



Chair Board of Trustees

Recruitment Pack



Closing Date for applications: **Monday 7th September 2020**

Reference: **BOT / CHAIR / 2020**

salfordcvs.co.uk

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Introducing Salford CVS

Thank you for your interest in the role of **Chair** here 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 saw 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

A message from current Chair, Chris Fox and Chief Executive, Alison Page

We're looking for a new Chair, a safe pair of hands who can help take the organisation forward in this new decade. A person with the right qualities, skills and experience; with knowledge of the VCSE sector and the city of Salford; and the passion, commitment and judgement our organisation needs.

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. Today, we are financially stable with good reserves, a clear business plan, growing membership and a highly skilled and motivated staff team and board of trustees. 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. As a membership organisation we work hard to address the needs and represent the interests of our hundreds of VCSE member organisations.

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 Media City and the arrival of the BBC to the number of luxury high-rise apartment blocks that are 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 think it fair to say that all of the key anchor institutions in the city, including Salford CVS, 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 c. 34 paid staff here at Salford CVS, ably supported by our Board of Trustees and other volunteers.

We're telling you all this because we're keen to find someone for the role of **Chair** 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 48,000 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, and in early 2020 commissioned the University of Salford as our new academic partner.

In Summer 2020 we are once again embarking on leading the State of the VCSE Sector 2020 research across Greater Manchester.

Some interesting facts from the Salford State of the VCSE Sector 2017 report:

- 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

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 our Community Connection (Youth Justice) initiative;
- 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) <https://www.answercancergm.org.uk/about-us/>

- Working in partnership with GM Health and Social Care Partnership, 10GM and Voluntary Sector North-West to deliver *History Makers*, part of Greater Manchester's plans to *Make Smoking History* <https://historymakersgm.co.uk/about>
- Delivery partner for *Age-Friendly Salford*. 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 (health and social care system 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, 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) <https://www.skillgivers.org.uk/>
- 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 <https://www.salfordcvs.co.uk/little-hulton-big-local>
- 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 <https://www.salfordsocialvalue.org.uk/>
- Founder member and co-organiser (with The Business Group and local social enterprises) of Salford Social Enterprise City <http://salford.eu/>
- Strategic work across GM as members of the GM VCSE Leadership Group (the sector's voice in devolution) <https://vcseleadershipgm.org.uk/>
- Partnership initiatives as members of 10GM (a joint venture between the CVS' in GM) <http://www.10gm.org.uk/>

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

We're keen to widen the diversity of our Board, so welcome applications from a range of people who reflect the make-up of local communities (geographical and identity).

Our successful candidate will have previous experience of a governance role in a well-established charitable organisation; and will preferably currently be the Chief Executive of a registered charity, located within Greater Manchester.

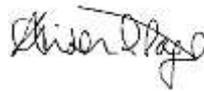
We're looking for someone who is approachable and a team player; someone who understands this governance role and how crucial relationships are – between Board and staff, Chair and CEO; a leader who is solutions-focused and sees the bigger picture; and one who believes in our values and purpose.

If that is you, please apply!

Regards



Chris Fox, current Chair of the Board of Trustees, Salford CVS



Alison Page, Chief Executive, Salford CVS



Volunteers' Week



Salford VCSE Conference

Role Description – Chair of the Board of Trustees

Key Responsibilities

- Enable the Board to govern effectively and develop Salford CVS for the future
- Support the Chief Executive

Expectations

- Recent experience of a governance role in a well-established charitable organisation
- Currently be the Chief Executive of a registered charity, located within Greater Manchester
- Live and / or work in Salford
- Committed to our objectives and values
- Possess considerable skills and experience as outlined in the person specification below
- Eligible to act as a Company Director and Trustee of a Registered Charity
- Able to commit to the time requirements, including attending evening meetings

Role of the Chair of the Board of Trustees at Salford CVS

The Chair of Salford CVS has responsibilities in addition to those of other Board members

