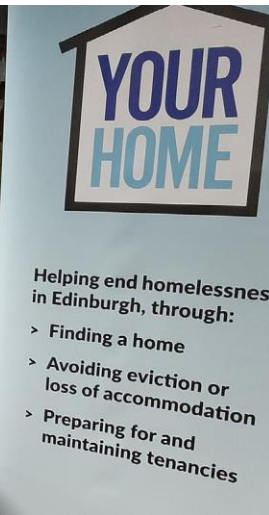


# Sacro Board of Trustees Board Member Recruitment Pack



---

## Contents

---

Help us to lead Sacro into the future	2
How to apply	2
Message from the Chair of the Board, Jim Crichton	3
About Sacro	4
Sacro's Vision	5
Sacro's Mission	5
Sacro's Values and Principles	5
Sacro's Aims & Objectives	5
History	6
Sacro Board	7
Remuneration	7
Length of Appointment	7
Time commitment	7
Location of Meetings	7
Role of Directors	8
Skills and experience	8
Valuing diversity statement	8
Values	8
Role Description	9
Key duties	10
Person specification	11
OSCR definition of trustee duties	12
Equal Opportunities, Diversity and Inclusion	13
Data Protection	13

---

---

## Help us to lead Sacro into the future

### Trustee

Sacro is a national charity working with people who are caught up in the criminal justice system in some way, or simply struggling to get support. We work in a holistic way with people locally, in partnership with local authorities and other providers to provide help and hope.

We are seeking new members to join the Board as we lead Sacro into a new phase of its development and ensuring that we are a sustainable, inclusive and people focused organisation. Sacro values diversity and welcomes applications from all sections of the community. We value the benefits of having different experience and points of view amongst our staff, volunteers and board members. Therefore, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

We are interested in speaking to individuals from a range of backgrounds, including Finance, Criminal justice, Social care, Business Development, Digital, Housing and Mediation. However, if you are passionate about our vision and share our values, we would love to hear from you.

The ideal candidate will contribute to the governance and bring specialist knowledge to aid in the development of Sacro. The time commitment is four Board meetings, one Board away day, AGM and other ad-hoc meetings as occasionally required, availability to visit Sacro Services and ad-hoc duties, including attending sub-committee meetings as required.

---

### Enquiries

For a confidential discussion please contact Debbie Shields on 0141 212 7555. For an informal discussion with the Chief Executive at Sacro, contact Morena Marchetti, Secretary to the Board - [mmarchetti@sacro.org.uk](mailto:mmarchetti@sacro.org.uk)

### How to Apply

To apply for this role, please [click here](#). Our process involves submitting your CV, a supporting statement, which should outline your interest and explain how you meet the role's criteria together with a completed Equal Opportunities Monitoring Form available for download via the application link.

**Applications close Monday 14th February 2022**



---

## Message from the Chair of the Board, Jim Crichton

Thank you for your interest in becoming a member of the Sacro Board.

This is a very exciting and challenging time for Sacro as we are planning our new strategy during the Covid-19 pandemic, when we are still remote from peers and colleagues. The Sacro trustees have been very busy during this time considering our future direction and priorities.

We are looking for passionate people who believe in what we do. We make no judgements but do our best to work with people to meet their needs and to help them to be part of a community. Whilst we have a strong national brand, we work locally across Scotland and very closely with our local partners.

We don't expect all of our board members to be experts at everything we do, but we do want people who can bring a contribution from their own experience and a belief that we can help to change lives.

We want to ensure that our Board has a diverse membership. Whilst we would value applications from people with an understanding of the issues facing the Scottish justice system, applications are also welcome from those with experience of business development or wider community safety and mediation. The most important thing is your passion to support the people we work with.

The post is not remunerated but reasonable expenses will be reimbursed. The appointment will be for a period of up to three years with the possibility of a further three-year re-appointment. The time commitment involves attending quarterly Board meetings and membership of a sub-committee or working group. Directors are encouraged to attend an annual Board Away day, staff conference and public lecture. They are also invited to participate in a programme of visits to Sacro services.

