



**Closing Date:**  
**Monday 5th February 2024 at 5pm.**

**Assessment Date(s):**  
**Business Development Director Role: Wednesday 21st February.**  
**Operations Director Role: Thursday 22nd February.**

**Interview Date (s):**  
**Business Development Director Role: Monday 4th March.**  
**Operations Director Role: Tuesday 5th March.**

**Ref Number: 2024/OD & BDD/01**

# A Message from the Chief Executive

**Thank you for enquiring about the Director roles.**

Whether you are a rising talent or a seasoned veteran or somewhere in between – if you think you have the ambition, passion and something to offer that will complement our team, we want to hear from you.

Community CVS has strong ambitions for the future: for ourselves, for the VCFSE Sector and for the communities that we are here to serve.

As a values led organisation, we want to achieve positive change and achieve a step change in how we develop and grow individuals, organisations and communities.

If you have what it takes to develop strong partnerships across the education, health and social care systems and a track record in empowering communities to achieve positive change – the Operations Director role could be for you. We are seeking a people person that can motivate teams and partnerships to deliver and make a difference within our communities.

Perhaps you have a passion for economic development, skills and tackling the climate change emergency and have what it takes to build strong partnerships across the public, commercial and social economies to meet those challenges. If this is the case, the Business Development Director role could be for you. You will need to bring with you skills and experience around income generation and commercialisation.

If you want an informal chat about either role **please do not hesitate to contact Ellie Gage at [ellie@elliegage.com](mailto:ellie@elliegage.com)**, who will ensure you are provided with the information you require.

I will look forward to receiving your application and, if successful, working alongside you in taking forward our ambitions for the future.

**Garth Hodgkinson**  
**CEO – Community CVS**

# Introducing Community CVS

Community CVS is a member of NAVCA, our national body and part of a national family of CVSs (sometimes called voluntary action or community action) – who provide local community infrastructure across the country.

Local places matter to Community CVS and the Local Community Infrastructure delivers the following four functions:



## History of the Organisation and Its Achievements over the Years

- 1984** First meeting held to set up Blackburn District CVS – which led to the charity being formed in November 1985 and formally becoming a charity in January 1986.
- 1990** Moved into the St John's Centre (which was to be its home for 21 years) and became a Charitable Company Limited By Guarantee a year later covering Blackburn, Hyndburn and Ribble Valley.
- 1994** Set up the Advocacy Service – which eventually became the independent charity Advocacy Focus.
- 1998** At the same time as the local district council becoming a Unitary Authority, the CVS membership decided that the charity should solely focus on Blackburn with Darwen and spun out its operations in Hyndburn and Ribble Valley in a new Hyndburn and Ribble Valley CVS.

- 2003** Set up a nationally respected Community Empowerment Network, which lasted until its tenth birthday in 2013 being closing as austerity began to bite.
- Start to administer grants for the first time – start of a journey that continues to the present day.
- 2004** Incubate Blackburn with Darwen Carers Service for three years before spinning it out to become a fully independent charity in April 2007.
- 2006** Acquire a derelict public house – which undergoes a £2million façade retention renovation to create the Boulevard Centre, which was formally opened in 2011 by the Rovers football player David Dunn.
- 2007** Supported the creation of the Lancashire Association of Councils for Voluntary Service (LACVS) to provide a sub-regional voice for CVSs and a vehicle for greater collaboration at the sub-regional level. The Community CVS CEO currently chairs LACVS, which has recently been awarded a five-year Lottery grant to deliver a VCFSE Manifesto for Lancashire.
- 2007** Set up Care Network (in collaboration with Age UK Blackburn with Darwen, Bootstrap Enterprises and the local authority) to support vulnerable adults to improve their quality of life and live independently.
- 2010** Set up the Fast 4wd project to mobilise volunteers to act as recovery support volunteers to help people in recovery from alcohol or substance misuse and to get service users to volunteer within the wider community. This started a 14-year journey of support to help people experiencing multiple disadvantage (alcohol or substance misuse, experience of the criminal justice system, mental health, homelessness or being a victim or perpetrator of domestic abuse) to play a more active role in community life using the power of volunteering.

