



**Chief Operating Officer
Director of Corporate Services
Head of HR
Head of Finance and Estates**

Empowering victims of crime to
rebuild their lives.

Candidate Information Pack November 2021

**BADENOCH
+ CLARK**



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Welcome from **Kate Wallace**

Thank you for your interest joining us at Victim Support Scotland (VSS).

The last year has undoubtedly brought challenges for many of us, but it has nevertheless inspired something else: change. As a leading charity in Scotland dedicated to helping people affected by crime, Victim Support Scotland has undergone a necessary period of transformation throughout the pandemic as we've adapted the way in which we deliver our services. We are now looking ahead as we seek to grow our organisation, embark on a new strategy and work hard to deliver our core mission of supporting and empowering those affected by crime.

To say that being part of VSS is rewarding is something of an understatement. It is our job to support victims of crime, witnesses and their family members as they navigate the often unfamiliar world of the criminal justice system. This is done in myriad ways; both by providing direct, bespoke guidance and by using our voice and influence to advocate for positive legislative change for victims, witnesses and their families. We empower those who have been impacted by crime to move forward with their lives, and we do this confidentially and without judgement. Our service is independent and, most importantly, it is free and accessible to all.

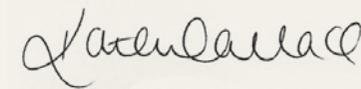
During the pandemic, we have continued to provide consistent services for everyone in the aftermath of crime, and we have all embraced the switch to digital in order to remain connected to victims of crime and each other.

It is of paramount importance that as crimes evolve and court delays increase, our services at VSS continue to be fit for purpose. I am immensely proud to say that we support around 50,000 people who have been affected by crime every year. It's important to me that we are always in a position to help anyone who has been impacted by crime with dignity and respect, regardless of who they are and their circumstances.

Our work has not gone unnoticed. We marked our 35th anniversary in August 2020 and received a special message of thanks from our President, HRH Princess Anne, and we also received recognition in the Scottish Parliament. Over the past 35 years we have supported, guided, influenced, connected, led, and collaborated, and as we embark on our VSS Strategy 2021-2026: Empowering people affected by crime, I am looking for skilled, experienced and committed people to join us and contribute to our tireless pursuit for justice.

I hope you find the information in this pack interesting and inspiring, and if you feel you can bring something special to our organisation then it would be my privilege to hear from you.

I look forward to reading your application.



Kate Wallace
Chief Executive
Victim Support Scotland







Who We Are

Victim Support Scotland (VSS) continues to be at the forefront of providing emotional, practical and financial support for anyone affected by crime.

What sets us apart from other support organisations is that we are available to everyone after crime, regardless of the type of crime, whether or not it has been reported to the police and how much time has passed since it happened.

VSS prides itself in offering free and confidential services at the point of need for people affected by crime. Our services are available throughout Scotland, both in local communities and in the courts. We balance our consistent approach with personalised packages of support specific to the needs of people whose lives have been disrupted through crime.

VSS works alongside our partners to listen to the views and experiences of victims and witnesses. Our strength is our ability to take these views and experiences and to positively influence national policy decision making, advocating for a better justice system for all.

Though our core funding comes from the Scottish Government, we're independent from them and can therefore provide a critical lens to all that is happening within justice from a victims' perspective.

We have a relatively small staff team of just over 100 employees who are supported by hundreds of volunteers. This team of dedicated, highly trained volunteers provide practical and emotional support to victims and witnesses across Scotland.

- **OUR VISION** is that people affected by crime – victims, witnesses and their families – are treated with dignity and respect and are at the heart of justice in Scotland.
- **OUR MISSION** is that all those affected by crime receive the high-quality support and care they need to move forward in their lives.



The Future

Based on the solid foundations we have built for our organisation in previous years, 2021 is the first step in our new strategy.

VSS Strategy 2021-2026: Empowering people affected by crime – which will last for the duration of the next Scottish Parliament until 2026.

