



**sacro** ANNUAL REVIEW 2018/2019



# FROM THE CHAIR

I am delighted that our annual review for 2018/2019 reinforces Sacro's position and commitment as a respected provider of services across Scotland's communities.

We know what works in reducing reoffending and our evidence-based approach increasingly extends to keeping those harder-to-reach communities safe. The centre of our focus is to ensure the work we do supports the vulnerable in our communities who need our support most – many with multiple and complex needs.

Increasingly our work extends to improving the wellbeing of everyone in Scotland. I am greatly encouraged that our determination to contribute to Scotland's National Outcomes is making a difference.

When I and other Board members visit our services across the country we are always impressed with the commitment and expertise of our staff and volunteers. When we are able to meet service users on these visits we are left in no doubt as to the difference which support from our services can make to lives which have faced all sorts of adversity. In many cases we see real transformational change as a result of our work. That is the strength of Sacro.

During this year Elspeth Dalglish reached the end of her term of office as a board member. During her time on the Board Elspeth gave us the advantage of her considerable experience in HR matters. We also lost Pauline Howie from the Board because of very demanding work commitments. Pauline had been chair of our Finance and HR Committee a role in which her extensive management and finance experience was invaluable. I thank them both for their work with Sacro. We had three new Board



# 381

Fife Community Safety Support Service accepted 381 referrals from Housing Services, Police, Safer Communities Teams and Multi Agency meetings.

The service supports individuals who are experiencing Anti-social behaviour or hate incidents.

members in Fiona Davidson, Eric Fraser and Jane Davidson all of whom bring a wide range of experience to the governance of the organisation.

This will be the last Annual Review which we publish with Tom Halpin as our Chief Executive as he will be retiring in March 2020. In his time with Sacro, Tom has been a driving force for strengthening the organisation, expanding our services and for modernising our working practices. With Tom at the helm we have become much more effective in being able to measure the outcomes of our work and that gives us considerable advantage in winning contracts. Tom has been at the forefront of openness to developing partnerships which strengthen the quality of what we do. His voice is one which is listened to amongst all those concerned with developing policy and his very extensive experience in the justice field has meant that Sacro is an organisation which is trusted and looked to for advice and good practice. We wish Tom a long and happy retirement.

<b>Sacro Board of Trustees: 2018/2019</b>	
Chair	Sandy Cameron CBE
Depute Chair	Dan Gunn OBE
Finance Convenor	Steve Uphill
Standards Assurance Convenor	Jim Crichton
Board Members	Fiona Davidson (appointed 12 December 2018) Jane Davidson (appointed 18 September 2019) Eric Fraser (appointed 12 December 2018) Arun Gopinath Mary Pitcaithly
Observers	Stephen Harper (Scottish Government)
Auditors	Ross McLaughlin (Wylie & Bisset)
Honorary President	Rt Hon. Lord Carloway



# 100%

100% of individuals referred to Glasgow's Community Payback Order service answered YES when asked "do you feel that you were treated with respect by the staff?"



# 1380

Edinburgh Travel Service's eight volunteer drivers gave up 1380 hours of their time to provide free transport for families to visit loved ones in HMP/ State Hospital care.

# FROM THE CHIEF EXECUTIVE

It has been another year of working in a challenging operating environment with the only real constant being change. The commitment of Sacro's workforce adds real human value to the work we do and I am grateful to our staff and Board of Trustees for their unwavering focus on improving the outcomes for the people we support. Despite these challenges, our resolve, responsiveness and creativity continue to be a strength and remain essential to the growth of Sacro's reach and impact. It is a fact that funding sources have contracted and while innovation and excellence are hugely important, we are still vulnerable to funding decisions. However, the diversity and quality of the work we do is a core strength.

