



# Chief Executive

Candidate Information Pack March 2026

**LHH**



# Contents

Welcome from James Pow	03
Advertisement	05
About You	06
About Us	07
The Role	10
The Person	12
Conditions & Remuneration	14
How to Apply	15



# Welcome from **James Pow**, Chair, Victim Support Scotland

## Leading an organisation of national scale and significance.

Thank you for your interest in the role of Chief Executive of Victim Support Scotland.

This is one of the most important leadership appointments in Scotland's third sector.

Victim Support Scotland (VSS) exists to ensure that people affected by crime – victims, witnesses and their families – are treated with dignity and respect, and are truly at the heart of justice in Scotland. Every day, across our communities and courts, our staff and volunteers provide practical, emotional and financial support to people navigating some of the most difficult experiences of their lives. But our work does not stop there.

As an independent charity, we are also a national voice – advocating, influencing and shaping policy so that the justice system works better for the people it is intended to serve. We challenge where necessary. We persevere when change is slow. And we remain unwavering in our commitment to ensuring victims are never an afterthought.

Our next Chief Executive will lead an organisation of national scale and significance. With more than 100 staff, hundreds of volunteers, strong Scottish Government policy and funding relationships and a clear strategic framework in place, VSS is well-positioned for its next chapter.

Our strategy, Empowering People Affected by Crime 2021–2026, provides strong foundations. The opportunity now is to influence future strategy, strengthen financial sustainability, deepen stakeholder relationships and continue evolving a trauma-informed, high-performing organisation.

We are seeking an exceptional leader, someone who brings experience operating at Chief Executive or equivalent level, who understands governance deeply, and who can work in true partnership with a Board. Someone who can represent VSS with authority at the highest levels of government and public life. And above all, someone who leads with integrity, emotional intelligence and an unshakeable commitment to our values:

- **Victims are at the heart of everything we do**
- **We care**
- **We work with intent**
- **We are ambitious**
- **We persevere**

This is a role requiring courage, clarity and compassion in equal measure. It demands strategic judgement, political acuity and the ability to inspire trust across a complex stakeholder landscape. It also requires a leader who understands the human realities behind the statistics – and who will ensure that lived experience continues to shape our direction at every level.

We have a strong, highly capable Board which is ambitious for Victim Support Scotland. We believe the organisation can and should be a leading voice not only within Scotland's justice system, but across the wider UK and internationally in advancing victims' rights and trauma-informed practice.

If you share that ambition, and if you are motivated by the opportunity to lead an organisation that makes a profound difference every single day, I would be delighted to hear from you.

**James Angus Pow**

Chair

Victim Support Scotland



[View our  
welcome video](#) 





# Advertisement

## Chief Executive Officer, Victim Support Scotland

Location – Glasgow/Edinburgh/Hybrid  
Salary – £100,000 - £110,000 per annum

Victim Support Scotland (VSS) is the leading independent charity supporting people affected by crime across Scotland. Every year, thousands of victims, witnesses and families rely on us for emotional, practical and financial support during some of the most difficult moments of their lives.

But we are more than a service provider. We are a national voice. A critical friend to government. An advocate for victims' rights. A catalyst for justice reform.

We are now seeking an exceptional Chief Executive to lead our organisation into its next chapter.

### The Opportunity

This is one of the most significant CEO roles in Scotland's third sector.

Reporting to the Chair and Board, the Chief Executive will provide visible, values-led leadership to an organisation of national scale and influence. You will lead more than 100 staff and hundreds of volunteers, steward significant public funding, and represent VSS at the highest levels of government, justice agencies, regulators and the media.

You will ensure that Victim Support Scotland remains:

- A trusted, influential voice within Scotland's justice landscape.
- A high-performing, trauma-informed organisation.
- Financially sustainable and operationally robust.
- Governed to the highest standards of charity law and regulatory compliance.

Above all, you will ensure that victims and witnesses remain at the heart of everything we do.



