



Grassmarket Community Project

Recruitment Pack: Chief Executive Officer

Background

The Grassmarket Community Project (GCP) has evolved from work carried out in the Grassmarket area of Edinburgh over many years, undertaken by Greyfriars Kirk, the Grassmarket Mission and numerous partners.

GCP takes an innovative approach to providing sanctuary and support to participants, many of whom are amongst the most vulnerable of our citizens. The centre provides a meeting point for our members to come together, and start to engage in different activities within the project.

Our aim is to provide an environment in which people feel welcome, develop confidence and a sense of belonging and where possible develop skills for employment and discovering their inner strength.

Through mentoring, social enterprise and education in a nurturing environment, the project develops skills enabling participants to realise their potential and reconnect with themselves, others and the wider community. The project provides a range of activities for the members from IT classes, gardening, art, sewing, outdoor swimming, walking, choir and music, textiles, carpentry, kitchen and café work and opportunities to support our events and other social enterprises.

Since the establishment of the GCP in 2010, we have experienced a significant period of growth, opening our new centre at the end of 2012 that has enabled us to expand our significant support and enterprise activity.

Following the challenges of the Pandemic, we are building back our social enterprise income and becoming less reliant on fundraising to support our programmes. We now operate from 5 spaces – our main Centre, a small shop on Candlemaker Row, Rainy Hall (in University of Edinburgh's New College), Coffee Saints Café (part of St Mary's Catholic Cathedral near the St James Quarter) and the Lighthouse (our warehouse at Granton). Our current main building has been recently extended to include a Pavilion – Coffee Saints Café 2 (formerly Grassmarket Café) and includes a community hub space, two dedicated classrooms, a kitchen, a counselling room, a hall for events and a purpose-built woodwork shop, our Grassmarket Furniture social enterprise.

Our flexible spaces enable us to generate income for the project, making us less reliant on fundraising and providing space to undertake our support work. It is important to us that people from all walks-of-life make use of our facilities and we see huge benefits from the mixing of people from very different backgrounds and experience coming in and out of our centre for various activities.

The development of the social enterprises is core to the delivery of our social and commercial outcomes, generating both purposeful activities and training opportunities for our members and income for the project. Our current social enterprises fall into three categories: **woodwork furniture making** from upcycled wood (mostly Church pews), **events & catering** (including 3 cafes, external and internal catering) and **tartan retail and textiles** making small gifts and accessories. We are also the sole manufacturer of Greyfriars Tartan products. We sell direct to the public via our shops and word of mouth, via our online shop and from the Edinburgh Castle, Mercat Tours and Coffee Saint's Gift Shops.

The Grassmarket Project at present enjoys robust financial health and is able to support all its present plans and commitments. We are looking for an individual who will build on that record of good financial planning in order to maintain our present activities and develop the project in new directions.

Ethos

The ethos of the Grassmarket Community Project has embedded itself over many years of learning, exploring and listening to the aspirations of our members. There are several strands in how we seek to work:

- 1** We do not focus on problems and deficiencies, but instead look for the wisdom, creativity and imagination of our members and ask them to help make our project a success and contribute to the building of a strong community of mutual trust and support.
- 2** We steer away from being solution focussed and listen to the aspirations, hopes and ambition of those who come to us, seeking always, with members, staff and volunteers to develop skills and enable all to reach their best.
- 3** By building a community of mutual support, we seek to meet others as people, not as problems.
- 4** We have learned as we have developed and have put in place a strong process of reflective practice, acknowledging that we are a constantly evolving community of care, nurture and support.
- 5** We have adopted a robust business model to developing our social enterprise portfolio, recognising that we must be at all times, competitive, strive for the highest standards and compete effectively with the commercial world, whilst at the same time not losing sight of the social outcomes to which we are committed.

Outcomes from 2022 Annual Report



£487,831

generated from social enterprise
commercial activity

20%

increase in space for social
enterprise income and activities
by building the new pavillion

COFFEE SAINTS GRASSMARKET

the second cafe in our
chain of ethical cafe
brands launched

RAINY HALL

social enterprise in partnership with
University of Edinburgh launched in
their New College

474

vulnerable adults supported

1,648

meals served to people who are homeless, vulnerable housed or have no recourse to public funds

1,386

classes, engagement activities or groups delivered (3,297 hours)

5

key partnerships³
(St Mary's Catholic Cathedral, Mercat Tours, Hub Foundation John Lewis and Digital Lifelines)

101

volunteers attended 10 training courses

32

qualifications awarded to young people

² Scottish Social Enterprise of the Year (one-to-watch), Scottish Social Enterprise Champion, UK Digital Film Programme of the Year, Peter Cargin Award for Outstanding Contribution by an Individual, UK Top 100 Women in Social Enterprise, SE100UK index of top 100 social enterprises in the UK & Responsible Business of the Year (highly commended).

