



ANNUAL REVIEW
2020/2021



Jim Crichton
Chair

It is the best of times, it is the worst of times. As we continue to experience the impact of the pandemic, yet marvel at the response of our teams, this has never seemed more true.

“My thanks and appreciation go to our staff. None of this could be achieved without their dedication and commitment to improving the life outcomes of our service users.”

In its 50th year as a charity, Sacro continues to flourish in its mission to deliver life changing services that empower people, give hope and protection, and help to build safe communities. We have carried forward this work in unprecedented circumstances. The pandemic has presented significant challenges for staff and those that we support. I am pleased to say that our staff have risen to the challenge and with

courage and innovation have maintained and adapted our services to ensure we continued to provide high quality care and support.

My thanks and appreciation go to our staff. None of this could be achieved without their dedication and commitment to improving the life outcomes of our service users.

As a Board, we have taken the opportunity in our 50th year as a charity, to work with staff and a range of stakeholders to review and develop our strategy. This has been a great opportunity to receive feedback and we were delighted that Sacro continues to be held in high regard and relevant to the work of the social and criminal justice sector. While we continue to focus on social and criminal justice, we recognise that care, particularly in relation to the impact of trauma, is a growing element of the work that we do and have strengthened this in our strategy going forward.

We look forward to a year of recovery and working closely with our services users and partners to ensure a safer Scotland.



Annie Mauger-Thompson
Chief Executive

This past year has been one of our most challenging and has demonstrated the resilience, determination, and innovation of a team of amazing people who are completely dedicated to helping those who need us.

On a personal level it has been a unique experience to lead an organisation from a desk at home and in 2022 I hope that I will be able to spend time with our teams across the country.

In the midst of the pandemic and lockdown rules, many of Sacro's team members have continued to deliver face-to-face service users to very vulnerable people and to carry on providing care and support, putting others first.

Where services could not carry on in the normal way, people have worked so hard to overcome barriers and to keep in touch and provide support and mentoring, mediation, training, advice, and crisis support in new ways whilst dealing with their own challenges and working in isolation.

Our focus has been to support them and ensure no one felt alone. At the same time, we have worked closely with partners and funders to ensure that where we possibly could, we have sustained our services in innovative ways.

We have even managed to establish some new services during lockdown and to build on our current work – more about that later.

In the midst of all of this, it was time for Sacro to develop a new strategy and plan for the next five years. All of our teams were involved in Project 50 (as it's our 50th birthday) and we had wide ranging discussions both internally and externally with partners and stakeholders under six themes: purpose, people, place, partners, profile, and performance. We learnt a great deal through this process and some of this is outlined below in our new strategy.

“Every single member has contributed to Sacro's sustained success in such difficult times and most importantly to the continued support of vulnerable people caught up in the criminal justice system or those who need care, support, and protection.”

As an outcome of this, we have changed our structure and teams to focus on practice led leadership and to develop the talented group of leaders across the country. We have two new directors and a clear focus on key work

areas of Justice, Public Protection and Community Safety and Housing and Care. We also have a fantastic team of managers delivering on the ground and sharing skill, experience, and talent to build our capacity to deliver.

We are delighted to have welcomed new board members and a new Chair in Jim Crichton and the board spent significant time developing our new strategy. I am grateful to our Board for their support and leadership during this difficult time. I would also like to thank my Executive Team, Leadership Team and all of our managers for doing an outstanding job this year.

It's impossible to mention every service of the fifty plus that we are delivering across the country, but every single member has contributed to Sacro's sustained success in such difficult times and most importantly to the continued support of vulnerable people caught up in the criminal justice system or those who need care, support, and protection.

Sacro Board of Trustees: 2020/2021	
Chair	Jim Crichton
Depute Chair	Dan Gunn OBE
Finance Convenor	Steve Uphill
Standards Assurance Convenor	Eric Fraser
Board Members	Fiona Davidson Jane Davidson Arun Gopinath Mary Pitcaithly Jim Wilson (appointed 25 November 2020)
Observers	Stephen Harper (Scottish Government)
Auditors	Jenny Simpson (Wylie & Bisset)
Honorary President	Rt Hon. Lord Carloway

A Year Like No Other

2020/2021 has of course been dominated by the Covid-19 pandemic. The necessary restrictions imposed on us all required a completely new way of working. Adapting services – many of which rely on face-to-face contact – presented a significant challenge for the organisation but it was a challenge we met head on. The initiative and resilience of Sacro employees was nothing short of magnificent and they did everything in their power to ensure the people who use our services received the best possible support under the circumstances.

