Livingston James

sacro

Position Profile

Board Trustees

Contents

Welcome Note 3

The Organisation 4

Being a Trustee of Sacro 6

The Role 7

Preferred Candidate Profile 9

Remuneration & Recruitment Process 10

Welcome Note

Thank you for your interest in Sacro's Board of Trustees.

For over 50 years, Sacro has been supporting people in the justice system in Scotland, helping them to find paths to positive change. We also support victims and their families, vulnerable people in crisis and people at risk of offending. Our aim is to provide people with hope, empowerment and protection, resulting in safer communities.

We work nationally, in partnership with local authorities and other agencies, and with the support of charity funds and grants. We develop transformational support programmes which are delivered by our dedicated and skilled employees.

We support people across the spectrum of the justice system, including programmes that help prevent crime, where possible, and we support those leaving the system to find a path towards lasting change. We listen to the voices of the people we support in designing our services and endeavour to understand the implications of trauma on their lives. In turn, alongside our colleagues in the sector, we use our influence to help shape public policy to benefit communities across Scotland and society in general.

This is a hugely exciting time for Sacro as we take on the lead of the biggest public social partnership in the justice sector, leading a group of eight charities to deliver a new government funded voluntary throughcare programme across Scotland. The partnership will provide individual support to people leaving prison after short term prison sentences, including young people and people on remand. We hope this will be life changing for people enabling many to avoid re-offending and returning to prison, with better chances to rehabilitate and reintegrate into their communities. Being awarded leadership of this partnership is an endorsement of the high quality of service and positive impact on people's lives that Sacro's staff provide every day.

As a Board, we bring diverse skills, experiences and styles, but we all share a commitment to the values, aims and goals of Sacro. We believe that everyone has the right to the opportunity for positive change and we do not judge. By joining our Board, you can take the opportunity to dedicate your time, skills, and experience to empowering people, giving hope and protection, and helping build safer communities.

Across Sacro, we are committed to inclusivity and diversity of thought, background and experience. We are looking to recruit several new board members and welcome applications from candidates from any and all backgrounds who bring relevant experience, including lived experience, and a passion to make a lasting difference.

Jon Beck
Chair of the Board

The Organisation

Making a positive difference to people's lives since 1971.

Sacro is a Scottish community justice organisation which works to deliver life-changing services that empower people, give hope and protection, and help to build safe communities.

Our vision: Scotland will be a place of safety, inclusiveness and wellbeing for everyone.

Our mission: To deliver life-changing services that empower people, give hope and protection and help to build safe communities.

Our values: These values and principles underpin all activities:

- Inclusion
- Not judging
- Respecting people
- Trust
- Kindness
- Empowering people
- Inspiring people

> *"Sacro are great, they help me to stay out of jail, they keep me on the straight and narrow, they care for me, and they advise me on what path to take, I feel more stable and confident now, I enjoy life more, I enjoy spending time with staff, I enjoy the activities, Staff at Sacro listen to me."*
>
> *Person supported by Sacro*

Our current strategy

The Organisation

Contained within our current strategy, our aspirations are that by 2026 we will be able to demonstrate the following:

- The needs and issues of people that we support in the justice system are better understood and stigma is reduced
- The life chances and wellbeing of people we support in the justice system have improved
- The voice of the people we work with is heard more strongly through our leadership and influencing
- We have helped to make communities safer and more inclusive

> *"Working within Sacro's Aura service has truly been life-changing for me over the past nine months. I feel motivated, passionate, have well and truly got back the confidence and self-esteem that I lost along the way in my previous employment. I feel valued and recognised in my role - so a big thank you to Sacro for giving me this opportunity".*
>
> *Sacro employee*

For more information on Sacro please visit: https://www.sacro.org.uk/.

Being a Trustee - Jayne's Story

I joined the Board of Trustees in Spring 2022. I'd been looking for a Trustee position for about a year – and there was plenty out there - but I didn't want to join just any organisation, I wanted to be part of something that dared to be different, vibrant, and unafraid of the difficult stuff at the hard edges of people's lives. I found that in Sacro.

I'd come from working in the field of mental health, supporting the recovery of adults affected by adverse childhood experiences, specifically those who had suffered abuse in care as children. My eyes had been well and truly opened to the way trauma manifests and presents itself in people's lives, including increased likelihood of substance misuse, homelessness, premature death, physical health problems, poor educational attainment, and involvement with the justice system.

I'm driven by the injustice of health and social inequalities that stem from adversity in early life, and my unwavering belief is that with the right support, outcomes can be different, better, fairer, and safer. Sacro lives and breathes that belief too. It's evident in the organisation's values, the projects they design and deliver, the services they offer, and the staff they employ. Relationships are the beating heart of Sacro and through the strength of those relationships, we make a positive difference to thousands of people and hundreds of communities every single day – by going the extra mile, pushing boundaries, and being innovative.

Meeting other Trustees during the recruitment process was illuminating. I didn't expect the Board to be quite so diverse. We come from a range of social backgrounds, with a breadth of different knowledge and skills. I like all the different voices. I like the curve balls and the leftfield thinkers. I like the straight arrows and the pedants. There's room for us all. Our meetings are highly productive and engaging, with a full agenda, and lots of reading and things to think about in advance. I'd say our Governance style is formal without being stuffy. When it comes to our legal obligations and financial compliance the Ts are always crossed and the Is dotted. Our diligence on these matters means we can have robust but relaxed discussions on the things that matter and properly support the Executive team to push forward on strategy, development, and engagement.

