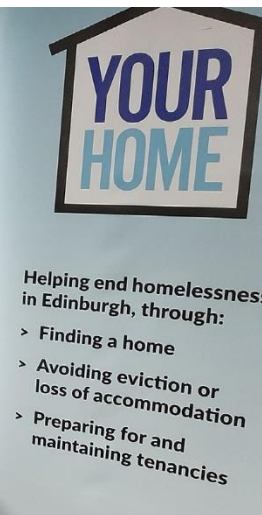


# Sacro Chair of the Board of Trustees Recruitment Pack



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## Help us to lead Sacro into the future

### Chair

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 to recruit a new Chair of the Board of Trustees. As Chair you will be responsible for the leadership of the Board and for ensuring its effectiveness in all aspects of its role as we lead Sacro into a new phase of its development and ensuring that we are a sustainable, inclusive and people focused organisation. In addition to the same responsibilities, duties and tasks as those of a trustee, the Chair plays a leading role in setting the Board's strategic direction, creating a culture of accountability, improving performance and in ensuring the highest standards of probity and governance.

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.

The ideal candidate will have successful experience as a trustee or non-executive Board member as well as recent and relevant executive or non-executive experience at an appropriate senior level in a similarly complex and successful organisation. You will have experience of building effective networks, relationships and partnerships as well as experience of significant organisational growth and transformation.

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The time commitment is four Board meetings, one Board away day, AGM and other ad-hoc meetings as occasionally required, availability to visit SacroServices and ad-hoc duties, including attending sub-committee meetings as required. Candidates should be available for approximately 3-4 days a month, worked flexibly.

### 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)

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## Help us to lead Sacro into the future

### 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**



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## 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.

We operate meetings virtually so geographical location should not be a barrier. 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

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## 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.

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## 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.

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## 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.

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## 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.

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## 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.

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## 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.



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## 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.

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## Remuneration

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

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## 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. The Chair, who is a member of the trustee body, can be appointed by the trustees to hold office for periods of 3 years, and is eligible for re-appointed for a further 3-year period (as above) provided their term of office as a trustee allows this. No Chair will be appointed for more than 2 terms of office.

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## 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.

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## Location of Meetings

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

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## 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.

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## 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.

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## 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.

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## 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.

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## Role Description

### Chair of the Board of Trustees

#### Purpose of the role:

The Chair of Trustees is a member of the Board of Trustees. They are responsible for the leadership of the Board and for ensuring its effectiveness in all aspects of its role. In addition to the same responsibilities, duties and tasks as those of a trustee, the Chair plays a leading role in setting the Board's strategic direction, creating a culture of accountability, improving performance and in ensuring the highest standards of probity and governance.

#### Principal accountabilities:

#### The position of Chair carries the following specific key responsibilities:

- To ensure the good governance of the Charity, the effective functioning of the Board of Trustees to the highest standards complying with the Nolan Principles while providing effective Board leadership to deliver our vision, mission and values.
- Effective strategic oversight of the charity including objective scrutiny of the Charity's affairs, its Board, Committees, Executive and their functions.
- To act as an ambassador for Sacro, promoting our interests regionally and nationally, raising our profile and promoting the interests of our service users.
- To safeguard the long-term future of Sacro, supporting the development of strategies that adapt to the changing market, diversification of services and new business opportunities.
- To develop and maintain a strong working relationship with the Chief Executive Officer (CEO), providing support and managing performance and development, holding them to account for the development of strategy and effective service delivery to meet the organisation's strategic aims and objectives.

#### Other responsibilities:

- To ensure a strategic external focus, both personally and for the Board, building a network of key relationships to further the organisation's strategic aims and objectives
- To chair and co-ordinate Board activities, agreeing Board agendas taking full account of the views of all members
- To manage the Board to ensure active participation; positive, informed contributions; clear and informed decision making; and effective accountability
- To ensure (supported by the CEO, the Company Secretary and the Executive) a comprehensive and effective training and development programme for Trustees
- To ensure active engagement by all individual Trustees; high performance of the Board as a whole and of its committees; and oversee an annual performance appraisal of all Trustees

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In order to ensure effectiveness, the Chair will also:

- Encourage a dynamic, pro-active, committed, inclusive and forward-looking Board culture; promoting informed, constructive and critical decision-making and participation.
- Promote a culture of openness and debate, with effective relationships and constructive communication between Trustees and the Executive.
- Build an effective and balanced Board with clear succession planning.
- Ensure a clear structure for the effective running of the Board and its Committees.
- Work closely with the CEO, providing support and an effective sounding board.
- Work closely with the Deputy Chair on all matters relating to Board governance, in particular the appraisal of Trustees, and the effectiveness of the Board and its Committees.
- Work closely with the Committee Chairs, securing Board assurance and collegiate support for the strategic direction.

## 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.

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## Person specification

### Experience

1. Considerable successful experience as a trustee or non-executive Board member, including Committee membership and delegated governance, or equivalent transferable experience.
2. Substantial recent and relevant executive or non-executive experience at an appropriate senior level in a similarly complex and successful organisation.
3. Significant successful experience of building effective networks, relationships and partnerships to further organisational objectives.
4. Successful experience of significant organisational growth and transformation.
5. Successful track record of delivering a performance management culture at Board and Executive level in a people-centred, value-led and efficiency-focused business.
6. Success as an organisational ambassador in a comparable role or organisation.

### Knowledge and Ability

7. A deep understanding of the role of a non-executive and Chair of Trustees including strategic oversight, constructive challenge and support to the Executive.
8. Broad understanding of the legal, statutory, governance, political and economic issues facing third sector organisations
9. An insightful understanding of the current context in which the Charity operates; able to maintain and adapt this to changing environments, market conditions and organisational circumstances.
10. A highly effective communicator, able to build strong, effective and positive relationships while winning the confidence and respect of all.