[Find out more](#)

As Scotland recovers from the Coronavirus pandemic, we have a tremendous opportunity to think innovatively about how justice and support services are delivered. Our new strategy therefore focuses on four strategic priorities:

- EMPOWER people affected by crime by providing high quality, outcome-focused support and care to all who need it.
- TRANSFORM victims' and witnesses' experiences of the criminal justice system.
- BUILD productive partnerships aimed at improving the experiences of those affected by crime.
- SUSTAIN our impact by focusing all we do, in every area of the organisation, on making a lasting difference for people affected by crime.

Our relationships with our partners and colleagues in the justice and third sectors remain central to us delivering on our aims, as do our relationships with victims, witnesses and families across Scotland who have been affected by crime. By listening to their experiences and views, we will be able to positively influence policy and legislation and better shape support services based on their needs.



Advertisement. Chief Operating Officer

Location – Edinburgh. Salary - £59,728 to £69,089.

Victim Support Scotland (VSS) continues to be at the forefront of providing emotional, practical and financial support for anyone affected by crime.

Our services are available throughout Scotland, both in local communities and in the courts. With a new strategy in place which will guide the organisation towards 2026 the organisation is building on solid foundations already established.

As we step forward into a fresh chapter and anticipate a greater demand for our vital services, we're seeking a dynamic leader to drive our new strategic direction with compassion and confidence. If the idea of making a positive difference in society and playing an important role in Scotland's criminal justice system is one that energises you, this could be the rewarding career move you've been looking for.

To deliver the VSS Strategy 2021-2026: Empowering people affected by crime, VSS is looking for a strategic thinker with leadership experience in a large charity, social enterprise or public sector organisation. You will have a track record of leading operational delivery and will be able to challenge proactively and positively. Your strong interpersonal skills will ensure that teams and individuals not only understand direction and priorities, but are also clear how they will deliver for us. As an inspiring communicator, you will bring our organisation together to understand the value of what we do in our tireless pursuit of justice.

Our victims' needs are firmly at the heart of all that we do, and you will use your experience of best practice, collaboration and delivering quality outcomes to ensure that this remains our focus. Equally, however, you will understand the ways in which we must adapt in line with our changing world. As a forward-thinker, you will work with the organisation to continue to enhance its digital capability whilst further embedding new service delivery models and frameworks. Providing a fit-for-purpose service is paramount, and you'll have the vision to ensure we're always one step ahead.

This is a demanding role, and you will be motivated by the positive impact VSS generates as a collective. Your approach and understanding of building a positive and outcome-focused organisational culture will allow us to help every single person who requires our services – no matter who they are.

If you're excited to learn more, please contact our recruitment partner Badenoch + Clark to have a confidential conversation + 44 (0) 141 220 6460 or email scotlandexecutive@badenochandclark.com

Applications in the form of a tailored CV and covering letter, highlighting your skills and experience pertinent to the role, should arrive no later than midnight 28 November.

Chief Operating Officer. The Role.

Positively promote and build working relationships, internally and externally, to achieve VSS's strategic goals.

Purpose:

The Chief Operating Officer of Victim Support Scotland should be an inspiring leader who is effective across the organisation. Accountable to and working closely with the Chief Executive, the COO will work with the Board to ensure the organisation delivers.

You will provide leadership and direction to all staff and you will have a leadership responsibility to engage with and positively support all organisational initiatives.

You will:

- Provide strategic leadership, planning and resource management to ensure the implementation of VSS's current strategic goals are achieved to the benefit of victims and witnesses.
- Lead, develop and motivate high performing teams.
- Authentically and effectively influence a wide range of stakeholders.
- Be a compelling communicator with exceptional written and oral skills.
- Promote and sponsor the values, mission and ambition of the organisation.
- Lead effective financial, legal and governance control.
- Embed a culture of continuous improvement.
- Bring high levels of self-awareness, resilience and gravitas.
- Align people and resources to deliver organisational priorities.

