

24<sup>th</sup> August 2020

Hello! Thank you for taking the time to consider this role of Community Café 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 two years there has been a huge buzz locally at seeing The Phoenix reopened. As The Phoenix continue to develop our needs also develop. So, we're really excited to be adding this brand new post into the mix. 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](mailto:oli@rockcommunitychurch.org.uk)

Our application process is simple. 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 Wednesday 9<sup>th</sup> September with interviews to be provisionally held on the evening of Thursday 17<sup>th</sup> September. If this interview date does not work for you, please inform us of this as part of your application.

Applications should be sent to me digitally on [oli@rockcommunitychurch.org.uk](mailto: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 is a Scottish Charitable Incorporated Organisation  
Our Scottish Charity Number is SC042716

## **Community Cafe Manager: Job Description**

Job Title – Community Cafe Manager

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

Responsible To – Post holder will be responsible to Rock Community Church Trustees and be line managed by Rock Community Church Pastor

Contract Length – Fixed Term for 3 year

Hours of Work – 40 hours per week (typically work 5 days out of 6 with occasional Sunday work required.)

Salary – £26K-28K

In view of the nature of the post, the post holder will be required to undertake a criminal record check with Disclosure Scotland.

This post will be a keyholder role.

### **Overall purpose of the post:**

Rock Community Church is a vibrant church community serving Dumbarton and the surrounding area. As part of our vision we aim to be actively engaged in celebrating, supporting and loving the people within our community. As part of this, we have created a community hub serving some of the most disenfranchised areas within Dumbarton. The Phoenix is primarily designed to benefit the people of Dumbarton West, namely the residents of Castlehill, Westcliff, and Brucehill. At the heart of the vision for The Phoenix is a community cafe offering affordable, accessible and excellent food and drinks. The cafe creates a space for the community to meet and connect, with a range of activities and groups happening in and around the cafe.

The post requires an enthusiastic, energised and highly capable individual with a passion for food and people. The post holder will drive forward the strategic vision of the cafe, building on our first two years and helping the cafe reach its potential. Alongside the strategic development of the cafe, the post holder will run the day to day operations including production of excellent, accessible and affordable food, ensure friendly and efficient customer service, and the managing and development of staff and volunteers. The post holder will design menus, manage finances, deliver reports and ensure excellent food hygiene processes.

**Principal Duties:**

- Strengthen links between Rock Community Church and local community.
- Hands on production of excellent, accessible and affordable food and drinks.
- Development of the community cafe (increasing footfall, customer satisfaction, profit) in line with The Phoenix strategic plan.
- Manage the cafe, including budgets, menus, pricing, policies & food hygiene processes.
- Manage, train and actively develop cafe staff and volunteer team.
- Significantly input into strategic development of The Phoenix including team meetings, reporting to management committee, strategic plans, monitoring and evaluation strategies, and communication strategies.
- Provide catering for irregular community events and activities.
- Such other tasks as the Management Committee may require.

**Person Specification:****Essential**

- Sympathetic to the aims and values of the Rock Community Church and The Phoenix
- Experience of strategic development
- Experience of working within a cafe/restaurant/catering
- Experience of managing and developing a staff team
- Experience of managing and developing volunteers
- Experience of delivering excellent food and catering
- Experience of managing and analysing budgets and financial projections
- Ability to work on own initiative including managing workload priorities
- Ability to work effectively and flexibly within a team and in a fast paced working environment
- Excellent communication and interpersonal skills across a range of diverse people and situations
- Understanding of the issues that affect disenfranchised communities
- IT literate with excellent administrative and organisational skills
- High degree of enthusiasm, integrity, and problem solving skills

**Desirable**

- Educated to at least HND (or SCQF level 8 equivalent)
- REHIS Elementary food hygiene certificate or above
- Experience of the set up of food hygiene processes
- Experience of working within Community development
- Experience of monitoring and evaluating community work
- Experience of partnership working
- Experience and understanding of working within an asset based community development model
- Holder of a full valid driving license

This post is funded by

The Tudor Trust

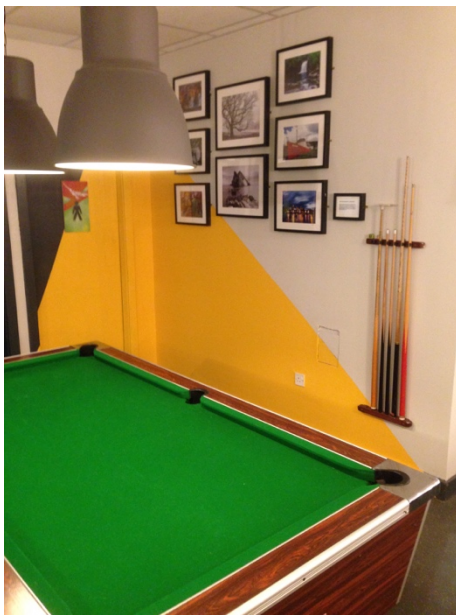


**PHOENIX**

# **AN OVERVIEW**









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# INTRODUCTION

## INTRODUCTION

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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 is 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 will look like in practice. It describes the proposed 'phase one' projects, the sustainability of The Phoenix, and how it will be 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

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.

