

# CANDIDATE PACK



**DEVELOPMENT  
TRUSTS ASSOCIATION  
SCOTLAND**

the community-led regeneration network

**Development Trusts Association Scotland**

**1B Washington Lane, Edinburgh EH11 2HA | Phone: 0131 220 2456 Web: [dtascot.org.uk](http://dtascot.org.uk)**

# Chief Executive Recruitment Pack

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# Chief Executive – Advert

Would you relish the opportunity to lead an established and respected national organisation which plays a key role in promoting, supporting and representing a dynamic and growing network of community-led organisations across Scotland? Our member development trusts utilise assets, enterprise and creativity to drive forward local change to benefit communities and the environment.

This is an amazing opportunity for an experienced professional who is highly motivated to lead and develop services on a national scale. You will be a dynamic leader who understands membership organisations and the power of communities and will maintain momentum of network growth and organisational development achieved to date, and consolidate our position around the community ownership, community enterprise and community empowerment agendas in Scotland.

## **Some of your responsibilities will be:**

- To encourage the growth of new development trusts and build the DTAS membership.
- To provide information, advice and support to DTAS members, enabling them to become stronger, more effective, more enterprising and more sustainable organisations.
- To promote the development trust approach and effectively represent the interests of the development trust movement with a range of senior stakeholders.
- To run the organisation effectively and efficiently and ensure that DTAS reflects the democratic wishes of its members.

## **The role is perfect for you if you have:**

- Minimum of 5 years senior management experience at strategic level.
- Experience of engaging with senior stakeholders and leading teams.
- Understanding of the third/social enterprise/community sector.
- Understanding of the power of communities (in their diverse settings and capabilities).
- Experience of a membership body.
- Strong grasp of financial management and financial reporting, and governance.
- Record in aspects of fundraising, income generation, procurement, service/project development.
- Experience of writing reports, policies, business operational plans at a strategic level.

Please download the Chief Executive recruitment pack from the [DTAS website](#) for further information and to apply.

## **Benefits:**

- Salary package from £52,000 to £60,000, dependent upon experience, plus pension (currently 11.5% employer contribution).
- 25 days holiday plus 10 public holidays per year.
- City centre office location in Edinburgh, with travel Scotland-wide (currently also investigating a Glasgow space).

## **Interested?**

If you are keen to be considered for this excellent opportunity, please apply with your CV & covering letter supporting your application by no later than 5pm 25<sup>th</sup> February 2022 to Kay Marwick, Finance & Operations Manager - [kay@dtascot.org.uk](mailto:kay@dtascot.org.uk).

The first stage interviews will be held on 16<sup>th</sup> March, with second stage on 25<sup>th</sup> March. The first interview will be held in Glasgow.

Dear Candidate

**DTAS Chief Executive**

As the current chair of DTAS, I am writing this letter to provide a flavour of the development trust movement, and DTAS the organisation.

DTAS is a growing network of over 300 dynamic member Development Trusts, with community-led organisations situated in urban, rural and island communities around Scotland, delivering a vast array of services and projects – with many owning assets of all sorts. Encouragingly, there is also a very strong pipeline of new and emerging development trusts, which with some initial support from DTAS will hopefully continue to grow the membership in the future.

DTAS was formed almost 20 years ago, with the intention of promoting the development trust approach in Scotland, and while it was not always so, it is evidence of the progress which we have made, that the term ‘development trusts’ increasingly feature in Scottish Government policy narrative. For those of us, like myself, who have been involved from, or near, the establishment of DTAS, this represents quite a journey — from the very margins of Scottish Government policy to the heart of new legislation, and policy! While there continues to be many challenges facing development trusts, particularly over the past few years, there is no doubt that we now operate in a far more supportive policy and financial context.

I would stress that the success which DTAS has achieved over the years has been delivered by a great team effort involving the board of trustees, the staff team and our inspiring membership, and it is crucial that this team effort, and forward momentum, can be maintained going forward.

The Board of Trustees, look forward to working with a new Chief Executive, who can bring energy and expertise to how the organisation can support members, continue to work with stakeholders and partners and can support the Board in leading the organisation onto even greater things. Our Interim Chief Executive, Mark McRitchie has been seconded from one of our members and will support the transition to new leadership before returning to his role at Community Central Hall.

