



Sacro's mission is to be a community-based organisation that will create safe and cohesive communities by reducing conflict and offending

# Chair: Esther Robertson

Looking back over my fourth and final year as Chair, I am struck by the progress we have made in so many areas of our governance, management and operations over the course of my tenure.

When I took up the post, Sacro had already embarked on an ambitious programme of change to look at every aspect of the organisation and examine how we could ensure a secure and steady future. Years of budget cuts and a widespread programme of austerity – which still shows no sign of receding any time soon – had resulted in our organisation examining how we go about our business to achieve the best possible outcomes for our service users. It meant rethinking how we deliver services, develop our people, influence policy and manage ourselves.

This was not always an easy or straightforward process but we are reaping the benefits of those changes now. Major investment in IT infrastructure has improved how we communicate and how we manage and measure our performance. Staff and volunteers have greater opportunities and support to unlock their potential and develop their skills. We have developed existing services, initiated new ones and formed partnerships to make collaborative working among the voluntary and statutory sectors a reality. We have revisited the effectiveness of the Board and its committees and greatly increased the visibility and involvement of Board members in these strategic areas.

To fully appreciate the difference the organisation makes, I and other Board members continued to pursue a busy schedule of visits to meet with staff, volunteers and service users. Seeing this endeavour at first hand is always impressive but more frequently, it is inspirational.

All of this and more has been approached purposefully as outlined in our Strategic Plan 2012-2015 and implemented with the continued support of Sacro's Board of Trustees. My fellow Board members have played an important part in shaping this change and I would like to take this opportunity to thank them all and to acknowledge their support and participation in the various committee structures, the Service User Involvement Group and the IT Project Board overseeing the implementation of the IT Strategy. I would also like to record my thanks on a personal note for their on-going support and friendship.



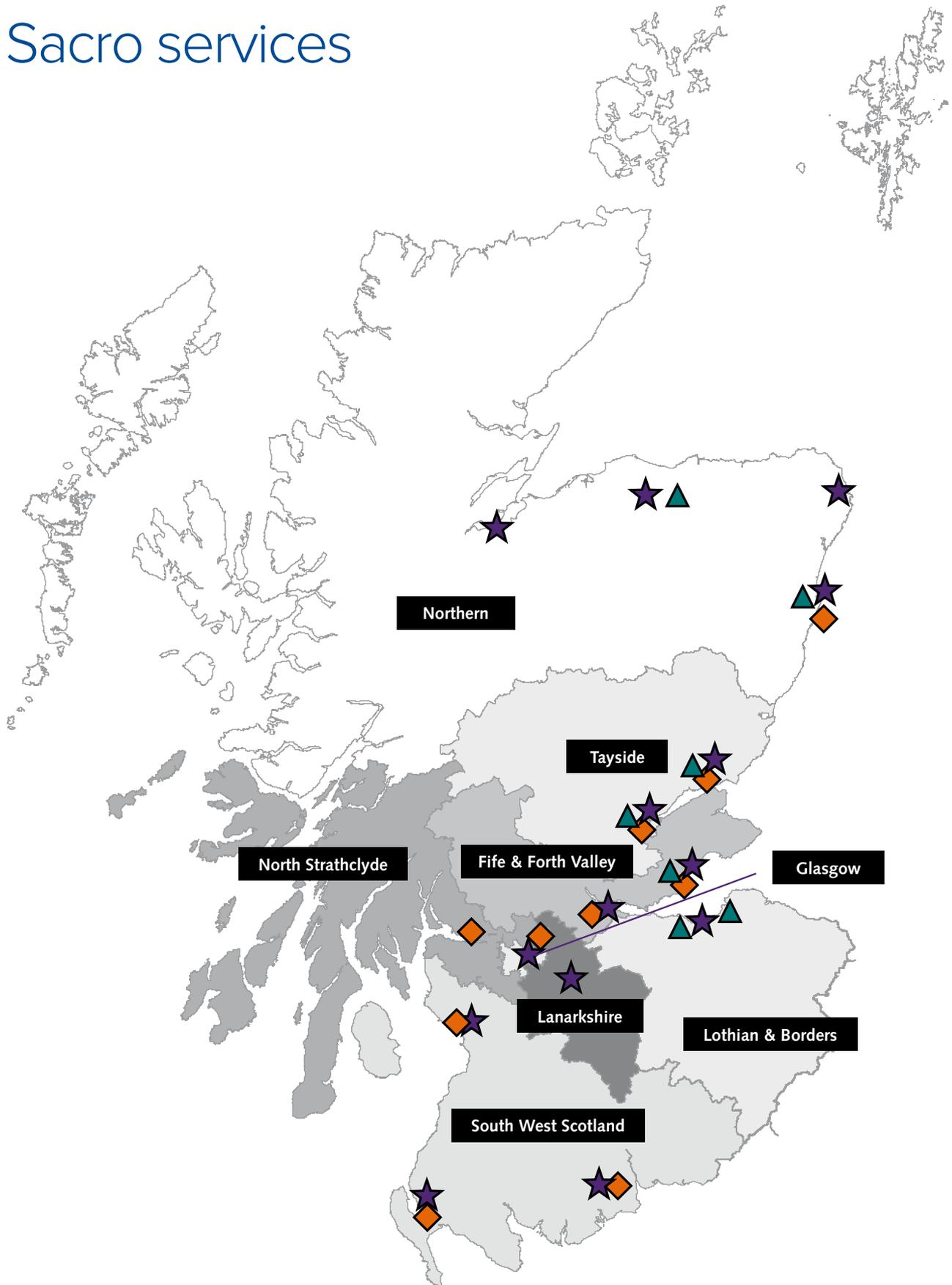
Work is now underway to develop a new strategic plan to take Sacro to 2020. I am in no doubt the Board will be just as effective in supporting Tom Halpin our Chief Executive and the staff in developing this as the basis for a secure and successful future. My thanks go to Tom and the team for their contribution and I wish them every success for the future.

