

# Annual Review 2022/2023



# From the Chair



## Welcome to our review of Sacro's activities and impact for 2022/2023.

Sacro is all about people. The people we work with, who face some of the most difficult times of their lives, our employees who offer support to them, our leaders and my colleagues on the Board of Trustees. What unites us is our commitment to the values of Sacro and our vision for safer communities. We are proud of the impact Sacro is having and, on behalf of the Board, I would like to thank all our employees for their vital efforts.

I also extend thanks to our funders, including the Scottish Government, local authorities, trusts and foundations, who entrust Sacro to make a positive difference to people's lives.

I have enjoyed an eventful first year as Chair of the Board of Sacro. I am very grateful to Annie and her team, along with my skilled and experienced fellow trustees, for their patient guidance and support. I have been pleased to find that Sacro's reputation for excellence is evidenced throughout the organisation, most particularly in our employees, but there are always challenges to be met and more that can be done.

Sacro has been helping people find paths to positive change for over fifty years. We are determined that Sacro will continue to do so for as long as people need us.

**Jon Beck**

Chair of Sacro Board of Trustees.



# From the Chief Executive



**This year has witnessed significant transformations in both the way we work and in our leadership.**

We are delighted to welcome new members to our Board and our new chair, Jon Beck. Alongside these changes, our organisational strategy has continued to evolve, reflecting our rapidly developing vision of the kind of organisation we aspire to be.

It's not been an easy year, and there have been tough times for the people we work with. I am always so impressed by the dedication and hard work of our teams as they try to help people on their paths to positive change.



Three Pillars underpin Sacro's strategy: trauma-informed practice, co-producing our services with the people we work with, and commitment to equality, diversity and inclusion.

## What next?

We want to embed our three core pillars of *equality, diversity and inclusion*, *co-production*, and *trauma-informed practice*, into every aspect of our work. These pillars are not just principles; they are the foundation for the work we do in over fifty projects across the country, and they directly impact on the way we work with people.

In addition to successfully implementing new finance and HR systems, we're working on a major refresh of our case management system and a new outcomes framework. This will empower us to be clear about the impact our work has, ensuring that we can make measurement meaningful.

This report shows you the kind of impact we've had as a national charity and our role in innovating, leading, and attracting investment to our sector through our work.

## Thank you

Thank you to all of our employees for their hard work and commitment through a big time of change, and to our Board who are so supportive of everything we do.

**Annie Mauger-Thompson**  
Chief Executive, Sacro.



# Developing our Strategy

## Developing our Strategy

We published our new strategy in 2021 simplified from previous incarnations, developed in consultation with our teams and stakeholders, and placing the people who need our services at the very heart of what we do.

During the year, the Board considered whether Sacro's strategy should be refined post-pandemic, particularly in a cost-of-living crisis with pressures on public funding. While the strategy remains consistent, we agreed to focus on three pillars which are trauma-informed practice, co-producing our services with the people we work with, and recommitting to equality, diversity and inclusion. We also agreed that we need improved measurement of our outcomes and a stronger focus on sustainability, with efforts underway in these areas already.

We are in a process of organisational learning around what this means for the way we work, from Board members to people at the delivery point of our services and we are all working together to change the way we design services in partnership with the people using them.

## People

The people who work at Sacro are amazing, and our greatest resource. We've been delighted to see new talented team members join us including a new Director of Justice and the new role of Head of Policy and Engagement, and to see new leaders emerge and grow from current teams on our Lasting Leadership Programme.

We've been developing a new People Strategy and investing in leadership development, trauma-informed and diversity training and improving health and wellbeing, work flexibility and benefits. We are delighted to hold Investors in People Gold accreditation and look forward to renewing this in the coming year.

Sacro's 50<sup>th</sup> anniversary fell in the midst of pandemic restrictions and so curtailed our planned celebrations that year. To thank our employees and volunteers for their outstanding response and commitment, we held Sacro's Big Day at Perth Concert Hall in November 2022. This was a chance for the whole Sacro family to catch up again in person, share experiences and knowledge and eat cake!