# About You

You will combine strategic judgement with emotional intelligence.

## About You

We are looking for a proven, strategic leader with experience operating at Chief Executive (or equivalent senior) level within a complex, publicly accountable environment.

You will bring:

- Experience leading organisations with public profile and reputational sensitivity.
- The credibility and presence to operate confidently at national level.
- Demonstrable experience working closely with Boards and Trustees.
- Strong knowledge of governance, risk and regulatory frameworks.
- A track record of influencing senior stakeholders and policy-makers.
- Experience overseeing the development, delivery and evaluation of services to ensure consistent, measurable impact at local and national scale.

You will combine strategic judgement with emotional intelligence. You will be politically astute, externally influential and values-driven and you will lead with compassion in a sector that demands resilience, clarity and integrity.

## Why This Role Matters

Crime affects lives in profound and lasting ways. The next Chief Executive of Victim Support Scotland will help shape how Scotland responds - not only through high-quality support services, but by influencing how justice is delivered, how policy evolves, and how victims' rights are upheld. This is leadership with purpose, responsibility and national significance.

If you are motivated by the opportunity to lead an organisation that makes a tangible difference every day - and to shape the future of victim support in Scotland - we would be delighted to hear from you.

To apply for the post, please send a tailored CV and covering letter to [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com) by **midnight on Sunday April 12, 2026**. Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

# About Us

## Manage significant public funding and charitable resources.

Victim Support Scotland (VSS) is the leading independent charity supporting people affected by crime across Scotland.

Every year, thousands of individuals and families rely on VSS for emotional, practical and financial support following experiences that are often traumatic and life-altering. Our services are free, confidential and accessible - regardless of the type of crime, whether it has been reported, or how long ago it occurred.

With a staff team of more than 100 employees and hundreds of trained volunteers operating across communities and courts nationwide, VSS delivers support at scale while maintaining a deeply personalised, trauma-informed approach.

But we are more than a service provider.

### **Independent. Influential. Impact-Driven.**

Although a significant proportion of our funding comes from the Scottish Government, we are an independent charity. That independence is fundamental to our credibility and influence.

We act as a critical voice within Scotland's justice landscape - championing the rights of victims and witnesses, representing lived experience, and shaping policy and practice at national level. We work in partnership with justice agencies, third sector organisations and community stakeholders to improve the experience of those navigating the criminal justice system.

Our ambition is clear: victims and witnesses must be treated with dignity, respect and fairness — and placed at the heart of justice in Scotland.

### **Our Strategy: Empowering People Affected by Crime (2021–2026)**

Our current strategy sets a strong foundation for organisational development and national influence. It focuses on four core priorities:

**EMPOWER** - Providing high-quality, outcome-focused support and care to all who need it.

**TRANSFORM** - Improving victims' and witnesses' experiences of the criminal justice system.

**BUILD** - Creating productive partnerships to improve outcomes for those affected by crime.

**SUSTAIN** - Ensuring long-term organisational impact, resilience and financial sustainability.

As Scotland continues to evolve its justice system, VSS has a significant opportunity to shape what comes next and the new CEO will play a key role in developing and delivering this.

### **Scale and Complexity**

Victim Support Scotland operates within a complex and highly scrutinised environment. We:

- Deliver services in local communities and within court settings across Scotland.
- Manage significant public funding and charitable resources.
- Provide an Emergency Assistance Fund supporting individuals facing urgent financial hardship as a direct result of crime.
- Engage with government, regulators, media and justice agencies at the highest levels.
- Balance national strategic influence with local service excellence.

This is a charity with both operational depth and national policy reach.

### **The Next Chapter**

Victim Support Scotland is entering a pivotal period. The organisation is financially stable, strategically clear and highly regarded - yet the environment in which we operate is evolving. Public expectations are rising. Justice reform continues. Funding landscapes are tightening. The need for strong, visible, values-driven leadership has never been greater.