Yours faithfully,

Jim Bristow

Chair

# About DTAS

## General information:

Development Trusts Association Scotland (DTAS) was established in 2003 and has grown into one of the country's most dynamic and successful community networks. DTAS is the national membership organisation for development trusts, with over 300 members, based in urban, rural and island communities throughout Scotland, and a pipeline of around 70 communities who are in the process of establishing a development trust. The principle focus of DTAS is to promote the development trust approach, build the membership of DTAS and both support and represent our members.

The 'light touch' support which DTAS offers members is delivered in a variety of ways including providing information and advice, signposting, training and strategic planning sessions, and providing access to a range of free resources and expertise help-lines. At the heart of this support, DTAS 'facilitates' the development trust network which promotes peer learning and support. The major networking opportunity of the DTAS year is the Annual Conference, which regularly attracts upwards of 200 people. This has been supplemented in recent years by regional networking events, which are proving extremely popular.

In addition to the core function of membership support and representation, DTAS operates two specific services. Our [Community Ownership Support Service](#) (COSS) is funded by the Scottish Government, and promotes and supports the transfer of public assets to appropriate community organisations.

More recently DTAS has established and runs [Community Shares Scotland](#), a national programme to raise awareness and support the use of community shares to finance a range of community enterprises. This programme is jointly funded by the National Lottery Community Fund and the Scottish Government.

In addition, DTAS currently operates the Local Resilience (Pockets and Prospects) Fund on behalf of the Scottish Government and is a key delivery partner in the Strengthening Communities programme.

## Staffing and Resources:

DTAS is a 'strategic partner' of the Scottish Government and has close policy development, policy implementation and financial relationships with a number of relevant Scottish Government departments. In addition to grants from the Scottish Government and the National Lottery Community Fund, funding for DTAS comes in the form of membership fees, income from trading activities, and grant funding from

The main office of DTAS is in Washington Lane, Edinburgh, but the organisation also lets office space in Inverness. Across the whole organisation, DTAS currently has a staff team of 22 people, approximately half of whom are part time. The Director is supported at an operational level by an established Senior Staff Team.



## **Governance:**

Originally established as a Company Limited by Guarantee with charitable status, DTAS converted to a SCIO (Scottish Charitable Incorporated Organisation) in 2016. The organisation has three categories of membership:

- **Full membership** is open to development trusts that fully meet the membership criteria
- **Provisional membership** is open to emerging development trusts who it is anticipated will become full members within 3 years.
- **Associate membership** is open to any individual or organisation that supports the aims of the organisation and the development trust movement.

The Board of Trustees is elected from the DTAS membership, and currently comprises of 13 directors. The Board meets on a quarterly basis and has two standing sub groups – Policy and Communications and Finance and Resources – which meet regularly between Board meetings. In addition DTAS has a wholly owned Trading Subsidiary – DTAS Trading – through which the community shares programme is currently delivered. These various meetings are supplemented by a strategic review, which the Board holds on a bi-annual basis.