- Build trust, respect and confidence quickly.
- Ensure equalities, diversity and inclusion are at the heart of the organisation.
- At all times role model the behaviours and values of VSS.
- Through your decisions and actions become a role model for all staff within your area of responsibility and across the organisation, including volunteers.
- At all times role model the behaviours and values of VSS.
- Ensure VSS has effective and up-to-date operational policies and procedures to meet the needs of service delivery models.
- Ensure VSS complies with GDPR regulations and requirements as it relates to staff, volunteers, victims and witnesses.
- Support the achievement of quality frameworks with VSS e.g. Investors in People.
- Ensure full implementation of quality approaches to drive continuous improvement within VSS and share learning with colleagues across the organisation.
- Influence the design, delivery and implementation of bespoke interventions to drive positive change within VSS.
- Ensure that VSS develops and maintains an accurate quality management system that can monitor and measure the outcomes for victims and witnesses.
- Internally, identify, develop and promote multi-disciplinary and multi-professional working which support projects and initiatives within VSS's strategic plan to meet the needs of victims and witnesses.

- Promote positive and collaborative working with the Chief Executive, ELT, CLT and all identified external stakeholders to take forward new initiatives delivering targets agreed as part of the strategic planning process.
- Support and role model positive problem solving and outcomes within VSS.
- Positively promote and build working relationships, internally and externally, to achieve VSS's strategic goals.
- Provide leadership, guidance and support to continuously monitor and review the outcomes delivered to victims and witnesses to ensure VSS is making a positive difference.
- Lead project and programme management ensuring a structured approach which ensures delivery.

Your experience:

- Similar or transferable organisational experience relevant to the remit of VSS.
- A good understanding of Scotland's socio-political landscape.
- Senior management and leadership experience.
- An appreciation of the Scottish policy context for criminal justice.
- Demonstrable commitment to self-evaluation and development.
- Evidence of building collaborative relationships.



Advertisement. Director of Corporate Services.

Location – Edinburgh. Salary – £50,900 to £58,025

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Our services are available throughout Scotland, both in local communities and in the courts. With a new strategy in place which will guide the organisation towards 2026 the organisation is building on solid foundations already established.

To help us continue our vital work, VSS is seeking an exceptional finance professional with experience working in the charitable sector to provide high-level business planning in tandem with managing VSS's financial infrastructure. As we look ahead to a fresh chapter with a bold strategic direction, we require someone with exemplary project management skills to play a key role in ensuring our strategy is implemented on time and to budget.

VSS is an organisation with victims' needs at its heart, so we are looking for someone who understands the ways in which effective project management can directly improve the lives of others. Possessing a Chartered Accountant qualification (or similar), first-rate organisational skills and a natural ability to provide leadership and guidance, you'll be the kind of person who always seeks the best ways to streamline processes.

As a stickler for detail and astute observer, you will understand the importance of compliance, risk assessment and financial sustainability when developing strategic business plans. You will work to agreed timescales and, as a leader within the Corporate Leadership Team (CLT), will be a clear communicator who ensures the staff you line manage are well-supported. A vision for the future will be crucial, too, as we seek to build upon our important work.

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Director of Corporate Services, The Role.

