

## BD\_Collective CBS Working Group Terms of Reference

### Overview

BD\_Collective is entering a new phase of development to continue to address the need for more collaboration and partnership toward common goals within the voluntary, community and social enterprise (VCSE) sector in Barking and Dagenham. It registered as a Community Benefit Society (CBS) named “*Barking & Dagenham Collective Limited*” in October 2024, under the Co-operative and Community Benefit Societies Act 2014 regulated by the Financial Conduct Authority (FCA). A CBS is the legal name for a community-led membership organisation. They operate on a ‘one-member, one-vote’ principle, which provides the structure for collaboration and equality between members. It is similar in concept to a co-operative, with the difference being that a CBS is to serve the broader interests of the community, in contrast to co-operative societies that serve the interests of members.

While the CBS registration is recent, BD\_Collective as a community is not new. Over the last five years, we have developed a mechanism for member-led network development. Our values driven approach sought to bring organisations together to build an environment of connection, trust, accountability and power sharing. Please refer to this [report](#) for more details on the history, learnings and reflections.

In the past, there had been a Leadership Team that was responsible for the direction of BD\_Collective. To move forward in establishing ourselves as a CBS, we will now need to co-create a more formalised governance structure that includes an elected Board of Directors, Secretary and Chair in line with FCA model rules (see registration document on [FCA registration page](#)) for the CBS to have a leadership team in place to guide its delivery of goals and outcomes.

There are four key characteristics of a community benefit society:

1. The conduct of a community benefit society’s business must be entirely for the benefit of the community. There can be no alternative or secondary purposes, including any that may preferentially benefit the members.
2. Membership: In common with all societies, community benefit societies normally have members who hold shares and are accorded democratic rights on the basis of one-member-one-vote. Membership is open to organisations, nominees of unincorporated bodies as well as individuals.
3. Application of profits: Any profit made by a community benefit society must be used for the benefit of the community. Unlike a co-operative society, profits cannot be distributed to members.
4. Community benefit societies must only use their assets for the benefit of the community. If a community benefit society is sold, converted, or amalgamated with

another legal entity, its assets must continue to be used for the benefit of the community and must not be distributed to members.

More background information on CBS can be found [here](#).

### **Funding via LBBD social infrastructure contract**

In September 2024, BD\_Collective secured Barking and Dagenham Council's [social infrastructure contract through BD Giving](#). The Secretariat role was passed from Community Resources to BD Giving during that time, and the aim is for BD Giving to hold the contract for the first 12-18 months as we work towards establishing a BD\_Collective CBS. Once the CBS is fully operational, it will take over, ensuring continuity and member-led delivery.

The social infrastructure contract is awarded to the CBS through a three-year contract that provides annual funding of £100,000. The high level outcomes for the contract that we will be expected to deliver as a CBS include:

- At least five active VCSE networks operate across the borough for the duration of the contract term.
- Up to £2 million worth of collaborative funding bids are achieved per year.
- Joint funding bids of a minimum of £50,000 per year are facilitated.
- A minimum of 50 groups are enrolled onto a digital communications platform for the duration of the contract term.
- A minimum of three events are hosted each year for VCSE organisations and groups.
- A minimum of three resident engagement activities per year are actioned in collaboration with the council.

This contract is a testament and nod to what we already have built through the power of collaboration within the VCSE sector in Barking and Dagenham, which is especially important in an underfunded borough such as ours. In order to ensure we deliver this, the CBS needs to be developed to have a management team and become independent and self-governing.

### **CBS Working Group**

We are looking to recruit a CBS Working Group that consists of 6 to 8 individuals with diverse experience of ideas, who meet the criteria below. This is an exciting opportunity to outline initial priorities and practical next steps to develop our CBS governance and working model. Living the existing BD\_Collective values of Community, Trust, Accountability and Power Sharing, these individuals will work collaboratively, with support from the Secretariat, to deliver expected outcomes outlined in the following page.

#### Working Group members are

- Ambassadors for the CBS
- Serving in their individual capacities for the wider good of the borough rather than as representatives of specific organisations or institutions, and in particular should not advocate on behalf of external consortia or associations during the CBS development process.
- Compensated for their time; see “Payment Terms” section.
- Not employees of BD\_Collective nor BD Giving, but are in agreement with BD\_Collective to contribute time and expertise; see “Independent Status” section.
- Selected through an application process
- Expected to fulfill their responsibilities in the duration of the Working Group operational period.
- Not involved in fundraising activities on behalf of the CBS.
- Are welcome to become members of the CBS once the membership is open
- To note that participation in the Working Group does not automatically lead to a position as board member.

