



Board Recruitment Pack

Introduction

ApparelXchange is an ambitious social enterprise, based in Glasgow, focused on driving change in the consumption of children's clothing through the provision of alternative services and empowering choices through knowledge.

Our mission is to provide affordable children's clothing, footwear and associated accessories in a socially and environmentally sustainable way, creating social and circular economic benefits through the creation of skilled jobs and training and empowering young people to make more sustainable clothing consumption choices.

The outcomes of our mission are:

- to shift consumer behaviour away from ownership of new clothing towards access to clothing and thus driving a huge change in consumer behaviour towards clothing, empowering individuals to reuse and recycle clothing through creative skills and knowledge.
- to ensure all young people have access to high-quality clothing, alleviating poverty and nurturing feelings of self-worth and self-belief, supporting young people to achieve their potential and tackling inequalities in our society.

AXC offers several services to different customers and clients:

- Re-use, retail and recycling of all types of children's clothing including school uniforms, working with schools to provide marketing and collection services, sorting and processing of uniforms.
- Retailing of clothing through our St Enoch Centre shop and ecommerce website.
- Providing clothing packages to families who need extra support, working with partners.
- Offering Kick Start placements and a Volunteer Programme for adults which includes stock processing, retail assistant and marketing roles.
- Providing education and awareness-raising sessions and structured modules for schools about the clothing supply chain and the role of social enterprise.

Services under development;

- Our membership model, where families pay an annual subscription for regular access to uniform throughout the year, has been financially modelled and a trial will start in January 2022. This includes a blazer offer for primary and secondary school children, with a deposit return.
- Adapted Clothing service trial is underway, adapting clothing for young people with limited use of hands and limbs. We believe that young people should have access to clothes they feel good in, and be able to get dressed and undressed independently.
- Data capture system for future producer responsibility regulation.

Background

Starting off as a pilot project which ran from March to December 2018, AXC focused on school uniforms and the establishment of a reuse operation, behaviour change programme with school aged children, and a volunteer programme. From January to October 2019, we provided repair classes, established our online shop, achieved the Revolve Reuse Quality Standard, moved into a city centre retail space and employed our Sales and Marketing Manager.

During the pandemic (2020 and 2021), we responded to consumer trends: investing in a 5000 sqft processing space to increase our through-put of product to support growing ecommerce income; investing in IT and systems to manage stock; making retail improvements; building the team with our Stock and Digital Sales Manager and a Kick Start placement; revising our brand and website.

ApparelXchange is now entering a new phase, investing in better retail, and focusing on scaling up its Glasgow, Scotland and UK customer base.

This business plan presents our growth strategy from 2021 to 2023;

1. **Move our retail store to a local high street.** Our current city centre location within the St Enoch Centre is not generating the level of footfall we require to really grow. We are looking for investment to move to an identified location on the Southside of Glasgow, where we are closer to our target markets and are able to fulfil our support services and engagement work with schools. We have loyal customers and need to reach more; visibility in a busy Glasgow high street will bring us exposure and grow our market.
2. **Grow online income.** We have invested in our online retail, by transferring to Shopify platform and becoming a seller through eBay, and planning to use the Facebook and Instagram platforms next. Our marketing campaigns will be driving up growth across the UK.
3. **Clothing packages.** We have transformed our informal gifted packages for families to provide more meaningful partnerships with schools, support charities and social work departments. We provide free packages as required but also have focused on developing income to support this service. We are working with 11 charities and agencies.
4. **Stock supply.** Securing supply of clothing through ongoing campaigns and working with partners remains a key part of our activity. We are developing partners with sports clubs to build on the demand for affordable sportswear and footwear.
5. Our **Behaviour change Strategy** is about engaging teachers, pupils and parent/carers in raising awareness and knowledge of the impact of clothing on climate change, building responsibility and empowering people to take action to make change. We have developed resources for teachers to use in the classroom and this is a key feature of our COP26 activities during Q3 of 2021/22. This activity will be extended through our community shop and local events.
6. **Innovative services.** Our commitment to continue to deliver on more circular services remains including our membership model, adapted clothing service, and data capture application for future Scottish Government policy & consumption related regulation.

