



# Director of Operations

## Recruitment Pack

**Closing Date: Tuesday 29<sup>th</sup> April at 10am**

**Interview Dates: Tuesday 6<sup>th</sup> May for initial interviews, Thursday 8<sup>th</sup> May for second interviews**

**Reference: DoO/0425**

## Introducing Salford CVS

**Salford CVS** is the city-wide infrastructure organisation for the voluntary, community and social enterprise sector; providing specialist information, advice, development support and opportunities for influence and collaboration. We provide support for organisations to establish and develop, including training for their staff, volunteers, and trustees. We also undertake a wide range of strategic and partnership work. Our Volunteer Centre (**Volunteer Centre Salford**) provides support for individuals who want to volunteer and assistance for organisations developing volunteering programmes.

In 2019 we celebrated 100 years since our creation – over a century of **‘Making a Difference in Salford’**.

Salford CVS operates within a wider framework in terms of our membership of NAVCA, NCVO, Social Enterprise UK and Charity Finance Group nationally; Voluntary Sector North West regionally; and the 10GM local infrastructure partnership, GM VCSE Leadership Group and GM Chamber of Commerce at city-region level.

We are constituted as a Registered Charity (519361) and as a Company Limited by Guarantee (1948293).

### **Our Mission Statement** - Making a Difference in Salford

**Our Vision** - A robust voluntary, community and social enterprise sector that meets the diverse needs and aspirations of the people of Salford

### **Our Values** – Making a Difference through:

<b>PASSION</b>	Passionate about the Voluntary, Community and Social Enterprise sector
<b>INNOVATION</b>	Innovative in our approach
<b>QUALITY</b>	Quality at the heart of all our activities
<b>COOPERATION</b>	Stronger when we work cooperatively with others to achieve our vision
<b>DIVERSITY</b>	Celebrating diversity and promoting equality in Salford
<b>IMPACT</b>	Demonstrating impact and making a difference every time

## A message from our Chief Executive

Hi, thanks for considering this role at Salford CVS.

**Salford CVS** has a long and proud history of making a difference in Salford – we were established in 1919! As you can imagine, over the many years it has been established there have been good times and lean times, mirroring what has happened to the place and the environment in which we work.

The City of Salford covers 37 square miles, of which 60% is green space, and is currently home to approximately 285,000 people. One of the ten districts of Greater Manchester (two cities – Salford and Manchester; and eight boroughs), Salford is leading the way across many aspects of devolution. Salford is a city of ‘firsts’ – from being the home of the first free public lending library in 1850 to becoming the North-West’s first accredited social enterprise ‘place’ in 2015. However, despite best efforts, Salford also remains a city of contrasts, with a growing and increasingly diverse and younger population. Salford is experiencing significant economic growth, which means more prosperous areas cheek by jowl with large pockets of entrenched poverty and multiple deprivation - a key feature of many local communities.

Salford is a place that prides itself on partnership working – we think we’re pretty good at it... and I think it fair to say that all of the key anchor institutions in the city – and I include Salford CVS in this – are united in our aspiration to make life better for Salford people; after all, the city’s motto is *“The welfare of the people is the highest law”*.

Salford CVS have a vibrant and multi-skilled team of almost 50 paid staff, ably supported by our Board of Trustees and other volunteers.

I’m telling you all this because I’m keen to employ someone for this role who cares as much about this city, our sector and the people who live and work here as we all do.