1. Leadership of the Board of Trustees at Salford CVS:

- Lead on ensuring the effective governance of the organisation in line with its mission, vision, values, charitable objects and strategic priorities
- Ensure all board members are adequately informed and make an effective contribution to the organisation both within and beyond formal Trustee meetings
- Support the Treasurer and Finance Sub Group members in ensuring sound financial management of the charity

2. Board management:

- Chair Board meetings as per the organisation's diarised meetings and in line with the Board's agreed work programme
- Work with the senior management team to plan agendas for Board meetings
- Collaborate with other Honorary Officers to ensure collective and individual responsibilities are clear and that any sub-committees have clear terms of reference and reporting processes
- Assess emerging risks and opportunities raised by the Chief Executive and advise on their relevance to the Board and on appropriate action
- Together with the other Honorary Officers of the Board, make urgent provisional decisions on behalf of the Board, to be ratified later

3. Wider commitments:

- Chair the organisation's Annual General Meeting
- Attend occasional external meetings where governance-level representation is expected
- Keep up-to-date with governance issues, including legislation and good practice – including becoming a member of the Association of Chairs and attending NCVO's annual Trustees conference

4. Relationship with the Chief Executive:

- Provide formal and informal support for the Chief Executive, including regular contact and conducting annual development appraisals
- Oversee the recruitment of the Chief Executive role and ensure continuity in the event of resignation
- Lead on any disciplinary or grievance process involving the Chief Executive

Additional skills and knowledge required:

- Experience of serving on Board(s) of organisation(s) operating at a similar strategic level and in organisation(s) of a similar size and complexity
- Understanding of the role of governance in a charitable company with executive staff and a formal membership

Additional commitment required:

- Regular email and telephone contact with other officers of the Board and the Chief Executive
- Flexibility to respond if alerted to an urgent issue
- Occasional attendance at additional Salford CVS or external meetings and events

Person Specification

Essential:

Experience

- Recent experience of a governance role in a well-established charitable organisation
- Currently operating at executive level in a paid role within a charitable or public sector organisation within Greater Manchester
- Experience of strategic management and governance in organisations such as voluntary organisations and charities, community groups, social enterprises, community businesses and mutual, etc.
- Experience of the issues facing charitable organisations, including legal and financial constraints and legislative requirements
- Experience of exploring and realising potential opportunities

Skills and Knowledge

- Understanding of the social, economic, environmental and political context in which Salford CVS is working
- Have connections to wider networks within Salford and / or Greater Manchester
- Understanding of what a CVS is - the role of 'infrastructure' organisations like Salford CVS
- Appreciation of the nature of membership-based organisations
- A real interest in the affairs of organisation and its membership and a willingness to be informally "hands on" rather than just a "committee person"
- Well-developed communication skills both for internal relationship building and for external advocacy and representation
- Good level of financial literacy – familiarity with making sense of management accounts and key financial statements
- Pragmatic approach to risk management – keeping operations compliant whilst prospecting appropriately to exploit potential of novel activities

Personal Characteristics

- Live and / or work in Salford
- Committed to Salford CVS' objectives and values
- Belief in the value and role of voluntary and community activity
- Passion for achieving positive social change
- Openness to developing new forms and streams of activity

Desirable

- Currently operating as Chief Executive of a registered charity located within Greater Manchester

Commitment Involved

- Induction meetings [Board members, paid staff] (x2 half days)
- Monthly Board Meetings (3 hours max attendance at meetings, plus prep time)
- Board Development Days (c. 1 day p.a.)
- Annual General Meeting (c. 1 day p.a.)
- Events and civic functions (occasional evenings / weekends – equiv. 2 hrs pcm)
- Chief Executive support meetings / calls (c. 3 hours quarterly)
- Correspondence and communication – (1 - 2hrs pcm)

If you are interested in finding out more about this role, please email:
recruitment@salfordcvs.co.uk

Thank you