If I was to single out one area for particular praise it would be the determination and skill of our staff and volunteers. Their focus on ensuring the absolute best outcomes for our service users is nothing short of outstanding. This is what Sacro does and why we are all here. I am proud to have been a part of that and wish my successor, Sandy Cameron, and this extraordinary organisation every success for the future.

## SACRO BOARD 2013-2014

Chair	Esther Robertson
Depute Chair	Elizabeth Carmichael
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Observers	Andy Bruce (Scottish Government)

# Sacro services



- Criminal Justice ★
- Youth Justice ◆
- Mediation ▲

Sacro also delivers mentoring services all across Scotland as part of public social partnerships.

# Chief Executive: Tom Halpin

If there is one thing we can take from the past year, it is that change is happening all around us. It shows no sign of letting up either and although unsettling at times, it provides a fertile ground for creativity and innovation.

One stand out example of this is the success of our Another Way service in Edinburgh. The service scooped a major award at the Scottish Social Services Council's Care Accolades this year in the "Innovation and Redesign" category. Another Way works to support sex workers in Edinburgh and since 2005, has evolved from a small, part-time pilot to a fully-fledged service, working in partnership with NHS and police. It is based in our Edinburgh office, arguably one of the offices hit the hardest by realignment of local authority funding over the last few years, yet it has flourished and developed into one of our highest profile services. Our Assertive Outreach and Restorative Justice services in Aberdeen also featured respectively in the Care Accolades and Howard League Community Programmes awards this year, further evidencing the calibre of services Sacro provides across the country.

The financial environment remains challenging but we have responded to this by broadening our funding base over the past few years. We have continued to attract funding for both new and existing services and hope to continue this in the future by building on the success of our business development programme.

Going forward, we are continuing to develop our knowledge and capabilities in new areas and mentoring in particular. This approach has worked extremely well with women offenders and our Women's Mentoring and Shine public social partnership services have continued



to thrive. We held a mentoring development day for staff earlier this year to identify new ways of applying what we had learned from these services and have since piloted a new service aimed at mentoring armed forces veterans who had come into contact with the criminal justice system.

We have also made extended provision for our Circles of Support and Accountability (CoSA) service. As an effective, community based service; CoSA complements existing public protection arrangements with regard to sex offenders. This service is now available to all local authorities in Scotland and we have had significant interest in establishing circles in many areas. Alongside this, increased demand for our Intensive Support Packages for high-risk offenders is providing further opportunity for development. Delivering these important services, often within a short time frame requires a distinct capability. Sacro has considerable expertise in this area and we continue to develop our expertise to ensure this important service is delivered safely and responsibly.