### **Some key facts about Salford CVS’ work as a local infrastructure organisation:**

- We’re a charitable company; with over 1,000 VCSE members
- We’re here to support Salford’s diverse 1,665 voluntary organisations, charities, community groups and social enterprises and their 62,000 volunteers
- We work closely in partnership with our public sector colleagues in Salford
- In addition, we work in Greater Manchester with our VCSE and public sector colleagues on city regional work, including GM Combined Authority and NHS GM
- We deliver all of the 4 core functions of a traditional CVS (local infrastructure organisations, known as LIOs) – as prescribed by NAVCA, our national membership body – and hold the NAVCA quality mark (LIQA)
- We deliver all of the functions of an accredited Volunteer Centre and hold the Volunteer Centre quality standard (VCQA)

- We provide specialist expertise, information and support and help develop the skills local people need to run successful groups / organisations
- We provide back office support for VCSE organisations, including book-keeping, payroll, holding accounts, DBS checks, admin, etc.
- We spread good practice, prevent duplication of effort and support joint-working
- We help groups / organisations find funding and make effective use of resources
- We promote equity, diversity and inclusion, including by fostering a wider understanding of the needs of disadvantaged and under-represented groups
- We make sure policy-makers understand the needs and potential of local voluntary organisations, community groups, charities and social enterprises
- We assist public bodies to engage effectively with local VCSE organisations and influence their practices and decision-making
- We provide forums for local VCSE organisations to get involved and work collaboratively to amplify the sector's voice and influence
- We're here to actively encourage more people to volunteer and get involved in voluntary, community and citizen action
- We do all this to try and make a positive difference to the City of Salford

Every three to four years we lead a piece of work across Greater Manchester that surveys the sector in each local authority area to get a sense of what is happening and to try and identify trends. We undertake this work with other local infrastructure organisations in Greater Manchester under our 10GM partnership, bringing in external specialists to assist us, as required. [State of the Sector in Salford 2021 | \[Salford CVS](#)  
We're currently leading on this work again and will be publishing our findings during 2025.

**Some interesting facts from the most current Salford State of the VCSE Sector research:**

- 1,665 voluntary organisations, charities, community groups and social enterprises making a difference in Salford
- 68% are micro organisations, with an annual income under £10,000
- 17% of the sector identifies as being a social enterprise
- 61,828 volunteers (including committee/board members), giving 210,299 hours each week – a significant increase from the previous survey (likely to be pandemic-related)
- The top four areas of work across Salford were Wellbeing, Health & Social Care; Community Development; Physical Activity and Sport; and Economic Wellbeing
- 84% of organisations have at least one source of non-public sector funds, bringing significant value to Salford's economy
- The total income of the sector in 2019/2020 was calculated at £149.2 million (down from £165m 3 years earlier)
- 53% of organisations had to dip into their reserves at the time when demand for services was escalating
- 78% of organisations that employ staff indicated that they paid the 'real' Living Wage to their employees (the rate set nationally by The Living Wage Foundation).

I've been in post since 2013 and during that time we have seen the organisation develop and diversify. Alongside delivering all of the key services associated with a CVS and Volunteer Centre, we also deliver a **range of other activities and programmes**, such as:

- Lead partner and accountable body for **Wellbeing Matters** (VCSE-led person and community-centred approaches to wellbeing, health and care in Salford, including social prescribing) – delivered in partnership with Social adVentures, Big Life, Inspiring Communities Together, Langworthy Cornerstone, and Start in Salford;
- Lead partner and accountable body for **Answer Cancer** (GM Cancer Screening Engagement Programme) - delivered in partnership with 10GM, Voluntary Sector North-West, BHA for Equality, Unique Improvements;
- Lead partner and accountable body for **Elevate Salford: VCSE Learning, Skills and Work** programme - delivered with core partners Mustard Tree, Salford Foundation, The Broughton Trust, Groundwork GM, and Loaves & Fishes;
- Delivery partner on the **Age-Friendly Salford** programme. A partnership between local charity Inspiring Communities Together (lead partner), AgeUK Salford and Salford CVS (we deliver the volunteering and learning elements);
- Delivering the **VCSE Voices Matter** strategic H&SC VCSE voice and influence work programme with and on behalf of our sector and with Salford health and care partners;
- Securing, designing, managing and administering a large VCSE grants and investments programme, including the NHS Salford supported **Third Sector Fund' GMCA's Inspire grants** and many more;
- Active member of the **Salford Culture and Place Partnership**; which includes providing volunteers for events and managing a portfolio of grants;
- Participating in a variety of **Live Well** and **WorkWell** ventures in GM;
- Delivering a host of activities and interventions as part of our **Active Communities** priority;
- Progressing the delivery of the **Salford VCSE Strategy** and associated action plan;
- Founder and lead for **Salford4Good**, a way of securing funding and resources for local good causes;
- Founder member, chair and organiser of the **Salford Social Value Alliance**;
- Founder member and co-organiser (with The Business Group and local social enterprises) of **Salford Social Enterprise City**;
- Strategic work across GM as members of the **GM VCSE Leadership Group**;
- Partnership initiatives as co-owners of **10GM** (a joint venture between local infrastructure in GM).