The next Chief Executive will inherit a trusted, mission-driven organisation - and will have the opportunity to strengthen its influence, deepen its impact and shape the future of victim support in Scotland.



# About Us

A trusted, mission-driven organisation.

## Values-Led Leadership

Our organisational values define who we are and how we lead:



### Victims are at the heart of everything we do

We are dedicated to elevating the voices of people affected by crime, advocating for their rights, championing their concerns, and honouring their wishes. We operate independently of the Scottish Government and the criminal justice system. When it comes to the priorities of people impacted by crime, we won't compromise.



### We care

We approach every situation with empathy, respect, and a non-judgmental attitude. We actively listen to the experiences and voices of those impacted by crime in a trauma-informed way. In all we do, we create environments where people are treated with fairness, dignity, and understanding.



### We work with intent

Every action we take is driven by our goal to create a brighter future for people affected by crime. We build productive partnerships to support this aim, ensuring that our work is thoughtfully planned, consistently delivered, and integrated across all levels of our organisation.



### We are ambitious

We are committed to making a meaningful difference for the people we work with. We ensure the quality of our services with a focus on continual improvement. We hold ourselves and our partners to high standards, and we challenge actions and behaviours that fall short of what is required to achieve the best for people affected by crime.



### We persevere

We support people through difficult experiences, helping them to draw on their strengths and find ways to make progress. The work we do is not easy, but we are undaunted by the challenge, and we look after each other so that we can remain alongside people affected by crime as they move forward.

**These are not statements just on a wall - they inform our governance, leadership behaviours, service delivery and culture. We are committed to being a trauma-informed, inclusive organisation where staff and volunteers are supported to perform at their best.**



Victim Support Scotland

0800 160 1985

[www.victim-support.scot](http://www.victim-support.scot)



# The Role

## A role of national significance and responsibility.

The Chief Executive is accountable to the Chair and Board of Trustees/Directors for the overall leadership, performance, governance and reputation of Victim Support Scotland (VSS).

This is a visible, values-led leadership role at the forefront of Scotland's justice landscape. The postholder will lead a nationally significant third sector organisation delivering trauma-informed services at scale, while also acting as the primary external ambassador and influencer for victims and witnesses across Scotland.

The Chief Executive will operate with clarity between governance and executive authority, working in close partnership with the Chair to ensure strong, effective Board–Executive relationships.

### Strategic Leadership and Governance

The Chief Executive will:

- Lead the development and delivery of a clear, ambitious and measurable strategic vision for VSS, in partnership with the Board.
- Ensure the organisation operates to the highest standards of governance, compliance and ethical practice.
- Provide high-quality, timely and transparent reporting to the Board to enable effective oversight and decision-making.
- Act as a trusted expert advisor to Trustees on charity law, regulatory requirements, risk and fiduciary responsibilities.

- Maintain a robust organisational risk framework, ensuring clear assurance and mitigation across operational, financial and reputational domains.

The role demands deep understanding of governance within a Scottish charitable context and the ability to translate regulatory obligations into confident, well-led organisational practice.

### Organisational Leadership and Culture

The Chief Executive will provide visible, authentic and values-driven leadership across the organisation.

You will:

- Lead and develop the Executive Leadership Team, fostering collective accountability and shared ownership of impact and performance.
- Champion an inclusive, trauma-informed culture where staff and volunteers feel supported, empowered and proud of their contribution.
- Set clear expectations for behaviour, performance and professional standards aligned to VSS values.
- Lead organisational change transparently and consultatively, building trust and strengthening alignment across the organisation.
- Prioritise staff and volunteer wellbeing in recognition of the emotional complexity of our work.

This is leadership that requires emotional intelligence, resilience and the ability to inspire confidence at every level.

### Service Delivery and Impact

The Chief Executive holds ultimate responsibility for the quality, accessibility and impact of services delivered across Scotland.