*Staff and volunteers at Sacro's mentoring development day*



*Assertive Outreach team at the Care Accolades ceremony*



*Sacro's Another Way service receiving their Care Accolade at the ceremony in Perth Concert Hall*

We have also seen growth in our community payback activities and have now extended this to include Aberdeen. An Anti-Sectarianism Service, based in our Motherwell office is being delivered across the central belt and a Self-Directed Intensive Support service in Aberdeen works with individuals with learning disabilities. These are just some new developments but when viewed in addition to our core existing services, paint a picture of an organisation, confident in its abilities and progressive in its approach.

Significant work continues to be undertaken to develop Sacro's capability in Performance Management and Quality Assurance. We now have thorough and consistent data from across our services to work with and continue to analyse and accumulate these indicators to monitor performance and outcomes. Peer review teams have undertaken and completed a file reading scrutiny across some of our services and the results analysed by an independent statistician.



*The First Minister with representatives from Sacro and other partners at Reducing Reoffending Fund event*

A programme of practice development workshops is now being implemented to ensure the learning gained from this exercise is embedded across services. This will form an important element of Sacro's quality assurance improvement plan being developed in support of Quality Scotland accreditation.

Sacro has always played an important role in influencing policy, legislation and practice and we continue to support this agenda by presenting at national conferences, seminars and forums when the opportunity presents. Most memorable this year have been a jointly sponsored seminar on restorative justice with Strathclyde University's Centre for Criminal and Youth Justice and conferences on Women Offenders and Community Justice Structures. Sacro also received positive feedback from the new Chief Inspector of Prisons on the quality of the Sacro response to a consultation on the HMIPS's revised arrangements for inspection practice.



*Launch of Sacro's national Circles of Support and Accountability service*



*Lord Carloway (foreground) gave the 2013 Sacro Lecture*

Sacro continues to develop its influence through the Criminal Justice Voluntary Sector Forum. Along with other delivery partners, we have contributed to a number of briefing documents produced for interested stakeholders. The Forum is publishing these briefings across the justice sector and this is receiving positive feedback.

In addition to its governance role, Sacro's Board of Trustees remains a supportive and encouraging contributor to our organisation. Board members have continued to attend Sacro events and visit local services to add their support and see for themselves the work Sacro staff and volunteers do to improve the lives of communities all across Scotland.

I could not mention the role of Sacro's Board without paying personal tribute to our outgoing Chair, Esther Robertson. Esther's contribution to Sacro has been immense. She has presided over a period of real change – not just in the environment we work in – but the way we govern, manage and evaluate ourselves. Throughout all this, Esther made sure she kept in tune with the staff and volunteers who deliver our services and the many service users who benefit from this support.

My sincere thanks go to Esther for her support and encouragement and I wish her all the very best for the future.

I now look forward to working with our new Chair, Sandy Cameron and am delighted to have him at the helm for what is widely regarded as an upcoming period of exceptional challenges and opportunities for the voluntary sector and the justice system in Scotland. Sandy has already been a major asset to the Board and brings a deep understanding of social care and justice to the organisation. This appointment will reinforce Sacro's status as an influential and active partner in Scotland's justice system and I look forward to working with Sandy as Chair.

None of the achievements you read about in this review would be possible without the simply outstanding expertise and dedication of Sacro's staff and volunteers. Their work is so important in supporting our service users, who we must also remember are on personal journeys – often against the odds – to improve their lives and those of their families and communities. I pay tribute to them all because although none of this is easy, every bit of it is worthwhile.



*Aberdeen Restorative Justice team receiving Howard League Community Programme award from HRH The Princess Royal.*



*Visitors to the open day at Sacro's Fife office*

# Direct Provision of Services

A year of highs and lows seems a fair way to describe how we fared. Though disappointed to lose some long-standing services – mainly due to competitive tendering or taking in-house – we were also encouraged to have attracted new services and retained many existing ones in the face of strong competition.

Where we have seen real development this year has been in the positive results we have seen from partnership working. The public social partnerships Sacro is involved with have all bedded in and are now delivering better outcomes for women, young men and prisoners on release across Scotland. At the end of the day, this is what counts; achieving positive, transformational changes in the lives of our service users.