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***“Our resolve, responsiveness and creativity continue to be a strength and remain essential to the growth of Sacro's reach and impact.”***

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We continue to build on our positive relationships with partners in Scottish Government, statutory bodies and academia; as well as third sector partners. These relationships are crucial to keeping Scotland's justice system working effectively, a value ably demonstrated by the responsiveness shown when Sacro and other third sector organisations stepped in to fill the space left by the Scottish Prison Service's decision to temporarily withdraw Throughcare Support Officers. The operational context underpinning the SPS's decision is understood but the seemingly relentless pressure on Scotland's prison population is disappointing and a solution needs to be found at system level with new and ambitious models of intervention required to achieve our vision for Scottish prisons.



# 798

YourHome service supported 798 people to access appropriate and suitable accommodation that provides for their immediate accommodation needs but also provides support to assist them with their transition to settled accommodation and independent living skills.

It is also apparent that continuing political uncertainty is causing real insecurity in our communities. The need to build social cohesion has never been greater as we see this inertia manifest itself in an atmosphere of increased poverty, conflict, and hate crime. The people we come into contact with have multiple and complex needs, reinforcing the need for greater collaboration and partnership working to make a difference. At Sacro, we have a holistic view of our service user needs and it remains important that this is not just rhetoric but has a real impact on lives. Our work with minority communities, learning disabled, armed forces veterans and BaME communities ensures we are in a position to care for some of the most vulnerable in our society.

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***“The people we come into contact with have multiple and complex needs, reinforcing the need for greater collaboration and partnership working to make a difference.”***

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We know that we need to work smarter in the future by adopting new technologies and digital tools to provide ever more effective interventions and increase our reach and access for those who need our support. These new ways of working are becoming a reality with services such as Click – our new women-led safety and wellbeing service for women selling or exchanging sex or sexual activity online. Partnering with specialist organisations and the tailored use of digital tools such as online chat and a dedicated app and web presence has helped us adapt our practice and reach those women who find themselves vulnerable to harm in the online environment they now find themselves working in.



**1533**

A total of 1533 Outcomes Stars were created during the reporting year.

***“The help I required was given without question. The support has been brilliant, I wasn’t judged and have a good bond with my mentor Rachel; she is fantastic. Honestly, Peer Mentoring and Rachel have changed my life. I’ve had support in the past but Peer Mentoring and the team is the best.”***

Edinburgh Peer Mentoring  
Service user

Adopting and embracing digital technologies must now be part of the day-to-day function of our organisation. We all need to be more flexible and adaptable in how we support the people who use our services and this requires new skills, new environments and new ways of working. We have already made significant improvements in how we monitor and interrogate our casework and performance data.

***“We know where we need to get to. We know the challenges we face and we are determined to get there.”***

Our priority is to continue to develop our organisation’s culture for change. For Sacro, our people’s attitude is just as important as their technical skills and we are fully committed to fair work principles, particularly fairness and fulfilment in what we do.

We know where we need to get to. We know the challenges we face and we are determined to get there.

In this, my final year as Chief Executive, I have a true sense of pride in what we have achieved. I would pay particular thanks to our Chair, Sandy Cameron and his team on Sacro’s Board of Trustees for their support, continuity, encouragement and guidance. Thanks also to my leadership team and our staff for their commitment to Sacro’s mission and personal support to myself.

Sacro would not be what it is without all of them and they are fully deserving of our gratitude.



**491**

Edinburgh Travel Service provided free transport for 491 passengers to visit loved ones in HMP/State Hospital care.



**170**

Fearless is a support service for men and LGBT people who are victims of domestic abuse.

The service is delivered across Scotland and supported over 170 people in 2018/2019.

# DIRECT SERVICE PROVISION

Sacro delivers services across Scotland that support and influence positive change for those in our communities who need our help. Our focus on reintegration, citizenship, empowerment and self-responsibility permeate all our services.

Although pressures on funding and austerity measures continue to bite across the third sector, Sacro has maintained funding for many of its core services. As is common throughout the sector, we continue to seek funding from a range of sources.

Sacro strives to maintain its reputation for continuous improvement and innovation. This year, it has developed its focus on domestic abuse, mentoring services, housing support and services for women and has made considerable progress in these areas.