You will:

- Ensure the consistent delivery of high-quality, trauma-informed services in communities and court settings.
- Promote continuous improvement, innovation and evidence-informed practice.
- Ensure that lived experience meaningfully informs service design, advocacy and strategic direction.
- Safeguard the organisation's reputation for excellence, compassion and professionalism.



# The Role

Advocate confidently and credibly in media and public forums.

## Financial Sustainability and Stewardship

The Chief Executive is accountable for the long-term financial health and sustainability of the organisation.

You will:

- Lead strategic engagement with Scottish Government and other funders to secure and diversify income streams.
- Ensure disciplined financial stewardship and transparent resource allocation aligned to strategic priorities.
- Provide assurance to the Board regarding financial planning, controls and sustainability.
- Strengthen organisational resilience within a challenging and evolving funding environment.

## External Affairs, Influence and Reputation

As the public face of Victim Support Scotland (VSS), the Chief Executive will:

- Represent the organisation at the highest levels of government, civil service, justice agencies, regulators and national stakeholders.
- Build and leverage strong, trusted relationships with stakeholders to influence policy and improve outcomes for victims and witnesses.
- Advocate confidently and credibly in media and public forums.
- Enhance VSS's profile as a national leader in victim support and trauma-informed practice.

This role requires political acuity, persuasive communication and the confidence to engage constructively and, where necessary, robustly, on matters of national importance.

## Success in the Role

Success will be demonstrated through:

- Strong, confident Board assurance on governance, risk and compliance.
- A high-performing, collaborative Executive Leadership Team.
- Sustained financial resilience and external confidence in organisational stewardship.
- Clear evidence of influence within Scotland's justice and policy landscape.
- Development and delivery of a refreshed strategy.
- An engaged, values-led workforce and volunteer community.
- Tangible improvements in outcomes and experiences for victims and witnesses.

This is a role of significant responsibility and national visibility. It demands strategic judgement, integrity, courage and compassion in equal measure.

# The Person

The Board is seeking an exceptional leader of stature, judgement and integrity.

This role requires more than operational capability - it demands a Chief Executive who combines strategic authority with emotional intelligence, and who can operate confidently at the highest levels of public life while remaining deeply connected to the lived experience of those affected by crime.

## Experience and Leadership Profile

You will bring:

- Proven, successful experience operating at Chief Executive or equivalent senior level within a complex, publicly accountable environment.
- A strong track record of working in close partnership with a Board, providing authoritative advice on governance, risk and compliance.
- Demonstrable experience leading large, multi-disciplinary teams through complexity and change.
- Experience representing an organisation externally at senior level, influencing government, regulators, funders or system leaders.
- A record of delivering strategic impact while maintaining operational excellence.

Experience within the third sector or justice environment would be advantageous, but the Board is open to candidates from adjacent sectors who can demonstrate comparable complexity, regulatory accountability and stakeholder influence.

## Governance and Regulatory Acumen

You will possess:

- Strong, practical understanding of charity law, regulatory frameworks and good governance practice.
- The ability to provide clear, confident assurance to Trustees on compliance, risk and fiduciary responsibilities.
- Sound financial literacy and experience overseeing significant budgets and funding relationships.
- The judgement to balance ambition with responsible stewardship.

The Board requires a Chief Executive who strengthens governance, not merely complies with it.