I hope you will consider applying to join the Board as we lead Sacro into a new phase of its development and ensuring that we are a sustainable, inclusive and people focused organisation.

Best wishes

*Jim Crichton*

Chair of Sacro Board of Trustees

---

## About Sacro

Sacro is a Scottish community justice organisation which works to create safer and more cohesive communities across Scotland. Sacro provides a wide range of services spanning all aspects of the community justice continuum. These range from conflict resolution to prevent disputes escalating, to supporting prisoners on release. All our services are designed to create safe and cohesive communities by reducing conflict and offending. The organisation works with a broad range of people, including those harmed by crime and those responsible for that harm.

As a Scotland-wide voluntary organisation, we are committed to providing services that contribute to positive transformational changes in the lives of our service users. We work independently and collaboratively within Scotland's communities to provide support, prevent conflict and challenge offending behaviour wherever the need arises. Our services are based on research evidence, service user feedback, international standards of good practice and a commitment to development and innovation.

Since its inception, Sacro has grown and developed services all across Scotland for individuals who need our support, guidance or monitoring to reduce the risk of further conflict or offending. Sacro has played its part by contributing to reducing reoffending with the figures for recorded crime in Scotland at a 45-year low. Sacro's work has a tangible and far-reaching benefit for the people of Scotland, its communities and society. Although the organisation has changed and evolved over its 50 years, we know that supporting and guiding our service users through positive transformational life changes contributes greatly to a reduction in their conflict and offending.

---

## Sacro's Vision

Our vision is for a safer Scotland where the wellbeing of people within their local communities is supported, where conflict is resolved constructively and where offending and its consequences are addressed effectively and appropriately.

---

## Sacro's Mission

Our mission is to work nationally and deliver locally as a strong community-based organisation that seeks to create safe and cohesive communities across Scotland.

---

## Sacro's Values and Principles

We are committed to working to the highest ethical standards. These include: integrity; recognising and valuing diversity; promoting equality of opportunity; and probity in the use of public funds. Our practice is guided by the belief that all should be shown respect and be empowered to take personal responsibility, acknowledging their capacity for change. Our key principles are that we acknowledge:

- » Conflict is most effectively resolved through informal, facilitated resolution which assists those involved to identify their own lasting solutions;
- » Offending and its consequences are most effectively dealt with through an emphasis on community disposals and sentencing, other than where there is an overriding need to protect society.

---

## Sacro's Aims & Objectives

Sacro works to promote safe and cohesive communities by reducing conflict and offending in Scotland. We provide a wide range of services spanning all aspects of community justice from resolving conflicts and preventing the escalation of disputes right through to providing supported accommodation for offenders, including those defined as of high risk. All of these services adhere to recognised best practice and are monitored and evaluated to ensure their effectiveness and continued improvement.

---

## History

For almost 50 years, Sacro has worked to reduce conflict and offending in Scotland.

Initially, volunteers provided a drop-in centre in Edinburgh, a hostel in Glasgow and a travel services for families of prisoners from the two cities to Scottish prisons.

Over the years, locally managed Sacro services were set up throughout Scotland and in November 1971, formed The Scottish Association for the Care and Resettlement of Offenders (SACRO). Much of the focus of this original Association is as relevant today as it was then. In these early years, SACRO volunteers provided ex-prisoners and their families with friendship, support and guidance following release. Problems of loneliness, homelessness and disassociation from society were constant barriers to effective rehabilitation and SACRO provided this vulnerable group with much-needed support.

In 1992 SACRO's independent local services merged into a single organisation.

In 1998 the Board took the decision to rebrand the organisation by dispensing with the acronym and using the descriptor: "Safeguarding Communities – Reducing Offending". This was to reflect a shift in emphasis of its work from working only for the welfare of individual offenders, to an organisation where services were working with communities and with offenders and their families to make communities safer. It was also to reflect that Sacro is working "with" not "for" offenders, respecting and believing in their capacity for personal responsibility and change.

