

Join the SURF Board

SURF is looking for suitable candidates to join its volunteer Board of Trustees. We want to further enhance our collective knowledge and experience as we strive to further improve regeneration policy and practice, to the benefit of poorer communities across Scotland.

This paper provides information on SURF, the qualities and skills we are seeking, some basic responsibilities and commitments, and information on how to apply.

We intend to make up to four appointments. Applications would be particularly welcome from people with skills and experience in reviewing organisational finances.

1 About SURF

Objectives & Activity

SURF's overall objective is to improve the lives and opportunities of residents in Scotland's disadvantaged communities.

SURF's key aims are providing a neutral space for all sectors and players in Scottish community regeneration to share their knowledge and experience, stimulating challenging debate about policy and practice, maintaining a high status for community regeneration on Scotland's political agenda, and providing relevant and constructive feedback to key policy-makers

The SURF network is the primary arena for debate on community regeneration in Scotland. It acts as a channel for information, consultation and policy proposals, based on the knowledge and experience of its extensive membership and wider connections.

SURF network activity includes seminars, conferences, policy exchanges, research, the annual SURF Awards for Best Practice in Community Regeneration, the SURF Alliance for Action place programme, and the distribution of information and comment in a variety of formats. This all provides a truly independent network to explore current practice, experience and knowledge, with which to positively influence the development of successful regeneration policy and practice.

Background

SURF was established in 1992 as a not-for-profit company limited by guarantee. It is directed by a board of voluntary Trustees drawn from across its wide cross-sector membership of over 300 organisations. It is a charity, registered with the Office of the Scottish Charity Regulator.

SURF members range in size from small community groups to large private companies. Membership organisations also include local authorities, housing associations, health boards, academic institutions, professional bodies, voluntary organisations and charities.

Since its inception, SURF has operated from two basic principles:

1. Successful and sustainable regeneration is only achievable when all aspects of physical, social, economic and cultural regeneration are addressed in a holistic approach.
2. The people who are the intended beneficiaries of any regeneration effort must be meaningfully involved in the process if it is to be successful in planning, implementation and maintenance.

2 Qualities and Skills

SURF is seeking the following skills and qualities in new Trustees:

Essential:

- Commitment to SURF's objective of addressing poverty and inequality in disadvantaged places in Scotland by improving policy and practice in community regeneration;
- Commitment to SURF's view of regeneration as a holistic process in which the intended beneficiaries of any initiative should be meaningfully involved in its development;
- Knowledge of a particular field or sector relating to community regeneration;
- Good understanding of the current challenges affecting disadvantaged places in Scotland;
- An ability to make informed contributions to the organisation's strategic development;
- A willingness to commit the necessary time and effort to participate in quarterly Board Meetings.

Desirable

- Awareness of the current national policy context for community regeneration in Scotland;
- A willingness to articulate SURF's position and raise awareness of the organisation and its work at appropriate opportunities;
- Access to relevant information and contacts that could usefully inform and support SURF's development as it further expands its role and output;
- A social media profile and a willingness to share information on appropriate SURF activities with contacts;
- Some experience of operating within a Board or Committee in a public, private or third sector organisation.

SURF would particularly welcome applications from people with skills and experience in financial auditing, which has been identified as a skills gap in the current Board.

3 Responsibilities and Commitment

Governance:

SURF operates as a charitable company, limited by guarantee. The Board of Trustees have legal

responsibility under company law for ensuring good governance. Financial liability is limited to £5 per Director, except in the case of losses due to criminality or negligence.

In addition to detailed quarterly reports from the staff team, the Board is supported by an independent financial consultants, who has particular responsibilities for monitoring and reporting of SURF's finances.

The present SURF staff team comprises six members: Chief Executive (full time); Policy Manager (full time); Events, Information and Communications Manager (full time); Alliance for Action Facilitators in Girvan and Peterhead (both part time); and Financial Administrator (part time).

The direction and output of this staff team is supported and guided by its Board of Trustees. The current SURF Board Chair is Brian MacDonald, former Head of Regeneration at Irvine Bay Urban Regeneration Company, and the Vice Chair is Diane Gray, Development Manager at the National Lottery Heritage Fund in Scotland. A full list of SURF Trustees is available on our website:

<https://surf.scot/about-us/our-team/>

Responsibilities: As Scotland's regeneration forum, SURF links all levels and perspectives in the broad and challenging field of community regeneration. To be effective as a modestly resourced but highly efficient organisation, it is essential that SURF maintains its good standing as a constructive, inclusive and intelligent team player.

All SURF Trustees are expected to carry out their roles in a manner that promotes SURF's values and aims. Specific aims, priorities and activities are collectively reviewed and agreed in Board discussions. The SURF Chair, Chief Executive and Company Secretary are readily available for advice and information between Board Meetings.