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***Our focus on reintegration, citizenship, empowerment and self-responsibility permeate all our services***

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Sacro's **Fearless** services supports LGBT+ and male survivors of domestic abuse across Scotland. The service was shortlisted in the category of 'Pioneering Project' at the Scottish Council of Voluntary Organisations (SCVO) Scottish Charity Awards receiving a special commendation in recognition of its work with hidden victims of domestic abuse. Fearless was also shortlisted for "Best Community Project" at the Herald Diversity Awards and achieved 'Leading Lights' accreditation with SafeLives, the UK-wide charity dedicated to ending domestic abuse.



# 2907

Sacro delivered 51 services across Scotland in 2018/2019, receiving a total of 2907 referrals



# 43

Moray Supported Accommodation service is a 24/7 operation that accepted 43 referrals during the year to help individuals to build independent living skills before moving on to a tenancy in the community.

Sacro's **YourHome** service is delivered in partnership with Ypeople and provides tailored support to people who are at risk of losing their home. This can include mediation, mentoring, befriending and themed group work sessions (i.e. budgeting, healthy eating and money management). During its first year the YourHome service supported over 650 people. Although the support provided is personalised to individual needs, common themes include income maximisation, advocacy support, signposting to addiction, mental health and other medical provision and providing support to prevent isolation.

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Since 2013, the Sacro-led **Shine** women's mentoring service has continued to support women in turning their lives around following a conviction. Continued funding by the Scottish Government demonstrates confidence in the service and the positive outcomes it consistently achieves.

Hate crime and sectarianism blights our communities.

Sacro's **STOP** service has had a busy year raising awareness and supporting attitude change. The service has attracted Scottish Government funding and was shortlisted in the Scottish Social Services Awards.

Sacro was a recipient of the Third Sector Partnership Award at the Scottish Public Service Awards ceremony held at the Scottish Parliament. The award was presented to Edinburgh Women's Clinic, a partnership between Sacro's **Another Way** service and NHS Lothian. The service supports the health and wellbeing of women involved in Edinburgh's sex industry.



**92%**

Outcomes Analysis for Fearless shows, 92% of cases show an improvement in at least one area of need, 79% of cases show an improvement in two or more areas of need and 63% of cases show an improvement in four or more areas of need.

***“The group has had a tremendously positive impact on my life as a whole. I have learned to control and manage myself in a more acceptable manner.”***

PAIR Groupwork service user

During the year, Sacro received funding from the UK government's "Tampon Tax" fund to develop an online service to support the safety, wellbeing and health of any woman selling or exchanging sex or sexual activity online. The women-led service will be launched in 2019 and supported by a number of partner organisations throughout Scotland. The "Click" service will be fronted by a website, chat service and dedicated mobile app to support women.

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***Sacro continues to play a key role nationally in public protection and is recognised as a lead provider for wraparound services to those at the highest risk of reoffending***

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Sacro's **Supported Accommodation** services in Aberdeen and Moray which provide supported accommodation for young people and homeless adults continues to deliver activities aimed at improving social confidence and inclusion. Our Moray services had their two-yearly Care Inspectorate inspection, achieving grade 5 (very good) for both sites. Our **Self Directed Intensive Support** service and **Housing Support** services in Aberdeen also achieved a score of 5 for the quality of care and support provided to vulnerable service users as did our Glasgow **Intensive Support** service.

Sacro continues to play a key role nationally in public protection and is recognised as a lead provider for wraparound services to those at the highest risk of reoffending. The national Intensive Support Packages (ISP) service continues to grow within Scotland in locations such as Edinburgh, Glasgow and Aberdeen.

***I would recommend Sacro to any member of the forces who need expert help. My mentor Gary has been an inspiration to me and has been a fantastic help in keeping me on the straight and narrow.***

***The service you provide to people like myself is truly fantastic and the help you give is great with trying to get us help with mental health, employment and anything else we need. I know it's a service through Poppy Scotland and as an ex-soldier I am proud of what you and your staff do to help us and to stop us reoffending.***

Veterans Mentoring Service  
user

# INFLUENCING AND CONTRIBUTING TO THE JUSTICE AGENDA

Baroness Helena Kennedy QC delivered this year's Sacro lecture in front of a large and appreciative audience at Edinburgh's Signet Library. The wide-ranging lecture highlighted the treatment of women in the justice system and covered many other issues affecting women disproportionately.