---

## Sacro Board

Our Board has eight directors, including the Chair, and we are now seeking to appoint a new director to fill a current vacancy. A full induction programme, providing training and supporting materials covering issues such as roles and responsibilities, accountability and governance arrangements, will be provided.

---

## Remuneration

This post is not remunerated. Reasonable expenses incurred whilst undertaking Board duties will be reimbursed.

---

## Length of Appointment

The appointment will last for a period of up to three years, with the possibility of a further three-year re-appointment.

---

## Time commitment

- » Attend Board meetings - four afternoons per annum plus preparation time;
- » Attend one Board away day per annum;
- » Attend AGM and Annual Lecture; both on one afternoon and evening a year;
- » Visit Sacro services and develop closer Board/staff relationships.

Be available to take on additional standing responsibilities, according to interest, such as:

- » Occasional meetings between Board meetings;
- » Attend sub-committee meetings, as agreed;
- » Attend short-life or topic-focussed working groups, as agreed.

Be available to take attend annual events, for example:

- » Board Awayday;
- » Annual Lecture;
- » Staff Conference.

---

## Location of Meetings

Meetings will normally be held on Microsoft Teams or at Sacro offices in Edinburgh and possibly other venues throughout Scotland.



---

## Role of Directors

Directors are responsible, jointly with other Directors, for the efficient and effective running of Sacro and for pursuing its aims and objectives to safeguard communities and to reduce offending through attendance at meetings and other relevant forums. This involves:

- » making strategic Board decisions, including setting a vision and communicating it to stakeholders and the wider public;
- » working with the Chief Executive to develop effective strategies for the organisation, taking account of stakeholder interests;
- » ensuring the highest standards of governance, management, propriety and conduct in the business of the Board;
- » promoting the efficient and effective use of staff and other resources.

---

## Skills and experience

The successful candidate will support our aims and values and be able to demonstrate:

- » Practical experience gained in a Board or committee environment at a senior level ;
- » An understanding of the needs and challenges of third sector organisations;
- » The ability to contribute to strategic development and decision-making processes;
- » An understanding of managing the performance and effectiveness of an organisation to ensure it meets its operational, business, and financial goals.

---

## Valuing diversity statement

Sacro values diversity and welcomes applications from all sections of the community.

We value the benefits of having different experience and points of view amongst our staff, volunteers and board members. Therefore, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

---

## Values

Sacro's working practices are guided by the belief that everyone should be shown respect and be empowered to take personal responsibility, acknowledging their capacity for change. With a commitment to consistently work to the highest ethical standards, Sacro has four core values which guide all their activities:

- » Integrity;
- » Recognising and valuing diversity;
- » Promoting equality of opportunity;
- » Probity in the use of funds.

---

## Role Description

### **Non-Executive Director/Board member**

#### **Purpose of the role:**

To ensure the effective governance of Sacro as a charity, membership body and company limited by guarantee, so that it meets its legal obligations, manages risks, and grows and develops its vital services.

#### **Board responsibilities:**

The primary function of the board is to provide independent judgement and oversight on strategy, performance, and resources, including key appointments and standards of conduct. The board supports the Executive to ensure that:

- » The vision, mission and values of the organisation are clearly set;
- » The direction, strategy and planning are developed;
- » The appropriate structure and resources for Sacro's work are in place;
- » The policies and procedures to govern organisational activity, including guidance for the board, volunteers and staff are in place;
- » Systems for reporting and monitoring are in place;
- » Risk is well managed and Sacro is fully compliant and accountable with the governing document, external regulators, and the law;
- » That the financial affairs of the organisation are conducted properly and are accurately reported.

---

## Key duties

### 1. Meetings and visits

- » To attend regular meetings of Board, and relevant committees, and contribute effectively utilising skills and experience;
- » To visit services and meet employees and the people we work with to increase knowledge of Sacro's operations;
- » To be part of any sub-Committee suited to skills and experience.