# Impact

**For over 50 years, Sacro has built a strong reputation for consistently delivering high-quality, sustainable services across Scotland.**

Operating nationally within the third sector, we are building the capacity, experience, and diversity of services to make a meaningful contribution to reducing reoffending, supporting people in crisis, and keeping people safe. We nurture development and innovation and develop specialist knowledge and expertise and share that more widely.

Our work is focused on achieving the following outcomes for people:

- Reducing reoffending in adults and young people
- Enabling safer communities
- Supporting people on bail/leaving prison/on remand
- Sharing best practice through training programmes
- Developing organisational capacity and innovation
- Supporting knowledge exchange beyond the organisation and contributing to the national strategy
- Impact and value for the people who use our services.

For the people we work with, we continue to develop new ways of providing the best support and involving them in service design wherever possible. We are developing models of services that we can 'lift and shift' to deliver in other areas of the country, or nationally, to meet demand.

Some examples of these are:

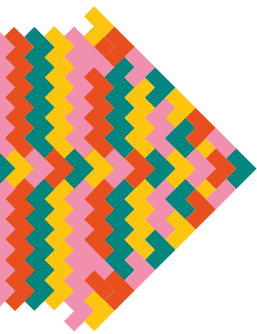
This year we have planned the expansion of our Custody Navigator support services in Fife and Glasgow to Ayrshire. Our National Intensive Support Programme (NISP) provides coverage across the whole country and new services can stand up very quickly wherever needed and we will soon be delivering a new AVERT service which will meet a need for shorter period supervision.

In partnership with South Lanarkshire Alcohol and Drug Partnership and justice services we introduced our AYE service in South Lanarkshire. The service draws on Sacro's experience in arrest referral, diversion from prosecution and bail supervision and mentoring to deliver support to people arrested and charged where alcohol and/or drugs have been a contributing factor.



The Sacro AYE team visited Hamilton Academical Football Club Community Trust to help launch their new *Kick Addiction* initiative, in association with the charity, Blameless.





Volunteers with **Edinburgh Travel Service** gave **550** hours of their time and travelled almost **13,000** miles to keep family members in touch with relatives in prison.



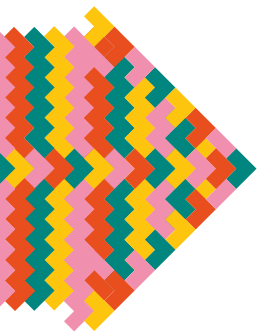
Victoria, one of our veterans mentors, joined colleagues from *Fighting with Pride* and other charities supporting veterans at the annual Pride event in Glasgow. The Sacro Veterans Mentoring Service is there to support all veterans who have either entered or are at risk of entering the criminal justice system, regardless of race, faith, sexuality, or religion.

We have developed upstream activity for young people based on our youth justice model of delivery in Fife, Falkirk, and West and East Dunbartonshire, including work to prevent young people coming into contact with parts of the justice system.

We were able to develop and implement STRIVE; a new pilot service in partnership with Clackmannanshire Council delivering early intervention to support women whose partners/ex-partners have been involved in a domestic abuse-related incident.

Our Veterans Mentoring Service is expanding nationally as it continues to attract funding. With several trusts funding the service, we can provide valuable support to armed forces veterans who become involved with the justice system.

Sacro's STOP service is showing excellent outcomes with its new *Jumping Through the Hoops* programme. The programme works to ensure positive, achievable, and sustainable changes in attitudes and behaviours in people involved with football-related sectarian and hate crime.



**29,039** hours of direct support was provided to **14** individuals on **Intensive Support Packages**.

For the ninth year in a row, the service scored ‘**5**’ (very good) from Care Inspectorate evaluations on all areas measured.

Our Supported Accommodation service in Moray has raised funds locally to develop transition support to people moving on from the service. This has enabled us to provide emotional and practical support during evenings and weekends, purchase essential items including food, clothing, shoes, and furniture as well as topping-up utility meters and reducing rent arrears to avoid repeat homelessness.

Sacro’s Aditi service offers one-to-one wellbeing, support and advice for Black and Asian ethnic minority women who are affected by domestic abuse and honour-based violence. Aditi has partnered with the Hey Girls social enterprise to regularly provide free period products to women using the service.



