



BOARD OF DIRECTORS' FUNCTIONS & RESPONSIBILITIES

The **Board's main functions** will be:

- to lead the development of the culture, values and strategic direction of SCSSA in order to provide effective scrutiny of the Church's safeguarding provision
- to ensure the provision of sound advice to BCOS on the implementation of its national safeguarding policy ('In God's Image')
- to ensure the provision of sound advice and recommendations to dioceses, religious institutes and Catholic organisations on their safeguarding practice
- to monitor the SCSSA's operations, ensuring prudent management, sound planning and compliance with statutory and regulatory obligations
- to provide effective controls on SCSSA business strategy and financial management
- to act in accordance with the SCSSA Articles of Association, Company law and other relevant legislation/regulations.

Board Directors will carry these **specific responsibilities**:

Strategy

- to contribute to the collaborative development of the SCSSA's strategic direction
- to contribute to Board discussions, offering impartial advice
- to develop business plans, monitor implementation and corporate performance
- to ensure that the voice of survivors is heard in the Board's deliberations
- to be well informed on the environment in which SCSSA operates and to have a strong command of the issues facing the agency
- to contribute to the development of accurate reports and advice to the BCOS, based on the SCSSA's evaluation of safeguarding practice

Compliance oversight

- to monitor, review and approve SCSSA policies and procedures developed in support of national safeguarding standards
- to promote a safeguarding culture of transparency, honesty and collaboration
- to monitor, review and approve safe recruitment arrangements, including membership of the PVG scheme for clergy, religious, lay employees and volunteers
- to direct and monitor the safeguarding auditing activity of SCSSA
- to consider any significant compliance concerns and to approve, as appropriate, any necessary escalation measures recommended by the SCSSA Director of Safeguarding
- to monitor the effectiveness of Safeguarding training and to direct plans for improvement
- to advise BCOS on the above

Finance

- to approve and monitor the annual budget
- to approve delegated authorities for expenditure limits

- to review financial performance
- to approve the annual accounts and to consider any comments made by auditors
- to advise BCOS on the above

Human Resources

- to contribute to the development of constructive relationships among Board Directors, and between the Board and the SCSSA staff, built on honesty, trust, transparency and a strong understanding of shared goals
- to set salary levels, and annual cost of living increases, in the light of available resources
- to appoint and to monitor the performance of the Director of Safeguarding and Head of Training
- to prepare for adequate succession planning for the Director of Safeguarding and non-executive directors of the Board
- to review the Board's terms of reference periodically
- to advise BCOS on the above.

Legal, Regulatory & Governance

- to consider and, as appropriate authorise, any actual or potential conflicts of interest in accordance with the Companies Act 2006 and the Company's Articles of Association
- to monitor the effectiveness of the Company's governance arrangements and practices to ensure that these reflect the principles of good governance, including transparency and accountability, and support the Company's values and the sustainability of the business over the long-term
- to ensure that appointments to the Board are made in accordance with the appropriate governance process
- to determine the independence of non-executive directors in light of their character, judgment and relationships
- to arrange a periodic assessment of the Board's own performance and of individual directors, and to review periodically the Board's Terms of Reference (This should be completed not less than every three years.)
- to ensure a satisfactory dialogue with company members based on the mutual understanding of objectives
- to receive and consider high level reports on matters which it considers material to the Company as appropriate, in particular:
 - relations with regulatory authorities;
 - Health and safety;
 - Information systems and technology;
 - Data protection and management
 - Insurance cover;
 - Communications.

The Board is also responsible for all other matters of such importance as to be of significance to the Company because of their strategic, financial or reputational implications or consequences.



SCSSA DIRECTORS: PERSON SPECIFICATION

ESSENTIAL QUALITIES	
Experience	<ul style="list-style-type: none"> • Successful experience at a senior level in: safeguarding, social work, the justice system, education, or charity governance • Experienced in collaborative working and stakeholder engagement • Possessing a good understanding of safeguarding in a faith context • Able to work constructively with stakeholders in the Catholic Church
Personal Attributes	<ul style="list-style-type: none"> • Willing and able to listen, learn and respond to the views of various constituents, in particular survivors • Having empathy for the traumatic impact that abuse has on the lives of victims and survivors • A good communicator who can explain complex ideas with clarity • Independence of mind and judgement, able to offer sound advice.
Values	<ul style="list-style-type: none"> • Integrity and honesty • Strong commitment to effective safeguarding in the Catholic Church in Scotland • Strong commitment to fair and just treatment of survivors and respondents to allegations
HIGHLY DESIRABLE QUALITIES	
	<ul style="list-style-type: none"> • Experience of quality assurance systems relevant to safeguarding • A good understanding of governance processes, particularly charity governance
N.B. All appointments are subject to a PVG check.	

TIME COMMITMENT

Board Directors are asked to commit the equivalent of 8-10 working days per year to the work of the Board. While the Board will meet in formal session four times per year, there will be additional opportunities to participate in other pieces of strategic work, via committees and working groups, depending on the skills, interests and availability of individual Board Directors.

TERMS OF OFFICE

Board Directors will be asked to serve a term of 3 years, with a maximum of one additional term being possible, if mutually agreed with the Board Chair.