### 2. Making a contribution

- » To provide constructive challenge to the CEO and Executive Team and positive suggestions for improvement;
- » To offer knowledge and experience to debate and discussion;
- » To offer specialist knowledge in key policy areas as appropriate;
- » To support projects by championing key areas of work and development in liaison with the Executive Team;
- » To take part in collective annual board performance appraisal and self-assessment.

### 3. Developing strategy

- » To fully participate in the discussion, development, and agreement of Sacro's future strategy;
- » To work with the Executive Team to provide informed guidance and direction on future planning and desired outcomes and performance standards.

### 4. Finance and Sustainability

- » To contribute to the scrutiny and planning of Sacro's finances;
- » To review and approve Sacro's annual budget and accounts;
- » To agree Sacro's ongoing financial strategy;
- » To consider sustainability and exceptional business change proposals from the Executive and scrutinise and approve any significant investments in development.

### 5. Performance and monitoring

- » To review the performance and outcomes of Sacro's key activities against objectives and ensure that plans are put in place for improvement where needed.

### 6. Risk

- » To scrutinise Sacro's risk register, risk appetite and risk approach;
- » To monitor risk and ensure adequate risk management and mitigations are in place;
- » To ensure that Sacro is fully compliant with the requirements of OSCR, Companies House and the Care Inspectorate for registered services), including having a clear understanding of what those duties involve.

### 7. Championing Sacro

- » To promote the work of Sacro in the wider community;
- » To model the values of Sacro in all aspects of your networking and representation.

### Further details:

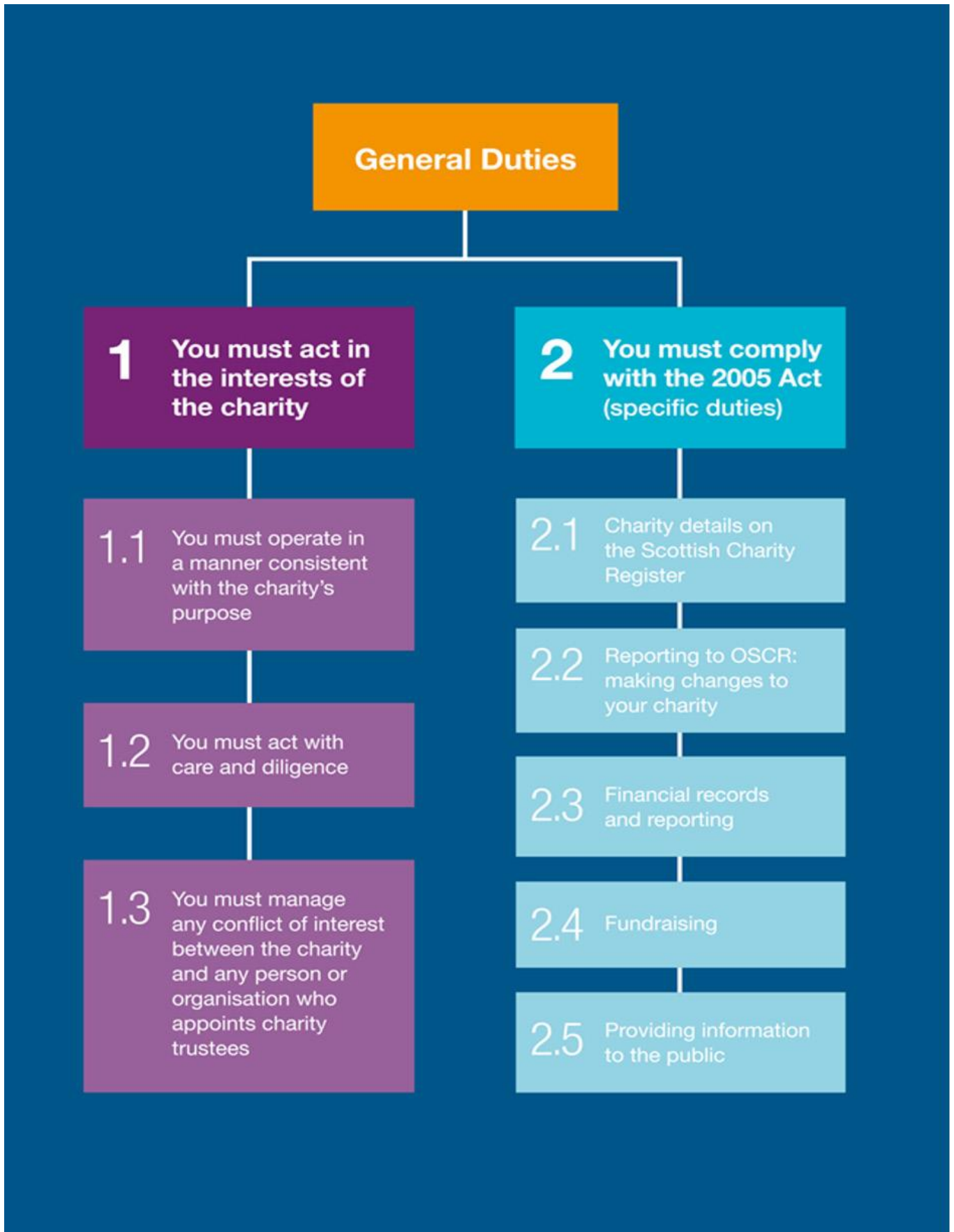
The role of Non-Executive Director is not remunerated but all reasonable expenses will be paid.

