



Glasgow
Council
for the
Voluntary
Sector

Chair and Board Member

Recruitment Pack



gcvvs.org.uk

Welcome

Glasgow Council for the Voluntary Sector exists to develop and support the voluntary (or third) sector in the city, growing the capacity of the sector to respond to the challenges and opportunities the city faces.

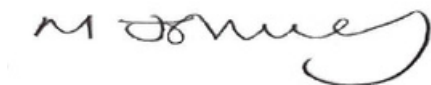
The Board comprises up to twelve Directors; eight of which are elected directly by and from the membership ('Elected Directors'), and up to four who are appointed by the Directors to bring additional skills, knowledge and experience to the Board ('Appointed Directors'). Directors are appointed for three-year terms, with a maximum of two consecutive terms.

We are currently recruiting for:

- A Chair (who is an Appointed Director)
- One other Appointed Director
- Five Elected Directors

Thank you for taking the time to consider the role. If you would like to discuss the role with the current Chair or the Chief Executive, please contact membership@gcvs.org.uk to arrange an appointment.

Yours sincerely



Martina Johnston-Gray
Chair

About Us

GCVS aims to improve the lives of people in Glasgow, not by delivering services ourselves, but by strengthening the voluntary sector's contribution to addressing inequalities and responding to community demand.

We work in partnership with the voluntary sector and other agencies who share our ambition to address poverty & inequality and to create opportunities for all of Glasgow's citizens.

We want to combat the deeply embedded social inequalities in our society that are unfair, destructive and unnecessary. These inequalities rob people of their freedoms, their potential and their rights. Often, they are caused by decisions taken far away from the people in Glasgow that they affect.

For many years, public and voluntary sector organisations have worked hard to combat the effects of these inequalities, but they continue to worsen. The challenges we face can often be described as “wicked problems” – they are highly complex issues with no simple solution and where interventions frequently have unintended negative consequences. It is now widely recognised that a new approach is needed: empowering communities to develop their own solutions.

GCVS has an exciting role to play in this new world, both in terms of building the capacity of communities and the voluntary sector to take a lead, and as an ‘honest broker’ capable of working with both the public and voluntary sector to design new ways of working - without seeking to become involved in the delivery of services to the public.

Our Vision

Glasgow's citizens and communities flourish – with the help of a strong voluntary sector.

Our Mission

We develop and promote the role of communities and the voluntary sector in building a fairer, kinder and happier society. We exist to challenge unfairness and bring people together to address it.

Our Principles

The principles we work to are fundamental to our ability to undertake our role. We will be:

- Open and accountable
- Voluntary sector led
- Focused on our objectives
- An honest broker
- Collaborative by nature
- Leaders in good practice
- The best we can be

Our Values

Creativity and Innovation

We drive innovation in our own organisation and facilitate others to be more creative in designing solutions for Glasgow.

Drive and Reflection

We learn from both our own experiences and from others. We invest in the development of our people and services. We aren't afraid to take risks in order to improve.

Bravery and Integrity

We do the right thing in a fair, honest and responsible way. We stand up for what we believe is right.

Generosity, Kindness and Respect

We treat people with compassion, recognising the value of everyone in our society. We promote inclusion and challenge inequalities in all of our activities.

"A strong and engaged GCVS Board is essential to our success. Their stewardship provides strategic clarity, their insight keeps us grounded in the realities of the sector, and their commitment ensures we continue to champion and support voluntary organisations across Glasgow with integrity and ambition"

Ian Bruce, GCVS Chief Executive

The GCVS Board

Glasgow Council for the Voluntary Sector is a Company Limited by Guarantee and a Scottish charity. As such the Board are simultaneously the Directors under Company Law and the Trustees under Charity Law and must meet their respective duties under those respective pieces of legislation.

The Board are in overall control of the organisation. The day to day running of the organisation is delegated to the management with the Board retaining responsibility for key areas such as setting strategy, scrutinising performance and agreeing budgets.

The Board have 12 areas of responsibility:

1. Determine the GCVS **mission and vision**, and ensure that all policy decisions the Board makes are designed to help us realise the aims set out in our mission.
2. Work with the Chief Executive to develop **long-term strategic plans**. Our meeting agendas are tied into key points in the strategic planning process to facilitate this process.
3. Formulate and monitor adherence to policies: it is the role of the Board to establish an **ethical framework** for all those who work for and on behalf of GCVS.
4. Approve and monitor GCVS' programmes and services, checking that we are meeting our legal and regulatory responsibilities and are effectively **serving our mission**.
5. Ensure GCVS has adequate **financial resources** to enable us to be in a proper financial position to carry out our mission, including the development and monitoring of an income generation strategy.