The current need

As a social enterprise, ApparelXchange is a Community Interest Company. There are currently 5 Directors on the Board who bring a variety of experience on a voluntary basis.

In order to take the organisation forward and allow some members to step down, ApparelXchange requires up to 4 new members. These are unpaid positions.

Directors are expected to:

- Contribute to the strategic direction of the organisation
- Champion the organisation through their networks and contacts
- Ensure the highest standards of probity and good governance
- Be responsible and report on a particular function or area of the business.

Positions

We are particularly interested in hearing from committed individuals with a strong commitment to sustainable clothing and the circular economy community. We are also seeking to appoint individuals with skills/experience that would include one or more of:

- **Finance** - with a comprehensive understanding of financial and management accounts, including commercial modelling, risk management and investment.
- **Human Resources** - with a comprehensive understanding of Employment Law, up-to-date policy and procedures and contract management.
- **Not-for-profit Management** - we are particularly seeking those with experience of charities/social enterprise and organisational change.
- **Business Development** – knowledge and experience of developing new business, analysing opportunity.
- **Marketing** – expertise in marketing, PR contacts.
- **High street and online retail** – experience in operating, planning, pricing and driving up sales.
- **Youth Education** – educational background.

The Commitment

The Current Directors meet approximately 6 times a year. Meetings are usually held online; these may move to one of our 2 sites as covid restrictions ease, but we will retain the option for participation by Zoom or Skype to ensure Board positions are open to any candidates who may have issues around access. Papers are issued 5-7 days in advance and the majority of Board business is transacted at the Board meeting. However, action on particular tasks and timely decisions might be required between meetings.

Attendance at meetings is a very important part of Board membership and candidates would need to ensure that they are able to commit to attending.

Applications

Applicants are asked to write with a covering letter which includes a brief personal statement (500 words) detailing your interest in the position, your relevant skills and experience and any other information that is pertinent to your application and your current CV.

Please email applications to Bryony Randall at hello@apparelXchange.co.uk, by **5pm on 20th October 2021**.

Selection

Applicants meeting the above profiles may be invited to discuss their candidacy, their interest in ApparelXchange and the specific contribution they can make to the organisation.

Applications and interviews will be held in confidence.

If you would like to have an informal discussion about the role please contact Izzie Eriksen our Managing Director on 07833314412 or email izzie@apparelXchange.co.uk

For further information about us please visit our website: www.apparelXchange.co.uk

We strongly recommend that all applicants, irrespective of their experience, take time to read https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/605421/13-712-community-interest-companies-guidance-chapter-9-corporate-governance.pdf

which outlines the main legal duties of being a Board member.

Director - Job Description (generic)

Main Objectives

- To work with other Board Members to ensure that the Board operates effectively and defines and provides clear strategic direction, and is governed correctly in line with its Governing Documents as a Community Interest Company and is committed to best practice.
- To ensure the necessary financial and human resources are in place for the organisation to achieve its objectives.
- To ensure robust systems of financial control, risk management and performance management are in place and adhered to.

Roles and Responsibilities

1. Shape and sustain the strategic direction of the company.
2. Identify and champion opportunities and strategies for growth of the business.
3. Ensure good communication is maintained with all stakeholders.
4. Oversee the development of and agree the Business Plan.
5. Develop Company policies and ensure these are current, up-to-date, and support the Company's strategic aims and objectives.
6. Provide support to the Staff Team to ensure that they have the resources, both human and financial, to achieve their aims and objectives.
7. In conjunction with the Chair, oversee the appointment of senior staff.
8. Ensure that effective performance management systems are in place that will achieve the Company's aims, objectives and vision.
9. Ensure internal financial control systems, which enable the financial viability of the Company.
10. Develop and review governance arrangements, promoting the highest standards of governance.
11. Ensure compliance with Company obligations.
12. Attend Board meetings and fully engage with and participate in discussions and decision-making.
13. Undertake training and development as required.