If you've read all this and are thinking, wow, how exciting, then you might just be the person we are looking for!

To help me ensure that we can effectively deliver all of the above – remaining true to our core purpose as a local infrastructure organisation, whilst also always looking for development opportunities for ourselves and our sector partners – I am now seeking to appoint to the position of **Director of Operations**.

The post-holder will join myself and Kirsten Robinson, Deputy Chief Executive and our Finance and Resources lead, as part of a small **Senior Management Team**.

We also plan to recruit to an additional senior post during spring 2025, that of **Director of Strategy and Business Development**.

Together our Senior Management Team will be jointly responsible for a number of key areas, including **Equalities, Policy Development and Implementation, Staff Training and Development**.

Our new **Director of Operations** will be primarily responsible for ensuring our operational delivery is **delivered to a high standard, to targets and within timescales**.

They'll be responsible for **line managing our current service and programme managers**, ensuring that **service / programme operational plans (including KPIs) and relevant individual staff work plans** are in place and being adhered to.

The successful candidate will need to be an **excellent and experienced people manager** – with a focus on being firm but fair – as they will also oversee line management of the managers of our operational delivery staff.

In addition, the **Director of Operations** will be responsible for ensuring tailored, robust and effective **monitoring and evaluation systems** are in place for all of our operational delivery work; seeking to demonstrate not just what we have done, but what we have achieved and the **impact** our interventions have had.

The post-holder will be responsible for **reporting** regularly and to a very high standard to the Chief Executive and Board of Trustees of Salford CVS; and to our funders, commissioners and partners.

Candidates will need to understand, implement and manage **information governance and GDPR; safeguarding rules and regulations; and all aspects of relevant health and safety** in relation to our operational delivery.

They'll also oversee **marketing and communications** for the organisation – working under the direction of the Chief Executive - so will need to be media savvy and have excellent IT skills.

Our successful candidate will require **business and financial acumen** to ensure that current and future operations continue on a **sustainable and viable basis** and will have the skills and experience to be able to **evidence positive outcomes and impact** for funders, customers and beneficiaries alike.

We're looking for someone who is a **team player**; and who can **take direction** from their Chief Executive; someone who is **solutions-focused** and able to **effectively manage a range of people and services**; a person who has a keen eye for detail but can see the bigger picture; who works hard but likes a laugh; and who believes in our **values and purpose**.

If that is you, please do apply! I look forward to hearing from you 😊

Regards

**Alison Page**  
**Chief Executive, Salford CVS**

## The Benefits of Working for Salford CVS

Salford CVS has a proud history of making a difference in Salford.

We are a well-respected partner in this city and have excellent relationships with both VCSE and public sector organisations.

We are financially stable with a clear business plan and a highly skilled and motivated staff team and board of trustees.

As a membership organisation, we work hard to address the needs and represent the interests of our one thousand Voluntary, Community and Social Enterprise (VCSE) member organisations.

