



Director of Delivery

Recruitment Pack



Closing Date: 12 noon, Wednesday 28th August 2019

Interview Date: Tuesday 3rd September 2019

Reference: SMT / DD / 2019

salfordcvs.co.uk

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Introducing Salford CVS

Thank you for your interest in applying for a job at Salford Community & Voluntary Services (Salford CVS).

We want applicants to be able to understand who we are as an organisation and also to be able to demonstrate how their skills and experience meet the requirements of the advertised role.

We have provided you with information and guidance to help you through the process but should you have any difficulties please do not hesitate to contact recruitment@salfordcvs.co.uk

Who we are and what we do

Salford Council for Voluntary Services was established in 1973. However, our roots go back to 1919 when Manchester and Salford Council of Social Service (MSCSS) was established to address poverty and social need after World War 1. In 1973 MSCSS split into two entities, thus creating Salford CVS and Manchester CVS. 2019 sees us celebrating 100 years since our creation – a century of Making a Difference in Salford!

Salford CVS was incorporated as a Company Limited by Guarantee in 1985 and registered as a Charity in 1988. For much of that time our offices have been based in Eccles, although our work covers the whole of the City of Salford.

In 2008 the organisation was renamed **Salford Community and Voluntary Services** and this remains our legal name today, although inevitably we shorten this to 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.

Volunteer Centre Salford provides support for individuals who want to volunteer and assistance for organisations developing volunteer programmes.

Salford CVS operates within a wider framework in terms of our membership of NAVCA, NCVO, Social Enterprise UK and Charity Finance Group nationally and our membership of 10GM, GMCVO and GM Chamber of Commerce at city-region level.

Mission Statement

Making a Difference in Salford

Vision

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

Values

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

Salford CVS: Strategic Priorities 2018 - 2023

THEME	WORK STRANDS		
INVESTMENT	Funding / Fundraising	Contracts / Commissioning	Trading
VOICE	Representation	Influencing	Campaigning
SHARE	Resources	Information	Collaboration
VOLUNTEER	Governance	Good Practice	Brokerage
COMMUNITY	Poverty	Inequality	Wellbeing
IMPACT	Compliance	Quality	Social Value

Salford CVS has a proud history of making a difference in Salford over many years. We are a well-respected partner in this city and have excellent relationships with the both the voluntary, community and social enterprise (VCSE) sector and our public sector colleagues. 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 hundreds of VCSE member organisations.

A message from our Chief Executive

Salford CVS has a long and proud history of making a difference in Salford. 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 in the region of one quarter of a million people. 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. One of the 10 districts of Greater Manchester, Salford is leading the way across many aspects of devolution. Salford is currently experiencing lots of growth too – from the advent of the Media City phenomenon and the arrival of the BBC to the number of luxury high-rise apartment blocks that are alarmingly springing up. However, despite best efforts, Salford remains a city of contrasts, with a growing and increasingly diverse population 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"*.

We have a vibrant and multi-skilled team of 36 paid staff here at Salford CVS, 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.

- We're a charitable company; a membership organisation with c. 900 VCSE members
- We're here to support Salford's 1,500 voluntary organisations, charities, community groups and social enterprises and their 47,000 volunteers
- Also to work in partnership with our public (and private) sector colleagues
- In addition, we work in Greater Manchester with our VCSE and public sector colleagues around the devolution agendas
- We deliver all of the functions of a traditional CVS – as prescribed by NAVCA, our national membership body – and hold the NAVCA quality mark
- We deliver all of the functions of an accredited Volunteer Centre, as prescribed by NCVO Volunteering – and hold the Volunteer Centre quality standard (VCQA)
- We work to the standards outlined in the PQASSO quality mark, which we have held for almost a decade now
- 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 equality and diversity 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 & 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
- We're here to actively encourage more people to volunteer and get involved in voluntary and community action
- We do all this to try and make a positive difference to the City of Salford – people and place

Every three years we lead a piece of work across Greater Manchester, which 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 our 10GM partners and GMCVO, commissioning Sheffield Hallam University as our academic partner.