- 2017** Change Area of Benefit to cover the whole of Lancashire.
- 2017-2020** **ESF Strengthening Communities Volunteering in Lancashire**  
**2020-2023** **ESF Strengthening Communities Passport to Health**  
Two large projects to help those furthest from the labour market to use volunteering and community action as a stepping stone towards and into work.
- 2018** First Community Volunteering Awards Ceremony.
- 2020** Acquire our second premises (the Community Hub), which is a short distance down the road from the Boulevard Centre.
- 2020** Set up the CVS Training Centre which is an accredited training centre for the Chartered Management Institute, the Northern Council for Further Education and the Royal Society for Public Health.
- 2021-2023** delivers a £1.9 million ESF Upskilling the Health and Social Care Workforce Across Lancashire helping hundreds of VCFSE Sector organisations and SMEs to develop and deliver workforce development plans within their organisation.
- 2023** Launch a Bootcamp in Leadership and Management for the Health and Social Care Sector.
- Win contract to set up a Volunteer Centre in Preston.
- Start to deliver Boost Lancashire's Flying Start Contract (with SELNET and others) to provide professional business advice to organisations to help them develop and grow.
- First in the country to achieve Lead Volunteering Organisation quality accreditation.



## Blackburn with Darwen and Lancashire.

Blackburn with Darwen is situated in Lancashire close to the Pennines (the West Pennine Moors lies across the southern part of our Borough). The area centres on the industrial urban centres of Blackburn (population around 110,000) and Darwen (population around 35-40,000), with both centres being surrounded by attractive countryside. Proud of our industrial heritage at the heart of the industrial revolution, but forward thinking with an active growing business base, a vibrant VCFSE Sector and high quality public services, Blackburn with Darwen has a strong reputation for working across the sectors, who share a 'can do' attitude to making improvements.

### The VCFSE Sector

There are over 1000 active voluntary, community, faith and social enterprise (VCFSE) organisations operating within Blackburn with Darwen and an estimated 14,000 operating across Lancashire. We have a vibrant sector – which is resolute in tackling the many challenges we face.

In May 2023, we held a Together Everyone Achieves More Conference where over 300 people from across the VCFSE Sector attended and made suggestions that will eventually lead to the creation of a shared strategy for the VCFSE Sector. Attendees decided to establish a Blackburn with Darwen Community Network and a development group has subsequently developed a terms of reference, which has been agreed by the wider Community Network and has also agreed a process to select a Board which will oversee the development of the strategy and ensure the VCFSE Sector has a voice and can influence and act on what matters to our local communities.

### A New Strategy for Community CVS

We have just finalised our new strategy that will help to shape what we do over the next 5 to 10 years.

Our strategic framework guides everything we do. During 2022-2023, we undertook a fundamental strategic review to determine our future direction in a world totally transformed by the impact of the COVID 19 Pandemic, over 10 years of austerity, Brexit, the cost of living crisis, etc. Our communities are facing many challenges, including:-

### **Social Challenges:**

- Growing population and creation of new communities.
- Developing the capabilities of disadvantaged populations and creating pathways so they can achieve their potential.
- Mobilising communities with high levels of both physical and mental ill health.
- Widening inequalities, poverty and deprivation.

### **Technological Challenges:**

- The digital gap between digital 'haves' and 'have nots' is widening – there is a need for a strategic approach to digital inclusion.
- Need to improve the use of digital technologies and data within the VCFSE Sector.

### **Economic Challenges:**

- The economy is growing and there is a strong business base, but...
- One third of the adult population are unemployed or economically inactive, requiring support to move closer to and into the labour market.
- Household incomes and wage levels are low and there is poor quality housing creating added pressures relating to the cost of living crisis.
- Economic need to promote wider entrepreneurship and help businesses across the public, commercial and social economies to develop, grow, be more inclusive, create more better paid jobs and be more socially and environmentally responsible.

### **Environment and Climate Change Challenges:**

- Deteriorating natural spaces in need of love and attention.
- General lack of awareness and action within our communities on climate change.
- Poor housing conditions and urban spaces that need to change.