We offer:

- 28 days' holiday - rising to 30 days (after five years), plus eight Bank Holidays
- Paid sick leave – subject to terms and conditions of service
- A compassionate approach to dependents leave and compassionate leave - to help deal with life's unforeseen circumstances
- A contributory pension scheme with 7% employer contribution (and 1% mandatory employee contribution)
- Cycle to Work scheme – for those staff members who want help to purchase a bike
- Membership of the Hospital Saturday Fund - via an employer subsidised scheme (optional and non-contractual)
- RHS Garden family membership (optional and non-contractual)
- Development opportunities - we support and encourage our staff to progress their careers (including formal training)
- A supportive working culture - we respect and support one another to do the best we can

Salford CVS are an [accredited Living Wage Employer](#) (and Funder), ensuring not just our staff are paid the 'real' Living Wage but also that any projects we fund can do the same.





## Job Description

### Job Title: Director of Operations

**Grade:** NJC salary grade 38 - 41 (£47,754 - £50,788 p.a.)

**Hours:** A minimum of 37.5 hrs per week (excluding breaks) worked Monday to Friday within core hours 8am to 6pm, plus regular evening and some weekend work

**Contract:** Permanent, subject to successful completion of a six-month probationary period

**Place of work:** Salford CVS offices, The Old Town Hall, Eccles, Salford M30 0FN (this postholder is expected to work predominantly in-person on site)

**Responsible to:** Chief Executive

### Main purposes of the post

The **Director of Operations** will have wide-ranging responsibilities for the **development, implementation and performance of all operational delivery projects and programmes of work.**

This is a **senior role** within our well-established charity and we expect the post-holder to play a proactive and productive role as a member of the organisation's small **Senior Management Team.**

They will **lead, direct and manage all operational delivery projects and programmes** across the organisation. They will be responsible for all aspects of **operational management**, ensuring high quality delivery of programmes in line with **contract and funder requirements.**

The post-holder will personally **line manage** all operational Programme Managers, ensuring that service / programme operational plans (including KPIs) and individual staff work plans are in place and being adhered to and delivered against.

This is an **internally-focused role** – with **core competencies** including:

- Ensuring the organisation is delivering against its mission, vision, aims, objectives and strategic priorities
- Delivering existing work to quality standards, targets and timescale
- Excellent programme management skills and experience
- Operationalising new pieces of work, as required by the Chief Executive
- Writing, updating and socialising relevant operational procedures
- A good operational understanding of risk management, safeguarding, GDPR
- Contract management skills
- Financial management skills - budgets
- Monitoring, evaluation and reporting skills
- Demonstrating impact / social value
- Effective line management of paid staff

## Your responsibilities

- To play a proactive and productive role as a member of the organisation's Senior Management Team
- To be responsible for ensuring that all of our operational delivery programmes of work are delivered to a high standard, to targets and within timescales
- To use appropriate project management and methodologies and recognised standards and tools for delivery taking responsibility for ensuring that any risks, issues or exceptions identified within areas of work are effectively identified, recorded and managed, including escalation to other members of the Senior Management Team where appropriate
- To create, manage and implement an over-arching, accurate and up-to-date Operational Delivery Plan for relevant aspects of the organisation's work – as required by the Chief Executive
- To ensure that all delivery services are evaluated on an ongoing basis, seeking regular feedback from members, users, funders and other stakeholders, then collating and presenting to other members of the Senior Management Team at quarterly review meetings
- To develop positive working relationships with key staff across partner organisations in relation to programmes of operational partnership work, ensuring clear lines of communication and reporting are in place
- To actively manage the setting of timescales for successful completion of work, maintaining a focus on delivery priorities and ensuring that the agreed timescales are met
- To line manage all of our current service and programme managers, ensuring that service / programme operational plans (including KPIs) and relevant individual staff work plans are in place and being adhered to
- To oversee the line management of all other operational delivery staff, via relevant Managers
- To be responsible for ensuring tailored, robust and effective monitoring and evaluation systems are established and functioning well for your areas of work
- To ensure that a strong evidence base is maintained so that we are able to demonstrate the social, economic and environmental impact of all of our programmes of work
- To help develop and take the lead for operationalising new pieces of work, as required by the Chief Executive, ensuring they are effectively managed from then on
- To ensure that project and activity budgets are appropriately utilised in a timely fashion – in conjunction with the Finance Team

