

Application Pack Trustee



A sincere thank you for your interest in Cruse Scotland, we're delighted that you're considering joining us as a Trustee. We hope the information in this pack gives you a good sense of who we are and what the role involves – but if you have any additional questions or would like to chat further, please don't hesitate to get in touch.

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Chair elena.fry@crusescotland.org.uk

We hope you will feel inspired to put forward an application and very much look forward to hearing from you.



About Us

Cruse Scotland is a unique organisation. Our services offer bereaved people the vital support they so badly need when someone close dies. We have a proven record of providing personalised, quality support to bereaved adults and children across Scotland over the last 60 plus years.

We are Scotland's only open-to-all bereavement charity. As such, we support people of all ages regardless of when the death occurred or the cause of death. More than half of our clients live in areas of multiple deprivation and will regularly contact us following a recommendation from their GP or other NHS specialist.

Our expertise is recognised and valued by the Scottish Government, and we are called upon to provide support following significant traumatic incidents such as the Bin Lorry tragedy in Glasgow, the Baby Ashes issue in Aberdeen and are currently supporting families affected through the challenging situation happening at Ayr and Troon Cemeteries as well as the high profile Covid-19 Inquiry in Scotland.

We are commissioned by Scottish Government to deliver responsive support to any workplace in Scotland in the aftermath of suicide. These facilitated support sessions are delivered on site by a highly qualified team all across Scotland to public, private and voluntary sector organisations.

We deliver specialist counselling and helpline training to around 100 new Cruse Scotland volunteers each year for a variety of roles including counselling support, helpline, children and young people's support and our assessment team. We contribute to the development of Scotland's counselling and psychotherapy workforce through providing placements for counselling students from many Scottish further education institutions. We also provide training to a wide range of external parties including Health and Social Care staff; banking, law and insurance companies and many third sector organisations who are dealing with bereaved people; through the course of their work.

Our Impact

Research shows that there are approximately 60,000 deaths in Scotland each year with around 280,000 people in Scotland being affected by bereavement.

In the year 2025-26, Cruse Scotland received 9,038 calls to its national helpline and provided an additional 2,802 webchat interactions. 6,205 adult counselling sessions were delivered across Scotland and a further 475 sessions to children and young people. 11 support groups were hosted across Scotland a mix of therapeutic groups; drop in; and craft or walking based therapy. Whilst this is a very significant achievement, we continue to work tirelessly to develop our services to enable us to reach even more people who need our help.

The positive impact of Cruse Scotland on those we support (in terms of improved mental and physical wellbeing, reduced need for GP and other medical assistance and earlier return to work) is clearly demonstrated by our evidence-based evaluation. A conservative estimate of the direct value of the support provided by Cruse Scotland free of charge to clients is in the region of £2.5m per annum.

Our service evaluation indicates that clients had visited their GP less often following counselling from Cruse Scotland, clearly showing that our work plays a preventive role and results in cost savings for the NHS.



Strategy 2022-2027

About us

Cruse Scotland is the country's dedicated bereavement charity, helping people understand, process and navigate their grief. Our listening and counselling services are available and free to everyone, no matter their age, beliefs, background or relationship to the deceased.

We help bereaved children, young people and adults by offering: Information and advice, a national helpline and webchat service, one-to-one counselling and listening, specialist support for children, young people and families and group support

Our Vision

A compassionate Scotland in which the impact of bereavement and grief is properly understood and supported.

Our Values

Compassionate: We are respectful, warm, kind and here when people need us most. We offer people the time and space to talk when they are ready.

Professional: We are experienced, committed and operate to the highest standard throughout the organisation. Our services are based on best practice, research, and feedback.

Inclusive: We value and develop our diverse team and strive to understand and respond to the needs of all communities across Scotland to make sure no one goes through grief alone.

Collaborative: By working as a team and collaborating with others, we can help build a more empathetic, bereavement-friendly society in Scotland.

Dedicated: Our passion, knowledge and dedication help people live with their grief, one day at a time.



Our Strategic Goals

Sustainability:
To enable sustainability by diversifying our income stream & resource model; to assess and reduce the environmental impact of the organisation.

Bereavement support: to deliver more effective services to more bereaved people.

Positive bereavement health: to promote bereavement support in communities through education & training.

Diversity & Equalities: to better understand and address inequalities & diversity issues affecting Cruse Scotland and our clients.

Influencing: to ensure the experiences of bereaved people influence policy & practice in Scotland.



Our Strategy

Our 5 year strategy was launched in April 2022 and will be complete in March 2027.