As always, the wellbeing and safety of our service users was paramount. For some of our services – particularly residential support – we had no option but to continue working in close proximity with those in our care. This meant implementing robust infection control measures throughout our estate. Despite supply issues throughout the country, we were able to source personal protective equipment and supplies, and distribute it as required.

We set up a weekly Coronavirus Response Group comprising representatives from all departments within the organisation to discuss and coordinate our response to the pandemic as it unfolded. A dedicated website

was established to provide all employees with group updates, information, and resources to help them navigate the rapidly changing situation.

It was extremely fortunate that – during 2019/2020 – we had undertaken a significant modernisation of our IT systems and equipment. Our digital transformation project meant employees were ready to work remotely and had everything they needed to work from home. Our IT team worked tirelessly to ensure employees had access to the equipment and data they needed to continue working effectively.

For those working from home, we recognised there was the additional challenge of caring for their wellbeing and morale. Our HR team introduced an enhanced Employee Assistance Programme to provide free access to expert counselling support and wellbeing resources. We introduced a staff voice group to ensure all employees were able to contribute and share their experiences, ideas and concerns with the leadership team. All employees were given access to free flu vaccinations. Channels were set up on our Teams platform giving access to further wellbeing resources as well as providing places to share motivational material, wind down or just chat. We also introduced a regular, confidential 'pulse survey' to check

in with employees to ensure we were addressing their needs and concerns.

The pandemic presented an unparalleled challenge for Sacro but it's one we believe we weathered well and – during which – we learned a great deal about the resilience and strength of our organisation and its people.

Sacro is delighted to have been awarded Investors in People (IiP) Gold. Since applying for IiP status in 2005, the organisation has consistently moved through Standard, Bronze, Silver and now Gold accreditations.

This is a terrific recognition of our commitment to the people who make Sacro work and in turn, the crucial part they play in supporting its development and success.



32,000

This year, our Glasgow Community Payback Service offered over 5,000 placements for unpaid work activities totalling over 32,000 hours.

Project 50

November 2021 marks 50 years since Sacro was established and we had so hoped and looked forward to celebrating this milestone in full, with a number of events and activities planned for throughout the year. This has of course been disrupted by the pandemic and – such is the importance we had placed on being able to celebrate with people in person – we have taken the decision to postpone our activities until it is safe and comfortable to host them as intended.

Turning 50 is a big deal and to mark this significant anniversary, we established Project 50; our plan for the future. Project 50 began with a conversation across the organisation to re-evaluate and develop every aspect of Sacro. We looked at how we involve our service users in what we do. We examined our physical infrastructure; our offices; our scope for technological innovation; our brand; our management structure; our commitment to equality, diversity and inclusion.

Many changes resulted from this conversation, culminating in a brand-new strategy for Sacro to take us forward to 2026 and beyond. There is great detail in our strategy but at its heart is a simple series of principles and commitments.

SACRO'S STRATEGY 2021-2026



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

- Inclusion (EDI)
- Not judging
- Respecting people
- Trust
- Kindness
- Empowering people
- Inspiring people

SERVICE USERS
AT THE HEART OF
WHAT WE DO

DESIGNING
OUR SERVICES
IN PARTNERSHIP
WITH PEOPLE

PEOPLE AND
COMMUNITIES

SUPPORTING
INDIVIDUAL
JOURNEYS AND
WELLBEING

SUPPORTING
AND HELPING
TO KEEP
COMMUNITIES
SAFE

JUSTICE	CARE	SAFETY	HOUSING
Support people leaving custody and avoid returns	Support people to live safely	Support people to avoid reoffending and keep others safe	Sustaining tenancies for positive outcomes
Programmes for vulnerable adults and young people	Ensure quality of life and good outcomes and opportunities	Protect people from harm and support victims	Helping vulnerable people to create a home
Prevent, divert, reduce, rehabilitate	Reduce isolation for people most at risk	Safeguard, protect and support communities	Reducing isolation and promoting inclusion
Demonstrate community-based solutions	Advocating for more integrated communities	Reducing harm, integrating people, resolving conflict	Advocating for more integrated communities

“They 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.”