7

awards won²

5

supported respite breaks
(20 nights away) which 61
Members took part in

5,496

hours of paid work
experience and training

152

volunteers engaged

47

referral agencies and third /
public sector partners referred
a new Member

9,754

Member's lunches served

³(1) Coffee Saints (with St Mary's Cathedral), (2) Our Stories Your City (with Mercat Tours and 6 visitor attractions), (3) Pre-Apprenticeship & Young People's Development Programme (Hub Foundation Building Brighter Futures Fund) (4) Woodwork Training & accredited learning (John Lewis) and (5) Digital Lifelines – IT training/support for at highest risk people misusing substances (NHS)

YOUNG PEOPLE & TRAINING

In the last 12 months...

29

young people accessed
our services

10

young people achieved
qualifications

32

courses delivered

7

young people moved onto positive
destinations (work, volunteering,
FE or HE college courses)

432

hours training delivered to
young people

96

hours of one-to-one
support

39

Members attended
learning/training and
achieved a qualification

8

visits/collaborations

464

hours of training delivered

2

Online Learning systems launched
[Flow and Learning Assistant (e-portfolio)]
fully funded by the city region deal
(Capital City Partnership)

23

different qualifications/
training courses delivered

39

partners/referral agencies
engaged with⁴

⁴Citizens Rights Project, Rock Trust, Move On, Canongate Youth, Capital City Partnership, SQA, Inspiring Scotland, Scottish Refugee Council, DWP, Edinburgh City Mission, Edinburgh City Council, Craigroyston High School, City of Glasgow College, IHG Hotels and Resorts, Venture Trust, The Skills Network, Peek Project, LGBT Youth, Skills Development Scotland, Action for Children, Cyrenians, Fresh Start Web, Care Inspectorate, Training Matters, Apprenticeship in Hospitality, Port of Leith Housing Association, Barnardo's, Career Ready, Spartans, Edinburgh Guarantee, Witches Tour, Pink Saltire, Hampden Park, Apex Hotels, Westfield Training, John Lewis, National Museums Scotland, Edinburgh Science, Brave Strong Beautiful

MEMBER'S QUOTES

"GCP made me feel better and helped with my depression"

"Everyone is very welcoming, and it is a joy and privilege to be a part of it"

"Everyone I speak to at Grassmarket finds it their only safe place where they can be themselves and not feel judged"

"It has given me support and the opportunity to learn new skills for a brighter future"

"I think the Grassmarket Project is an amazing service for the community"

"The Grassmarket has saved [my life] 3 times. I love it here. The first step is the hardest. After that you are part of the family"

"[GCP] has given me many opportunities I wouldn't have had otherwise"

"It is a great place to be [and] it has helped me feel more confident about myself than ever before"

"[GCP] has given my life structure"

"It has been a big family where everyone is welcome"

"Without [GCP], I'd be isolated completely"

"Grassmarket made it worth getting out of bed"

"The GCP makes a real difference in people's lives"

"GCP is an important part of my life"

"The Grassmarket is a comfortable and safe space where I feel safe to learn and chat with others"

"A vital part of the community and an essential part of my week"

"Gets me out the house to meet new people"

"It has got me out of bed when I have been struggling with unemployment"

"[GCP has] created an opportunity to be involved in community"

"Gave me a sense of community, support and purpose"

"Has helped me increase my computer knowledge"

"The way the staff, volunteers, and Members are is amazing. In the IT class I'm loving doing virtual college about Word. The reading and writing class is really good"

"A lifeline"

"The volunteers and staff are dedicated and very helpful"

"I feel more positive and purposeful and part of a community"

"The Grassmarket is a comfortable and safe space where I feel safe to learn and chat with others"

Our new Chief Executive Officer

GCP will look to the CEO for authentic and visible leadership that is driven by keeping our vision as their compass.

Our CEO will thrive in working in a pressurised and busy environment whilst being an approachable source of dependable stability, practical support and wise insight for our skilled and enthusiastic team.

They will be required to make a myriad of decisions within a place that seeks creatively to innovate the work that it does in service of the community and its members. To enable them to do so, they will need a good understanding and key appreciation of the multiplicity of practical issues that arise in the work that we undertake to support and work alongside our members. This includes operating social enterprises, overseeing a comprehensive educational, support and mentoring programme and ensuring the centre is maintained as a welcoming, happy, positive and hospitable environment to all. The CEO will also be key in developing and maintaining community relationships that are needed to make GCP the special place that it is.

Their ability to enthuse and collaborate with others will extend to their capacity to connect and communicate effectively with our key external partners, ensuring that GCP's vision and mission is understood, shared and supported. While working effectively to harness the energy of others, they will also recognise what is required to sustain that level of service on a long-term basis.

Our new CEO will be a special person – because GCP is a special place.

We are looking forward to meeting them and welcoming them into our community.

Role Purpose

The role of Chief Executive Officer is to provide leadership, direction and promotion to all areas of the Grassmarket Community Project and in particular to the key deliverables listed below:

KEY DELIVERABLES

- Champion the Grassmarket Community Project and act as an ambassador for the organisation at all times.
- Develop strategic direction and a dynamic, evolving business plan.
- Deliver the outcomes agreed by the board of directors and the funders.
- Maintain funding for the project and continue to work towards the development of self-funding opportunities.
- Ensure the governance is appropriate.
- Manage the resources, budget, Staff, and premises to ensure effective delivery of the ongoing work on the project.