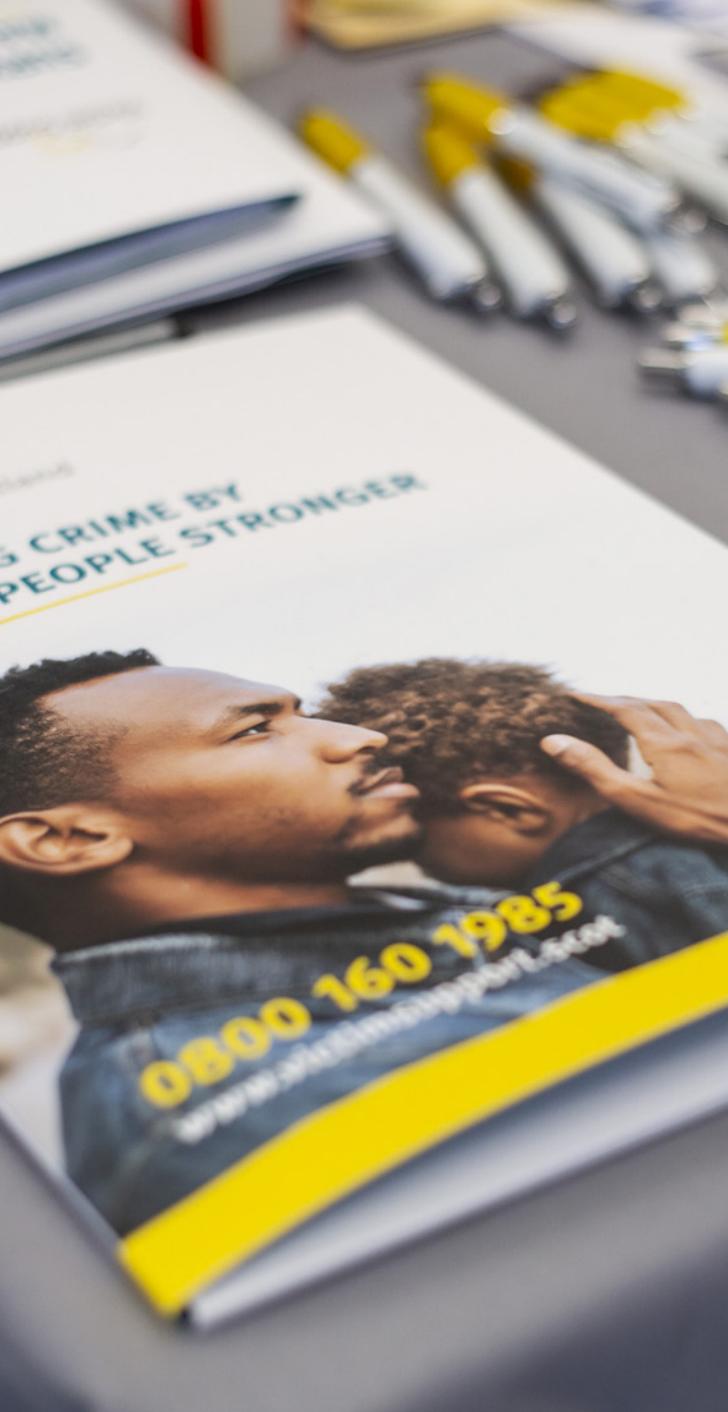
Provide accurate financial reporting in compliance with VSS's regulatory bodies and within agreed timescales.

Purpose:

As a member of the Executive Leadership Team (ELT), you will be jointly accountable for the implementation of VSS' strategy. You will provide leadership and direction to all staff within your areas of responsibility and as a leader within the Corporate Leadership Team (CLT), you will have a wider leadership responsibility to engage with and positively support all organisational initiatives. You will be accountable for implementing work plans within your areas of responsibility, which in turn supports the delivery of the overarching organisational strategy.

You will:

- Provide high quality financial projections and business planning to support VSS's strategic direction.
- Provide high quality financial and budgetary performance reporting to the ELT, the Executive Board of Trustees and external funders, including accurately forecasting income and expenditure against agreed budgets.
- Responsible for identifying and mitigating risk to the strategic risk register.
- Provide accurate financial reporting in compliance with VSS's regulatory bodies and within agreed timescales.
- Provide guidance for corporate governance activities and support the Company Secretary and Executive Board as required.
- Responsible for ensuring financial sustainability in line with strategic planning.
- Support and participate in effective programme and project management methodology such as PRINCE2, MSP, Agile, etc.
- Provide appropriate performance reporting to the CLT and regional services within VSS.
- Develop clear and coherent departmental and individual objectives to support the implementation of VSS's strategic plan.
- Responsible for the line management of members of the CLT and their direct reports.
- Overall responsibility for the HR/L&D and Volunteer functions within VSS.
- Develop funding and income generation strategies and plans to meet current and future needs of VSS.
- Responsible for procurement and tendering processes and procedures.
- Provide effective support and performance management to ensure all staff within line management remit achieve their objectives within the agreed timescales.
- Within areas of responsibility, ensure compliance with all related policies and procedures and provide additional management cover as requested when necessary.
- Work to embed a coaching culture within areas of responsibility that upholds the values of VSS.
- Demonstrate leadership and provide appropriate direction to staff.



Advertisement, Head of Human Resources.

Location – Edinburgh. Salary – circa £40,000

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Our services are available throughout Scotland, both in local communities and in the courts. With a new strategy in place which will guide the organisation towards 2026, the organisation is building on solid foundations already established.