Service User: National Intensive Support Packages.

Justice Services

Operationally, Sacro’s justice services were significantly impacted by restrictions on face-to-face engagement. Throughout the year, almost all services adapted to providing support by phone or online. Here are just a few examples:

Shine

The Shine women’s mentoring programme for which Sacro is lead partner, was significantly affected by not being able to work face to face with the people we are trying to help. However, we were able to source essential items like health and hygiene products and prepare liberation packs, including a pre-paid phone for women to keep in contact with mentors and other vital agencies. These were distributed to women on release from prison to enable them to get through the first few days outside.

Community Payback Services

Being primarily based in the open air, our Community Payback Services and Garden Project were able to operate, depending on the restrictions at the time and provide much needed contact and support for people at risk of isolation.

Sacro team members from across localities and services made a tremendous effort to create and deliver Online Digital Behavioural Change and Wellbeing modules to individuals and groups in North and South Lanarkshire which allowed Community Payback participants to continue to engage during lockdown and reduce Unpaid Work orders.

The Garden Project team tended the garden in anticipation of a full return to service. The Garden Project was also able to offer a short gardening course which could be taken at home through remote learning. The Grow and Learn In Nature Award was devised by the Royal Caledonian Horticultural Society and provided a positive focus during lockdown.

“Without this service my life would be chaotic. I don’t know if I would still be here today without Shine”.

Service User: Shine Women’s Mentoring Service.

£
£340,000

Time spent on unpaid work activities by our Community Payback placements in Glasgow corresponds to £340,000 of living wage hours. This is a direct benefit offered back to our local communities including work to make four city parks safer and more accessible to the public.

Creating Opportunities to Develop through E-Learning

A new project developed a suite of over 35 online modules that can be accessed by service users referred to Sacro through Structured Deferred sentence (SDS), Diversion from Prosecution or Bail Support. We used an e-learning platform and provided drop-in clinics to assist service users to set up the online platform. Up to 31 March 2021, 26 service users had accessed the service.

Forces of Nature

Alongside our Garden Project, we launched Forces of Nature; a new service providing support to military veterans and their families through a range of family-friendly activities. Forces of Nature encourages inter-generational pursuits that develop a knowledge of horticulture, conservation, and other outdoor activities.



“It feels like I’ve won the National Lottery, coming to Bellahouston gardening sessions. It feels nutritious for the soul!”

BM, who has been attending Sacro’s Garden Project weekly gardening sessions.

“Click were able to give her some more regular emotional approach. She had some tricky situations with gender-based violence. She did get a lot of benefit from Click online and the chat.”

Feedback from Sexual Health Nurse on the importance of Click’s support.

Public Protection and Community Safety:

Our work in public protection and community safety is sometimes less visible but every bit as much needed.

Our Intensive Support Packages (ISP) provide a vital service in keeping communities safe and continued to operate throughout the pandemic, much of this face to face using full safety measures. We worked to provide support on a case-by-case basis and demonstrated our experience and skill in managing risk, making great efforts to ensure staff and service users were adequately protected.

FearFree

As the only service in Scotland for male, LGBT+ and non-binary victims of domestic abuse, FearFree played – and continues to play – an important role in providing support and safety for those in danger. This service saw a considerable increase in referrals for support following the start of the lockdown period, particularly for coercive control, financial abuse and internet abuse, with perpetrators of abuse using online means and social media to stalk, harass and control victims.

Click

The Click service, offering safety and well-being support to women across Scotland who sell or exchange sex or images online, launched a helpline during lockdown. The facility supported delivery of the service to women across Scotland who might be digitally excluded or otherwise unable to access support online during a very challenging period.

Aura

Sacro launched a new service supporting victims of domestic abuse in North Lanarkshire in June 2021. Aura provides support for anyone affected by domestic abuse: primarily women and children, but also men, LGBT+ and non-binary people.

A dark blue rectangular box containing a large white female symbol (a circle with a vertical line and a horizontal crossbar) on the left and the text '70%' in a large, bold, white sans-serif font on the right.