Sacro is the lead partner organisation delivering the Shine Women's Mentoring Service. A further seven voluntary sector organisations also deliver the service across Scotland, supported by the Scottish Prison Service, Social Work Scotland (formerly Association of Directors of Social Work) and Scotland's Community Justice Authorities. Since the introduction of this public social partnership in April 2013, Shine has delivered mentoring services to vulnerable women, on a national scale, reaching 95% of the agreed targets in its first year and exceeding its targets ever since.

## >70%

Over 70% of women who are newly referred to the **Another Way** service have either exited prostitution or decreased sex work

Referrals from short term prisoners in the prison estate have been particularly strong with a concerted effort to engage with the remand population – a significant challenge given the uncertainty of outcome for many remand prisoners. With the introduction of Women's Justice Centres in many local authority areas, Shine has been focussing on developing a close integration and support process to ensure it operates in synergy with other women's services, delivering mentoring for women in the community on Supervision and Community Payback Orders.

## 680

Shine Women's Mentoring Service supported 680 women across Scotland to lead better lives, free of offending

Of course the funding environment continues to challenge us and we envisage this will be the case for some years to come. However, one of the big strengths of the voluntary sector is its ability to adapt. Our creativity and ingenuity combined with a dedicated and capable pool of staff and volunteers will ensure we continue to do the best we can for those we are here to support. We continue to look to new sources of funding and forge new partnerships to thrive in the face of diminishing resources.

A shining example of this approach is evident in our **Another Way** service in Edinburgh. Initially a one-year pilot project, set up in 2005 to support drug-using street sex workers, the service employed one part-time worker to encourage and signpost women to engage with drug treatment and support services.

“It's great having someone who supports me and who listens to my problems and doesn't judge me.”

Service user, Fife Women's Mentoring Service.

## 1 in 4

Our **Another Way** service in Edinburgh is responsible for one in four of the women they see exit from prostitution

As local authority budget cuts began to bite, Another Way found itself needing to find new sources of funding to survive. Successful funding applications to Trusts meant the service was able to continue and indeed, develop to work with women in saunas and flats and support them with – not just drug use – but other issues such as personal safety and emotional and general health support. Developing closer partnerships with NHS, Police Scotland and other agencies also meant the service could reach many more women and support them more effectively. Alison Scott, an NHS consultant gynaecologist said: “Another Way are responsible for one in four of the women they see begin to exit from prostitution: an amazing and unique piece of work! The relationship between NHS staff and Nicola McCloskey (Sacro) is currently being lauded by the senior officers involved in Health and Social Care Integration in Lothian as a gold standard of how organisations should work together with the client at the centre.”

Another Way is now staffed by a full-time worker and shares eight volunteer mentors with the Shine Women’s Mentoring service to offer longer term and more focussed support for women. The service scooped the top award for “Innovation and Redesign” in this year’s Scottish Social Services Council’s Care Accolades and continues to provide an invaluable service and a voice for this vulnerable and traditionally hard to reach client group.

91%

Independent research of Sacro’s **Assertive Outreach** service reported a 91% reduction in offending behaviour of those using the service

It is this dedication of Sacro staff and volunteers and the persistence they show in going the extra mile to support service users that has helped cement the organisation’s reputation as a quality service provider.

“The best thing about using the service was being able to express my feelings; to have somebody to listen to me. To be in control of the situation does help you get over the incident easier.”

Person harmed,  
Sacro Edinburgh & Midlothian Restorative Justice Service.

94%

Glasgow **Supported Accommodation** service achieved an occupancy rate of 94%, well above their target of 75%

This “stickability” can make the difference when working with service users who have multiple and sometimes complex needs. Sacro’s Assertive Outreach Service in Aberdeen (also a Care Accolades finalist) is an excellent example of this approach. The service works with young people who are involved in serious or persistent offending or anti-social behaviour. These young people however, are particularly difficult to reach. They often have chaotic lifestyles, multiple and complex needs, and have readily disengaged with other services in the past. The strength of Assertive Outreach is the ability of Sacro staff to be persistent, creative and flexible in their approach to establish and maintain trust and rapport with young people.