We have made excellent progress to date across each of our key areas.

In February 2027, we will focus on next strategy and your role as a trustee will be key in shaping this.

Our Key Enablers

People Strategy – This strategy will set out how Cruse Scotland will attract, retain, and develop staff and volunteers to accomplish our strategic goals.

External Training Development Plan – This will set Cruse Scotland's plans to grow its training services, which equip individuals and organisations to understand, and cope, with the impact of bereavement and grief.

Communications and marketing plan – This will help raise awareness of our charity, its services and the impact of bereavement and grief.

Environment Audit & Plan – The audit will help Cruse Scotland understand the impact that its services have on the environment and will inform how we reduce the charity's carbon footprint.

Diversity & Equalities Audit & Plan – The audit will provide a holistic view of diversity, equality, and inclusion, allowing the creation of a strategy that will ensure Cruse Scotland's service are truly open to all.

Service user Engagement strategy – This strategy will ensure service users are at the heart of Cruse Scotland's activities, their experience will help shape our services and influence policy matters.

Our Trustees

We currently have 13 trustees who provide diverse professional expertise and guidance, across all aspects of the organisation. Their knowledge and skills span an impressive range including health and social care, counselling, finance, legal, IT and much more.

Learn more about our Board of Trustees [here](#).

Following a recent skills audit and succession planning exercise, we have identified that our Board would benefit from appointing 3 or 4 new trustees with expertise in one or more of the following areas:

- AI awareness and governance
- Charity finance
- Children's counselling and GIRFEC
- Commercial expertise
- Counselling supervision
- Culture and development
- Cyber and Information Security
- Fundraising
- Immigration and asylum
- Insurance
- Legal
- Property and estate management

Our trustees are unpaid, however reasonable travel expenses are reimbursed.

Our Team

It is a testament to the hard work and commitment of those involved in Cruse Scotland that such an enormous amount is achieved through a volunteer team of 200 people who are spread across Scotland.

The organisation would simply not exist without them. The commitment and passion from our volunteers is something very special and highly contagious! The volunteers are supported directly and indirectly by a very committed staff team of 21 (15 WTE) some of whom were volunteers previously... and some who volunteer in addition to working with the charity.... contagious!

There are many opportunities to connect with our volunteer and staff team across the year at training and Volunteers Week events, but most notably at our annual Volunteer Conference held on a Saturday each September.



Time Commitment

The estimated time commitment of this role is approx. one day per month. As with any role, there are certain times of the year which are busier than others. The majority of time commitments are scheduled well in advance, but there will be occasions when support is required unexpectedly.

Board meetings are held each quarter with dates set at the end of each previous year, they last around 3 hours and alternate between in person and online. The Autumn Board Meeting also includes our AGM. Each trustee is also a member of one of our specialist board committees, related to their professional skillset. The committee remits are Practice Governance & Training; Finance and Audit; and Income Generation & Engagement. Each committee meets for online meetings each quarter for 2 hours.

We hold an in-person strategy day once a year to bring together our trustees and staff management team.

Board members are encouraged to attend our Annual Volunteer Conference held on a Saturday in September, and where possible, are invited to engage with celebration events such as Volunteers Week. We deliver an ongoing programme of Continuing Professional Development on a wide range of bereavement and related topics which Board members are welcome to attend if they are of interest.

The dates for all meetings and events in 2027 will be scheduled in November 2026 to ensure plenty of advance notice of key dates. In person meetings and events tend to be held in Glasgow, Edinburgh, Dundee, Perth or Stirling.