An annual appraisal of your individual contribution to the Board will be conducted by the Chair.

---

### Person specification

Knowledge	Essential	Desirable
Criminal and community justice		<b>X</b>
Third sector governance		<b>X</b>
Charity finance principles		<b>X</b>
Equalities and diversity principles	<b>X</b>	
General good governance	<b>X</b>	
Risk management	<b>X</b>	
The needs and challenges of third sector organisations		<b>X</b>
Skills		
Communication, listening and people skills	<b>X</b>	
Leadership of teams or groups		<b>X</b>
Ability to absorb and understand financial information	<b>X</b>	
Able to oversee the performance and effectiveness of an organisation to ensure it meets its operational, business, and financial goals.	<b>X</b>	
Experience		
Practical experience gained in a board or committee environment		<b>X</b>
Senior leadership and management		<b>X</b>
Fundraising and business development		<b>X</b>
People management		<b>X</b>
Risk management		<b>X</b>
Advocacy and political relationship building		<b>X</b>
Finance		<b>X</b>



---

## Equal Opportunities, Diversity and Inclusion

Sacro is committed to equal opportunities for all as set out in our Equality and Diversity policy, irrespective of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy, adoption or maternity or other considerations not justified in law which are irrelevant to the performance of the job.

To allow us to monitor our effectiveness, everyone who applies for a position with us is asked to complete Equal Opportunities information. Completion of this form is optional.

---

---

## Data Protection

The information provided will not be shared with the interview panel and will not influence any part of the selection process. All information you disclose will be treated confidentially in line with the General Data Protection Regulations and will only be used for statistical and monitoring purposes. We hold this information for a period of three months.

Sacro National Office: 29 Albany Street, Edinburgh EH1 3QN  
Telephone: 0131 624 7270  
Fax: 0131 624 7269  
Email: [info@sacro.org.uk](mailto:info@sacro.org.uk)  
Website: [www.sacro.org.uk](http://www.sacro.org.uk)

© Sacro 2020

Sacro is a company incorporated under the Companies Act, limited by guarantee.  
Registered in Scotland. Company Registration Number: SC086651.  
Registered Charity Number: SC016293.  
Registered Office at 29 Albany Street, Edinburgh EH1 3QN.