Although you'll be joining a tightly run ship fit to weather any conditions, the third sector is facing unprecedented challenges amid an economic crisis, and your unique contribution will really matter to us. It's never plain sailing at Sacro but being part of the Board is immensely satisfying work. We're incredibly proud of the organisation's impact and influence across the Justice landscape and beyond and are ready to face new challenges together in the best interests of everyone we support.

Good luck with your application!

Jayne Laidlaw – Board Trustee

The Role

As a member of the Board, you will always act in the best interests of Sacro, acting as an integral part of a group and not as an individual.

Ensuring the effective governance of Sacro as a charity and company limited by guarantee so that it meets its legal obligations, manages risks, and grows and develops its vital range of services, your collective responsibilities will include the below:

Strategy

- Establish a clear strategy and regularly review performance against organisational objectives providing constructive challenge and positive suggestions for improvement
- Directly contribute to the future direction, strategy and planning of the charity
- Regularly review the performance and outcomes of Sacro's key activities against objectives and ensure that plans are put in place for improvement where needed
- Ensure effective implementation of Board decisions by the Chief Executive and Senior Leadership team
- Hold the Chief Executive to account for the effective management and delivery of Sacro's aims and objectives
- Ensure the long-term sustainability of Sacro including ongoing scrutiny and agreement of our financial strategy and robust review of business cases / proposals for future investment
- Offer specialist knowledge and advice in key policy areas as appropriate
- Directly contribute to constructive debate on the strategic development of Sacro
- Set and maintain the vision, mission and values of the organisation

Governance & Compliance

- Ensure Sacro complies with the provisions of The Charities and Trustee Investment (Scotland) Act 2005 and other relevant legislation
- Ensure that financial controls and systems of risk management are robust
- Ensure that appropriate health and safety controls and systems are in place
- Ensure Sacro continues to be 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
- Regularly review policies and procedures that govern organisational activity, including guidance for the board, volunteers and staff

General

- Take personal, team and corporate responsibility as a Charity Trustee and Director
- Support the Board Chair and Chief Executive while exercising personal responsibility and accountability
- Strengthen connections within the voluntary, private and public sectors and represent Sacro externally, as appropriate

The Role

- Share responsibility for communicating the decisions of the Board
- Active promotion and championing of the work, impact and values of Sacro
- Offer constructive criticism and challenge to the Executive Team
- Support projects by championing key areas of work and development in liaison with the Executive
- Participate in any induction, training, self-development and evaluation identified as an individual and as part of the Board including annual board performance appraisal and self-assessment
- Visit services and engage with staff and the people we work with to increase knowledge of Sacro's operations

We would anticipate the time commitment to be around one day a month and would involve:

- Four meetings of the Trustee Board annually (within the working day)
- The Trustee Board's annual away day
- Meetings of the Board Committees or sub-groups
- Working groups which progress Sacro's strategic objectives
- Visits to front line services
- Bi-annual staff conference

Preferred Candidate Profile

Previous board experience is not a pre-requisite for this role, and we are focused on identifying new board members who are committed to our mission and organisational values and bring one or more of the following areas of expertise:

- **Justice Sector experience or knowledge –** including understanding of the justice system in Scotland or experience supporting people facing challenges such as domestic abuse, addictions, homelessness
- **People & Culture** – including expertise in fostering inclusive, equitable, and supportive organisational environments that prioritise employee well-being and development
- **Income Diversification & Sustainable funding** – including experience in developing innovative strategies to ensure financial sustainability through diverse income streams and knowledge of third sector funding challenges
- **Social Justice** - including a passion for driving societal change and addressing systemic inequalities through advocacy, policy or front-line service provision
- **Project or Programme Delivery –** including relevant experience in leading and overseeing complex projects and programmes, delivered either at scale or at pace, with a focus on achieving measurable impact

The knowledge, skills and experience desired in the role of Sacro Board Trustee includes:

- Demonstrable commitment to Sacro's mission and values
- A sound understanding of governance principles
- The ability to understand complex strategic issues, critically assess, analyse and resolve difficult problems
- A commitment to equal opportunities and the promotion of diversity
- Highly developed interpersonal and communication skills
- An understanding of the importance of the voice of people with lived experience
- Good independent judgement coupled with the ability to provide positive and constructive challenge
- Able to work effectively and collaboratively as a member of a team
- An awareness and understanding of the needs and challenges of voluntary sector organisations

Remuneration & Recruitment Process

Remuneration:

This is a voluntary position without remuneration. Reasonable travel and subsistence costs will be reimbursed.

The Recruitment Process:

The recruitment process is being handled by our retained advisors, Livingston James

Livingston James will conduct initial conversations prior to discussing candidates with Sacro at the shortlist meeting.

Interested candidates should provide a CV and covering letter, outlining their interest and suitability, to Douglas Adam at douglasadam@livingstonjames.com.

Recruitment Timetable

Closing date for applications	Monday 17th March
Shortlist Meeting (Sacro & Livingston James)	Friday 18th April
Candidate Discussions with Sacro	Thursday 24th & Friday 25th April