We are operating within an increasingly challenging environment, both financially and competitively yet Sacro services are thriving in so many ways. Our services are working and creating better outcomes for our service users; we know this and we see it every day. Our services are constantly monitored to ensure they are operating as effectively as possible. Our staff and volunteers are developing their skills and are given the opportunities to learn and improve their practice, while they work. As an organisation, we are constantly seeking out new opportunities, creating new partnerships and developing new ways of working to create better lives for our service users.

Yes there are still challenging times on the horizon but we have great reason for optimism.

>200%

114 **Restorative Justice** Agreements were achieved in Edinburgh & Midlothian. This represents 65% of all closed cases and is over double the service’s target figure

# Outcome Evaluation, Monitoring and Research

This year we have engaged in a number of partnership approaches to joint research and evaluation with universities through the Scottish Centre for Criminal Justice Research. This has involved PhD and MSc students working alongside staff in a number of services and this is supported by academics who are members of Sacro's Board and sit on our research advisory group. Research projects are currently underway on Women's Mentoring, Restorative Justice and the Whole Systems Approach, Cognitive Assessment of Crime and Victim Participation in the Criminal Justice System, Violence Against Women and The Prison System and Society.

**83%**

83% of Ayrshire **Bail Supervision** service users did not reoffend whilst on bail

For research to be meaningful however, it is necessary to accurately measure key performance indicators and outcomes. We have made great progress in improving our capability and infrastructure to improve how we collect this data and are continuing to make significant investment in IT systems as well as staff awareness and training sessions. Our bespoke Outcome Monitoring Tool and the Viewpoint online evaluation programme are now available across Sacro services. These tools provide us with a tailored solution for accurate and complete collection of outcome data.

Last year we appointed the Scottish Centre for Crime and Justice Research to undertake an independent evaluation of Sacro's Circles of Support and Accountability service and received their final report in September. The service uses trained volunteers to monitor and support offenders in the community following release from

prison. Complementary to existing public protection arrangements, the pilot project had been operating in Fife. The evaluation was positive and identified strong support for the value of Circles among participants and outside agencies.

We have also undertaken a major project this year to provide a universal Case Management System for all services. The application design and network configuration stages of this are now complete and we are testing the system with services with a view to implementing the system across Sacro by early next year.

These projects are evidence of Sacro's commitment to deliver high quality interventions that not only work – but can be shown to work. Further examples of this approach are evident through our work within our Care Inspectorate Champions Group where we implement recommendations, share this learning across our services and train staff to prepare for inspections. We have set up working groups on risk management and practice development and brought in external experts to provide focused input on service design and practice standards. We have embarked on a programme of case file reading to ensure our records are consistent and comprehensive. We have reviewed and improved our service arrangements for Intensive Support Packages to ensure public protection is paramount and service users receive appropriate support.

Every Sacro service, including our national office support, has a monthly Service Improvement Team meeting. These meetings focus on self-evaluation using our Performance Improvement Model (PIM), leading towards accreditation with Quality Scotland. They also monitor our progress towards the aims set out in our strategic plan and the objectives we set ourselves within its operational plan.

All in all, we have made substantial progress this year in ensuring we test ourselves rigorously, provide evidence of our effectiveness and promote best practice.

“I am very happy with the staff at Guildry House ... I find they are different to workers in other homeless accommodation and are able to motivate me to change.”

Service user, Sacro Supported Accommodation for Young People.

**64%**

In Moray, 64% of service users at our **Supported Accommodation for Young People** moved on to successfully manage their own tenancies

# Influencing Policy, Legislation and Practice

Sacro continues to take every opportunity to promote our values and principles and share our experience of what works to reduce reoffending and improve the lives of our service users. In addition to meeting directly with those with the power to influence, we contribute to consultations, ensure we are represented at conferences, seminars and events and engage with the media; whether traditional press and broadcast or increasingly, through social media and online.

In support of our influencing agenda, Sacro's Chief Executive and senior managers continue to meet with politicians in Scottish and local government. Representation on the Scottish Government's Reducing Reoffending Advisory Group keeps Sacro at the forefront of developing government strategy to tackle reoffending rates. Our Chief Executive also gave evidence to the Scottish Parliament's Justice Committee on how the Scottish Budget will impact on the future delivery of justice services. We have hosted a roundtable think-tank in partnership with the Scottish Consortium on Crime and Criminal Justice focussed on the academic understanding of reoffending and we facilitated conversation with the Criminal Justice Voluntary Sector Forum on the Scottish Government proposal to review Community Justice structures. This work is supported across Sacro with a number of staff attending local consultation events and is important in informing Sacro's response to the government consultation.

