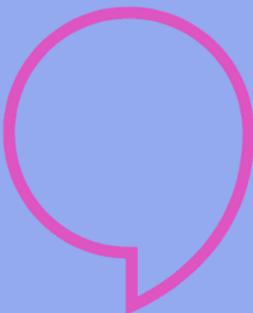


Board Recruitment Pack

February 2026



Welcome from the Chief Executive

Thank you for your interest in becoming Chair of YouthLink Scotland. I'm really pleased you're considering this role. Chairing our Board is an opportunity to make a meaningful difference for young people across Scotland — helping to shape a national organisation that supports the youth work sector, champions young people's voices, and strengthens the conditions for young people to thrive.



YouthLink Scotland is a company limited by guarantee with charitable status, and our Board plays a vital role in setting strategic direction, providing good governance, and supporting the executive team to deliver our ambitions. As Chair, you will be at the heart of that work — creating the conditions for a high-performing Board, enabling constructive challenge and good decision-making, and acting as a key ambassador for YouthLink Scotland with members, partners and stakeholders.

This is a role for someone who is motivated by purpose and collaboration. It offers the chance to:

- **Influence national direction** for youth work in Scotland and help shape YouthLink Scotland's strategic priorities
- **Work alongside committed colleagues** on a Board with a range of skills, experiences and perspectives
- **Build relationships and visibility** across the youth work sector, public bodies and partners
- **Support and challenge the organisation** in a way that strengthens our impact, culture and sustainability
- **Develop your own leadership** through chairing, governance, and strategic oversight in a values-led organisation

How is the Board made up?

The Board comprises three Office Bearers — Chair, Vice Chair and Honorary Treasurer — and includes up to six co-optees (with at least one under 26 at the time of appointment). Three Directors are elected by National Voluntary Organisation members, three by Local Authority members, and one is nominated

by the Scottish Youth Parliament. Our Succession Planning Group (who are also Directors) oversees the appointment of office bearers and co-optees through an open and transparent process, with a commitment to strengthening the Board through a diversity of backgrounds and perspectives.

What is expected?

The Chair is appointed for a three-year term (renewable for a second term if desired). The annual time commitment typically is expected to be no more than 15 days per year, this includes:

- Board meetings (normally 5-6 per year), usually held in Edinburgh with option to join online;
- A 24 hour residential or 1 full development day (if considered necessary);
- The AGM;
- The Annual Conference;
- The National Youth Work Awards
- Other essential meetings including membership of sub committees as required.

This position is non-remunerated however travel expenses related to Board duties can be claimed.

What is offered?

As a national charity we are not in a position to offer remuneration for this role, but expenses incurred in supporting the role will be covered. We do believe that the role is greatly rewarding as our former chairpersons can attest to:

"It has been an amazing experience to be part of an organisation which represents and advocates on behalf of youth work services across the country. I want to thank you all for the opportunity to act as Chair and I will continue to speak up for the important and valuable role youth work plays in the lives of young people across communities in Scotland."

-Angela Leitch CBE



If you feel you have the relevant experience and can meet the criteria in the role, we would love to hear from you. We appreciate that the best person for the role might not have all the essential criteria, so if you are unsure whether your skills and experience fit the specification, please contact us for an informal conversation prior to applying.

Tim Frew, Chief Executive

Who we are

We are the national agency for youth work and the collective voice of the sector.

We champion and advocate for the youth work sector so that all young people can access high-quality youth work. Our membership of voluntary and statutory youth work organisations and intermediaries, including every local authority, spans all of Scotland, and changes lives for the better every day.

Our vision

A Scotland where young people realise their full potential through youth work.

Our values

- We believe in young people and prioritise their needs and rights
- We are committed to the highest standards of protection and safety for young people
- We are a learning organisation, promoting innovation and change
- We represent our members with integrity and value collaboration with partners
- We are committed to being inclusive, accessible, ethical, equitable and diverse

Our mission

YouthLink Scotland is the collective voice of youth work. We represent and advocate for the sector so that all young people can access high-quality youth work.

