

# Chair. Trustees. Clerk to the Board.

Empowering victims of crime to  
rebuild their lives.

Candidate Information Pack November 2021

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## Welcome from **Laura Watkins, Chair**

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

I'm proud to have served as Chair of the organisation and will be stepping down in March 2022. Working with and supporting the committed employees and volunteers has been a great experience and an absolute pleasure. I joined the board because I believe that victims have a right to be supported by excellent people and services, and during my tenure the Board and I have worked with the Chief Executive to assist in developing and governing an ambitious and dynamic new strategy.

As a leading charity in Scotland, we are dedicated to helping people affected by crime. By supporting victims, witnesses and family members, our service is independent, non-judgemental, confidential, and most importantly, free.

Many of us don't realise or consider the impact that crime, in all its forms, has on the victims, and through our information, practical help, emotional support and guidance we are able to empower people to cope with the aftermath of this significant life event. We are there to help them find the strength to move forward with their lives. However, we do so much more than this, and by representing the voices of those we support and influencing key national policy decision-makers, we can champion victim and witness rights and improve available services.

In my tenure, it has been a great experience to work alongside others from the criminal justice agencies, the third sector and other organisations as we advocate for positive improvements within the criminal justice system; knowing that with collaboration and partnership we are stronger and can influence and change policy and approach.

I am interested in hearing from talented and committed people who want to give some of their time to either the Chair or Trustee positions. If you have a real passion for supporting our fantastic VSS team and can see how working together we can contribute to further developing a fair and just Scotland, then I would love to hear from you.

**Laura Watkins, Chair**





## 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, Chair.

Location – Scotland

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.

The organisation now seeks a new Chair to provide leadership and support to the Trustees and the Chief Executive, ensuring that each fulfils their responsibilities for the effective leadership and governance of the organisation.

As an experienced Chair, you will be confident in the Chair role and have a strong leadership and strategic background. You will have the skills to navigate the public sector and be influential with key stakeholders and partners. Your interpersonal skills and engaging manner will ensure inclusive leadership which, through challenge and guidance, will deliver the four strategic pillars.

Working with Trustees to build a Board for now and the future, you will encourage diversity of background and diversity of thought therefore ensuring that all skills and expertise is maximised. Ultimately concentrating the activity and priorities on outcomes and end results, your determination and leadership mean that the organisation will never forget the voice of the victim.

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](mailto: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 Sunday 12 December.



## Chair, The Role.

Represent the organisation nationally, throughout Europe and beyond.  
To safeguard the good name and values of VSS.

### **Purpose:**

A natural leader, the Chair provides governance, scrutiny and wise counsel to the Trustees and Chief Executive, safeguarding the reputation of VSS and representing the organisation as a figurehead when required.

### **You will:**

- Lead and collaborate with the Board and senior management in guiding the organisation's strategy, mission and priorities.
- Ensure an appropriate organisational framework, systems and procedures for the governance and strategy of VSS.
- Ensure that the Board adhere to the trustee code of conduct; that they strive to maintain their capability to govern; and that they create an ethos within the organisation of accountability and self-reflection; and that the Board shows leadership in relation to equalities legislation.
- Regularly evaluate and report on the performance of the Board through robust review.
- Develop the capacity of the Board.
- Ensure that VSS complies with its governing documents, charity law and other relevant legislation.
- Ensure that the organisation is managed in accordance with the decisions of the Board and its strategic priorities, making effective use of resources through providing line management, support and leadership to the Chief Executive.
- Ensure that Board decisions are taken in the long-term interest of the organisation and that it takes collective ownership of its decisions.
- Be responsible for the confidentiality of all business conducted for and on behalf of the Board taking action as necessary and appropriate.
- Ensure the efficient conduct and recording of Board meetings and its committees.
- Be accountable to stakeholders and professional staff for the governance of VSS and maintain an interest and support professional staff in their involvements in Europe.
- Represent the organisation nationally, throughout Europe and beyond.
- To safeguard the good name and values of VSS.
- To adhere to VSS code of conduct.
- Deal with any breach of the code of conduct.
- Adherence to Guidance for charity trustees as produced by OSCR.
- Encourage and role-model positive relationships between the non-executive team and the leadership team.

The Chair will usually be appointed for a term of 3 years.



# Advertisement. Trustee.

Location – Scotland

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.

The organisation now seeks a new Chair to provide leadership and support to the Trustees and the Chief Executive, ensuring that each fulfils their responsibilities for the effective leadership and governance of the organisation.

Whether an experienced Trustee or new to this position, you will have an interest in social justice, and regardless of the skillset you bring, it is your determination and commitment which will support this organisation to deliver its four strategic pillars. We are seeking Trustees who can bring skills in Finance, Criminal Justice, Digital and IT, Legal or Health. Third sector experience would be beneficial, as would an understanding of governance and stewardship.

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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 Sunday 12 December.



# Trustee, The Role.

Maintain open and transparent methods of selection for Board and Office Bearer appointments and that of staff at all levels.

