

6th Feb 2025

Hello! Thank you for taking the time to consider this role of Centre Manager. We're really excited at the potential this role has in making a real and lasting impact on the communities of Dumbarton West. Over the past six years there has been a huge buzz locally at seeing The Phoenix reopened and taking shape. This post therefore plays a key role in underpinning the amazing work already happening. Thank you for looking at this application pack. This application pack will provide you with the relevant information to help you apply to become part of The Phoenix family.

This pack includes

- a copy of the job description with person specification
- a copy of an overview document for The Phoenix

For more information, please contact me on oli@rockcommunitychurch.org.uk

Our application process is straight forward. There is no complex form to fill out. Instead, we simply ask that you provide us with:

1. A copy of your CV, maximum 3 sides of A4.

Your CV should include:

- Your qualifications
- Your work and volunteer experiences
- Your contact details
- Specific skills relevant to the role
- The contact details of two referees. At least one of whom should know you in a professional setting.

2. A personal statement, maximum 2 sides of A4, describing why you would be an excellent candidate for this role, displaying that you meet the essential criteria described in the person specification within the job description.

The closing date for this job is 5pm, Friday 28th February with interviews to be provisionally held during office hours on Wednesday 19th March. If this interview date does not work for you, please inform us of this as part of your application.

We are an equal opportunities employer and welcome applications from all backgrounds. If you require any accommodations during the hiring process, please let us know, and we will be happy to support you.

Applications should be sent to me digitally on oli@rockcommunitychurch.org.uk. Thank you for taking the time to consider this role and we look forward to receiving your application.

Yours sincerely

Oli Higham
Pastor



**Rock Community Church Dumbarton is a Scottish Charitable Incorporated Organisation
Our Scottish Charity number is SC042716**

Job Description: Centre Manager – The Phoenix

Location: The Phoenix, 17A Quarry Knowe, Castlehill, Dumbarton, G82 5AF

Reporting To: Named Trustee

Hours: Full-time, 35 hours/week (normal working pattern of Monday–Friday, 9 am–5 pm but some flexibility for occasional evening and weekend work required.)

Salary: £38531-£40889 per annum

This is a key holder role and will also require a PVG check.

About Us

The Phoenix is a vibrant community hub created and run by Rock Community Church, serving the people of Dumbarton West (Castlehill, Westcliff, Brucehill). It hosts:

- A community café
- A dynamic programme of activities including youth work, toddler groups, family fun sessions, a wellbeing programme and adult learning
- Intergenerational and community events

We are passionate about celebrating, supporting, and engaging with the local community.

Role Summary

As Centre Manager, you'll oversee the day-to-day operations of The Phoenix, including staff, volunteers, activities, café, finances, and building maintenance. You'll work to ensure the centre is a welcoming and impactful space for the community while driving further development and sustainability.

The post requires an individual with excellent interpersonal skills who has strengths in administration, efficiency and team management.

Key Responsibilities

Operational Management

- Oversee daily operations of the centre, its activities, and the community café.
- Develop and monitor working procedures for staff and volunteers.
- Oversee recruitment and induction for new roles.
- Ensure the building is well-maintained and improvements are planned where needed.

People Management

- Manage and develop a team, currently consisting of 9 employed staff and a group of volunteers.
- Provide guidance, training, and regular appraisals to inspire and encourage the professional development of team members.
- Oversee the volunteer programme, ensuring an inclusive and positive environment.
- Manage issues of conflict or tension when required as related to centre users, staff or volunteers

Administration

- Identify and secure grants or funding opportunities and manage associated budgets and reporting
- Collaborate with the Treasurer on financial planning and budgeting.
- Ensure policies and procedures (e.g., health & safety, employment, food hygiene) are up to date and adhered to.
- Management of contracts and HR issues with support from '121HR Solutions'.

Community & Partnerships

- Build strong links between Rock Community Church and the wider community.
- Foster connections with the local community, seeking input on how The Phoenix can better serve them.
- Capture and report the impact of programmes on the community.
- Engage with local groups, third-sector organisations, statutory agencies, and education providers to create partnerships.