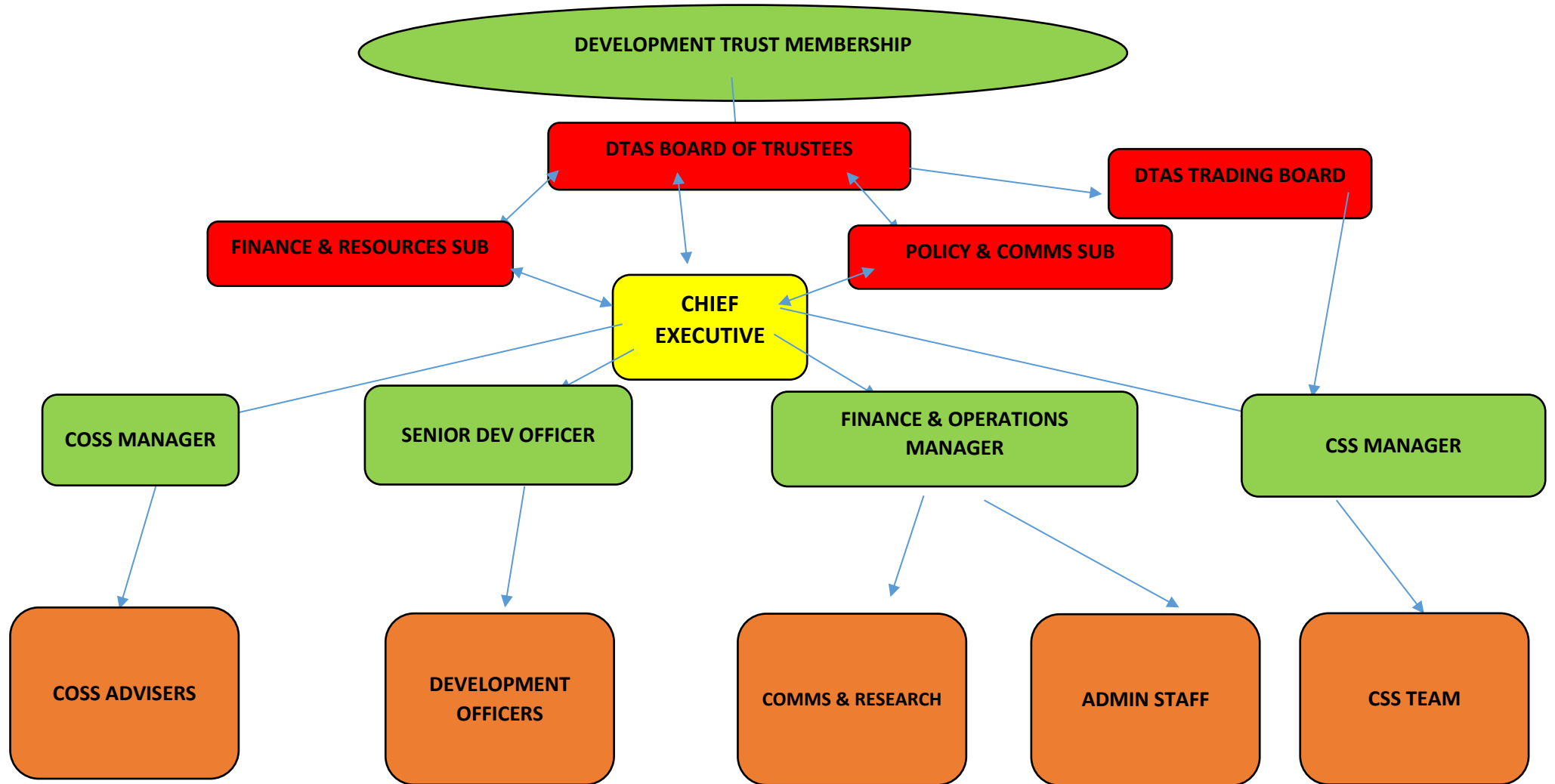
## **Stakeholder Engagement:**

In addition to the Scottish Government, DTAS works with a wide range of external stakeholders and partners. These include the Scottish Community Alliance, and a number of its constituent community networks. A key focus of this work is the community ownership and asset transfer agenda. DTAS works collaboratively with ‘sister’ organisations in England, Wales and Northern Ireland - sharing information, expertise and practical resources wherever possible. Other key stakeholders include Burness Paull (Solicitors), the Scottish Land Commission, COSLA, Rural Action Scotland and the Scottish Towns Partnership.

## **Communications:**

DTAS has recently revamped its well-used [website](#) although further work on developing the ‘members only’ area is currently underway. The organisation has a dedicated communications resource (part-time post) and related activities include the distribution of a popular bi-monthly e-bulletin and a strong social media presence. In addition to DTAS’s own membership and stakeholder communications, the organisation has much wider reach through the marketing and communications activity of both COSS and CSS. At the same time as the DTAS website was revamped, the organisations CRM system was also upgraded to better meet the needs of DTAS and strengthen the relationship between its constituent parts. The organisation (including COSS and CSS), has a wide range of publications and resources to promote and support its work.