Our Aditi service were at Edinburgh College for 16 Days of Activism Against Violence. We had so much interest from students willing to share what they think is coercive control and what they look for in a (healthy) relationship.

### **Commitment to co-production**

We have looked closely at what co-production really means and have begun to plan a new way of working; creating opportunities for the people we support to be involved in the development of their services and to have a voice. We are creating a range of participation structures designed to capture feedback and perspectives using a strengths-based approach to cater to individual styles and preferences.

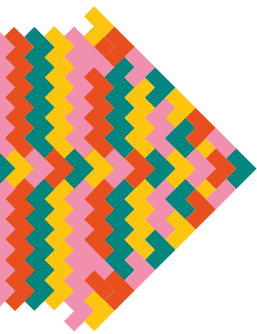
We have instigated a range of participation groups for the people we support using an ‘appreciative inquiry’ approach to understand what works well in terms of service delivery and/or the broader justice system; why does it work well and how can we build on this? The groups also seek to identify areas for development (both internally and externally) and discuss solutions to these issues.

Our Aura Women’s Participation Group discusses topics related to justice and domestic abuse and they, along with people we support across our other domestic abuse services, were recently asked to contribute to the work of the Inspectorate of Prosecution.

The newly-formed Shine Voices Group has been discussing current issues in throughcare. This group consists of Shine frontline staff, volunteer mentors and those who receive throughcare mentoring support from the service.

We have been working with the Scottish Government’s Office of the Chief Designer to look at the best ways to include people with experiences of using Sacro’s services and Justice services more broadly in the co-design process for the National Care Service (NCS). We have also been asked to contribute to the development of the NCS Charter by facilitating access to those who use our services to ensure it meets the needs of people with experience of the justice system.





**96%** of people who presented as homeless and then received support from **YourHome** have not re-presented as homeless within a year of support. We supported **877** people to achieve the Edinburgh Council outcome of *Get or Keep a Home*.

## Innovation

We are proud of our long-standing dedication to the principles of equality, diversity, and inclusion (EDI) among our people, the people we support, and the wider community. However, we never take this for granted and continue to embed EDI throughout Sacro by providing mandatory training and regular awareness-raising of EDI issues. A formal EDI group meets regularly to monitor progress and develop resources and ideas.

We are just beginning our journey to become a truly trauma-informed organisation and planning some significant activities in the coming year to embed being trauma-informed in our decision making and practice, from Board to delivery.



Sacro attended the His Majesty's Inspectorate of Prisons for Scotland (HMIPS) Conference in Glasgow, to raise awareness of throughcare services: *Shine Women's Mentoring Service* and the *New Routes* service for young men.

## Impact on the wider sector and community

Sacro provides leadership capacity to support partnerships, represent the third sector, and work with other organisations. We also reach out across sectors to create and support strategic alignments and joined-up experiences for people, to provide justice leadership and expertise in a wider context.

We have been able to augment the successful Shine Public/Social partnership, with Shining On, a volunteer-delivered service to provide next-stage mentoring support for women following the end of their engagement with Shine.

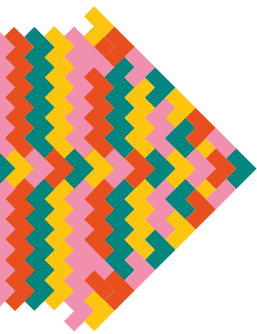
We continue to provide the sector with valuable training in restorative justice, conflict resolution and mediation skills with 97 people trained last year.

Sacro's mediation training service, the Scottish Community Mediation Centre (SCMC), received accreditation for its mediation course from Scottish Mediation, viewed as a 'gold standard' for the provision of training.



SCMC's Ian McDonough and Robert Lambden receive the accreditation certificate from Heather Zajac of Scottish Mediation.





## Fife Community Safety Support Service (FCSSS)

supported **543** individuals with **63%** reporting an improved level of health and wellbeing. None reported a decline in any of their assessed needs.