6. Provide effective **financial oversight**, approving the annual financial statement and budget, monitoring spending and creating policies to manage and protect GCVS resources.
7. Enhance and protect the **GCVS public image**, through each Board member's own behaviour, the governance they exercise, and the activities they undertake on behalf of GCVS.
8. Support the recruitment and induction of new Board members, ensuring **future good governance** by recruiting and developing individuals who can provide the best leadership for GCVS
9. Carry out GCVS Board business efficiently by conducting **productive meetings** where key organisational issues are dealt with, seeking out technical expertise to assist decision-making where needed. This includes engaging in regular performance appraisals, self-assessment and development activities designed to strengthen the Board's effectiveness.
10. **Select and support the Chief Executive**, respecting the boundaries between the Board and CEO, and reviewing these regularly; conducting annual appraisal and developing and supporting their performance
11. Act as a **responsible employer**, conforming to employment legislation, ensuring that policies, procedures and practices are up to date, to enable staff to work in a safe, supportive environment, promoting best practice in respect of work/life balance, and the development of our people.
12. Understand and respect the **relationship between Board and staff**, keeping focus on the strategic and evaluation role of the Board, empowering staff to carry out the role to which they have been appointed and respecting protocols for engaging with staff.

Board Conduct

GCVS expects Board members to demonstrate the 7 Principles of Public Life (Nolan Principles) in their role:

Selflessness

Board Members of GCVS have a general duty to act in the best interests of GCVS as a whole. They should not do so in order to gain financial or other material benefits for themselves, their family, their friends or the organisation they come from or represent.

Integrity

Board Members of GCVS should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role. As well as avoiding actual impropriety, Board members should avoid any appearance of improper behaviour, and should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.

Objectivity

Board Members of GCVS, in carrying out their role, including making appointments (including Board appointments), awarding contracts, recommending individuals for rewards and benefits or transacting other Businesses should ensure that decisions are made solely on merit.

Accountability

Board Members of GCVS have a duty to comply with the law on all occasions in accordance with the trust placed in them, and in such a way as to preserve public confidence in GCVS. They are accountable for their decisions and actions to members, the public, funders and service users. They must submit themselves to what scrutiny is appropriate to their role.

Openness

Board Members of GCVS should ensure that confidential material, including material about individuals, is handled in accordance with due care. They should be as open as possible about their decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider interest clearly demands.

Honesty

Board Members of GCVS have a duty to declare any interests relating to their role as trustees / Board members, and to take steps to resolve any conflicts that might arise. Where private interests of a Board member conflict with their trustee duties, he/she must resolve this conflict in favour of the trustee role. They must make relevant declarations of interest in the different circumstances and roles they play both within and outwith GCVS.

Leadership

Board Members of GCVS should promote and support the principles of leadership by example.



Time Commitment

Board Members

There is a time commitment of 40-60 hours per year.

- Preparation for and attendance at between four and six Board meetings each year. Board meetings rarely exceed two hours.
- Participation in an annual development day with staff to review progress and determine priorities.
- Participation in induction, training and other CPD that the Board agree to enhance the performance of the Board
- Attendance at GCVS events throughout the year.
- There is an expectation on Board members to join one or more sub-committee or working group of the Board.

Chair

Time commitment for the Chair is slightly more at 60-80 hours per year. The Chair is not expected to join sub-committees of the Board, but is expected to:

- Meet regularly with the Chief Executive to be aware of key issues in the organisation
- Provide feedback to other Board members to enable them to participate more effectively
- Represent the organisation at key events, such as the AGM.