**“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**

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 1203<sup>rd</sup> most deprived area in Scotland, Westcliff 559<sup>th</sup>, and Castlehill West and Brucehill in the bottom 5% at 219<sup>th</sup> and 127<sup>th</sup> respectively. Castlehill West has the 84<sup>th</sup> lowest educational attainment, Brucehill is the 67<sup>th</sup> least healthy and Westcliff 301<sup>st</sup> highest unemployment.

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 plans for 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

## 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**

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.

What we proposed is that Rock Community Church reopen The Phoenix as a community hub. Our desire is to bless the communities of Dumbarton West by increasing community capacity via reopening The Phoenix. The vision for this is that The Phoenix becomes a community hub to benefit all people within Dumbarton West. 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 bingo mornings. There are also two smaller rooms, that are used for art classes, meetings, fitness classes and short courses. 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. To help guide us we have four strategic aims. These are all aspects of “shalom.”

### SPIRITUAL WHOLENESS

We aim to provide space and opportunities for people to explore questions around faith and God. We believe our spiritual life is a key part to our overall shalom.

### RELATIONAL WHOLENESS

We aim to foster ways in which people can have healthy relationships with one another. We believe in the value inherent in friendships and the resilience that flows from these networks. We appreciate the impact that giving your time to others through volunteering can have on your own wholeness.

### PHYSICAL WHOLENESS

We aim to foster physical health. We recognise that Dumbarton West has a history of physical problems from substance abuse to obesity to sedentary lifestyles. We want to celebrate healthy choices and offer opportunities to think about health and to do something about it.

### MENTAL WHOLENESS

We aim to provide supports which promote positive mental health. We recognise that this can take on a wide range of forms from alleviating stress to connecting with others regularly to learning new skills to having space to talk with others. We believe that having a sense of hope and purpose also contributes to positive mental health.





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# HOW PEOPLE POWER

## PEOPLE POWER

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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 a Pastor, Volunteer Coordinator, Under 3s and Parents Project Worker, Activities Coordinator, cleaner and Community Café Assistant. The hope is to also extend this team over time.

Rock Community Church currently has around 40 regular volunteers, 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 sports coaching 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.”**

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**Margaret Mead**



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# HOW VALUES

## THE PHOENIX'S VALUES

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### **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 ONE

## PHASE ONE

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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 have come up with what we are calling phase one. We know this is just the beginning and that out of these starting points new activities and initiatives will start.

### YOUTH WORK

We will offer two nights of youth work provision in the form of a youth café with a range of activities. We also offer after school activities and provide activities and trips during school holidays.

### ELDERLY AND ISOLATED

We offer a weekly pay-what-you-can lunch to bring people together. We also aim to offer a range of fitness classes throughout the week that are accessible for a range of ability levels. Alongside this we offer a range of art based groups that are small and easy for people to join in with.

### TODDLERS AND NEW FAMILIES

We aim to provide three weekly toddler activities with space to We also hope to provide a range of supports in reaction to specific needs. These might include parenting classes or cookery classes or budgeting support. Alongside this we want to celebrate the role of dads through running a monthly dad and kids event.

### WHOLE COMMUNITY

We also want to champion the beauty of whole communities coming together. We hope to do this through intergenerational events throughout the year.

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

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







# WHAT SUSTAINABILITY

## SUSTAINABILITY

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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.

**"A prudent man  
gives thought to  
his steps."**

**Proverbs 14:15b**



# WHAT MANAGEMENT

## MANAGEMENT

"Plans fail when  
there is no  
counsel, but with  
many advisers  
they succeed."

Proverbs 15:22

Rock Community Church is a Scottish Charitable Incorporated Organisation or SCIO. As such, it has a team of trustees who oversee the life of everything we do as a charity. However, the practical oversight of the centre comes under a second layer of leadership in the form of a management committee. This management committee is still answerable to the trustees but takes on the role of overseeing the practical outworkings of The Phoenix.

The management committee is made up of members of Rock Community Church and of local residents. There may be cases where members of the committee are both members of the church and local residents. As described in our values we want to work with the local community and partner together to form a strong community hub.

The members of the management committee have been hand selected and cover a number of roles including local knowledge, finance, building maintenance, project management, health & safety, human resources and community education. The management committee liaise with and support the staff team and help make sure The Phoenix is well managed.





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# FINAL THOUGHTS

## FINAL THOUGHTS

When we started consulting with the community about our plans to reopen The Phoenix one of the questions we were regularly asked was 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. 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.

The Phoenix is rising again.



**[www.rockcommunitychurch.org.uk/phoenix](http://www.rockcommunitychurch.org.uk/phoenix)**  
**[www.facebook.com/phoenix.dumbarton](https://www.facebook.com/phoenix.dumbarton)**