#### Sessions and working formats for the Working Group

- We anticipate twice-monthly meetings up to 1.5 hours per meeting in the first three months for the working group, in order to get momentum going, followed by monthly meetings thereafter.
- The first few meetings will likely be in person and facilitated by the Secretariat and possibly with support from team members at BD Giving.
- Subsequent meetings depend on Working Group members' availability and feedback on the best suited dates and times to convene.
- We will also make use of shared documents accessible via Google Workspace for offline collaboration and feedback where appropriate.
- To facilitate effective communication, a WhatsApp group will also be established between the Secretariat and Working Group members leading up to the completion of the Working Group collaboration period.

#### Outcomes of Working Group

Over the course of the six months, the Working Group members, supported by the Secretariat, will be expected to develop or facilitate the following:

- Overall strategy and vision of the CBS and review priorities for Board of Directors
- Draft of CBS membership outline and onboarding materials
- Membership launch plan
- Recruitment of interim Chair, Secretary and Board of directors by the Working Group followed by election by membership base of the CBS.
- Planning for handover to the Board at the end of six months or when the Board is formed, whichever is earlier.



As a CBS Working Group member, you will be responsible for ensuring your attendance at meetings and working sessions. They provide an opportunity to collaborate with your peers and apply your knowledge and insights on the VCSE sector to deliver the outcomes outlined above.

### **Candidate Prerequisites for CBS Working Group members**

We're looking for Working Group members who fit below prerequisites:

- Minimum 2 years of experience working in Barking & Dagenham VCSE sector.
- Has an existing active role either as a volunteer or paid position in the VCSE sector.
- Lives and promotes the BD\_Collective values of building community, trust, accountability and power sharing.
- Familiarity with membership-based organisations.
- Provide references from two individuals who have worked with you in your current or previous capacities in the VCSE sector who can endorse your experience and fit for this role.

### **Payment terms**

For your time and effort on this project you will receive a payment of £50.00 per session (inclusive of VAT, where applicable). This includes your time spent in attendance in the workshops and meeting sessions.

Payment in full will be made via bank transfer once the working group activities are concluded.

Please note that the compensation is classed as additional income and be treated as such by HMRC and the DWP. If you are self-employed or in receipt of benefits, you do not need to disclose this to us but we will provide everyone with additional information. It is your responsibility to ensure all financial and legal obligations are met with regards to this payment.

### **Independent status**

You will not be an employee or worker of BD\_Collective or any companies connected with it. Whilst you are permitted to say that you are working with BD\_Collective you do not have any authority to act on behalf of BD\_Collective or to hold yourself out as its employee, agent or partner of BD\_Collective. As you are not an employee or worker of BD\_Collective, you will not be entitled to receive from BD\_Collective any sick pay, holiday pay or any other employee benefits.



Nothing in this document shall prevent you from engaging in other activities or working for any other organisation provided that doing so does not cause you to breach any of your obligations to BD\_Collective under this letter.

As you are not an employee or worker of BD\_Collective , you are responsible for all tax and/or social security contributions in respect of any sums paid to you under this letter or otherwise in relation to your role with BD\_Collective .

### **Confidential information**

Any confidential information you receive in the course of performing your role in the Working Group should be treated as such. Other than in the proper performance of your role in the Working Group, you must not use or disclose this confidential information to any person either during the Project Period or at any time afterwards. At the end of the Project Period (or, if earlier, on termination of your role) you must return all such confidential information to BD\_Collective or, at its request, delete it. Similarly, if you are in possession of any BD\_Collective property you must return it at the end of the Project, if earlier, when your involvement in the Working Group ends.

For the purposes of this letter, 'Confidential Information' means information in whatever form (whether or not recorded, and in any form physical, electronic or otherwise) relating to the Working Group and the affairs and finances of BD\_Collective in each case from time to time being confidential to BD\_Collective including, without limitation, technical data and know-how relating to the Projects or BD\_Collective or any of BD\_Collective 's suppliers, beneficiaries, trustees or management including (but not limited to) information that you create, develop, receive or obtain in connection with your role, whether or not such information (if in anything other than oral form) is marked confidential.



## Application Details

To apply for the opportunity for becoming a BD\_Collective CBS Working Group member, please email your application to [amelie@bdcollective.co.uk](mailto:amelie@bdcollective.co.uk) no later than **Wednesday, 23 April 2025** and include:

1. A copy of your updated CV
2. A cover letter not longer than one page responding to the following:
  - Can you give examples of how you have previously lived the BD\_Collective values and principles to promote coalitions and joint solutions?
  - How will you contribute meaningfully to the working group and support the development of the CBS

*We previously asked for two references to be included in the application; upon extension of the deadline, we are removing this as a requirement in advance and may ask for references if needed.*

The Secretariat will be reviewing applications and holding interviews in late April / early May, and selected CBS Working Group members will be announced in May 2025.

If you have any questions, please feel free to contact us at [amelie@bdcollective.co.uk](mailto:amelie@bdcollective.co.uk).

Version history log		
Version 1	20 March 2025	Original publication
Version 2	7 April 2025	Updated application deadline from 7 April to 23 April, removed reference application requirement and adjusted interview and announcement dates