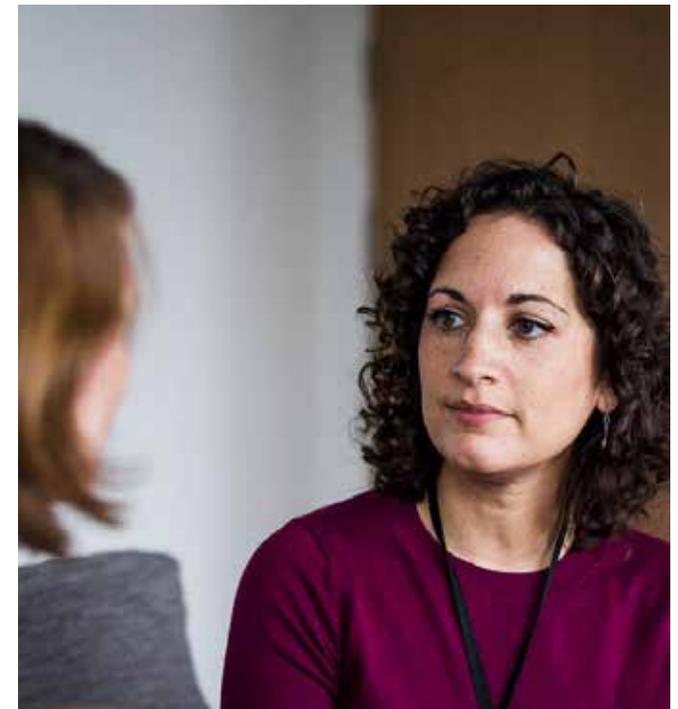
## Strategic and External Influence

You will be:

- Politically astute, with the credibility and presence to engage constructively with Ministers, senior civil servants, justice agencies and national partners.

- An outstanding communicator and negotiator, capable of articulating complex issues with clarity and authority.
- Confident in media and public settings.
- Able to navigate sensitive and high-profile issues with discretion, diplomacy and resilience.

You will understand how to influence systems, not simply operate within them.





# The Person

The courage to take difficult decisions when required.

## Leadership Style and Personal Qualities

Above all, you will lead in a way that reflects and embodies the values of Victim Support Scotland:

- Victims are at the heart of everything we do
- We care
- We work with intent
- We are ambitious
- We persevere

In addition, you will bring:

- Strong personal integrity and sound judgement.
- The courage to take difficult decisions when required.
- The ability to build trust across diverse stakeholders.
- Self-awareness and humility alongside confidence and authority.
- The resilience required to lead within an emotionally demanding field of work.

## What Will Distinguish You

The strongest candidates will demonstrate:

- A clear understanding of the Scottish public and third sector landscape.
- The ability to balance strategic influence with operational depth.
- Evidence of strengthening organisational culture and performance.
- A leadership presence that inspires confidence internally and externally.

This is a role for a leader who is both principled and pragmatic; ambitious and responsible; visible and grounded.

The Board is committed to equality of opportunity and welcomes applications from individuals of all backgrounds. Diverse perspectives strengthen governance and leadership, and we are particularly keen to hear from candidates who bring lived experience or perspectives currently underrepresented at senior leadership level.



# Conditions & Remuneration

**Salary:** £100,000 - £110,000 per annum

**Place of Work:** Glasgow/Edinburgh/Hybrid

## Other Benefits:

- Generous annual leave - 42 days
- Health cash plan, including dental care, chiropody, physiotherapy and optometry.
- HSF Perkbox, providing discounts on retail, gym memberships etc, and a range of wellbeing resources.
- HSF Assist, providing access to a GP advice line/virtual GP/ counselling and emotional support/legal advice.
- Enhanced occupational sick pay scheme.
- Enhanced maternity and paternity pay schemes.
- Up to 10% employer contribution pension scheme.
- Credit union.

## Timescales

### Closing date for applications:

Midnight on Sunday April 12, 2026

### Interviews:

Week commencing Monday May 4, 2026





# How to Apply

Please send a tailored CV to [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com)

To apply for the post, please send a tailored CV and covering letter to [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com) by midnight on **Sunday April 12, 2026**.

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

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

Victim Support Scotland is committed to supporting and promoting Equality, Diversity and Inclusion (EDI). This includes tackling all forms of discrimination and inequality in both the workplace and the services the organisation provides. This commitment is embraced by our Board of Trustees and informs all of our activities and their impact on our service users, employees, volunteers and other stakeholders.

We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you could complete an Equalities Monitoring Form.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.



**LHH Recruitment is Scotland's leading Executive Search team.  
We connect Scotland's top businesses with exceptional candidates –  
and we do it really well.**

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