There is a need for leadership on climate change and co-ordinated action across communities and sectors. Blackburn with Darwen has declared a climate emergency and has created a People's Jury on Climate Change, which has shared their findings and is implementing the recommendations as a way forward. Community CVS is committed to supporting the People's Jury

on Climate Change and the local authority in any way we can to deliver on the recommendations and mobilise the VCFSE Sector to play a greater role on climate change, bio-diversity, etc.

### **Political Challenges:**

- National Government needs to devolve more and include the VCFSE sector as an equal partner in public policy initiatives.
- Lancashire is playing 'catch up' in terms of devolution – but is starting to move forward with the announcement of a Lancashire Combined Authority, which is a positive step forward.
- The NHS transformation within Lancashire and South Cumbria has stalled and more holistic community approaches that combine clinical and non-clinical interventions need to be developed across the system.

During the review and strategic process,

- appreciative enquiry was used as a methodology to discover our core values and strengths, dream about our aspirations for the future, design the building blocks to get there and establish a clear road map to achieve our destiny and deliver our future;
- external consultants interviewed staff and volunteers, facilitated a two-day CVS team 'away day' and supported trustees at an away day;
- our staff and volunteers engaged widely across our communities to listen to what needs to change; and,
- we held a Together Everyone Achieves More Conference (May 2023) attended by over 300 local residents, volunteers and paid staff from the voluntary, community, faith and social enterprise groups and organisations across Blackburn with Darwen.

The outcome of the process has created a framework for the next 10 years – which will develop, evolve and transform as our communities, the VCFSE sector and all the stakeholders change over the same period. We will be responsive to the needs of the communities we serve, their aspirations, hopes and fears, the opportunities that present themselves – but always focused on achieving positive impact – socially, economically and environmentally.



# OUR STRATEGY:

## CONNECTING PEOPLE, GROWING COMMUNITIES

### Our Mission:

**“To support individuals, organisations and communities to achieve their full potential”.**

### Our Vision:

*For CVS to lead positive social, economic and environmental change transforming how the VCFSE Sector works collaboratively with the public and private sectors.*

*For CVS to be a valued community partner, recognised as the lead local infrastructure support organisation for communities within Blackburn with Darwen and elsewhere.*

### Our Values

**Community Stewardship:** valuing service to the community over self-interest and believing everyone has a responsibility to support positive social change for our community now and in the future. To advocate on behalf of our communities, especially the most vulnerable.

**Co-operation and Solidarity:** valuing mutual support with everyone helping each other to deliver positive social change.

**Equity and Fairness:** valuing the well-being of everyone and striving to achieve social, economic and environmental justice for all.

**Non-Judgemental:** valuing everyone for who they are without prejudice or judgement.

**Voluntary Action:** valuing people and organisations giving their time freely to help other people within our communities.

**Willingness to Listen, Learn & Innovate:** valuing trying new ideas and new approaches to tackling some of the deep seated socio-economic and environmental challenges that our communities face.

## Our Strategic Objectives

- Taking Action:** Leading and Advocating for Change on things that matter to our communities.
- Support:** Creating collaborations and partnerships to tackle the challenges we face.
- Resource:** building the capabilities of individuals, organisations and communities to lead change.
- Volunteer:** creating an effective volunteer eco-system to support our communities.

## Our Outcomes

Across all our strategic objectives: we want to drive forward social, economic and environmental justice for all. This means:

- Socially:** To build fairer, more active, more connected and resilient communities.
- Economically:** To build an inclusive, mixed, circular economy with higher levels of entrepreneurial activity and a more creative, skilled and productive workforce.
- Environmentally:** To mobilise our communities and economies to take greater care of our natural world and our climate.
- Equity:** There is a strong equity thread to everything we do. We will look to focus delivering outcomes to populations that are socially excluded, economically marginalised and environmentally challenged through poor housing and urban environments. We will focus on achieving outcomes for our most deprived neighbourhoods, for people experiencing multiple disadvantage, for people for socio-economic backgrounds that have few opportunities and face barriers to their full participation in public life.