## DEVELOPMENT TRUSTS ASSOCIATION SCOTLAND - ORGANISATIONAL STRUCTURE



## Chief Executive – Job Description

Location:	<b>Main office is in Edinburgh, with travel required throughout Scotland and occasionally UK wide. Currently investigating a Glasgow base.</b>
Responsible to:	<b>DTAS Board of Trustees. Line-managed by the Chair of the Board.</b>
Salary:	<b>£52,000 -£60,000 + pension (currently 11.5% employer contribution)</b>
Hours:	<b>Full-time, 35 hours per week (excluding meal breaks). No overtime paid, but time off in lieu may be taken as appropriate.</b>
Leave entitlement	<b>25 days p/a, plus 10 public holidays</b>
Probationary period	<b>6 months</b>

### **Purpose of the post:**

The purpose of the post is to develop and promote the work of DTAS as a member led organisation, and to lead and manage the DTAS staff team, ensuring the delivery of the core organisational objectives in line with our values:

You will develop and facilitate an active learning network across the country, encourage mutuality and promote good practice among our membership. You will also develop productive relationships and partnerships with key stakeholders and other relevant agencies.

This involves the delivery of the core objectives of DTAS contained in the operational plan as following:

- To encourage the growth of new development trusts and build the DTAS membership.
- To provide information, advice and support to DTAS members, enabling them to become stronger, more effective, more enterprising and more sustainable organisations.
- To promote the development trust approach and effectively represent the interests of the development trust movement with a range of senior stakeholders.
- To run the organisation effectively and efficiently on behalf of the Board and ensure that DTAS reflects the democratic wishes of our members.

The following is a summary of the main tasks:



**Governance:**

- To lead and manage the organisation efficiently, effectively and professionally within the strategic framework set by the Board, reflecting the values and objectives of DTAS, and ensuring compliance with all relevant statutory or regulatory requirements, supporting the co-creation of a new strategy with the Board.
- To oversee the implementation of the DTAS Operational Plan and ensure delivery of its targets. To monitor, review and update the Operational Plan on a periodic basis, in consultation and with the support from the Board of Trustees.
- To ensure that the Board (including standing sub-groups, trading subsidiary board and working groups) receives appropriate and timely information and advice on all relevant matters. To liaise closely with the Chair to enable the Board to make informed decisions and generally provide sound governance for the organisation.
- To oversee the delivery of the Community Ownership Support Service, Community Shares Scotland and any other specific programmes, ensuring that programme objectives are fully met, and maximising synergies and benefit across the organisation.
- To support the Board develop and implement key policies, procedures, systems and structures, and to monitor and evaluate these, in conjunction with senior staff, recommending and implementing changes where necessary.

**Staffing:**

- To lead and manage the overall staff team, creating a positive working environment which is conducive to a highly motivated, well informed and supported staff team.
- To have overall responsibility for all aspects of staffing and liaise with the Finance & Operations Manager to ensure that good employment policies, procedures and practices are followed.
- To ensure that DTAS, and its component elements, provide a professional information, advice and support service to its members and user clients.
- To line manage and lead the senior staff team, encouraging collective responsibility and ensuring strategic operational delivery across the organisation.

**Finance and Resources:**

- To have overall responsibility for the financial position of DTAS, working closely with the Finance & Operations Manager to effectively manage the finances of the organisation.
- To report regularly on financial performance to the Board (chiefly through the Finance and Resources Sub-Group), and contribute to the production of relevant budgets, updates and papers.
- To maintain a positive relationship with key funders of DTAS (Scottish Government, Acorns to Trees, National Lottery Community Fund), and emerging partners and funders, ensuring continued grant funding for DTAS operations and current programmes and services.
- To formulate and implement fundraising and income generation strategies which contribute to income diversification and the longer-term financial sustainability of DTAS.
- To have overall responsibility for all other organisational resource issues, including property and assets.