Some interesting facts from 2017:

- 1,513 voluntary organisations, community groups and social enterprises in Salford (14% are social enterprises)
- £165 million income p.a.
- 5,300 employees – contribution valued at £111m p.a.
- 46,800 volunteers, giving 115,400 hours p.w., valued at £104m p.a.
- 2.4 million positive interventions a year
- Yet more organisations than ever had dwindling reserves at the time when demand for our services is escalating

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, which we deliver with Salford Third Sector Consortium); adjacent projects to this include Community Connection (Youth Justice) and Culture Champions;
- Lead partner and accountable body for *Answer Cancer*: GM Cancer Screening Engagement Programme (delivered with our partners 10GM, Voluntary Sector North-West, BHA for Equality, Unique Improvements);
- Delivery partner of the *Community Assets* work strand of *Salford Together* (Salford's Local Care Organisation). This work is led by local charity Inspiring Communities Together and Salford CVS delivers the *Volunteer Wellbeing Champions* element;
- Delivering the *VCSE Voices Matter* work programme with and on behalf of our sector and with Salford Together partners;
- Progressing the delivery of the *Salford VCSE Strategy 2018 – 2023* and associated action plan and the *Salford Volunteering Strategy 2017 – 2022*;
- Securing, designing, managing and administering a large VCSE grants and investments programme, including the NHS Salford CCG supported *Third Sector Fund*, Salford Emotional Wellbeing and Mental Health grants, Salford City Council's *Short Break Care* grants, *Achieve* (Bolton, Salford, Trafford) recovery grants and investments, *Ambition for Ageing* investments, GM funded (tackling) *Hate Crime* grants, and many more;

- Delivery of Skill Givers, a Sport England funded Employer-Supported Volunteering programme for Manchester and Salford, in partnership with our sister organisation Macc (Manchester);
- Delivery of the local delivery pilot for GM Moving, along with partners from across sectors – we are focusing on capacity-building VCSE activities that encourage young women aged 5-18 to become more physically active in out-of-school settings;
- Providing admin and finance support for Salford Third Sector Consortium, a separate charitable company we helped establish, which comprises 87 local VCSE organisations;
- Acting as the Locally Trusted Organisation (LTO) for Little Hulton Big Local, which includes management, finance and admin support and employing their 3 paid staff;
- Founder and lead partner for Salford 4 Good, a way of securing funding and resources for local good causes;
- Founder member 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 Devolution Reference Group;
- Partnership initiatives as members of 10GM (a joint venture between the CVS' 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 a new post, that of Director of Delivery.

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

The Director of Delivery will be responsible for ensuring all of our programmes of work are delivered to a high standard, to targets and within timescales.

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

The successful candidate will need to be an excellent and experienced people manager – firm but fair – as they will also oversee the line management via these managers of all of our operational staff. They'll also play a key HR role within the organisation.

In addition the Director of Delivery will be responsible for ensuring tailored, robust and effective monitoring and evaluation systems are in place for all of our work; whilst always 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 senior managers and Board of Trustees of Salford CVS; to our funders, commissioners and partners; to the wider VCSE sector; and ultimately to the people of Salford.

Candidates will need to understand, implement and manage information governance and GDPR; safeguarding rules and regulations; and all aspects of relevant health and safety.

They'll also oversee marketing and communications for the organisation, 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 friendly and a team player; a leader who is solutions-focused and who is 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 apply!

Regards

A handwritten signature in black ink, appearing to read 'Alison Page', written in a cursive style.