## Personal Attributes

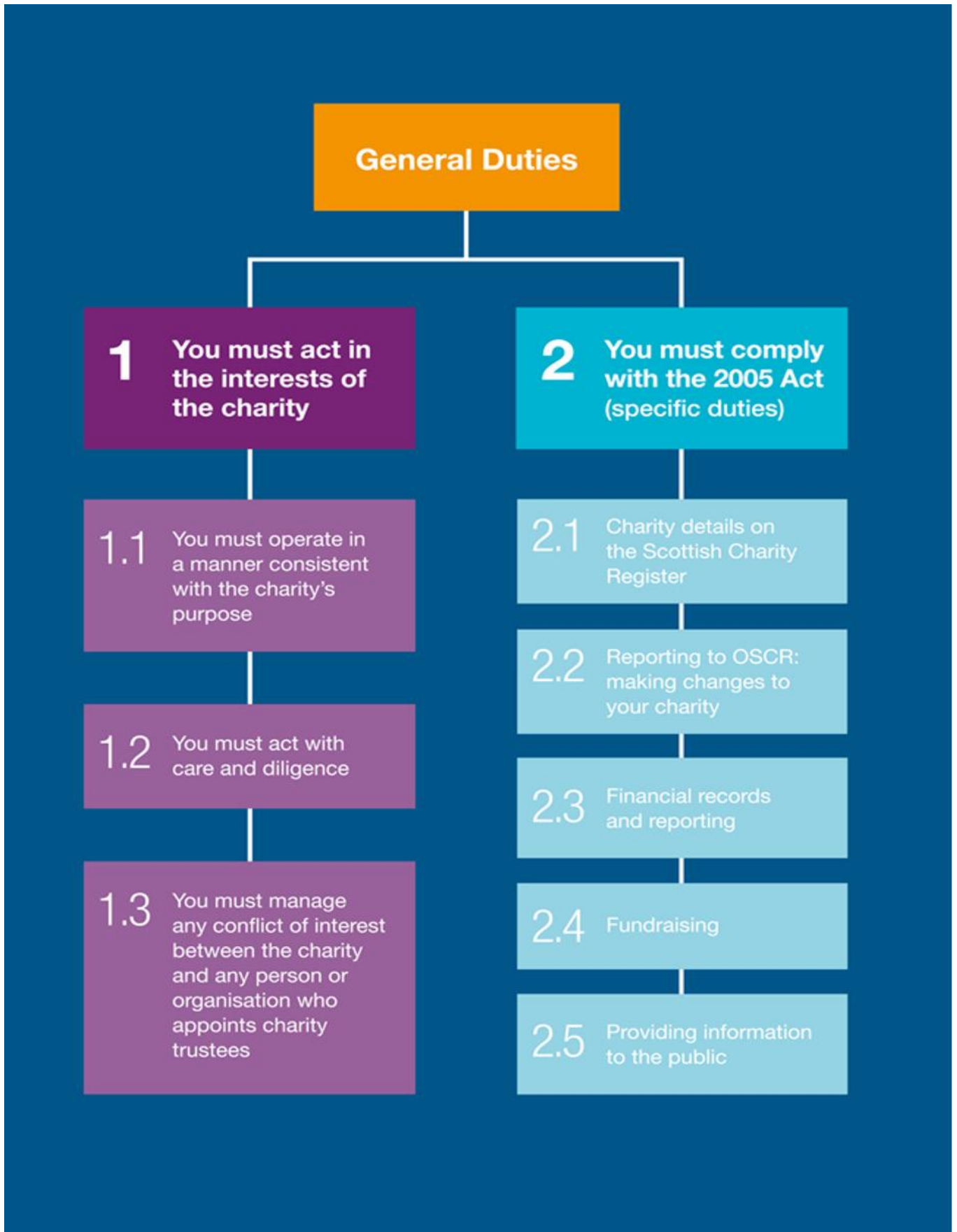
11. A commitment and belief in the work, the values, and the charitable aims of Sacro.
12. Sensitivity to political, environmental and social issues.
13. Strategic leadership skills, sound judgement, and a sense of vision and mission.
14. Strong personal values, integrity and high ethical standards in line with Sacro's vision, mission and principles.

## Eligibility Criteria

There are circumstances in which an individual will not be considered for appointment as Chair. These include anyone who:

- Has in the last 5 years been employed by Sacro
- Has ever been employed by Sacro as Chief Executive Officer, Executive Director, Assistant Director or in any post equivalent to a senior management role.
- Has family ties or other close relationships within the organisation (whether those are with staff or service users)
- Holds directorships/relationships with other organisations that could be deemed to constitute a significant conflict of interest
- Has any material business relationship with the organisation.
- Has other significant conflicts of interest
- Is disqualified from serving as a Trustee or a company director, for whatever reason, or has ever been removed from the trusteeship of a charity
- Is the subject of a bankruptcy restriction order or interim order
- Has received a prison sentence, or a suspended sentence of 3 months or more

No person can be appointed to the Chair of Sacro unless they are a Trustee of the organisation. For the avoidance of doubt, the successful candidate chosen by the selection panel, once endorsed by the Board, will at that point also be elected as a Trustee (if not already a serving Trustee). The new Chair's term of appointment as Trustee will be in line with the governing documents of Sacro.



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## 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.

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## 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.



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Registered in Scotland. Company Registration Number: SC086651.  
Registered Charity Number: SC016293.  
Registered Office at 29 Albany Street, Edinburgh EH1 3QN.