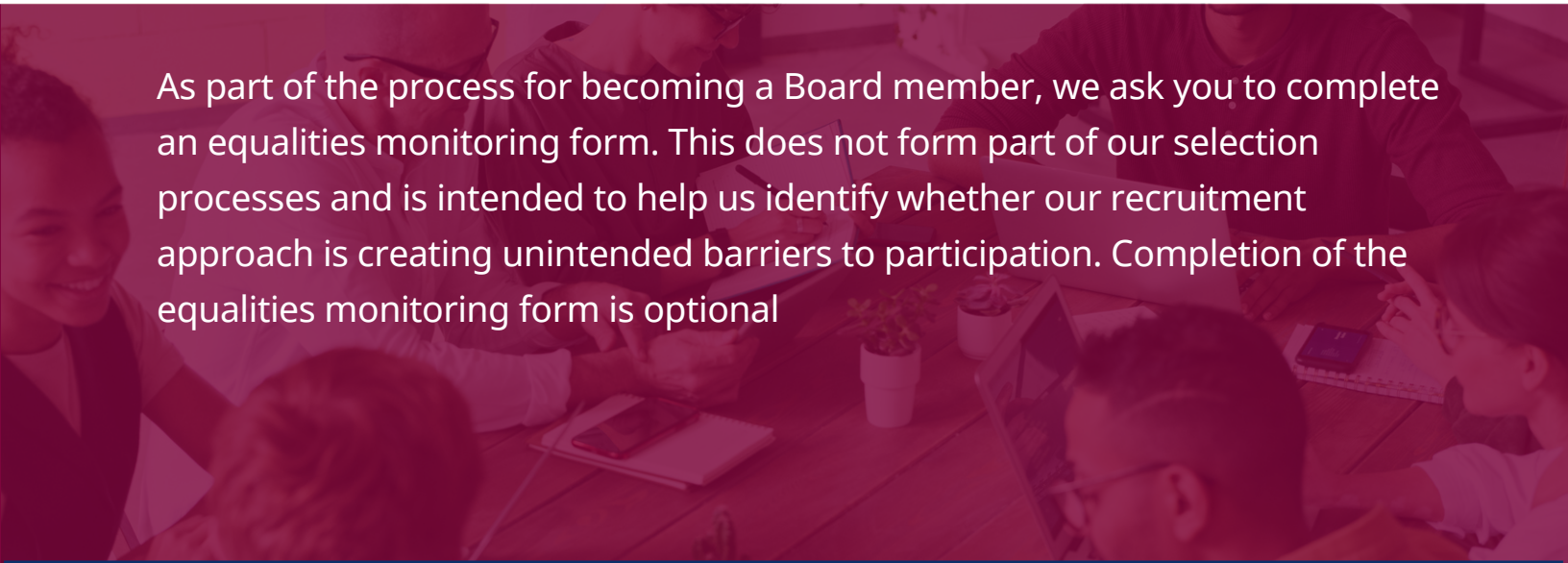
Board Diversity

Glasgow CVS recognises that diversity on the Board is an important part of making good decisions and ensuring that our services are inclusive.

The Board undertakes a regular review of its own diversity and seeks to take proactive steps to ensure the Board is and remains reflective of the sector and wider society.

The Board is proud of its current diversity, but there are people who are routinely underrepresented on Boards that we particularly like to hear from. This includes:

- People from Black, Asian and Minority Ethnic (BAME) backgrounds
- Younger people – about two thirds of Scottish charity trustees are over 50, while those 18-25 are rarely represented.
- Disabled people, particularly those who regularly find that systems and processes are not designed to include them fairly.
- People from other disadvantaged backgrounds – including those who have been affected by poverty and those who are care experienced.



As part of the process for becoming a Board member, we ask you to complete an equalities monitoring form. This does not form part of our selection processes and is intended to help us identify whether our recruitment approach is creating unintended barriers to participation. Completion of the equalities monitoring form is optional

Recruitment Process

Elected Directors

Elected Directors stand for election and are chosen by the members. Any member organisation may nominate any individual whom they feel is appropriate to join the Board. The nomination form allows you to identify the nominee's motivation for joining and the experience they would bring.

If the number of nominations received is not in excess of the number of vacancies available, then all nominations will be proposed to be elected with the endorsement of the AGM. If the number of nominations received exceeds the number of vacancies available, an online election will be held before the AGM.

Deadline for nominations is Monday, 12th January 2025 at 11.59pm.

GCVS Members have been sent details of how to nominate. If you are a GCVS member and have not received this, please email membership@gcvs.org.uk

Chair / Appointed Director

Applicants are asked to complete an application form, outlining their motivations for joining the Board and how they meet the person specification. Suitable candidates will then be asked to attend an interview a recruitment group made up of current Directors.

Final decision on the appointment of the Chair and the other Appointed Director is taken by the Board and this will be completed at the first meeting of the Board after the Annual General Meeting.

Please apply here by Monday, 19 January at 11.59pm

Person Specifications for Board Members and Chair are included below.

Board Member - Person Specification

Each trustee must have:

- a commitment to the mission of Glasgow CVS
- a willingness to meet the minimum time requirement
- integrity
- strategic vision
- good, independent judgement
- commitment to equality and diversity
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- an ability to work effectively as a member of a team and to take decisions for the good of GCVS and the voluntary sector

The board of trustees collectively needs skills and experience in the following areas. Individual Board members are not expected to have all of these:

- financial management, income generation and enterprise
- public policy and public affairs
- understanding of the national and local voluntary sector
- relationships with national and local government and statutory bodies
- digital and technology
- understanding of different parts of the sector
(e.g. community groups, voluntary organisations and social enterprises)
- volunteering management and brokerage
- collaborative partnerships
- public service reform and system change
- quality and improvement

Chair - Person Specification

In addition to the expectations of Board Members, the GCVS Chair must have:

- **Values Alignment:** A deep commitment to social justice, human rights and equalities, and community empowerment
- **Insight & Passion:** A clear understanding of the value of the voluntary sector and the challenges facing voluntary organisations and the communities they serve.
- **Strategic Influence:** Demonstrable ability to operate at a senior strategic level, with a strong track record of influencing policy, funding, or decision-making.
- **Networks and Relationships:** Ability to develop and use relationships across key partners to open doors and broker relationships that benefit the voluntary sector in Glasgow.
- **Governance Experience:** Prior experience of board-level leadership, ideally as Chair or Vice-Chair, with a sound understanding of governance, risk, and accountability in a charitable context.
- **Collaborative Leadership:** Skilled in chairing meetings, building consensus, and supporting a diverse board to work effectively together.
- **Advocacy and Representation:** Confident and credible in representing GCVS externally, including with senior stakeholders, media, and at public events.