



## Chief Operating Officer Director of Corporate Services

Empowering victims of crime to  
rebuild their lives.

Candidate Information Pack February 2022

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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 £73,698

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](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 13 February**.

# 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 £65,407

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.

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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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 13 February**.



# Director of Corporate Services, The Role.

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

## **Purpose:**

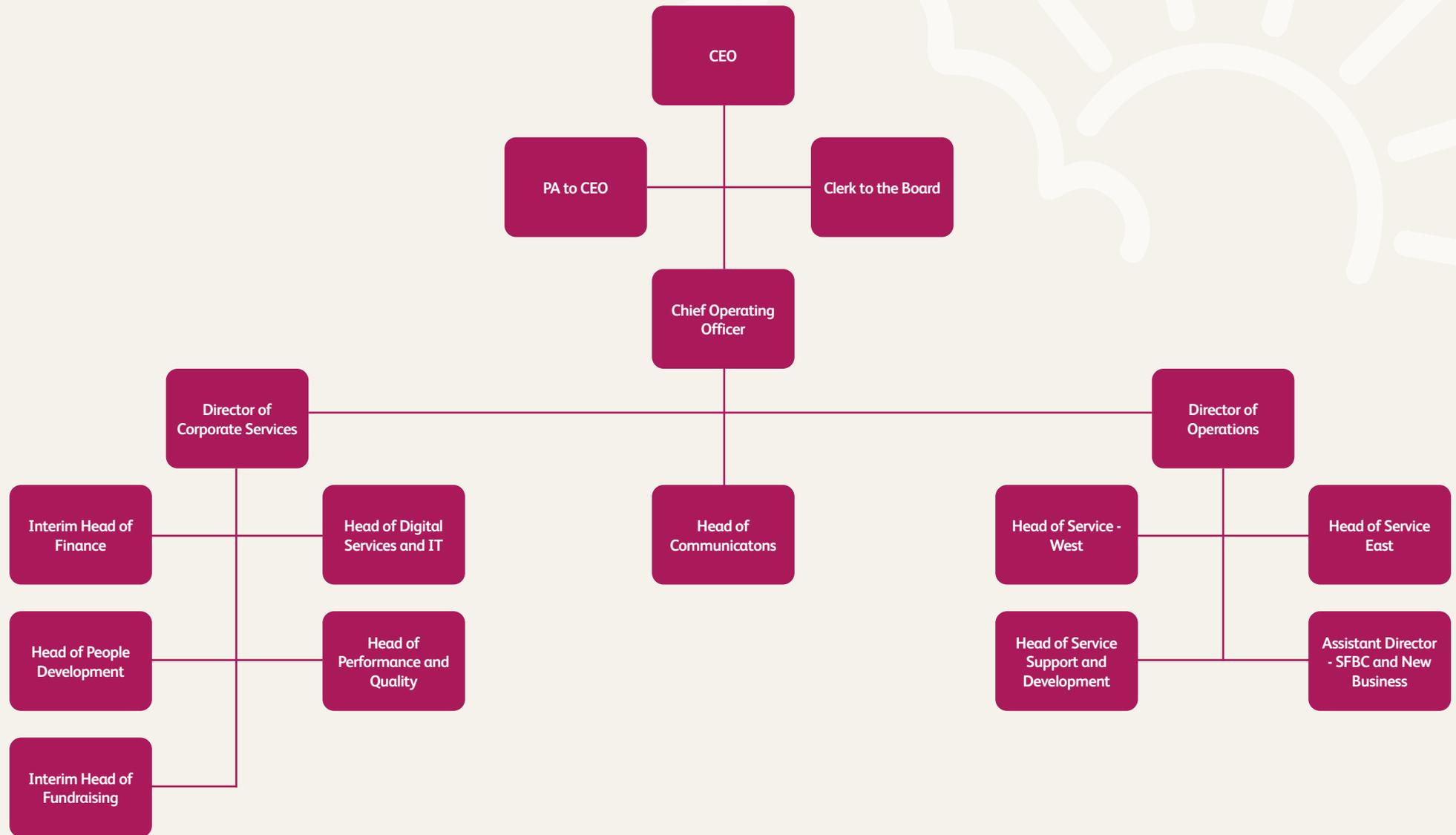
As a member of the Executive Leadership Team (ELT), you will be jointly accountable for the implementation of VSS' strategy. You will provide leadership and direction to all staff within your areas of responsibility and as a leader within the Corporate Leadership Team (CLT), you will have a wider leadership 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.



# Organisational Structure





## 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:+44(0)1412206460) or email the above-mentioned address.

### Timescales

Closing date for applications -  
midnight Sunday 13 February

### Interviews with VSS

March 2022

You can learn more about the roles we're recruiting by visiting our dedicated recruitment website

[www.victimsupportscotlandrecruitment.co.uk](http://www.victimsupportscotlandrecruitment.co.uk)



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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