Planning

- Ensure alignment between the vision and values of the Rock Community Church, the dynamic needs of the community and the programme of activities offered through The Phoenix.
- Adapt to changing funding opportunities and develop new activities as needed.
- Work with the governance group to develop sustainable financial strategies (e.g., fundraising, sponsorship).
- Regularly report on centre activities, staffing, funding, and challenges to the governance group.

Essential Qualities and Experience

- **Administrative Skills:** Proficient in report writing, schedule management, clear and timely communications with staff, volunteers, trustees and third parties.
- **Community-Focused:** Previous experience of community programmes with a passion for community development and working with diverse groups.
- **Relational:** Excellent interpersonal skills with the ability to build positive relationships with a diverse range of groups.
- **Leadership:** Experience in managing, inspiring, and developing staff and volunteers.
- **Financial Management:** Experience in budgeting and in applying for and managing grant funding.
- **Problem-Solving:** Strong and insightful conflict resolution and decision-making skills.
- **Time Management:** Ability to prioritize tasks in a multi-faceted role. Efficient in the completion of administration tasks. Adept at the optimisation of team schedules and job planning.
- **IT Skills:** Proficient in use of various software tools e.g. google workspace.

Desirable Skills and Experience

- Degree level qualification.
- Experience in:
 - Charity/social enterprise work
 - Café/catering management
 - Marketing and graphic design
 - Building maintenance
 - Securing corporate sponsorship
- Familiarity with Dumbarton West.
- Full UK driving licence

Working Structure

- Standard hours: Monday–Friday, 9 am–5 pm (keyholder responsibilities included). There will occasionally be some flexibility required depending on the scheduling of other staff.
- Attend quarterly governance meetings (likely evenings, with time in lieu).
- Regular support meetings with line manager and quarterly reporting to trustees.



PHOENIX

AN OVERVIEW







PHOENIX

INTRODUCTION

INTRODUCTION

In Greek mythology and in the teachings of Jewish Rabbinic Tradition, the Talmud, we encounter the story of a bird called the phoenix. It was said to rise from the ashes. From a place of death and destruction it rose again, full of life. The story of the ancient phoenix is a beautiful metaphor for the story of new life at the heart of the Christian faith. The story of Jesus, his death and resurrection

The phoenix is also a poignant image for the communities of Dumbarton West. The communities of Castlehill, Brucehill, and Westcliff have been written off. Many have decided that they are all but done for...and yet we say they are not dead; they are full of life. The people of these communities overflow with knowledge, humour, talents, skills, experiences, and a bright bright future.

The phoenix is more than just a mythological creature or a symbolic metaphor. It is a community hub on Quarry Knowe, Castlehill. A place, historically at the heart of Dumbarton West but empty for years. It was empty and yet, like the phoenix itself, it was time for it to rise again. Our heart as a church was to bless the communities of Dumbarton West by reopening The Phoenix as a community hub in November 2018.

This overview gives some insight into the project as a whole. It is built around three questions; Why?, How?, and What? The section on "Why?" will address the reasons we have reopened The Phoenix. It looks at our motivations as a church, our consultation with the local community, and some of the statistical analysis that has led us to this point. The section on "How?" looks at the project in a general way. It explores The Phoenix as a community hub and the strategic aims of this. It also looks at the role of people in the project and the values which underpin it. The final section, "What?", puts some flesh to the skeleton and looks at what it looks like in practice. It describes some of our current "Phase two" projects, the sustainability of The Phoenix, and how it is managed.

Our heart is to celebrate the communities of Dumbarton West, recognising the beauty that is already here and championing wholeness within the people here. The future is exciting!

Oli Higham
Pastor
Rock Community Church





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WHY?





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WHY SHALOM

SHALOM

“Shalom is ...the webbing together of God, humans, and all creation in justice, fulfillment, and delight...Shalom means universal flourishing, wholeness and delight – a rich state of affairs in which natural needs are satisfied and natural gifts fruitfully employed. Shalom, in other words, is the way things ought to be...the full flourishing of human life in all aspects, as God intended it to be.”

**Cornelius Plantinga
Not the Way It's
Supposed To Be**

As a church we stand in the long history of the Judeo-Christian faiths. One of the key ideas of both the Hebrew Bible (or Old Testament) and the New Testament is the idea of “shalom.” It is an ancient idea without a direct English translation. There are many words which are used in modern English to try and capture the essence of “shalom.” These include the concept of “full peace” or “holistic wholeness.”

