

**Charity Trustee / Voluntary Company Director  
Recruitment Pack – Jan 2021**



**Our Charitable Purpose**

To provide the people of Stirling with the skills and support necessary to progress through hardship towards a positive socially and economically sustainable future, as aspirational and motivated individuals.

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## Welcome

Thank you for taking time to consider supporting our work, this recruitment pack aims to provide you with an insight into the work that we do, the opportunity for you to play a part in supporting this work and what to expect from the role of a Charitable Trustee & Company Director.

As the world continues to grapple with the effects of the global COVID pandemic the impacts on society, and in particular those already living in poverty or experiencing barriers to employment, will be significant and long lasting.

We stand ready to play a leading role in mitigating this impact on the residents of the Stirling area. Expanding our services to meet increased demands and proudly working in partnership with the private, public and third sectors to ensure barrier free access to the support our clients need, when they need it most.

## About us

Our charity, Raploch Urban Regeneration Company (RURC) and its trading subsidiary, Stirling Community Enterprise Limited (SCE), together as a Social Enterprise provide the people of Stirling with the skills and support necessary to progress through hardship towards a positive social and economically sustainable future.

We recognise that no two individuals' journeys in life are the same therefore we champion a person-centred approach to ensure each client is treated as an individual.

Raploch URC operates the Kildean Business & Enterprise Hub as a focal point for employability, training, and support in partnership with a number of third sector organisations. Ensuring those in most need have local access to the services and support required to overcome barriers and to progress in life.

Stirling Community Enterprise (SCE) delivers the majority of our public facing provision. Continually evolving our services to respond to the needs of our clients and partners, SCE delivers person-centred support, employability and vocational training both in our Raploch training centre as well as remotely throughout Stirling. SCE operates a small contracts division (Stirling Commercial Contracts) which provides work experience and employment opportunities through real life construction and landscaping contracts.

## Our History

### **4.1 Raploch Urban Regeneration Company**

Raploch Urban Regeneration Company Limited (RURC) was set up in 2006 to address a variety of regeneration issues across the Raploch area in Stirling. This was primarily physical regeneration including new homes and infrastructure but included social and economic regeneration through legally binding commitments to community benefits.

The Company was set up as one of the Scottish Government's pathfinder Urban Regeneration projects alongside 5 others across Scotland. Initially receiving significant Scottish Government funding support of circa £15M, the Company was set up as a Company Limited by Guarantee with 2 Members – Stirling Council and Scottish Enterprise Forth Valley.

The Company had charitable status and was required to set up a 100% owned subsidiary company, Raploch URC Landholdings Limited to act as a trading body that would sell or develop land transferred to it by Stirling Council, generating profits that would be Gift Aided each year back into the charity RURC.

During the initial period of its existence, the Company's focus was on physical regeneration. The Company however started to run into difficulties with the economic downturn from 2008 onwards resulting in a recovery package of measures which has seen the organisations focus move from physical regeneration to social regeneration in the form of employability skills and training.

### **4.2 Stirling Community Enterprise**

Until 2014, housing development was taken forward by the R3 consortium (Cruden Homes and Taylor Wimpey) through a Regeneration Agreement with Raploch URC Landholdings Ltd. This Agreement included a legally binding Community Benefits Clause, which guaranteed local employment as part of the physical regeneration. As a result Raploch Community Enterprise was set up within the subsidiary company, Raploch URC Landholdings Limited, to support this arrangement.

Following a successful bid for BIG Lottery Funding in 2011 for the ALBA Project (Altered Lives, Big Adaptations) Raploch Community Enterprise began to deliver training and employability opportunities for clients with barriers to employment from across Stirling. Training was focussed on construction skills to support individuals to access the employment opportunities on the active sites within Raploch.

As part of the ALBA Project a commercial function was created delivering ground care and civil works including road reinstatements for utility companies and local authorities. These commercial opportunities provided a small income stream for the social enterprise and provided supported paid and voluntary operative positions for people who were experiencing barriers to employment.

In 2015 the trading subsidiary completed a full rebrand to launch its services under the new name of Stirling Community Enterprise (SCE) which better reflected to communities and stakeholders, the reach of its services.

In 2017 SCE entered a 4 year Service Level Agreement with Stirling Council to deliver social and economic regeneration outcomes for the Stirling Council area as a whole.

