how we work.
- Oversee our annual family survey, newsletter, Family Centre feedback and social media.
- Build and maintain strong working relationships with local schools, health visitors, GP practices, libraries and other community organisations who refer families to us or host our activities.
- Be a visible, approachable presence in the community — representing Home-Start Lorn at local events, fairs, markets and networks to raise awareness of our work and reach families who could benefit from support.
- Support our volunteer coordinators to keep growing a strong, well-connected volunteer base drawn from the communities we serve, and help volunteers feel valued and part of the wider community effort.
- Build relationships with local businesses, community councils and grassroots groups who can support us through in-kind giving, venue space, local sponsorship or simply spreading the word.
- Champion Mull's community identity within our work, making sure engagement there reflects island life rather than simply extending what we do in Oban.

7. Safeguarding

- Champion safeguarding as central to everything we do, making sure staff and volunteers keep their safeguarding training current, reviewed annually.
- Make safeguarding the first consideration in care planning, referrals and service design.
- Lead an annual safeguarding review for the Board of Trustees.

8. People and team leadership

- Line manage and support the two Senior Family Coordinators, working through them to support the wider staff team.
- Work closely with our Development and Fundraising Officer to deliver the income strategy.
- Support recruitment across the team where and when required.
- Help build a culture of continuous learning, co-production and shared responsibility.

9. Partnership and stakeholder management

- Represent Home-Start Lorn with Argyll and Bute HSCP, NHS Highland, the Home-Start UK network and other statutory and third-sector partners.
- Build and maintain trusted relationships with funders, commissioners and community stakeholders across Argyll.
- Stay aligned with the Home-Start UK Together with Families Strategic Framework and contribute to network-wide learning.

10. Governance and strategic accountability

- Keep the Board updated with clear, timely strategic, financial and operational reporting.
- Help deliver the 2025–2028 strategy, bringing any suggested changes to the Board.
- Support wider governance, including strategic planning days and Board sub-groups.

Home-Start Lorn

Service Manager – Person Specification

E = Essential D = Desirable

Experience

Criteria	E / D
Experience of senior operational leadership in a third-sector, statutory or public sector organisation working with children and families	Essential
A track record of securing and managing significant income, including charitable trust fundraising	Essential
Experience of statutory commissioning processes or contract negotiation with public sector bodies	Essential
Experience of leading and developing a staff team	Essential
Experience of developing outcomes measurement frameworks and using data to inform service development	Essential
Experience of working in genuine partnership with families, including co-production and participation approaches	Essential
Experience of building relationships with local community groups, schools or other community organisations	Essential
Experience of reporting to and working effectively with a voluntary Board of Trustees	Essential
Experience of working in a rural or island context	Desirable
Experience of corporate partnership development or social enterprise working	Desirable

Knowledge

Criteria	E / D
A good working knowledge of Scotland's children and families policy landscape, including The Promise, Plan 24-30 and GIRFEC	Essential
Understanding of the 1,001 Critical Days evidence base and ACE-reduction agenda	Essential
Knowledge of safeguarding legislation, frameworks and responsibilities at a leadership level	Essential
Understanding of third-sector income streams and the funding landscape in Scotland	Essential
Knowledge of the UNCRC (Incorporation) (Scotland) Act 2024 and participation frameworks	Desirable
Familiarity with the Home-Start UK model and the Together with Families Strategic Framework	Desirable
Understanding of the Children (Care, Care Experience and Services Planning) (Scotland) Bill and its commissioning implications	Desirable

Skills and Abilities

Criteria	E / D
Ability to write clear, compelling funding applications and commissioning proposals	Essential
Good financial management skills, including budget setting, monitoring and forecasting	Essential
Good communication skills — able to present confidently to statutory partners, funders and community audiences	Essential
Ability to analyse and present outcome and performance data clearly for Board and funder reporting	Essential
Skilled at building and maintaining trusted professional relationships across sectors	Essential
Comfortable getting out into the community — building relationships with local groups, services and businesses, and representing us at local events	Essential
Able to manage a varied workload and juggle competing priorities	Essential
Comfortable using digital tools for case management, data recording and communication	Desirable

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Personal Qualities

Criteria	E / D
A genuine commitment to the values of Home-Start Lorn: family-centred, non-judgmental, community-rooted support	Essential
The confidence and credibility to represent the organisation with commissioners and funders	Essential
Good judgement and the ability to stay steady and prioritise clearly when juggling competing demands	Essential
A collaborative, inclusive leadership style that supports staff, volunteers and families to contribute fully	Essential
Commitment to co-production and to placing family voice at the centre of service design	Essential
An understanding of and respect for the distinct character of rural and island communities	Desirable

Qualifications

Criteria	E / D
A professional qualification in social work, community development, public health, management or a related field — or equivalent demonstrable experience	Desirable
A current, valid driving licence	Essential

We weigh relevant experience and demonstrable competence equally alongside formal qualifications. We welcome applications from candidates who don't hold a degree-level qualification but can show the knowledge, skills and values the role needs.

Interested in finding out more?

We would be very happy to have an informal conversation with anyone considering applying for the role. If you would like to find out more about Home-Start Lorn, the Service Manager position or what we are looking for, please contact Mark, Chair of our Board of Trustees, who would be delighted to have a chat and answer any questions.

Mark – Chair, Home-Start Lorn

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