Alison Page, Chief Executive, Salford CVS

Job Description

Job Title: Director of Delivery

Hours: 37.5 hours per week (excluding breaks)

Grade: Starting at NJC Point 38 (incremental scale pt38 – pt40)

Salary: £40,760 p.a. + 7% Employer Pension Contribution

Contract: Permanent contract (subject to successful completion of a 6 month probationary period)

Responsible to: Chief Executive

Main purposes of the post

The Director of Delivery will lead, direct and manage service and business operations across the organisation. They will work with external partners and linked providers as necessary and be responsible for all aspects of service operations, ensuring delivery of services in line with contract and funder requirements, thus achieving high quality and positive outcomes for beneficiaries (whether organisational or individual).

The Director of Delivery is a new, senior role within the 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.

The Director of Delivery will personally line manage all of our current service and programme managers, ensuring that service / programme operational plans (including KPIs) and individual staff work plans are in place and being adhered to.

The post-holder will have wide-ranging responsibilities for the performance and development of internal services and operations. As such the post offers significant opportunities for innovation and the adoption of new areas of work, alongside development and growth of existing services.

Specialist duties

- 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 programmes of work are delivered to a high standard, to targets and within timescales
- To use appropriate project management and methodologies as well as recognised standards and tools for delivery
- To create and manage an over-arching, accurate and up-to-date Operational Delivery Plan for all aspects of the organisation's work – in line with the strategic priorities outlined in the Strategic Plan
- To ensure that all 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 and foster relationships with key external contacts and proactively manage these relationships so that partners can count on reliable and knowledgeable support and information about our work at all times
- To develop positive working relationships with key staff across partner organisations in relation to programmes of partnership work, ensuring clear lines of communication and reporting are in place
- To provide leadership in setting 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 individual staff work plans are in place and being adhered to
- To promote a culture of high quality performance and achievement amongst the staff team, ensuring an approach that puts the customer at the heart of all delivery and which fosters a culture of continuous improvement that in turn drives efficiency and effectiveness
- To convene and chair the organisation's monthly Management Team meeting, ensuring effective and productive use of staff resources
- To ensure effective monthly Full Team meetings are organised, and that the chair role is rotated amongst the Management Team
- To oversee the line management of all other operational staff, via appropriate Managers
- To play a key HR role within the organisation, dealing with issues and finding solutions in relation to the staff you are responsible for (*working closely with the Deputy Chief Executive and our HR support provider*)
- To communicate sensitive or complex information about performance or change with a high level of sensitivity and diplomacy
- To be responsible for ensuring tailored, robust and effective monitoring and evaluation systems are established and functioning well for all 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 contribute to the ongoing development and continual improvement of current processes and systems of work, adopting a quality improvement approach at all times
- 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 create a wide range of impressive reports and other resources, as required for the role
- To be responsible for reporting regularly and to a very high standard to the senior managers and Board of Trustees of Salford CVS; to our funders, commissioners and partners; and to the wider VCSE sector
- To ensure the accurate maintenance of relevant databases and records at all times
- To perform simple analyses to review relevant data, including presenting data in a variety of formats, bar charts, tables and other graphics as agreed
- To understand, implement and take overall management for information governance and GDPR; safeguarding rules and regulations; and health and safety for the areas of work you

are responsible for (*working closely with the Deputy Chief Executive and other relevant key people, as appropriate*)