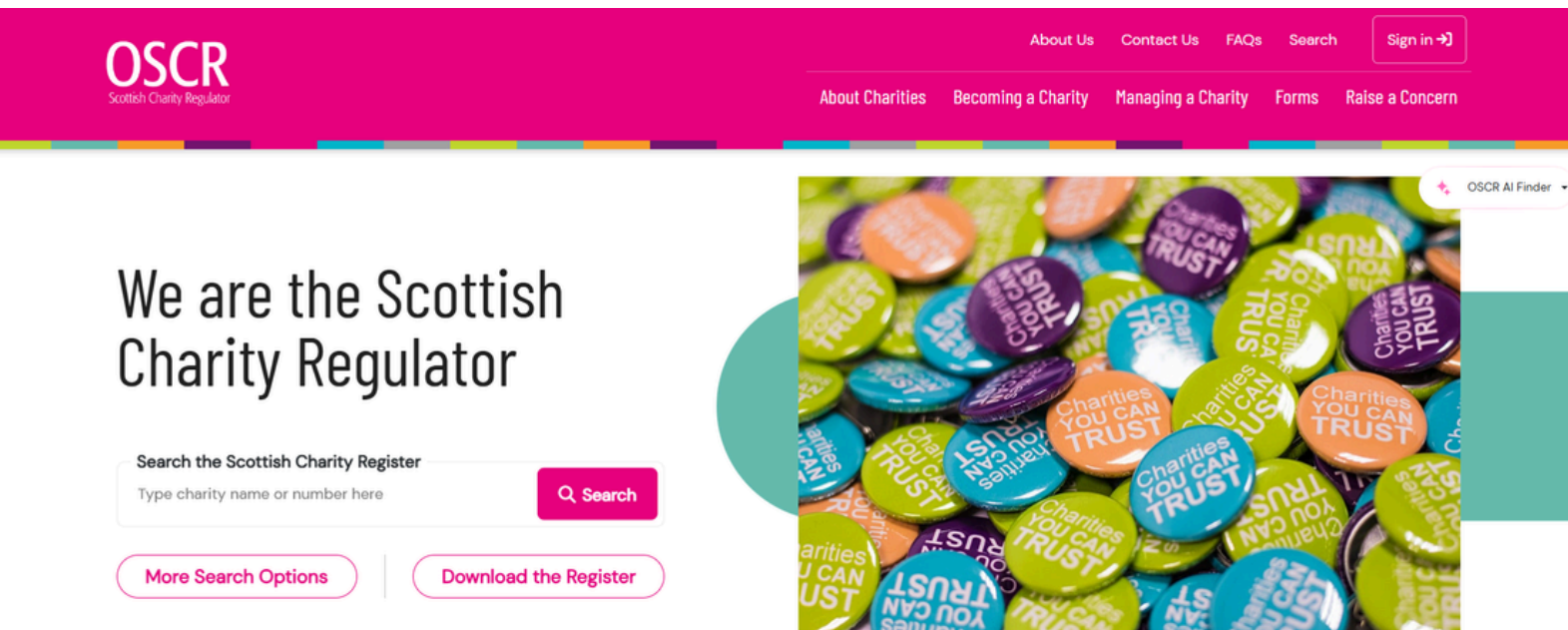
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Duties as a Trustee

The responsibility of a Trustee is to direct the affairs of Cruse Scotland through efficient, effective and accountable governance ensuring that the organisation is solvent, professionally-run and that it acts in accordance with its aims and objectives.

Trustees are responsible and accountable for the overall strategic leadership and direction of Cruse Scotland, safeguarding the assets, reputation and ethos of the organisation and promoting its work. Trustees are expected to uphold our core values.

The Office of the Scottish Charity Regulator (OSCR) has produced guidance information for trustees. The document sets out in detail the duties and responsibilities of charity trustees in Scotland and can be found [here](#).



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Scottish Charity Regulator

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OSCR AI Finder

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What Next?

Interview and Induction

We will undertake the recruitment in an open, fair and inclusive manner. We will acknowledge all applications received. Applicants progressing to the next stage will be invited for interview.

We will offer unsuccessful applicants feedback on their application. The successful applicants, once recommended and approved by the Board, will receive a full programme of induction to Cruse Scotland and its key people.

- Memorandum and Articles of Association
- Scheduled of Delegated Authorities
- Financial Regulations
- Agreement between Cruse Scotland & Cruse Bereavement Support (England, Wales and N Ireland)
- Meeting minutes from the last year comprising AGM, Board and Committees
- Mission, Vision and Values Statement
- COSCA Code of Ethics and Statement of Practice
- Contact details for all Board Members and staff management team
- Update on progress towards strategy
- Management accounts.

Closing date for applications: noon on Monday 2 November 2026

Interviews will be held on: Friday 13 November 2026 in Glasgow

We very much look forward to hearing from you.

Lead with commitment.

Govern with vision.

Champion compassion.

and various financial reports, including the annual Financial Statement of Practice, will be sent to all Board Members and staff for comment in preparation of a process towards Strategy Development for the next 5 years.

Closing date for applications is noon on Monday 12 November 2025. Interviews will be held on Friday 13 November 2025 in Glasgow.

We very much look forward to hearing from you.

Kind regards,
Gordon Gray
Chair of Directors



**Cruse
Scotland**
Bereavement Support



Cruse Scotland is a registered charity SC031600 and company limited by guarantee SC218026. Registered Office: Suite 4/2 Great Michael House, 14 Links Place, Edinburgh, EH6 7E2