## Purpose:

Use your skills and expertise to drive the strategy of VSS, ensuring all activity is in line with the charity's core mission and working collaboratively with other Trustees and the Chair. All trustees have legal duties and responsibilities under the Trustees' Charity & Investment (Scotland) Act 2005. See OSCR guidance Charity Trustee Duties.

## You will:

- Decide the organisation's strategic direction, mission and priorities.
  - Take all reasonable steps to achieve the organisation's strategy, mission and priorities.
  - Ensure that VSS complies with its governing documents, charity law and other relevant legislation.
  - Ensure that the organisation is managed in accordance with the decisions of the Board and its strategic priorities, making effective use of resources.
  - Ensure that all staff, volunteers and members act in a manner consistent with the charitable purposes of VSS.
  - Scrutinise, evaluate and account for the organisation's performance.
- Ensure that there is an effective risk management system in operation to safeguard the organisation's sustainability, financial and otherwise, and to protect its assets and reputation.
  - Maintain open and transparent methods of selection for Board and Office Bearer appointments and that of staff at all levels.
  - Regularly review the performance of the Board, the Chair and individual Trustees.
  - Take appropriate disciplinary action as required in relation to any member who is in serious or persistent breach of that code.
  - Always act in the interests of the organisation.
  - To safeguard the good name and values of VSS.
  - To adhere to the VSS trustee code of conduct.
  - Adherence to Guidance for charity trustees as produced by OSCR.

Trustees will typically serve a term of three years, but can be eligible for reappointment by the Board.



# Advertisement, Clerk to the Board.

Part-time. Location – Edinburgh or Glasgow. Salary - £Competitive

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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.

In this role you will be key to the effective running of the Board, and working closely with the Chair and CEO you will provide a professional and comprehensive service to ensure the Board works efficiently, and focuses on the strategic activity of the organisation.

You will be skilled and experienced in the role of a Board or will have excellent organisational and interpersonal skills and be keen to learn. You will have an ability to process complex information, and experience of interpreting and advising on procedures and policy, legal aspects, and matters of compliance.

You will be an effective administrator, be able to manage and organise information and be keen to adopt and display best practice to ensure the Board is continually developing and improving.

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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 Sunday 28 November**.

# Clerk to the Board, Part-time. The Role.

Work with the Chair to ensure new Trustees receive induction support, materials and access to appropriate documents.

## **Purpose:**

Provide effective administrative support to the Board, ensuring the Board is properly constituted. Manage information effectively in accordance with legal requirements and provide procedural and governance advice.

## **You will:**

- Advise on the annual calendar of Board meetings.
- Access appropriate legal advice, support and guidance, and where necessary seek advice and guidance from third parties on behalf of the Board.
- Offer advice on best practice in governance, including on committee structures and self-evaluation.
- Ensure that best practice policies and procedures are in place, and are revised when necessary, with the assistance of staff.
- Work with the Chair to ensure new Trustees receive induction support, materials and access to appropriate documents.

- With the chair and CEO, prepare a focused agenda for the committee meetings.
- Liaise with those preparing papers to make sure they are available on time, and distribute the agenda and papers as required.
- Ensure meetings are quorate.
- Record the attendance of trustees at meetings, and take appropriate action in relation to absences.
- Draft minutes of trustee meetings, ensuring responsibility and actions are captured.
- Circulate draft minutes to Chair, Trustees and the CEO.
- Follow-up any agreed action points with those responsible and inform the Chair and CEO of progress.
- Prepare briefing papers for the Board, as necessary.
- Work with the Chair to conduct skills audits and advise on training requirements for the Board of Trustees.