## Recent Achievements

Over the past 3 years we have focused our efforts on the delivery of employability, accreditation, workplace skills and support programmes to benefit those in most need across Stirling. Key achievements during this period include:

- Providing support to 543 learners
- 339 learners have progressed in to volunteering, further training or education
- 213 learners achieved accredited SQA qualifications at SCQF Level 3 or above
- 150 learners have received support through Community Justice Partnership Projects
- 139 learners have been supported into employment
- 87 employability courses have been delivered
- 63 school pupils supported to remain within education or to positively transition from School
- 12 jobs created within Stirling Community Enterprise
- We have established Stirling Commercial Contracts
- The Kildean Business & Enterprise Hub has become home to 17 SMEs and Charities.

## Our Mission

We are in the process of finalising our new Business Development Plan (2021 – 2026) which will be published in April. Guiding this Plan is a clear and ambitious mission statement:

We will provide the people of Stirling with:

- **Support to Progress:** Empowering those who experience barriers to employment, regardless of age, ability or experience, to progress in life through person centred support and skills development opportunities.
- **Space to Thrive:** Providing safe, flexible and affordable facilities for learning, which enable enterprise and partnership working.
- **Opportunities to Work:** Providing direct employment, work experience and volunteering opportunities whilst supporting employers to recruit locally and embed far work practices.

## Our Board – Overview of Structure & Activities

### Governance

Raploch URC and Stirling Community Enterprise operate as a Group with RURC (Charity) as the parent company and SCE as a trading subsidiary, both companies have separate Boards of Directors. Directors (Trustees) appointed sit on both Boards with meetings being run back-to-back to make best use of time.

### Board Structure

Our Board(s) currently consist of 6 Directors with three Independent Directors and three Local Authority appointed Directors. Our constitution dictates that there may be up to three Locally Authority appointed Directors and a maximum of 16 Directors in total. The position of Chair is always held by an independent Director.

### Meeting Frequency & Location

Four formal board meetings are held each year (Feb May Aug Nov) which includes our Annual General Meeting in November. Combined meetings typically last for around 3 hours and since the start of the pandemic have taken place online via Microsoft Teams. Under normal Circumstances meetings take place within our training centre in Raploch.

Directors are encouraged to participate in subject specialist sub-groups which include periodic meetings between formal Board Meetings.

### Additional Activity

Board members are invited to represent the organisation at public events and attend open days to help promote our work, meet the team and hear first-hand from our beneficiaries.

### Remuneration

This is a voluntary position and as such will not be remunerated.

## Role Overview

**Board Member  
Charitable Trustee & Voluntary Company Director**

## Function

The role of a Board Member is to ensure that Raploch URC, and its trading subsidiary Stirling Community Enterprise, fulfils its duty to its beneficiaries and delivers on its vision, mission and values. Ensuring that the Charity and Limited Company is carrying out the purposes for which it is established and that it complies with its governing documents and the law. The Board acts in the organisations best interests at all times.

Board Members are not required to be involved in the day-to-day operations but should be aware of the activities, services and programmes delivered by both the Charity and its trading subsidiary.

## Expectations of all Board Members

- Prepare for and actively contribute to Board meetings and sub-groups.
- Understand the general and specific duties and responsibilities of a Charity Trustee and Company Director.
- Demonstrate a high level of commitment and enthusiasm for the aims and vision of SCE and Raploch URC.
- Be willing to invest in developing governance skills.
- Be informed of the services/projects undertaken by SCE and Raploch URC and support them publicly.
- Be aware of and abstain from any conflicts of interest.
- Contribute to the development of organisational strategy and business planning.
- Continually develop knowledge and understanding of the employability landscape in Stirling.
- Maximise exposure of RURC and SCE via networking opportunities.

## Responsibilities – All Board Members

Meetings	<ul style="list-style-type: none"> <li>○ Review submitted papers for and actively contribute to 4 formal Board meetings per year (Feb/May/Aug/Nov), including the AGM plus any relevant sub-committees if and as required.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>○ Participate in establishing and reviewing the Companies mission and values</li> <li>○ Participate in the strategic planning process</li> <li>○ Participate in establishing and reviewing organisational policies</li> </ul>
Organisational	<ul style="list-style-type: none"> <li>○ Participate in Board succession including recruitment/induction of new Trustees/Members</li> <li>○ Collectively manage the performance of the Managing Director</li> </ul>
Operations	<ul style="list-style-type: none"> <li>○ Monitor performance of the organisation</li> <li>○ Provide the Managing Director with candid and constructive criticism, advice and comments.</li> <li>○ Participate in major decision making such as programme changes and capital expenditure.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>○ Monitor financial performance</li> <li>○ Ensure that published records properly reflect the operating results and financial condition of RURC and SCE</li> <li>○ Review and approve annual budgets</li> <li>○ Review compliance with relevant legal requirements</li> </ul>
Risk	<ul style="list-style-type: none"> <li>○ Review and comment upon the organisational risk register</li> <li>○ Agree organisational approach towards risk management</li> <li>○ Ensure appropriate risk assessment and management procedures are in place</li> </ul>
Advocacy & Marketing	<ul style="list-style-type: none"> <li>○ Promote SCE and RURC's interests actively within the broader community</li> <li>○ Represent SCE and RURC to key agencies and stakeholders such as government, funding bodies, the community sector and the media.</li> </ul>