## The Key Building Blocks

Externally we will work with key stakeholders across the local area to:

### Leadership, Advocacy, Collaborations and Partnerships

- establish **Blackburn with Darwen Community Network** as the voice of VCFSE Sector to lead and advocate for change on the things that matter to our communities and establish **action groups** to build the collaborations and partnerships that will lead change around the economy, health, climate change, and much more.
- support **LACVS** to develop and deliver the **VCFSE Manifesto for Lancashire** leading change at the sub regional level and supporting Voluntary Sector North West and NAVCA to lead the change at the regional and national levels. We need to support the development of a movement to support positive change.
- Developing the **Community Central Digital Hub** as the place to go to find out about activities and groups; volunteering, training or work opportunities; or where community groups and VCFSE organisations can go to access training and support.

### Capacity Building, Development and Training

- Develop new approaches to **mobilising and organising communities** whether these are geographically based communities located within deprived areas or communities of circumstance where people come together to share their lived experience and support each other such as the recovery community from alcohol or substance misuse, mental health recovery community, people with experience of the criminal justice system, the homeless, victims or perpetrators of domestic abuse, veterans, the asylum seeker and refugee community, people with learning disabilities, physical disabilities, long term health conditions, etc.
- Developing our approaches in terms of **supporting organisational development and growth** through business advice, coaching and mentoring, training and practical ways to offer support in terms of bid

writing services, community accountancy, staff and volunteer recruitment, workforce development, etc.

- Establish the **CVS Training Centre** as the 'go to' partner for leadership and management training and other customised training bespoke to the VCFSE and health and social care sectors.

## Volunteering

Building on being the first in the country to achieve the Lead Volunteering Organisation quality accreditation – we will focus on

- Developing **Blackburn Volunteers, Darwen Volunteers, Preston Volunteers** as strong local brands to promote and grow local volunteering infrastructure and the volunteer eco-system at the place level;
- Develop local **volunteer quality standards, good practice guides, volunteer manager training programmes** and other resources to improve the quality of volunteer experiences;
- Develop ways to promote volunteering to target populations (e.g. Chip in Partnership for young people/adults; Fast 4wd for the recovery community, etc.) and to celebrate volunteering through the **Community Volunteer Awards** ceremony.

## Internal Change Programmes

Internally within Community CVS, each senior leader will lead an action group to focus on internal improvements around:

- Income generation and commercialisation
- Data and digital technologies
- Marketing and communications
- People and culture

# The Benefits of Working for Community CVS

The Directors' roles have the following benefits:

**Salary Range:** £40,221 to £43,421 full-time (pro rata for part-time hours).

**Working Hours:** 37 hours per week. CVS operates a flexi-scheme and job share is possible in negotiation with the CEO.

**Place of Work:** the main place of work will be Blackburn, but hybrid working is possible in negotiation with the CEO.

**Holiday Entitlement:** 22 days per annum, plus the days between Christmas and New Year (when CVS is closed); rising to 25 days per annum following 5 years of continuous service.

**Pensions:** 7% employer contribution to a defined contribution pension scheme. Employees are required to contribute 1%.

**Staff Development:** support continuous professional development. Community CVS Training Centre is an accredited training centre for the Chartered Management Institute, Royal Society for Public Health and Northern Council for Further Education. We can easily support training for qualifications that we are approved to deliver through those awarding bodies and would encourage and support the Directors to pursue membership of the CMI and to progress to Chartered status if appropriate.

External training will be identified and agreed through the appraisal process. Membership of appropriate professional bodies and attending relevant conferences will be supported.

# How to Apply and Selection Process

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.

**Deadline for receiving completed applications is Monday 5<sup>th</sup> February 2024 at 5pm.** Please e-mail your application to [ellie@elliegage.com](mailto:ellie@elliegage.com).

There will be an Assessment Day for each role held as follows:

- Business Development Director Role: Wednesday 21<sup>st</sup> February.
- Operations Director Role: Thursday 22<sup>nd</sup> February 2024.

Interviews will be held on:

- Business Development Director Role: Monday 4<sup>th</sup> March.
- Operations Director Role: Tuesday 5<sup>th</sup> March 2024.

**If you want an informal chat about either role please contact Ellie Gage at [ellie@elliegage.com](mailto:ellie@elliegage.com).**

## Eligibility to Work in the UK

Community 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.





**Blackburn  
with Darwen**