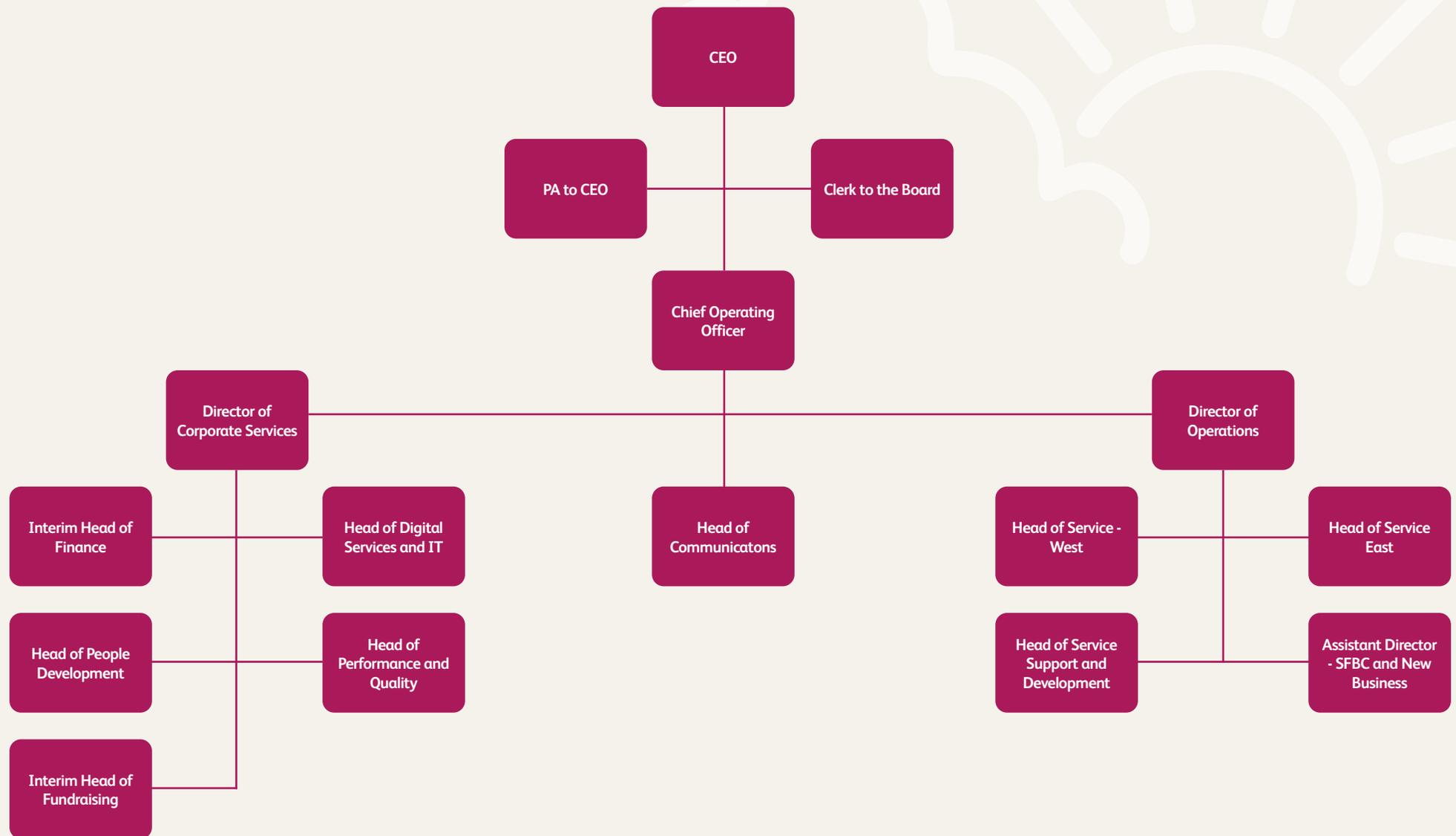
## **Your experience:**

- Writing agendas and accurate concise minutes.
- Organising time and working to deadlines.
- Organising meetings.
- Record keeping, information retrieval and dissemination.
- Knowledge of Board procedures.
- Knowledge of Data Protection legislation.
- Ability to maintain confidentiality.

**Note – in this role you will be expected to be available to attend Board Meetings, including evening meetings. The majority of meetings are scheduled in advance.**



# Organisational Structure



# VSS Committee Structure

## Executive Board

Responsibility for the governance of VSS in accordance with its constitution and its charitable purpose. Provides vision, leadership, guiding its strategic direction.

## Finance And Audit Committee

Ensures the financial resources are managed effectively to deliver the objectives in the organisation's corporate plan and its mission. Ensure the long-term sustainability and viability of the organisation with respect to financial matters Ensure that the Executive Boards fulfils its legal, compliance, ethical, and functional responsibilities. Ensure adequate governance is in place.

MEETS X 4

## People, Quality, And Innovation Committee

Ensure quality and continuous improvement of services and processes including recruitment, induction, staff development and management of staff. Ensure robust safeguarding and compliance procedures and reporting mechanisms. Ensure quality and continuous development of new service delivery models. Ensure appropriate Board training programmes, monitoring of board activities and evaluation of board members' performance are in place.

MEETS X 4

## Nominations Committee

Makes recommendations to the Board of appropriate individuals for appointment as Trustees. Seeks applications from a range of appropriate sources.

MEETS AS REQUIRED



## Additional information

Time Commitment. There are four Board meetings per year plus a Governance and Development Meeting.

In addition, Trustees are expected to be involved with a Committee, i.e. People Quality and Innovation, Finance and Audit, and Nominations. The Nominations Committee is called as and when required. Each Committee has its own Chair, therefore there is no requirement for the Board Chair to be involved in Committee meetings. The Board Chair will meet the Chief Executive monthly, and be involved with pre-Board preparation.

### Equal Opportunities

VSS is committed to equality of opportunity and to no discrimination on the grounds of race, religion or belief, age, sex, marital or civil partnership status, disability, sexual orientation, transgender status, pregnancy or maternity.



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## How to Apply

To apply for these positions, please send a tailored CV and covering letter to [ScotlandExecutive@badenochandclark.com](mailto: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:+441412206460) or email the above-mentioned address.

### Timescales

Clerk to the Board – closing date for applications  
midnight Sunday 28 November

Chair and Trustees – closing date for applications  
midnight Sunday 12 December

### Interviews with VSS

Clerk to the Board – w/c 10 January 2022

Chair and Trustees – w/c 17 January 2022



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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