## 82%

Glasgow Community Payback service placements achieved a success rate of 82% compared with the national average of 55%.

"I would like to take this opportunity to thank the mediator for going beyond their remit. By referring me to the social work team, both workers were very professional and showed genuine concern about my plight for which I am most grateful."

Client, Sacro Aberdeen Community Mediation Service.

## >400

Edinburgh & Midlothian **Restorative Justice** service assessed over 400 individuals; twice its target figure

Other engagements this year have seen our Chief Executive speak at a seminar on Restorative Justice in Scotland, hosted jointly between Strathclyde University's Centre for Youth and Criminal Justice and Sacro. Sacro remains at the forefront in the development of this area of practice and have helped initiate a regular forum for practitioners, academics and other voluntary organisations to promote more widespread use of the practice across Scotland.

## 2350

Sacro, working with MAPPA delivered 2,350 hours of **Intensive Support Packages** to 10 service users to keep communities safe

National conferences on Young People in the Criminal Justice System, the Management of Offenders, Human Resources, the Future of the Community Justice System, Mediation & Community Development and Women in the Justice System were just some of the events where Sacro took the opportunity of speaking engagements to address a wider audience. In addition to these invitations, we also provided a platform ourselves by hosting events to promote our Circles of Support & Accountability and Shine mentoring services.

## 9/10

Almost nine out of ten Sacro **Community Mediation** cases resulted in an agreement; a higher success rate than the national average

# >200%

114 **Restorative Justice** Agreements were achieved in Edinburgh & Midlothian. This represents 65% of all closed cases and is over double the service's target figure

Open days at some of our services have proved to be extremely popular and such was the level of interest in our work, we have decided to take the formula to other Sacro offices across the country over the coming year.

Recognition of Sacro as a leading organisation in the third sector was further acknowledged when Lord Carloway, The Lord Justice Clerk, delivered the annual Sacro lecture at the prestigious Playfair Library in Edinburgh. Almost 200 people registered and attended to hear Lord Carloway deliver his address on 'Sentencing, Beyond Punishment and Deterrence'. The event attracted considerable media interest for Lord Carloway's innovative views on how Scotland's courts could play their part in reducing reoffending. Sacro's approach to this event has always been to encourage audience diversity and this lecture was no different in attracting members of the Judiciary, Scottish Parliament, academics, media, practitioners and importantly school pupils who are considering a future career in the Justice sector.

Our online communications strategy took a major step forward this year with the launch of our new website. We completely redesigned the site, reviewed all the content and consulted staff, stakeholders and service users to ensure the site worked for all audiences. Based on a content management system, the site can be updated by

any staff member with appropriate access and means we can keep the content relevant, accurate and include more local information than before. Website page views continue to sit at over 50,000 for the last two quarters since the site was launched in October. This is significantly above the 3,000 or so page views we were getting pre-launch. All other analysis of the website's performance and reach has shown a marked increase in its use and encouragingly, these figures have held up since relaunch.

# 100%

All persons harmed offered the Aberdeen **Adult Restorative Justice** service were willing to participate and all cases were closed successfully

Our social media presence has also continued to increase significantly. In addition to our national profile, many of our offices and services also have dedicated accounts and are now establishing themselves across social networks.

Sacro continues to feature well in the Scottish press and has had articles in national and local publications over the course of the year in addition to providing comment and analysis when asked. We have been involved with the Scottish Consortium on Crime and Criminal Justice in the setting up and development of Scottish Justice Matters, a new journal aimed specifically at Scotland's justice sector. Sacro is represented on the editorial board and regularly contributes content to the journal.

# 90%

90% of all reparative tasks undertaken with Aberdeen **Community-based Reparation** service were successfully completed

# 0

None of the young people engaged with North Ayrshire **Early & Effective Intervention** Service reoffended within the first year

"He was very affected by the face to face meeting. He seems to understand, for the first time, how his actions affected others.

"I think he realises the harm they had done and the way it affected people."

Parent of young person responsible for offending,  
Aberdeen Youth Resorative Justice Service.