Sacro continues to engage with press and media and attracted significant coverage over the course of the year, achieving an average of at least one article or mention per week. In addition to traditional media channels, Sacro has continued to develop its presence through social media and online activities. Sacro maintains profiles on Twitter, Facebook and LinkedIn.

The Sacro website continues to enjoy a high degree of traffic. The site has been redesigned to present a more contemporary look, improve security and data legislation compliance and to better reflect the breadth of services offered.

Sacro continues to influence policy and legislation in Scotland by presenting at conferences, contributing to consultations and providing expert evidence and analysis to parliamentary committees.

Our Edinburgh services welcomed over 100 guests to an open day in June 2018. The event helped us develop even more productive relationships across the city with stakeholders and partner organisations. Other services held similar events with local councillors and politicians providing their support to the valuable services we deliver.



## 83%

Glasgow's Community Payback Order (CPO) service connects those on CPO orders with opportunities to complete their unpaid work hours by placements on various community projects.

83% of those who had work carried out by those on placement rated the work carried out as "very good" and would "be likely to use the service again"

***"the staff are like my family ... I know I can speak to my key worker about anything and they will support me"***

Aberdeen Self-directed Intensive Support Service user

# SUPPORTING OUR EFFORTS

Achievement is regularly monitored by the Board and its Finance & HR and Professional Standards sub-committees. The Finance & HR remit encompasses the monitoring of financial and HR performance, including the review of all financial statements. The Professional Standards committee's remit includes the monitoring of internal controls, performance management, quality assurance and legal and statutory compliance.

Sacro has embarked on a major project to upgrade its digital capabilities across the organisation. In addition to upgrading IT equipment and implementing a cloud-based network, the project will focus on ensuring all staff are able to work more flexibly with the ability to access, author and edit files, case notes and documents, wherever they are. Sacro's digital transformation will also improve communications across its many services throughout Scotland and ensure all staff are given the opportunity to develop their digital skills – and those of the people who use our services.

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***“The ongoing Digital Transformation in Sacro will see workers able to access CMS anywhere, on any device at any time.”***

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The Sacro Case Management System (CMS) introduced in 2015 is now being prepared for hosting in the Microsoft Cloud by the end of 2019. This is part of the ongoing Digital Transformation in Sacro which will see workers able to access CMS anywhere, on any device at any time. Pilot groups of workers have been using the app version of CMS which makes updating their cases and light administration tasks very easy to complete using a mobile



## 32

In Edinburgh, the Peer Mentoring Service provides support to individuals who are in the Criminal Justice System and who are at risk of reoffending.

Support is provided by peers who themselves have lived experience of offending.

Support was provided to 32 individuals working in partnership with City of Edinburgh Council and is available across the City and the Lothians.

phone. All of this increases the efficiency and effectiveness of services, using downtime that would otherwise be wasted to update cases with information almost as soon as it becomes available – after meetings with service users, agencies and organisations and other key stakeholders rather than travelling back to an office to complete these tasks. Many workers now routinely either use a small laptop/tablet device or a mobile phone to support service delivery and work anywhere.

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***“Of Outcomes Stars created, over 1000 have at least two or more readings to demonstrate the outcomes improvements for service users.”***

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The Outcomes Star tool has given Sacro a valuable, evidence-based way of measuring and visualising how a service user is responding to their time with the service. The individual nature of the analysis and its ability to accurately identify a person’s needs provides an invaluable insight into how best to tailor an intervention to achieve the best outcome possible. Over 2500 Outcomes Stars have now been created on the Sacro Case Management System with around 1600 of these shown as completed. Of those Outcomes Stars created, over 1000 Stars have at least two or more readings to demonstrate the outcomes improvements for service users. This figure is increasing as workers become more familiar with Outcomes Star practice and particularly how to weave the Star into everyday service delivery as part of the process of engaging a service user and collaborative planning to achieve their goals.