### Influence

Sacro uses its knowledge and experience to inform, influence and contribute to the justice agenda. We do this by working with the Scottish Government and regulatory bodies to support systems change and policy development, forging links and partnerships with voluntary, statutory and community organisations, and working with the media to promote and inform public awareness of justice issues. Some of our activity this year has included:

Ensuring the representation of diverse lived and frontline staff experiences in the Inspection of The Prosecution of Domestic Abuse Cases at Sheriff Summary level, currently being conducted by HM Inspectorate of Prosecution.

Sacro's Chief Executive has represented the third sector on key groups, including the Criminal Justice Voluntary Sector Forum (as Chair), and the National Care Service Justice Reference Group.

Sacro continues to facilitate and contribute to the Restorative Justice Forum (Scotland). This independent body, comprising statutory, community, and voluntary organisations, seeks to work with key partners to promote the development of restorative justice and encourage policy development.

Scottish Government ministers joined us for events to promote our Another Way and Shine services. Elena Whitham MSP, Minister for Community Safety helped launch a pilot scheme where our Another Way service supports women to exit sex work and into secure employment. The event was covered widely by BBC outlets.

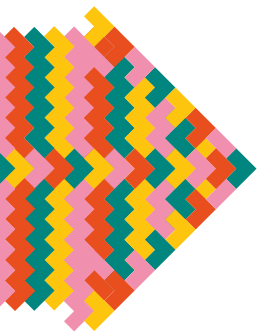
Angela Constance MSP, Cabinet Secretary for Justice and Home Affairs, attended our 10-year anniversary of the Shine Women's Mentoring service. The event, held at Edinburgh City Chambers, also served to launch the publication of a very positive independent evaluation of the service.



Elena Whitham MSP, Minister for Community Safety, speaking with the BBC following the launch of Another Way's pilot scheme to help women into secure employment.



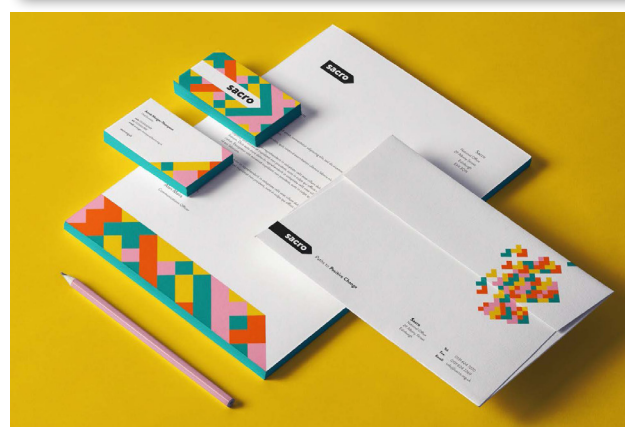
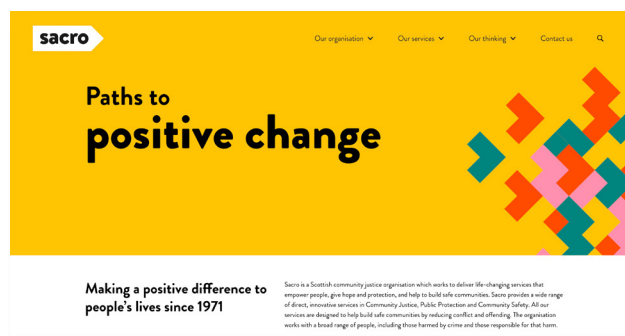
Angela Constance MSP, Cabinet Secretary for Justice and Home Affairs, speaking at the 10-year anniversary of the Shine Women's Mentoring service.



**54% of 99** young people engaging with the **Fife Youth Justice** service reported a positive improvement in their choices and behaviour.

Susanna Hamilton, Veterans Commissioner for Scotland, greeted serving personnel, staff and veterans supported by Sacro's Veterans Mentoring Service at the conclusion of their 14-week, 134-mile journey along the John Muir Way. The walk was organised to promote the service and the valuable support it provides to armed force veterans who become involved in the justice system.