# x2

The number of persons harmed being offered Aberdeen **Youth Restorative Justice** service has more than doubled from the previous year

# Meeting High Standards of Governance and Management

Sacro's Board continues to take great interest in the day-to-day activities of our services. Board members frequently visit services, attend events and represent the Board on many projects including research and service user involvement groups.

Progress with the key objectives set out in our Strategic Plan 2012–2015 remains encouraging and we have now started planning how we can build on this work by producing a strategy to take us to 2020.

Having achieved re-accreditation with Investors in People in 2012, we have again been awarded Investing in Volunteers status from 2014 to 2017. Our commitment to the development of our staff and volunteers is critical to the success of Sacro and we approach this responsibility strategically and give it the highest priority.

## 78%

78% of Aberdeenshire **Homelessness Mediation** cases reported a successful outcome

Underpinning this work is our People Strategy. The strategy defines how Sacro supports continuous personal and professional development, how we can attract and retain the best people, how we encourage our people to aim high and how we equip them to achieve their goals. Our dedicated Learning Co-ordinator and our Volunteer Co-ordinator both ensure our people are fully supported and afforded the opportunities they need to reach their potential.

To enable us to continue to attract and retain skilled and engaged people we have updated our recruitment and selection programme linking it to a bespoke skills and

## 94%

Where there was direct involvement from the person harmed, 94% of Aberdeen **Youth Restorative Justice** service cases were closed successfully

knowledge framework. This framework is supported by continuous learning and the encouragement of leadership at every level of the organisation. In particular to underpin the framework a programme of development workshops has been delivered to staff.

We continue to support our staff to achieve qualifications and in 2013/2014, 13 members of staff achieved Scottish Vocational Qualifications (SVQ) in Health and Social Care or Leadership and Management of Care Services as well as Professional Development Awards in Health and Social Care Supervision. Our 2014 recruits are just about to begin working towards qualifications. In the coming year we will be offering a development programme for our team leaders as well as continuing to move forward with coaching at all levels of the organisation. In addition we are excited to be at the beginning of a new case file management system and training in this will be a priority for the whole organisation.

Our annual staff survey provides a platform for comment and helps us to identify what's working (and what isn't). It also helps inform the direction of our staff conference. Also held annually, the conference is a great opportunity for all staff to meet up, contribute, share and learn from. In 2013 the conference theme was 'Growing Success'.

“The young men are doing something beneficial to the community. They were polite, courteous and respectful and their supervisor was professional. It was nice to hear him compliment the work being carried out.”

Householder, recipient of Community Payback work, Glasgow.

## 3146

Glasgow **Community Payback** service facilitated 3,146 placements

# Finance

During 2013-2014, Sacro's turnover amounted to £8.2 million (£7.5 million excluding pension adjustments)

Criminal Justice Services continue to represent the main source of expenditure (66%) with Youth Justice and Community Mediation accounting for 19% and 15% of the total respectively.

The financial environment in which Sacro operates remains challenging, and the organisation continues to adapt to its changing circumstances. Sacro has undergone a significant period of transformation over the past three financial years, designed to increase competitiveness and enable services to demonstrate their effectiveness against clearly-defined performance criteria linked to outcomes.

The 2014-2015 financial year presents further challenges to Sacro but the actions taken during 2012-2014 ensures Sacro is well-placed to respond.

## The Sacro Trust

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

The Trust awarded 41 grants totalling £4,889 in 2013-2014.

<b>INCOME</b>	<b>£'000s</b>
Funding from Local Authority Service Level Agreements	5,032
Scottish Government Funding	2,888
Rent and Service Charges	100
Other Income (including Bank Interest)	55
<b>Total Income (excluding pension adjustments)</b>	<b>7,474</b>
<b>EXPENDITURE</b>	<b>£'000s</b>
Criminal Justice	5,301
Youth Justice	1,349
Community Mediation	1,005
Governance Costs	25
<b>Total Expenditure (excluding pension adjustments)</b>	<b>7,680</b>

“I just want to say thank you very much for your support in obtaining funds for kitchen whites. It really helped me in gaining a full-time college place and also a big push for full time work.”

Recipient of one-off grant from Sacro Trust.

## £4,889

The Sacro Trust awarded 41 grants totalling £4,889 to help individuals in Scotland with the process of rehabilitation.



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