A total of 32 services were using Outcomes Star over the 2018/2019 year. There are eight Stars now in use in Sacro services, Homelessness, Justice, Empowerment, Tenancy, Work, Youth Star, Life Star and Community Star.



**31,154**

Edinburgh Travel Service made 220 individual journeys, covering 31,154 miles to provide free transport for families to visit loved ones in HMP/ State Hospital care.



**0**

Of YourHome cases closed in 2018/2019, none of those clients supported have presented as homeless within a year of the case being closed.

223 staff and partner staff have now received Outcomes Star training, including awareness training for administration staff and for managers with the current number of trained Outcomes Star users at 142.

The Board approved a review conducted by the Standards Committee of the major risks of which Sacro is aware and of the systems in place to mitigate those risks. Where appropriate, actions and procedures required to strengthen the existing systems have been identified and instigated as part of the Corporate Risk Action Plan and progress is monitored against the agreed timetable at each Standards Committee meeting.

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***“Principal risks are reviewed and monitored on a monthly basis and an annual review of all major risks, and the systems and procedures in place to deal with those risks, is undertaken by the Board.”***

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The Corporate Risk Action Plan groups risks into 12 themes; asset management, business, change management, compliance, costs/income, data protection, disaster management, financial management, governance, harm, reputation/relationships, and people. The principal risks are reviewed and monitored on a monthly basis and an annual review of all major risks, and the systems and procedures in place to deal with those risks, is undertaken by the Board.



**33**

In March 2019, Sacro's STOP service (Sacro Tackling Offending Prejudices) was shortlisted in the Scottish Social Services Awards.

STOP has been operating in prisons and schools since 2016. Funded by the Scottish Government, the service supported 33 individuals to address their prejudices and sectarian behaviours.

***“Without this service my life would be chaotic. I don't know if I would still be here today if it wasn't for you.”***

Shine Women's Mentoring  
Service user

# OUR PEOPLE

Perhaps Sacro's greatest asset is its people. The organisation continues to implement its People Strategy to ensure its workforce are motivated, skilled, happy and recognised for the work they do. Year two of the strategy has seen a number of projects being implemented including our three key priorities of: well-being, people management and coaching. The People Strategy action plan and metrics continue to be monitored quarterly at meetings of the Finance and HR Committee.

Sacro's staff survey was issued in January 2018. Thirty-six questions were categorised into one of three areas: Leading, Supporting and Improving. Results show that Sacro's leaders demonstrate effective leadership skills and that people continue to remain at Sacro due to its value base. The survey will continue to be released every two years which will allow us to benchmark our own position; establish trends over the period; develop our People Plan; and monitor progress against action taken.

Sacro's People Strategy encompasses both organisational development and learning & development. The L&D and OD groups meet quarterly to discuss strategy and initiatives for the forthcoming quarter. In May, we celebrated Learning at Work week and as a way to promote this event, we broadcast daily short video interviews through social media and our intranet using themes such as Mentoring, Training courses and Digital learning. We were successful in numerous training funding applications and as a result, able to support our people in SVQs, PDAs and numerous classroom style training events.

The wellbeing of Sacro's staff and volunteers is vital in keeping a happy, healthy and motivated workforce. Our wellbeing group

***My Shine worker has helped me get my life back on track and really has helped me through a really bad & horrific experience.***

Shine Women's Mentoring Service user



Individuals referred to the Enhanced Framework Community Justice service in Aberdeen for support will have a forensic background and may have a learning disability. It provides individuals with personal and housing support in various aspects of their lives and over 470 hours of support are provided each week.

meets regularly to develop activities and practices that ensure we maintain a positive environment for all our people. The group also promotes the recognition of staff excellence and this year launched its quarterly STAR Awards scheme. STAR Awards are presented quarterly to one staff member or volunteer from each of three hubs across the country with winners receiving a certificate and shopping voucher. Nominations for awards are sought from peers and a judging panel decides winners every three months. Our annual Sacro People Awards also recognises individuals and teams who have achieved excellence throughout the year. These awards are presented at our annual staff conference in Edinburgh. The conference is our chance to get together, share and learn from each other. This year we worked to reflect the importance of staff development, coaching, wellbeing and skills on the theme of “People Make Sacro”.

