



Worker
Support
Centre

**INFORMATION PACK FOR TRUSTEE
ROLE**

Information on Worker Support Centre (WSC)

Background

At WSC, we believe **everyone should be safe, valued and respected at work** – no matter our job or nationality. We partner with workers towards a world without labour abuse and exploitation, building power together for a Scotland that welcomes every worker.

[The Worker Support Centre](#) (WSC) is a Scottish charity working in partnership with migrant workers at risk of exploitation across Scotland to secure their rights, challenge labour exploitation, build collective power, and drive lasting law and policy change.

WSC was established in response to evidence of widespread risk of exploitation faced by migrant workers in Scotland. In 2020-21, WSC's founder and our Senior Peer Engagement Manager, conducted [research](#) with seasonal farm workers to understand risks of exploitation, alongside [research](#) for the Scottish Government into risks to workers on restrictive visas.

Building on this evidence, WSC was established in 2022, first as a project under the legal services charity Just Right Scotland in 2022, and then as an independent Community Interest Company in 2023, before registering as a charity in 2024.

Our **vision is for a world where everyone is valued, respected and safe at work** – no matter job or nationality, and where there is no tolerance for labour abuse and exploitation. Our work is centred around values of solidarity, equality, safety, collaboration, and creativity.

Aims and Objectives

Working towards **our vision for a world where everyone is valued, respected and safe at work**, WSC pursues the following aims:

1. Enable migrant workers to understand and exercise their rights, challenge exploitation, and uphold their human rights.
2. Enhance the collective power of migrant workers to strengthen their influence and representation in decision-making at workplace, local, and national policy levels.
3. Build awareness and knowledge about migrant workers' lived experiences to influence local and national debate on worker treatment and secure evidence-based immigration and labour policy.
4. Embed migrant worker representation and voice within WSC's organisational governance and decision-making at all levels.

These aims are delivered through three core organisational objectives, developed, and pursued in partnership with migrant workers and grounded in their lived experience. They respond to the intersectional barriers migrant workers face such as access to justice, marginalisation, discrimination, the restrictive visa system, and protection gaps such as housing and healthcare. Our objectives are to:

1. Provide advice and advocacy support to secure migrant workers' rights and end exploitation.

2. Build collective power and strengthen solidarity within and across communities.
3. Drive lasting changes in law, policy, and implementation in partnership with migrant workers.

Target Groups

WSC prioritises workers who are isolated and marginalised, and whom, according to our analysis, face heightened risk of labour abuse and human trafficking, particularly those on tied and temporary visas.

We currently partner with seasonal agricultural workers on the UK Seasonal Worker visa (SWV), and migrant workers in the social care sector on the UK Health and Care Worker visa (HCWV). Both visas have been critiqued by UK government experts, including the Independent Chief Inspector for Borders and Immigration for seasonal agriculture and social care, as well as by the Anti-slavery Commissioner: "horrific abuse".

These risks are compounded by limited power or representation, weak enforcement, heavily outsourced supply chains, irresponsible practices, concentrated power, poor governance, and immigration systems that prevent integration and limit access to services.

Activities and Achievements

At the heart of WSC's work is our unique five-step early exploitation prevention model designed to address the immediate risks and structural drivers of labour exploitation faced by migrant workers. The model pursues collective power building and systems change by bringing together the following core **activities**:

1. **Support** to meet migrant workers' basic needs through our worker needs-led casework, referral pathways, and specialist helpline for seasonal agricultural workers.
2. Provide accessible **information** on migrant workers' legal rights and entitlements, which enables workers to understand their rights.
3. Build migrant **worker power** through collaborative legal analysis, collective action and broadened communities of support.
4. Advance migrant **worker-centred labour market enforcement** by supporting workers to raise individual and collective complaints and strengthening the capacity of authorities to engage with migrant workers.
5. Influence **law and policy** to address the structural risks of exploitation.

These activities have brought a number of **key achievements**, which will inform and strengthen our future work:

Casework support: Since 2023, WSC has provided Advice UK-accredited casework support to seasonal agricultural workers on the SWV, supporting 1652 people in relation to seasonal agricultural work between 2023 to end of 2025. In 2025 we extended this support to migrant care workers, supporting 47 workers and building referral pathways with trusted partners.

Policy change: WSC's policy advocacy in partnership with seasonal agricultural workers, contributed directly to the Scottish Government announcement in November

2025 that they will introduce regulatory standards for tied worker housing for the first time, and in doing so setting a global precedent on protections.

Improving enforcement: In 2024 and 2025, WSC documented widespread underpayment of [workers](#) in seasonal agriculture and shared the evidence (via anonymised and confidential briefings) with the UK Government, the UK Director of Labour Market Enforcement (DLME) and the Low Pay Commission (LPC). This contributed to the [DLME's commitments](#) to review the situation and informed policy recommendations of the LPC.