Commitment: SURF Trustees are asked to attend quarterly Board Meetings. These are normally held on Wednesday afternoons, from 2-3:30pm. The standard format includes opportunities to review and monitor organisational activities and finances, discuss future projects, and . Informative quarterly reports are circulated to Directors one week in advance of each meeting. A typical agenda follows in the appendix.

SURF Trustees may also be invited to contribute to additional, optional activities, such as:

- Participating in strategic planning sessions;
- Representing SURF at relevant conferences or seminars;
- Assisting with a SURF member query or contributing to a SURF comment or activity relevant to their area of interest.

Location of Board Meetings: SURF Board Meetings alternate between accessible city centre venues in Glasgow and Edinburgh. Hybrid formats allow remote attendance.

Board Capacity: There are currently 8 SURF Trustees. Following this recruitment process, we intend to operate with a Board of up to 11 Trustees.

Remuneration and Length of Term: SURF Trustees are not financially remunerated. Reasonable expenses incurred in travelling to Board Meetings and other SURF activities may be reclaimed. SURF Trustees do not serve a specified term, but the longest serving one-third are obliged to

resign at each Annual General Meeting (and are eligible for reappointment). SURF AGMs directly precede the second Ordinary Board Meeting each year.

Organisation Profile: SURF operates as a company limited by guarantee (registered in Scotland as 'Scotregen Ltd', company no. SC 154 598) and a registered Scottish charity (SC 047 438). Its main income sources are service delivery contracts & grants, membership fees, sponsorship and event income. Its main areas of expenditure are staff, events and project delivery costs.

Charitable Objectives: (1) To prevent and relieve poverty among people living in Scotland; and (2) to advance citizenship and community development, including rural and urban regeneration, in Scotland by:

- (a) developing and promoting policy and practice in the field of community regeneration;
- (b) providing training, education and public debate on issues relevant to community regeneration;
- (c) contributing to the alleviation of poverty, the relief of unemployment, reduction in health inequalities and other forms of disadvantage through assisting the establishment of model projects and promotion of best practice; and
- (d) commissioning and publishing research on matters relating to community regeneration.

4 Mutual Benefits and Application Process

Present and past SURF Trustees report that they find their involvement both interesting and rewarding, as well as being useful in further developing their understanding and contacts across the different aspects of regeneration in Scotland.

To be considered for joining the SURF Board of Directors, please submit:

- A C.V. of no more than two pages;
- A covering letter indicating any particularly relevant qualities, skills and interests (also of no more than two pages);
- An equal opportunities monitoring form (available [on our website](#)).

to Derek Rankine, SURF Company Secretary:

- Email: derek@surf.scot
- Post: SURF, Orkney Street Enterprise Centre, 18-20 Orkney Street, Glasgow G51 2BX

The **closing date** for applications is Friday 27 October.

Relevant applications to join the SURF Board will then be considered by the SURF Chair, Vice Chair and Chief Executive. A SURF representative may contact applicants to learn more before making a recommendation on appointments to the SURF Board.

For an informal chat about the SURF Trustee role, please contact Euan on 07973 508 492.

End of paper: one appendix follows

APPENDIX: SAMPLE SURF BOARD MEETING AGENDA



SURF BOARD MEETING

Wednesday 30 August 2023 | 2:30-3:30pm

A Hybrid Meeting in Museums Galleries Scotland, 33 Castle Street,
Edinburgh, EH2 3DN

AGENDA

A sandwich lunch will be available from 1:30pm for a 2pm start. Those participating remotely are asked to be on the video call at 1:55pm.

- 1 Welcome and Apologies**
- 2* Minutes of the 2023 Annual General Meeting (24 May 2023)**
- 3* Minutes of the Previous Board Meeting (24 May 2023)**
- 4* Report & Accounts**
 - 4.1* Staff Team Report**
 - 4.2* Financial Report for the Quarter to 30 June 2023**
 - 4.3* Quarterly Risk Register**
- 5* Discussion on Membership Fee Structure and Marketing Drive**
- 6 Any Other Current Business**

** Accompanying reports for agenda items 2, 3, 4 and 5 are attached.*

Timed for a 3:30pm conclusion.

Next meeting: Wed 29 Nov, 2:00-3:30pm, Wheatley House, Glasgow & online

SURF – Scotland's Regeneration Forum

Unit 15, Six Harmony Row, Glasgow, G51 3BA Tel: 0141 440 0122 / Email: info@surf.scot / Website: www.surf.scot

SURF 'Scotregen Ltd' is a registered charity SC 047 438 and company limited by guarantee SC 154 598. VAT reg. no. 735 2880 21.

Supported by: Creative Scotland, Glasgow City Council, Historic Environment Scotland, Museums Galleries Scotland, Scottish Enterprise, the Scottish Government and Wheatley Group.