Almost 70% of women referred to Another Way’s pilot counselling service attended all counselling sessions offered. This is particularly encouraging as women involved in transactional sex are often hard to reach.

“I was reluctant to come for counselling, I didn’t know what to expect. If I had known it was going to be this good for me, I would have come years ago.”

Service User: Another Way counselling service pilot.

Care and Housing

Sacro’s care and housing services continued to provide face-to-face support throughout. This presented significant challenges in providing effective infection control measures – particularly where service users struggled with the restrictions placed upon them.

As was the case with many other agencies, sourcing adequate personal protective equipment (PPE) presented a challenge in the earlier stages of the pandemic. However, we were able to access sufficient supplies and distribute PPE as required. Our teams were given key worker status and able to travel freely.

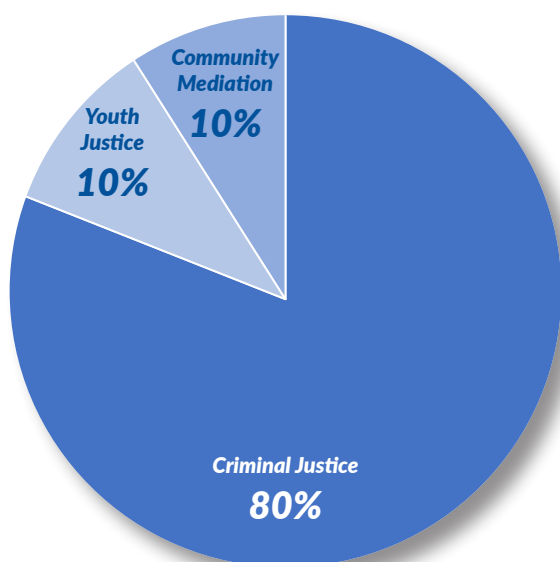
We were able to continue all of our face-to-face support for people to live safely in their homes in Aberdeen, and to continue to undertake activities despite the challenge of limited contact with family and the community. Our teams worked hard to keep them safe and fulfilled.

Our Moray Accommodation Services secured funding of £10,000 from NHS Grampian Endowment Fund to continue the transition work from individuals moving on from our supported accommodation services. The service is funded in a way that

means once an individual moves out of our accommodation, they can access further support and will allow us to continue the achievements from the pilot project started last year in partnership with Moray Food Plus.

We also received a very welcome letter of commendation from the Lords Lieutenants of Moray and Banffshire. This was in part for the work we did overall during the pandemic but mostly for the support given to the community by staff volunteering their time – whilst still working full time – with Moray Food Plus, preparing and cooking meals for individuals and families throughout Moray.





Finance

During 2020/2021, Sacro's turnover amounted to £7.8 million.

Criminal Justice Services continue to represent the main source of expenditure (80%) with Youth Justice and Community Mediation accounting for 10% and 10% of the total respectively.

2020/21 has been a year of mixed fortunes with the Covid pandemic, but we have continued to provide majority services in one way or other through a number of differing formats.

Sacro will continue to diversify its funding streams where possible, particularly where opportunities exist to develop new and innovative approaches to our work and service users. Redeveloping existing services to meet changing priorities and needs is also something we are committed to.

Covid-19 lockdown restrictions has required Sacro to adapt the ways in which it supports service users. It is extremely encouraging that that despite the challenges lockdown restrictions have presented Sacro has continued to support individuals across Scotland by embracing a variety of new technologies.

The Sacro Trust

The Sacro Trust is constitutionally separate and aims to provide small grants to individuals in the process of rehabilitation. In 2020/2021, the Trust awarded 16 grants totalling £4,632. The majority of the grants were made to Sacro service users in a variety of services; eight of the grants were made to service users with other organisations who also work in the fields of criminal justice.

More than half of these grants were made to rehabilitating individuals engaging in education, training and work experience, with the remaining funding awarded for basic household items and items pertaining to personal wellbeing, mainly clothing.

Income	£'000s
Donations	22
Voluntary Income	451
Investment Income	11
Other Income	88
Youth Justice Income	722
Criminal Justice Income	5,602
Community Mediation Income	939
Total Income	7,835
Expenditure	£'000s
Criminal Justice	6,410
Youth Justice	649
Community Mediation	827
Total Expenditure	7,886

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