As a true HR generalist, in this role you will lead a small team to deliver proactive and strategically aligned HR. Working closely with senior colleagues and the COO, you will be a skilled HR practitioner and will use your skills and experience to apply best practice across the whole employee lifecycle. Attracting, developing and retaining staff is important to VSS, and as such you will consider ways in which to boost the wellbeing of our workforce.

With the new strategy in place, you will be key to developing and initiating the people aspects of this for staff and volunteers: ensuring that the HR practices and policies meet the needs of the organisation's values and behaviours is fundamental. You will support the Leadership Team to make proactive people management decisions whilst also being comfortable to get hands on with staff to understand the challenges they face.

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Head of Human Resources. The Role.

Lead and manage the HR Team effectively, ensuring high standards of service to the leadership teams and employees and quality outputs.

Purpose:

As a true HR generalist in a highly people-focused organisation, you will attract, develop and retain employees who will enable Victim Support Scotland (VSS) to accomplish our vision, strategic and operational plans. You will be responsible for the whole employee lifecycle, and for supporting the Leadership Team to make good people management decisions.

You will:

- Determine future workforce needs (employees and volunteers) and implement solutions to ensure we are able to meet the needs of our service users.
- Develop a People Plan that encompasses: staff and volunteer recruitment and engagement; career development and succession planning across VSS (including onboarding and the creation of an annual learning plan); employee retention initiatives and improving the work life balance and wellbeing for all staff and volunteers; recognition and reward management.
- Update all people development policies and procedures to ensure employees and managers understand their responsibilities and provide guidance and interpretation to staff.
- Lead on the VSS performance management processes and co-ordinate evaluation procedures to ensure that all staff and volunteer appraisals are completed.
- Maintain knowledge of sector trends and make strategic and operational recommendations to the leadership teams and Board of Trustees for improvement of organisation's policies, procedures and practices on people development and workforce planning initiatives.
- Lead on Joint Consultative Committee (JCC) meetings, communications and representation.
- Proactively support and implement VSS's Equality & Diversity Strategy.
- Lead on the development and ongoing delivery of meaningful people development KPIs
- Lead and manage the HR Team effectively, ensuring high standards of service to the leadership teams and employees and quality outputs.

Your skills and experience:

- Member of the CIPD, ideally MCIPD.
- Demonstrable experience of successfully leading and managing an HR and L&D team.
- Deep understanding of employment legislation, HR policies, employee engagement and employee relations.
- Knowledge and understanding of the complexities of working with diverse staff groups.
- Experienced coach and mentor of managers and senior leaders.
- Experience of working within a volunteer-led organisation.
- Focused, highly organised and self-motivated with hands-on leadership style.



Advertisement, Head of Finance and Estates.

Part-time. Location – Edinburgh or Glasgow with agile working. Salary – £37,833 to £43,187 pro-rata

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As Head of Finance and Estates you will lead the Finance team in delivering a high quality and effective finance service to the organisation and provide financial and estates management information to the Executive Leadership Team.

You will be skilled at creating financial forecasting models, financial policies and procedures and contribute to the financial and estates strategy and plans so that the VSS strategy is delivered. You will ensure that all accounting and estates activity complies with regulations.

You will be responsible for delivering recommendations for the estates management strategy by ensuring the physical needs of the organisation are met in a manner that is appropriate and cost-effective. You will lead on health and safety regulations and lease management.

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Applications in the form of a tailored CV and covering letter, highlighting your skills and experience pertinent to the role, should arrive no later than **midnight 28 November**.

Head of Finance and Estates. The Role.

Purpose:

As a member of the Corporate Leadership Team (CLT), you will be responsible for overseeing all financial and estates activity within VSS, ensuring the beneficial use of all resources and capital to allow VSS to achieve its strategy and organisational objectives.