- To understand, implement and take overall management for information governance and GDPR; safeguarding rules and regulations; and Health & Safety for the organisation (*working closely with the Deputy Chief Executive, Health & Safety Officer, Safeguarding Leads, and other relevant key people, as appropriate*)
- To ensure equality and diversity considerations are prioritised and embedded within all areas of operational delivery
- To oversee marketing and communications for the organisation – under the direction of the Chief Executive - making sure all content meets our core purposes and priorities; is appropriate in terms of content, language and tone; and that all resources and promotional materials created adhere to Salford CVS' house style and branding guidelines
- To apply relevant skills and knowledge to react swiftly and appropriately to unplanned situations, acting as a 'trouble-shooter' when required

### **Generic responsibilities (all Salford CVS staff)**

- Attend and actively participate in monthly staff team meetings
- Attend and contribute to regular line management sessions with your designated line manager
- Be responsible for the completion of work as set out in an agreed action plan, ensuring targets are met and delivered to timescale
- Manage your own time and workload effectively, whilst working as part of a wider team
- Promote the mission, vision, values and strategic priorities of Salford CVS
- Fulfil all responsibilities in accordance with Salford CVS' policies and procedures, as set out in the Terms and Conditions of Employment and in related policy documents; and also actively implement and promote Salford CVS' Equal Opportunities Policy
- Ensure adherence to all relevant Health & Safety legislation, rules and procedures at all times
- Ensure all activities comply with relevant legislation and promote good practice in relation to Safeguarding and Data Protection
- Undertake any other duties as appropriate to the nature and grading of the post – as required by the Chief Executive of Salford CVS

This job description is intended as an outline of the general areas of activity and responsibility for the post-holder and may be amended in light of the changing needs of Salford CVS.

## Person Specification

Person Specification	Skills, knowledge, experience and personal qualities	Essential (E) Desirable (D)	Assessment method
<b>Skills</b>			
1	Excellent communication skills, including the ability to make oral presentations, visual presentations, prepare own and edit others' written reports, newsletters and briefings for a variety of audiences	E	Application; Interview; Presentation Test
2	Excellent operational management skills	E	Application; Interview; Presentation
3	Ability to work on own initiative and without supervision, organising and prioritising own workload within an agreed plan, successfully managing a large and diverse workload	E	Application; Interview
4	The ability to develop and maintain positive and productive working relationships with people at all levels, leading to desired results	E	Application; Interview
5	Possess a good standard of English (incl. spelling and grammar) and excellent written composition skills, and to be competent in the use of MS Office, Teams and SharePoint applications	E	Application; Presentation; Test
6	Good analytical skills and an ability to present complex information in a manner which is understandable to technical and non-technical audiences	E	Application; Test
<b>Knowledge and understanding</b>			
7	Clear evidence of an understanding and application of risk and issue management, including the use of problem-solving and innovative thinking	E	Application; Interview; Test
8	Knowledge and understanding of key areas of compliance – Health and Safety; GDPR /	E	Application; Interview

	Information Governance; Safeguarding; Equalities; Employment Law		
9	An understanding of Social Value – what it is, how to embed into programmes of work, and how to demonstrate our impact	E	Application; Interview; Presentation
10	Knowledge and understanding of the VCSE sector in Salford	D	Application; Interview
<b>Experience</b>			
11	Significant recent experience of managing multiple contracts – managing expectations and relationships, delivering against KPIs, within budget	E	Application; Interview; Presentation
12	Extensive experience of developing and effectively implementing operational management systems within an organisation	E	Application; Interview; Presentation
13	Significant experience of designing and implementing performance monitoring, managing complex programmes of work which feature multiple partners, targets and deadlines	E	Application; Interview; Presentation
14	Significant recent experience of effectively line managing a paid staff team in a management / senior management role	E	Application; Interview
15	Recent experience of working for a registered charity or social enterprise at managerial level	E	Application; Interview
16	Experience of developing working practices which promote access and equality and which value diversity	E	Application; Interview
17	Recent experience of impact reporting	E	Application; Interview
18	Experience of managing marketing and communication channels in an organisational / business setting	D	Application; Interview
19	Experience of undertaking financial monitoring and evaluation	D	Application; Interview