We strongly believe that a healthy and vibrant youth work sector can bring transformation, not only to the lives of young people but also to their families, communities and society as a whole. Youth work can prevent many negative outcomes for young people and provide significant social return on investment.

We know **youth work changes lives** and we support the development of a practice model, outcomes and skills that are of high quality and evidence-based

in order to realise this ambition.

We believe that **youth work is for all young people** and we support accessible, equitable and inclusive youth work, whether it be through universal or targeted provision.

We want **youth work to be secure and on a par** with formal education. In order to achieve this ambition we need a stronger statutory basis, a well developed workforce and a funding base that is secure in the short , medium and longer term.

We ensure that **youth work is understood and influential**. We will support the development of research and evidence that demonstrates the life changing impact of youth work.

Our strategic goal

All young people have access to high quality youth work.

Our outcomes

1. We have attracted investment in youth work
2. We have developed and supported the sector to deliver for young people
3. We have improved understanding of the importance of youth work

Our processes

YouthLink Scotland as the national agency for youth work and as intermediary for the sector, provides a range of services to support youth work in Scotland.

- We facilitate **a wide range of youth work networks** to bring practitioners together to share best practice and insights.
- We communicate the impact of youth work through **high-profile campaigns on key issues** the sector faces.
- We influence decision-making at a local and national level through **our policy, research and influencing work**.

- We identify the needs of the sector and address these through a **rigorous programme of training and development**.
- We drive investment into the sector through **our National Grants Programmes**, and ensure youth work organisations are adequately resourced through the curation of **our funding directory**.
- We work in collaboration with a wide range of stakeholders and partners committed to achieving the best outcomes for young people.

Our partners

YouthLink Scotland works in partnership with:

- Scottish Government
- National voluntary youth/youth work organisations
- Scottish Local Authorities
- Young Scot and SYP
- COSLA
- Public bodies and Executive Agencies such as Public Health Scotland; Police Scotland; Education Scotland
- Other agencies within the voluntary and public sectors
- Trusts and funders
- Universities and colleges
- The business community
- UK and European bodies



Key Achievements

YouthLink Scotland continues to develop its role as the national agency for youth work by providing quality services to its members. Please read **our annual report 2024-25** for more details or have a look at our **21 Years of YouthLink Scotland video** on our home page.

How to apply

Please send your CV and a covering letter to **sdow@youthlink.scot**.

This should state why you are interested in joining the Board and what skills and experience you could bring to the role.

The closing date for applications is **5 April 2026**.

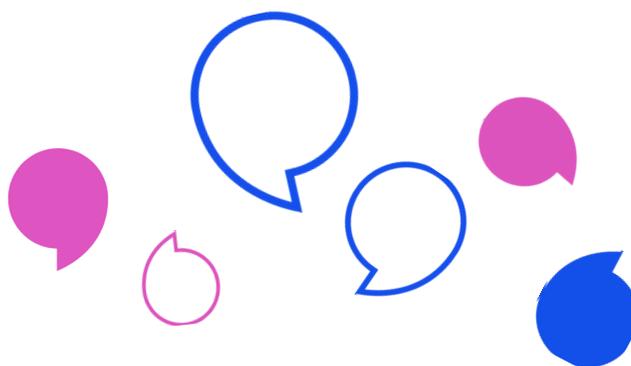
If you would like to nominate someone else for this role, please complete the attached form and ensure that you have discussed this with the nominee before submitting.

For an informal discussion about the role, please email **sdow@youthlink.scot** with your contact details and we will arrange a call with the Chief Executive or a member of the board succession planning group.

Who can apply?

In order to be a Director you must:

- Not be disqualified from being a director of a company (i.e. bankrupt or have a court order saying you cannot be a director of a charity). Further information is available at **<https://www.gov.uk/government/organisations/companies-house>**
- Be willing to undergo a disclosure check (having a criminal record does not automatically disqualify a person in terms of the rehabilitation of offenders).



Person Specification - Chairperson

Leadership & Direction

- A desire to serve the best interests of Scotland's young people and those organisations who work with them in a Youth Work setting.
- Leadership qualities, strategic planning, and a proven track record in working as part of a team in a collegiate style.
- Ability to ensure clarity of purpose within the board and with the CEO, aligning to the core values of the organisation.