**Policy and Communications:**

- DTAS has no dedicated policy resource, so a key aspect of the Chief Executive's remit is to represent DTAS and its work externally.
- To represent the interests of DTAS development trust members, in an effort to improve the context (policy and financial) in which they operate.
- To monitor local and national policy and contribute to relevant consultation processes and other policy development initiatives as appropriate, with the support of the Board.
- As a named strategic partner of the Scottish Government, liaise as appropriate with key civil servants and relevant politicians, building positive and constructive relationships, including representation on working groups, and give evidence to Ministerial and Parliamentary committees, groups etc.
- To develop effective relationships and partnerships with appropriate public sector, private sector and other third sector bodies, to advance the interests of DTAS and development trust members.
- To help develop and support the implementation of DTAS' Communications Strategy using social media and other opportunities to advance the key messages of the organisation.
- To co-ordinate the content and programme of the DTAS Annual Conference and contribute as required to DTAS networking and training activities and events.

**General:**

To undertake any other duties within the nature of the role of Chief Executive which may be required by the Board of Trustees, and to work with the Board as necessary.

The job description will be reviewed annually.

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# Chief Executive – Person Specification

The recruitment panel has drawn up this comprehensive specification for ideal candidates. The Panel will consider candidates against these criteria and will shortlist using these criteria. Candidates are encouraged to apply if they meet all of the essential criteria and most, but not necessarily all, of the desirable requirements.

## Knowledge & Experience

**Essential:** ☐ Minimum of 5 years senior management experience at strategic level, possibly at chief officer level. ☐ Knows the third/community/social enterprise sector. ☐ Strong grasp of financial management and financial reporting. ☐ Track record in aspects of fundraising, income generation and procurement, including developing funding applications. ☐ Substantial experience of staff management ☐ Experience of writing reports, papers and other key documents (including business / operational plans and policy statements). ☐ Track record in relationship and partnership building with strategic partners and key stakeholders. ☐ Experience of engaging with senior stakeholders. ☐ Track record of continuous professional development. ☐ Developing and managing innovative activities, services or initiatives.

**Desirable:** ☐ Working knowledge of community development, regeneration or rural development, community ownership. ☐ Experience of managing change constructively. ☐ Working knowledge of Scottish Government / Scottish Parliament and or involvement in a relevant policy context, and the ability to influence policy. ☐ Experience of a membership body & working to an engaged board of trustees. ☐ Awareness of compliance with relevant legislative and charity frameworks. ☐ Understanding of the power of communities.

## Skills

**Essential:** ☐ A leader, able to demonstrate strong managerial and motivational skills. ☐ Relationship building. ☐ Excellent operational and project management skills. ☐ A strategic thinker who can formulate strategy, policies and implementation plans. ☐ Enterprising/developmental in approaches to opportunities and challenges. ☐ Sound administrative skills. ☐ First class verbal and written communication skills, including being a good listener with ability to communicate clearly and concisely to a wide range of audiences. ☐ Skills in making presentations and public speaking ability. ☐ Competent IT skills and experience of information management. ☐ Effective negotiating, planning and business development skills.

**Desirable:** ☐ Social media skills.

## Personal Attributes

**Essential:** ☐ A confident team leader and effective ambassador for the organisation. ☐ Highly motivated, committed and enthusiastic. ☐ Strong commitment to ethos of community empowerment and community-led activity and development. ☐ An understanding of, and commitment to addressing inequalities and promoting diversity. ☐ Able to inspire and lead the organisation and development trust network. ☐ Able to develop a practical vision and evolve the future development of DTAS. ☐ Able to manage a diverse workload. ☐ High ethical standards, integrity and fairness to build trust and respect. ☐ Able to work flexible hours (including some evenings and weekends) to meet needs of organisation. ☐ The job requires ability to travel throughout (and occasionally outside) Scotland including remote locations.

**Desirable:** ☐ Access to a car

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# Chief Executive – Recruitment Process

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The first stage interviews will be held on 16<sup>th</sup> March, with second stage on 25<sup>th</sup> March. The first stage interviews will be in Glasgow in person. Candidates for interview will be expected to prepare a presentation as part of the first stage interviews. There will also be an opportunity to meet senior staff after the formal interview.

- 25<sup>th</sup> February 2022 – closing date for applications 5pm
- 16<sup>th</sup> March – stage 1: interviews
- 25<sup>th</sup> March – stage 2: to be confirmed