## Priority Roles

Whilst welcoming application from all areas of experience the Board has identified a particular need to enhance its skills and experience in two key areas, Finance & Accounting and Social Enterprise. Trustees with experience in these areas will be asked to undertake the following additional duties.

### Finance & Accounting Trustee – Additional Duties

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| <p>Audit &amp; Risk<br/>Sub Committee<br/>Attendance</p> | <ul style="list-style-type: none"> <li>○ Play an active role in the Audit &amp; Risk Sub-Committee</li> <li>○ Review, and comment on all aspects of financial reporting and risk management to ensure compliance with legislation and effective strategic management of resources.</li> </ul> |
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### Social Enterprise Trustee – Additional Duties

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|---------------------------------|--|
| <p>Business<br/>Development</p> | <ul style="list-style-type: none"> <li>○ Support the Board and senior management team to consider the full potential of expanded social enterprise activities in the pursuit of our organisational goals.</li> <li>○ Utilise existing contacts and experience to support connections between SCE and the wider, local, regional and national, Social Enterprise Sector.</li> </ul> |
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## Duties of a Trustee as defined by OSCR



## Person Specification

Knowledge & Experience	ESSENTIAL	DESIRABLE
Understanding of the legal duties, responsibilities and liabilities of trustees.	X	
Experience of partnership working within and across organisations.	X	
Ability to understand and interpret financial information.	X	
Experience of working at a senior level within an industry linked to core provision of SCE; Employability, training, construction, health and social care, customer services.		X
Understanding of Arm's Length External Organisations of local authorities.		X
Experience of participating on Board of charities or social organisations.		X
Knowledge and experience one or more of the following areas: <i>Finance, Accounting or Fundraising; Social Enterprise; Employability Support</i>		X
A professional qualification in one of our priority skills; Finance and Accounting, Business Management or Social Enterprise		X
Personal Qualities and Behaviours	ESSENTIAL	DESIRABLE
Commitment to the organisations Vision Mission and Values	X	
Commitment to integrity, honesty, impartiality and openness	X	
Champion of equality and diversity	X	
Good organisational skills	X	
Solution focussed approach to challenges	X	
Show supportive and positive behaviours towards fellow Directors and members of staff	X	

### HOW TO APPLY

The Managing Director will coordinate candidate communications including application confirmation and the scheduling of each stage of the recruitment and selection process.

Recruitment stage	Timescale
Advert Opens	12 <sup>th</sup> January 2021
Closing Date	<b>Midnight Sunday 14<sup>th</sup> February 2021</b>

#### How to apply

If you are considering becoming a Board member you may find it useful to have an informal discussion with the Managing Director in the first instance.

Tom Wallace can be contacted by email to arrange a suitable time.

[Tom@stirlingcommunityenterprise.co.uk](mailto:Tom@stirlingcommunityenterprise.co.uk)

If you wish to proceed, please read the person specification provided in this recruitment pack before sending the following documents to [tom@stirlingcommunityenterprise.co.uk](mailto:tom@stirlingcommunityenterprise.co.uk). Due to COVID restrictions we will not be able to accept postal applications at this time.

- 1) Cover letter
- 2) CV
- 3) Contract Details for two referees
- 4) Any supporting documentation that you feel supports your application.

Please refer to the Job Description and Person Specification included in this pack for further details about the role. Please demonstrate in the application form how you meet the requirements of the role.

Shortlisted applicants will be invited to attend an informal online meeting with representatives of the Board including the current Chair. This meeting will offer the opportunity for you to learn more about the role and for the Board members to consider your suitability for the role.

Thank you for considering supporting our work and we look forward to receiving your application.

Stirling Community Enterprise Limited (SCE) is a  
Company Limited by Shares,  
Company No SC301672

SCE is a wholly owned trading subsidiary of  
Raploch Urban Regeneration Company Ltd,  
Registered Charity SC037372  
Company Limited by Guarantee,  
Company No SC303300.