You will:

- Provide financial and estates management information to the VSS Executive Leadership Team (ELT) and provide leadership to the Finance team in delivering a high quality and effective customer service.
- Create financial forecasting models, financial policies and procedures and contribute to the financial and estates strategy and plans, in line with VSS overall strategy. You will ensure that all accounting and estates activity complies with regulations.
- Work closely with other members of the CLT and will support business planning.
- Be responsible for delivering recommendations from VSS' estates management strategy by ensuring the physical needs of the organisation are met in a manner that is appropriate and cost effective and ensures compliance with health and safety regulations for VSS employees and service users. You are also responsible for the lease management for VSS occupied premises.
- Take ownership of, and ensure delivery of all accounting and financial activities, including (but not limited to) monthly management accounts, cashflow forecasts, annual accounts and budget forecasts, project costings and budgetary management, maintaining the fixed asset register and monitoring all VSS financial practices, ensuring a robust financial framework is in place and auditing requirements are met.

- Contribute to business planning and modelling to include live business data, performing the required analysis to support understanding of multiple aspects of business performance across a number of business platforms.
- Assist the Director of Corporate Services in ensuring that budgets and financial strategies and plans will meet the needs of VSS as we seek to transform our organisation.
- Measure financial policies and procedures against actual performance.
- Contribute to overall goals and business planning of the Finance directorate through active participation in team and departmental meetings and supporting internal initiatives.
- Take responsibility for delivering estates management activity within VSS by ensuring the physical needs of the organisation are met in a manner that is appropriate and cost effective and ensures the health and safety of VSS employees and service users.
- Lead on ensuring that VSS's integrated accounting package is fit for purpose and implement changes as required. To lead on any system upgrades required.
- Be responsible for reviewing VSS's insurance needs, as well as arranging and advising upon VSS's insurances.
- Be a role model, showing energetic, determined, positive, robust and resilient leadership with an ability to inspire confidence and respect and exemplify high standards of conduct for all staff and volunteers.
- Adopt a flexible leadership style, able to move through visioning to implementation, through collaboration/consultation to challenge as appropriate and able to give and receive constructive feedback.

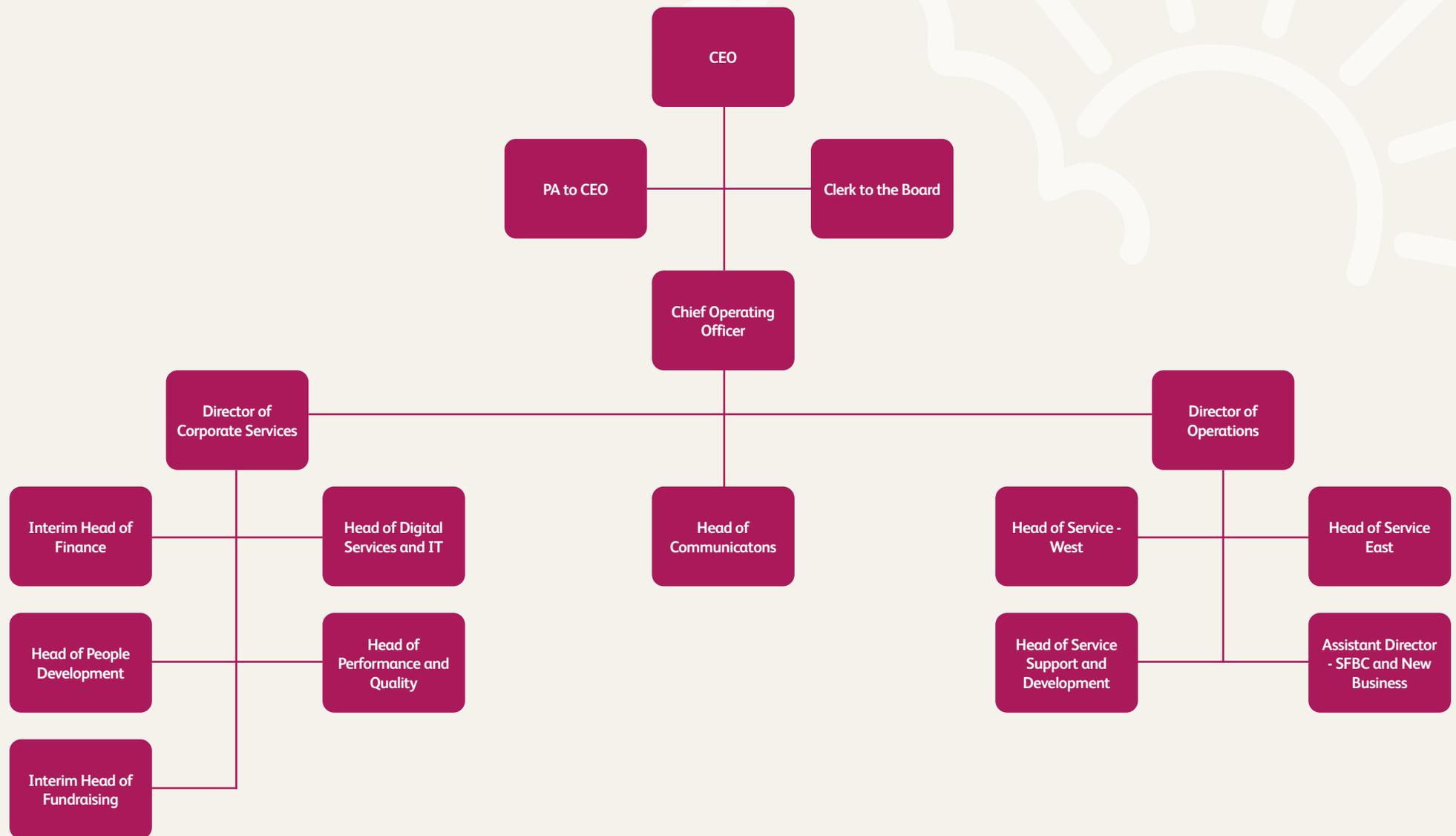
- Ensure compliance with all related policies and procedures and statutory regulations within your areas of responsibility. Provide additional management cover as requested when necessary.
- Work to embed a coaching culture within your areas of responsibility that upholds the values of VSS.
- Provide clear, authoritative and impartial advice and interpretation of complex situations.
- Provide effective support and performance management to ensure all staff within line management remit achieve their objectives within the agreed timescales.
- At all times role model the behaviours and values of VSS.
- Continuously monitor your area of responsibility and identify areas for improvement and organisational learning.