Personal Qualities			
A	Willing and able to work from our office premises in Eccles, Salford; covering core hours 9am – 5pm	E	You will be asked to answer Yes or No at interview
B	Able to work flexibly – including ‘unsocial’ hours on occasion (e.g. early mornings, evenings and weekends) – CVS convenes / attends meetings and events outside of ‘usual’ office hours	E	
C	Willingness to continue personal and professional development and to undertake relevant training identified with your line manager	E	
D	Commitment to adhering to all of Salford CVS’ policies and procedures at all times, including Health & Safety and Equal Opportunities	E	
E	Willingness to undertake any other duties as appropriate to the nature and grading of the post	E	
F	Willingness to undertake a DBS check <i>(if necessary)</i>	E	
G	Willingness and ability to undertake frequent travel throughout Salford and GM <i>(and beyond on occasion)</i> for work-related meetings and events	E	
H	Own or have access to a car for business use <i>(and insure appropriately)</i>	D	

## How to apply and selection process

Salford CVS aims to ensure that comparison between applicants for posts is thorough, fair and in line with our equal opportunities policy. It is therefore essential that you complete the application form fully as it will be used to assess whether or not you are shortlisted for interview.

All applicants are advised to read fully the job description and person specification for the post before completing the application form.

The application form is separated into three parts. Part A and Part C will be separated from the application before distribution to the recruitment panel. Your application will then be assessed against the responses you provide in Part B. Please ensure you match your responses in Part B to the requirements of the person specification that are indicated for assessment in the application form (points 1 – 19) and ensure you number your answers accordingly.

Salford CVS champions technical, practical and vocational education, which we believe should be valued equally with academic forms of learning.

Please do not send us a separate CV or any additional information that we have not asked for. We will only consider candidates who have completed the application form. If there is insufficient space in one or more of the boxes, you may attach supplementary sheets provided they are headed with your name and the position you are applying for.

Please use black ink or print when completing the application form. If completing electronically, please use Arial font 12.

### **Eligibility to Work in the UK**

Salford CVS complies fully with the guidance issued by UK and Visa Immigration to ensure the prevention of illegal working in the UK.

All job applicants are required to demonstrate their entitlement to work in the UK by providing one or more of the documents specified by UKVI before taking up post.

The organisation does not sponsor job applicants from outside the European Economic Area. However, it may offer employment for those who hold either a Tier 4 or Tier 5 visa subject to any applicable restrictions. Those whom we employ who have been granted visas are kept under review to ensure they remain entitled to hold employment in the UK.

## Deadline for receipt of applications

**This vacancy closes on Tuesday 29<sup>th</sup> April 2025 at 10am prompt.**

Please note late applications will not be accepted. Your completed application form and equal opportunities form should be returned by one of the following methods:

**Email:** [recruitment@salfordcvs.co.uk](mailto:recruitment@salfordcvs.co.uk)

There is no need to post an additional copy. If successful at shortlisting stage you will be asked to sign your application form at interview.

**Post:** Recruitment, Salford CVS, Old Town Hall, 5 Irwell Place, Eccles, Salford, M30 0FN.

## Acknowledgement of receipt

Email applications will be acknowledged when we receive them.

Should you wish to receive an acknowledgement for a postal application, please include a stamped, self-addressed envelope with your completed application form and we will return this to you.

Interviews will be held **in person** on at Salford CVS' offices in Eccles. Initial interviews will be held on **Tuesday 6<sup>th</sup> May 2025**, with second interviews taking place on **Thursday 8<sup>th</sup> May 2025** for those who make it through to stage 2.

