



Chief Executive
Position Profile

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Welcome from Sandy Cameron, Chair of the Board

Dear Applicant,

Thank you for your interest in our post of Chief Executive for Sacro. I hope that you will find the information we have provided about the organisation to be of interest to the extent that you will proceed further.

Sacro is a long established and well-regarded provider of services in the community justice field. We began as an organisation delivering care and resettlement for offenders but in recent years our range of services has widened considerably as you will see from the information for applicants. Our current Chief Executive Tom Halpin is taking a well deserved retirement after 10 years of leading the organisation. These have not always been easy times given the difficult financial constraints which we have been experiencing across the Third Sector. Notwithstanding those challenges Tom has continually developed our services and we are now looking for someone who will continue that work through fresh eyes but with the same energy Tom has brought to the role.

We are a national service provider delivering services the length and breadth of the country but of course there are still areas to be explored for possible development. We are recognised as having particular expertise in managing risk and as an organisation with a strong commitment to forming effective partnerships wherever that will deliver the best services. Because of our expertise and long standing reputation we are a voice which is listened to on matters of policy and we would want our new Chief Executive to ensure that continues.

The Chief Executive and senior team are supported by a Board which includes a very wide range of experience at senior levels in many fields and our new Chief Executive can depend on that continuing. Be in no doubt Sacro is a very positive place to work alongside all our very committed colleagues and volunteers. The feedback we regularly receive from the people who use our services is that we do indeed make a big difference in their lives.

I hope that you will be interested in leading the organisation into the future.



Sandy Cameron CBE
Chair

The Organisation

Sacro is a national voluntary organisation working across Scotland to make communities safer by reducing conflict and offending. Since its inception in November 1971, Sacro has grown and developed services across the whole of Scotland for individuals who need support, guidance or monitoring to reduce the risk of further conflict or offending. Its mission is to work nationally, and deliver locally, as a strong community-based organisation which seeks to create safe and cohesive communities across Scotland.

Committed to providing services that contribute to positive transformational changes in the lives of its service users, Sacro works independently and collaboratively within Scotland's communities to provide support, prevent conflict and challenge offending behaviour wherever the need arises. Providing a wide range of services spanning all aspects of the community justice continuum, Sacro's 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 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 4 core values which guide all their activities:

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

With the key strategic priority to deliver services that contribute to the reduction of crime and harm within our communities, Sacro works both independently and in partnership with others who share their values and whose contribution helps to achieve the best possible outcomes in a way that empowers the people who use its services.

Sacro's working practices are also guided by the belief that everyone should be shown respect and be supported and empowered to take personal responsibility, acknowledging their capacity for change. Its guiding principles are that:

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

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

The Opportunity

Reporting to the Board of Sacro, the Chief Executive will be responsible for the leadership and management of the operational and financial affairs of the charity whilst also developing, promoting and facilitating the strategies, objectives and policies of Sacro within the overall stated aims.

Key Priorities:

- Working with the Board to prepare and implement Sacro's new strategic plan
- Ensure the continued financial sustainability of the organisation; identifying opportunities to diversify income streams that are aligned to Sacro's core mission
- Embed both a proactive and reactive approach to service delivery, anticipating the future and changing demand within criminal justice and the needs of service users
- Build networks and develop and maintain strategic partnerships that will ensure Sacro delivers on its mission to make communities safer by reducing conflict and offending
- Ensure Sacro continues to play a lead role in developing and shaping policy, including involvement in the Scottish Government's national criminal justice debate
- Develop Sacro's internal capacity, capability and infrastructure ensuring it is fit for purpose for both current and future needs

Key Responsibilities:

- Provide leadership, support and development opportunities to staff and ensure that senior managers and staff work co-operatively and effectively towards meeting Sacro's objectives
- Lead by example, adopting a style which inspires, empowers and develops staff to fulfil their potential and deliver high levels of performance
- Monitor the performance of Sacro ensuring policy implementation and review, taking a lead role in strategic planning, and overseeing Sacro's progress towards achieving its aims and objectives
- Ensure that a financial strategy and appropriate financial systems are in place and that appropriate procedures are undertaken, monitoring Sacro's financial performance, reporting regularly to the Board and taking appropriate action as required
- Ensure effective systems of robust governance and risk management are in place and regularly reviewed
- Provide professional advice to the Board and its Committees through, for example, the preparation, implementation, review and evaluation of a Strategic Plan and the development of social and organisational policy proposals

- Build effective relationships with policy makers, interest groups and international organisations, ensuring Sacro is responsive to the external environment and its service users' needs
 - Represent Sacro in ways that enhance Sacro's reputation, effectively representing Sacro's work and views to Government, the Scottish Parliament, private sector, voluntary organisations and the media
 - As a key ambassador for Sacro, promote and enhance the positive profile of the organisation and ensure recognition of its impact and influence on the criminal justice sector across Scotland
 - Maintain and develop effective professional networks that will further the interests of Sacro so that it is viewed as a pioneering leader within Criminal Justice and an influential and reliable partner
 - Oversee the preparation of new proposals for consideration by the Board, the identification of development proposals and the negotiation of new developments with potential funders
 - Facilitate and inspire the development of capacity within Sacro, including management teams as appropriate, ensuring the effective and efficient delivery of both new and existing services
 - As Company Secretary, ensure that the Board and its Committees are fully informed, operate effectively and that relevant information is provided to all Board members, including information relating to developments in community justice
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Preferred Candidate Background

An innovative, solutions focused and visionary leader, you will have sufficient experience at senior management level in a relevant organisation with evidence of leading the delivery of key targets, service improvements and management of change.

As an accomplished communicator, you will have instant credibility when engaging with both internal and external stakeholders, coupled with the ability to work with a diverse range of stakeholders, creating alliances and encouraging increased collaboration.

Qualifications:

- Educated to degree level or equivalent
- Postgraduate or vocational qualification in a relevant discipline is desirable

Skills and Experience

- A dynamic leader with a proven track record of strategic leadership coupled with experience of managing, motivating and developing staff
- Experience of successfully developing and implementing strategic business plans, budgets, communications and policies to achieve organisational vision and growth
- Relevant experience of effectively managing resources and budgets, as well as experience of delivering long term financial sustainability and value for money
- A proven track record in building and maintaining a wide range of collaborative relationships and partnerships
- Knowledge of, or the ability to quickly gain an understanding of, the regulatory and wider policy landscape in relation to community justice, health and social care arrangements in Scotland
- Demonstrable awareness of the opportunities that emerging digital technology offers in transforming frontline services and delivering operational efficiencies
- A good understanding of positive governance; ideally direct experience of working with a voluntary board
- Direct experience engaging with a range of external stakeholders, including the media
- Knowledge of how to develop and optimise existing and emerging funding opportunities to include grants, tenders and other income streams including fundraising from public and private sectors and other philanthropic sources
- Sound understanding of voluntary organisations and governing bodies

Personal Qualities

- A proactive and inspirational leader who inspires excellence and delivers high performance
- Good management and organisational abilities, with a track record of successful budget control
- An inclusive and flexible approach
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders
- A pragmatic problem solver with intellectual flexibility and agility to move easily between significant details and the bigger picture
- A high level of interpersonal, communication (verbal and written) and influencing skills
- A strong commitment to best practice coupled with a drive for continual improvement
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
- Absolute personal integrity – the public profile of the organisation is of paramount importance
- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for the advice
- A good understanding of the support needs of service users
- Commitment to Sacro's values, principles and strategic priorities

Remuneration

This role offers a competitive salary and benefits package.

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Interested candidates should provide a tailored CV and covering letter to Douglas Adam at: douglasadam@livingstonjames.com

All third party applications, enquiries and direct approaches to Sacro will be referred to Livingston James.

Recruitment Timetable

Closing Date for Applications:	Monday 21 st October
Shortlist Meeting (Sacro & Livingston James):	Monday 11 th November
Panel Interviews:	Tuesday 19 th November