Your experience:

- Qualified accountant with evidence of CPD.
- Effective leadership style and ability to motivate, develop and manage staff towards high performance.
- Able to demonstrate customer focus to concentrate on existing and potential customers needs and wants and exceed expectations.
- Ability to plan and organise a complex workload, ensuring quality of output.
- Working knowledge of payroll and HMRC requirements.
- Experience of Estates/Facilities Management.
- Strong approach to performance management with the ability to define and measure outcomes of success.
- Extensive working knowledge of relevant accounting and finance legislation.



Organisational Structure





How to Apply

To apply for these positions, please send a tailored CV and covering letter to ScotlandExecutive@badenochandclark.com

Please note that the covering letter should be no more than 2 pages of A4 and should summarise your relevant skills and experience and motivations for applying for the role.

If you would like a confidential, informal discussion about the role then please contact Badenoch & Clark directly on [+44 \(0\)141 220 6460](tel:+44(0)1412206460) or email the above-mentioned address.

Timescales

Closing date for applications -
midnight Sunday 28 November

Interviews with VSS

w/c 10 January



Badenoch + Clark has been helping clients and candidates make the right connections since 1978. Our executive search, permanent, temporary, interim, contract and RPO recruitment solutions unite professional talent with top employers across a vast range of sectors and functions, from procurement & supply chain, project management, accountancy, legal and business change, to banking, marketing and communications fundraising and HR.

Our Scottish team delivers these services from our Glasgow and Edinburgh offices and we pride ourselves on the ability to give our clients and candidates a competitive edge. Whether you're taking the next step up the career ladder or building a bespoke recruitment strategy to meet your wider business goals, we help professionals make the valuable connections that are crucial for success. We focus on delivering a first-class recruitment service time after time. Our long-term relationships, our industry-specific expertise and our unrivalled reach set us apart.

Badenoch + Clark is the Professional Services and Executive Search arm of Adecco, a Fortune 500 business headquartered in Zurich and the world's largest human resource consulting and Recruitment Company. Badenoch + Clark operates from 16 locations in the UK and nine countries across Europe. Using our national and international networks help clients and candidates make the right connections.

For further information, please contact our Executive Search team in our Glasgow office:

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