Key Tasks and Responsibilities

Leadership & Management

- Work in partnership with the Board of Directors to ensure that the Grassmarket Community Project has a clear vision and strategic plan in line with its core values and principles.
- Contribute actively to the Board of Directors' role in setting policy, defining goals, setting targets and evaluating performance against agreed targets.
- Promote the values and ethos of the organisation and ensure these are living throughout all areas of the project.
- Provide supportive leadership, management and professional direction to the staff and members and enable all to reach their full potential.
- Oversee the strategic and operational management of the organisation, including the implementation and maintenance of the dynamic business plan.
- Oversee day-to-day operations of the organisation through working with the management team to ensure that administration systems for the organisation, including finance, digital and paper filing systems, a contacts database, HR, facilities, and project monitoring and evaluation systems are a good fit for the organisation.
- Foster a positive culture throughout the project and communicate regularly throughout the project to share news, opportunities, and best practice.
- Develop relationship and opportunities with key partners in particular Greyfriars Kirk and Grassmarket Mission
- Take responsibility for implementing HR, policies, practices and procedures in consultation with Directors as necessary.
- Ensure that there are clear lines of accountability and responsibility across the team fostering and maintaining effective relationships throughout the organisation.
- Commitment to developing a positive working environment for all staff in which each employee can identify and reach their potential.
- Ensure that the structured programme of workshops and sessions available to the members continues to be fit for purpose and provides positive social outcomes.
- Line manage the Senior Management Team (Social Enterprise Director, Service Manager and Finance Manager) along with the Fundraiser
- Oversee with the Finance Manager and Financial Administrator the maintenance of accurate financial records (including VAT records), monitor and control budgets to ensure financial systems demonstrate the highest standards of integrity and provide adequate financial advice and reporting to the Directors.
- Ensure, along with the Treasurer, that Directors are aware of all significant variances against agreed budgets.
- Manage the maintenance of the building to ensure that it is available both for Grassmarket Community Project's own use and for outside users on a commercial basis.
- Provide the Directors with clear guidance on policy issues and ensure the organisation's policies are adhered to.
- Ensure all activities of the organisation comply with relevant Health & Safety legislation and regulations and advise the Directors on all matters concerning Health & Safety.

Key Tasks and Responsibilities

Development and Fundraising

- Work with the organisation to carry forward business planning – continue the development and implementation of the business plan for Grassmarket Community Project and conduct regular reviews of work programmes relevant to funding and project status.
- Work towards a robust social enterprise portfolio, developing woodwork, catering, fabrics and look for growth in sources of revenue that meet with our overall aims and objectives.
- Research and identify relevant sources of funding and advise the Directors in the development of the funding strategy to secure ongoing external funding.
- Prepare and negotiate appropriate service level agreements.
- Research and cost new services and provisions.
- Record all funding applications and their outcomes and report to the Directors.
- Prepare & return reports to funders.

Relationships, Marketing & Promotion

- Promote Grassmarket Community Project and its services to a wide range of stakeholders in order to attract new and additional income, mount fundraising events and seek to develop and nurture the social capital and goodwill that already surrounds the project.
- Develop partnerships with other local community groups to promote the project and develop good joint working arrangements and the establishment of a network of local support for charitable donations.
- Develop and maintain relationships with members to instil trust and ensure a supportive and safe environment.
- Develop relationships with commercial, arts and charitable organisations with a view to securing their use of space in the building on the basis of short-term licenses, in order to generate revenue for Grassmarket Community Project.
- Assist the Directors to develop networks and partnerships and represent them as appropriate.
- Manage the development and maintenance of effective channels of marketing and communication with the members, the public and supporters of the Project.
- Raise the positive profile of the organisation and its functions in the media and respond to media request when appropriate.

Key Skills & Experience

ESSENTIAL

- Experience of working within a similar environment where the values and ethos of the organisation dictate the purpose of the activities within the Project.
- Experience of leading, developing and managing a staff team in a nurturing and supportive environment.
- Proven skills in fundraising and networking.
- Exceptional interpersonal and communication skills.
- Experience of managing multiple activities through others.
- Experience and understanding of the charitable and/or community-based projects.
- Management experience with strong organisational skills and able to demonstrate success at senior level.

DESIRABLE

- Experience of managing and working with volunteers.
- An ability to be creative in promoting new initiatives and engaging with the local community.
- Experience of balancing social and commercial activities effectively.
- Experience of developing and managing community-based projects.



Conditions & Remuneration

Location:	86 Candlemaker Row, Edinburgh (other locations as required)
Reports to:	Board of Directors
Salary:	£50k per annum
Annual Leave:	20 days annual leave + plus 9 in lieu of public holidays
Pension:	3% employer contribution
Hours:	35 hours per week (with additional evening and weekend work as required)

Application Process:

Send a CV (maximum of 4 pages) to recruitment@grassmarket.org along with a covering letter of no more than 2 pages.

The covering letter must address the following questions:

- Why are you applying for this position?
- What skills, personal qualities, experience, knowledge and training will you bring to this post?

Closing date: Midday - Monday 13th March 2023

Interviews are likely to take place w/c 27th March 2023



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