Governance

- Prior board experience in chairing meetings, leading working groups, etc.
- Commitment to transparent governance and adherence to the Nolan principles.
- Knowledge of how organisations work, with an understanding of the roles and responsibilities of the Boards of Directors.
- Knowledge of Company Law, Charity Law, accounts, budgeting and the principles of good governance.
- Ability to manage potential conflicts of interest.
- A willingness to devote time to the organisation between the 5 formal Board meetings, an average of 1 day per month over the course for the year.

External Relations

- Some knowledge and experience of the Youth Work Sector at operational, volunteering or strategic levels.
- A willingness to learn about the sector and to listen to the concerns of members, funders and staff.
- Ability to play an ambassadorial role for the organisation and to effectively maintain contacts and networks.
- Enthusiasm and drive and the ability to speak in public and write coherently on a topic.
- No unresolved conflict of interest.
- Flexibility to work evenings, weekends and attend residential.

Personal Attributes

- Patience and a sense of humour
- Outgoing and warm personality
- Altruistic
- Empowering
- Devotes enough time to the organisation
- Clear about the role
- Capable of seeing the 'big picture'
- Capable of handling contentious issues
- Self-confident and humble
- Intelligent
- Reflective and open
- Organised & focused
- At ease in different people groups
- Non-judgemental
- Willing to use connections to advance the organisation
- Possessing connection and influence with key people
- A Disclosure and Barring Service (DBS) check will be required
- *A current driving licence may be required*

Role of Chairperson

Memorandum & Articles of Association extract:

13.1.2 The Chairperson shall be an independent person acceptable to the Board of Directors and shall be appointed following a period of consultation with the members. The appointment shall be ratified at the AGM which immediately follows. The Chairperson shall hold office for three years and shall be eligible to serve a second term of three years.

Core Objective:

The Chair is in effect the chief volunteer within the organisation. The Chair, with the CEO, will ensure that all aspects of corporate governance are accounted for and will hold the Board and Executive Committee* to account for the charity's vision, mission, stated purpose in line with its governing documents and the law, upholding the organisation's values.

The Chair will also provide leadership to the Board of Directors, ensuring each trustee fulfils their duties and responsibilities. The chair will work in partnership with the Chief Executive to provide leadership and clarity of purpose for the organisation and together represent the public face of the charity.

Specific Functions:

Leadership and Direction

1. The Chair will provide leadership and support to the Board of Directors, ensuring each trustee fulfils their duties and responsibilities.
2. The Chair will work in partnership with the Chief Executive to provide leadership and clarity of purpose for the organisation.
3. The Chair and Executive Committee together with the CEO will take strategic decisions as required between board meetings.
4. The Chair will provide leadership to the rest of the Board and with them agree the Strategic Plan for the organisation.

5. The Chair will work closely with the CEO and Sub-Committee Chairs to ensure the Strategic Plan is being carried out effectively and the outcomes achieved.

Governance

6. The Chair will contribute to the Annual Report and Chair the AGM.
7. The Chair is responsible for the calling and chairing of any Executive Committee meetings as and when necessary.
8. The Chair is ex officio on all sub-groups and will attend when necessary or invited to do so by the Committee Chairs.
9. The Chair will ensure meetings are run efficiently, and discussion and decision-making is democratic and fully participative
10. The Chair and other members of Executive Committee will assess and agree reward for the CEO on an annual basis.
11. The Chair will build a strong and effective working relationship with the CEO, meeting frequently with the CEO to discuss items of importance, and respecting boundaries between the roles.

External Relations

12. The Chair will act as an ambassador for the organisation and will on occasions perform both a ceremonial and representative role with the CEO in relation to strategic meetings with partners/funders, members and staff.
13. The chair with the CEO will maintain close working relationships with key stakeholders such as the Scottish Government and funders.
14. The Chair will perform a variety of other roles and represent YouthLink Scotland at functions with partners & stakeholders as appropriate.

**The Board Executive Committee includes the Chair, Vice-Chair and Honorary Treasurer*



#YouthWorkChangesLives



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