We also spent some time refreshing the Sacro brand. Working with local design company, Vital Hike, we developed a new, contemporary graphic identity. Using the theme *Paths to Positive Change*, the new look updates our logo, publications and associated graphics. A new website was also developed with the aim of showcasing the work we do through stories and case studies. This 'real world' treatment of the impact of Sacro services on the people who use them is a great way of presenting the valuable work we do.



This year we unveiled a new brand identity and website.



Susanna Hamilton, Veterans Commissioner for Scotland, with serving personnel, staff and veterans supported by Sacro's Veterans Mentoring Service at the conclusion of their 14-week, 134-mile journey along the John Muir Way.

Sacro continues to have an active presence on social media with over 4,000 followers on X/ Twitter. We also introduced a podcast for the Shine Women's Mentoring Service with 10 episodes currently available and more being added all the time.

## Adding value

Throughout 2022/2023 we generated an additional £1.1m in non-local authority investment for a wide range of projects, focused on prevention and providing added value. Expansion of our Navigators, AYE, and Veterans Mentoring services, and the added support to Shine through the new Shining On service, all bring valuable, additional capacity and resources.

# Finance

**During 2022/2023, Sacro's turnover amounted to £9.2 million.**

Expenditure in the year amounted to £9.5 million, resulting in a net expenditure of £288,000 for the year. Expenditure was split evenly between the three directorates of Justice, Care and Housing, and Public Protection and Community Safety.

Sacro is focused on sustainability of income streams to ensure that we can continue to help the people we support. We are committed to our strategy and will ensure that our work is built on our core values, seeking new funding streams to support our innovation and development.

## The Sacro Trust

The Sacro Trust is constitutionally separate and aims to provide small grants to individuals in the process of rehabilitation. In 2022/2023, the Trust awarded 27 grants totalling £6,923. The majority of the grants were made to the people we support across a variety of our services. This year we also provided a grant to people supported by other organisations who also work in the field of criminal justice.

The grants were made to rehabilitating individuals engaging in education, training, and work experience. Funding was also awarded for basic household items and items pertaining to personal wellbeing, mainly clothing.

	2022/2023 (£'000s)	2021/2022 (£'000s)
Income		
Donations	4	3
Voluntary Income	451	451
Investment Income	47	10
Other Income	179	74
Justice Directorate	2,853	2,413
Care Directorate	2,992	2,749
Community Safety Directorate	2,702	2,287
<b>Total Income</b>	<b>9,228</b>	<b>7,987</b>
Expenditure		
Justice Directorate	3,637	4,539
Care Directorate	3,181	2,345
Community Safety Directorate	2,699	1,851
<b>Total Expenditure</b>	<b>9,517</b>	<b>8,735</b>



# Governance

## Sacro Board of Trustees: 2022/2023

Chair	Jon Beck ( <i>appointed 26 May 2022</i> )
	Jim Crichton ( <i>retired from Board 25 May 2022</i> )
Depute Chair	Eric Fraser
Standards Assurance Convenor	Fiona Davidson
Finance Convenor	Kerri Maciver
Board Members	Alistair Brown
	Jane Davidson
	Howard Elliott
	Zahra Hedges
	Jayne Laidlaw
	David Mackie
	Steve Uphill ( <i>retired from Board 25 May 2022</i> )
	Jim Wilson ( <i>retired from Board 17 March 2022</i> )
Observers	Stephen Harper ( <i>Scottish Government</i> )
Auditors	Jenny Simpson ( <i>Wylie &amp; Bisset</i> )
Company Secretary	Annie Mauger-Thompson
Honorary President	Rt. Hon. Lord Carloway

## Sacro Executive Team: 2022/2023

Chief Executive	Annie Mauger-Thompson
Chief Operating Officer	Gerry Milne
Director of Justice	Lynne Thornhill
Director of Public Protection and Community Safety	John Kennedy

We were saddened to learn of the death of two well-loved colleagues this year.

Alan and Keith were great supporters of Sacro's work and contributed greatly to the organisation.



Alan Shand



Keith Simpson

**sacro**

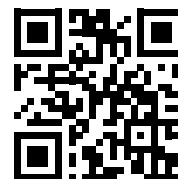
## Paths to Positive Change

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