In April 2018, Sacro published and reported specific figures about their gender pay gap under the *Equality Act 2010 (Gender Pay Gap Information) Regulations 2017*. Things we learnt include the average man at Sacro is paid 2.6% less than the average woman and women at Sacro make up 67% of higher-paid jobs and 51% of lower-paid jobs. In fact, Sacro is one of 14% of companies with a pay gap that favours women. The gender pay gap exercise is helpful in that it gives us some hard data to really reflect and take action on. We will continue to act to support the gender balance within the organisation. We are proud of the diversity we have within Sacro and are committed to equality and inclusion.

In recognition of Sacro’s emphasis on developing and supporting its people, the organisation continues to work hard in implementing its Investors in People, Investing in Volunteers and Quality Scotland plans in order to retain and exceed current accreditation levels.



# 920

Sacro provides mentoring services for both men and women and a range of specialisations including armed forces veterans, women leaving prison and on court orders such as CPOs and structured deferred sentences.

These services, including Shine Women’s Mentoring Service, provided mentoring services to over 920 individuals.

***My mentor helped me get out of a lot of trouble and stay away from my old life. Without Amy I wouldn’t be here today.***

Edinburgh Peer Mentoring Service user

# FINANCE

**During 2018/2019, Sacro's turnover amounted to £7.2 million.**

Criminal Justice Services continue to represent the main source of expenditure (85%) with Youth Justice and Community Mediation accounting for 10% and 5% of the total respectively.

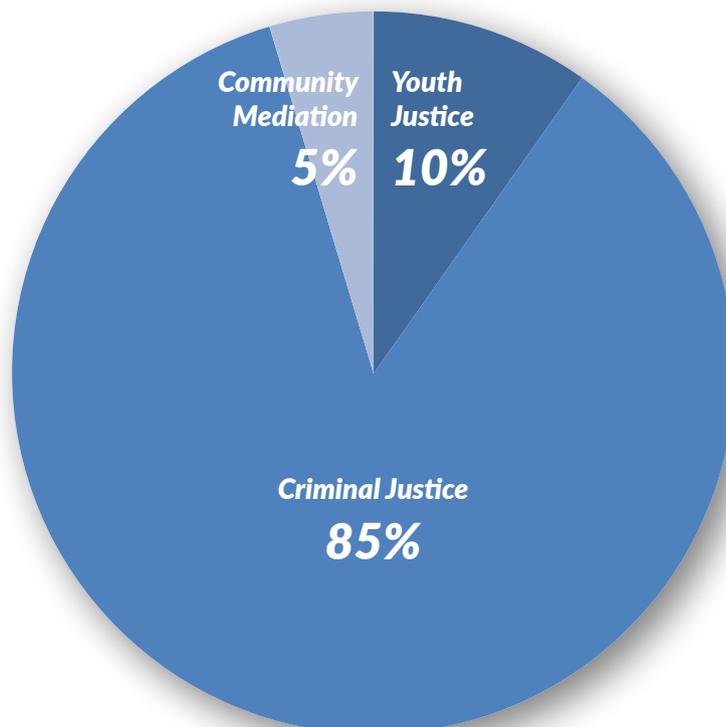
2018/2019 has been a year of mixed fortunes with the loss of some long-standing services, but encouraging to have attracted new services and retained many existing ones in the face of strong competition.

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.

## **The Sacro Trust**

The Sacro Trust is constitutionally separate and aims to provide small grants to individuals in the process of rehabilitation.

In 2018/2019, the Trust awarded 38 grants totalling £6,975.



<b>Income</b>	<b>£'000s</b>
Funding from Local Authority Service Level Agreements	5,900
Scottish Government Funding	540
Rent and Service Charges	138
Other Income (including bank interest)	85
Total Income (excluding pension adjustments)	6,663
<b>Expenditure</b>	<b>£'000s</b>
Criminal Justice	6,237
Youth Justice	812
Community Mediation	213
Total Expenditure (excluding pension adjustments)	7,262

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