As part of what it means to be church, we believe we should be a people who are actively engaged in bringing “shalom” or “wholeness” to the world around us. We would see this pursuit of wholeness in our community as one of the key roles of the church.

For us “shalom” takes on many forms. It is about spiritual wholeness. So, we help provide space where people can explore their faith and spiritual life. It is about physical wholeness. So, we support people to live healthier lives. It is about mental wholeness. So, we support people to seek positive mental health. It is about relational wholeness. So, we help people connect with one another and foster a vibrant community. It is about future wholeness. So, we support people to have a positive vision of their future filled with hope. It is about familial wholeness. So, we celebrate the roles of parents and encourage positive relationships within families. It is about emotional wholeness. So, we support people to find healing from their own actions and the actions of others.

Our belief is that this ancient idea of “shalom” is of relevance to the communities of Dumbarton West and that our role as a local church is to be a people of shalom here.



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WHY A LOCAL DESIRE

A LOCAL DESIRE

“We really need this centre open again. It’s such a waste. There’s nothing up this end of town. We need something happening for the kids. It’d be great to have something for older people, or even family nights like before.”

Castlehill Resident

As we have consulted with local residents and community leaders we encountered a consistent story. The Phoenix has historically had a profound impact on the lives of local people, and there was a strong desire to see the centre reopened.

Many local residents have spoken about the history of The Phoenix. Some have talked about their belief that without the support it offered in their youth their lives could have taken a very different path. Others have spoken of the community cohesion the community café brought to the area, providing a meeting space for the elderly and isolated. There has also been a consistent message of the importance for local people of being able to give something back to their community. Many spoke of volunteering in the centre in the past and the joy that brought them.

While many spoke of the past, everyone we spoke to recognised the need for a The Phoenix in the present. Many spoke about the absence of provision of any kind in the area. The need for activities for young people was high on the agenda. As was the need for activities for all ages within the area, with the cost of travel an issue for some in engaging with activities further afield. There was consensus that social isolation is a problem in the area with many speaking about the importance of a community café in the area as a meeting place and a place to connect with new people. There has also been a strong desire to give back to their community with people suggesting skills and experiences they could bring to the table.

This local desire helped shape the vision for the building and much of what has happened here since we opened in November 2018.





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WHY A STATISTICAL STORY

A STATISTICAL STORY

“40% of young people are not in education, employment or training, while 31% of children are living in poverty, well above the West Dunbartonshire average.”

Your Dumbarton West in Profile

The focus of the Phoenix is on the communities of Dumbarton West, primarily Castlehill, Brucehill, and Westcliff. It was clear to us there was a need within the communities of Dumbarton West for projects and initiatives that will benefit the community.

The SIMD statistics alone are stark reading; out of 6505 datazones Castlehill East sits as the 1079th most deprived area in Scotland, Westcliff 595th, and Castlehill West and Brucehill in the bottom 5% at 68th and 96th respectively. In terms of lowest educational attainment, Castlehill West are 84th and Brucehill 42nd and for income they sit as the 128th and 110th respectively.

West Dunbartonshire Council's community profile breaks down the area statistically in comparison to West Dunbartonshire as a whole. Dumbarton West has a number of alarming statistics. We are 44% above average for people living within 500m of derelict land, 30% above average for child poverty, 29% above average for those claiming out of work benefits, female healthy life expectancy is below 60 years old, only 40% of adults have qualifications at higher level or above, and 38% of households are single parent.

These statistics tell a story in and of themselves but alongside them is the story of an area in transition. With the relocation of Our Lady and St Patricks RC Secondary School and closure of Brucehill Activity Centre two large resources have been lost with many groups and clubs now being removed from the area. The addition of new housing in the area and the inclusion of a new nursery facility within Dalreoch Primary School means there is an increased need for community capacity in an area with diminishing resources. There was a need for something new.

HOW?





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HOW A COMMUNITY HUB

“What should young people do with their lives today? Many things, obviously. But the most daring thing is to create stable communities in which the terrible disease of loneliness can be cured.”

**Kurt Vonnegut
Palm Sunday: An
Autobiographical
Collage**

A COMMUNITY HUB

The plans for The Phoenix are rooted in our desire to be active agents in supporting wholeness and “shalom” in Dumbarton West, the desires of local residents, and the need for something to counteract the worrying statistics within the area. However, let us now turn to the question of how we might foster shalom, support the local desire and address these statistics.