Tackling health and safety risks: WSC supported eight workers to progress cases in relation to significant and life altering workplace injuries; escalated concerns to enforcement authorities; and engaged with the Scottish Government to clarify worker entitlement to access healthcare.

Preventing health and care worker destitution: For workers on the Health Care Worker Visa, the revocation of their visa sponsor license can lead to unemployment and increase the risk of destitution and exploitation. In 2025, WSC's collected evidence contributed to the Scottish Government's recent [support package](#) for displaced care workers. We have since been asked by government officials to provide evidence grounded in displaced workers' lived experience, highlighting where various support packages do not align with real needs. WSC direct support to displaced workers from July-December 2025, led to ten displaced workers finding new employment.

Lived experience leadership: WSC embeds the lived experience of people on restrictive visa statuses across our staff team and Board. The majority of staff and Board have direct experience of the immigration system, strengthening trust in our model and grounding our work in lived reality.

Structure of WSC

WSC has nine staff members and seven Trustees. Details of staff and trustees bios can be found on <https://workersupportcentre.org.uk/about-us>

Time Commitment

Board Meetings

The Board of Trustees meets every quarter, usually remotely. The meetings will be attended by the Executive Director, Operations Manager and Finance Officer.

Papers are sent at least one week prior to meetings. These papers include an agenda, the latest monthly management accounts and other summary and position papers with relevant background information and, where relevant, external professional advice. This is all designed to ensure that the Trustees have all the information they need to make an informed decision and monitor progress.

Trustees are expected to familiarise themselves with the documents shared ahead of the board meeting and to follow up on actions agreed during the meetings within the discussed and agreed timeframes, attend Board meetings to fulfil their legal duties and

to have some active engagement and interest in the work of the Charity so far as appropriate to their interest and expertise.

The Board does not have standing committees but working groups may be formed from time to time (as ad hoc sub committees of the Board) to deal with particular issues.

Day to day operational management is delegated by the Board to the Executive Director and the Charity's team under detailed terms of delegation which require reference back to the Board for approval on a range of key issues. The Board has agreed suitable working arrangements with the Executive Director for their reporting to the Board against the Charity's operational and strategic objectives.

At each meeting, minutes and a record of decisions made are taken. At the following meeting, the Board is asked to confirm that the minutes are a correct record.

The Role

Role Description for Trustees

Trustees will be active participants in the Board meetings and discussions, and will, through the Chair, hold the Board and Executive Team to account for the Charity's mission and vision. The Trustee will support, and, where appropriate, challenge fellow Trustees and the Chief Executive to achieve agreed objectives for the charity. They will collectively as a Board act as the public face of the charity.

Principal responsibilities

Strategic input

- Provide guidance to the Charity and its Board, ensuring that the Charity has maximum impact for its beneficiaries
- Fulfil their duties and responsibilities for the effective governance of the Charity, and operate within the necessary charitable objectives
- Regularly review major risks and associated opportunities, and satisfy themselves that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Collectively as the Board, ensure that the duties to ensure sound financial health of the charity are fulfilled, with systems in place to ensure financial accountability

Governance

- Ensure that the governance arrangements are working in the most effective way for the Charity
- Contribute to developing the knowledge and capability of the Board of Trustees
- Engage with the Worker Councils of workers advising the Board
- Encourage positive change where appropriate
- Give input to the Chair for the appraisal of performance of the Board on an annual basis
- Work within any agreed policies adopted by the charity

External Relations

- Act as an ambassador for the cause and the charity
- Maintain close relationships with key influences
- Act as a spokesperson for the organisation when appropriate
- Represent the charity at external functions, meetings and events as necessary

- Facilitate change and address any potential conflict with external stakeholders

Efficiency and effectiveness

- Attend meetings of the Board of Trustees contributing positively to the decision making process
- Adopt a style that fosters and maintains and constructive relationships with and between fellow Trustees
- Action any outcomes of Board meetings as may be allocated.

Relationship with the Chief Executive and the management team

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles of CEO and Trustee
- Be available to provide support as necessary to the Charity's affairs
- Contribute to the annual appraisal and remuneration review for the Chief Executive

The above list is indicative only and not exhaustive. Trustees will be expected to perform all such additional duties as are reasonably commensurate with the role.

In addition to the duties of all Trustees, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising Board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the Board on new initiatives, or other issues, to the area of the Charity's work in which the Trustee has special expertise.

Person Specification

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Personal gravitas to act as a spokesperson and representative
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- Ability to contribute to and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience

- Experience of operating at a senior leadership level within an organisation
- Successful track record of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees is desirable but not essential
- Experience of external representation, delivering presentations and managing stakeholders
- Awareness of risk management with the ability to identify, assess and oversee mitigation of organisational risks

Knowledge and skills

- Broad knowledge and understanding of the voluntary sector and current issues affecting it
- Financial management awareness and base level understanding of charity finance issues
- Good understanding of charity governance issues
- Strategic planning experience, with experience in guiding and mentoring organisations through growth, change, or complex challenges