- To take 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 ensure equality and diversity considerations are prioritised and embedded within all areas of our work
- To oversee marketing and communications for the organisation in regard to our programmes of work, ensuring website and paper resources are up to date, newsletters and ebulletins are attractive and relevant, and our social media platforms are well-utilised – making sure all content is appropriate in terms of content, language and tone
- To ensure that all resources and promotional materials created adhere to Salford CVS' house style and branding guidelines
- To ensure that project and activity budgets are appropriately utilised in a timely fashion – in conjunction with the Finance Team
- 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 relevant staff team meetings
- Attend and contribute to regular line management sessions with your designated line manager (*in this case the Chief Executive*)
- Be responsible for the completion of work as set out in an agreed action plan, ensuring targets are met and delivered to timescale
- Write and submit a detailed monthly report to the Chief Executive of Salford CVS
- Manage your own time and workload effectively, whilst also 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
- 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	Skills, knowledge, experience and personal qualities	Essential (E) Desirable (D)	Indicator
Skills			
1	Excellent communication skills, including the ability to make oral presentations, prepare own and edit others' concise written reports and briefings for a variety of audiences	E	Application; Interview; Presentation
2	Excellent strategic leadership and influencing skills	E	Application; Interview
3	Excellent operational management skills	E	Application; Interview
4	Ability to work on own initiative and without supervision, organising and prioritising own workload within an agreed plan, successfully managing a diverse workload	E	Application; Interview
5	The ability to develop and maintain positive and productive working relationships with people at all levels, leading to desired results	E	Application; Interview
6	High level skills in the use of MS Office applications (Word, Excel, PowerPoint) in order to produce reports, statistics, presentations and newsletters to a very high standard	E	Application;; Presentation; Test
7	Good standard of spelling and grammar and excellent written composition skills	E	Application; Test
8	Good analytical skills and an ability to present complex information in a manner which is understandable to non-technical audiences	E	Application; Test
Knowledge and understanding			
9	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
10	Knowledge and understanding of key areas of compliance – health and safety; GDPR / Information Governance; Safeguarding; Equalities; Employment Law	E	Application; Interview
11	An understanding of social value – what it is and how to embed into programmes of work	E	Application; Interview; Presentation
12	Knowledge and understanding of the VCSE sector in Salford	D	Application; Interview

Experience			
13	Significant recent experience of managing multiple contracts	E	Application; Interview
14	Extensive experience of developing and effectively implementing operational management systems within an organisation	E	Application; Interview; Presentation
15	Significant experience of performance monitoring and managing complex programmes of work which feature multiple partners, targets and deadlines	E	Application; Interview; Presentation
16	Substantial experience of managing relationships with a wide range of partners and key stakeholders	E	Application; Interview
17	Significant recent experience (min 3 years) of effectively line managing a paid staff team in a management / senior management role	E	Application; Interview
18	Recent experience of working for a registered charity or social enterprise at managerial level	E	Application; Interview
19	Experience of developing working practices which promote access and equality and which value diversity	E	Application; Interview
20	Significant experience of designing, implementing and managing effective monitoring and evaluation systems	E	Application; Interview
21	Experience of implementing effective quality improvement methods	E	Application; Interview
22	Recent experience of impact reporting	E	Application; Interview; Presentation
23	Experience of managing marketing and communication channels in an organisational / business setting	D	Application; Interview
24	Experience of undertaking financial monitoring and evaluation	D	Application; Interview
Qualifications and training			
25	Formal qualification in Business Management	D	Application
26	Formal qualification in Project Management e.g. Prince 2	D	Application

Personal Qualities			
A	Able to work flexibly – including unsocial hours on occasion (early mornings, evenings and weekends)	E	You will be asked to answer Yes or No at interview
B	Willingness to continue personal and professional development and to undertake relevant training identified with your line manager	E	
C	Commitment to adhering to all of Salford CVS' policies and procedures at all times, including Health & Safety and Equal Opportunities	E	
D	Willingness to undertake any other duties as appropriate to the nature and grading of the post	E	
E	Willingness to undertake a DBS check (<i>if necessary</i>)	E	
F	Willingness and ability to undertake frequent travel throughout Salford (<i>and beyond on occasion</i>) for work-related meetings and events	E	
G	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 – 26**) 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. People learn in different ways at different times of their lives and careers. Learning by doing has a huge part to play in people's lives. Consequently we have signed up to Children England's *Open to All* recruitment campaign. We therefore do not ask for academic or professional qualifications unless we really do believe that they are essential to the specific role.

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 at **12 noon on Wednesday 28th August 2019**. 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: Please email 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, The 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 on Tuesday 3rd September 2019 and will be held at the Salford CVS offices in Eccles, Salford.