Rock Community Church reopened The Phoenix as a community hub with a heart to bless the communities of Dumbarton West by increasing community capacity. The vision for this is that The Phoenix becomes a community hub to benefit all people within Dumbarton West, irrespective of belief or background. We believe The Phoenix can be a site where local people can receive support, foster vibrancy, nurture hope, connect with one another, celebrate and share their skills and abilities, and grow in community.

Rock Community Church have taken on the oversight of the building, (refurbishing, maintaining and managing the facility) but our intention is not to run it as a traditional “church building.” The plan is to have The Phoenix used in a variety of ways. At the heart of these plans is a community café facility. Alongside this is a large hall which can be used for a wide range of activities from toddler groups to dance classes to church services to family nights to adult education classes. There is also a smaller “art room”, which is used for art classes, meetings, and our wellbeing programme. Some of these groups and activities are run by staff and volunteers at Rock Community Church in partnership with local volunteers. Other activities are run by third parties interested in offering activities within the area.



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HOW STRATEGIC AIMS

STRATEGIC AIMS

“When we glimpse that wholeness in others, we recognise it immediately for what it is, and the reason we recognise it, I believe, is that no matter how much the world shatters us to pieces, we carry inside us a vision of wholeness that we sense is our true home and that beckons to us.”

**Frederick Buechner
The Longing for
Home: Reflections at
Midlife**

The Phoenix in and of itself isn't the answer. It is just a building. What will make the difference is what happens within the building. We therefore want to be deliberate about what we focus our time and energy on and what the building is used for. We believe that the journey towards wholeness looks like a range of overlapping and interconnecting factors. We therefore have ten strategic aims

- (i) Improved Mental Wellbeing
- (ii) More Connected
- (iii) Dumbarton West Physically is Improved
- (iv) More Hopeful About the Future
- (v) More Skilled
- (vi) Improved Self Confidence
- (vii) More Empowered
- (viii) Improved Physical Wellbeing
- (ix) Improved Access to Arts, Culture & Heritage
- (x) Improved Access to Sports & Recreational Experiences

These ten strategic outcomes underpin our work in a multitude of ways. For example “More Connected” can be seen in the way we lay out tables in our café and also in the variety of groups we offer and also in the opportunities to volunteer.





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HOW PEOPLE POWER

PEOPLE POWER

A huge part of the question “how” is tied up with people. The lifeblood of any initiative is people and The Phoenix is no different. People enable us to increase our capacity and work as catalysts to develop the activities, groups and events that will occur with The Phoenix.

Rock Community Church currently employs an exciting team including Pastor, Assistant Pastor, Centre Manager, Café Team Lead, Families Team Lead, Youth Project Worker, Adult Learning Project Worker, Admin and Comms Worker, Café Assistant, Janitor, and Cleaner.

Rock Community Church has around 40 regular volunteers from the congregation, giving their time and energies to different aspects of our work both within our services and within the community. This team of volunteers bring a range of skills and expertise to The Phoenix from gardening to building maintenance to administration to youth work to café support.

The final piece of the people puzzle is celebrating the skills, abilities, enthusiasm, and expertise of the communities of Dumbarton West. Castlehill, Brucehill and Westcliff are filled with incredibly able people. We want to celebrate that. We also want to provide space where people can give back to their community. We also recognise that for some the ability to volunteer, grow in confidence and be upskilled is a key step towards employment and financial stability. We therefore invest time in growing and supporting a team of local volunteers.

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

Margaret Mead



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HOW VALUES

THE PHOENIX'S VALUES

We Care Because We Believe God Cares

At the core of The Phoenix is Rock Community Church's desire to bless the communities of Dumbarton West. We are driven by a belief that God passionately loves the people here, and we as a church want to try and reflect that love.

We Believe Everyone Has Value

While Rock Community Church will have oversight of The Phoenix it is not designed to be exclusive for church members. We want The Phoenix to be a place where everyone, of whatever background, can take part in the life of The Phoenix.

We Do With and Not For

We don't want to become a service that just offers things at people. Instead we want to partner with local people to shape what we do and how we do it.

We Focus on What's Strong Not What's Wrong

We believe the communities of Dumbarton West are full of incredible people. We don't want to be negative and start with what's wrong with our community but rather, positively, focus on the skills, expertise, qualities and assets of local people.

We Celebrate Community

We believe people joining together is one of the keys to Dumbarton West flourishing. We therefore put value on events, groups and activities that bring people together.

We Are Gracious with Mistakes

We are all human and we get things wrong from time to time. We want to be a place where we have grace for those moments. We believe in the redemptive story of restoring mistakes.

We Dream Big

We want to be a community who dreams big about the future. For many the communities of Dumbarton West have been written off but we want The Phoenix to be a place where the future looks exciting and helps Dumbarton West flourish.



WHAT?



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WHAT PHASE TWO

Phase Two

“Begin at the beginning and go on till you come to the end.”

**Lewis Carol
Alice's Adventures
in Wonderland**

The potential for The Phoenix is huge. There are a million possibilities of what could be done...but it can't all be done at once. After listening to the voices of local people we came up with some initial pieces of work and projects to open with in Nov 2018. We referred to this period of reopening and establishing The Phoenix as phase one. We've now evolved what we do into a more settled state and our phase two is about building on this further.

Community Café

At the centre of The Phoenix is our community café, a place to simply be and connect with others. We run the café on a donation based model, making our three lunches and one breakfast a week accessible to everyone who wants to join in.

Activities Programme

We have groups and activities happening seven days a week, some of which our staff deliver and others we partner with other fantastic organisations. Our programme is designed to cater for the whole community and includes Youth Work, Pre-School groups, wellbeing groups, artistic opportunities, fitness classes, spiritual opportunities, adult learning opportunities, holiday programmes, and support for those in recovery.

Wider Community

We also look to engage and support the community outside The Phoenix. We want to see the whole of Dumbarton West flourish and work proactively with other partners including schools, nurseries, community organisations and statutory organisations.





WHAT SUSTAINABILITY

SUSTAINABILITY

"A prudent man
gives thought to
his steps."

Proverbs 14:15b

The challenge for any project such as this is creating a long term sustainable future. The complex nature of making a project sustainable requires a complex solution. We recognise that the solution is going to be a network of funding streams.

Core Funding

Our core funding raised through the giving of church members will continue to be a foundational block of our work.

Hall Hire

We will bring in revenue through hall hire to third parties such as dance classes or martial arts groups. We will also have the hall available for private functions such as birthday parties.

Grant Funding

We will continue to seek out potential grant funding which compliments the work we are delivering and developing.

Gifts in Kind

We will continue to foster good relationships with local businesses who can offer us support in kind for future work.

Charging for Activities

We will bring in a revenue stream through charging for some activities within the life of the centre.

Developing Social Enterprise

Profits from the café will be fed back into the life of The Phoenix, supporting other projects within the building. We will, over time, explore the possibilities of further social enterprise models which may provide support to projects while also potentially providing employment for local residents.



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FINAL THOUGHTS

FINAL THOUGHTS

When we started consulting with the community about our plans to reopen The Phoenix we were regularly asked whether we would be changing the name. We were very clear in our thinking that the name should stay. The history of the place alone was reason enough to keep it but it also had the echo of how the building had died and was now coming back to life. At our core as a church we believe in a God who restores and brings things back to life. The story of resurrection is key to this building.

"We must accept finite disappointment but must never lose infinite hope."

Martin Luther King Jr.

Both the history and the future of Dumbarton West is important to us. This is an area in transition with a lot of change happening. The future in many ways is unknown but we're hopeful. Our hope is that Dumbarton West and the communities of Brucehill, Castlehill and Westcliff become vibrant places, full of wholeness. We believe that these are places already full of incredible people. We want to celebrate what is already here and be a blessing to these places in helping them flourish further. We believe The Phoenix can be a key part of this.

However, we recognise this is a challenge. There will be much disappointment and frustration in the process. There will be backward steps alongside the forward ones. This does not deter us though. We are full of hope for the future. We are full of hope for this place. We are full of hope for the people here. We believe God is head over heels in love with the people of Dumbarton West and we want to be part of that story.

The Phoenix is rising again.





www.rockcommunitychurch.org.uk/phoenix
www.facebook.com/phoenix.dumbarton